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# Annual Performance 2016/17 Progress Report

## Living Well



Flintshire County Council



*Print Date: 15-Jun-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	 GREEN

**ACTION PROGRESS COMMENTS:**

Fee levels for 2017/18 for older people have been confirmed; correspondence with children's and young adult services are continuing. An MTFS pressure has been submitted for 2018/19 fees. We utilised 'Invest to Save' funding to appoint a Project Manager to look at ways to further improve the viability of the sector. This work will continue into the Autumn of 2017. An action plan has been created concentrating on 6 main areas of work, and this is progressing. The pilot of the joint monitoring tools for nursing care started in January. The homes are on board and the roll out is due to commence in early May. The pilot will be evaluated in September 2017. 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 are in the process of assessing themselves against the new Flintshire standards. All tasks contributing to this action have been completed to the planned position at the end of March 2017; work is continuing into 2017/18.

Last Updated: 27-Apr-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:**

The review of double-staffed packages of care is continuing into 2017/18, 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. Providers of support for people with learning difficulties have received training as part of Phase 2 of the pilot for "Multi-Me", and the technology has been rolled out in a Specialist High School for young people with specific learning needs. Positive feedback has been received from users, including the presentation of certificates for those who have had training on the technology. In the forthcoming year the pilot will be rolled out to other areas of supported living and extended into day services. The roll out of the progression model using Intermediate Care Funds in a further 4 supported living houses continues. Regular meetings have improved engagement between providers, who are now sharing good practice, including the development of a policy on positive risk taking. In the forthcoming year the model will be rolled out to other areas of supported living and extended into day services. Teams working with people with disabilities have taken part in four workshops, to provide staff with an opportunity to enhance their skills in line with the progression

model and the guidance on assessment in the Social Services & Wellbeing (Wales) Act. A further workshop is being held in May 2017. Volunteering Matters have employed a part-time Community Co-ordinator from April 2017 to work in Leeswood and Pontblyddyn for 2 years to support Age-Friendly community development. The project is part of a national project being funded through Big Lottery Accelerating Ideas Programme. The Co-ordinator will be working closely with the Older People Engagement Worker, Older People Strategy Co-ordinator and, resources. Best practice identified through the Programme will be used to support other communities to become Age-Friendly.



Last Updated: 25-May-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	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

A plan to move forward with a refreshed Corporate Parenting Strategy was presented to Social and Health Care Overview & Scrutiny Committee in September, which included the arrangements for involving children and young people in the content of the strategy. Proposals were endorsed by the Committee. A national review of good practice in Corporate Parenting has been undertaken across Wales culminating in a National event on Corporate Parenting in March 2017. The national event was chaired by our Senior Manager for Children's Services. The Corporate Parenting strategy will take account of the national work. The strategy will set our commitments around the themes of Education, Health and Well-Being, Stability and Security and Leaving Care. A report on progress and next steps was presented to the Children's Services Forum on the 28 March 2017. Internal Audit have been working with the service to review how effective the authority is as a Corporate Parent for care leavers. The report identifies areas of good practice as well as actions to improve outcomes for care leavers. Invest to Save funding has been utilised to recruit a temporary post to work across Education and Social Services to strengthen contract monitoring arrangements for high cost residential placements for young people. The post holder has 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.

Last Updated: 25-May-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:**

Co-produced development to change the way that disability services work is progressing, and will bring together charities and voluntary agencies under one service level agreement as a cooperative, with shared outcomes and an agreed lead agency for each outcome. The Revised Carers Strategy continues to be delivered by the Carers Strategy Group. Core Actions identified for 2017/18 include a review of assessment and referral processes for Carers and a review of all currently commissioned services to ensure we deliver the best outcomes for

Carers. In March 2018 on completion of this service review there will be a planned procurement exercise.



Last Updated: 15-May-2017

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	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

Partners in Flintshire continue to work actively to ensure Intermediate Care Funds (ICF) across all funding elements are dedicated to Health and Social Care services and maximised to support people to stay at home and receive an integrated service to meet their health and social care needs. Regular East Wales regional meetings have been set up with a confirmed group of decision makers. Protocols are in place to manage any slippage or underspend. The rate of delayed transfers for 2016/17 was below that of last year and remains low in comparison with the rest of Wales.



