



Quarter 2 Improvement Plan 2016/17 Progress Report

Living Well



Flintshire County Council



Print Date: 06-Dec-2016

2 Living Well



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.1 Ensure care home provision within Flintshire enables people to live well and have a good quality of life.	Lin Hawtin - Commissioning Manager	Ongoing	01-Apr-2016	31-Mar-2017	-	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Data from the national census has been received. The regional group is considering recommendations regarding fee setting for the year ahead, and early discussions will be taking place with independent sector providers in the new year to agree fee levels. Flintshire has employed a Project Manager to work with independent colleagues to improve the viability of the sector, an innovative approach which has been warmly welcomed. The pilot joint monitoring tools for nursing care will commence with 3 homes in January 2017. The evaluation of the "Community Circles" project was positive; this may link into regional work on community integration. Progress for providers is being rolled out with residential homes in Flintshire; each contract officer has been allocated a number of services to work with. One page profiles and the welcome pack are being implemented prior to Christmas, followed by other person centred tools in the new year. In April care homes will be asked to assess themselves against the Flintshire standards. This action is ongoing and therefore there is no "% complete" recorded. Tasks are on track to meet the expected position at the end of March; the amber Outcome RAG reflects the continuing fragility of the sector.



Last Updated: 06-Dec-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.2 Support greater independence for individuals with a frailty and / or disability, including those at risk of isolation.	Susie Lunt - Senior Manager, Integrated Services	Ongoing	01-Apr-2016	31-Mar-2017	-	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Loneliness and isolation will be included as part of the "What Matters" conversation implemented in the information, advice and assistance service. Phase 2 is in progress of a pilot for 'Multi Me', a secure social platform created for people with learning disabilities. It is designed to help them communicate and tell their story through the use of "multi-media", and become more in control of their lives through personal goal setting and the help of their online support network. This action to support greater independence for individuals with a frailty and / or disability is ongoing and therefore there is no "% complete" recorded. Tasks which contribute to this action are on track to meet the expected position at the end of March.



Last Updated: 05-Dec-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.3 Improve outcomes for looked after children	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Proposals to refresh the Corporate Parenting Strategy were endorsed by Health and Social Services Overview and Scrutiny Committee. The strategy will set out commitments around the themes of Education, Health and Well-Being, Stability and Security and Leaving Care. The action is 50% complete to date. During quarter 3 Internal Audit will work with the service to review how effective the authority is as a Corporate Parent for care leavers. The Internal Audit Review will consider how effective the Council is in equipping care leavers to have the skills to lead a good quality, independent life. The findings will help refresh the strategy.



Last Updated: 06-Dec-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.1 Ensure that effective services to support carers are in place as part of the integrated social and health services.	Lin Hawtin - Commissioning Manager	Ongoing	01-Apr-2016	31-Mar-2017	-	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The work on co-production will continue through to December. The action plan resulting from the review of the Carer's Strategy will be in place by March 2017. The new strategy for young carers has a performance framework, incorporating an annual progress report which is presented to senior managers and the regulator. The tasks underpinning this action are on track and outcome RAG is green. [This action has a status of Ongoing because it has no finite end point and is aimed at ensuring effective services are in place for carers continuously and for the long term. Therefore a percentage completion rate is not shown]



Last Updated: 06-Dec-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.2 Influence the use of intermediate care funds to support effective discharge from hospital and ensure a smoother transition between Health and Social Care Services.	Susie Lunt - Senior Manager, Integrated Services	In Progress	01-Apr-2016	31-Mar-2017	80.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The Intermediate Care Funds (ICF) programme has been subject to change during the year in line with ministerial announcements. There are now 3 identifiable elements of the fund. Welsh Government and/or the Part 9 Regional Board have approved the majority of funding proposals with work actively taking place to implement, hence the 80% completion. Part 9 Regional Board was established in line with the Regulation and Inspection Act 2016 and is tasked with overseeing the implementation of pooled budgets and facilitating joint working between Flintshire County Council (FCC) and Betsi Cadwaladr University Health Board (BCUHB). Challenges to implementation of some "projects" within the current financial year are being actively managed. All established projects will continue to be monitored through quarters 3 and 4, with reporting arrangements being met in line with regional governance arrangements. Partners are actively involved in the development of proposals and monitoring of progress and the financial position.



