

**CABINET**

Minutes of the Cabinet meeting held in the Town Hall, Rhyl on Wednesday, 5th June, 2002 at 10.00 a.m.

**PRESENT**

Councillors P.A. Dobb, E.C. Edwards, M.A. German, G.M. Kensler, D.M. Morris, E.A. Owens, J.A. Smith and E.W. Williams (Leader).

Observers: Councillors M.LI. Davies, S. Drew, I.M. German, D. Jones, E.R. Jones, F.D. Jones, R.J.R. Jones, W.G. Thomas, A.J. Tobin and P.O. Williams.

**ALSO PRESENT**

Chief Executive, Deputy Chief Executive / Corporate Director of Resources and the County Clerk.

**APOLOGIES**

Councillors R.W. Hughes and W.R. Webb.

**ANNOUNCEMENT**

The Leader informed Members of death of Mrs Thelma Gwilliam, a leading member of Rhyl Residents' Association and STARS. Members were asked to stand in silent tribute.

The Leader welcomed Members and the press to the Cabinet meeting.

**1 URGENT MATTERS**

The Leader of the Council gave notice of the following item which in his opinion should be considered at the meeting as a matter of urgency pursuant to Section 100B(4) of the Local Government Act 1972:-

- (i) Part II Item 16A Capital Programme Group Supplementary Report

**2 MINUTES OF THE CABINET (CABINET 2002 - 89)**

The Minutes of the Cabinet meeting held on 7th May, 2002 (previously circulated) were submitted.

Item 14 Inspection of the Authority's Child Protection Services by the Social Services Inspectorate for Wales: Councillor E.C. Edwards, Lead Member for Safeguarding our Communities asked whether the Chief Executive had pursued the enquiry into the press leak regarding the Part II report and asked for the findings report to be made available to Groups as soon as possible. The Chief Executive said he was pursuing the matter and agreed to circulate a report as soon as possible.

***RESOLVED** that subject to the above, the Minutes of the Cabinet meeting held on 7th May, 2002 be approved as a correct record and signed by the Leader.*

**3 HOUSING STOCK TRANSFER (CABINET 2002 - 90)**

Item withdrawn. The Chief Executive informed Members that the item would be discussed at the Cabinet meeting to be held on 18 June 2002 and then at County Council on 25 June 2002.

**4 DOMICILIARY CARE (CABINET 2002 - 91)**

Councillor P.A. Dobb, Lead Member for Health and Wellbeing presented the report and Appendix (previously circulated) seeking Cabinet approval of the Contract for Domiciliary Care Services so as to

enable independent sector Domiciliary Care Providers to offer greater stability of employment to its workforce.

**RESOLVED** that Cabinet approve the changes set out in Appendix 1 to the report, effective immediately.

## **5 JOINT ARRANGEMENTS (CABINET 2002 - 92)**

The Chief Executive presented the report (previously circulated) seeking approval of a Resolution to recreate the joint arrangements which, by action of legislation, ceased to exist when the Council adopted executive arrangements on 14 May 2002. Members were asked to approve the revised constitution (attached at Appendix 1) of the North Wales and Wirral Purchasing Consortium, whereby the Denbighshire membership would be two. Members were also asked to appoint Cabinet Members to the joint committees concerned. The Modernising Panel had recommended that the Clwydian Range AONB should be an area committee and as such the Assembly could appoint Members from the area of the AONB onto that Committee.

Councillor G.M. Kensler, Lead Member for Promoting Denbighshire suggested to Members that as the Portfolio holder covering the Clwydian Range AONB, she should be a Member of that Committee.

Councillor E.C. Edwards, Lead Member for Safeguarding our Communities said the Committees should be politically balanced, with a balance north and south whenever practicable. Councillor Edwards suggested further enquiries should be made into the legislation regarding membership of the Committees.

The Chief Executive said the legislation was quite clear. Only Cabinet can create Joint Committees, and only Cabinet Members may become members of such Committees unless Cabinet decided to create area-based joint committees such as the Clwydian Range AONB Advisory Committee. However, the Chief Executive agreed to relook at the legislation regarding membership and report back. Turning to Councillor G.M. Kensler's query, the Chief Executive informed Members that the Cabinet had 2 options for the AONB: either it could set up a joint committee in which case the membership would have to come from Cabinet or it could adopt an area committee model in which case the committee's membership would be from the relevant wards. Cabinet Members could be included if their wards were in the AONB area, as was the case here. In answer to a query by Councillor G M Kensler, the Chief Executive said the National Assembly legislation governed the appointments. Councillor G M Kensler asked the Chief Executive whether Cabinet have to accept a Modernising Panel recommendation. The Chief Executive confirmed that Cabinet did not have to accept Modernising Panel's recommendations unless they had been incorporated into the Constitution. Members agreed to seek the observations of Groups before making the final appointment of Members of the Clwydian Range AONB.

The Leader proposed Councillor W.R. Webb, Lead Member for Property and Asset Management and Councillor E.A. Owens, Lead Member for Finance for membership of the Wirral and North Wales Purchasing Organisation, seconded by Councillor E.C. Edwards, Lead Member for Safeguarding our Communities. Members agreed.

In the light of the earlier query from Councillor E.C. Edwards, Lead Member for Safeguarding our Communities, the Leader proposed interim membership of the Joint Agricultural Board, namely:-

Councillor W.R. Webb, Lead Member for Property and Asset Management  
Councillor E.A. Owens, Lead Member for Finance  
Councillor M.A. German, Lead Member for Sustainable Development and Environment  
Councillor G.M. Kensler, Lead Member for Promoting Denbighshire

Members agreed the above Membership, pending confirmation from the Chief Executive.

The Leader also proposed Councillor M.A. German, Lead Member for Sustainable Development and Environment and Councillor D.M. Morris, Lead Member for Communications for membership of NEWTRA. Members agreed.

Councillor G.M. Kensler, Lead Member for Promoting Denbighshire asked whether the neighbouring Authorities had been consulted. The Chief Executive confirmed that the neighbouring Authorities wished to carry on with the Joint Arrangements.

**RESOLVED** that Cabinet:-

- (a) Resolves under Section 101(5) of the Local Government Act 1972 and the Local Authorities (Executive Arrangements) (Discharge of Function) (Wales) Regulations 2002 to enter the joint arrangements listed in paragraph 2.1 of the report. Subject to (b), (c) and (ch) below the joint arrangements shall be on the same terms as existed prior to 14 May 2002, including in particular the functions conferred on the joint committees. This resolution shall have effect notwithstanding the adoption of executive arrangements by another Council on or after 5 June 2002;
- (b) approves the revised constitution for the North Wales and Wirral Purchasing Consortium in Appendix 1 to the report;
- (c) Appoints Members to the joint committees follows:-  
  
Joint Agricultural Board - Councillor W.R. Webb  
Councillor E.A. Owens  
Councillor M.A. German  
Councillor G.M. Kensler  
  
Subject to confirmation of no change in legislation.  
  
WNWPO - Councillor E.A. Owens and Councillor W.R. Webb  
  
NEWTRA - Councillor M.A. German and Councillor D.M. Morris
- (ch) further consideration to be given to membership of the Clwydian Range AONB following the submission of observations by Groups on the list of potential members set out in paragraph 2.4 of the report.

## **6 DECRIMINALISATION OF PARKING (CABINET 2002 - 93)**

Councillor M.A. German, Lead Member for Sustainable Development and Environment presented the report (previously circulated) seeking Members' agreement to a strategy for the implementation of decriminalisation of on-street parking offences and to approve the commissioning of consultants to examine the financial and institutional implications of decriminalisation and outline a programme for its introduction.

Councillor E.C. Edwards, Lead Member for Safeguarding our Communities asked whether the North Wales Police had been consulted and why some neighbouring boroughs / counties had different systems in place e.g. in Llandudno. Councillor Edwards agreed to consult with the North Wales Police on the matter and asked that the matter be referred to a future Cabinet meeting. Councillor M.A. German, Lead Member for Sustainable Development said one warden was employed in Llandudno whilst another was employed on a peripatetic basis. The Head of Highways and Transportation informed Members that employment of parking wardens was on the decline in the neighbouring Authorities.

Councillor G.M. Kensler, Lead Member for Promoting Denbighshire asked whether the strategy covered the whole of the County or only the coastal areas of Rhyl and Prestatyn; if the strategy covered the whole of the County consultation with the towns concerned would have to take place. The Corporate Director: Environment said the aim of the strategy was for streets and car parks to be treated on the same basis, with decriminalisation of parking being for the County as a whole once adequate levels of staffing were in place.

**RESOLVED** that Members approve:-

- (a) *the strategy for the implementation of decriminalisation outlined in the report as examined in detail and recommended by the Environment Scrutiny Committee;*
- (b) *the employment of specialist consultants to examine the financial and institutional implications of decriminalisation and to outline a programme for its introduction, and to report the findings to a future Cabinet meeting, and*
- (c) *the seeking of further observations from the North Wales Police via the Council's Police Authority Member, Councillor E.C. Edwards.*

**7 DENBIGHSHIRE COMMUNITY STRATEGY (CABINET 2002 - 94)**

Councillor E.W. Williams, Leader presented the report (previously circulated) seeking:-

- (i) Members' endorsement of the actions taken so far in developing a community strategy for Denbighshire;
- (ii) Members' approval of the draft timetable put forward by the shadow Denbighshire Community Strategy Development Group;
- (iii) Members' decision on who should be the Elected Member representative(s) to serve on the Community Strategy Development Group, and
- (iv) Members' agreement to commit resources in officer time, administrative support and facilities to support the Community Strategy process;

Councillor G.M. Kensler, Lead Member for Promoting Denbighshire suggested 4 Members were required, one from each of the agreed Area Partnership areas.

Councillor E.C. Edwards, Lead Member for Safeguarding our Communities suggested that area partnerships should be in place before the composition of the Group was decided.

The Assistant Chief Executive: Strategy explained to Members that the development group was a working group to carry out the preparatory work for the strategy and was therefore distinct from the strategic partnership which would be created as a result of its work. The group was intended to be fairly small to carry out this development work.

The Chief Executive suggested the Group comprise 3 or 4 Members, with some of the Members being Non-Executive Members. The Leader suggested 3 Members would be sufficient. Councillor E A Owens, Lead Member for Finance said there was no need for a Member from each area to sit on the group. Councillor E C Edwards, Lead Member for Safeguarding our Communities said the basis of the group was the community and it was important for Rhyl and Prestatyn, the Vale of Clwyd and the South to be represented on the group.

Councillor G M Kensler, Lead Member for Promoting Denbighshire proposed formally that the membership be one Member from each area. Members agreed.

**RESOLVED** that Cabinet:-

- (a) *endorse the actions taken so far in developing a community strategy for Denbighshire;*
- (b) *approve the draft timetable put forward by the shadow Denbighshire Community Strategy development group.*
- (c) *invite nominations of the Elected Member representatives to serve on the Community Strategy Development Group for further consideration by Cabinet;*

(ch) agree to commit resources in officer time, administrative support and facilities to support the Community Strategy process, and

(d) agree to establish a reporting mechanism for progress by the Denbighshire Community Strategy Development Group.

## **8 DRAFT BUS STRATEGY (CABINET 2002 - 95)**

Councillor M.A. German, Lead Member for Sustainable Development and Environment presented the report (previously circulated) seeking Members' approval of the Draft Bus Strategy for submission to the National Assembly and for consultation.

Councillor P.A. Dobb, Lead Member for Health and Wellbeing whilst supporting the strategy hoped that provision of direct transport to Glan Clwyd Hospital from her ward would be available before 2005-2006.

Councillor M.A. German took the opportunity to inform Members of the successful issue of the concessionary fare scheme, with 95% of passes issued to date and asked the Head of Public Protection and Regulatory Services to pass on Cabinet's congratulations and thanks to the staff involved.

**RESOLVED** that Cabinet endorse the Draft Bus Strategy as appended to the report for submission to the National Assembly for Wales and for consultation.

## **9 DIVERSION PUBLIC FOOTPATH NO. 15 IN THE COMMUNITY OF LLANFERRES (CABINET 2002 - 96)**

Councillor M.A. German, Lead Member for Sustainable Development and Environment presented the report (previously circulated) seeking Members' authorisation for the County Clerk to proceed to make an Order under Section 257 of the Highways Act 1980 to divert part of Public Footpath No 15 in the community of Llanferres shown between points A and B on the plan attached to the report, to a different line shown marked between points B to D to C and A as shown on the plan.

The County Clerk informed Members that no objections had been received and that the utility companies (i.e. gas, water and electricity boards) and the Ramblers' Association had no objections. The County Clerk informed Members of a typographical error in the resolution - the Town and Country Planning Act 1990 be replaced with the Highways Act 1980.

Councillor E.C. Edwards, Lead Member for Safeguarding our Communities asked that a condition be attached to the resolution, that the footpath work was completed before commencement of any other work. Members agreed.

**RESOLVED** that Cabinet authorises the County Clerk to proceed to make the appropriate Order under Section 257 of the Highways Act 1980, with the works on the footpath to be completed before any mineral extraction works are commenced.

## **10 AREA PARTNERSHIP MANAGERS (CABINET 2002 - 97)**

The Leader of the Council, Councillor E.W. Williams presented the report (previously circulated) seeking Members' agreement to the creation of 2 additional Area Partnership Managers for the Central Area and in the north either at Rhyl or Prestatyn and to agree the additional funding for these posts.

Councillor E.A. Owens, Lead Member for Finance queried the cost implications and asked why no provision had been made for equipment, travel, accommodation etc. The Assistant Chief Executive: Strategy said the costs did include on-costs for the posts and that he would expect to cover accommodation and travel costs from his departmental budget.

Councillor P.A. Dobb, Lead Member for Health and Wellbeing queried the need for four Area Partnership Managers and suggested the Community Councils in the south of the County did not require one manager. The Leader informed Members that many agencies are included in the partnerships and two managers would be insufficient to cover the 4 areas.

Councillor E.C. Edwards, Lead Member for Safeguarding our Communities said one manager was required for each area and in particular, it was important that rural areas received the same level of service as the urban areas. Councillor G.M. Kensler, Lead Member for Promoting Denbighshire agreed.

**RESOLVED** that appropriate budgetary provision be made from the contingency fund, to phase in the creation of two additional Area Partnership Manager posts as detailed in the report.

**11 WELSH BOOKS COUNCIL (CABINET 2002 - 98)**

The Leader of the Council, Councillor E.W. Williams presented the report (previously circulated) seeking Members' appointment of a Member to represent the County Council on the Welsh Books Council for the three year period 2002 - 2005. The current representative was Councillor M.LI. Davies.

The Chief Executive reported that the National Assembly for Wales now fund the Welsh Books Council direct.

**RESOLVED** that Cabinet appoint Councillor M.LI. Davies to represent the County Council on the Welsh Books Council for the three year period 2002 - 2005.

**12 NORTH WALES FIRE AUTHORITY - MEMBERSHIP OF THE FIRE AUTHORITY AND OF ITS COMMITTEES CABINET 2002 - 99)**

The Leader of the Council, Councillor E.W. Williams presented the report (previously circulated) seeking annual appointment of four Members to serve on the North Wales Fire Authority and from amongst that membership to nominate two Members to serve on the Executive Panel and one Member to serve on the Best Value Committee of the North Wales Fire Authority for the year 2002-2003. The Leader proposed Councillor E.C. Edwards, Lead Member for Safeguarding our Communities be appointed to the Fire Authority.

**RESOLVED** that:-

- (a) subject to consideration by the Independent Group of the replacement of one of their two Members by Councillor E.C. Edwards, Lead Member for Safeguarding our Communities, the four County Council representatives to serve on the North Wales Fire Authority for the year 2002/2003 be as set out in paragraph 2.3 of the report;
- (b) that, subject to (a) above two Members be appointed to the Executive Panel, and one Member be appointed to the Best Value Committee of the North Wales Fire Authority for the year 2002/2003, as set out in paragraph 2.3 of the report, and
- (c) that named substitutes for the above representatives be appointed if desired.

**13 A CONSERVATION AREA ARTICLE 4(2) DIRECTION FOR DENBIGH (CABINET 2002 - 100)**

(Councillor G.M. Kensler, Lead Member for Promoting Denbighshire declared an interest in the item).

Councillor M.A. German, Lead Member for Sustainable Development and Environment presented the report (previously circulated) seeking Members' confirmation of the Article 4(2) Direction for the Denbigh Conservation Area.

**RESOLVED** that Cabinet confirms the Article 4(2) Notice for the Denbigh Conservation Area without modification.

**14 DATE AND VENUE OF FUTURE MEETINGS (CABINET 2002 - 101)**

The Chief Executive informed Members that the next two Cabinet meetings would be held on 18 June 2002 and 2 July 2002 and that until the delegation system was in place, Cabinet would continue to meet on a two-week cycle.

*RESOLVED that Members note the verbal report.*

**15 URGENT ITEMS (CABINET 2002 - 102A)**

There were no Part I Urgent Items.

**16. EXCLUSION OF PRESS AND PUBLIC**

*RESOLVED under Section 100A(4) of the Local Government Act 1972 the Press and Public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 5 and 10 of Part 1 of Schedule 12A of the Local Government Act 1972.*

**17 CAPITAL PROGRAMME GROUP REPORT CABINET 2002 - 103)**

The Deputy Chief Executive / Corporate Director: Resources presented the report and appendices (previously circulated) advising Members of applications received for new capital schemes which had been considered by the Capital Programme Group (CPG) and which had been approved by the Leader in the absence of Cabinet meetings being held. Without approval by the Leader, the items within Appendices 1a and 1b would have led to loss of funding. The Group's recommendation for Appendix 1c was for funding to be made available from the Lifelong Learning Directorate's revenue budget.

The Head of Economic Regeneration gave background information on the supplementary report (Appendix 1d) (circulated at the meeting), which led to a detailed discussion by Members.

1a Clwb Rygbi Dinbych - Additional Changing Rooms  
CPG Recommendation: Approval of application.

1b Community Enterprise Employment Project - Foyer  
CPG Recommendation: Approval of application.

1c Ysgol Glan Clwyd Arts Centre  
CPG Recommendation: Funding to be made available from the Lifelong Learning Directorate revenue budget.

1d Rhyl Young People's Centre  
CPG Recommendation: Approved subject to County Council having a charge over the property restricting its use in accordance with the purposes for which the grant has been awarded.

*RESOLVED that Members endorsed the recommendations of the Capital Programme Group and the action taken by the Leader in the absence of Cabinet for items in Appendices 1a, 1b and 1c, and approved the recommendation of the Capital Programme Group in regard to Appendix 1d.*

**18 RHYL AND PRESTATYN FORESHORE REGULATING LEASE (CABINET 2002 - 104)**

The Leader, Councillor E.W. Williams presented the report (previously circulated) seeking Members' approval to enter into a new lease of the Rhyl and Prestatyn Foreshore.

*RESOLVED that Members approve the Council surrendering the existing foreshore leases and entering into a new 50 year lease of Rhyl and Prestatyn foreshore, on terms agreed by the Head of Consultancy Services in consultation with the County Clerk.*

**19     PRESTATYN GOLF COURSE (CABINET 2002 - 105)**

The Leader, Councillor E.W. Williams presented the report (previously circulated) seeking Members' approval to dispose of the Council's freehold interest in Prestatyn Golf Course.

Members were asked to note the typographical error in paragraph 2.1 - the date should read 22.11.2001 and not 22.11.2002.

**RESOLVED** that Cabinet approve the sale of the freehold interest of Prestatyn Golf course at open market value, subject to the establishment of the National Cycleway and covenant restricting the use of the land to a golf course and ancillary uses, on terms to be agreed by the Head of Consultancy Services in consultation with the County Clerk.

**20     SPLASHPOINT, RHYL (CABINET 2002 - 106)**

The Leader, Councillor E.W. Williams presented the report (previously circulated) seeking Members' approval to acquire the splashpoint car park to enhance the attractiveness of the site for sale.

**RESOLVED** that Members approve the purchase of Splashpoint car park to enable the sale of Splashpoint to be completed, on terms to be agreed by the Head of Consultancy Services in consultation with the County Clerk.

**21     21 YEAR LEASE, MANWEB SUB STATION - WESTBOURNE BUSINESS CENTRE, RHYL (CABINET 2002 - 107)**

The Leader, Councillor E.W. Williams presented the report (previously circulated) seeking Members' approval to the granting of a 21 year lease to MANWEB in respect of land at Westbourne Business Centre, Rhyl (as hatched black on the plan attached to the report) at a market premium.

**RESOLVED** that Members approve the grant of a 21 year lease to MANWEB in respect of an area of land at Westbourne Business Centre, Rhyl for the location of a Sub Station, at a market premium, on terms and conditions to be agreed by the Head of Consultancy Services in consultation with the County Clerk.

**22     LEASE - RNLI, LIFEBOAT STATION, RHYL (CABINET 2002 - 108)**

The Leader, Councillor E.W. Williams presented the report (previously circulated) seeking Members' approval to the inclusion of approximately 45 sqm of land in a 50 year lease granted to the RNLI by Cabinet on 21 December 2000.

**RESOLVED** that Members approve:-

- (a) the inclusion of approximately 45 sqm of land in the 50 year lease granted by Cabinet on the 21 December 2000;
- (b) the Open Market Rental shall be as recommended in the report, subject to review every 5 years, in line with the current lease;
- (c) a 100% grant towards the rent, shall be granted by the Life Long Learning Directorate for the first five years, the level of grant to be reviewed thereafter. This shall be a personal arrangement between the Council and the RNLI. The rental income shall be 'ring fenced' to fund the grant, and
- (ch) other terms to be agreed by the Head of Consultancy Services in consultation with the County Clerk.



**23 LEASE - RHEWL PLAYING FIELD (CABINET 2002 - 109)**

The Leader, Councillor E.W. Williams presented the report (previously circulated) seeking Members' approval to the grant of a 25 year lease to Llanynys and District Sports Association (LDSA) in respect of Rhewl Playing Field, at a 90% (ninety percent) rental concession.

**RESOLVED** that Members approve:-

- (a) *the grant of a 25 year lease to the Llanynys District Sporting Association;*
- (b) *the open market rental shall be as recommended in the report, subject to review every 5 years;*
- (c) *a 90% grant towards the rent, shall be granted by the Lifelong Learning Directorate for the first five years, the level of grant to be reviewed thereafter. This shall be a personal arrangement between the Council and LDSA. The rental income shall be 'ring fenced' to fund the grant, and*
- (ch) *other terms to be agreed by the Head of Consultancy Services in consultation with the County Clerk.*

**24 25 YEAR LEASE - GWYDDELWERN COMMUNITY COUNCIL (CABINET 2002 - 110)**

The Leader, Councillor E.W. Williams presented the report (previously circulated) seeking Members' approval to the grant of a 25 year full repairing lease to Gwyddelwern Community Council in respect of Gwyddelwern Play Area (as hatched on the plan attached to the report), at a discounted rental. The lease would be in the name of "Pwyllgor Cae Chwarae Gwyddelwern", to coincide with the name on the grant application.

**RESOLVED** that Members approve:-

- (a) *the grant of a 25 year full repairing lease to Pwllgor Cae Chwarae Gwyddelwern (Community Council);*
- (b) *the open market rental shall be as recommended in the report, subject to reviews every 5 years;*
- (c) *a 90% grant towards the rental, shall be granted by the Environment Directorate for the first five years and the level of grant reviewed thereafter. This shall be a personal arrangement between the Council and Gwyddelwern Community Council. The rental income shall be 'ring fenced' to fund the grant, and*
- (ch) *other terms and conditions as requested by the Head of Consultancy Services in consultation with the County Clerk.*

**25 DISPOSAL - LAND AT PANTON HALL, DENBIGH (CABINET 2002 - 111)**

The Leader, Councillor E.W. Williams withdrew the report owing to the correct Local Members not having been consulted. This was due to an error regarding the Wards. The Chief Executive undertook to remind staff to check carefully the details regarding the Wards when consulting Members.

