



FLINTSHIRE COUNTY COUNCIL

Social Services **ANNUAL REPORT** 2019/2020

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The report sets out our improvement journey in 2019/20 and demonstrates how we have promoted well-being through our services.

If you receive a service from us please let us know if you think this report is a fair reflection of your experiences over the past 12 months. We welcome any comments you have and your views are crucial if we are to continue to improve services to achieve your outcomes.

You can contact us as follows:

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Supporting Mental Health
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Section 1: Introduction

WELCOME to the ninth annual report for Social Services in Flintshire and our fourth under both the requirements of the Social Services and Well-being (Wales) Act 2014 and the Regulation and Inspection of Social Care (Wales) Act 2016, both of which place a statutory requirement on the Council to report annually on its social services functions.

The purpose of the report is to reflect on how we have performed during 2019/20, and to highlight our priorities and intentions for 2020/21.

The focus of this legislation is on well-being, and our report summarises the key things that we are doing in Flintshire to support our most vulnerable residents. It describes our challenges, provides our stakeholders with a picture of how we have performed and improved over the last year, and sets out our priorities for the coming year. Stakeholders include the people using our services, our staff, elected members, the general public, our partners, regulators and Welsh Government. Engagement with stakeholders is fundamental to what we do, and informs the development of our services and future plans.

In the report we evaluate our performance against last year's improvement priorities and set out our priorities for next year.

These focus on well-being and are linked to the six National Outcomes Standards, which are:

National Quality Standard 1

Working with people to define and co-produce personal well-being outcomes that people wish to achieve

National Quality Standard 2

Working with people and partners to protect and promote people's physical and mental health and emotional well-being

National Quality Standard 3

Taking steps to protect and safeguard people from abuse, neglect or harm

National Quality Standard 4

Encouraging and supporting people to learn, develop and participate in society

National Quality Standard 5

Supporting people to safely develop and maintain healthy domestic, family and personal relationships

National Quality Standard 6

Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs

Director's Summary of Performance

This year has brought us some unprecedented challenges. From the adverse weather conditions in early 2020 to the continuing situation with Covid-19, our workforce continue to meet their duties with commitment, compassion and resilience, demonstrating that the values of Flintshire County Council Social Services hold dear are only strengthened at a time of additional need.

We in Social Care, across statutory and independent organisations, are very much at the sharp end of the response to the global pandemic and every member of staff has an incredibly important part to play in ensuring that we continue to care for the most vulnerable in our society.

During this time, all essential Council services are running as normal at this stage, however, the situation has continued to develop quickly. We will make decisions on prioritising our resources for the most critical services as necessary.

Emergency planning across Social Services saw us develop a coordinated response across in-house and commissioned services in order to keep those to whom we provide care and support, as safe as possible during these uncertain times. Staff across services have been redeployed to areas of need, and we continue to work to the guidance issued by UK and Welsh Government.

We are heartened by the impressive response from the community also, with individuals, groups and businesses working together to support friends, neighbours and strangers. We hope that the networks built will remain after the outbreak has subsided, continuing to support those in need.

Alongside these unforeseen situations, we continue to work to set a budget which balances our resources with our spending needs.

Whilst the Council works all year on identifying ways it can best balance its budget for the year ahead, it is during late autumn and winter that councillors begin a round of serious debates about how best to legally balance and set the budget for the following April.

Everything the Council does is important to someone and even during a decade of financially challenging times Flintshire County Council has continued to perform well and with ambition, innovation and planning ahead has continued to protect and invest in local services.

The Council have made a commitment to protect budgets within Social Services to ensure that we are able to continue to deliver high quality services that put people at the centre of their care and support.

We have reason to celebrate. Alongside the workforce and partners, we have been able to deliver a number of successful projects, which we shall describe in more detail throughout this report.

Some highlights include:

- The opening of Hwb Cyfle
- The development of our Extra Care facilities
- Becoming a Council 'Working Towards Becoming Dementia Friendly', the first in North Wales
- Our positive feedback from Care Inspectorate Wales (CIW) following their focused inspection
- The implementation of the Micro-care Enterprises Project
- Continued successes with Progress for Providers

The year ahead will, no doubt, bring further challenges as we fully realise the impact of Covid-19 on our population, businesses, services and communities. The UK and Welsh Government's introduction of strict new measures for essential travel, social distancing and public behaviour have brought major changes to what we have considered normal. Many may have thought to revalue the work of those in social care, once seeing them as low skilled roles, but now have a new understanding of the outstanding work they do everyday. **This workforce should continue to be celebrated as heroes** alongside the health workforce, those in the food production supply chain, delivery and postal workers, volunteers and the many, many others who build the foundations of our communities.

We are immensely proud of those who work with us to ensure that the most vulnerable children and adults in our county are supported to achieve the outcomes that matter to them. Without this calm and measured approach we wouldn't be able to continue to look after those in our community who are most in need.

We look forward to the time when we can return to our new 'normal', but we must learn from these times and seek to implement, on a larger scale, some of the innovations and partnerships we have seen to date. Ultimately, we must continue to work to our values of putting people first, resilience, adaptability, resourcefulness and compassion which will be at the heart of everything we do.



Neil Ayling
Chief Officer Social Services



Councillor Christine Jones
Cabinet Member for Social Services

How are People Shaping our Services?

Central to our work in Social Services are the people of Flintshire.

You will see reference throughout this document to **‘What Matters’**. A What Matters conversation with individuals is the mechanism through which we are able to find out what will make a positive difference to the person’s life, and defines the outcomes they would like to achieve. We can then work with the person, and those around them to identify the people who and other assets that can help them achieve their goal, with an emphasis on empowering the individual to take control of their own circumstances. Formal services will only then be put in place to meet needs and ‘what matters’ to them which the person can achieve without support.

If you come in to contact with Social Services, you can expect to be asked for some of this information.

The care and support someone may need to reach their outcomes differs greatly from person to person, and it is important to understand that one size does not fit all. The support someone needs may increase or reduce over time.

Alongside opportunities for people to be part of the development of their own care and support, we also work to ensure that we have opportunities for people to influence wider service design and to build solutions to issues raised.

On the next pages are some of the areas where residents and partner agencies have supported us in the design and delivery of services.

What Matters conversations are based on the following 5 points:

1. the person’s circumstances
2. their personal outcomes
3. barriers to achieving those outcomes
4. risks to the person or to other persons if those outcomes are not achieved
5. the person’s strengths and capabilities



Young Voices Speak Out are a group of young people that are looked after or leaving care.

The group designed a logo for their new name incorporating an infinity sign as this means forever as there will be no end to the group, as even when the current members move on, there will be new members joining to carry on the work.

Some of the things the group has worked on in the last 12 months have included;

- Interviewing candidates for a Managers post in Children's Services. The group asked the candidates questions they had written, and provided feedback to Senior Managers.
- Members of the group also continue to attend the Children's Services Forum meetings which is made up of Elected Members, Senior Managers and representatives from Children's Services and Education. At these meetings they share their views on a range of topics that have recently included housing, education and sexual health advice for young people.
- Members attend the regional 'Voices From Care' events, which bring together care experienced young people from across Wales. At conferences, professionals and young people take part in workshops and activities. The group have attended workshops on Corporate Parenting and Education.
- The group also attended the Young Wales Annual Participation Conference in Wrexham. It gave them the opportunity to meet members of other Participation Groups and Youth Councils and find out about the work they are doing.
- The group have also fed in to work to develop of a number of different projects around mental health and wellbeing for young people. The group were asked what support they felt there was for children and young people around mental health and wellbeing and if they felt there was anything that is missing that could be good for children and young people. Following this, members have met representative from Theatre Clwyd and are helping to plan community projects.

We have developed **new webpages for those living with Dementia** and their families and carers in Flintshire after a local resident living with Dementia, Jim, shared how difficult it had been to navigate and find the right information to support him following his diagnosis. It is hoped that these pages will bring together a range of information in to one place, acting as a directory of support services.

The [webpages](#) will continue to be updated as we learn more about local support. We are also in the process of mapping the Dementia Friendly Communities, locations, businesses and schools on our interactive map, which we will add to the page.

Jim continues to advise us as a member of the Council's Dementia Friendly Council Steering Group.

