



Quarter 3 Improvement Plan 2016/17 Progress Report

Living Well



Flintshire County Council



Print Date: 17-Feb-2017

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.	Jacque Slee - Performance Lead – Social Services	Ongoing	01-Apr-2016	31-Mar-2017	-	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The regional group are continuing to consider fee setting; a meeting with independent sector providers was held the week commencing 23rd January to consider the recommendations with regard to fee levels. Further improving the viability of the sector, the work of the Project Manager will continue; however there will be a change of personnel. The priority will be to ensure that there is continuity in this work. The pilot of the joint monitoring tools for nursing care is on track has commenced in January. The evaluation of the "Community Circles" project was positive; this may link into regional work on community integration. The roll out of "Progress for Providers" continues; one page profiles and the welcome pack have been implemented in 16 residential homes and 3 nursing homes. Contract officers are now implementing further person centred tools, with bespoke training delivered for staff. Care homes will start assessing themselves against the new Flintshire standards from April 2017. 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: 08-Feb-2017



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:

With a view to supporting greater independence and dignity, a review is being undertaken on all double-staffed packages of care, and working with Occupational Therapists in hospitals around assessing the level of risk for each patient, with the aim of moving from double handed to single handed packages where this is appropriate for the person. Alongside this the Council are investing in new single handling equipment which is less intrusive in the home. For people with learning disabilities, Phase 2 of the pilot for "Multi-Me" is now in progress; people and providers have been identified to take the project forward, and positive feedback has been received from users, including the presentation of certificates for those who have had training on the technology. The roll out of the progression model using Intermediate Care Funds in a further 4 supported living houses continues. A series of workshops for all teams working with people with disabilities, to provide them with an opportunity to enhance their skills in line with the guidance on assessment in the Social Services & WellBeing (Wales) Act are being run. Regarding older people at risk of isolation, Volunteering Matters have been awarded Big Lottery funding to explore the impact of community based activities led by older people living in rural areas. They will be working with communities in Flintshire using an Age-Friendly Community approach, and we are in discussions with Volunteering

Matters to see how we can best support the pilot programme.



Last Updated: 20-Jan-2017

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:

The need to strengthen monitoring arrangements for high cost residential placements to ensure that Providers are delivering the best possible outcomes for young people has been identified. Invest to save funding is being made available to establish a temporary post to work across Education and Social Services to strengthen contract arrangements for Residential placements. The post holder will have a clear focus on supporting the development of Residential contracts that set personalised outcomes with systems in place to ensure that Providers are held to account. The role, function and funding arrangements for the post have been developed and appointment will proceed in quarter 4. During quarter 3 Internal Audit undertook a review of the leaving care services. The review will provide an independent evaluation of how effective the Council is in equipping care leavers to have the skills to lead a good quality, independent life. Once received the report will inform specific action needed to improve outcomes for care leavers.

Last Updated: 08-Feb-2017



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.	Jacque Slee - Performance Lead – Social Services	Ongoing	01-Apr-2016	31-Mar-2017	-	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The co-production work to change the way that disability services work is progressing, and will bring together charities and voluntary agencies together under one service level agreement as a cooperative with shared outcomes and an agreed lead agency for each outcome. The revised Carers' Strategy is on track for delivery in March 2017. The tasks underpinning this action are on track and the outcome RAG is green.

Last Updated: 19-Jan-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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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	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 AMBER
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ACTION PROGRESS COMMENTS:

Partners in Flintshire continue to work actively to ensure that Intermediate Care Funds (ICF) across all funding elements are dedicated to ensuring that Health and Social care services are maximised to support people to stay at home and receive an integrated service to meet their health and social care needs. Regular East region meetings have been set up with a confirmed group of decision makers. Protocols are in place in terms of how we can use any slippage or underspend. So far this year we are maintaining the rate of delayed transfers below that of last year.



Last Updated: 18-Jan-2017

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	75.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Betsi Cadwaladr University Health Board (BCUHB) have been working to improve performance on access to services, and report that Flintshire Child and Adolescent Mental Health Services (CAMHS) have been successful in reducing the waiting lists for Primary Mental Health and are now meeting the WG target of 28 days and the assessment to treatment targets. Looked After Children have always been prioritised and we continue to ensure that they are fast tracked into CAMHS, and that we work jointly with colleagues in the Local Authority to provide the appropriate packages. During quarter 3 contribution was made to the recruitment process to fill a vacancy in CAMHS for a post providing specialist support to looked after children. One of the Council's experienced social workers was successful in securing this post and will strengthen integrated working between Social Services and CAMHS.

Last Updated: 08-Feb-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.2.4 Further develop dementia awareness across the County.	Jacque Slee - Performance Lead – Social Services	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

There are now 14 care home providers and 7 activity providers using the Facebook page, to promote activities available for care home residents. The next events for Dementia Friendly Communities include further businesses accredited in Flint, and rolling out to businesses in Mold and Buckley. Another memory cafe has opened in Saltney. Work has been progressing in schools; pupils and teachers in one high school and one primary school became dementia friends. This is being followed up in 3 more schools in quarter 4. A creative drama session

was held with a group of pupils to aid in interaction with people with dementia. The children attended a memory cafe and did a joint session of the Never Ending Story.

Last Updated: 18-Jan-2017

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. The Corporate Safeguarding policy will be approved in January/February 2017; the Training Strategy will be developed during January 2017/February 2017.

Last Updated: 19-Dec-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:

The new guidelines for adult safeguarding include a recommendation that all reports of adult safeguarding concerns should have a determination within 7 days. Currently we are

processing 76% of reports within this timescale, and procedures are being reviewed in line with the new guidance with the aim of improving performance against the national timescale. Against the outcome measure, risk has been managed for 100% of adult protection referrals so far this year. In Children's Services there is a continuing high demand for targeted support and early intervention services. An Early Help Hub is being established, which will bring together agencies to provide targeted help. Draft criteria for accessing support and referrals pathways have been developed. The Hub will be formally launched in 2017 and will help ensure that a family's problems don't escalate.