**26 PRESTATYN DEPOT (CABINET 2002 - 112)**

Councillor M.A. German, Lead Member for Sustainable Development and Environment presented the report (previously circulated) seeking confirmation that Members were still in agreement to the relocation of Contract Services from Prestatyn Depot to the old 'Kwiksave' workshop facilities in the depot, in light of further additional costs which would be incurred.

**RESOLVED** that Members reconfirm approval to the relocation of the Contract Services Operation from Prestatyn Depot to the old 'Kwiksave' workshop nearby.

The meeting concluded at 11.30 a.m.

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**REPORT TO CABINET**

**CABINET MEMBER: COUNCILLOR E A OWENS, LEAD MEMBER FOR FINANCE**

**DATE: 18 JUNE 2002**

**SUBJECT: HOUSING STOCK TRANSFER**

**1 DECISION SOUGHT**

**1.1** That Cabinet recommends to Council that :

a) housing stock transfer is the only known viable current option, but in the light of the proposed prudential borrowing regime, clarification is sought as a matter of urgency from the National Assembly on the scope for using the value of the housing stock or rental income for borrowing purposes;

b) Council awaits the advice of the National Assembly before a final decision is taken on whether to proceed with housing stock transfer with the position being reviewed after 9 months if clarification is not received, and in the meantime the Council commissions Consultants to model the funding potential under Prudential Borrowing;

c) in the interim, in order not to lose the momentum on current plans for housing stock transfer, the Authority submit an application to the National Assembly for the Provisional Approval of Stock Transfer, with the decision to proceed to ballot stage depending on the advice from the National Assembly (under a)) and Council having given approval to proceed (under b));

d) as a matter of urgency, meetings are held with the tenants to explain the Council's current position and to provide assurances to them regarding the Council's intentions.

**2 REASON FOR SEEKING DECISION**

**Introduction**

**2.1** "Better Homes for People in Wales", the national housing strategy published by the Assembly requires all local authorities to quantify the extent of the repair and improvement liabilities in respect of their housing stock, and to produce plans to bring their housing stock up to quality standards within 10 years. The strategy states that on the basis of current information, existing resources are nowhere near the amounts required to raise local authority housing to the quality standards required, and therefore local authorities must consider the options available to achieve this.

**2.2** It is estimated by the lead consultants that £53 million would be required to undertake improvement works to the Council's housing stock over the next 10 years (although this does not guarantee that quality standards will be met, as these are not defined in the strategy). With the existing level of resources available to the Council, it is estimated that these repairs and improvements would take 25 years to achieve.

**2.3** Good quality housing also has positive effects on people's physical health, their safety and mental wellbeing. Rundown housing causes other social and economic problems - communities become more prone to crime and vandalism, and attracting economic investment becomes more difficult. Achieving improvement to the housing stock is therefore entirely consistent with the Authority's new power under the Local Government Act 2000 to promote economic, social and environmental wellbeing.

- 2.4 The Working Party on Housing Options was established in order to examine the alternatives available to the Council concerning the increase of funding to improve the housing stock owned by the Council. The preferred option of the Working Party for securing the investment needed in the housing stock based on extensive discussion in the Working Party and advice from the lead consultants was to pursue stock transfer to a newly formed local housing company. The Council decision of 28 November 2000 was that stock transfer was adopted as the preferred option, the Working Party to continue to review other options for securing the investment needed within the housing stock. At the time this decision was taken, the revenue and capital implications for the Council following stock transfer had not been evaluated, and the advice from Consultants was that stock transfer would generate a capital receipt.
- 2.5 An estimated £53 million of improvements to the housing stock over 10 years could be carried out if stock transfer went ahead, which would improve the quality of housing for tenants, possibly to the quality level required by the national housing strategy. This would have a significant impact on the local economy, a positive impact on the local environment, on health and quality of life.
- 2.6 The cost implications to the Council of stock transfer to a newly formed local housing company were highlighted in a report to Cabinet on 28 March 2002. This identified a significant impact on both capital and revenue of the Council. As a result, the other options available to the Council in order to obtain the funding required to undertake improvement works have been reviewed.

#### **Options previously rejected**

- 2.7 Those options previously considered by the Council in reaching the decision to adopt stock transfer as the preferred option and the reasons given originally for rejecting the options are listed below :
- a) retention of housing stock - investment opportunities concluded to be severely limited;
  - b) stock transfer to an existing Housing Association - not recommended given the lower levels of tenant representation, control and influence that would apply if the housing stock was transferred to an existing RSL, and concerns about the size and scale of the local Housing Associations in comparison to the Council's housing stock;
  - c) Private Finance Initiative (PFI) - PFI credits would not be available in Wales and pilot schemes for PFI for housing in England have been limited to small estates with particular problems;
  - d) Arms Length Management Company - additional funding not available in Wales;
  - e) Securitisation - not allowed by the Treasury.
- 2.8 There have been no new developments in relation to these options which would suggest that they would now be a better option than stock transfer in order to raise the necessary funding for improvements to the housing stock.

#### **New Options - Prudential Borrowing**

- 2.9 Options which have been identified as a result of recent developments have also been reviewed. These centre around the "Freedom and Responsibility in Local Government" Consultation Paper ("the Consultation Paper") recently issued by the Assembly, which discusses the introduction of Prudential Borrowing to replace borrowing approvals and other changes to housing finance.
- 2.10 Additional funding could potentially be available from the introduction of Prudential Borrowing and the other changes proposed. The changes include :
- a) transfer of rent rebates and associated surplus from the HRA to the Council Fund, less any payment of housing element surpluses into a national pool;
  - b) possible introduction of a Major Repairs Allowance (National Assembly has said that Councils would not be allowed to use this to fund debt charges on borrowing);

c) HRA subsidy to be calculated on the basis of the rents that should be actually charged rather than guideline rents, and realistic estimates of what it costs to manage and maintain properties;  
d) abolition of "set aside" and replacement with a pooling system into which a proportion of housing capital receipts will be paid.

- 2.11** Whether Prudential Borrowing and the other proposed changes would be sufficient to undertake the improvements to the housing stock is unknown at this point, as no details concerning the proposed changes have been confirmed. In particular, if the Council could borrow against the value of the housing stock or the future rental income earned from its housing stock under the Prudential Borrowing regime, this may be a means of providing the funding to undertake improvements to the housing stock. This would need to be clarified by the National Assembly (although the proposals within the Consultation Paper do not appear to support this). Prudential Borrowing and the other changes proposed could thus be seen as an alternative to stock transfer if they provided the funding required. The Council should therefore investigate the funding potential of Prudential Borrowing. This will be undertaken in any event as part of the production of housing business plans required by the Assembly.

### **Stock Transfer**

- 2.12** As noted at paragraph 2.4, stock transfer has been adopted as the preferred option of the Council in order to obtain funding to improve the housing stock. However, the estimated valuation of the housing stock has been significantly reduced since the options were first considered. The Council will no longer have a capital receipt, but rather an overhanging debt which will be met by the Assembly. Stock transfer will also have significant financial implications for the Council as identified in the paper to Cabinet on 28 March 2002 (see also paragraphs 3.1 and 3.2 below).
- 2.13** Advice is currently being sought from the legal consultants appointed to advise the Council and the new local housing company ("Dyffryn") to identify those legal issues that the Council needs to consider.

### **The way forward for the Council**

- 2.14** From the review of the options available to the Council discussed at paragraphs 2.6 to 2.13 above, the only known viable option currently available is stock transfer. A substantial amount of work in planning for housing stock transfer has already been undertaken by the Housing Options Working Party, and the next stage in the process is to submit an application for Provisional Approval for Stock Transfer. This is required in order that provisional support for the level of "overhanging debt" by the Assembly can be confirmed.
- 2.15** Prudential Borrowing and the other changes proposed in the Consultation Paper whilst possibly offering another route will not be available until April 2004 at the earliest. However, if borrowing against the value of the housing stock or future rental income was permitted, this may be an option which would provide the funding to undertake improvements to the housing stock.

## **3 COST IMPLICATIONS**

- 3.1** Stock transfer would have a significant impact on many of the aspects of the Council's operations. Certain costs and services currently charged to the Housing Revenue Account would remain the responsibility of the Council after stock transfer and would have to be met from the Council Fund. A detailed 5 year estimate of the revenue and capital impact of stock transfer was provided as Appendix 3 to the Cabinet report dated 28 March 2002.
- 3.2** Further work has taken place on the cost implications and an update is provided at Appendix 1, based on an assumed transfer date of 1 April 2003 (even though this is very unlikely to be achieved). This is based on a worst-case scenario. The main changes are as follows :

a) National Assembly commitment to reduce the time delay for the provision of revenue support grant to meet the Council's increased housing benefit cost, so that revenue support grant is provided from 2003/4 the year following stock transfer, rather than a 3 year delay. This is provided that the results of the ballot are known by early November 2002;

b) funding of increased housing benefit subsidy costs for the National Assembly in the year after transfer from a reduction to the Council's general capital funding and a reduction in existing Assembly housing provision across Wales. However, the Assembly has indicated that the formula used to calculate the housing element included in general capital funding will be reviewed as part of the introduction of changes from 2004/5 proposed in the Consultation Paper. Thus, it is not possible to provide an estimate of how the general capital funding of the Council may be affected beyond 2003/4.

**3.3** From Appendix 1, it would appear that stock transfer will place a demand of between £500,000 - £750,000 annually on the Council Fund on a worst case scenario basis, excluding the impact on Contract Services. The impact on Contract Services of residual costs from the buildings maintenance and grounds maintenance contracts if Dyffryn awarded the work elsewhere from 1 October 2003 is estimated at £105,000 in 2003/4, rising to £210,000 from 2004/5 onwards. These estimates are calculated on a worst case scenario basis.

**3.4** The revenue costs highlighted in Appendix 1 and summarised in the preceding paragraph could potentially be reduced by a combination of the following :

i) funding of capital expenditure charged to revenue from capital receipts derived following stock transfer;

ii) investment of unutilised capital receipts derived following stock transfer in order to generate interest income;

iii) use of capital receipts on capital projects which produce revenue savings to the Council;

iv) negotiation of transitional arrangements to provide services to Dyffryn beyond that assumed in the notes to Appendix 1 e.g. provision of support services and services delivered by Contract Services for a period of up to 3 years following stock transfer;

v) further review of costs identified at Appendix 1 and those costs borne by Contract Services to establish any efficiency savings which could be generated.

**3.5** The cost of the appointment of Consultants as discussed at paragraph 2.11 would need to be met from housing resources.

## **4 FINANCIAL CONTROLLER STATEMENT**

**4.1** The impact of stock transfer on the Council Fund and capital resources is presented at Appendix 1 of this report. Whilst some of the negative financial impacts of stock transfer have been mitigated by representations to the Assembly, stock transfer is still likely to have a significant impact, particularly on the Council Fund. However, some of the costs such as expenditure on housing strategy, welfare services and homelessness should be transferred to the Council Fund in any event.

**4.2** The introduction of prudential borrowing and the other changes proposed in the "Freedom and Responsibility in Local Government" Consultation Paper may potentially provide the additional funding required to undertake the required improvements to the housing stock, although this is unknown at this point as no details concerning the proposed changes have been confirmed. If sufficient funding was available as a result of the changes, this would mean the retention of the housing stock by DCC, and thus some of the impacts on the Council Fund and capital resources under stock transfer would be avoided. However, the impacts on the Council Fund and capital resources of Prudential Borrowing are unknown.

## **5 CONSULTATION CARRIED OUT**

The Housing Options Working Party involving Members and Tenants has been meeting regularly for two years. All tenants have received information on the proposed stock transfer in the form

of four newsletters, a freephone enquiry line and 25 public meetings. An Independent Tenants Advisor is in place to ensure impartial and accurate information is given.

## **6 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE**

- 6.1** Stock transfer will have major implications for many areas of the Council including Community Governance and Community Development and Regeneration.

### **RECOMMENDATION**

- 7.1** That Cabinet recommend to Council that :

a) housing stock transfer is the only known viable current option, but in the light of the proposed prudential borrowing regime, clarification is sought as a matter of urgency from the National Assembly on the scope for using the value of the housing stock or rental income for borrowing purposes;

b) Council awaits the advice of the National Assembly before a final decision is taken on whether to proceed with housing stock transfer with the position being reviewed after 9 months if clarification is not received, and in the meantime the Council commissions Consultants to model the funding potential under Prudential Borrowing;

c) in the interim, in order not to lose the momentum on current plans for housing stock transfer, the Authority submit an application to the National Assembly for the Provisional Approval of Stock Transfer, with the decision to proceed to ballot stage depending on the advice from the National Assembly (under a)) and Council having given approval to proceed (under b));

d) as a matter of urgency, meetings are held with the tenants to explain the Council's current position and to provide assurances to them regarding the Council's intentions.

**Appendix 1**

**Housing Stock Transfer - Estimate of net impact on the Council Fund**

	2003/4		2004/5		2005/6		2006/7		2007/8	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Expenditure</b>										
Housing strategy	50		52		53		55		56	
Welfare services	16		16		17		17		18	
Homelessness administration	73		75		77		80		82	
Supporting people fund	0		0		0		0		0	
		139		143		147		152		156
Director - salary	28		29		30		31		32	
PA to Director - salary	6		6		6		7		7	
Debt management costs	8		8		8		9		9	
Interest charges	20		21		21		21		21	
		62		64		65		66		68
Support services charges :										
- Information technology	56		83		86		89		91	
- Courier service	1		1		1		1		1	
- Accomodation	29		39		40		42		43	
- Legal (including right to buy charges)	44		61		63		64		66	
- Personnel	5		7		7		8		8	
- Finance	117		162		167		172		177	
- Customer services	24		33		34		35		36	
- Recharges - other	8		10		11		11		11	
- Supporting people recharge	10		13		14		14		15	
- Design services	66		91		93		96		99	
Less : savings in support charges	-95		-132		-136		-140		-144	
		264		369		380		391		403
Housing benefit :										
- 5% met by DCC	242		249		257		264		272	
- cost of local scheme	28		29		30		31		32	
Less : increase in RSG	-220		-227		-233		-240		-248	
		50		51		53		55		56
Other costs :										
- Benefits conversion	10		0		0		0		0	
- Fleet management	-7		-14		-15		-15		-16	
- Other recharges to HRA	11		44		46		47		48	
		14		30		31		32		33
Total expenditure impact on revenue budget		<u>528</u>		<u>657</u>		<u>676</u>		<u>696</u>		<u>716</u>

**Housing Stock Transfer - Estimate of impact on capital resources**

	2003/4		2004/5		2005/6		2006/7		2007/8	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
General capital funding available for non-HRA expenditure		572		?		?		?		?
Usable capital receipts earmarked for housing capital expenditure at 31/3/03		380		0		0		0		0
Right to buy sales - receipts from Dyffryn		1,370		659		630		599		565
Net inflow of capital resources		<u>2,322</u>		<u>?</u>		<u>?</u>		<u>?</u>		<u>?</u>

**Notes :**

- all other costs in the HRA except those shown above transfer across to Dyffryn Community Housing ("Dyffryn").
- costs and income rise by 3% per annum.
- costs above are currently charged to HRA, housing capital or Contract Services.
- welfare services (£16k) is made up of salaries incurred on Piper Lifeline.
- interest charges arise as the saving on external debt repayments following stock transfer is more than offset by the loss in interest charged by the County Fund to the HRA under the Item 8 determination.
- support service charges represent a worst case scenario - stock is transferred and support services are provided by DCC from the date of transfer for 3 months only, as Dyffryn has it's own in-house support services. Support services are provided to Building Maintenance and Grounds Maintenance Contract Services for 6 months before these services are provided in-house. Savings only arise if staff transfer to the local housing company, or other variable costs are reduced.
- supporting people recharge is for member of staff seconded from Personal Services.
- 81.5% of housing benefit cost is met from RSG from 2003/4. This is on the basis that the ballot result is known by early November 2002 to feed into the SSA round for 2003/4, and that transfer occurs on 1/4/03.
- benefits conversion represents one off costs to convert rent rebates cases to rent allowance cases.
- fleet management savings result from transfer of leased vehicles to the newly formed local housing company. Assignment of leases is assumed at nil cost.
- other recharges to HRA arise from Client recharges for drainage, grounds maintenance, litter picking.
- no provision has been made for any change to the Council's pension contributions as a result of stock transfer.
- no provision has been made for redundancy costs.
- right to buy sales income reduces over 15 years on a straight line basis.
- right to buy sales in 2003/4 =100; 2004/5 - 2007/8 =50. Sales higher in 2003/4 based on experience at other local authorities in the year following transfer.



REPORT TO CABINET

REPORT BY: CHIEF EXECUTIVE

DATE: 18 JUNE 2002

SUBJECT: DELEGATION

**1 DECISION SOUGHT**

- 1.1 Establishment, membership and terms of reference of an Asset Management Committee of the Cabinet.
- 1.2 Delegation of certain functions to the leader, deputy leader, the Cabinet member for Information and Communication Technology and the chief executive.

**2 REASON FOR SEEKING DECISION**

- 2.1 Most executive functions that are the responsibility of the Cabinet can be more effectively dealt with if they are delegated to Cabinet committees, individual Cabinet members or officers. Action is necessary over the next few weeks in order to secure compliance with article 7.6 of Denbighshire's constitution, which states that "the Cabinet shall delegate at least some executive functions to each Cabinet member, consistent with that member's portfolio". Once delegations are in place, the frequency of Cabinet meetings can be reduced to perhaps once a month and they will be able to concentrate on the more strategic and important issues which require collective discussion and agreement. The current pattern of fortnightly meetings is extremely time-consuming for staff and members and, in my view, does not promote strategic and corporate decision-making.
- 2.2 By way of illustration, the Cabinet on 5 June received a total of 22 reports, including 8 that dealt with the granting of leases to other organisations, minor changes to an already agreed major disposal, one minor disposal of land, a new lease and a minor purchase of land. Other reports included the diversion of a footpath, an appointment to the Welsh Books Council, approval of the bus strategy, some detailed terms of contracts for domiciliary care and a direction in respect of a conservation area. It is not necessary to involve the whole Cabinet in decisions on these sorts of matters: many of them could be expected to be dealt with by individual Cabinet members, in line with the portfolios that have been delegated to them.
- 2.3 This report is the first in a series that will recommend delegations. It concentrates on:
  - 2.3.1 the case for an Asset Management Committee;
  - 2.3.2 the need for emergency powers for the leader and, in his absence, the deputy leader in circumstances where a quorate Cabinet meeting cannot be convened (in the case of functions dealt with by the whole Cabinet) or where the relevant Cabinet member is not available (in the case of functions delegated to individual Cabinet members);
  - 2.3.3 the delegation jointly to the Cabinet member for Information and Communication Technology and chief executive of decisions on use of the supplementary credit approval for e-government;
  - 2.3.4 the delegation to the chief executive of the power to make any decision that is necessary in the case of a major civil emergency.
- 2.4 **Delegation of decisions to a Cabinet committee, Cabinet members or officers does not mean that the decision-maker is excused from the need to consult appropriately before**

**a decision is taken**, or from the need to take comments arising from such consultation into account in arriving at a decision. In the case of the Cabinet committee proposed below, reports to it would be subject to the same arrangements on consultation and reporting of the outcome of consultation as would have been the case if the reports had been to the whole Cabinet.

- 2.5 This and future reports will generally recommend that delegations from the Cabinet to officers are to the chief executive. In the vast majority of cases, I would expect to delegate the functions onwards to the appropriate members of staff, and such delegations would be published in the record of delegations that is required by article 7.6 of the constitution. This approach will give flexibility and ensure that it is not necessary to seek the Cabinet's agreement to adjust delegations because - for example - the title of a post is changed or a block of work is moved from one department to another. Likewise, recommendations about delegations to an individual Cabinet member will refer to a specific aspect of a member's portfolio (such as "education") rather than to the Cabinet member's name or portfolio title: again because there will be changes over time and it should not be necessary to seek the Cabinet's approval afresh. An exception to this will be delegations that are specific to the leader or deputy leader - the delegated functions will attach to whoever holds those posts.
- 2.6 Initially, reports on delegation will concentrate on delegations to individual Cabinet members. The new arrangements, as well as the existing inconsistent pattern of delegations to officers, make a review of delegations to officers appropriate. I shall be commissioning work on that, with the aim of producing proposals for changes in the autumn.

### **3 PROPOSALS**

#### **Asset Management Committee**

- 3.1 Previously the Cabinet has received large numbers of reports that deal with relatively minor issues concerned with purchases and disposals of land and buildings, including leases. There has also been a Property Review Group, drawn from Cabinet members, which has not taken decisions but has produced recommendations to Cabinet on disposals etc. Now is the ideal opportunity to rationalise responsibility for advice and decision-making on such issues. The Property Review Group would cease to exist.
- 3.2 I **recommend** that the Cabinet establishes an Asset Management Committee consisting of the Cabinet member for Property and Asset Management (chair), the Cabinet Member for Finance and the Leader. As a Committee of the Cabinet, papers and meetings would be subject to the same arrangements for public access etc. as the whole Cabinet although many of the items to be dealt with by the Committee would fall in Part II of the agenda. The frequency of meetings should be a matter for the Committee and will depend on the number of matters that require decision, including ongoing work on the asset management plan.
- 3.3 The Committee, supported by officers, would develop the Council's asset management plan which would be approved by the whole Cabinet. The Committee would take most decisions on purchase and disposal of land and buildings, including leases. In setting terms of reference for the Committee, the central question is where the dividing line should be drawn between decisions for the Committee and those for the whole Cabinet (on which the Committee would be expected to make recommendations). The dividing line should be clear and is simplest to express in financial terms. In order to ensure that most decisions are dealt with by the Committee with only major decisions falling to the full Cabinet, I **propose** the following terms of reference:

"(1) To develop and keep under review the asset management plan and to submit the plan to the Cabinet for approval, from time to time.

(2) To make decisions on purchase and disposal of land and buildings (with the exception of the housing stock) subject to the following limits:

- (a) disposal by sale where the consideration is estimated not to exceed £250,000, as long as the consideration is not less than the market price;
- (b) granting any lease where the consideration does not exceed £50,000 a year. Leases shall be at market value except that the Committee may give a rebate if the relevant directorate is prepared to fund the rebate as a grant from the rental income;
- (c) any purchase, subject to the purchase having already been included in the capital programme and funding being available for it;
- (d) any purchase to enable a disposal to take place on more favourable terms, subject to the consideration for the purchase being covered by the receipt from the disposal;
- (e) acquisition by lease where the consideration does not exceed £100,000 a year, subject to the funding being available within existing budgets.

These powers shall include the power to decide or allow officers to decide the detailed terms of purchases and disposals, including the imposition of conditions.

(3) To make recommendations to the Cabinet on the purchase and disposal of land and buildings other than those mentioned in paragraph (2).

(4) The Committee shall discharge its functions with the aim of reaching the target for usable capital receipts as set out in the capital plan for the year.”

### **Emergency powers**

3.4 The quorum for a meeting of the whole Cabinet is 5 members. If it is necessary to take a rapid decision on a matter which is the responsibility of the whole Cabinet, it may not be possible to convene a quorate meeting quickly enough. This can be a real issue, as was experienced last year during the foot and mouth crisis. It would be irresponsible not to make arrangements to allow genuinely urgent decisions to be taken in such cases. Likewise, there need to be contingency arrangements to cover circumstances where the individual Cabinet member to whom a function has been delegated is not available to take a decision - for example, when on holiday or because of illness.