Last Updated: 25-May-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	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN



**ACTION PROGRESS COMMENTS:**



This year we formally raised with Health the need for timely information to help monitor and understand initiatives to improve the support that Children and Adult Mental Health Service (CAMHS) are able to offer in respect of looked after children. We have been working closely with Wrexham and Betsi Cadwaladr University Health Board (BCUHB) to secure Intermediate Care Fund (ICF) money for children with complex needs, to offer intensive therapeutic support for looked after children to minimise the need of high cost intensive placements out of county. A costed business case has been developed in partnership with CAMHS and Wrexham to extend the provision of therapeutic support across the area and a tendering process was undertaken for the service however, assurance will be required to ensure ICF funding availability before the service can be commissioned. BCUHB have been working to improve performance on access to services, and report that Flintshire CAMHS have been successful in reducing the waiting list for Primary Mental Health and are now meeting the Welsh Government (WG) targets target of 28 days. 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.

Last Updated: 25-May-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	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> This year we have rolled out the Facebook page to 16 care home providers and 9 activity providers. Dementia Friendly Communities have held events throughout Quarter 4. This includes Business Awards for Mold and Buckley Businesses. We now have a total of 38 Dementia friendly Businesses in Flintshire and 10 Memory Cafes. We have delivered 2 projects for Inter-generational work, people living with dementia at Deeside Community Hospital and, Memory Cafes. In addition there are 6 schools where all pupils are Dementia Friends. Bangor University research project has started and recruited 12 care homes to train care, domestic and auxiliary staff in creative conversations deliver of session begins in June 2017. Flintshire has 3 Dementia Friendly Communities and 4 other communities planning to apply for status. We have developed an Early onset Peer Support service with people living with dementia which is due to go live on the 7th June 2017.  Last Updated: 25-May-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	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> Each Portfolio has a nominated lead for safeguarding. A Corporate Safeguarding Panel has been set up and is meeting regularly.  Last Updated: 25-May-2017							

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)	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN
<b>ACTION PROGRESS COMMENTS:</b> E-learning modules on Safeguarding are now available on Flintshire Acadami. Interactive half day workshops were delivered during May and, further workshops are planned for June.  Last Updated: 25-May-2017							

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
<p><b>ACTION PROGRESS COMMENTS:</b></p> <p>The new guidelines for adult safeguarding include a recommendation that all reports of concerns should have a determination within 7 days. We started measuring the timescales for enquiries in October, and for the second half of the year the Safeguarding Unit made an initial determination on 74% of reports within 7 days. Procedures are being reviewed in line with new guidance with the aim of improving performance against the national timescale, and we are making some internal changes to release capacity within the Unit. Against the outcome measure, risk has been managed for 100% of adult protection referrals so far this year. Safeguarding targets for Children's Services have been challenging this year, with the rise in the number of children on the Child Protection Register impacting on the capacity of the Safeguarding Unit to undertake conferences within the required timescales. Despite two periods in the year with unprecedented numbers of requests for conference, initial conference timescales were achieved for 74% of children. 98% of children on the Register had their plans reviewed within timescales. In Children's Services there is a continuing high demand for targeted support and early intervention services. A 'soft launch' of the Early Help Hub was delivered in May. The Hub will be fully operational by October 2017 and will bring together agencies to provide targeted help to families who need help to prevent their problems from escalating. Draft criteria for accessing support and referrals pathways have been developed in readiness for the launch, and the Hub will have its own performance framework through which we will be able to measure the impact on families.</p> <p>Last Updated: 25-May-2017</p>							