Last Updated: 06-Dec-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.3 Work through the Children's Services Forum and Participation Group to improve access to CAMHS	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2016	31-Mar-2017	30.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

We estimate that the tasks underpinning this action are now 30% complete. We are making good progress, but the outcome is uncertain, and therefore the Outcome RAG is amber. A costed business case has been developed in partnership with Child and Adolescent Mental Health Services (CAMHS) and Wrexham to extend the provision of therapeutic support across the area. A tendering process has been undertaken for the service but assurance will need to be given that Intermediate Care Funds (ICF) will be available before the service can be commissioned. There is regional work being led by Betsi Cadwaladr University Health Board (BCUHB) to enhance CAMHS and improve performance from referral to assessment (28 days) and assessment to treatment timeline. This work will continue into the second half of the year. Progress is being made in recruiting staff and services to enhance CAMHS provision with some challenges finding psychologists and psychiatrists available in the region. BCUHB will be sharing progress and performance with regional Heads of Children's Services during Quarter 3.

Last Updated: 06-Dec-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.4 Further develop dementia awareness across the County.	Lin Hawtin - Commissioning Manager	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

A new dementia cafe has opened in Sealand. 3 events have been held for local businesses and 10 businesses have since applied for accreditation. A Facebook page for care homes will be going live in September, and the Betsi Cadwaladr University Health Board (BCUHB) dementia support workers project implemented. The tender has been awarded to Crossroads, and signage for Dementia Friendly Flint has been completed. Quarter 2 update: The Facebook page has gone live with 10 care home providers and is actively being used between homes and 7 activities providers, to promote activities available for residents. The 10 businesses have now been accredited by Flint Dementia Friendly Communities including three

Flintshire County Council departments. These tasks have contributed to the 50% completion rate. Key milestones for the next half of the year include accreditation of Sealand and Queensferry as a Dementia Friendly Community, and another memory cafe opening in Connah's Quay.



Last Updated: 06-Dec-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.1 Strengthen arrangements within all Council portfolios to have clear responsibilities to address safeguarding.	Fiona Mocko - Policy Advisor (Equalities and Cohesion)	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Each Portfolio has a nominated lead for safeguarding. A Corporate Safeguarding Panel has been set up and is meeting regularly.



Last Updated: 30-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.2 Ensure that the workforce are trained in line with the new Codes of Practice for Safeguarding	Fiona Mocko - Policy Advisor (Equalities and Cohesion)	In Progress	01-Apr-2016	31-Mar-2017	5.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

A training strategy will need to be developed to ensure that all employees who come into direct or indirect contact with children or adults at risk , recognise signs of abuse and modern slavery and know how to make a report. There will need to be a range of training for different groups of employees. The Training Strategy will be developed and implemented following approval of the Corporate Safeguarding policy. A draft Corporate Safeguarding policy has been prepared; the Training Strategy will be completed by January 2017.

Last Updated: 30-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.2.1.3 Working with our partners we will ensure that our response rates to referrals remain within statutory targets.	Jacque Slee - Performance Lead – Social Services	Ongoing	30-Aug-2016	31-Mar-2017	-	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:

Good performance was recorded in quarter 2; risk was managed for all adult protection referrals and 99.2% of reviews of child protection plans were carried out on time. The

Safeguarding Unit continue to manage increasing requests for initial conferences, which has impacted on diary capacity; however, performance improved this quarter to 90.6%. This is an ongoing action so there is no % completion rate shown.

Last Updated: 06-Dec-2016

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP2.1.1.1M02 (SCAL/027) Number of care homes which are a 'Service of Concern'	2	1	3	 GREEN	↑	1	3	 GREEN



Lead Officer: Lin Hawtin - Commissioning Manager

Reporting Officer: Nicki Kenealy - Contracts Team Manager

Aspirational Target: 0.00

Progress Comment: There is 1 care home which is deemed to be a 'service of concern' by Care and Social Services Inspectorate Wales (CSSIW). An action plan is in place to address the issues of concern, and this is being monitored by CSSIW.

Last Updated: 06-Dec-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP2.1.1.1M03 (SCAL/028) Number of care homes in 'Escalating Concerns'	0	0	2	 GREEN	↔	0	2	 GREEN



Lead Officer: Lin Hawtin - Commissioning Manager

Reporting Officer: Nicki Kenealy - Contracts Team Manager

Aspirational Target: 0.00

Progress Comment: We don't currently have any care homes with "escalating concerns".