3.5 I therefore **recommend** that the Cabinet delegates to the leader and, in his absence, the deputy leader the power to take any decision:

3.5.1 only if the need to take the decision is urgent; and

3.5.2 for a decision that is the responsibility of the whole Cabinet, a quorate Cabinet meeting cannot reasonably be convened by the time by which a decision must be taken; or

3.5.3 for a decision that is the responsibility of an individual Cabinet member, that member is not available for whatever reason and is not expected to be available by the time by which a decision must be taken.

Decisions taken under these emergency powers would be recorded and published as would any other decision by an individual Cabinet member. By their very nature, there may be limited or not opportunity for consultation, but the roles of the council's chief finance officer and monitoring officer would not be affected. The proposed delegation would not affect the legal requirements for the chair of the relevant scrutiny committee or the chair of the council to certify that a decision was urgent where the decision was inconsistent with the policy and budget framework; or that a decision needed to be urgently implemented before a record of the decision was published.

### **Supplementary credit approvals for E-government**

3.6 The council has been issued with a supplementary credit approval of £141,000 this year and will be issued with a further such approval of £172,000 in 2003-04. The credit approvals can be used

only for expenditure in support of the council's implementing electronic government strategy which has been approved by the Cabinet and Council. The chief executive chairs a Senior Management Task Force to drive forward the e-government strategy. The Cabinet member for Information and Communication Technology is a member of it and there are representatives from all directorates. The Task Force is best placed to take decisions on the use of the credit approvals, and has already agreed two projects that it wishes to fund in 2002-03. However, to allow these to proceed, the power to take such decisions needs to be formally delegated.

- 3.7 I therefore **recommend** that the Cabinet delegates jointly to the Cabinet member for Information and Communication Technology and chief executive decisions on use of the supplementary credit approvals for e-government.

### **Major civil emergencies**

- 3.8 In the case of major civil emergencies, the responsibility for leading the council's response falls to the chief executive and other senior officers. Paragraph 2.11 of the Council's Major Emergency Management Plan (April 1998) states "The Chief Executive or Emergency Management Team is authorised to undertake all immediate necessary action on behalf of the council in emergencies. This includes the authorisation of expenditure and direction of resources". It is not clear that the plan was approved by the Council or any other committee in 1998. For the avoidance of doubt, I therefore **recommend** that the Cabinet delegates to the chief executive any decision, whether it is normally the responsibility of the Cabinet, a Cabinet committee or individual Cabinet member, where the decision has to be taken immediately in response to a major civil emergency as defined in the Major Emergency Management Plan.

## **4 COST IMPLICATIONS**

- 4.1 The delegations proposed in this report should improve the effectiveness of decision-making but are not, in themselves, expected to add to or reduce costs. (The subsequent proposals on delegation, if agreed, are expected to remove the need for fortnightly Cabinet meetings which will have significant benefits for members and staff.)

## **5 FINANCIAL CONTROLLER STATEMENT**

- 5.1 The paper would not appear to have any direct financial implications, although better management and governance should lead to efficiency savings. It is important to ensure that the proposed delegations are consistent with standing orders and financial regulations.

## **6. CONSULTATION CARRIED OUT**

Leader - content

Cllr Elwyn Edwards & Cllr Rhys Webb - no comments received at the time of finalising the report; any comments received will be reported orally

Cllr Ann Owens - content

Paragraphs 3.6 and 3.7: Cllr David Morris and Task Force on e-government - content

## **7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE**

- 7.1 These proposed delegations affect many policy areas. The proposed Cabinet committee is intended to promote more effective decision-making on asset matters. Appropriate powers are needed for the leader, deputy leader and chief executive to act in cases of urgency or major civil emergency.

## **8 RECOMMENDATION**

That Cabinet

- 8.1 Resolves to establish an Asset Management Committee consisting of the Cabinet member for Property and Asset Management (chair), the Cabinet Member for Finance and the Leader; and that the terms of reference for the Committee should be as set out in paragraph 3.3.
- 8.2 Resolves to delegate the functions as set out in paragraphs 3.5, 3.7 and 3.8.

REPORT TO CABINET

**CABINET MEMBER:** Councillor P A Dobb, Lead Member for Health and Wellbeing and  
Councillor J A Smith, Lead Member for Social Inclusion

**DATE:** 18 June 2002

**SUBJECT:** Draft Social Services Business Plan / Social Care Plan 2002-05

**1. Decision Sought**

1.1 To recommend approval of the Business Plan / Social Care Plan for 2002 - 2005 to Council.

**2. Reason for Seeking Decision**

2.1 The Social Services Business Plan / Social Care Plan is a key document setting out the strategic direction for the Social Services Department. The production of this plan is required under the NHS and Community Care Act 1990. The plan is also an important element of the Department's preparation for Joint Review as the Joint Review team will review the plan as a part of their evidence gathering.

**3. Cost Implications**

3.1 The plan contains information on the distribution of the social services budget and information on financial performance.

**4. Financial Controller Statement**

4.1 Any potential financial implications from the plan will need to be considered as part of the Budget setting exercise for future years which will commence in late summer.

**5. Consultation Carried Out**

5.1 Each section of the plan has been prepared by the relevant manager. In preparing their section, each manager was required to "determine a process ... which includes participation of / consultation with staff, service users, carers, other service sections, partners and other relevant agencies and for this process to be documented".

5.2 A list of those consulted on the Plan are included in Section 7. This Section gives details of the important partnerships that have contributed to producing the plan and in particular joint working with:

- service users and carers
- health services
- housing services
- education
- the voluntary sector
- the independent / private sector
- other local authorities, particularly in North Wales

A commitment to further strengthening joint planning and commissioning arrangements is a key issue referred to in the plan.

5.3 The plan was discussed at the Personal Services Policy Review and Scrutiny Committee on the 5th June, 2002 in which Members agreed to convene a Special Meeting to enable them to

discuss the Plan in more detail. It is proposed that this meeting will be held prior to the Council meeting on the 23rd July, 2002.

- 5.4 A similar approach to Business Planning / Social Care Planning has been in operation for several years. Social Services Management Team is intending to review the business planning process for next year and also consider a different format for the business plan document (in line with guidance from the National Assembly and Departmental and corporate performance management requirements).

**6. Corporate Policy Impacts**

- 6.1 The plan illustrates the Social Services Department's commitment to the corporate business planning process.
- 6.2 The plan details the corporate policy impacts arising from individual service plans.

**7. Recommendation**

- 7.1 That Cabinet recommend approval of the Social Services Business Plan / Social Care Plan 2002 - 2005 to Council.

PS ~ PMcW

## 1. INTRODUCTION

- 1.1 Under Section 46 of the National Health Service and Community Care Act 1990, Denbighshire Social Services Department is required to produce a Social Care Plan. The Social Services Department is also required, by the County Council, to produce a Business Plan. There is considerable overlap between these plans. For example, core financial information spans both plans, as does the requirement to identify priorities, targets and activity levels. The Department has, therefore, taken the view that it is sensible to integrate these activities and to produce this joint Social Care Plan and Business Plan. This document also incorporates some of the requirements of Best Value and responds to the revised *National Assembly for Wales, Social Services Guidance on Planning*.
- 1.2 The plan covers a three year period, with particular emphasis on the next twelve months, and will be updated in Spring 2003.
- 1.3 The plan contains information which will be of interest to various audiences:
- ◆ service users and their carers who need to know what services will be provided;
  - ◆ service providers, to draw up their plans in response;
  - ◆ other agencies, and other local authority Directorates, to ensure their plans are consistent;
  - ◆ the National Assembly, to inform policy monitoring and development.
- 1.4 **A more "user friendly" summary version of the plan will be available.**
- 1.5 The Social Care Plan/Business Plan provides essential framework for performance management within Social Services Department. More detailed plans developed on a team basis will complement this Plan, so that each part of the Department is clear about its role in delivering overall objectives.
- 1.6 This Plan highlights a number of key themes:
- ◆ the continuing need to review and redesign the way services are provided to enable improvement and ensure value for money. Best Value reviews are proceeding in residential care, domiciliary care and foster care, but very active work is taking place in other services too. Measures to manage budget constraints and uncertainties continue to feature as a significant backdrop to this work.
  - ◆ the substantial programme of new initiatives which the Department has to implement, eg, the Unified Assessment Tool, National Service Frameworks.
  - ◆ partnership work, particularly with health, housing and education services, including potential development of integrated services using Health Act flexibilities
  - ◆ moving forward with programmes emphasising prevention and promoting independence eg Reablement, uptake of Transitional Housing Benefit, Direct Payments



- ♦ a range of workforce issues - availability of key staff across sectors, skill mix, support services, workload management

1.7 A review has been undertaken of the very challenging programme of change faced by the Social Services Department and its partners, particularly arising from Welsh Assembly Government agenda, Denbighshire's modernisation programme, demography, workforce difficulties and increasing public expectations. During 2002/03, some modifications to the structure of the department are proposed to help manage these changes effectively. Ensuring sufficient management and leadership capacity at senior level, speeding up the implementation of performance management and driving forward workforce strategy and customer care strategy are some of the particular objectives of the restructuring programme.

## **2. CORPORATE PRIORITIES, SOCIAL SERVICES VISION STATEMENT, VALUES AND OBJECTIVES**

The Social Services Department has developed a Vision Statement, Statement of Core Values and Primary Objectives and these are consistent with Denbighshire County Council Statement of Priorities for 2002/2003.

### **2.1 Corporate Priorities for 2002 / 2003**

The Cabinet of Denbighshire County Council commits itself to providing a clear vision for corporate direction, in light of continued budget recovery, developing both members and staff to meet future demands and to deliver continued improvements in services for the people of Denbighshire. Priorities will be achieved by the following objectives:

- C1 Maintain strong controls over expenditure in order to protect the financial position of the Authority.
- C2 Development of a modern, accountable and transparent local government to ensure that the Modernising Agenda is achieved.
- C3 Develop services so as to meet the needs of the people of Denbighshire.
- C4 Develop the organisation (members and staff) in a way that will meet the future requirements of the Council.

### **2.2 Social Services Vision Statement**

To serve the People well by enhancing the quality of life for vulnerable people and their carers in identified priority areas. This will be achieved by planned improvements which ensure safeguards are in place, support independence and promote social inclusion in a variety of settings, through self help and personal empowerment.

This Vision will be realised through:

- effective internal and external sustainable long term partnerships;
- a skilled and well supported workforce motivated to achieve high standards; and
- being a coherent, well run, accountable and challenging organisation.

### 2.3 Social Services Values

- ♦ Respect the dignity and worth of each individual.
- ♦ Take into account the choices and preferences of individuals, whenever possible .
- ♦ Behave in a way that counteracts discrimination .
- ♦ Respect the preferred language of individuals .
- ♦ Communicate in a clear, open and honest way .
- ♦ Recognise people's own strengths and resources .
- ♦ Assist people to maintain their place in their own community, whenever possible .
- ♦ Value staff.
- ♦ Work in partnership with others, including service users and their carers .

### 2.4 Primary Objectives

Service Objective	Corporate Objective Supported	Description
SSD/PO/1	C3	To assess the needs of individuals , families and carers in with statutory duties .
SSD/PO/2	C1 & C3	To meet identified priority needs within available resource and promoting independence and social inclusion.
SSD/PO/3	C3	To inform users, carers and others of the social care services available to them.
SSD/PO/4	C2 & C4	To establish strategic partnerships with other Directorate and external agencies .
SSD/PO/5	C1, C2, C3, C4	To produce, implement and review a business plan cover a three year period and incorporating plans as required by legislation.

Service Objective	Corporate Objective Supported	Description
SSD/PO/6	C1 & C3	To attempt to secure adequate resources for the Department.
SSD/PO/7	C3	To promote the Council's Anti Poverty Strategy and Local Agenda 21.
SSD/PO/8	C3	To provide a representation and complaints procedure.
SSD/PO/9	C1, C2 & C3	To define, publish, consult on and review quality standards and to have systems to monitor services against these standards.
SSD/PO/10	C3 & C4	To ensure that personnel practices and procedures conform with policy and legislation.
SSD/PO/11	C3 & C4	To ensure that all staff receive supervision, support and development opportunities linked to service objectives .

SSD/PO/12	C1, C2 & C3	To collect and provide relevant, accurate and timely information to support delivery of services.
SSD/PO/13	C2, C3 & C4	To research the most effective and progressive means of service delivery.

### 3. CONTEXT

- 3.1 The Government has set a formidable agenda of change for Social Services in Wales, set out in Building for the Future, and subsequently driven through specific policy initiatives designed to improve outcomes for clients.

These include:

Wales Programme for Improvement, Children First, National Service Frameworks, National Strategy for Carers, Sure Start, Care Standards, Supporting People, the NHS Plan and the Strategy for Performance Management.

- 3.2 Alongside these policy initiatives there is increased public expectation for high quality, responsive services.
- 3.3 These changes take place in a context where severe resource constraints have been the norm. This means that the Department must have absolute clarity of purpose and ensure that resources are appropriately targeted. To achieve this, the Department must have the capacity to systematically monitor, analyse and review performance so that activities and resources can be realigned as necessary. The Department is continuing to develop a Performance Management Framework which will enable this to happen. Allied to this is a modest but increasing focus on evidence based approaches to change and the Department has been engaged in a number of research / consultancy projects which are informing service development. These include:
- Dartington - looked after children
  - Cardiff University - evaluation of NCH family centres
  - Birmingham University - reablement services and sheltered accommodation
  - Nuffield Institute for Health - financial flexibilities
- 3.4 Resource constraints also means that difficult political decisions have to be taken about priorities and the best ways of meeting need. The Council is reviewing the strategic role of in house service provision and considering the most effective way of discharging its corporate parenting responsibilities.
- 3.5 The context also requires a greater emphasis on collaborative working with other Authorities, particularly in North Wales. Current examples of this approach include the Protection of Vulnerable Adults and the introduction of a new Management Information System.

## 4. ASSESSING THE NEED & DEMAND FOR SOCIAL SERVICES CARE

4.1 The Department has access to various sources of information. These include: census data; local and national studies; data from the Client Information System (CIS). As this plan makes clear, we are also able to identify service outputs, for example, the number of residential places purchased or provided. However, this does not mean that the Department necessarily has clear information about levels of need and demand, particularly over a three year period. The Department is commissioning a new IT system to ensure that accurate data is captured, analysed and used for planning and operational purposes.

4.2 This section reports on the evidence that we do have of need and demand for services from Denbighshire people and how this affects the work of the Department. Need is examined in terms of the general profile of the local population (including the economic profile) and the numbers of people requiring care and support. Demand for services is measured from approaches to social services by clients and their carers and is affected by changes that are often outside the control of the Department such as demography, social change, legislation and the economy. Key policy issues in relation to meeting need are then summarised. During 2002 - 2003, we intend to further improve and update this analysis of need, including improving the aggregation of information from care plans, which does not happen systematically at present.

### 4.3 General Population Profile

4.3.1 Denbighshire has:

A growing population. The latest estimate gives a population of 91,843. However, the growth is slow and has not kept up with population estimates based on the 1991 census which estimated that the population would increase from 89,257 (1991) to 92,883 by 1998. A negative natural change i.e. more deaths than births in Denbighshire is a major contributing factor.

An ageing population. A significant feature of the population of Denbighshire is the proportion aged over 55 years (32.1% compared with 28% for Wales) and in particular the very elderly age group of 80 and over (6% compared with 4.4% for Wales).

A high death rate (the second highest in Wales at a rate of 15 deaths per 1000 residents). The Welsh average is 12 per 1000. However, this is probably reflective of the age of the population. In 2000, deaths were mainly from circulatory problems (41.5%), cancers (25%) and respiratory problems (16%). There were 16 deaths (1.3%) from suicide.

Areas of significant deprivation. Rhyl West is the most multiply deprived electoral division in Wales. Rhyl South West ranks as the 49th highest area of multiple deprivation. Therefore, two of Denbighshire's largest electoral divisions feature as significant areas of multiple deprivation in Wales. Objective 1 status provides an opportunity to try and address deprivation.

A slightly higher than average rate of long-term unemployment. 22% unemployed for 1 year and over compared with the Welsh average of 19%. Unemployment increases during the winter months (January - March) reflecting the seasonal nature of the tourist industry in the area.

A slightly higher than average teenage pregnancy rate but the majority of births (48%) are to women aged 20 - 29. Over the 3 years 1995 - 1997, there were 41 conceptions to girls under 16. In relation to Wales, Denbighshire has the eighth lowest rate.

A rural population. Rurality is an issue that affects many people in Denbighshire as many live in small rural communities. Public transport can be limited in some areas due to provision or frequency. Some public transport and buildings are not accessible for some people.

A high number of Welsh speakers. In 1991, 25.3% of the population spoke Welsh. This however ranges from 11.8% in Prestatyn and Rhyl to 69.4% in Gwyddelwern.

**Table 1:** percentage of Welsh speakers by location

Community	% Welsh Speakers	Community	% Welsh Speakers
Prestatyn	11.8	Llanrhaeadr yng Nghmeirch	62.9
Rhyl	11.8	Llandrillo	64.4
Bodelwyddan	17.9	Llanynys	67.4
Llangollen	20.7	Cynwyd	68.0
St Asaph	20.7	Gwyddelwern	69.4

Ethnic minority population. Table 1 shows the number and percentage of the resident population within each ethnic group in 1991. Whilst the population is predominantly white, there were 559 non white people living in the County in 1991.

**Table 2:** Ethnicity from 1991 census

Ethnic Group	Number	Percentage
<b>White</b>	88,618	99.37
<b>Black Caribbean</b>	36	0.04
<b>Black African</b>	24	0.03
<b>Black Other</b>	51	0.06
<b>Indian</b>	104	0.12
<b>Pakistani</b>	67	0.08
<b>Bangladeshi</b>	38	0.04
<b>Chinese</b>	85	0.1
<b>Other Asian</b>	44	0.05
<b>Other</b>	110	0.12
<b>Total</b>	89,177	

#### 4.4 Older People

4.4.1 In Table 3 below, the population of older people in the County in 2001 and projected population for 2006 is given. In Table 4 the age distribution of older people in relation to the Department's priority levels is also given (for an explanation of the Department's priority levels, see Appendix 1).

**Table 3**

<b>Population of older people in the County</b>		
<b>Age</b>	<b>2001</b>	<b>2006</b>
65 - 74	8,846 (9.6%)	10,327 (11.0%)
75 - 84	6,468 (7.0%)	7,495 (8.0%)
85+	2,726 (3.0%)	4,211 (4.5%)

Source: Mid Year Estimate - Office for National Statistics  
Population Projections - Welsh Assembly

**Table 4**

#### **Age distribution, by priority level**

	<b>Age</b>		
	<b>65 - 74</b>	<b>75 - 84</b>	<b>85+</b>
PL 1	12.64%	28.74%	58.62%
PL 2	12%	37.2%	50.8%
PL 3	16.57%	40%	43.43%
PL 4	19.34%	43.65%	37.01%

Source: CIS, HCIS, Hospital Social Work manual records, October 1999.

- 4.4.2 The information indicates that the dramatic increase in the numbers of people over the age of 75 which occurred during the 1980s and early 1990s has slowed although there is significant increase projected in the numbers of older people in the County by 2006.
- 4.4.3 The Audit Commission (1997) say that the slower pace of growth will continue until about 2011, allowing time to plan, but the rate of growth will then accelerate again.
- 4.4.4 Those over the age of 85 represent just 14% of the population of older people. However, they represent over 58% of social services service users in priority level 1. This illustrates, unsurprisingly, that frailty and need increase with age.
- 4.4.5 Generally, those aged between 65 and 74 are not requiring high levels of social services help, for example, only 12.6% of people in priority level 1 are between 65 and 74. However, they may still have significant needs such as the need for information, advice and advocacy.

- 4.4.6 Despite the slowing in population growth, it is important not to conclude that this necessarily means a leveling in demand for services. As shown in Table 5 below, the number of new assessments has risen since 1997 - 98, although reducing slightly in 1999 - 2000.

**Table 5****New assessments, older people**

<b>Year</b>	<b>No. of assessments</b>
1997 - 98	3113
1998 - 99	4080
1999 - 00	3797

Source: CIS

- 4.4.7 In terms of the services provided to meet the needs of older people, the Audit Commission (1997) concluded that Health and social services are often locked in a vicious circle as hospital admissions rise and lengths of stay shorten. This results in less scope for recovery and rehabilitation which places an increasing demand on social services and results in more people receiving expensive residential and nursing home care. The need is to explore initiatives that re-balance services and that place greater emphasis on prevention and rehabilitation. In Denbighshire, a key strategy is, therefore, to create an effective preventative and rehabilitation system with the aim of keeping people independent for longer. This will be achieved by extending and strengthening the existing Denbighshire Rehabilitation Scheme which forms the link between hospital and the community. Further information is given in section 8.

#### **4.5 Older People with Mental Health Problems**

4.5.1 As more and more people live on to old age, the numbers of older people with mental health problems will also increase. In Denbighshire there are an estimated 18,660 people aged over 65 (Office for National Statistics 2000 mid-year estimate), and although this age group represents only 17.5 % of the population, they use a disproportionate percentage of both physical and mental health care. Around 1600 people in Denbighshire over the age of 65 and a quarter of those aged 85 and over suffer from dementia, and between 10 and 16 % of people over 65 develop clinical depression. Other mental health problems, such as anxiety and phobias, are at least as common as they are in younger people. In addition, people who developed severe and enduring mental health problems such as schizophrenia when young are now growing older. Further information is given in section 8.

#### **4.6 People with a Physical Disability and / or Sensory Impairment**

4.6.1 There is a disability register which is voluntary and generally considered to be an underestimate of the prevalence of disability in the County. The 1991 census identified 15,461 people in the County, over the age of 16, with a Limiting Long Term Illness. Of these, 5,886 were below pensionable age and 9,575 were of pensionable age or above. These figures broadly match those of Disability Wales who estimate that 1 in 6 of the population in Wales has a disability.

4.6.2 The DSS has released data on recipients of certain welfare benefits. In May 1998, there were 3,440 people in Denbighshire receiving Attendance Allowance (a cash benefit for people aged 65 or over who need help with personal care because of illness or disability). There were 4,902 people in Denbighshire receiving Disability Living Allowance (a cash benefit paid to people under the age of 65, or under 66 in certain circumstances, who have a disability).

4.6.3 Currently, the Department has limited information on trends in demand for services from this client group.

4.6.4 With regard to the services provided by social services to meet the needs of people with a physical disability and / or sensory impairment, as for older people, a key issue, is the creation of an effective rehabilitation system with the aim of keeping people independent for longer. The implementation of a Direct Payments Scheme is intended to give service users with disabilities more choice and control over their services. Further information is given in section 8.

#### **4.7 People with a Learning Disability (Mental Handicap)**

##### 4.7.1 Prevalence in Denbighshire

The North Wales Health Authority's "Strategy for People with a Learning Disability in North Wales" cites prevalence rates for Learning Disability (see the second column in the table below). The estimated population for Denbighshire in 2000 was 91,843. By applying the rates to Denbighshire's population the following estimates can be made:



	<b>Estimated Prevalence</b>	<b>Estimated number of people in Denbighshire</b>
<b>Learning Disability</b> (True prevalence)	20-30 per thousand of population of all ages <sup>1</sup>	1,837 - 2,747
<b>Administrative prevalence</b> (The numbers for whom services would be required in a community which made provision for all who needed them)	10 people per 1000 of the general population. <sup>2</sup>	918
<b>Severe learning disability</b>	3-4 people per 1000 of the general population <sup>3</sup>	275 - 366
<b>Severe challenging behaviour</b>	10-15 people per 100,000 of the general population. <sup>4</sup>	9 - 14

Activity in Denbighshire during 2001/2002.