We are proud to have built positive working relationships with organisations who deliver care and support in care homes, domiciliary care services and supported living settings across Flintshire, and we regularly meet together to have open discussions and share information through quarterly **Provider Meetings**. Over the past year we have spoken with providers at length about, fees, training and social value amongst other things. We have also fed their views and comments back in to our consultation responses on the Regulation & Inspection of Social Care (Wales) Act and the development of a Health & Social Care Workforce Strategy. We are committed to ensuring that local provider's voices are heard alongside our own.

We continue to communicate with the providers between meetings via email and each care home is assigned an officer to support them to deliver person centred services

Jim Ibell, Ambassador for the Alzheimer's Society and a Flintshire resident living with dementia, said:

“

I really cannot say thank you enough to Flintshire County Council for acting so quickly. It was only in July that I mentioned putting something together, where all related information to support someone living with dementia in one place and straight away Flintshire County Council is including it on their web page, which is great.

”

“ I have been talking about trying to get this done for months at different meetings I have been to around North Wales and at last it has been acted on. This will be such a great help to people living with dementia, I think this is the only document that includes many things all together that we need to know. Also, it is really good to see Flintshire County Council moving towards becoming a dementia friendly organisation. This will help all the people in Flintshire that are living with dementia. ”

through Progress for Providers, and with any challenges they encounter.

In 2019/ 20 the **Flintshire Carers Strategy Group**, a group of health, social care, third sector organisations and carers, completed a review of its provision and support for local carers. This review included understanding what is working well within the existing provision, what changes we could make and most importantly we listened to the views of carers to make sure any future provision is providing what matters to them.

Another great example of carers being involved in shaping services was the recent procurement exercise of the **Flintshire Young Carers Service**, whereby four local young carers, aged between 10 and 15, were involved in interviewing the bidding organisations and assisted in selecting the winning delivery organisation.

As a result of this collaborative working with partners and carers, we are able to continue to support carers in Flintshire in meaningful ways that will not only help them in their caring roles but also promote their well-being.

We are working to further develop the ways we engage with the public and partners so we can hear their voices and learn from them. We are developing a coordinated approach to participation, gathering information from across the services we provide, so we can feed their voices in to service development at a local and regional level.

Promoting and Improving the Well-being of Those We Help

Quality Standard 1 Working with people to define and co-produce personal well-being outcomes that people wish to achieve

Following a feasibility study we have established a **pilot Micro-care Enterprises Project** to improve the supply of care in communities through new and innovative ways of working. We have been successful in attracting funding from the Welsh Government Rural Communities – Rural Development Programme 2014-2020, is funded by the European Agricultural Fund and the Welsh Government via Cadwyn Clwyd and the Welsh Government's Foundational Economy Challenge Fund.

We define Micro-care enterprises as small companies with up to 5 employees, who offer flexible and personalised care and support services to vulnerable people, tailored to their individual's needs. The pilot will run until June 2021 and



together with Social Firms Wales and other stakeholders, we will support the development of new Micro-care enterprises in Flintshire. The project will focus on how we can develop these enterprises

in rural areas, so people can be better supported. This is one of the first pilots of its type in Wales and positive risk-taking and innovation are essential to enable the pilot to succeed.

Two Micro-care officers have been in post since early September and have made significant progress in scoping how the project will operate and addressing key barriers. They are actively working with individuals interested in becoming Micro-care businesses and will be promoting the pilot to support the development of a diverse range of Micro-care services across Flintshire

Initially, individuals will be able to purchase the services of Micro-providers via Direct Payments or private funds, but it is our intention that we will be able to commission their services in the future.

To support the provision of Direct Payments, **the Direct Payments Support Service** commenced on the 1st April 2019, replacing a commissioned service. The team of 5 including the Team Manager, supports over 500 Direct Payment recipients and rising.

Direct Payments are a great way of empowering clients, enabling them to make decisions on their support. This works by providing funding directly to individuals to provide them with the flexibility, choice and control in how they achieve agreed well-being outcomes. The team have been creating the space for people to formulate their own solutions wherever possible, rather than these being prescribed. The team provide information, guidance and reassurance until recipients feel confident to manage their Direct Payment independently.

The team aim to tailor their support to suit each

individual's needs and circumstances. They understand that the process can feel daunting for some, but the team are happy to provide guidance and support throughout the whole process. Having other relevant agencies on board also helps recipients to manage

the day to day running more easily; whether that's employing Personal Assistants (PAs), attending a service or activity, paying for equipment.



Our **Progress for Providers Programme** continues to go from strength to strength to achieve positive outcomes for individuals living in Care Homes. The [programme](#) uses person-centred tools and practices to help staff teams change the way they support people and engage with families. These tools, including one-page profiles, learning logs and decision-making agreements, enable people receiving care and support to have more of what matters to them in their lives. For providers, using them is not about doing more, but is about doing things differently.

The programme was awarded a Social Care Accolade in 2018 and has now been rolled out to domiciliary care services who are supporting older people who are living at home.

In residential services Progress for Providers has three levels of accreditation, bronze, silver and gold, and in domiciliary services there are two levels, silver and gold. Within each level, there are a number of standards for providers to achieve

13 Care Homes have now achieved the Bronze award, with a further 3 Homes achieving Silver. Within the new domiciliary care programme, the extra care services, our in-house locality home care services and independent sector providers have been working towards the silver accreditation of the programme.

Importantly, we are able to gather stories of how the programme has impacted the lives of older people in the county. One manager told us about a gentleman with a diagnosis of Alzheimer's who had occasionally left the residential home without informing staff and there were



significant concerns for his safety. Using the one-page profile, communication chart and learning log, it soon became apparent that this gentleman had always been very practical. He was matched with the home's handyman and supported to assist with weekly maintenance checks.

The manager reported that staff are now working together to support this gentleman to make some sense of what is happening to him, seeing him as a person in need of purpose, and not someone they have to stop leaving the building unaccompanied. This has undoubtedly improved the gentleman's well-being.

We have now introduced further training to support **Outcome Focused Care Planning for Social Workers and Care Managers**. The purpose of this training programme is to support the delivery of Outcome Focused Care Planning for settings who have achieved Bronze accreditation through Progress for Providers and are now moving towards Silver and Gold accreditation.

The training will enable managers to increase awareness and understanding of outcomes based approaches, identify the impact of an outcome based approach on wellbeing and outcomes for citizens and identify strategies that will be used to ensure

outcome based practice is continually embedded.

Enabling people to achieve what matters to them is equally important in the community as it is in any social care setting. Flintshire Local Voluntary Council have been delivering **Social Prescribing Services** in Flintshire since April 2016, when a Third Sector Co-ordinator post, employed by [Flintshire Local Voluntary Council](#) (FLVC), was included as an integral part of [Flintshire's Single Point of Access](#) (SPOA).

In 2019, Flintshire Local Voluntary Council recruited a new [Social Prescribing Officer](#) (SPO)/Third Sector Coordinator to work from the Single Point of Access to develop closer links between GP surgeries and access to Community based support for patients. Based in the existing Single Point of Access offices, the officer can receive referrals from professionals or from individuals to help them to access help to improve their wellbeing. Their work builds on the work of the SPOA in helping to meet the health and well-being needs of individuals where their needs do not meet the threshold for statutory support, or where access to Third Sector support will complement/alleviate the need for statutory interventions.

The Social prescribing model run within SPOA has also been replicated within the Early Help Hub for families in Flintshire. The Third Sector Co-ordinator (Social Prescriber) sits as an equal partner within the multi-agency meetings at the Hub, and supports families who would benefit from community based support. This role is now linked closely to Flintshire's Family Information Service to strengthen the third sector offer through this service.

As well as supporting individuals with care and support needs, Flintshire Social Services also deliver a range of services for carers, both in-house and commissioned through external third sector providers. In order to ensure services are truly reflective of what is needed by our local population, we worked with [NEWCIS](#) (North East Wales Carers Information Service) to implement the recommendations contained within the **North Wales Carers Strategy**.

We took a multi-stakeholder approach to designing future services where carers were able to feed in their views and ideas, telling us what's important to them and what would help their well-being.