## Performance Indicators

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1.1M01 Monitoring numbers of agency staff used	No Data	18	N/A	18	 GREEN
<b>Lead Officer:</b> Jane M Davies - Senior Manager, Safeguarding & Commissioning <b>Reporting Officer:</b> Jacque Slee - Performance Lead – Social Services <b>Aspirational Target:</b> <b>Progress Comment:</b> 12 qualified social work staff from agencies have been utilised in Children's Services and 6 in Adult Services.  Last Updated: 15-May-2017					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1.1M02 (SCAL/027) Number of care homes which are a 'Service of Concern'	10	5	↑	12	 GREEN
<b>Lead Officer:</b> Nicki Kenealy - Contracts Team Manager <b>Reporting Officer:</b> Jacque Slee - Performance Lead – Social Services <b>Aspirational Target:</b> 0.00 <b>Progress Comment:</b> One care home has closed and two have actions plans in place and being monitored by CSSIW.  Last Updated: 09-Jun-2017					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1.1M03 (SCAL/028) Number of care homes in 'Escalating Concerns'	0	1	↓	1	 GREEN

**Lead Officer:** Nicki Kenealy - Contracts Team Manager

**Reporting Officer:** Jacque Slee - Performance Lead – Social Services

**Aspirational Target:** 0.00

**Progress Comment:** One care home has been indentified by the Council as being in "escalating concerns" around leadership; the home has no registered manager in place. Concerns are being addressed through a corrective action plan.

Last Updated: 27-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1.2M01 Number of adults who received advice or assistance from the information, advice and assistance service during the year and have not contacted the service again (New National Outcomes Framework for Social Services)	No Data	983	N/A	N/A	N/A

**Lead Officer:** Janet Bellis - Localities Manager

**Reporting Officer:** Jacque Slee - Performance Lead – Social Services

**Aspirational Target:**

**Progress Comment:** This represents 86% of all adults receiving advice and assistance; data is for the half year from April to September, in order to measure people returning within a 6 month period. People may contact the service again for a variety of reasons, and in some cases people are actively requested to come back; for example, when they have tried a piece of equipment through the reablement service and are ready to progress to the next stage.

Last Updated: 01-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1.2M02 Number of adults who received a service provided through a social enterprise, co-operative, user led service or third sector organisation during the year (New National Outcomes Framework for Social Services)	No Data	620	N/A	N/A	N/A



**Lead Officer:** Janet Bellis - Localities Manager

**Reporting Officer:** Jacque Slee - Performance Lead – Social Services

**Aspirational Target:**

**Progress Comment:** 21 Cartref Ni, 3 Co-options, 28 Mencap, 34 Care & Repair Hoarding Service, NEWCIS 461, Red Cross 73

Last Updated: 01-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1.2M03 Achievement of outcomes for people with a learning disability	No Data	No Data	N/A	N/A	N/A

**Lead Officer:** Jo Taylor - Disabilites Services Manager

**Reporting Officer:** Jacque Slee - Performance Lead – Social Services

**Aspirational Target:**

**Progress Comment:** A tool for measuring personal outcomes in line with the Social Services & Wellbeing Act (Wales) has been incorporated into the new documentation for the Integrated Assessment and Care & Support Plan. We will be monitoring the development of personal outcomes for people with a learning disability over the next 12 months.

Last Updated: 25-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1.2M04 The number of communities committed to becoming 'Age-Friendly'	No Data	2	N/A	N/A	N/A




**Lead Officer:** Janet Bellis - Localities Manager

**Reporting Officer:** Jacque Slee - Performance Lead – Social Services

**Aspirational Target:**

**Progress Comment:** Volunteering Matters have employed a part-time Community Co-ordinator from April 2017 to work in Leeswood and Pontblyddyn for 2 years to support Age-Friendly community development. The project is part of a national project being funded through Big Lottery Accelerating Ideas Programme. Best practice identified through the Programme will be used to support other communities to become Age-Friendly.