Number of people receiving a service:	171
Number of assessments:	51
Number of packages of care purchased	110
Number of people receiving a Work Opportunities Service	122
Number of Units of Work Opportunity Services provided each week	803
Number of nights respite provided at the Link House	701

Key issues arising from SWOT analysis and consultation

- The range of services need to be extended.

In 2001/2002 5 people were not able to access a work opportunities service because of the severity of their disability. In addition a further 2 older people could not access a work opportunities service because of their age.

Respite provision away from the carers/clients home needs to be set up in the North of the County.

Community Living projects will need to be established in the South of the County to meet future need.

- Information systems need to be improved

A learning disability register needs to be set up. This will assist the Authority to identify and analyse needs and use this information to inform service planning. A register of people with learning

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<sup>1</sup> Oxford Textbook of Psychiatry, Oxford 1996

<sup>2</sup> Oxford Textbook of Psychiatry, Oxford 1996

<sup>3</sup> Health Care Needs Assessment Vol2. Eds Stevens A and Raftery J, 1994

<sup>4</sup> Health Care Needs Assessment Vol2. Eds Stevens A and Raftery J, 1994

disabilities (including those who do not receive a service) will facilitate consultation with this client group.

Information about carers, particularly older carers, and young people with learning disabilities needs to be routinely collated and fed into service planning.

➤ Eligibility criteria need to be introduced

Criteria have been consulted on and need to be implemented. Again information about priority levels will help to inform service planning.

➤ Preserved Rights

The advent of the Preserved Rights initiative is likely to lead to an increase in the volume of assessments and reviews for the learning disability services. There are 2 large homes in Denbighshire where there are clients with learning disabilities that will fall under Preserved Rights.

### **Projected population**

The life expectancy for people with learning disabilities is increasing. Most adults with learning disabilities in the United Kingdom who live past thirty are likely to survive into old age and experience the normal ageing process.<sup>5</sup>

During the 1990's there was a 22% increase in the number of people with learning disabilities on local authorities learning disability register. This trend will continue over the next 2 decades (2020) with more and more people with severe learning disabilities and older people needing help.<sup>6</sup> The demand for services, and complexity of needs will therefore increase. Further information is given in section 8.

## **4.8 People with a Mental Illness**

### **4.8.1 Prevalence in Denbighshire**

The North Wales Strategy for Adult Mental Health Services cites prevalence rates for mental health problems in the population<sup>7</sup>. The table below translates these rates for Denbighshire:

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<sup>5</sup> (Janicki and Breitenbach 2000).

<sup>6</sup> Welsh Centre for Learning Disabilities Applied Research Unit

<sup>7</sup> The first 3 prevalence rates used in the Strategy were produced by the Mental Health Foundation

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<b>Overall Prevalence</b>	<b>Prevalence in Denbighshire based on an estimated population of 91,843 in the year 2000</b>
1 person in 4 will experience some kind of mental health problem in a year	22,961
10-25% of the general population annually presents with mental health problems usually in the primary care setting	9,184 - 22,961
2-4% will have a severe mental illness	1,837 - 3,674
The annual incidence of schizophrenia is between 1 and 5 per 10,000	9 - 46

The Strategy also provides some estimates of how many people are likely to enter different level of service provision in a year<sup>8</sup>. These estimates are consistent with the prevalence rates cited in the Audit Commission report "Finding a Place: A Review of Mental Health Services for Adults". The table below uses the prevalence rates to estimate prevalence in Denbighshire. Again assuming a population for Denbighshire as being 91,843.

<b>Level</b>	<b>Prevalence in 1000 Pop/Year</b>	<b>Estimated Number in Denbighshire</b>
Some degree of self-limiting mental distress	260 - 315	23,868 - 28,917
People presenting to GP	230	21,114
People with mental disorders identified by GP	101.5	9,317

Whilst estimates of prevalence rates are useful the Strategy highlights the need to treat them with caution as mental health problems vary considerably. This is particularly pertinent for Denbighshire as the Audit Commission have estimated there to be an average of 5.2 people per 1,000 adults in Denbighshire with a severe mental illness compared to a Welsh average of 2.65.

#### Mental Health Activity in Denbighshire during 2001/2002 (awaiting info)

Number of referrals	
Number of assessments	
Number of packages of care	

#### Key issues

- Information systems need to be improved

Currently mental health services are not recorded as part of the Departments Client Information System. This needs to be reviewed as information is piecemeal.

- Eligibility criteria need to be introduced

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<sup>8</sup> The estimates were developed by Goldberg and Huxley

Criteria need to be implemented. Information gleaned from eligibility criteria will help to inform service planning.

- The demand for services is growing

Referral data for 1 April 1997 to 31 March 1998 shows an increase in the average number of referrals from 66 to 96 a quarter. (Waiting for more up to date data).

Further information is given in section 9.

#### 4.9 Children and Families

4.9.1 The Service's Intake and Assessment Teams based in the South and North of the County have the key role of dealing with requests for services.

Table 6 shows the total number of new referrals dealt with during the period 1st April 2001 to 31st March 2002. An analysis is also provided of the type of services provided.

**Table 6**

<b>Numbers of Referrals and Services Provided 1st April 2001 to 31st March 2002</b>	
<b>South Denbighshire</b>	
Total no. of new referrals dealt with:	563
Services provided include:	
Child Protection Investigations	92
Family Preventative Work	42
Advice/Information	395
New Looked After Children	8
<b>North Denbighshire:</b>	
Total no. of new referrals dealt with	2,179
Services provided include:	
Child Protection Investigations	151
Family Preventative Work	147
Advice/Information	1,612
Financial Assistance	199
New Looked After Children	28
Video Interviews (Child Protection)	15

The type of referrals received is shown in Table 7.

**Table 7**

<b>New Referrals - Reason for Referral</b>		
	South Denbighshire	North Denbighshire
Emotional Abuse	13	90
Physical Abuse	33	129
Sexual Abuse	25	112
Other Abuse/Neglect	44	346
Separated from Parents	6	50
Parent's Ability Impaired	14	153
Death of Parent	1	1
Financial Problems	5	285
Severe Family Problems	28	359
Homelessness	7	43
Challenging Behaviour	15	197
Substance/Alcohol /Drug	6	28
Criminal Offences	5	33
Child's Disability	10	36
Not Known	158	52
Others	6	29

**4.9.2 Looked After Children**

On 20th May 2002 there were a total of 144 children looked after. These children were in the following age range:

**Table 8**

	Boys	Girls	Total
Under 1	2	2	4
Age 1 - 4	13	12	25
Age 5 - 9	19	14	43
Age 10 - 15	25	20	45
Age 16 - 18	18	9	27
<b>Total</b>	<b>77</b>	<b>57</b>	<b>144</b>

The legal status of the children was as follows:

**Table 9**

Care Order	38
Interim Care Order	35

Accommodated	71
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The vast majority of the children were placed in foster care. A total of 13 children were placed in residential establishments on 20th May 2002. The type of placements were as follows:

**Table 10**

Bryn y Wal	5
Out of County Residential	6
Hospital Adolescent Unit	1
Detention Training Centre	1

The Matching Needs and Services exercise undertaken by the Dartington Record Unit in September 2001 provides a useful analysis of 88 children who had been looked after for more than three months at that time.

A full report is available but these are some of the highlights regarding the needs of children:

**Table 11**

62% were subject to a Care Order
41% were on the Child Protection Register when they became looked after
35% became looked after in an emergency
35% were aged 5 or younger when they first became looked after
39% of the children had been seriously harmed by their mother
41% of the children had been seriously harmed by their father
76% of the children had experienced poor parenting
59% of the children had suffered neglect
47% of the children had behavioural problems at home
21% of the parents has a chronic mental health problem
21% of the parents were known to abuse drugs
74% of the children had parents suffering from stress or inability to cope

#### **4.9.3 Child Protection**

On 31st March 2002 there were a total of 62 children on Denbighshire's Child Protection Register. The categories of registration for these children were as follows:

**Table 12**

Neglect	27
Physical Abuse	9
Sexual Abuse	9
Emotional Abuse	15
Neglect, physical and sexual abuse	1
Neglect and physical abuse	1

<b>Total</b>	<b>62</b>
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**Ages of Children on Register****Table 13**

<b>Age</b>	<b>Nos of Boys</b>	<b>Nos of Girls</b>
Under 1	3	4
Age 1 - 4	6	6
Age 5 - 9	16	9
Age 10 - 15	14	3
Age 16 - 18	0	0
<b>Total</b>	<b>39</b>	<b>22</b>

**Home Location of Children whose names were on the Register on 26th April 2002****Table 14**

Rhyl	41
Denbigh	14
St Asaph	3
Prestatyn	3
Llangollen	1
Ruthin (Village Outside)	1
Corwen	2
<b>Total</b>	<b>65</b>

**4.9.4 Children with Disabilities**

When a Caseload Analysis for Social Workers in the Children with Disabilities Team was undertaken in January 2002, the team was involved with a total of 208 children who have a disability.

The schools attended by these children include:

Tir Morfa	81
Ysgol Gogarth	4
Ysgol y Graig	17
Ysgol Brondyffryn	17

**Caseload Analysis - January 2002**

In January 2002 all Social Workers and Parent Support Workers in Children's Services were asked to complete Caseload Details forms in which they were asked to provide an estimate of the workload rating for each case.

The total number of cases being dealt with at that particular time (by those who completed the forms) were as follows:

Looked After Children	141
Children on Child Protection Register	52
Children with Disabilities	208
Children in Need (general)	164

Team members were also asked to provide a workload rating for each case.

The results were as follows:

Extremely high	52
High	131
Medium	193
Low	171
Inactive	12

#### 4.10 Carers

- 4.10.1 “Carers are people who look after relatives or friends who cannot manage without help. This might be because the cared for has a disability or an illness or because he / she is frail or elderly” *Carers National Association*. The Wales Carers Alliance has estimated that one in eight people in the UK is now a carer. This means there are an estimated 9,070 carers in Denbighshire. 49% of carers combine their caring role with paid employment. Most carers (65%) report that their own health suffers as a result of their caring responsibilities.
- 4.10.2 National surveys of carers have repeatedly demonstrated the need for breaks services, including the need for choice and a range of breaks services to meet the individual needs of carers. These national findings are borne out by local consultation exercises carried out in Denbighshire and described in detail in the Denbighshire Carers Grant Plan 2000 - 2001. At present, there is still limited information on the need and demand for Carers Services as described in the Carers and Disabled Children Act 2000. In Denbighshire, local Eligibility Criteria for Carers Services have been piloted (whilst awaiting guidance from the National Assembly on Fair Access to Care), and requests for carers services under these criteria have been directed to the Denbighshire Community Care Panel to collate and analyse. A clearer picture of carers’ needs for such services is beginning to emerge. Services such as cleaning, equipment (washing machine) and driving lessons have been provided. The Carers Special Grant Plan 2002 / 03 therefore includes proposals to earmark a specific budget from the grant for Carers Services. Providing relevant, comprehensive, quality and timely information about services for carers remains a key challenge. Many carers are still reporting they do not know where / how to access such information. This issue was highlighted by carers at the Carers Conference held in Denbighshire in 2000 and is therefore a key area for action identified in the Denbighshire Carers Strategy (published March 2001). Much has already been achieved to improve information for carers. The Carers Special Grant Plan 2002 / 03 includes further investment in a range of information packs, information giving events, staff trained in information giving and exploring new methods of information giving,

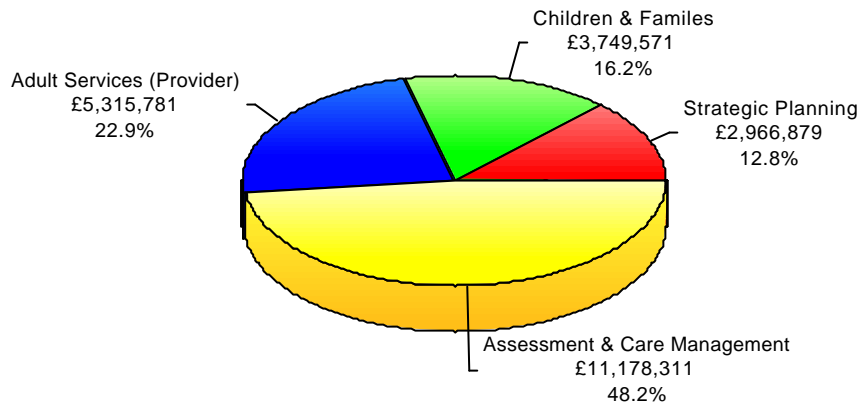


e.g., use of websites, more strategic use of libraries to disseminate information and reach “hidden carers”. This investment is considered essential in order to maximise the range of services developed with the Carers Special Grant (and all services for carers) and ensure these services reach the carers who need them.

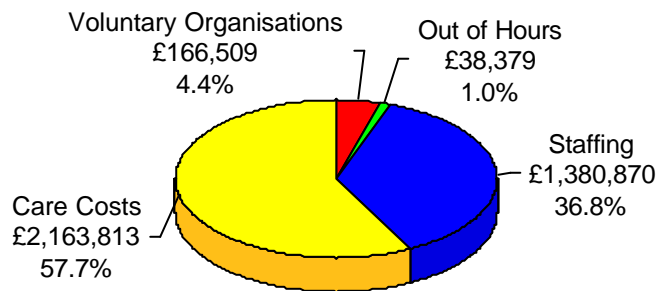
## **5. RESOURCES**

- 5.1 The Department budget for 2002 - 2003 is £23,210,542. The broad distribution of this budget is:

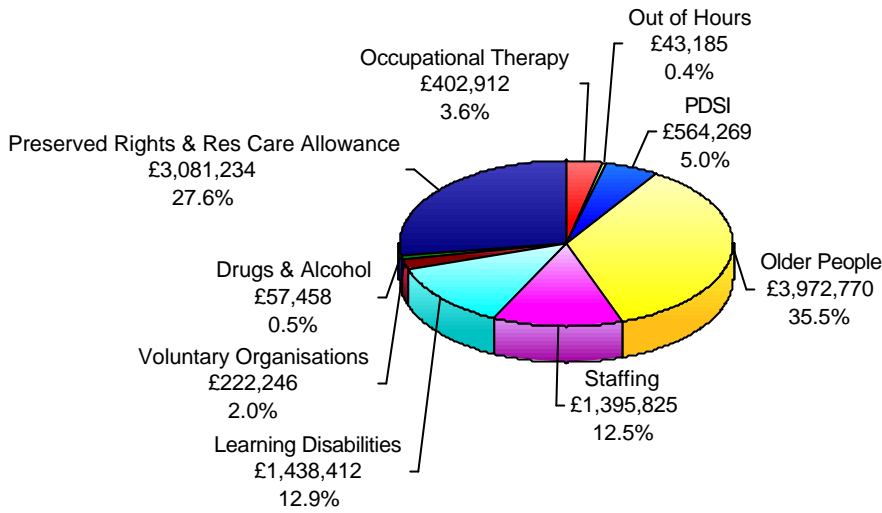
### Personal Services Budget 2002/2003



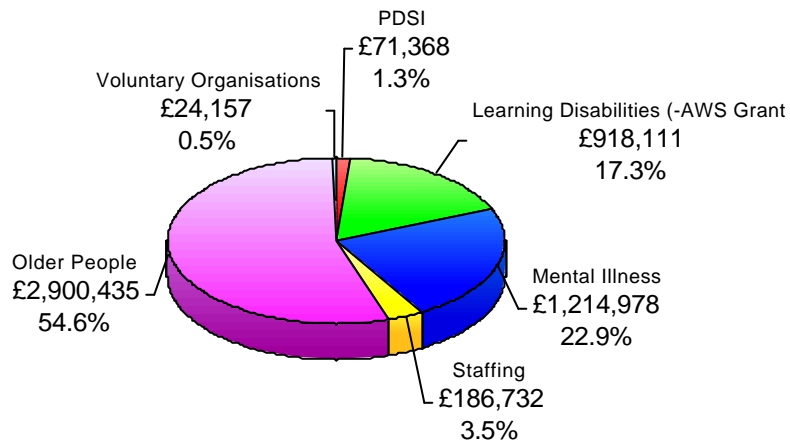
### Children & Families Service

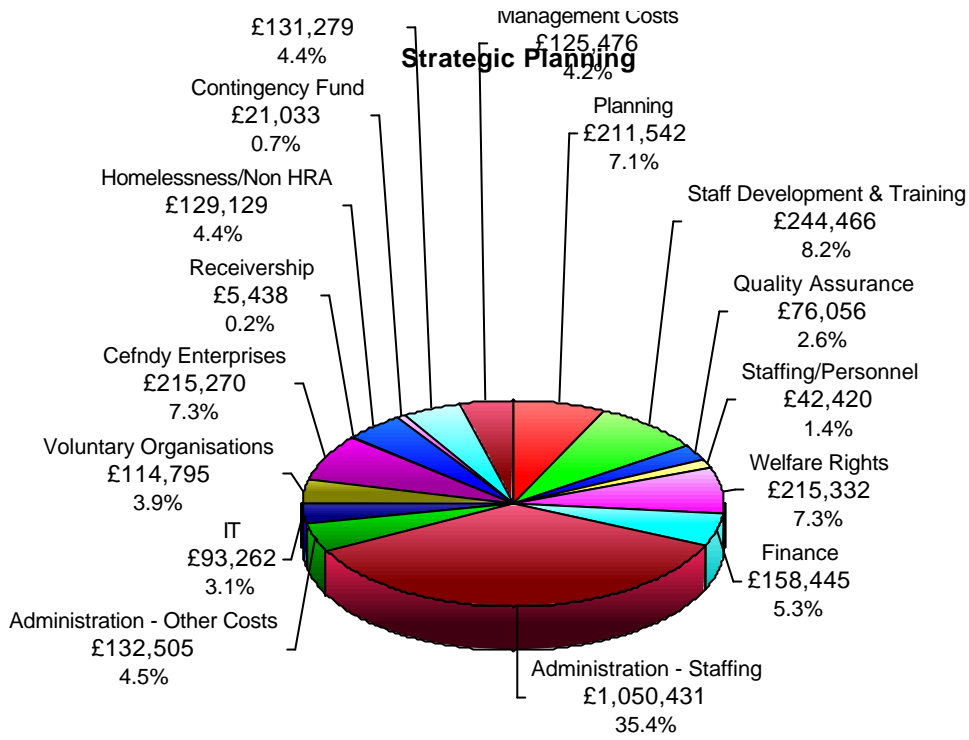


### Assessment & Care Management

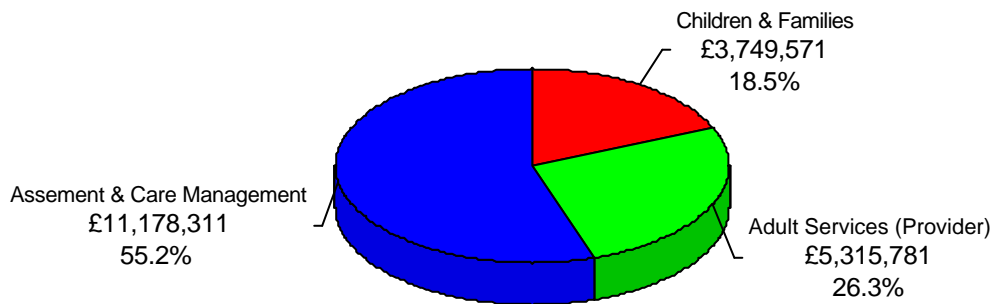


### Adult Services (Provider)





**Client Services**



- 5.2 The individual Service Plans (sections 8 - 17) provide a detailed breakdown of these budgets and link them to service activity.
- 5.3 The Department has not made significant shifts in realigning resources and this has been as a result of:
- (a) inadequate information to inform and drive change;
  - (b) inability to unlock resources currently committed to high cost, and in some instances, poor quality services; and
  - (c) severe resource constraint.
- 5.4 Improved financial performance in 2001/02 (variance £8,614), together with the Authority successfully implementing its financial recovery plan, means that 2002/03 provides a good opportunity to drive forward policy led change.
- 5.5 Concerns remain that resources may not match the Authority's aspirations. In particular, transfers of funds from the NAW (eg Preserved Rights) may prove inadequate.
- 5.6 This reinforces the need to realign resources and to use them more effectively, particularly in partnership with other agencies. The Department will take full advantage of the new financial flexibilities and is moving toward joint investment plans with health.

## **6. IMPROVING SERVICES THROUGH BEST VALUE**

- 6.1 The statutory duty to achieve Best Value applied from 1 April 2000. Work undertaken in relation to Home Care has led to the Council approving a programme of measured externalisation, and to improvements in Fostering and Adoption Services. Progress on Local Authority Residential Homes for Older People has been slower than we would have liked, and a target date of June 2002 has been set for completing the options appraisal.
- 6.2 The Wales Programme for Improvement sets out a new approach to Best Value in Wales, and requires a whole authority analysis leading to a risk assessment which in turn forms the basis of the improvement plan.
- 6.3 The Authority has begun work on this agenda, and social services will align its Business Planning processes accordingly.
- 6.4 The principles and key elements of the Best Value approach remain in place and the Department has used those to evaluate work opportunity services for people with learning disabilities.

## **7. JOINT WORKING AND CONSULTATION**

7.1 This section describes some of the important partnerships being developed to ensure joint working and consultation happens.

### **7.2 Joint Working within the Department**

There are a number of issues on which there needs to be joint working across service sections within the Department. Examples include eligibility criteria, standards, and contracting. In order to achieve Best Value, the co-operation and joint working between services will need to continue.

### **7.3 Social Care Planning Groups / Children's Services Planning Groups**

Social care planning groups and children's services planning groups aim to bring people with a range of interests together, at a local level, to shape the Department's plans. The groups organise their work in different ways, but they all have a similar role: to contribute to the process of developing information on social care needs in Denbighshire; to assist with the consultation of user, carer and provider interests and to advise Denbighshire County Council Elected Members on priorities for action. The membership of the groups varies but may consist of Service Users, Carers, representatives from Voluntary Organisations, Health Trust, Local Health Group, Education, Housing and Social Services. Social care planning groups currently meeting are: Social Care Planning Group for People with a Physical and / or Sensory Impairment; Strategic Planning Group for People with a Learning Disability (Mental Handicap); Planning Group for People with a Visual Impairment; Carers Strategy Group and the Mental Illness Planning Group. The social care planning groups are supported by an overall Best Value / Social Care Planning Group. The children's services planning groups currently meeting are: the Children with Health Needs & Disabilities Planning Group; Family Support Group and the "Looked After" Children Group. The children's services planning groups are supported by an overall multi agency Strategic Planning Forum for Children

### **7.4 Joint Working with Service Users and Carers**

#### **7.4.1 Consultation Meetings**

It is important to ensure that appropriate consultation takes place with service users and carers not represented by the planning groups or where additional consultation is required with a wider audience. For example, representatives from the Social Services Department meet periodically with representatives from the Deaf Community. The Children with Health Needs & Disabilities Planning Group has arranged consultation meetings with children with disabilities and their families. Consultation has taken place regarding the future of the Community Living Service for People with a Learning Disability (Mental Handicap) and regarding Eligibility Criteria for Learning Disability services.

#### **7.4.2 Carers Consultation**

In March 1999, a Carers Conference was arranged jointly with Conwy Social Services Department, the North Wales Health Authority and NEWCIS (formerly the Carers Project). This was an important conference providing an opportunity to consult on the newly launched Caring About Carers - A National Strategy for Carers and to determine how to take the strategy forward locally. A Conference report was produced and this has been used by the Carers Strategy Group to develop a local strategy for carers. The Strategy for Carers in Denbighshire was launched in June 2001.