The feedback was collated, along with the information gathered by the Carers Strategy Group to develop a new suite of provision which includes the following:

- From April 2020 introduction of a new single adult carers gateway - carers told us they wanted easy open access to information, advice and support
- Continuation of the Bridging the Gap and Carers Well-being services - carers told us that respite, grants and access to well-being support was the most important thing to them so we have committed to continuing these valued services
- Strengthening the access to Direct Payments for carers - carers wanted greater control and more choice to get the support that's right for them
- Remodelling the support available to carers supporting someone with a mental health or substance misuse problem - all carers wanted access to the right information and support and by remodelling our services we are able to provide preventative support at the right time for carers
- Working together to provide more opportunities for carers - carers wanted greater access to activities, trips and information different projects around mental health and wellbeing for young people. The group were asked what support they felt there was for children and young people around mental health and wellbeing and if they felt there was anything that is missing that could be good for children and young people. Following this, members have met representative from Theatre Clwyd and are helping to plan community projects.

Feedback from carers on the services available reinforces why these services are so important and have been described as a 'lifeline' to many.

“ The information and advice is so important in helping me care for my husband ”

“ It is really important to me that I have the opportunity to socialise with people who are in the same boat as me ”

“ I just couldn't do it without the help of these services and staff ”

The past year has been significant in the development and roll out of **4 regional transformation projects across North Wales** to bring health and social care services closer to people's homes and the new ways of working could eventually be replicated across Wales.

Led by the **North Wales Regional Partnership Board**, the projects are the latest to receive funding from the Welsh Government's £100 million Transformation Fund. The fund has been created to support the scale up of new models of seamless health and social care as part of the Welsh Government's long term plan for health and social care, A Healthier Wales.

We are proud to host one of the regional projects - '**North Wales Together**'. This project aims to develop a seamless model of learning disability services based on 'what matters' to the individual. This will be achieved through better integration across health and social care and the third sector services, ensuring people with learning disabilities are able to live more independently and get the care they need, closer to home.

The team supports the 6 Authorities and BCUHB to develop and remodel services to meet the changing needs of people with Learning Disabilities and their families where that support is needed. Each organisation is already creatively adapting to the aspirations of the **North Wales Learning Disability Strategy** and changing needs of the local population. The North Wales Together team will build on this practice.

The Team's focus is on meaningful engagement with people receiving services including children, young people, their parents and carers and the services that support them. Together, they have coproduced the 'North Wales Values and Behaviors



Framework' and have developed an Active Support 'Community of Practice'

The team are also exploring new technology and assistive technology solutions to support improvements in services and promote independence for individuals with Learning Disabilities and their families. Initial consideration is being given to a range of apps which can support independent, but safe movement and the launch of an online portal to provide information, support and signposting.

The Regional Transformation Programme for Mental Health, has developed '**Together for Mental Health North Wales**', an all-age plan to improve the mental health and wellbeing of people across the region, which has been co-produced with people who have lived experience of mental health issues.

The wide ranging and ambitious strategy aims to improve child and adult mental health, ensure parity of esteem with physical health and shift the focus of care to prevention and early intervention.

To help ensure that people can access the early support they need in the community, Betsi Cadwaladr University Health Board, local authorities and mental health charities are working together to introduce new services through the [I CAN campaign](#), which aims to:

- Give a voice to people with lived experience of mental health problems
- Shift the focus of care to prevention and early intervention; ensuring people receive the right support in the right place at the right time
- Empower people to take control of managing their mental health and wellbeing so they can flourish
- Encourage open and informed conversations about mental health in order to tackle the stigma which can prevent people seeking support

Significant progress has also been made in developing the blueprint for new I CAN community support which will shift the focus of care to prevention and early intervention; helping to prevent people from falling into crisis and supporting them if they do. The service has introduced I CAN mental health support, and I CAN Work employment programme, free I CAN Mental Health Awareness Training, and a range of I CAN volunteer opportunities.

The Community Services

Transformation Programme supports delivery of the national health and social care plan for Wales, '[A Healthier Wales](#)'. It is based on the principle that it is preferable for individuals to have their health and social care needs met within the community wherever possible and that services need to be increasingly integrated in order to meet needs. Transforming the way that services in the community are resourced and delivered therefore is a key the focus within the programme in order to achieve the required 'shift' in focus.

The project aims to provide:

- Well co-ordinated services designed around 'what matters', ensuring equality of access and services provided in the language people choose
- Help to navigate the health and social care system, as well as accessing a range of other services that would improve their well-being.
- Access to a range of preventative services, community support, advice and information.
- Access to a range of community support, care and therapeutic interventions.
- Assistance in dealing with crisis, end of life and on-going health conditions.

A Programme Manager for Flintshire and Wrexham, plus a project manager for each county, were appointed in the Autumn/ Winter of 19/20. Within Flintshire, the initial work was focussing on the work of the Single Point of Access to identify opportunities for how this could be further strengthened as a hub for integrated working in the community and the priority areas for action.

This work was progressing until March when the first impact of the Covid-19 pandemic began to be felt locally. At that point, the programme resources were re-directed to support the emergency response to the pandemic and all team members were deployed into alternative roles.

The Regional Children and Young People's Transformation Programme

is a £3 million grant from the Welsh Government to trial new and innovative ways of delivering integrated early intervention and intensive support for children and young people at the edge of care.

Flintshire County Council, Wrexham County Borough Council and the Health Board have been working to develop a co-ordinated response to reduce the number of children who become looked after.

Through a commitment by the partners to improve the way health and social care services are delivered to children and families, the progress to achieving the aim has been consistent and continues during the current Covid 19 situation.

Families and carers of young people aged 11-17 to be offered Multi Systemic Therapy (MST) which enables 24/7 access to the service, a Therapist and Supervisor. Families receive the intervention over a 3 to 5 month period which looks at the whole 'eco system' around a child and their family, including community, peers and education.

The team have now been approved by [MST UK](#) to offer the model and will receive training remotely in April 2020 with service delivery to families commencing in May. This will be the first and only team in Wales and is a great achievement, attributable to the dedication and commitment of the partners to improve life chances for young people at the edge of care.

The Steering Group will continue to oversee the project and to pursue the development of a 12 week Residential Assessment Centre provision for the East. The aim of the centre will be to reduce family or placement breakdown, reduce the need for a child to become looked after and if already placed, work to return them to their home or a more suitable placement locally.

Our priorities for 2020/21 will be to:

Ensure that the voices of people are heard and that we learn from them

Implement the outcomes model across all services. In adult service this will include the scoring model to evidence how people are achieving what matters to them

Implementing Micro-care services to people's homes at a community level

Implement local actions arising from the Regional Transformation Programmes

Ensure that the Active Offer for Advocacy is implemented across all Service Areas.

Complete the roll-out of Progress for Providers in Learning Disability Services.



Quality Standard 2 Working with people and partners to protect and promote people's physical and mental health and emotional well-being

Flintshire County Council has been recognised as '**Working towards becoming Dementia Friendly**' by the **Alzheimer's Society**, the first Council in North Wales.

Alzheimer's Society's Dementia Friendly Communities and Organisations programme aims to encourage everyone to share responsibility for ensuring that people with dementia feel understood, valued and able to contribute to their community. This focuses on improving inclusion and quality of life through training and awareness raising within communities and organisations so they are better able to respond to the needs of those living with Dementia and their Carers. The Council is working to an action plan and has developed new [dementia focused webpages](#) acting as a directory of services



and information and are rolling out Dementia Friends training across the workforce.

In order to retain the recognition, the Council will submit annual action plans to the Alzheimer's Society, which are driven by a Steering Group of Council representatives and members of the community living with Dementia.

In relation to support for children and young people, we have entered in to a **Strategic Partnership with Action for Children**, who are a well-respected National Charity who has been providing services in Flintshire for over 20 years.

The partnership will utilise Action For Children's specialist knowledge and experience in providing programmes and facilities for respite or breaks for children with disabilities and their families, expertise of Repatriation and Prevention Services and the work of Flintshire Family Project to identify strategic developments of the services provided.

Action for Children have been running a 'short breaks service' for 20 years in Flintshire and have been operating from Arosfa since 2012. Arosfa offers respite and short breaks for children with profound disabilities in a safe and secure

environment to support them to remain within their own family setting. This service enables these young people to access new experiences and opportunities, to establish relationships and to develop their full potential.

The Family Project provides planned intervention to families with children who are most likely to be at risk of harm or who are considered to be on the edge of care by the local authority. The project works in a positive client-centered way to engage with the families to work towards improving their own situations.

The Repatriation and Prevention (RAP) project has two main aims - firstly to provide intensive support and therapeutic input for looked after children and the young people who were looked after up to the age of 25 who are suitable to be repatriated to their home community in Flintshire. Secondly, it works towards minimising the number of placements out of the Flintshire County where such a risk is deemed imminent.