Last Updated: 01-Jun-2017


KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1.3M01 SCC/002 Stability of School placements	13.38	11.9	↑	10	 AMBER
<p><b>Lead Officer:</b> Claire Homard - Senior Manager - School Improvement</p> <p><b>Reporting Officer:</b> Kim Brookes - Business Support Manager</p> <p><b>Aspirational Target:</b> 10.00</p> <p><b>Progress Comment:</b> Although the measure for placement stability has dipped slightly since last year, the measure for school moves has improved. Professionals continue to work to retain placement stability where possible. Only extreme personal circumstances would dictate a move.</p> <p>Last Updated: 01-Jun-2017</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1.3M02 (SCC/039) Timeliness of health assessments	68.35	61.48	↓	0	 GREEN
<p><b>Lead Officer:</b> Craig Macleod - Senior Manager, Children's Services &amp; Workforce</p> <p><b>Reporting Officer:</b> Jacque Slee - Performance Lead – Social Services</p> <p><b>Aspirational Target:</b> 81.00</p> <p><b>Progress Comment:</b> Performance for the year was at 61.5%. Remedial actions being taken by BCUHB have included standardisation of documentation and processes across North Wales, a review of clinic appointment slots available in Flintshire, discussion to enlist the help of an extra doctor, and LAC Health Nurse to attend social work team meetings regularly to ensure processes are followed.</p> <p>Last Updated: 27-Apr-2017</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.1.3M03 SCC/037 Educational attainment of looked after children	248.22	310.64	↑	270	 GREEN

**Lead Officer:** Jeanette Rock - Principal Education Officer Inclusion

**Reporting Officer:** Kim Brookes - Business Support Manager

**Aspirational Target:** 423.00

**Progress Comment:**

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance 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	88.92	93.85	↑	82	 GREEN

**Lead Officer:** Jacque Slee - Performance Lead – Social Services

**Reporting Officer:** Jacque Slee - Performance Lead – Social Services

**Aspirational Target:** 82.00

**Progress Comment:** The Single Point of Access and North East Wales Carers Information Service (NEWCIS) have been working together this year to ensure capture of all data for carers' assessments and services. New documentation developed regionally in line with the Social Care and Wellbeing Act has been implemented in Social Services, and we are sharing the processes and documentation with NEWCIS to ensure that carers receive a consistent approach to assessment which supports their wellbeing. Our next piece of work with NEWCIS will be to capture data to evidence that carers are achieving their wellbeing outcomes.

Last Updated: 24-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2.1M02 The percentage of identified carers of adult service users who access the 'Bridging the Gap' respite and report it having a positive impact on their caring role	No Data	86	N/A	N/A	N/A


**Lead Officer:** Jacque Slee - Performance Lead – Social Services

**Reporting Officer:** Jacque Slee - Performance Lead – Social Services

**Aspirational Target:**

**Progress Comment:** 15 evaluation forms were returned. 86% of carers felt they had been treated with Dignity and Respect and valued information received 93% felt the scheme had helped and supported them especially with the flexibility of the service. 47% felt less stressed after receiving the service and 53% were better able to cope. 100% said they would use the scheme again.

Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2.2M01 SCA/001 Monitoring the rate of delayed transfers of care for social care reasons (rate per 1000)	3.4	3.01	↑	2	 AMBER

**Lead Officer:** Janet Bellis - Localities Manager

**Reporting Officer:** Jacque Slee - Performance Lead – Social Services

**Aspirational Target:** 2.00

**Progress Comment:** The Council has maintained the rate of delayed discharges below that of last year. Delayed discharges for social care reasons tend to be where there are complex mental health needs and, the Council are seeking a suitable placement. All delays are jointly monitored regularly by Social Care and Betsi Cadwaladr University Health Board (BCUHB) and, early resolutions for people are prioritised.

Last Updated: 25-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2.3M01 Number of Looked After Children (LAC) waiting to access CAMHS	No Data	2	N/A	N/A	N/A

**Lead Officer:** Craig Macleod - Senior Manager, Children's Services & Workforce

**Reporting Officer:** Jacque Slee - Performance Lead – Social Services

**Aspirational Target:**

**Progress Comment:** Two children were waiting for assessment at the end of March, with a waiting time of less than 4 weeks.

The latest report from Betsi Cadwaladr University Health Board (BCUHB) indicates that from a North East Wales perspective Flintshire Children and Adult Mental Health Services (CAMHS) have been successful in reducing the waiting lists for Primary Mental Health and now meeting the Welsh Government target of 28 days.

BCUHB report that Looked After Children have always been prioritised and, continue to ensure they are fast tracked into CAMHS and by working jointly with colleagues in the Local Authority, provide appropriate packages.

Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2.3M02 Average waiting time for Looked After Children (LAC) accessing CAMHS	No Data	4	N/A	N/A	N/A

**Lead Officer:** Craig Macleod - Senior Manager, Children's Services & Workforce

**Reporting Officer:** Jacque Slee - Performance Lead – Social Services

**Aspirational Target:**

**Progress Comment:** Two children were waiting for assessment at the end of March, with a waiting time of less than 4 weeks.

The latest report from Betsi Cadwaladr University Health Board (BCUHB) indicates that from a North East Wales perspective Flintshire Children and Adult Mental Health Services (CAMHS) have been successful in reducing the waiting lists for Primary Mental Health and are now meeting the Welsh Government (WG) target of 28 days.

BCUHB report that Looked After Children have always been prioritised and, continue to ensure they are fast tracked into CAMHS and by working jointly with colleagues in the Local Authority, provide appropriate care packages.

Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2.4M01 Number of events aimed at raising awareness of dementia across the County	No Data	38	N/A	N/A	N/A

**Lead Officer:** Jacque Slee - Performance Lead – Social Services

**Reporting Officer:** Luke Pickering-Jones - Planning Officer

**Aspirational Target:**

**Progress Comment:** We now have a total of 38 Dementia friendly Businesses in Flintshire and 10 Memory Cafes.

Last Updated: 08-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.1.2.4M02 Number of dementia friendly towns in Flintshire	No Data	5	N/A	N/A	N/A

**Lead Officer:** Jacque Slee - Performance Lead – Social Services

**Reporting Officer:** Luke Pickering-Jones - Planning Officer

**Aspirational Target:**

**Progress Comment:** Mold, Flint, Buckley and, Saltney, with a further 3 towns to be included this year during 2017/18.

Last Updated: 13-Jun-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.2.1.1M01 Embedding safeguarding awareness and procedures within appropriate policies (policy reviews)	No Data	1	N/A	N/A	N/A

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

**Reporting Officer:** Jacque Slee - Performance Lead – Social Services

**Aspirational Target:**

**Progress Comment:** A Corporate Safeguarding Policy has been written and agreed, and is going through final political process. We will be reviewing all Social Services policies and strategies starting in September 2017 to ensure that they take safeguarding issues into account.

Last Updated: 27-Apr-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.2.1.1M02 Increased referral rates from services other than Social Services	No Data	3	N/A	N/A	N/A




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

**Reporting Officer:** Jacque Slee - Performance Lead – Social Services

**Aspirational Target:**

**Progress Comment:** Three safeguarding referrals have been recorded as originating from portfolios in the Council other than Social Services. However, this may be a reflection of how referrals are recorded; employee recording referrals have been asked to ensure that the source of the referral is clearly specified. We expect to see an increase during 2017-18

Last Updated: 25-May-2017

KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.2.1.1M04 SCC/014 - Initial child protection conferences held within 15 days of the strategy discussion	86.34	74	↓	95	 RED
<p><b>Lead Officer:</b> Jane M Davies - Senior Manager, Safeguarding &amp; Commissioning</p> <p><b>Reporting Officer:</b> Jacque Slee - Performance Lead – Social Services</p> <p><b>Aspirational Target:</b> 98.00</p> <p><b>Progress Comment:</b> Safeguarding targets for Children's Services have been challenging this year, with the rise in the number of children on the Child Protection Register impacting on the capacity of the Safeguarding Unit to undertake conferences within the required timescales. Despite two periods in the year with unprecedented numbers of requests for conference, initial conference timescales were achieved for 74% of children.</p> <p>Last Updated: 24-Apr-2017</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.2.1.1M05 SCC/034 – The percentage of child protection reviews completed within timescales.	99.25	98.1	↓	98	 GREEN
<p><b>Lead Officer:</b> Jane M Davies - Senior Manager, Safeguarding &amp; Commissioning</p> <p><b>Reporting Officer:</b> Jacque Slee - Performance Lead – Social Services</p> <p><b>Aspirational Target:</b> 100.00</p> <p><b>Progress Comment:</b> Safeguarding targets for Children's Services have been challenging this year, with the rise in the number of children on the Child Protection Register impacting on the capacity of the Safeguarding Unit to undertake all review conferences within the required timescales. In the year, reviews for 8 young people were held outside timescales.</p> <p>Last Updated: 24-Apr-2017</p>					
KPI Title	Previous Year Actual	Actual	Performance Indicator Trend	Target	Performance RAG
IP2.3.3M03 SCA/019 - Adult protection referrals where the risk was managed	100	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:** The level of risk was reduced or removed for all adults with an adult protection referral completed in the year.