During spring 2000, the Carers Strategy Group arranged a special consultation to gain views of carers (adult carers, young carers and parent carers) on how new funds from the Welsh Assembly should be used to provide additional breaks for carers. The Group used the information to prepare the bid for the Assembly for these new funds.

#### **7.4.3 User and Carer Forums**

Seven User Forums for Older People are now operating in Denbighshire with the support of Age Concern. The work of the Forums continues to develop and the groups address a range of topics, for example, charging policy for services, occupational therapy services and the role of home care. In addition to the seven local forums, a Forum of Forums has been established and this consists of representatives of the local forums, Social Services, the North East Wales Registration & Inspection Unit, NEWCIS and the Alzheimer's Society. Representatives from other organisations are invited as required to address particular topics. The Forum of Forums has taken a lead role in developing the Key Standards for Residential & Nursing Home Care in Denbighshire.

The Denbighshire Disability Forum has increased its membership and continues to develop a role representing the views of people with disabilities and / or sensory impairments. During 2001 - 2002, the Forum has taken a leading role in raising the awareness of disabled people of Direct Payments and progressing the work of the Direct Payments Management Group.

#### **7.4.4 Complaints, Comments and Suggestions**

The Representation and Complaints Procedure is a central source of information for the Department, providing an early warning if something is amiss and also highlighting good practice. Feedback from staff who directly serve the public is another source of information, as are service user and carer surveys.

7.4.5 All of these initiatives feed in crucial information about service users' and carers' views into the planning process. However, the Social Services Department recognises the need to continue to develop a range of effective consultation and participation methods suited to the interests of different groups of people using services. The Department has finalised new guidelines for managers on consultation with service users and carers. A fundamental objective is to focus planning on delivering better outcomes, and the Department needs to accelerate progress in this area.

## **7.5 Joint Working with Health Services**

- 7.5.1 The Denbighshire Joint Consultative Committee (JCC) continues to meet twice yearly. Under the provisions of the NHS Act 1977, local authorities and health authorities are required to establish JCCs to advise on their co-operation, planning and operation of services of common concern. The membership of the JCC is comprised of local authority officers and councillors, representatives of the North Wales Health Authority and the voluntary sector.
- 7.5.2 A significant development during 1998 was the establishment of the Denbighshire Local Health Group (LHG). This is an alliance of local health professionals, the North Wales Health Authority, the Local Authority and other local interests. The LHG is responsible for shaping health services to meet local needs and for commissioning local health care. Denbighshire County Council has two representatives on this group, the Director of Personal Services and the Head of Housing Services.
- 7.5.3 During 1999, a new Joint Commissioning Group was also established. The group consists of senior officers from the Local Authority, North Wales Health Authority and the Conwy & Denbighshire NHS Trust. The role of the group includes ensuring joint planning arrangements are co-ordinated, working together to develop alternative services and exploring ways of delivering services which are more flexible and integrated. A fundamental review of planning arrangements is underway and new proposals will be produced by the end of the year. The intention is to ensure that planning arrangements result in better outcomes for clients, something which is not evident across all of the current arrangements.
- 7.5.4 There are a range of other Fora in which the Social Services Department and health purchasers and providers consult and work together on plans. A specific example during 2001 / 2002 has been the work to continue to develop the Denbighshire Rehabilitation Project. Health Services and all six Social Services Departments in North Wales continue to work closely on the further development of Eligibility Criteria for Continuing Health Care.
- 7.5.5 As well as community care, there are a range of areas such as Health Improvement Plans, community safety, Sure Start, the Children and Youth Partnership and the Children First Programmes in which the Social Services Department, as a part of the Local Authority, works together with Health Services and others.

## **7.6 Joint Working with Housing Services**

- 7.6.1 The availability of suitable housing is a crucial element in enabling people to remain living in the community. There is, therefore, a clear need for housing services and social services to co-operate in identifying the housing needs of people covered by the social care plan. The Audit Commission report, Home Alone, the Role of Housing in Community Care, published in 1998, provides a checklist for action for improving services at a local level. Areas for action include strategic planning, efficient use of resources and effective working relationships between partner agencies. The Denbighshire Housing Forum is well established and consists of representatives of the Social Services Department, the Housing Department,



the Housing Associations operating in Denbighshire and Shelter. The recommendations in the Audit Commission report are a key focus for the group.

## **7.7 Joint Working with Education**

7.7.1 A close working relationship between education and social services is essential if children are to be given the opportunity to fulfil their potential. Denbighshire Social Services and Education Departments continue to work closely together and with others on key initiatives such as the Children and Youth Partnership Programme and the Children First Programme. Education is also represented on a range of joint planning groups as described above.

## **7.8 Joint Working with the Voluntary Sector**

7.8.1 Voluntary organisations are essential to the provision of community care. They provide services and support a wide range of people and are particularly important in meeting specialist needs and the needs of people in rural areas. The Department will invest £569,823 in grants to voluntary organisations in 2002 / 2003.

7.8.2 The voluntary sector has representatives on the Joint Consultative Committee and the Local Health Group, thus giving them a voice in the overall health and social care planning process. They are also represented on a range of joint planning groups as described above.

## **7.9 Joint Working with the Independent / Private Sector**

7.9.1 The Social Services Department continues to consult closely with independent sector home owners on our purchasing responsibilities and plans. A consultative group consisting of representatives of Social Services and the North Wales Residential and Nursing Homes Association meets regularly to discuss issues arising out of the community care arrangements. Independent sector domiciliary care providers have also joined together to form an association and this group also meets regularly with Social Services. These groups have given the providers a platform to explain the problems they face, for example, the effect of the National Minimum Wage, and what they need to enable their businesses to thrive. The groups have also enabled social services to explain the constraints Denbighshire has and for a joint strategy to be developed.

## **7.10 Joint Arrangements with Other Authorities**

7.10.1 The County Council has entered into a number of joint arrangements. These include Guardian ad Litem and Reporting Officer Service (GALRO) and Receivership. These are subject to joint management arrangements, and represent the most effective and cost efficient method of delivering these services.

7.10.2 There are a range of other examples of Denbighshire Social Services Department working together with other Local Authorities in North Wales. In April 2000, all six Local Authorities in North Wales, together with the North Wales Police and Health

Services jointly launched Protection of Vulnerable Adults, Policy & Procedures for Responding to the Alleged or Confirmed Abuse of Vulnerable Adults. These same organisations continue to work together to monitor and evaluate and further develop vulnerable adults procedures.

## **8. SERVICE: SERVICES FOR ADULTS (SOCIAL WORK & CARE MANAGEMENT)**

### **8.1 DESCRIPTION OF SERVICE**

8.1.1 A Social Work, Care Management and Occupational Therapy service is provided to people over 18. This covers:

- ♦ Older People
- ♦ Older People with Mental Illness (e.g. Dementia)
- ♦ People with Physical and/or Sensory Impairments
- ♦ People with a Learning Disability (Mental Handicap)
- ♦ People with HIV and AIDS
- ♦ People who misuse Drugs and Alcohol
- ♦ Vulnerable Adults

8.1.2 Working within local communities and with Voluntary Organisations, the Service is the first point of contact for Adults seeking help or support from the Department. Whilst a crisis response is provided where necessary, individuals are screened to determine possible eligibility and access to services. Those not eligible are given information which will enable them to access more appropriate help elsewhere.

8.1.3 Where individuals appear to be eligible for a service from the Department, this will range from short to long term help. Whatever the level of involvement, there will be close working relationships with other departments and agencies, most notably with the Health Authority and the Conwy and Denbighshire NHS Trust.

### **8.2 MAIN SERVICES PROVIDED**

- ♦ When a person appears to need a community care service, work is undertaken to determine the likely nature of the help required. A duty Social Worker responds to office and telephone callers in receiving referrals and requests for information and / or advice.
- ♦ A basic Community Care assessment is completed for all those individuals who appear to need one and this may result in a more comprehensive assessment where needs appear to be complex. All carers are offered an assessment in their own right.
- ♦ A Care Plan is drawn up and is based on the needs identified in the Assessment. The type of service and who is going to do what and for how long is specified. The client and family / carer are key people in the Care Plan and are given their own copy.

- ◆ The assessment and Care Plan will include the views of clients, carers and others (such as advocates). Where appropriate, the assessments of health professionals and other professionals will, with permission, be sought.
- ◆ Services are arranged or purchased to meet the needs identified. This may range from Residential and Nursing Home placements to domiciliary and day care.
- ◆ Information ( charging policy, complaints leaflet, etc.) about the services provided is distributed. Welfare Benefits checks and information are provided by referrals to the Welfare Rights Unit for those people subject to charges.
- ◆ The service provides Emergency Duty to cover out of office hours for Adult Welfare and Mental Health Act Assessments. This is to ensure access to emergency help which will not wait until the next working day.
- ◆ The Occupational Therapy Service assesses a person's ability to cope with daily living activities. Advice on alternative methods of carrying out activities, the arrangement of the provision of disability equipment and adaptations to the environment is given. The aim of the service is to increase independence and safety of the user and carer. This service is also provided for children with disabilities and their families.
- ◆ Responding to Community Emergencies and Hospital Major Incident Plan. This may include the management of Emergency Rest Centres for those people who need to be evacuated from their homes.
- ◆ In conjunction with the Denbighshire Drug & Alcohol Forum, the service provides a range of initiatives aimed at preventing misuse and treatment options for those who wish to recover.
- ◆ The service provides Social Work support including counselling, support for carers, financial advice, support in making decisions, information and advocacy.

### **8.3 PRIMARY OBJECTIVES**

- ◆ To assess the needs of individuals in the client group.
- ◆ To purchase, arrange and participate in services that meet the assessed needs of the client group within eligibility criteria and priority levels.
- ◆ To assess the ability of carers to continue in their caring role.
- ◆ To meet the assessed social care needs measured against criteria which have been set by reference to available resources.
- ◆ To secure adequate resources to meet assessed needs.

- ◆ To assess, in partnership with users and carers and others, the social care needs of the client group as a whole and plan to meet them.
- ◆ To supervise, support, develop and advise all service staff in the activities of the service, especially the Social Work task including the assessment and care planning process.
- ◆ To inform users and carers and others of the services available to them provided by the Department and others.
- ◆ To involve users and carers in all aspects of service planning and delivery of services.

## **8.4 KEY ISSUES - General**

### **8.4.1 Service to the Public**

- ◆ Increasing workloads for Social Workers and Occupational Therapists have meant that unallocated work and response times have increased.
- ◆ There are a number of new initiatives which will affect service delivery. The main new initiatives are:
  - Transitional Housing Benefit /Supporting People
  - Direct Payments
  - Transfer of Preserved Rights Clients
  - Transfer of payment of Residential Care Allowance
  - Loss of DSS route
  - Unified Assessment Framework
  - Deferred Payments
  - Implementation of Care.com
- ◆ Other essential pieces of work are:
  - Further extension of domiciliary care provision in the independent sector
  - Further extension of reablement ethos
  - Contract monitoring
  - Revision of Continuing Health Care Criteria
  - Bryn -y- Neuadd Resettlement
  - Implementation of National Assembly Section 7 guidance on the Deaf - Blind
- ◆ The numbers of social workers prepared to undertake Emergency Duty has reduced leaving the continuation of this service vulnerable. An SSIW Report suggests that it is now an appropriate time to review 'out of hours services'

### **8.4.2 Involvement and Participation of Clients**

- ◆ There are client groups without input into the social care planning process e.g. people who are deaf and hard of hearing and people who misuse drugs and alcohol.

#### **8.4.3 Partnerships - with Health**

- ♦ Working together with Health colleagues at all levels is essential to keep delayed discharges to a minimum, while ensuring a client-centred approach.
- ♦ There is a long standing disagreement between the North Wales Health Authority and the six North Wales Local Authorities over the effect of the Coughlan judgements on the ability of a Local Authority to make placements in a nursing home
- ♦ There is a need to be clear and confident of the Service's potential and actual contribution to partnership planning and implementation in adopting the 'Flexibilities' between Health and Local Government.
- ♦ The challenge of developing joint protocols especially a Unified Assessment framework

#### **8.4.4 Partnerships - with the Independent Sector**

- ♦ Residential sector - A number of statutory changes will impact on the sector especially the Care Standards Act which is likely to increase the cost of residential provision. There is a likelihood of further home closures. There is a continuing problem of recruiting and retaining staff, especially registered nurses.
- ♦ Domiciliary Sector - There is a lack of independent sector provision in the South of the County. The sector has a continuing problem recruiting and retaining staff.
- ♦ Monitoring of contracts - Contracts for both Residential and Domiciliary care are not monitored other than by reviewing of individual care plans and where the Authority becomes aware of problems of provision with a particular provider.

#### **8.4.5 Partnerships - with the Voluntary Sector**

- ♦ There is a need to ensure that partnerships with voluntary organisations are promoted, supported and maintained as the sector increasingly provides services which are essential to support service objectives. They have an important role in preventative services.

#### **8.4.6 Partnerships - Internally between Teams, Departments & Directorates**

- ♦ There is a need to improve communication and working practices where there are interface issues between teams, services, Departments and Directorates.

#### **8.4.7 Control Spend against Budgets**

- ♦ The likely underfunding of the Preserved Rights Transfer and the Transfer of Residential Care Allowance and the loss of the DSS route will make controlling spend within the budget difficult.

**8.4.8 Continued Professional Development**

- ◆ Protected time to enable Social Workers and Occupational Therapists to engage in continued professional development to comply with registration requirements is essential.

**8.4.9 Human Resources**

- ◆ Recruitment and retention of staff is becoming increasingly difficult. Vacancy management is hindered by lengthy recruitment times. There is a need to rely on Agency staff and short term contracts which can be disruptive and not always effective.
- ◆ There are now less than two full time qualified Occupational Therapists in post in Adults Services and this is likely to worsen during the year.

**8.4.10 Reablement**

- ◆ The need to invest in promoting reablement as an ethos across the Directorate and purchased services is paramount. Although the Denbighshire Rehabilitation Support Service is growing to ensure a full County Service there is a need for more integration at key stages in the care pathway.

**8.4.11 Best Value**

- ◆ A Best Value review of the services Care Management function needs to be undertaken.

**8.4.12 Advances in Information Technology**

- ◆ Once the new Care.com system has been introduced staff will have one computer between two this could enable improvement in practice, effectiveness and communication. The Service needs to embrace this change.

**8.5 STRATEGY - General**

**8.5.1 Staff**

- ◆ To ensure that the service recruits and retains sufficient suitably skilled staff to achieve its objectives and that they are deployed in the most efficient and effective way.

ACTION	PRIORITY	WHEN
To improve the system for monitoring the allocation of waiting lists, and response times across the whole service enable an objective assessment of service capacity and identify areas for targeting resources.	High	April 2002
To agree a workload measurement tool and determine what constitutes an acceptable workload to enable appropriate target setting, taking into account the differing character work between Teams.	High	September 2002
To ensure that there is a coherent, manageable roll out plan for the new initiatives.	High	April 2002 - October 2002

<b>ACTION</b>	<b>PRIORITY</b>	<b>WHEN</b>
To engage in more systematic workforce analysis and planning for service needs. This will specifically include investigation of the value of Social Work and Occupational Therapy Assistants in managing workloads and coping with new initiatives.	Medium	October 2002
To influence the Departmental human resource strategy promoting ideas to provide appropriate career structures including continued professional development and incentives and ensure the recruitment, retention and development of staff.	Medium	April 2002
To support staff to embrace information technology.	Medium	April 2002

### 8.5.2 Partnership with Health

- ♦ To increase joint working and co-operation with both the Conwy & Denbighshire Trust and the North Wales Health Authority and the Denbighshire Local Health Group/Board while maintaining the client centred approach inherent in Social Services values.

<b>ACTION</b>	<b>PRIORITY</b>	<b>WHEN</b>
To use the opportunity of the work around the Unified Assessment Tool to forge closer links and understanding of roles with colleagues in health at all levels and across County boundaries, especially the importance of a client centred approach.	Medium	April 2002 ongoing
To work with the Health Authority to produce Continuing Health Care Criteria for North Wales, which recognise the statutory limitations upon a Local Authority to make nursing home placements.	Medium	April 2002
To continue working in partnership around auditing and validating delayed discharges.	High	September 2002

### 8.5.3 Partnership with the Independent Sector Providers

- ♦ To work with residential and nursing home owners to ensure that the difficulties that they anticipate in implementing the Care Standards Act and in recruiting and retaining staff are recognised and all possible assistance is given.
- ♦ To encourage an increase of independent domiciliary care provision in the south of the County and to work with the sector to enable recruitment and retention of staff.



<b>ACTION</b>	<b>PRIORITY</b>	<b>WHEN</b>
To review fee levels for residential and nursing home care in the light of Social Services spend against budgets, and further evidence of difficulties in the residential sector in Denbighshire and any National Assembly initiatives.	High	June 2002
To consider offering block contracts for work in special localities in the south of the County.	High	April 2002 - October 2002
To consider implementing a package of measures which will give the opportunity for domiciliary providers to of greater stability in pay and conditions.	Medium	April 2002 - June 2002
To consider the impact of further externalisation of the Home Care service.	Low	October 2002 onwards
To consider the feasibility of contract monitoring arrangements within the resources available.	Medium	October 2002 onwards

#### 8.5.4 Partnerships with the Voluntary Sector

- ♦ To promote and encourage the Voluntary Sector as part of efforts to increase the capacity of the Sector to undertake preventative work. This will require effective means of communication and recognition of them as important stakeholders in the service planning process. (Ref Key issue 3c)

<b>ACTION</b>	<b>PRIORITY</b>	<b>WHEN</b>
To ensure there is a programme of meetings with the voluntary sector with whom the Service enters into contractual arrangements. The reporting of difficulties and ideas for developments are to be fed into the service planning process by link personnel.	Medium	March 2003
To consider how information about general developments and initiatives in the voluntary sector can be effectively disseminated in order to recognise its potential in meeting the needs of service users.	Low	March 2003

#### 8.5.5 Partnerships within the Local Authority

- ♦ To enhance the trust and support of colleagues within the Authority and foster corporate approaches to service delivery to contribute to the corporate objectives of the Authority.

<b>ACTION</b>	<b>PRIORITY</b>	<b>WHEN</b>
To identify the important interfaces where practice could be improved through closer working with colleagues.	Medium	June 2002
To consider developing joint action plans, protocols and procedures with colleagues at the important interfaces identified above.	Medium	March 2003

#### 8.5.6 Budget

- ♦ To closely monitor and analyse the spend against budgets and take timely corrective action if necessary or possible. To take opportunities to maximise income.

<b>ACTION</b>	<b>PRIORITY</b>	<b>WHEN</b>
To consider devolving budgets further	Medium	September 2002
To maximise claims for Transitional Housing Benefit	High	October 2003
To assist in recording the spend on Preserved Right cases and people who would have previously been able to claim Residential Care Allowance.	High	April 2002 ongoing
To consider other financial sources like those under the Increased Flexibilities arrangements to fund new initiatives.	Medium	December 2002

#### 8.5.7 Reablement

- ♦ To promote and optimise service users' potential for independence through effective team working across health and social care and across assessment and provider functions in the Local Authority, independent and voluntary sectors.

<b>ACTION</b>	<b>PRIORITY</b>	<b>WHEN</b>
To ensure greater integration of the Denbighshire Rehabilitation Service and the Occupational Therapy service into care pathways, particularly at access and review.	High	April 2002 ongoing
To pilot a multi-disciplinary team in the North of the county using Increased Flexibilities and money from the Health Trust	High	October 2002 - April 2002
To consider investing in Reablement advisors to work alongside care managers and care providers to advise on the integration of reablement into working practices.	High	April 2002 ongoing
To explore how best to use the 6-week free home care provision and support arranged through Transitional Housing Benefit in promoting independence.	High	October 2002

**8.5.8 Quality Promotion and Evaluation**

- ♦ To ensure that although workload pressures will increase, the service establishes a strategy for the promotion and evaluation of quality practice and service delivery, and implements that strategy within the resources available.

<b>ACTION</b>	<b>PRIORITY</b>	<b>WHEN</b>
To agree a strategy which includes the following elements: client surveys, peer review, analysis of outcomes and the views of outside agencies, and which also contributes to the need for continuous professional development.	Medium	September 2002
To implement systems for measuring the quality of purchased services against agreed standards and ensure links into the training strategy.	Medium	April 2002 ongoing
To commence a Best Value review of the care management service.	Medium	April 2002 ongoing
To finalise and implement plans for measuring and promoting quality within Teams and across the service.	Medium	October 2002

**8.6 KEY ISSUES - Older People****8.6.1** For those who are most dependent there are a number of threats to their well-being:

- ♦ Residential Care: In 2001/2002, in Denbighshire, there were 2 residential/nursing homes and 2 small homes that closed. The effect of these closures is often devastating on the residents and decreases the availability of residential care. There is a long standing lack of suitable residential care in the south of the County. The implementation of the Care Standards Act makes it likely that there will be closures in 2002/2003. This difficult situation is compounded by the need for substantial increases in fee levels to maintain profitability and to recruit and retain staff, especially nurses, working in homes. These factors lead to justifiable concerns as to the quality of care which can be provided. The reduction in beds has led to increasing problems in providing respite care.
- ♦ Domiciliary Care: The sector had difficulties in recruiting and retaining suitable staff in 2001/2002. There is no reason to think that this will change in 2002/2003. The likelihood is that the social care work force will not increase and that there will be continuing difficulties in meeting identified need, especially in the south of the County. This difficulty will be compounded if the Department is unable to fund the package of measures identified in 8.5.1 above.
- ♦ Hospital Discharge: Continuing pressure to discharge clients as early as possible has led on occasions to 'unsafe' discharges. The strains on community services lead to this being an increasing possibility.

- ♦ For those who are less dependent the major issue is the Directorate's inability to commission or recommission 'preventative' services within available funding.

### 8.7 STRATEGY - Older People

- ♦ The strategy remains one of promoting rehabilitative and preventative services as far as is possible within resources, and thus reducing the dependence of Older People on residential and domiciliary services, and of admissions to hospital.

ACTION	PRIORITY	WHEN
To participate in the Elderly Strategy Group in which key issues are being addressed with the Conwy & Denbighshire NHS Trust, Local Health Group, the North Wales Health Authority, Voluntary and Independent sector.	Medium	April ongoing
To implement, monitor, review and report upon progress of the Emergency Pressures Action Plan with Health Colleagues	High	April 2002 and quarterly

### 8.8 KEY ISSUES - Older People with a Mental Illness

- ♦ Recent developments in drug therapy for those in the early stages of dementia have challenged services. Besides supporting people with advanced dementia, there is an increasing need to support those whose dementia is less advanced and whose overall level of functioning can be maintained by drug therapies augmented by services which stimulate intellectual activity.
- ♦ A District Audit report on EMI services has pointed out the advantages in closer cooperation between Health and Social Services, possibly leading to the formation of joint single site EMHTs. Before such a move the administrative and IT issues of merging the two service elements, needs to be addressed and resolved. It is important in such a move to maintain the whole person focus of social work practice.
- ♦ The disagreement with the North Wales Health Authority around what constitutes health care is most acute in EMI services. It is essential that this barrier to joint working is removed as soon as possible to enable closer working in the future.
- ♦ All these factors have led to increased workloads for the EMI Social Workers over and above the work increases experienced by other Social Workers.