The new partnership agreement details the roles and responsibilities of all parties working together towards a common goal, governance arrangements, finance and key performance indicators.

To further strengthen the support available, a new model for Foster Carer support in 'Mockingbird' has also been introduced. [Mockingbird](#) is an 'extended family' model of foster care developed by The Fostering Network. Flintshire County Council are the first Mockingbird partner in Wales. This innovative model of foster care encourages a group of foster carers in the local community to think and act like a wide family (constellation); providing peer support, regular joint planning and training, social activities and sleepovers. The aim of the programme is to improve placement stability for the child and the fostering family and help them build stronger relationships. Following the introduction of the Mockingbird model, our first constellation was formed in February 2020.

We are working to utilise digital technology and work to take forward our **Digital Strategy** is progressing, with the launch of '[My Account](#)' in recent months which enables the residents of Flintshire to access a range of council services online. While this does not currently contain direct Social Services related functionality, besides general enquiries and contacts, it is establishing the foundation for digital services and communications with residents for the future. In addition to this, we have also launched a simple financial checker on the website to enable individuals or families considering a need for care to establish

whether they would have to contribute financially to those costs.

In 2018 we commissioned four organisations to deliver support to people with a disability in the community. These services include a Partnership Coordinator, Community Enrichment and Transport support, Technology and Equipment support and Assessment and Support for people with a sensory loss. These organisations continue to deliver services in the community and support residents of Flintshire living with a disability.

The Brokerage Team, who source care packages for people in the community, now utilise an **interactive mapping system** which enables them to search for the most appropriate service to meet the needs of each request. This aids domiciliary care agencies to plan a manageable rota for their care staff whilst complying with HMRC guidance on travel time. We have also used this system to plot care homes, extra care schemes and

Our priorities for 2020/21 will be to:

Develop support options for parents and young people with low/moderate mental health needs.

Developing our next Action Plan to support people living with Dementia and their cares and continue to be recognised as a Council 'Working Towards Becoming Dementia Friendly'

Establish a multi-disciplinary Team to provide assessment and support for children and families on the edge of care.

Implement the 'Mockingbird Model' of Fostering

Implement the Social Services actions in the Strategic Equality Plan

supported living houses.

Quality Standard 3 Protecting and safeguarding people from abuse, neglect or harm

Wales has become the first part of the UK to introduce a single set of safeguarding guidelines to help protect children and adults at risk. **The Wales Safeguarding Procedures** were launched during National Safeguarding Week (11 - 15 November 2019).

The Wales Safeguarding Procedures will standardise safeguarding practice across Wales and between agencies and sectors. The procedures will set out for anyone working with children or adults what to do if they suspect an individual is experiencing, or is at risk of abuse, neglect or other kinds of harm.

The Wales Safeguarding Procedures will be easily and readily available to as many people as possible across Wales.

They will be available in two ways:

- Digitally, on a platform currently supported by Social Care Wales www.safeguarding.wales
- As a free App available for Android and iOS.

Those experiencing **Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV)** access a range of public services for many reasons. They may be in contact with police about the abuse they are receiving, but it is more likely that they are in contact with public services about housing issues, require medical attention or are part of the education system. Each of these services must provide a gateway to support for victims and opportunities for early intervention and prevention. The Council's workforce have been completing e-learning to raise awareness of Violence Against Women Domestic Abuse and Sexual Violence (VAWDASV) and some frontline local authority staff within Social Services, Education and Workforce Development have also undertaken a Train the Trainer (TTT) course, to enable them to train other appropriate frontline staff to identify, support and signpost those affected by



domestic abuse to appropriate services.

Last year, we established **Missing, Exploited and Trafficked (MET)** strategic and operational groups to bring together a number of agencies to share information and manage risks experienced by children and young people which may make them more vulnerable to going missing, being exploited or trafficked. This included creating a dedicated role to support children who are reported missing from home. This process and group has been reviewed this year to ensure that there is a timely response to cases where exploitation is an identified risk and that staff are adequately trained to be able to properly support those children. We will continue to dedicate resources to addressing the concerns of exploitation and 'county lines' behaviours.

EARLY HELP HUB
HWB CYMORTH CYNNAR



The Flintshire Early Help Hub (EHH)

is a multi-agency approach to providing targeted early help and support to families. Working across agencies, staff are co-located to provide a co-ordinated approach to early help, focussing on what matters to the individual family.

The Hub is a single point of contact for professionals, families & young people to access early help across Flintshire. The aim being to support families with the right help, at the right time from the right service.

The Early Help Hub which was established in 2017, is a partnership between Flintshire County Council, North Wales Police, the Health Board and Flintshire Local Voluntary Council. The Hub is a key initiative in our investment in preventative family services and aims to give families of children who exhibit Adverse Childhood Experiences (ACEs) access to the right information and advice at the right time.

Over the past year the EHH has built relationships with a number of other key services who are able to provide bespoke packages of support, including the Domestic Abuse Safety Unit, Clwyd Alyn Housing Association and the Welfare Reform Team. They join Social Services, Police, Health, Housing, Education, Action for Children, Disability Services, Family Information Service, Flying Start and Teuly Cyfan (parenting support).

Since the implementation of the EHH referrals are now being taken from families and young people that do not meet the threshold for a statutory service without the need of identifying ACE's. This means that all families that require support will be able to access EHH support.

In May 2019, the Mental Capacity (Amendment) Act was introduced. The Act replaces the Deprivation of Liberty Safeguards (DoLS) with a new scheme known as the Liberty Protection Safeguards (LPS). The new law seeks to protect the liberty of people who do not have the mental capacity to make decisions about their care, and to simplify the DoLS system. It was intended to be introduced in late 2020, but this introduction may be delayed.

The LPS scheme applies to community settings, as well as to care homes and years

old and above, rather than 18 as is the case with DoLS.

LPS will introduce a two-tier system of protection. This means that in most cases the 'responsible body' (the Local Authority for social care cases and the NHS for hospitals) would rely on a number of assessments to establish whether the planned care arrangements are 'necessary and proportionate' to meet the individual's needs. In most cases the responsible body will scrutinise the assessments and, if appropriate, authorise the deprivation of liberty. In complex cases an Approved Mental Capacity Practitioner will be appointed to carry out a more detailed assessment, which will include an interview with the person in question.

We continue to work to current DoLS guidance while preparing for the implementation of LPS.

Our priorities for 2020/21 will be to:

Embed the All Wales Safeguarding procedures

Implement the Liberty Protection Safeguards

Quality Standard 4 Encouraging and supporting people to learn, develop and participate in society

The official opening of **Hwb Cyfle, the new Adult Day Centre**, to replace Glanrafon in Queensferry, was celebrated in October.

[Hwb Cyfle](#), which means 'Opportunity Hub', provides a fully accessible and vibrant setting for people with learning disabilities to receive respite care and support, develop skills, build friendships and increase their independence.

A successful partnership has been established between the Council and Hft. This has improved the quality of services for people with learning disabilities, by combining expertise and experience to inject the service with new ideas and market leading methods and practices. The Hub provides respite care and support for people with profound and multiple disabilities.

Hwb Cyfle represents a £4 million capital investment by Flintshire County Council, which demonstrates the Council's commitment to delivering quality social care services to vulnerable adults. Supporting people to take control of their lives and engender greater independence and choice. The new building is state-of-the-art and has been enjoyed by service users, their family members and our staff since it opened its doors in June.

The opening event included an interactive demonstration



of services available and a tour of the building as well as a ceremony where a time capsule was buried in the sensory garden.

Flintshire has led the way with all key partners in developing this centre which aims to better integrate health, social care and the third sector and to help empower people with learning disabilities to access more opportunities in their local community. The facility and the service are cutting edge in Wales.

Hwb Cyfle has now received official status as a 'Changing Places' venue. Changing Places is a national campaign, seeking to provide accessible community based toilets and changing facilities for people with disabilities. Over a quarter of a million people in the UK need 'Changing Places' toilets but there are only just over 1,000 across the UK. Hwb Cyfle now provides only the third

registered 'Changing Places' toilet in Flintshire. Initially, this 'Changing Places' facility will be accessible to the general public during service hours, five days a week.

In the future there are plans for Hwb Cyfle to be open at evenings and weekends to support activities and events for Social Services and the wider community.