Last Updated: 19-Jan-2017

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	2	3	 GREEN	↔	3	9	 GREEN



Lead Officer: Nicki Kenealy - Contracts Team Manager

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target: 0.00

Progress Comment: Two care homes are deemed to be a "service of concern" by the Care & Social Services Inspectorate Wales (CSSIW). Action plans are in place and being monitored by CSSIW.

Last Updated: 16-Jan-2017

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	2	2	 GREEN	↓	2	2	 GREEN



Lead Officer: Nicki Kenealy - Contracts Team Manager

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target: 0.00

Progress Comment: Two care homes have been newly identified by the Authority as being in "escalating concerns" around leadership; neither home has a registered manager in place. Concerns are being addressed through corrective action plans.

Last Updated: 08-Feb-2017

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	97.77	83.02	82	 GREEN	↓	83.02	82	 GREEN



Lead Officer: Jacque Slee - Performance Lead – Social Services

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)	0.71	0.85	2	 GREEN	↓	2.01	2	 GREEN



Lead Officer: Janet Bellis - Localities Manager

Reporting Officer: Jacque Slee - Performance Lead – Social Services

Aspirational Target: 2.00

Progress Comment: We continue to maintain the rate of delayed discharges well below that of last year. 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 for people are prioritised.

Last Updated: 16-Feb-2017

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	84.78	89.66	95	 AMBER	↑	81.43	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: One conference was delayed on the decision of the Safeguarding Manager, to ensure that relevant professional reports were available for conference. Two conferences were delayed due to the Christmas break but were held immediately afterwards.

Last Updated: 08-Feb-2017

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.	100	94.95	98	 AMBER	↓	98.07	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: Reviews for five children from three families were held outside the designated timescale. One family transferred to England, however the conference was held within the timescales of the receiving Authority. One was scheduled for the start of the school term to ensure that school employees could attend. The third was rescheduled to ensure that the right people could attend in the interest of the children. We continue to schedule reviews within timescales wherever this does not conflict with the interest of the child.

Last Updated: 16-Feb-2017

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: 16-Jan-2017

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: A five day summit with BCUHB and the 6 North Wales Authorities was held to discuss fragility and the impact on admissions into acute hospitals and early discharge. Follow up sessions are taking place in the East in early February to take forward the agreed actions, and providers have been involved in these discussions. Fee setting conversations with providers were completed before the end of January. The project manager has undertaken initial research and identified quick wins and medium to long term opportunities to support the sector. The postholder will change in April; however the work will continue. The lobby to Welsh Government to increase the cap on day care has resulted in an increase from £60 to £70 with a view to further increase incrementally to £100, in order to support the sector. Whilst progress is being made, the level of risk remains Red due to the fragility of the sector continuing.

Last Updated: 08-Feb-2017

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	Jacque Slee - Performance Lead – Social Services	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 roll out of "Progress for Providers" continues; one page profiles and the welcome pack have been implemented in 16 residential homes and 3 nursing homes. Contract officers are now implementing further person centred tools, with bespoke training delivered for staff. Care homes will start assessing themselves against the new Flintshire standards from April 2017. The level of risk should be reducing; however, intensive work with a small number of homes in escalating concerns have impacted on capacity, resulting in some delays - the risk level therefore remains at Amber for this quarter.

Last Updated: 16-Jan-2017

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. A Project Manager has been appointed to take forward the development and implementation of the Hub. Appropriate governance arrangements are in place involving all agencies.
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 in quarter 3 to identify opportunities to take different approaches to manage and respond to demand.

Last Updated: 08-Feb-2017

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	Yellow	↓	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 scheme construction is progressing well - 17 weeks into the 78 week programme.

Holywell:

The scheme has been accepted onto the 'PDP' Development Plan, subject to Welsh Assembly Government review. The proposed site is the former primary school – Ysgol Perth Y Terfyn on Halkyn Road, Holywell. The scheme will provide at least 50 units, with a mix of 1 and 2 bedroom apartments. On Thursday, January 12th, there was a public event at St Peters church in Holywell, where information regarding the scheme was shared with local residents. Turnout was good and there is lots of positive interest. Wales & West are now preparing an outline planning application to be submitted for approval in February 2017.

With positive progress on both projects, this risk is now decreasing.

Last Updated: 16-Jan-2017

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 (CHC), Intermediate Care Funds (ICF), and 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: £227K has been reclaimed as a result of the work on tracing CHC funding, and a similar amount is expected for Quarter 4.
 Work is continuing on producing a set of operational standards with BCUHB; these will form the basis of a North Wales regional workshop to agree North Wales Operational Standards for health & social care.
 With regard to Intermediate Care Fund (ICF), meetings with BCUHB are regularly held to agree ongoing and new funding arrangements.
 The level of risk remains green.
 Last Updated: 16-Jan-2017

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: Discussions are taking place regionally and locally in relation to how best to take forward the development of pooled budgets. The level of risk remains amber due to the Council's ability to achieve this by 2018 as required by the Act.
 Last Updated: 19-Jan-2017

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 Social Service and Well-being (SSWB) Act.	Neil Ayling - Chief Officer - Social Services	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Yellow	Green	↓	Open

Potential Effect: Criticism from Regulator

Management Controls: N/A

Progress Comment: A specific module on safeguarding in line with the act has been delivered to staff in Social Services. Safeguarding procedures are being amended in line with the Act, and training will be delivered on these. Act compliant e-learning is available to all staff.

Last Updated: 16-Jan-2017