### 8.9 STRATEGY - Older People with a Mental Illness

- ♦ The strategy is to work closely with the Conwy and Denbighshire Trust in shaping services to deal with the changing nature of EMI work, while seeking to increase the number of workers involved in EMI work.

ACTION	PRIORITY	WHEN
To actively steer the joint EMI Division Working Group to address the issues raised above and seek realistic solutions.	High	April 2002 ongoing

### 8.10 KEY ISSUES - Physical Disabilities

- ◆ The successful introduction and promotion of a Direct Payments Scheme will require an ongoing partnership between people with a disability and social services.
- ◆ Concern expressed last year that the service for people with Physical Disabilities is too generic still remains as does the issue of the small geographical area of Denbighshire making it difficult to provide specialist social workers or a specialist multidisciplinary team. The possibility of a special interest group needs to be explored.
- ◆ A report commissioned by the Association of Directors of Social Services in Wales is now available to enable commissioners to reappraise expenditure in relation to physical disability. It suggests that only 20% of people with more severe disabilities are receiving a service; that there is a need to re-balance services to promote greater independence and the need to promote innovative services. Denbighshire will need to consider its own position.
- ◆ Another concern remaining from the Social Care Planning Group for people with physical disabilities is the reduction in the number of project work hours currently provided by the County and the fact this work is being undertaken by the independent sector, who Service Users feel have too high a turnover of staff and a low standard of training. A survey of client views carried out in 2001 did not substantiate this view as 87.5% were satisfied or very satisfied.
- ◆ The introduction of new policy and legislation in relation to parking concessions for people with a disability.
- ◆ The lack of Local Authority provision of appropriate day services for people with disabilities. This has been brought as an issue particularly for people with acquired brain injuries and people with less severe disabilities. Nevertheless, a review is underway.

**8.11 STRATEGY - Physical Disabilities**

- ◆ To continue with the main strategy of encouraging independence for people with a physical disability, resulting in less dependence on services where appropriate. This strategy encompasses Direct Payments, the use of Voluntary Organisations as service providers and maximising independence by reablement and Transitional Housing Benefit.
- ◆ To continue working in partnership with Denbighshire Disability Forum and others to modernise the Department's approach to services for people with physical disability, particularly in relation to day time activities.

**8.12 ACTION**

<b>ACTION</b>	<b>COMMENT</b>	<b>PRIORITY</b>	<b>WHEN</b>
To implement a Direct Payment Scheme.	In partnership with people with a disability and others eligible for Direct Payments.	High	April 2002 ongoing
To adopt the new national guidelines for the issue of blue badges	Request support of Denbighshire Disability Forum.	Medium	April 2002 Ongoing
To undertake Best Value reviews and consider the modernisation of the Department's approach to physical disability services.	Fully involve the use of forums. Engage in discussions with Cefndy Enterprises	High	October 2002
To continue to review the role of the Project Work Service.	Fully involve the User Forums	High	Sept 2002

**8.13 KEY ISSUES - Visual Impairment**

- ◆ For those people who are visually impaired, both Assessment and Rehabilitation services are provided by Vision Support, a local voluntary organisation which works closely with Social Services. The provision of equipment within this structure needs to be made more clear.
- ◆ The evaluation of the current partnership with Vision Support needs to be undertaken.
- ◆ Users of Visual Impairment Services felt that there is a need to review the needs of people on the register.

- ◆ There is a lack of Clubs and other preventative type services for the visually impaired.

#### 8.14 STRATEGY - Visual Impairment

- ◆ To work in partnership with Vision Support to address the key issues above

ACTION	PRIORITY	WHEN
To undertake an evaluation of the current services provided under the partnership arrangements	Medium	October 2002
To clarify the arrangements for the provision of equipment	Medium	May 2002
To consider the feasibility of a review of people currently on the register.	Low	November 2002
To consider the feasibility of support to preventative services for the visually impaired.		

#### 8.15 KEY ISSUES - Hearing Impairment

- ◆ For those people who are deaf or hard of hearing, the service is provided by one Specialist Social Worker for the deaf and by Disability Assistants in the Occupational Therapy Service, making service delivery vulnerable. Inadequate staff time makes the service reactive.
- ◆ Hearing loss is associated with advancing age but the percentage of people who receive environmental equipment from which they would benefit to improve communication and prevent isolation could be increased significantly.
- ◆ The Social Worker for the Deaf provides a service to children and their families. A project work service is vital to the continued development of a 'Language Aide' service to ensure deaf children and their families have access to positive deaf adult role models. There is a need to ensure this is considered in the externalisation of the Project Work Service to Barnardos.
- ◆ There remains little user consultation actively involved in planning services.

#### 8.16 STRATEGY - Hearing Impairment

- ◆ To invest in the service to ensure a more proactive approach to service delivery.
- ◆ To engage in partnerships with the Health Service and voluntary sector to improve service provision.

**8.17 ACTION**

<b>ACTION</b>	<b>COMMENT</b>	<b>PRIORITY</b>	<b>WHEN</b>
To evaluate the pilot initiative of a dedicated Disability Assistant for hearing impaired people	Initially aimed at reducing a waiting list this should also consider extending the remit of the role to outreach into the community and provide an educational role.	High	April 2002
To introduce a caseload management system for the Social Worker and Disability Assistants		Low	December 2002
To implement revised eligibility criteria for services	This may influence the revision of criteria in the light of Fair Access to Care	High	April 2002 ongoing
To explore partnerships with Health for the creation of a combined audiology service	as per Audit Commission recommendation in 'Fully Equipped'	Medium	September 2002
To ensure the contracts with the voluntary sector are monitored and evaluated and appropriate support is given		Medium	Ongoing
To contact user groups for their views on increasing involvement.		High	June 2002

**8.18 KEY ISSUES - Dual Sensory Impairment**

- ♦ At least 40 people per 100,000 are deafblind. Many are not known to Social Services. Of those who are in contact with Social Services, not all are identified as having dual sensory impairment nor are they necessarily in receipt of appropriate services.

**8.19 STRATEGY - Dual Sensory Impairment**

- ♦ In August 2001, the National Assembly issued Guidance on Social Care for Deafblind Children and Adults under Section 7 of the Local Authority Social Services Act 1970. The Strategy for this client group is to work with relevant partners, and particularly SENSE Cymru, to implement the Guidance effectively in Denbighshire.



**8.20 ACTION**

<b>ACTION</b>	<b>PRIORITY</b>	<b>WHEN</b>
Identify, make contact and keep a record of Deafblind people in the area.	Medium	Begin work Sept 2002
Ensure that when an assessment is required, it is carried out by a specifically trained person/teacher.	Medium	Begin work Sept 2002
Ensure services provided to Deafblind people are appropriate	Medium	Begin work Sept 2002
Provide information about services in formats and methods that are accessible to Deafblind people	Medium	Begin work Sept 2002
Ensure a member of senior management includes Deafblind within their responsibilities, overall responsibility for Deafblind services	Medium	Sept 2002

**8.21 KEY ISSUES - Learning Disabilities (Mental Handicap)**

- ◆ The demand for service provision continues to increase. Recent examples have been the need for alternative forms of day service, a respite care facility in the north of the County, Community Living for people in the south of the County and increased work opportunities services for the less dependent.
- ◆ The processes and procedures within Learning Disability services, which are in many ways less clearly defined than for other client groups, are in need of revision, but also need to adopt and adapt to many of the new initiatives such as Direct Payments, the introduction of Care.com, Unified Assessment and Fair Access to Care, the transfer of Preserved Rights cases and the promotion of shared recording.
- ◆ The comprehensive resettlement of people from Bryn-y-Neuadd has not yet been approved by the National Assembly, but the likelihood is that it will be. This will prompt a critical look at service provision.
- ◆ User representation on Strategic Planning Group is needs strengthening.

**8.22 STRATEGY - Learning Disabilities (Mental Handicap)**

- ◆ To work in partnership with health to produce closer working practice.
- ◆ To use the Transitional Housing Benefit developments to expand services to meet the increasing demand.
- ◆ To work in partnership with SCOVO to promote greater user involvement in Strategic Planning Group.

<b>ACTION</b>	<b>PRIORITY</b>	<b>WHEN</b>
To develop a respite care facility in the north of the County.	High	October 2002
To develop plans for all School Leavers and people living with Elderly Carers	High	April 2002 ongoing
To work in partnership to establish alternative form day care.	Medium	April 2002 ongoing
To review services in line with the joint flexibilities a view to greater integration between health and social services.	Medium	April 2002 ongoing
To devise and implement a plan for promoting greater user involvement in the Strategic Planning Group in partnership with People First and SCOVO	Medium	November 2002

### **8.23 KEY ISSUES - Hospital Social Work**

- ◆ Facilitating hospital discharge and removing delays to discharge is a key objective of the National Assembly for Wales. All procedures and processes around discharge need to be reviewed with both the North East Wales Trust and the Conwy & Denbighshire NHS Trust to ensure that this objective is met, whilst ensuring discharge arrangements meet service user's appropriate.
- ◆ Preventing admissions and re-admissions requires innovative ways of practice and appropriate use of rehabilitation.
- ◆ A social work service is provided to Community Hospitals and Wrexham Maelor satellite hospitals such as Meadowslea in Denbighshire by Social Workers from the Community Teams. This involvement is critical in minimising delayed discharges which is a priority for the National Assembly. Liaison in this area of activity needs to be maintained and enhanced.
- ◆ Denbighshire Hospital Social Work Team based in Glan Clwyd Hospital hosts several regional posts. Maintaining and strengthening networks is important.
- ◆ There is a new Team Manager for the Glan Clwyd Hospital Social Work Team from April 2002 who will require some time to settle into the post and build up relationships with colleagues in Health and Social Services.
- ◆ User involvement in service provision is minimal.

### **8.24 STRATEGY- Hospital Social Work**

- ◆ To continue to work with Health Colleagues to develop new initiatives, service provision and joint commissioning.
- ◆ To continue to enhance relationships with colleagues in Community Teams

- ♦ To seek the views of users about service delivery

## 8.25 ACTION

ACTION	COMMENT	PRIORITY	WHEN
Undertake User Satisfaction survey.		Medium	September 2002
To develop a Service Level Agreement at Ysbyty Glan Clwyd	To cover standards, response times and delayed discharges.	High	June 2002
To develop procedures manual in line with Departmental guidelines		High	April 2002 ongoing
To promote the identity of the Department within the Hospital setting.	Targeting groups where improvement can be made	Medium	Sept 2001

## 8.26 KEY ISSUES - Occupational Therapy (OT) Service

- ♦ Extra resources have been invested in the OT service. However, the increasing number of risk assessments and manual handling issues has meant that the waiting list for assessment continues to rise. Occupational Therapists not only assess, they arrange and provide services. A key issue is balancing the two and still be able to impact on the waiting list.
- ♦ It has been essential to redirect resources into assistant staff because of the inability to recruit and retain qualified Occupational Therapists. A key issue is to ensure the appropriate ratio of qualified to unqualified staff and ensure effective supervision.
- ♦ Waiting times for assessments are improving for less urgent referrals as the result of initiatives with a variety of partners but overall waiting times remain unacceptable.
- ♦ The potential contribution of occupational therapy, particularly for younger people with physical disability is limited and there is a need to enable the service to broaden its contribution effectively to the reablement and promoting independence agenda.
- ♦ The Disability Equipment Store and Handyman Service are located within the Provider Unit. It is essential that continuous improvement of the Equipment service is undertaken in partnership as part of a cross service and cross agency strategy, ensuring the involvement of users and all stakeholders.

**8.27 STRATEGY - Occupational Therapy Service**

- ♦ Working with the Conwy & Denbighshire NHS Trust and neighbouring Authorities to identify and implement a cross agency service strategy is essential. There is a need to ensure an integrated approach to service delivery where appropriate. This needs to include human resources.
- ♦ To consider and implement innovative ways of working with all sectors and in partnership with users to improve service delivery including the reduction of waiting times and the waiting list .
- ♦ To maximise the potential of the Occupational Therapy Profession by fostering integrated practice with Social Work colleagues and enabling a wider contribution to strategies for promoting independence and reablement building on the traditional roles of equipment and adaptations provision
- ♦ To develop and agree a strategy for the Equipment Service with users and all stakeholders in the light of Audit Commission report 'Fully Equipped' and the good practice guidance produced by the Disabled Living Centres Council.

**8.28 ACTION**

<b>ACTION</b>	<b>COMMENT</b>	<b>PRIORITY</b>	<b>WHEN</b>
To negotiate a human resource strategy as part of a larger service strategy with the Health Trust and reappraise the investment in the Service	Resources needed Recruitment Issues Evaluation of the use of assistants	High	April - June 2002
To evaluate initiatives such as the Minor Adaptations Partnership and the Community Bathing Assessment Service and secure partnership funding if appropriate	Funding needed. Some funding available from Health and Care & Repair frees up some OT time	High	April 2002 Ongoing

ACTION	COMMENT	PRIORITY	WHEN
To consider the restructuring of the OT service to facilitate integration into social work teams and other service provision	This could include the Provider Unit and Care and Repair and involve Health Service integration where possible.	Medium	April 2002 ongoing
To contribute to an Equipment Service strategy with key stakeholders.	Provider Unit Cefndy Enterprises Health Trust Users Voluntary Sector This should include audiology services	Medium	June 2002

### 8.29 KEY ISSUES - Drugs & Alcohol

- ◆ This service is an integral part of the Denbighshire Drug & Alcohol Forum. Linking into the North Wales Drug & Alcohol Forum, the group works to a North Wales, and a local, Denbighshire Plan, Targets are now being set spanning each of the four main strands of the strategy: children young people and adults; Families and Communities; treatment; availability.
- ◆ Within Social Services, a key issue is the difficulty faced by Social Workers and domiciliary care providers when working with people (especially older people) who also misuse alcohol. Support and training is required.
- ◆ There is a distinct lack of user representation within the service making planning responsive services very difficult. User involvement is critical in developing alternative interventions more suited to people's needs, particularly alternatives to residential rehabilitation.
- ◆ Eligibility criteria needs to be understood and implemented notwithstanding that services in rural areas are limited and therefore there is a need to target rural communities. A proactive approach is required.

### 8.30 STRATEGY- Drugs & Alcohol

- ◆ To continue to work under the auspices of the North Wales Drug & Alcohol Forum and the Denbighshire Local Action Team, whilst developing local solutions to local concerns
- ◆ To educate social care staff to work more confidently and effectively with this client group.

**8.31 ACTION**

- ♦ Actions are contained within the Denbighshire Drug & Alcohol Forum's Business Plan but some are specifically led by Social Services:

<b>ACTION</b>	<b>COMMENT</b>	<b>PRIORITY</b>	<b>WHEN</b>
To ensure all service groups are aware of the support available from Drugs and Alcohol Services	Joint work with Care Managers, care providers and Social Workers, Children Services	Medium	March 2003
Participate in the monitoring of Community Rehab Programme	As part of steering group develop protocols.	High	July 2002
	Ongoing review of spending within budget	Medium	Monthly/6 monthly
Monitor and re-evaluate SLA with CAIS	Quarterly meetings	Medium	Jan 2002
	Develop new initiatives	Medium	
	Consumer sat survey	High	
Support individuals undergoing rehab Community/ Residential	Target 20	High	March 2002
Develop new links with DAWN project	Via attendance on LAT	Medium	August 2002
	LAT	Medium	August 2002
	Link individual needs of client group	High	June 2002

**8.32 KEY ISSUES - Housing & Community Care**

- ♦ The role of Housing in Community Care is particularly relevant to the best use of public money and a number of objectives need to be developed and shared between Housing and Social Services. The Housing Forum and the Housing Adaptation Policy and Procedures Initiative are useful Groups to take this agenda forward. Progress to date has been slow.
- ♦ Following lengthy involvement in the benchmarking process for adaptation services across Wales. There is a need to engage other Departments, Directorates, the voluntary sector, users and others in using the resulting report to audit and improve practice.

**8.33 STRATEGY - Housing & Community Care**

- ♦ To work in partnership across other Departments/Directorates of the County Council to continue to address the actions identified in the Audit Commission “Home Alone” report and the Syniad report “Benchmarking Housing Adaptations for People With Disabilities”.

**8.34 ACTION**

<b>ACTION</b>	<b>COMMENT</b>	<b>PRIORITY</b>	<b>WHEN</b>
To audit the Adaptation Service against recommendations in the benchmarking report	The Cross Directorate/ Organisation Housing Adaptation Policy and Procedures Initiative is addressing this	Medium	April 2002 - October 2002
To explore the feasibility of an initiative around Wynnes Parc Cottages for an on-site warden scheme		Medium	April 2002 - October 2002
To participate in the development and implementation of the Single Homelessness Strategy		Medium	April 2002 ongoing

**8.35 HUMAN RESOURCE IMPLICATIONS**

See Point 8.5.1 above.

**8.36 CORPORATE POLICY IMPACTS****8.36.1 Community Involvement**

- ♦ The service continues to assist people who wish to remain in their own ~~homes~~ be involved in their own local communities by arranging care for ~~them~~ ~~own~~ homes.
- ♦ The plan indicates the importance of both preventative and rehabilitative ~~with~~ vulnerable people. If this strategy is effective then people will be enabled to become more independent and remain integrated within their local communities.
- ♦ By encouraging local voluntary organisations to become providers of services within the community, the strength of local communities will increase.

- ♦ The development of a partnership of voluntary groups in Denbighshire will see more involvement by groups and individuals in community life.

#### **8.36.2 Anti-Poverty**

- ♦ The service continues to provide benefits advice and welfare benefits checks to people in a variety of settings especially in Community Hospitals and referral to Welfare Rights Unit Partnership.
- ♦ The service is addressing the changes in Housing Benefit which come into effect in April 2001. Some lower level needs may be met by this route. Furthermore the amount secured by this route will be available to the residents of Denbighshire at the end of the transitional scheme in 2003 when the money is transferred to the Local Authority.

#### **8.36.3 Business Culture**

- ♦ The service has developed standards for the care management ~~provision~~ residential and nursing home care and domiciliary care. These standards are vital for the development of Best Value within the Department.
- ♦ Targets relating to Audit Commission, Best Value and Local Indicators have been set and appear under the objectives for this plan.
- ♦ Effective liaison groups have been established with providers of Residential and Nursing Home care and Domiciliary care.



### 8.36.4 OUTCOMES & TARGETS

		All Wales Average 00 - 01	Data 00 - 01	Target 00 - 01	Data 01 - 02	Target 01 - 02	Target 02 - 03
	<b>Standard</b>						
NAWPI 3.6	Costs of residential or home care for adults by reference to gross cost per week	£297.00	Not Available	Not Set	£97.71***	Not set	101
NAWPI 3.7	The rate of older people (aged 65 or over) helped to live at home per 1,000 of population aged 65 or over	99	102.43	Not Set	80.81**	99	98
NAWPI 3.8	The rate of delayed transfer of care for social care reasons per 1,000 population aged 75 or over	Average n/a	New n/a	New n/a	1.89 (not including code 12s)	2.53	2.53
NAWPI 3.9	% of adult clients receiving a written statement of their needs and how they will be met.	81%	Not available	Not set	87.2% (provisional)	85%	95%
NAWPI 3.10	The rate of assessments of people aged 65 and over per 1000 population aged 65 or over	0.16	260.14	Not set	Not Available	250	250
NAWPI 3.11	The number of nights respite care provided of funded by the authority per 1,000 population aged over 18	107	106.87	Not set	132.6 (provisional)	106.00	105

\*\* Recording practices have been changed to reflect the new RAP system introduced by NAW - final validated figure will be available 31st March 2006

\*\*\* Indicator has changed from last year, therefore this figure may be inaccurate. Unable to verify, due to lack of baseline data.

3.7 The RAP system for allocating client groups could explain the change from 2000/01 to 2001/02; there could have been over counting in 2000/01.

3.8 This is a new indicator. Provisional bench marking with other North Wales Authorities indicate a very low rate of delayed discharges.

3.9 There is concern about the accuracy of measuring this indicator.

3.10 Provisional benchmarking against other North Wales Authorities indicates a high level of assessment.

3.11 An established indicator with a stable performance.

2002/2003								
Main Service Outputs & Inputs	Budget £	New* Develop. £	Planned** Reduction £	Target Unit	Cash Limited Budget £	Projected Spend £	Variance £	Staffing Change
<b>Outputs</b>								
<b>Services to Older People</b>								
Residential Placements (weeks/yr) <sup>1</sup>	144,993			1,664	144,993	354,115	209,122	
Residential Placements VDE (Weeks/yr)	1,034,280			7,800	1,034,280	1,107,249	72,969	
Residential Placements EMI (weeks/yr)	483,308			3,068	483,308	433,081	-50,227	
Nursing Placements (weeks/yr)	557,416			2,652	557,416	643,761	86,345	
Nursing Placements EMI (weeks/yr)	1,002,060			4,576	1,002,060	1,036,109	34,049	
LA Homecare Transfer <sup>2</sup>	73,542				73,542	73,542	0	
Delayed Transer of Care (see action plan) <sup>3</sup>		375,806			375,806	0	-375,806	
6 Weeks Free Homecare		110,777			110,777	110,777	0	
Domiciliary Care (hrs per week) <sup>3</sup>	622,390	44,160		1,470	666,550	703,711	37,161	
<b>Preserved Rights (PR)<sup>4</sup></b>		2,185,202			2,185,202	2,185,202	0	
<b>Residential Care Allowance (RCA)</b>		196,032			196,032	196,032	0	
Shortfall in PR and RCA <sup>4</sup>		700,000			700,000	582,116	-117,884	
Day Care (half days per year)	49,692			2,484	49,692	53,489	3,797	
Quality Initiatives-Private Sector	51,000				51,000	51,000	0	
<b>Adults - Physical Disabilities</b>								
Residential Home (weeks/yr) <sup>2</sup>	98,056			486	98,056	98,056	0	
Nursing Home (weeks/yr)	53,202			401	53,202	53,202	0	
In House Project Work (Internal Transfer)	44,221				44,221	44,221	0	
Domiciliary Care (hrs per week)	252,782			558	252,782	252,782	0	
Day Care (half days per year)	53,326			2,133	53,326	53,326	0	
Supported Employment	6,304				6,304	5,460	-844	
Rehabilitation Officer (hrs per year)	31,928				31,928	32,506	578	
Hearing Impairment - Equipment	7,306				7,306	7,306	0	

Visual Impairment - Equipment	2,144				2,144	2,144	0	
<b>Early Dementia Project</b>	15,000				15,000	15,000	0	

<b>Main Service Outputs &amp; Inputs</b>	<b>Budget £</b>	<b>New* Develop. £</b>	<b>Planned** Reduction £</b>	<b>Target Unit</b>	<b>Cash Limited Budget £</b>	<b>Projected Spend £</b>	<b>Variance £</b>	<b>Staffing Change</b>
<b>Out of Hours - Adults</b>	43,185				43,185	43,185	0	
<b>Drugs &amp; Alcohol</b>	57,458				57,458	57,458	0	
No. Clients undergoing residential rehab.				10				
<b>Occupational Therapy</b>	402,912				402,912	402,912	0	
Service Users Assessed								
<b>Learning Disabilities - Work Opportunities</b>	360,218				360,218	468,731	108,513	
Service Users				56				
<b>Learning Disabilities</b>								
<b>Community Living</b>	1,639,613	76,925			1,716,538	1,517,016	-199,522	
Service Users				100				
<b>Transitional Housing Benefit<sup>5</sup></b>	-638,344				-638,344	-638,344	0	
<b>Voluntary Organisations</b>	222,246				222,246	222,246	0	
<b>Reablement</b>	153,000				153,000	153,000	0	

<sup>1</sup> Residential placements: The projected increase is due to the loss of the 'DSS route' through which most people who needed basic residential care were able to fund their care from their benefits.