In the UK, approximately 6% of adults with a Learning Disability are in paid employment roles. In Wales, this is only 2%. To address this inequality, Flintshire County Council are working in partnership with Clwyd Alyn Housing, Coleg Cambria and Learning Disability Service Provider, Hft, to deliver a supported employment programme called **Project Search**.

The [Project Search](#) programme, started in September 2019, provided nine young adults with supported internships in a



number of workplaces in Flint. The Interns thrived in their placements and their contribution had a very positive effect on each of the host businesses, including Aura, Clwyd Alyn and the Council offices. The Interns developed skills and practical experience to enable them to fulfil their potential, and they are now working to gain full-time employment.

The project will move in to it's second year in the summer of 2020, when a new group will be welcomed in to the initiative.

To continue to support young people we are working with colleagues in Education and Youth to deliver the **Additional**

Learning Needs (ALN) reforms and support individuals through Transition.

The [ALN Act](#) replaces the current Special Education Needs (SEN) framework with a reformed system based on Additional Learning Needs. The Act seeks to improve collaboration between the Local Authority and Local Health Board.



To allow for sufficient lead in time for settings to prepare for the implementation of the new Code, the new system will be rolled out from September 2021.

The North Wales Integrated Autism Service (NWIAS) celebrated its first birthday in June 2019. Alongside the Team's support for individual Autistic Adults to reach their outcomes, they have been working to provide Advice Hubs in the community, support groups and training across the region, with a new office established at the Beacon Centre, Caernarfon. The service has been praised for the number of excellent life story outcomes submitted to WLGA for making a difference to the everyday lives of Autistic Adults in North Wales.

'Spectrum Voices' are a group of Autistic Adults who support the development of the service, and members now deliver training alongside IAS staff to professionals, third sector colleagues and the public,

bringing their lived experiences to the sessions.

We are continuing to support families through **the Childcare Offer**, helping working parents access affordable, available and accessible childcare. The Welsh Government programme provides 30 hours of government funded early education and childcare for 3 and 4 year old children of eligible working parent for up to 48 weeks of the year.

The Offer also supports economic regeneration and reduces pressures on family income helping parents to participate in work and reducing a family's risk of poverty. It is also helping to sustain and remodel the childcare sector.

The number of children who have accessed the Offer since September 2017 is over 2300 with the funding going directly to childcare providers, with the positive impact on children, families and household and sector income.

In February 2019, we were also successful in our application to Welsh Government to Childcare Offer Capital Grants which has been awarded to 14 settings to enable them to increase the number of Childcare Offer places they are able to offer or to improve the quality of the facilities.

In addition to the large grants Flintshire has also been awarded a further £500,000 for small capital grants in which Childcare Offer settings can apply for up to 10k each year for two years, based upon eligibility criteria. Applications opened from September 2019, after three successful workshops with childcare providers, explaining the criteria and the application process. Within the first month applications exceeded £30,000. It is intended that the grants will support settings to create a positive experience for the child as they attend their early years setting, supporting their emotional, social and cognitive development.

This has already made a positive difference, to quote:

“

Thank you so much for approving the grant, the difference is amazing.

One very grateful childminder.

”

We have now got an



“

amazing new log cabin to play in and have increased our numbers to 6 under 5's and have taken on two more children on the childcare offer! All thanks to you! We are going to have so much fun and the children are already asking to 'go to the cabin' even though it's a tad cold in there at the moment! We would love to put electricity to it to enable us to use it as much as possible but we will have to see what happens in April. I'm so proud of it!

”

Our priorities for 2020/21 will be to:

Work with young people and further education providers to modernise and create opportunities for young people with additional needs to access education

Continue to roll out the progression model across Disability Services through the ICF funded Progression Team in supported work placements and residential care placements to promote skills and independence.

Work to develop and implement a local model of Team around the Individual' to support those living with dementia.

Quality Standard 5 Supporting people to develop safely and to maintain healthy domestic, family and personal relationships

Children's Services received **feedback from Care Inspectorate Wales (CIW)** following their two day focused work with Flintshire Social Services. CIW are responsible for registering, inspecting and taking action to improve the quality and safety of services for the well-being of the people of Wales. CIW were reviewing our approach to information, advice, assistance, Early Help, and the experience of children entering the looked after system.

We were delighted that the feedback for the whole service was very good indeed, with a strong reflection of the positive work staff achieve in supporting and protecting children and families. CIW indicated that they had confidence children were safeguarded, no child was put at risk and there was good evidence of compliance with statutory regulations. In general they indicated that the level of recording and the detail was extremely good.

The positive work was further reinforced when we received an email from a foster family, in which they praised the work of the team to ensure a permanent placement for a child.

The Foster Carers described members of the team as...

“nurturing and seemed to just “get” him. It is of great comfort to us that she continues to support him in his new placement.”

“Over the months that followed she never once lost sight of the importance that the right placement would be found and ensured that we would be sustained to continue to care for him until that day arrived.”

We are extremely proud of every single member of the workforce, who each day, play an integral part in delivering our commitment to safe, high quality, supportive placements that support children and young people to develop the skills and resilience to lead fulfilled lives.

The **'Early Years Pathfinder'** is a new project initiated by Welsh Government. The aim of the Pathfinder is to make the Early Years services across Flintshire more accessible to all children aged 0-7 and to their families ensuring that all children receive a universal offer that is equitable across the county, providing an Early Years' service that is timely, appropriate and preventative in the short and the longer term.

The 'Pathfinder' has four components to provide the best start in life for every child:

- Health; parenting; speech and language and childcare.
- Profiling and testing models of integration and transformation,
- Building informed services locally
- And return on investment.

In January 2019 local authorities were invited to become an 'Early Years Pathfinder' and Flintshire became the only Early Year's Pathfinder in North Wales. The objective of the Pathfinder co-production project is to:

- Explore what it will take to create an Early Years system in Flintshire (from conception to age 7);
- Explore how Early Years services might be re-configured within existing budgets;
- Work together to deliver services in a co-ordinated, integrated and timely way, including effective transition between services;
- Focus on improving the co-ordination of services, planning, commissioning and identifying and addressing needs;
- Identify barriers and constructs to integration and transformation and overcome them.

To continue to support children and families, our **Support and Placement Strategy 2019 to 2022** was agreed by the Joint Education & Youth and Social & Health Care Overview & Scrutiny Committee in July 2019. The strategy sets out our vision to ensure safe, high quality, support for children on the edge of care services and to the children we look after.

Our aim is to support this cohort of children and young people so they are able to develop the skills and resilience to lead fulfilled lives, with a focus on supporting families to care for their own children, and prevent them, if safe to do so, from becoming a Child Looked After. Where a placement is needed, we will work to meet their needs. Outcome focused practice is essential to providing appropriate placements for children and to make sure that they are supported in what matters to them. This will be bolstered by an efficient process to find the best placement at the best time.

The strategy, therefore is split in to three areas:

- 1. Safely reduce the number of children who need to be looked after. This means:**
 - ✓ **enhancing** our offer of effective and timely intensive family support
 - ✓ **working** with families so they are able to develop their resilience and, where needed, develop their own support arrangements, particularly for children aged 16+
 - ✓ **establishing** a multi-disciplinary team to provide intensive assessment and support to prevent problems from escalating and to support effective community based placements
- 2. Support looked after children in local high quality placements. This means:**
 - ✓ **creating** more local authority foster care placements
 - ✓ **targeted** growth in the availability of independent fostering placements
 - ✓ **working** with local and regional providers to reshape provision to meet local need
 - ✓ **stimulate** growth in specialist provision for children and young people who have complex mental and emotional health needs
- 3. Improve outcomes for looked after children. This means:**
 - ✓ **developing** our approach to commissioning with improved referrals enabling better placement matching
 - ✓ **delivering** our Corporate Parenting Strategy
 - ✓ **working** with the independent sector to have a stronger focus on delivering positive outcomes

Our priorities for 2020/21 will be to:

Work to safely reduce the numbers of children entering care and improve outcomes for those in care.

Implement the Flexible Funding Programme to provide a coordinated and targeted offer to support family resilience

Quality Standard 6 Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs

The 10-million-pound development, **Llys Raddington Extra Care Scheme**, was officially opened in November by Hannah Blythyn, AM and Deputy Minister for Housing and Local Government. Marking a key element of the regeneration work in Flint town centre, the building is owned by Clwyd Alyn housing association and managed in partnership with Flintshire Social Services.