Last Updated: 28-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP2.1.2.1M01 (SCA/018c) The percentage of identified carers of adult service users who were assessed or reassessed in their own right during the year who were provided with a service	99.86	91.05	82	 GREEN	↓	91.05	82	 GREEN



Lead Officer: Lin Hawtin - Commissioning Manager

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target: 82.00

Progress Comment: Work is progressing with North East Wales Carers Information Service (NEWCIS) to ensure capture of all data for carers' assessments and services. New documentation developed regionally in line with the Social Care and Well-being Act is being implemented in Social Services, although this is currently in paper form. Work is ongoing to develop these forms electronically and until this work is completed the Council is unable to report on a complete data set for carers' assessments and services. The Integrated Assessment should be available electronically from March 2017.

Last Updated: 05-Dec-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP2.1.2.2M01 SCA/001 Monitoring the rate of delayed transfers of care for social care reasons (rate per 1000)	2.3	1.18	2	 GREEN	↑	1.18	2	 GREEN



Lead Officer: Janet Bellis - Localities Manager

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target: 2.00

Progress Comment: There were 4 delayed discharges for social care reasons in the quarter. Delayed discharges for social care reasons tend to be where there are complex mental health needs and the local authority are seeking a suitable placement. All delays are monitored regularly by Social Care and Betsi Cadwaladr University Health Board (BCUHB) jointly and early resolutions are prioritised.

Last Updated: 06-Dec-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP2.2.1.1M04 SCC/014 - Initial child protection conferences held within 15 days of the strategy discussion	88.71	90.57	95	 RED	↓	79.28	95	 AMBER



Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target: 98.00

Progress Comment: Conference numbers are still high; diary capacity impacting on ability to meet timescales for 3 families. The Safeguarding Unit endeavor to schedule all initial conferences within statutory timescales or as soon as possible afterwards. Conferences are occasionally delayed in the best interest of the family.

Last Updated: 30-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP2.2.1.1M05 SCC/034 – The percentage of child protection reviews completed within timescales.	99.13	99.17	98	 GREEN	↑	99.53	98	 GREEN



Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target: 100.00

Progress Comment: A late review was recorded for one child; the review was moved to take account of statutory timescales for the pre-birth conference of a younger sibling, which was felt to be in the best interests of the family. All other child protection reviews were completed within timescales.

Last Updated: 30-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP2.3.3M03 SCA/019 - Adult protection referrals where the risk was managed	100	100	98	 GREEN	↔	100	98	 GREEN

Lead Officer: Jane M Davies - Senior Manager, Safeguarding & Commissioning

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target: 100.00

Progress Comment: Risk was reduced or removed for all adults with an adult protection referral completed in the quarter.

Last Updated: 25-Oct-2016

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Fragility and sustainability of the care home sector.	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Red	Red	↔	Open

Potential Effect: Reduced quality of care, increased difficulties with recruitment and retention of staff, and reduced capacity in the care home sector.

Management Controls: Refocus specialisms within in-house provision to fit with changing demands. Continue to monitor capacity in the sector.

Progress Comment: Data from the national census has been received. The regional fee setting group met on 18th October, taking into census data, data from local authority questionnaires regarding hours and existing market intelligence.

A Project Manager has been appointed to deliver a programme of work and priorities to support the care crisis.

Last Updated: 06-Dec-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The quality of care home services will not meet required standards.	Neil Ayling - Chief Officer - Social Services	Lin Hawtin - Commissioning Manager	Amber	Amber	↔	Open

Potential Effect: Negative impact on reputation of the Council.

Management Controls: Contract monitoring in place. Good relationship with Care and Social Services Inspectorate Wales (CSSIW). Good relationships with providers. Staff Training.

Progress Comment: The pilot joint monitoring tools for nursing care will commence with 3 homes in January 2017. The evaluation of the "Community Circles" project was positive; this may link into regional work on community integration. Progress for providers is being rolled out with residential homes in Flintshire; each contract officer has been allocated a number of services to work with. One page profiles and the welcome pack are being implemented prior to Christmas, followed by other person centred tools in the new year. In April we will be asking homes to assess themselves against the Flintshire standards. 3 Nursing homes have requested that they be included in this project.

Last Updated: 06-Dec-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Children and vulnerable families are not fully supported where multi-agency services and partners do not move toward an early intervention and prevention approach	Craig Macleod - Senior Manager, Children's Services & Workforce	Ray Dickson - Children's Fieldwork Services Manager	Amber	Amber	↔	Open

Potential Effect: High re-referral rates, Looked After Children (LAC) health assessments not completed on time, IAA requirements not met

Management Controls: Development and implementation of multi agency early intervention hub.