<sup>2</sup> Transfer to Provider Unit: These transfers are subject to the gradual externalisation of Local Authority services

<sup>3</sup> Domiciliary Care: The new developments concern a proposed package of measures to enable Providers to offer their employees greater security of income through the use of retaining payments and block contracts.

<sup>4</sup> PR & RCA: There is a projected shortfall in the grant from the National Assembly which is compensated by additional County money of £700,000.

<sup>5</sup> Transitional Housing Benefit: This is the amount of THB projected to be received for support to People with a Learning Disability in Community Living Projects.

<b>Main Service Outputs &amp; Inputs</b>	<b>Budget £</b>	<b>New* Develop. £</b>	<b>Planned** Reduction £</b>	<b>Target Unit</b>	<b>Cash Limited Budget £</b>	<b>Projected Spend £</b>	<b>Variance £</b>	<b>Staffing Change</b>
<b>Inputs</b>								
Management	99,664				99,664	100,306	642	
Team Managers	190,799				153,491	158,375	4,884	
Contracting	27,760				27,760	27,259	-501	
Intake & Assessment	188,749				188,749	207,641	18,892	
EMI Social Work	96,858				96,858	97,727	869	
Learning Disabilities	146,643				146,643	147,610	967	
Social Work - Older People	327,811				365,119	333,367	-31,752	
Social Work - PD	96,858				96,858	94,981	-1,877	
Hospital Social Work	113,002				113,002	111,613	-1,389	
Social Work - SI	37,181				37,181	33,169	-4,012	
New Posts - See New Developments		70,500			70,500	160,440	89,940	6
Income from Charges on Property	-93,041				-93,041	-93,041	0	
Charging Policy Income	-117,881				-117,881	-88,305	29,576	
Miscellaneous Income	-32,149				-32,149	-32,149	0	
Delayed Transfer of Care <sup>6</sup>		-375,806			-375,806	-375,806	0	
Six Weeks Free Homecare		-110,777			-110,777	-110,777	0	
<b>TOTAL</b>	<b>7,905,492</b>	<b>3,272,819</b>	<b>0</b>		<b>11,178,311</b>	<b>11,092,801</b>	<b>-85,510</b>	

<sup>6</sup> Delayed Transfer of Care: This will be spent as identified in the Delayed Transfer of Care Action Plan.

New Developments 2002/2003		Priority	Timescale
£			
44,160	Transfer from Provider Unit re. 200 Hours		
2,185,202	Preserved Rights		
196,032	Transfer of Residential Care Allowance		
700,000	Addition money to offset overspend in PR and RCA		
76,925	Transfer of Berwyn Project from Provider to Purchasing		
40,500	2 SW, 3 SW Assts & 1 Dis Asst Posts funded from Carers Money, Ro		
30,000	Commission and proportion of DToC money		
375,806			
3,759,402			

### Budgets & Projected Spend 2003/04 & 2004/05

The projections for these years are difficult. Some of the factors which will impact on these projections are:

- it is not known if there will be a reduction in the PR transfer for 'drop off' in subsequent years.
- the increase in the Residential Care transfer for subsequent years is not known
- the effect on Social Services budgets of the proposed transfer to the North Wales Health Authority of free nursing care in April 2003 is not known
- the new eligibility criteria for Continuing Health Care have not been agreed as yet.
- the effect of the '6 weeks free home care' is not known
- the effect of the joint flexibilities initiative is not known.

Given this level of uncertainty, the main trends which we can project are:

- a reduction in the number of nursing home placements made by Social Services
- a likely reduction in the number of residential placements made as the Care Standards Act takes effect.
- a consequent increase in the number of people receiving domiciliary care.
- an increase in the number of people who are reabled
- the Learning Disability budget should be sufficient to allow for growth in service provision.
- staffing levels are projected to increase in these years as more emphasis is put on accurate, comprehensive multi-disciplinary assessment.
- the projections below attempt to quantify these trends.

2003/2004								
Main Service Outputs & Inputs	Budget	New*	Planned**	Target	Cash Limited	Projected	Variance	Staffing

	£	Develop. £	Reduction £	Unit	Budget £	Spend £	£	Change
<b>Outputs</b>								
<b>Services to Older People</b>								
Residential Placements (weeks/yr)	149,343		-2,926	1,631	146,417	146,417	0	
Residential Placements VDE (weeks/yr)	1,065,308		-21,306	7,643	1,044,002	1,044,002	0	
Residential Placements EMI (weeks/yr)	497,807		-9,956	3,006	487,851	487,851	0	
Nursing Placements (weeks/yr)	574,138		-57,413	2,386	516,725	516,725	0	
Nursing Placements EMI (weeks/yr)	1,032,122		-10,321	4,530	1,021,801	1,021,801	0	
LA Homecare transfer	75,748				75,748	75,748	0	
Domiciliary Care (hrs per week)	686,547	32,053		1,538	718,600	718,600	0	
Preserved Rights	2,250,758				2,250,758	2,250,758	0	
Residential Care Allowance	201,913				201,913	201,913	0	
New monies b/f	721,000		-73,970		647,030	647,030	0	
Day Care (half days per year)	51,183	2,559		2,087	53,742	53,742	0	
Quality Initiatives - Private Sector	52,530				52,530	52,530	0	
<b>Adults - Physical Disabilities</b>								
Residential Home (weeks/yr)	105,118			486	105,118	105,118	0	
Nursing Home (weeks/yr)	54,798			401	54,798	54,798	0	
In House Project Work (Internal Transf)	45,548				45,548	45,548	0	
Domiciliary Care (hrs per week)	260,365	13,018		585	273,383	273,383	0	
Day Care (half days per year)	54,926	4,109		2,292	59,035	59,035	0	
Supported Employment (Client)	6,493				6,493	6,493	0	
Rehabilitation Officer (hrs per year)	32,886				32,886	32,886	0	
Hearing Impairment - Equipment	3,405				3,405	3,405	0	
Visual Impairment - Equipment	2,208				2,208	2,208	0	
<b>Early Demential Project</b>	15,450				15,450	15,450	0	
<b>Out of Hours - Adults</b>	44,481				44,481	44,481	0	
<b>Main Service Outputs &amp; Inputs</b>	<b>Budget £</b>	<b>New* Develop.</b>	<b>Planned** Reduction</b>	<b>Target Unit</b>	<b>Cash Limited Budget</b>	<b>Projected Spend</b>	<b>Variance £</b>	<b>Staffing Change</b>

		£	£		£	£	
<b>Drugs &amp; Alcohol</b>	59,182				59,182	59,182	0
No. Clients				10			
<b>Occupational Therapy</b>	414,999	20,750			435,749	435,749	0
Service Users Assessed							
<b>Learning Disabilities</b>							
<b>Work Opportunities</b>	371,025				371,025	371,025	0
Service Users				56			
<b>Community Living</b>	1,768,034				1,768,034	1,768,034	0
Service Users				100			
<b>Transitional Housing Benefit</b>	-657,494				-657,494	-657,494	0
<b>Voluntary Organisations</b>	228,913				228,913	228,913	0
<b>Reablement</b>	157,590	31,518			189,108	189,108	0
<b>Inputs</b>							
Staffing	1,437,699	71,885			1,509,584	1,616,294	106,710
Income	-250,362				-250,362	-250,362	0
Underspend 2002/3 b/fwd						-85,510	-85,510
			.r				
<b>TOTAL</b>	<b>11,513,660</b>	<b>175,892</b>	<b>-175,892</b>		<b>11,513,660</b>	<b>11,534,861</b>	<b>21,201</b>

**New Developments - 2003/2004**

Increase in provision of Domiciliary/Day Care (Older People)

Increase in provision of Domiciliary/Day Care - PDSI



	Increase in OT equipment Budget
	Increase in Reablement Budget
	Increase in staffing budget

<b>Planned Reductions - 2003/2004</b>	
	Reduction in Residential/Nursing Home Placements - Older People

2004/2005								
Main Service Outputs & Inputs	Budget £	New* Develop. £	Planned** Reduction £	Target Unit	Cash Limited Budget £	Projected Spend £	Variance £	Staffing Change
<b>Outputs</b>								
<b>Services to Older People</b>								
Residential Placements (weeks/yr)	150,809		-3,016	1,598	147,793	147,793		
Residential Placements (weeks/yr)	1,075,322		-21,506	7,489	1,053,816	1,053,816		
Residential Placements EMI (weeks/y	502,487		-10,050	2,947	492,437	492,437		
Nursing Placements (weeks/yr)	532,227		-53,222	2,147	479,005	479,005		
Nursing Placements EMI (weeks/yr)	1,052,455		-105,245	4,082	947,210	947,210		
LA Homecare Transfer	78,021				78,021	78,021		
Domiciliary Care (hrs/week)	740,158	59,298		1,614	799,456	799,456		
Preserved Rights	2,318,281				2,318,281	2,318,281		
Residential Care Allowance	207,970				207,970	207,970		
New monies b/f	666,441				666,441	666,441		
Day Care (half days/year)	55,354			2,094	55,354	55,354		
Quality Initiatives - Private Sector	54,106				54,106	54,106		
<b>Adults - Physical Disabilities</b>								
Residential Home (weeks/yr)	108,271			486	108,271	108,271		
Nursing Home (weeks/yr)	56,442			401	56,442	56,442		
In House Project Work	46,914				46,914	46,914		
Domiciliary Care (hrs per week)	281,585	14,079		614	295,664	295,664		
Day Care (half days per year)	60,806			2,292	60,806	60,806		
Supported Employment (Client)	6,688				6,688	6,688		
Rehabilitation Officer (hrs per year)	33,872				33,872	33,872		
Hearing Impairment - Equipment	3,507				3,507	3,507		
Visual Impairment - Equipment	2,275				2,275	2,275		
<b>Early Dementia Project</b>	15,914				15,914	15,914		
<b>Out of Hours - Adults</b>	45,815				45,815	45,815		

<b>Main Service Outputs &amp; Inputs</b>	<b>Budget £</b>	<b>New* Develop. £</b>	<b>Planned** Reduction £</b>	<b>Target Unit</b>	<b>Cash Limited Budget £</b>	<b>Projected Spend £</b>	<b>Variance £</b>	<b>Staffing Change</b>
<b>Drugs &amp; Alcohol</b>	60,957				60,957	60,957		
No. Clients				10				
<b>Occupational Therapy</b>	448,822	22,441			471,263	471,263		
Service Users Assessed								
<b>Learning Disabilities</b>								
<b>Work Opportunities</b>	382,155			56	382,155	382,155		
Service Users								
<b>Community Living</b>	1,821,075			100	1,821,075	1,821,075		
Service Users								
<b>Transitional Housing benefit</b>	-677,219				-677,219	-677,219		
<b>Voluntary Organisations</b>	235,781				235,781	235,781		
<b>Reablement</b>	194,781	19,478			214,259	214,259		
<b>Inputs</b>								
Staffing	1,554,872	77,743			1,632,615	1,742,525	109,910	
Income	-257,874				-257,874	-257,874		
Underspend 2003/4 b fwd						20,171	20,171	
<b>TOTAL</b>	<b>11,859,070</b>	<b>193,039</b>	<b>-193,039</b>		<b>11,859,070</b>	<b>11,989,151</b>	<b>130,081</b>	

<b>New Developments - 2004/2005</b>	
	Increase in provision of Domiciliary/Day Care (Older People)
	Increase in provision of Domiciliary/Day Care - PDSI
	Increase in OT equipment Budget
	Increase in Reablement Budget
	Increase in staffing budget
<b>Planned Reductions - 2004/2005</b>	
	Reduction in Residential/Nursing Home placements - Older People

## **9. SERVICE: PROVIDER UNIT**

### **9.1 DESCRIPTION OF SERVICE**

**9.1.1** The Provider Unit exists to provide a range of services to support vulnerable adults so that they may maintain valued lives in the community either in their own homes, or in homely environments offering residential care. The range of need met by the unit is wide and it is necessary for those working in the various services to work closely with the Social Work and Care Management Service and with other sections, agencies and providers.

**9.1.2** The Provider Unit provides a range of services to Older People, to People with a Physical and/or Sensory Impairment, to people with a Learning Disability (Mental Handicap) and to those with a Mental Illness.

### **9.2 MAIN SERVICES PROVIDED**

- ◆ Domiciliary Care (Community Living / Home Care / Project Work Service)
- ◆ Work Opportunity Service
- ◆ Day Centres for Older People
- ◆ Day Centres for People with a Mental Illness
- ◆ Catering and Meals Service
- ◆ Disability Equipment Store and Handy Person Service
- ◆ Residential Care Homes
- ◆ Community Mental Health Teams (CMHTs)
- ◆ Approved Social Work (ASW) Service

### **9.3 PRIMARY OBJECTIVES**

- ◆ To assess the needs of individuals, families and carers in line with legislation and policy requirement.
- ◆ To meet identified needs of users within available resources.
- ◆ To inform users, carers and others of the services available to them.
- ◆ To establish / use mechanisms to promote partnerships with other Directorates, local communities and agencies.
- ◆ To produce, implement and review a service plan covering a three year period, incorporating plans as required by legislation.
- ◆ To publish, monitor and review quality standards.
- ◆ To comply with the legislative requirements applicable to residential establishments.
- ◆ To ensure that personnel practices and procedures conform with policy and legislation.
- ◆ To ensure that all staff receive support and supervision / development opportunities linked to the objectives of the unit.
- ◆ To ensure that staff skills are recognised and valued across the Department
- ◆ To collect and provide relevant, accurate and timely information to support the unit's activities.

- ◆ To research the most effective and progressive means of service delivery
- ◆ To provide a framework which enables services to be delivered consistently across the Authority whilst responding to the differing needs of local communities

#### **9.4 KEY ISSUES - General**

##### **9.4.1 Workforce**

- ◆ Staff are the Provider Unit's largest and most valuable resource. There is a strong skill base and a genuine commitment from staff to deliver quality services. In an ever changing environment decisions about the shape and focus of the Provider Unit need to be made. We need to ensure that this process involves staff, recognises their skills, and the positive contribution they can make.
- ◆ We need to ensure that staff are provided appropriate support and training to ensure they, and in turn the Provider Unit, meet the requirements of the Care Standards Council.

##### **9.4.2 Performance Management**

- ◆ All sections within the Provider Unit to encompass the principles of Best Value.
- ◆ We need to agree, confirm and publish data relating to the unit costs of all our services, and obtain comparative performance data.
- ◆ We will ensure that all services make the best use of resources, introducing cost improvement programmes where this is practicable. Available benchmark and comparative data will be used and a rigorous approach to both pay and non pay elements within services will be adopted.
- ◆ All sections within the Provider Unit need to acquire the means, through Information Technology, of producing management information in order to enable performance to be measured and compared with other providers involved in similar activities.
- ◆ Work is already underway to produce local standards in relation to a number of the services provided by the Unit.

##### **9.4.3 Partnerships**

- ◆ To build on our foundation of consulting and listening to the views of service users, their families and carers and other stakeholders.
- ◆ To continue to work closely with partners and provide a joined up approach to service delivery
- ◆ To seek new working relationships with a view to enhancing services for clients

**9.4.4 Preventative Services**

- ♦ Our services will adapt and contribute towards the development of both rehabilitative and preventative services.

**9.5 STRATEGY - General**

9.5.1 The Provider Unit, as will all services, will need to be responsive to changes in priorities and service patterns. In particular, the Unit will need to respond to the outcome of ongoing debate around the split between in-house and external provision.

9.5.2 As a key part of its strategy, the Provider Unit will also:

- contribute to the further development and review of eligibility criteria and ensure that services provided by the Unit are consistent with these.
- support the development of a range of opportunities to enable service users to be included in their own communities and to seek to ensure that access to such opportunities is equitable across client groups.
- further explore and seek to develop alternative living arrangements as appropriate for individual service users.
- review existing work opportunity and day service arrangements to ensure equity in both access and provision.
- maintain the momentum of the review in respect of residential provision for people with a mental illness with the intention of redirecting some resource towards fieldwork and community care support.
- review and refocus the staff across the Provider Unit to ensure that the skills and expertise available with this sector are utilised in the most effective way.

**9.6 KEY ISSUES & ACTIONS**

**9.6.1 General**

ACTION	PRIORITY	WHEN
Ensure that the process of determining the shape and focus of the Provider Unit involves staff and keeps them up to date with progress and key decisions.	High	Ongoing

**9.6 KEY ISSUES - Older People**

**9.6.1 Home Care**

- ♦ Arising from the Best Value Service Review of Home Care is the need to agree the future role of the service, and the balance of service provision between the Unit and External Providers.
- ♦ Once a direction has been determined, and received political support, the Provider Unit will need to review, and if necessary refocus, its role.

**9.7 ACTION**

<b>ACTION</b>	<b>PRIORITY</b>	<b>WHEN</b>
Seek Elected Member approval for the future strategic direction of Domiciliary support	High	June 2002
Review skill mix to ensure greater flexibility and knowledge to carry out tasks required in line with the Care Council Standards and Best Value	High	September 2002
Develop and build on systems for monitoring and evaluating performance and outcomes of service provision	Medium	April

**9.8 Residential and Day Care**

- ♦ The Council has begun to investigate the most appropriate arrangements for the future management of its own Residential Care Homes. Consultation with staff, clients and relatives has taken place and will continue.
- ♦ As part of the review of Residential Care we need to assess the impact that any decision could have for the provision of day care in Residential settings.
- ♦ In the meantime the Provider Unit will continue to pursue best practice for service arrangements and the delivery of care

**9.9 ACTION**

<b>ACTION</b>	<b>PRIORITY</b>	<b>WHEN</b>
Continue to participate in the process of evaluating the future of residential in-house provision for older people	High	Ongoing
Continue to support residents, their families and staff through this process	High	Ongoing
Ensure that services provided, are of the highest quality in line with the provisions of the Care Standards Act.	High	Ongoing



<b>ACTION</b>	<b>PRIORITY</b>	<b>WHEN</b>
Continue to identify accurate unit costs and other comparative data	High	September 2002
Continue to support day centre users, staff and activities whilst the review of residential provision is undertaken	High	Ongoing

## 9.7 KEY ISSUES - Physical Disability & Sensory Impairment

### 9.7.1 Project Work

- ♦ A survey has been undertaken as part of a review of services to people with a physical disability. Consideration now needs to be given to the future direction and scope of the project work service to people with physical disabilities. We will ensure that the views of people with a physical disability are included in the discussion regarding the future of this service.

## 9.8 ACTIONS

<b>ACTION</b>	<b>PRIORITY</b>	<b>WHEN</b>
Consultation and Review has been completed in line with Best Value and draft action plan written. The Provider Unit will take forward the actions identified for their service in this action plan	High	October 2002
Continue to contribute to the planning process in terms of long term future direction of this provision	Medium	April 2003
Maintain present level of commitment to clients and ensure staff continue to develop their skills and expertise via training opportunities	High	October 2002

### 9.9 Disability Equipment Store And Handyman Service

- ♦ The future direction of the Joint Stores function needs to be reviewed and agreed by all parties. The review also needs to take into account resources and in particular the appropriate level of staffing needed to maximise the use of the Store and its efficient running.

**9.10 ACTIONS**

<b>ACTION</b>	<b>PRIORITY</b>	<b>WHEN</b>
Review current function and future direction of Stores, and give consideration to developing Service Level Agreements which detail the relationship between Stores and the various sections of Occupational Therapy that it services.	Medium	April 2003
Review and renegotiate the current contract with Health to properly reflect increases in activity, both currently being undertaken and in the pipeline.	High	September 2002
In the light of the above, review premises and operational equipment to ensure that they are available and adequate to meet any increased function	High	December 2002

**9.11 Meals on Wheels:**

- ◆ A comprehensive review has taken place taking into account the audit recommendations and ongoing work continues to ensure the service is maintained.
- ◆ Contribute to the planning regarding the future delivery of Meals on Wheels.

**9.12 ACTIONS**

<b>ACTION</b>	<b>PRIORITY</b>	<b>WHEN</b>
The current service is fragmented. A member of staff has been given responsibility to co-ordinate the elements that make up the services so there is a central overview of roles and responsibilities. Once the service has been mapped out consideration will be given to the future direction of the service with a view to ensuring greater co-ordination and service targeting.	High	October 2003

**9.13 KEY ISSUES - Learning Disability (Mental Handicap)**

- ◆ The group of people with a learning disability who receive a service from the Provider Unit is now fairly static. We need to ensure that we respond to the changing needs of people with a learning disability efficiently, effectively and in line with agreed protocol.
- ◆ The shortfall in operational management has been addressed and the service is presently adhering to financial regulations and standing orders.
- ◆ We also need to respond to any reassessed needs of clients following the implementation of revised eligibility criteria and assessments under the Preserved

Rights scheme. If service provision is increased then new funding streams will need to be secured to fund additional levels of service.

- ◆ We need to work with the Purchasing Service and Welfare Rights Unit to maximise the take up of transitional housing benefit.
- ◆ A review of the Work Opportunities Service is underway. The review is following the principles of Best Value. The review will result in an action plan which will inform the future scope and direction of the Work Opportunities Service.

#### 9.14 ACTIONS

<b>ACTION</b>	<b>PRIORITY</b>	<b>WHEN</b>
Continue to contribute to the ongoing planning and future direction of services in line with the 'Fulfilling the Promises' document.	Medium	December 2002
Maximise the new Transitional Housing Benefit for all clients.	High	October 2002
Ensure all staff are given the opportunity via NVQ or similar training to maximise their skills order to enhance service delivery to clients	High	April 2003
Review the current function and future direction of Day Service Provision following both the completion of the Management Review Process and the final publication of the NAFW Service Framework Document 'Fulfilling the Promises'	Medium	July 2002
Continue to contribute to ongoing planning and discussions aimed at extending services to encompass currently unmet need.	Medium	July 2002
Explore details of a Service Provision Contract for services currently supplied by an external provider.	Medium	October 2002

#### 9.15 KEY ISSUES - Mental Illness

- ◆ The National Assembly for Wales have issued an All Wales Mental Health Strategy. The Strategy will be followed by a National Service Framework for Wales which will set standards and outcome measures. Together the two documents will form the template by which the Assembly will assess and monitor services. As an Authority we will need to ensure that we are working in partnership with local agencies and are able to evidence the Assembly's anticipated outcomes.
- ◆ The Nuffield Institute for Health have been commissioned to review services for people with a mental illness in Denbighshire. The review has been commissioned from Joint Flexibilities funding. Joint Flexibilities is a government initiative aimed at producing more integrated services between Health and Social Services. The

flexibilities, included in the Health Act 1999, allow budgets to be used in new ways and continue to require commitment and involvement from all stakeholders. The Provider Unit will need to respond and reshape once the outcome of the Nuffield Institute has been completed, considered and a strategic direction agreed.

- ♦ The Mental Illness Service has long been concerned with the disproportionate amount of resource allocated to long-term residential provision as part of the overall budget. Residential rehabilitation services are about to be provided in a domestic size unit in Rhyl. In addition, work is progressing with partner agencies to refocus part of the service currently available at Llys Marchan in Ruthin. The net result of both of these steps will be the protection and further enhancement of community based initiatives within the service.
- ♦ External funding opportunities are being pursued. A Healthy Living Centre bid has been submitted by St Winifreds and an Objective One funding bid for Employment Opportunities has recently been awarded. Both bids look to extend and enhance the range of services available.
- ♦ We need to work with the Welfare Rights Unit and Housing Providers to maximise the take up of Transitional Housing Benefit.