[Llys Raddington](#) features 73 self-contained one and two-bedroom apartments, a restaurant and a sky-lounge rooftop conservatory room overlooking the town, as well as a guest bedroom and assisted bathroom.

Tenants are supported by a team of on-site care professionals, with the added benefit of supporting people living with dementia in the purpose build memory floor.



Tenants described how they feel part of a community whilst having their own privacy and independence.

“ I like the feeling of security here and having help on hand when needed, ”

said Jacqueline Jones, who moved into Llys Raddington on the day the scheme first opened in 2018.

“ The location is excellent as it’s really handy to pop into town. I’m local to Flint and continuing to be part of the community is really important to me. ”

This development was soon followed by the completion of **Plas Yr Ywen Extra** Care Scheme. The new £8.5m Plas yr **Ywen Extra Care** scheme in Holywell is Flintshire's fourth extra care scheme and will deliver services to tenants under a partnership between Wales and West Housing and Flintshire Social Services.

The new scheme, which is located on the former Ysgol Perth y Terfyn site on Halkyn Road Holywell, offers 55 one and two bedroom apartments for people aged 50 and over living in Flintshire who have a care and support need. The scheme follows the successful 'housing with care' model, with an on-site care and support team and a range of facilities to promote and support independent living. Replicating Llys Jasmine and Llys Raddington, Plas yr Ywen has seven apartments on its memory floor to support individuals living with dementia or memory loss.

2020 will see building work begin on an **expansion to Marleyfield House Care Home in Buckley**. The expansion, funded by the Innovative Housing Programme, Integrated Care Fund Capital and Flintshire County Council's Capital Programme will provide an additional 32 bedrooms at the home. This will increase capacity for residential placements alongside additional capacity for step-up step-down placements, supporting people who no longer need to remain in hospital but require additional support to remain independent at home. It will link directly to the existing Marleyfield House and create one large seamless site that all residents will be able to use and enjoy when complete.

Ensuring that we have an exceptional design that will meet the needs of residents both now and in future decades is vital



to the success of this expansion. Gathering individuals' views on the design is a crucial part of that process.

In June 2019, a public consultation event was held in the Day Centre at Marleyfield House to allow current residents of the home, family members, local members of the community, and staff to see the designs and to give them an opportunity to comment and ask any questions they may have. Lots of positive comments were received as attendees were shown room layouts, external 'artist's impression' images of the building and the landscape designs, which will also have a significant positive impact on the existing building.

We will continue to involve residents and the local community as the build progresses, with regular newsletters and meetings with residents and staff to update them as to what is happening on site. Where appropriate and safe site visits will also be facilitated to involve residents further.

The building will be an innovative development that will work closely with our colleagues in Betsi Cadwaladr University Health Board to deliver excellent services for people in Flintshire and providing a template on how to ensure our services continue to delivery high quality outcomes, and are fit for the future demand.

Alongside housing for older people, we are working to address the **housing needs for people with a learning or physical disability**. We continue to manage individual needs for housing through our relationship with housing providers and a manager in Social Services has developed a specialism and good relationships with the housing sector.

We are also working to develop the provision of an intermediate house for step down for up to 4 people, to enable effective hospital discharge. The property, a former Warden's house, has been identified and adapted in partnership with the Housing Team and Social Services, with the Physical Disabilities Team leading on the service provision.

In addition, as part of the Welsh Government Social Housing Grant funding programme, Wales and West Housing Association is overseeing the development of 12 new apartments specifically to enable independent living for those with Learning Disabilities and Physical Disabilities in Flint. The properties are due to be completed late Summer 2020.

The Homelessness Officer is hosted by Social Services and works collaboratively with a Homelessness Accommodation Officer within the Housing Department. The Officers work closely with a number of young people between the ages of 16 to 18 who are at risk of homelessness. This project works to prevent youth homelessness and further exposure to risks, and has assisted young people to move to a secure independent living, supported living or to remain at home.



The six North Wales Authorities and Betsi Cadwaladr University Health Board have worked collaboratively to implement a Domiciliary Care Agreement which is currently being utilised to commission domiciliary care services successfully. The second phase of this work stream led onto the development of the **Supported Living Agreement**. By having these agreements in place will allow commissioners to tender services more effectively and efficiently.

The supported living service specification was developed to

accommodate flexible services, supported living can look different for people and is not a prescribed service model. The service may include personal care, daily living activities and practical tasks and may comprise of a few hours of support or 24 hour support. The service promotes equitable access to local community provision to meet assessed needs and outcomes.

This resource was put into place in order to enable commissioning of services to be more efficient for both the commissioner and the provider, reducing tendering timescales dramatically. The agreement will consist of providers who have met a set criteria as part of the tendering process which in turn has a set standard. Providers opted to work in the areas of their choice described as Lots i.e. Lot 5: Flintshire, providers were given the opportunity to apply for all Lots or just specific individual Lots they preferred to work in.

Our priorities for 2020/21 will be to:

Complete of the Extra Care Programme

Progress in-house residential care expansion schemes

Increase early intervention and support to prevent youth homelessness for young people aged 16-24.

Launch a short term residential service to inform the most appropriate move-on placement and support package for young people.



A resident at Wellfield accompanied by Rosie the dog

How we do what we do

Our Workforce and How We Support their Professional Roles

The **registration of domiciliary care workers** under the Regulation & Inspection of Social Care (Wales) Act 2016 is an important part of the continuing development of the social care workforce. The [registration of the workforce](#) is mandatory from April 2020. Work has been ongoing throughout the year to support in-house staff to register and a number of events took place over the summer to begin the process of registration.

Registration of Care Home workers will begin in April 2020, with mandatory registration from April 2022. We will continue to support the workforce to meet these deadlines, and also to respond to consultations on new regulations under the Act, ensuring that the voice of independent sector social care providers are included in our responses.

The Act also sets out the specific role of the Responsible Individual and their designated duties in relation to regulated services. The Responsible Individual must ensure that the services provided meet the required standard laid out in the regulations. These standards are linked to the well-being outcomes statement issued under the Social Services and Wellbeing (Wales) Act 2014, which highlight the importance of the well-being of individuals receiving care and support. The Regulations set out the duties placed on the designated Responsible Individual in relation to a regulated service. These duties include:

- overseeing the management of the service, including the appointment of a suitable and fit manager
- ensuring effective oversight of the service including the adequacy of resources
- reviewing and improving the quality of the service
- promoting a culture of openness and accountability.

Mark Holt was appointed as Responsible Individual in Flintshire in 2018 and has 19 years' experience within Local Authorities and specifically older people's services. Mark has operated at a

strategic commissioning level as well as being Service Manager for residential care, extra care and domiciliary care in Flintshire.

To further strengthen the sector, alongside registration a new suite of qualifications have been introduced by [Qualification Wales](#). Our Social Services Workforce Development Team are working to support the social care workforce training needs. The Assessment Centre in Ewloe has been approved by City & Guilds/ WJEC to deliver the new Health & Social Care qualifications at level 2 Core and levels 2 & 3 Practice. The assessment centre will be working towards gaining approval for the new Level 4 & 5 qualifications towards the end of 2020.

The team have also been providing ongoing support for both social work qualifying training and post qualifying training in Wales. 38 Social Work students have been on placement in the county across teams in the statutory, independent and voluntary sectors this year. 15 Social Workers have completed their Consolidation award to enable them to re-register in their 1st period of practice after qualifying, which is now a requirement of Social Care Wales.

This period has also seen us go through a robust commissioning process in order to ensure we are providing high quality, good value core training. Contracts have recently been awarded and this will see the introduction of some new training Providers. The **Training Voucher Scheme** has also come under review, the outcome of this is a revised more equitable and effective system will commence in April 2020.

We have been embracing new technologies in training and have a Virtual Reality (VR) system available. **Digital Champions** have been trained to use the system and will promote the this and other equipment in care home settings. VR will also be used to deliver Dementia Awareness Sessions.

Social Services have celebrated their first year working in the new environment at **Tŷ Dewi Sant**.

In October 2019, Social Services Workforce Development Team moved from Greenfield Business Park to new facilities at Tŷ Dewi Sant. The move has brought the Workforce Development Team closer to Social Services, enabling closer working and access to training facilities.