Last Updated: 24-Apr-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 Betsi Cadwaldr University Health Board and the six North Wales Authorities was held to discuss fragility and the impact on admissions into acute hospitals and early discharge. Monthly follow up sessions are taking place in North East Wales to take forward the agreed actions. Providers are involved in these discussions and, fee setting is ongoing. The project manager has undertaken initial research and identified both 'quick wins' and medium to long term opportunities to support the sector, and is working with new providers to support their entry into the Flintshire market. The pressure on the Welsh Government to increase the cap on day care has resulted in an increase from £60 to £70 per week with incremental progression to £100 per week over time to support the sector. Although progress is being made the level of risk remains red due to the ongoing fragility of the sector.

Last Updated: 25-May-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	Green	↓	Closed



**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. This risk has been mitigated to Green and is now closed.

Last Updated: 27-Apr-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 Help Hub. A Project Manager has been appointed to take forward the development and implementation of the Hub. Appropriate project governance arrangements are in place involving all agencies. Processes and operating model developed. Location identified (Flint) and agreement for staffing arrangements secured across agencies. Agreement for a multi agency Information Sharing Protocol has not yet been secured and discussions are in place to look at how this can be resolved.

**Progress Comment:** Project arrangements for developing an Early Intervention Hub are in place with appropriate governance and delivery infrastructure. 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. Additional funding has been identified through the Intermediate Care Fund to facilitate support to children, young people and families with complex needs, through targeted support to help prevent their problems from escalating.

Last Updated: 24-Apr-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	Green	↓	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 Extra Care scheme – to be known as Llys Raddington – is under construction and remains on track to complete in the spring of 2018. The site is at the heart of the town and will provide 73 apartments, with a mix of 1-bed and 2-bed apartments. There is specific provision for people living with dementia.

The development of a new Extra Care scheme in Holywell is now progressing well. A preferred site has been identified at the vacant Ysgol Perth y Terfyn school near the town centre.

The Council are working closely with Wales & West Housing Association to complete outline designs and prepare a full planning application by July 2017. Successful planning processes will enable construction to commence with a target completion in the first half of 2019.

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

Last Updated: 08-May-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	↓	Closed



**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 Continuing Healthcare Care (CHC) funding.

Work is continuing on producing a set of operational standards with Betsi Cadwaladr University Health Board (BCUHB); these will form the basis of a North Wales regional workshop to agree operational standards for health & social care. In terms of Intermediate Care Fund (ICF), meetings with BCUHB are regularly held to agree ongoing and new funding arrangements. This risk is now closed.

Last Updated: 25-May-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				Open
<p><b>Potential Effect:</b> Ineffective joint services</p> <p><b>Management Controls:</b> 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.</p> <p><b>Progress Comment:</b> Betsi Cadwaladr University Health Board (BCUHB) successfully recruited to two key management positions within the organisation which has created some collaborative stability this year.</p> <p>There is BCUHB management attendance at the Health, Wellbeing and Independence Board which meets every quarter. The BCUHB/FCC Strategic Partnership continues to meet quarterly chaired by Flintshire County Council (FCC) Chief Executive.</p> <p>Partnership Friday is held monthly and is attended by BCUHB managers and FCC Chief Officers; BCUHB managers also attend Heads meetings as relevant to discuss specific issues. 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.</p> <p>Last Updated: 08-May-2017</p>						

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				Open
<p><b>Potential Effect:</b> Criticism from Regulator</p> <p><b>Management Controls:</b> N/A</p> <p><b>Progress Comment:</b> A specific module on safeguarding in line with the act has been delivered to employees in Social Services. Safeguarding procedures are being amended in line with the Act, and training will be delivered on these. E-learning modules on Safeguarding are now available on Flintshire Acadami. Interactive half day workshops will be delivered June 2017.</p> <p>Last Updated: 25-May-2017</p>						