Progress Comment: Project arrangements for developing an Early Intervention Hub are in place with a Project Sponsor, Strategic Advisor and project administrator in place. Specific work streams have been developed and lead officers identified to take them forward. Within Social Services there is a high demand for targeted support and early intervention services. Management decisions are being made on how finite resources can be best deployed based on individual circumstances and presenting/associated risk. This area of the service will be reviewed by the service in quarter 3 to identify opportunities to take different approaches to manage and respond to demand.

Last Updated: 06-Dec-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand and aspirations for independent living will not be met.	Neil Ayling - Chief Officer - Social Services	Susie Lunt - Senior Manager, Integrated Services	Amber	Amber	↔	Open

Potential Effect: Insufficient capacity within existing extra care provision

Management Controls: Flint:

- Full planning approval was granted for the scheme in March 2015.
- Pennaf aim to be on site by September 2015; FCC is overseeing the completion of several tasks in order to meet this target, which includes 1) further investigative work of the historic ditch, 2) demolition of the maisonettes, 3) surveys and 4) utility diversions.
- Partnership working groups will continue to agree, oversee and monitor the building design and service model as the scheme progresses.

Holywell:

- The outline design has been amended to reflect stakeholder feedback, as a result the site will now include additional public parking to meet local demand.
- Outline planning application refused 18th May 2015.
- Partnership working groups will be established once the scheme has received outline planning approval.

Progress Comment: Flint:

The construction of the Flint Extra Care scheme – to be named Llys Raddington – commenced in July 2016. Ty Glas, a subsidiary of Pennaf, are managing the scheme development, with Anwyl undertaking construction. Llys Raddington will open in early 2018 with 73 1 & 2 bedroom apartments. Partnership working groups will continue to agree, oversee and monitor the interior design, service model and public relations activities as the construction develops.

Holywell:

Social Services teams continue to work with Wales & West Housing to confirm a viable site for the Holywell Extra Care scheme. Detailed design and planning activities to follow.

Last Updated: 28-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Funding between Health and the Council does not transfer smoothly e.g. Continuing Health Care, ICF, Primary Care Funds	Neil Ayling - Chief Officer - Social Services	Susie Lunt - Senior Manager, Integrated Services	Amber	Green	↓	Open

Potential Effect: Increased costs to the Council

Management Controls: Refreshed strategic direction led by BCUHB's new Executive Boards and a new operating structure currently being introduced. The structure will have more of a locality focus with a strengthened focus on increasing capacity within community based services.

Progress Comment: Betsi Cadwaladr University Health Board (BCUHB) have appointed a Continuing Health Care (CHC) Lead Officer, and we are in the process of updating the standard operating procedures for CHC. The Lead Officer now attends Partnership Friday on a monthly basis to deal with CHC issues.

With regard to Intermediate Care Funds (ICF), meetings with BCUHB are regularly held to agree ongoing and new funding arrangements. Under these controls the Council are able to mitigate the level of risk to green.

Last Updated: 05-Dec-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Service provision is not co-ordinated/integrated.	Neil Ayling - Chief Officer - Social Services	Susie Lunt - Senior Manager, Integrated Services	Amber	Amber	↔	Open

Potential Effect: Ineffective joint services

Management Controls: Refreshed strategic direction led by BCUHB's new Executive Boards and a new operating structure currently being introduced. The structure will have more of a locality focus with a strengthened focus on increasing capacity within community based services.

Progress Comment: Part 9 of the Social Services and Wellbeing Act (Wales) sets out new requirements for pooled budgets. Betsi Cadwaladr University Health Board (BCUHB) and Local Authorities are required to develop pooled budget arrangements for long term care by 2018. Discussions are taking place regionally and locally in relation to how best to take this forward. The level of risk relates to our ability to achieve this in what is a challenging timescale.

Last Updated: 05-Dec-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Safeguarding arrangements do not meet the requirements of the SSWB Act.	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Yellow	Yellow	↔	Open

Potential Effect: Criticism from Regulator

Management Controls: N/A

Progress Comment: A specific module on Safeguarding in line with the Act is being delivered to staff in Social Services. Work is being undertaken to develop a programme for the staff group in the wider Council. Corporate Training are making act compliant e-learning available to all staff by end December 2016.

Last Updated: 11-Oct-2016