The Integrated Autism Service have also set up at Tŷ Dewi Sant, providing a great link to the A55 for their work across North Wales.

Flintshire County Council have embarked on a journey to challenge and change our traditional



recruitment processes, in particular for staff in social care. The WeCare campaign states that 'Wales needs around 20,000 more people to work in care by 2030', and in order to meet this demand, we recognise that we need to do more to showcase and promote working in care as a rich and fulfilling career.

We have engaged Helen Sanders Associates and Well-being Teams to deliver a programme of **Values Based Recruitment** sessions to internal and independent sector staff to enable us to develop new approaches, to not only attract people in to the sector, but the right people, with the right values.

The programme has since developed following the initial session to run in two parallel parts. Firstly, the development and implementation of Values Based Recruitment within Social Services. We have redesigned our recruitment processes for our new Extra Care Scheme, Plas Yr Ywen, with a focus on values. Recruitment workshops days are now being run where candidates take part in a variety of activities instead of a formal panel, including team, listening and communication exercises and 'what if' scenarios. For part of the day, the candidates will take afternoon tea with people they may be providing care and support for. The workshops are observed by staff and individuals

receiving services, who will look out for the ways in which the candidates interact with individuals and demonstrate their personal values.

Alongside this, a small team of 4 have now been accredited as Values Based Recruitment Trainers through Well-being Teams, and are able to roll out training to providers. A 2 day Values Based Recruitment workshop was held in late January 2020 and delivered to 15 participants from 11 providers. The workshop included time for participants to be able to explore their own personal values and those of their organisation, how current processes can be changed and how people with lived experience can be involved in the process.

Feedback has been very positive, with comments including:

- ☞ Inspiration to Change! I cannot wait to evaluate and improve our recruitment process.
- ☞ I really loved the course but particularly enjoyed engagement with other providers/sharing ideas
- ☞ I've learned that I need to incorporate my organisation's values into everything we do
- ☞ Make recruitment process fun – Get residents involved.
- ☞ I have learned that recruitment shouldn't be all about what's 'required'. Who are you and what can you bring?

Communities For Work Flintshire in partnership with Flintshire Social Services has successfully delivered two innovative **“Pathway into Social Care”** training programmes to give local people an opportunity to gain the training and skills necessary to work in the Social Care sector.



Communities For Work is a voluntary programme to help those adults furthest away from the labour market into employment. The programme targets long term unemployed and economically inactive adults and 16-24 year olds not in employment education or training from across Flintshire. It seeks to increase their employability and to move into or closer to employment.

These enhanced Pathway into Social Care courses, which took place over five days, created opportunities for participants to gain mandatory training required for working in the social care sector. The training included: safeguarding, infection control, food safety and health and safety, all of which hold the Flintshire approved standard for working in care establishments across the county.

Alongside our local efforts, the **national WeCare Wales campaign** focusses on raising the positive profile and career opportunities of the social care and early years and childcare sectors to the public.

The campaign launched on 5 March 2019 and a key element is the [WeCare Wales website](#). This online resource offers the public an opportunity to discover the variety of roles available working with children and adults.

It also includes a growing list of potential employers to help people consider the right option for them. This website will grow and evolve over time and is the central hub for the campaign.

Social Services have been supporting the campaign on a local basis, and during WeCare week in September, we were able to talk about values with those who attended our recruitment drop-ins and Information day which took place across the county over the week. We spoke with a number of people who clearly demonstrated the kind of values we are looking for, some



of which have gone on to contact our local social services recruitment link. It was a great opportunity to be out and speak directly to people who were interested in social care, and to share the positive aspects of the roles.

We also worked with the WeCare Wales team and Health Education and Improvement Wales (HEIW) to deliver a workshop centred on values at the 'Advise the Advisors' event at Venue Cymru 12.02.20. Through this workshop, we explored values so those who have

a role in directing potential candidates to social care providers understand the values needed for the roles, and how they may identify them in others.

We continue to develop [Care@Flintshire](#), our online hub which aims to raise the profile of working in care, to celebrate the good work taking place and to promote opportunities available. We have also launched a Facebook page this year, where we will be able to share news from across the sector.



Care @ Flintshire Gofal @ Sir y Fflint

The site hosts a number of 'day in the life of' interviews with those working in care setting from domiciliary care through to drug and alcohol rehabilitation. We are always looking for people in the workforce who can share their story and insight in to the positive difference working in social care makes to people in Flintshire.

There is great scope for further development of the site and we are continuing to work closely with providers and partners to gather feedback, update with useful information and add more tools to ensure that the site continues to be a useful resource to those in the sector.

[Care at Flintshire - Gofal yn Sir y Fflint](#)



How we do what we do

Our Financial Resources and How We Plan For the Future

Flintshire County Council, where applicable, have continued to increase rates to reflect the **impact of annual inflation and policy change**. Sustaining the care sector is vital and will continue to be a priority for social services and the council. In addition to financial increases the contracts, commissioning and workforce teams continue to offer a range of support, training and practice development opportunities for the sector. Examples of these include the value based recruitment, progress for providers programme and training vouchers.

We are continuing to look at other methods of delivering care for traditional high cost/low volume placements, focusing on local services that provide quality outcomes and value for money. Through close working with local Providers with a view securing local placements for the local population. We have developed positive relationships with the market which is positively enabling us to have a greater opportunity to make local placements where they are needed.

Flintshire County Council is committed to measuring and maximising **Social Value** through its organisation, services and expenditure. Social value is about understanding the social, economic, environmental and cultural impact of our activities, and securing additional outcomes through our work, that benefit the people, communities and businesses within Flintshire.

The council drafted and approved a Social Value Procurement Policy in March 2020, which sets an increased focus on the delivery of social, economic, environmental and cultural well-being benefits through its procurement and commissioning activities. The Social Value Procurement Policy will create an enabling framework to strengthen the approach to generating social value through the goods and services that the Council purchases.

In November 2019, the Council appointed a Social Value Development Officer to champion this work and drive this agenda forward. Since the start of their role there have been a number of procurement and commissioning activities that the Social Value

Development Officer has and continues to support. An example if Social Value can be demonstrated through the development of Hwb Cyfle.

The additional social value generated through the project included:

- 610 school or college students visiting the construction site as part of their studies;
- 6 jobs created;
- 15 work experience placements supported;
- 6 apprenticeship opportunities created; and
- 18 employed interviews provided to disadvantaged candidates.

Our Partnership Working, Political and Corporate Leadership, Governance and Accountability

Who we are

Elected Members represent the residents of Flintshire and play an important part in the governance of the Council. They agree the Council's priorities and approve policies to deliver its continuous improvement. Flintshire Council has **70** elected members who represent their ward interests and participate in full Council meetings to oversee the performance of all aspects of the Council. One Member is elected by their peers to represent each portfolio area. These are known as Cabinet Members and together with the Leader and Deputy Leader, Chief Executive Officer and Chief Officers, they form the Council's Cabinet.

How we make decisions

Each Cabinet Member is supported by Overview and Scrutiny Committees, and for Social Services this is the Health and Social Care Overview and Scrutiny Committee. Because of the close working relationship with the Education and Youth Portfolio, the Council also holds joint Health and Social Care and Education and Youth Scrutiny Committee meetings, to discuss services for children and young people that cut across both social services and education. The Council Leader, Deputy Leader and Cabinet Member for Social Services are also involved in the social services work programme through the Social Services Programme Board and the Cabinet Member also attends the Social Services Management Team meetings every month.

The officers of the Council are led by the Chief Executive Officer who is supported by Chief Officers responsible for each of the portfolio areas. The Chief Officer for Social Services has the

statutory "Director of Social Services" role. The Council's structural arrangements for both members and officers are clearly laid out. The constitution details how the Council operates, how decisions are made and the procedures that are followed to make sure that these decisions are efficient, transparent and accountable to local people. The Council also has its own internal governance through a system of internal audit. The outcomes of audits are monitored by the Audit Committee and officers can be called to give evidence to the committee should concerns be raised regarding their service areas.

Our partnership working

You can see throughout the report that we work with a wider variety of partners across Health, the Third Sector, businesses and North Wales local authorities.

At the heart of our collaborative culture is the **Flintshire Public Services Board**. Established in April 2016, this statutory body is made up of senior leaders from public and voluntary sector organizations. It aims to ensure that statutory and third sector partners work together to manage shared priorities through collaboration, and these priorities are set out in the Well-being Plan for Flintshire 2017- 2023.

The **North Wales Regional Partnership Board** was also established in 2016 and has a membership representing statutory bodies, third sector partners, carers and users of services. The Board works to enhance the integration, efficiency and effectiveness of outcomes-focused care and support services in North Wales, and have been successful in its bid to bring funding to the region for the Transformation Programmes.

The Council and Health Board continue to work closely together, with strategic meetings between the chief executives and leaders taking place bi-annually. Many joint operational meetings happen

throughout the year, including a six monthly special scrutiny meeting where health colleagues are invited to attend and take questions from elected members.

An example of this partnership working is now coming to fruition with the development of new temporary hospitals to help manage the COVID-19 outbreak in North Wales. **Ysbyty Enfys Glannau Dyfrdwy (Rainbow Hospital Deeside)**, was one of those to reduce occupancy in BCUHB's main hospitals so that they can focus upon the care of the patients at greatest need. Patients receiving care in the temporary hospitals will not require intubation, so ventilators will not be required.

Deeside Leisure Centre (DLC) has been selected as the best available site for an Emergency Hospital to serve the Eastern area of North Wales because of its location and accessibility by road; its size and internal layout; the availability of utilities and facilities such as accessible toilet and washing facilities. DLC also has the advantage of being able to have extended bed capacity beyond the initial 250 target if needed.

DLC was chosen on Thursday 2 April by a team of partners including a multi-disciplinary professional team from the Health Board, the Council as the landlord, the Ambulance Service, the Fire Service and the Military, and in consultation with Aura Wales as the tenant.

The hospital will be managed by the Health Board, with the leisure centre returning to full use once the emergency situation is over.

Our relationship with the voluntary sector continues to be strengthened by our involvement with the Voluntary Sector Compact. This three-way partnership between the Council, Health Board and voluntary sector facilitates mutual understanding in respect of roles and responsibilities, and enables opportunities for partnership working to be fully utilised. Membership comprises the Chief Officer and Chair of Flintshire Local Voluntary Council, other voluntary sector members, the Chief Executive and Leader of the Council, and a senior manager from the Health Board.



Accessing Further Information and Key Documents

Social Care Legislation & Information Links:

[National Outcomes Framework for people who need care and support and carers who need support](#)

[Regulation and Inspection of Social Care \(Wales\) Act 2016](#)

[The Social Services and Well-being \(Wales\) Act 2014](#)

[Well-being of Future Generation \(Wales\) Act 2015](#)

[North Wales Population Needs Assessment](#)

Flintshire County Council's Key Strategic Documents Links:

[Council Plan 2018-23](#)

[Our Flintshire, Our Future 2019-20](#)

[Corporate Parenting Strategy 2018-2023](#)

[Digital Flintshire 2017 - 2022](#)

[Regional Learning Disability Strategy](#)

[North Wales Safeguarding Board](#)

Adverse Childhood Experiences (ACEs)
- a term used to describe a wide range of stressful or traumatic experiences that children can be exposed to when growing up. ACEs range from experiences that directly harm a child to those that affect the environment in which a child grows up.

Advocacy - the act of speaking on the behalf of or in support of another person.

Deprivation of Liberty Safeguards - provide a legal framework that protects people living in care homes or hospitals who are vulnerable because of mental disorder and who lack the mental capacity to make decisions about their own accommodation and care needs.

Direct Payments - give users money directly to pay for their own care, rather than the traditional route of a Local Government Authority providing care for them.

Extra Care – housing designed with the needs of service users in mind that provides varying levels of support which is available on site and promotes independent living.

Flintshire Local Voluntary Council (FLVC)
- the umbrella and support organisation for over 1200 voluntary and community groups based in Flintshire.

Integrated Care Fund (ICF) - a Welsh Government fund that “aims to drive and enable integrated working between Social Services, Health, Housing, the third and independent sectors.

Looked After Children - a child is looked after by a local authority if a court has granted a care order to place a child in care, or a council’s children’s services department has cared for the child for more than 24 hours.

Outcomes-focused - the definition of outcomes is the impact or end results of services on a person’s life. Outcome-focused services and support therefore aim to achieve the aspirations, goals and priorities identified by service users (and carers) – in contrast to services whose content and/or form of delivery are standardised or determined solely by those who deliver them.

Person-centred Care - an approach that moves away from professionals deciding what is best for a patient or service user, and places the person at the centre, as an expert in their own experience. The person, and their family where appropriate, becomes an equal partner in the planning of their care and support, ensuring it meets their needs, goals and outcomes.

Respite – a short period of temporary care in order to provide rest or relief for carer’s who require a break in their role

Responsible Individual - someone in charge of providing the service at an organisation or local authority.

Safeguarding - a term used to denote measures to protect the health, well-being and human rights of individuals, which allow people to live free from abuse, harm and neglect

Social Enterprise - an organisation that applies commercial strategies to maximise improvements in human and environmental well-being - this may include maximising social impact alongside profits for external stakeholders.

Statutory Services – services provided by the Local Authority as a matter of course, examples of these types of services are domiciliary care and respite breaks.

Third Sector - the part of an economy or society comprising non-governmental and non-profit making organisations or associations, including charities, voluntary and community groups, co-operations etc.

Well-being - the state of being comfortable, healthy or happy.

Contextual Data and National Performance Measures

Adults Services

Between 1st of April 2019 and the 31st of March 2020, we delivered services to 4324 adults and 580 people commissioned their own services through a Direct Payment, this makes up 40% of home based services.

75% of adults who have received support from the Information, Advice and Assistance services have not contacted the service again during the year. 451 individuals accessed social prescribing through the Single Point of Access Team.

53% of adults completed a period of reablement and required no package of care six months later, 12% had a reduced package of care and support six month later.

As of the 31st of March, we were assisting 421 people over the age of 65 in care homes.

1,300 adult carers were identified and referred to our carers' service providers.

Children's Services

Within Children's Services, there has been a further increase in the number of children referred to us which has been rising over the past 2 years. During 2019/2020 5299 referrals were received.

The percentage of assessments for children completed within statutory timescales (42 working days) was 94.4%; this measure includes those "What Matters?" conversations carried out at our front door.

There were 214 children on the Flintshire Child Protection Register on the 31st of March and the average time that children remained on the Register was 304 days. 5.3% of children of the Register were re-registrations. 13 children and families were reregistered within 12 months of deregistration. 86% of initial child protection conferences and 99.3% of review conferences were carried out within timescales.

We have supported 70% of children to remain living with their families, 9% of Looked After Children returned home from care during the year and 5 Special Guardianship Orders were granted.

The number of referrals for Family Group Meetings was 348

During the year, 1341 families accessed the Early Help Hub and 3385 families accessed the childcare offer. The total number of childcare providers was 535

56 young carers were identified and referred to young carers service providers.

NQS1: Working with people to define and co-produce personal well-being outcomes that people wish to achieve

75% of adults who have received support from the information advice and assistance services (IAA) have not contact the service again during the year

75% of assessments completed for children were completed within statutory timescales.

NQS2: Working with people and partners to protect and promote peoples physical and mental and emotional well-being

The rate of delayed transfers of care for social care reasons per 1,000 of the population aged 75 or over was 3.29

The percentage of adults who completed a period of re-ablement and had a) a reduced package of care and support six months later was 12% and b) no package of care six months later was 53%

The average age of adults entering residential care homes was 86

73% of looked after children were seen by a registered dentist within three months of becoming looked after

82% of looked after children were registered with a GP

NQS3: Taking steps to protect and safeguard people from abuse, neglect or harm

98% of adult protection enquiries were completed within statutory timescales.

5.30% of children on the local authority child protection registers were re-registrations.

Children were on the child protection register during the year for an average of 304 days.

NQS4: Encouraging and support people to learn, develop and participate in society

72.73% of looked after children achieved the core subject indicator at key stage 2

3.6% of looked after children experienced one or more changes in school during periods of being looked after that were not due to transitional arrangements.

NQS5: Supporting people to safely develop and maintain healthy domestic, family and personal relationships

70% of children were supported to remain living with their family

9% of looked after children returned home from care during the year.

7% of looked after children on 31st March had three or more placements during the year.

NQS6: Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meet their needs

60% of care leavers were in education, training or employment at

12 months and 45% of care leavers were in education, training or employment at 24 months after leaving care.

3% of care leavers experienced homelessness during the year



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