## 9.16 ACTIONS

<b>ACTION</b>	<b>PRIORITY</b>	<b>WHEN</b>
Review Service Provision following the publication of the Mental Health Strategy for Wales and the National Service Framework.*	High	On publication of named documents
Enable the Primary Health Care development of Service reach its full potential	High	March 2003
In conjunction with the Nuffield Institute for Health explore and develop joint working initiatives and opportunities for partnerships/funding with other statutory bodies and further develop management arrangements alongside health to ensure that the most effective service delivery	High	Ongoing
To continue with plans in relation to the bed reduction at Llys Marchan and subsequent health development to a satisfactory conclusion	High	Bed Reduction June 2002 New Developments March 2003

<b>ACTION</b>	<b>PRIORITY</b>	<b>WHEN</b>
To continue to review CMHT provision in light of the SSIW report recommendations and agreed action plan	High	Ongoing
Recruit a Senior Practitioner to the service	High	June 2002
Review Day Service provision in the light of the Strategy for Wales document and the anticipated National Service Framework*	High	On publication of named documents
Build on the success of joint working initiative and continue to explore opportunities for partnership/funding with other statutory and non-statutory bodies.	High	Ongoing
Continue efforts to enhance and extend opportunities together with partners.	Medium	Ongoing
Strive to ensure equality of access to appropriate provision across Denbighshire	Medium	Ongoing
Continue to support North Denbighshire Survivors Network. Aim to develop a Retreat House in Denbighshire supported by Denbighshire Mental Health Planning Group.	Medium	Ongoing

\* Publication of this document is awaited. It has been anticipated for a number of months and is now expected summer 2002.

## **9.17 HUMAN RESOURCE IMPLICATIONS**

**9.17.1** As the future of the In-House Provider Unit is determined we will need to develop a strategy which aligns the skills of staff to the agreed role and scope of the Unit. This may necessitate developing staff skills if there are identified gaps.

## **9.18 OUTCOMES FOR 2001 -2002**

### **9.18.1 General**

- ♦ One the areas identified in the 'Key Issues' section is the need to develop an effective performance management framework. This is an issue for the Department as whole and not specific to the Provider Unit.
- ♦ Information regarding the services has now been produced, following consultation .

### **9.18.2 Older People - Residential Care**

#### **9.18.3 User Views**

- ♦ During 2001 BASE was commissioned to undertake a survey of people in receipt of in-house Residential care. The survey was part of a Best Value Review. The outcome of the survey was extremely positive. Residents, relatives and friends all rated the Homes as proving good quality with 75% of Homes being classified as high quality (the highest score)

### 9.18.3 Occupancy Levels - Residential Care

Occupancy for period 1 April 2001 - 31 December 2001		
	Occupancy	Occupancy including reserved beds for clients in Hospital/Holiday
Number of Beds	127	127
Total Bedspaces Available	34,331	34,331
Total Bedspaces Occupied	29,436	31,028
Occupancy Rates	85.74%	90.38%

### 9.18.4 Occupancy Levels - Day Care

- ♦ The following table provides a breakdown of occupancy at day centres between 1st April 2000 and 30th September 2000:

Centre	No. of half day placements available	Total Places Occupied	Occupancy Rate
Awelon:	3000		
Actual Attendance		1890	63%
Including Reserved Places		2281	76%
Dolwen	3750		
Actual Attendance		2910	77.6%
Including Reserved Places		3474	92.6%
Hafan Deg	7500		
Actual Attendance		4296	57.3%
Including Reserved Places		6031	80.4%
Llys Nant	6250		
Actual Attendance		3071	49.1%
Including Reserved Places		3811	61%
Cysgod y Gaer	1500		
Actual Attendance		334	22.3%
Including Reserved Places		334	22.3%
<b>Total Places</b>	<b>22000</b>		
<b>Total Actual Attendance</b>		<b>12501</b>	<b>56.8%</b>
<b>Total Including Reserved Places*</b>		<b>15931</b>	<b>72.4%</b>

\* 'Reserved Places' are places allocated to clients but not taken up by the client - ie, client on holiday/in hospital/otherwise unable to attend.

### 9.18.5 Physical Disability & Sensory Impairment

#### ♦ Project Work

A survey was carried out in August-September 2001, in order to ascertain the views of people with a physical disability and sensory impairment who use domiciliary care services provided by the Department and the Independent Sector. The survey highlighted a number of issues for the Department and an action plan has

been developed in response to the findings. Some of the key issues for the In-house Provider Unit include the need:

- for increased flexibility in service provision
- to improve systems so that clients can contact staff more easily
- to ensure that all staff have received appropriate training and support

♦ **Supply of Equipment**

<b>Standard</b>	<b>Actual 2000/2001</b>	<b>Actual 2001/2002</b>	<b>Target 2002/2003</b>
% to items of equipment costing less than £1000 delivered within 3 weeks.	100%		100%

**9.17.7 Meals on Wheels**

- ♦ During 2001 the systems for recording and monitoring the provision of meals have been strengthened. This information collated regarding last years performance will help to provide a base line for the monitoring and development of outcomes and targets for the service.

<b>Meals Produced 2001-2002</b>	<b>Daycentre</b>	<b>Meals on Wheels/Luncheon Club</b>	<b>Total 2001-2002</b>	<b>Target 2002/2003</b>
Awelon EPH	1,864	2015 (Meals on Wheels) 577 (Luncheon Club)	4,456	
Cysgod Y Gaer	833	4,048	4,881	
Dolwen	2,589	9,422	12,011	
Hafan Deg	4,957	-	4,957	
Llys Nant	3,760	7,928	11,688	
Llangollen Hospital	-	3,308	3,308	
Schools (Llandrillo/ Tir Morfa)	-	1,075	1,075	
Frozen Meals Service (Waldens Apetito)	-	23,971	23,971	
<b>Total</b>	14,003	52,344	66,347*	

\* includes Day Centre, Meals on Wheels & Luncheon Club

**9.17.8 Learning Disabilities - Work Opportunities**

- ♦ In 2001 SCOVO were commissioned to interview people who receive a Work Opportunities service. The interviews included people who received an In-House service and people whose Work Opportunity Service is purchased from an Independent Provider. Alongside this survey a questionnaire was sent to Carers to establish their views on Work Opportunity Services. The interviews and surveys both incorporated some of the Departments standards for Learning Disability services. The results are currently being analysed. Once the key issues and data on performance has been established an action plan will be drawn up to address any

shortfalls, build on strengths and set targets as part of the requirement on Local Authorities to continuously improve services.

- ◆ Information about the outcome of the interviews and the Departments action plan will be made available once it has been agreed by the multi-agency Review Group that was set up in 2001 to review Work Opportunity Services.

#### **9.17.9 Mental Illness**

- ◆ In March 2001 the Social Services Inspectorate (SSI) published its findings of an inspection it conducted of Adult Mental Illness Services in Denbighshire in 2000. As part of the inspection the SSI interviewed and surveyed a sample of clients. The SSI found that overall, service users reported a high level of satisfaction with the services received and felt involved in key decisions about their lives. Indeed 79% of the people surveyed rated the service that they, or the person they cared for, receive from Social Services as either excellent, very good or good.
- ◆ The SSI also concluded that “there was good evidence to show that service users felt valued by social worker as and other staff, who were generally seen as helpful and committed.”
- ◆ During 2002 an additional survey will be carried out. This survey has been designed by a client user Group that has been set up by the Trust. The questionnaire will be sent to a random selection of clients and asks for their experiences and views on the services they receive. The questionnaire will apply to services provided by both the Trust and Social Services.
- ◆ Local standards and performance indicators have been developed for Mental Illness Services. These will provide an important base line for monitoring services. During 2002 the Trust will be developing a Patients Charter. There is an intention that the Charter and Social Services standards will be complementary.

### **9.18 CORPORATE POLICY IMPACTS**

#### **9.18.1 Anti Poverty Issues**

- ◆ With low pay / wages being an issue in certain occupations with the Provider Unit, there is an obvious potential for subsequent effect on the local economy.

#### **9.18.2 Consumption and Waste**

- ◆ As part of a planned reduction in the catering costs waste is reduced. With improved stock controls on site in units there is a subsequent reduction in waste.

#### **9.18.3 Partnership Working/Community Involvement**

- ◆ Revision of meals service requires a consultative process with both service user and community involvement in a quality assurance exercise, viewed as part of this process.
- ◆ The Provider Unit is working closely with a range of partners. Llys Marchan and the Joint Flexibilities initiative being examples of areas where successful partnership working is taking place.



Main Service Outputs & Inputs	2002/2003							Staffing Change
	Budget £	New* Develop. £	Planned ** Reduction £	Target Unit	Cash Limited Budget £	Projected Spend £	Variance £	
<b>Outputs</b>								
<b><u>Community Meals Service</u></b>								
Meals provided	45,629			53,000	45,629	45,629	0	
<b><u>Residential Care Homes</u></b>								
Residential Beds /weeks per year	2,293,827	5,000			2,298,827	2,362,217	63,390	
- Long Term				5,310				
- Respite Care				300				
<b><u>Day Services</u></b>	438,919				438,919	438,919	0	
Places Occupied - 1/2Day Sessions				25,000				
<b><u>Domiciliary Care</u></b>	1,331,460		-44,160		1,287,300	1,287,300	0	
Direct Contact Hours Per Week				1,435				
<b>CornerStone Early Dementia Project</b>						34,971	34,971	
Direct Contact Hours Per Week				46				
<b><u>Project Work Service</u></b>	72,020				72,020	72,020	0	

Direct Contract Hours Provided Per Week				83			
<b><u>Disability Stores</u></b>	123,121				123,121	123,121	0
No. Of Service Users				3,232			
Handyman Jobs				1,022			
Items Delivered				7,646			
<b><u>Voluntary Organisations</u></b>	24,157				24,157	24,157	0
<b><u>Learning Disabilities Service</u></b>							
<u>Provision of Community Living</u> (24 hour projects)	929,809		-92,903	19	836,906	836,906	0
Provision of Work Opportunities	683,492			68	683,492	683,492	0
		See Below				77,000	77,000
S.P.G. Training Budget	10,455				10,455	10,455	0
<b><u>Mental Illness Service</u></b>							
Purchase of Residential /Nursing Home Placements	342,879	17,981		38	360,860	360,860	0
Llys Marchan Residential Home	142,131			10	142,131	142,131	0
DayCare - St. Winefrids	136,518	5,000		90	141,518	141,518	0

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- Trefeirian	52,393			73	52,393	52,393	0	
Community Rehabilitation Unit	114,926			3	114,926	114,926	0	
<b>Inputs</b>								
Management	186,732				186,732	186,732	0	
CHMT Staff	369,237	12,019			381,256	381,256	0	+ 1P/T *
Sessional Staff - Oakleigh	5,483	5,000			10,483	10,483	0	
- Hafod	3,231	5,000			8,231	8,231	0	+ 1P/T**
- Tim Dyffryn Clwyd	13,289	5,000			18,289	18,289	0	+1P/T**
<b>INCOME</b>								
<b>Residential Care Homes</b>								
Maintenance Charges from Clients	-819,024				-819,024	-677,740	141,284	
Other Income	-19,244				-19,244	-41,200	-21,956	
<b>Day Services</b>								
From Purchasing	-8,697				-8,697	-8,697	0	
Income From charges	-18,244				-18,244	-18,244	0	
<b>Homecare</b>								
Internal Purchasing	-73,185				-73,185	-73,185	0	
Charging Policy Income	-221,958				-221,958	-221,958	0	
<b>Project Work</b>								
Internal Purchasing	-54,157				-54,157	-44,654	9,503	

<b><u>Disability Equipment Stores</u></b>							
Contract with NHS Trust	-51,753			-51,753	-51,753	0	
<b><u>Meals Service</u></b>							
Charges for Meals	-27,751			-27,751	-27,751	0	
<b><u>Provision Of Community living</u></b>							
<b><u>(24 Hour Projects) Client Contribution</u></b>	-54,453			-54,453	-54,453	0	
Transitional Housing Benefit					-312,451	-312,451	
<b><u>Community Rehabilitation Unit</u></b>							
Transitional Housing Benefit					-33,000	-33,000	
<b><u>Provision Of work Opportunities</u></b>	-162,774			-162,774	-162,774	0	
CHMT Staff	-15,109			-15,109	-15,109	0	
All Wales Strategy Grant	-406,167	10,652		-395,515	-395,515	0	
	5,387,192	65,652	-137,063		5,315,781	5,274,522	-41,259

**\*New Developments**

Priority: High

Timescale:

1. £5,000 Care Homes Inspection
2. £17,981 Direct Care Costs
3. £12,019 Social Work Post - \* To increase existing post to full time
4. £20,000 Support Out Of hours Activities Rhyl , Denbigh, Llangollen \*\* Additional hours for staff in existing pool and limited recruitment to the pool.
5. £10,652 (see note 3 under Planned Reductions).

**The following items of expenditure are anticipated to be funded by Transitional Housing Benefit .**

6. \* £56,000 Capital & Revenue costs associated in relocating to a new site from Dyffryn House.
7. \* £15,000 Health & Safety Equipment - Meifod Wood Products
8. \* £6,000 Replacement Vehicle

**\*\*Planned Reductions.**

Priority: High

Timescale:

1. £44,160 Domiciliary Care - Transfer of 97.5 hours to Purchasing Service
2. £82,251 Provision of Community Living - Transfer to Purchasing Service
3. £10,652 Address inflationary shortfall of AWS grant received from NAW

	2003/2004							
Main Service Outputs & Inputs	Budget £	New Develop. £	Planned Reductions £	Target Units	Revised Budget £	Projected Spend £	Variance £	Staffing Change
<b>Outputs</b>								
<b><u>Community Meals Service</u></b>								
Meals provided	46,998			53,000	46,998	46,998	0	
<b>TOTAL</b>								
<b><u>Residential Care Homes</u></b>								
Residential Beds /weeks per year	2,367,792				2,367,792	2,433,084	65,292	
- Long Term				5,310				
- Respite Care				300				

<b><u>Day Services</u></b>	452,087				452,087	452,087	0
Places Occupied - 1/2Day Sessions			25,000				
<b><u>Domiciliary Care</u></b>	1,325,919				1,325,919	1,325,919	0
Direct Contact Hours Per Week			1,435				
<b><u>CornerStone Early Dementia Project</u></b>						30,090	30,090
Direct Contact Hours Per Week			50				
<b><u>Project Work Service</u></b>	74,181				74,181	74,181	0
Direct Contract Hours Provided Per Week			83				
<b><u>Disability Stores</u></b>	126,815				126,815	126,815	0
No. Of Service Users			3,232				
Handyman Jobs			1,022				
Items Delivered			7,646				
<b><u>Voluntary Organisations</u></b>	24,882				24,882	24,882	0

<b><u>Learning Disabilities Service</u></b>								
Provision of Community Living (24 hour projects)	872,985		19	872,985	872,985	0		
Provision of Work Opportunities	703,997		68	703,997	703,997	0		
S.P.G. Training Budget	10,769			10,769	10,769	0		
<b><u>Mental Illness Service</u></b>								
Purchase of Residential /Nursing Home Placements	371,686		40	371,686	371,686	0		
Llys Marchan Residential Home	146,395		10	146,395	146,395	0		
DayCare - St. Winefrids	145,764		90	145,764	145,764	0		
- Trefeirian	53,965		73	53,965	53,965	0		
Community Rehabilitation Unit	118,374		3	118,374	118,374	0		

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<b>Inputs</b>							
Management	192,334			192,334	192,334	0	
CHMT Staff	392,694			392,694	392,694	0	
Sessional Staff - Oakleigh	10,797			10,797	10,797	0	
- Hafod	8,478			8,478	8,478	0	
- Tim Dyffryn Clwyd	18,838			18,838	18,838	0	
<b><u>INCOME</u></b>							
<b><u>Residential Care Home</u></b>							
Maintenance Charges from Clients	-843,595			-843,595	-698,072	145,523	
Other Income	-19,821			-19,821	-42,436	-22,615	
<b><u>Day Services</u></b>							
From Purchasing	-8,958			-8,958	-8,958	0	
Income From charges	-18,791			-18,791	-18,791	0	
<b><u>Homecare</u></b>							
Internal Purchasing	-75,381			-75,381	-75,381	0	
Charging Policy Income	-228,617			-228,617	-228,617	0	
<b><u>Project Work</u></b>							
Internal Purchasing	-55,782			-55,782	-45,994	9,788	
<b><u>Disability Equipment Stores</u></b>							
Contract with NHS Trust	-53,306			-53,306	-53,306	0	



<b><u>Meals Service</u></b>							
Charges for Meals	-28,584			-28,584	-28,584	0	
<b><u>Provision Of Community living (24 Hour Projects)</u></b>	-56,087			-56,087	-56,087	0	
<b><u>Client Contribution</u></b>							
Transitional Housing Benefit					-211,083	-211,083	
<b><u>Community Rehabilitation Unit</u></b>							
Transitional Housing Benefit					-16,995	-16,995	
<b><u>Provision Of work Opportunities</u></b>	-167,657			-167,657	-167,657	0	
CHMT Staff	-15,562			-15,562	-15,562	0	
All Wales Strategy Grant	-399,075			-399,075	-399,075	0	
	5,494,534	0		5,494,534	5,494,534	0	

	2004/2005							
<b>Main Service Outputs &amp; Inputs</b>	<b>Budget £</b>	<b>New Develop. £</b>	<b>Planned Reductions £</b>	<b>Target Units</b>	<b>Revised Budget £</b>	<b>Projected Spend £</b>	<b>Variance £</b>	<b>Staffing Change</b>
<b>Outputs</b>								
<b><u>Community Meals Service</u></b>								
Meals provided	48,408			53,000	48,408	48,408	0	
<b><u>Residential Care Homes</u></b>								
Residential Beds /weeks per year	2,438,826				2,438,826	2,506,076	67,250	
- Long Term				5,310				
- Respite Care				300				
<b><u>Day Services</u></b>	465,649				465,649	465,649	0	
Places Occupied - 1/2Day Sessions				25,000				
<b><u>Domiciliary Care</u></b>	1,365,697				1,365,697	1,365,697	0	
Direct Contact Hours Per Week				1,435				
<b><u>CornerStone Early Dementia Project</u></b>						31,827	31,827	
Direct Contact Hours Per Week				50				

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<b><u>Project Work Service</u></b>	76,406			76,406	76,406	0	
Direct Contract Hours Provided Per Week			83				
<b><u>Disability Stores</u></b>	130,619			130,619	130,619	0	
No. Of Service Users			3,232				
Handyman Jobs			1,022				
Items Delivered			7,646				
<b><u>Voluntary Organisations</u></b>	25,628			25,628	25,628	0	
<b><u>Learning Disabilities Service</u></b>							
<u>Provision of Community Living</u> (24 hour projects)	899,174		19	899,174	899,174	0	
Provision of Work Opportunities	725,117		68	725,117	725,117	0	
S.P.G. Training Budget	11,092			11,092	11,092	0	

<b><u>Mental Illness Service</u></b>							
Purchase of Residential /Nursing Home Placements	382,836		40	382,836	382,836	0	
Llys Marchan Residential Home	150,787		10	150,787	150,787	0	
DayCare - St. Winefrids	150,136		90	150,136	150,136	0	
- Trefeirian	55,584		73	55,584	55,584	0	
Community Rehabilitation Unit	121,925		3	121,925	121,925	0	
<b><u>Inputs</u></b>							
Management	198,104			198,104	198,104	0	
CHMT Staff	404,474			404,474	404,474	0	
Sessional Staff - Oakleigh	11,121			11,121	11,121	0	
- Hafod	8,732			8,732	8,732	0	
- Tim Dyffryn Clwyd	19,403			19,403	19,403	0	
<b><u>INCOME</u></b>							
<b><u>Residential Care Home</u></b>							
Maintenance Charges from Clients	-868,903			-868,903	-719,014	149,889	
Other Income	-20,416			-20,416	-43,709	-23,293	

<b><u>Day Services</u></b>								
From Purchasing	-9,227			-9,227	-9,227	0		
Income From charges	-19,355			-19,355	-19,355	0		
<b><u>Homecare</u></b>								
Internal Purchasing	-77,642			-77,642	-77,642	0		
Charging Policy Income	-235,475			-235,475	-235,475	0		
<b><u>Project Work</u></b>								
Internal Purchasing	-57,455			-57,455	-47,373	10,082		
<b><u>Disability Equipment Stores</u></b>								
Contract with NHS Trust	-54,905			-54,905	-54,905	0		
<b><u>Meals Service</u></b>								
Charges for Meals	-29,441			-29,441	-29,441	0		
<b><u>Provision Of Community living</u></b>								
<b><u>(24 Hour Projects) Client Contribution</u></b>	-57,769			-57,769	-57,769	0		
Transitional Housing Benefit					-218,250	-218,250		
<b><u>Community Rehabilitation Unit</u></b>								
Transitional Housing Benefit					-17,505	-17,505		

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<b>Provision Of work Opportunities</b>	-172,687				-172,687	-172,687	0	
CHMT Staff	-16,029				-16,029	-16,029	0	
All Wales Strategy Grant	-402,667				-402,667	-402,667	0	
	5,667,747	0			5,667,747	5,667,747	0	

## 10. SERVICE: CHILDREN AND FAMILIES

### 10.1 DESCRIPTION OF SERVICE

10.1.1 Following the restructuring of the Social Services Department in 2000 the following teams exist within Children's Services:

Team	Location
Family Placement Team	Cefndy Children's Resource Centre
Children with Disabilities Team	Cefndy Children's Resource Centre
Child Care Team (North)	Cefndy Children's Resource Centre
Child Care Team (South)	Ruthin Local Office
Intake and Assessment Team (South)	Ruthin Local Office
Intake and Assessment Team (North)	Rhyl Local Office, Morfa Hall
Sessional Work Service	Cefndy Children's Resource Centre

### 10.2 MAIN SERVICES PROVIDED

#### 10.2.1 Social Work Services

- ◆ Social Workers carry out assessments of need and may provide children and families with advice, support and services regarding a wide range of issues, for example; difficulties in coping, relationship problems affecting the welfare of children, child protection issues, the needs of children with disabilities, the needs of children involved in offences and behavioural difficulties.
- ◆ During out of office hours, if families need help on an emergency basis, contact can be made with Denbighshire's Emergency Duty Social Work Service.
- ◆ Social work support for 'looked after' children involves; promoting the welfare of children, ensuring that the standard of care they receive is of the highest quality, visiting children at regular intervals, ensuring that children are able to make their views known and preparing Care Plans and information for statutory reviews.

#### 10.2.2 Residential Care

- ◆ The needs of children and young people requiring residential care are currently met through a combination of county and out of county placements.
- ◆ **Bryn y Wal** is managed by NCH Action for Children and offers four placements for young people who have been assessed as in need of the service. Individual 'packages of care' are designed to meet the needs of the individual young person.
- ◆ For a small number of children and young people it is not possible to meet their particular needs within local provision, and it is necessary to make arrangements for them to be placed in out of county establishments.

### **10.2.3 Fostering**

- ◆ Fostering services are provided for children who are looked after by the local authority. Children who are unable to live with their own family for all sorts of reasons and for variable periods of time - which may be overnight, a few days, regular weekends, months, years or permanently - need to be placed in alternative care arrangements. For children who have been in care for more than two years or for whom permanency has been identified at an earlier stage as best meeting their needs, adoption is considered as an option.

### **10.2.4 Adoption**

- ◆ Denbighshire Social Services Department is an approved Adoption Agency providing services to: children who have been or may be adopted, birth parents and relatives, adopters and prospective adopters and adults who were adopted as children.

### **10.2.5 Children with Disabilities**

- ◆ The following range of services is available for children with disabilities and their parents/carers: assessments, social work support, advice, advocacy and counselling, equipment and adaptations, respite care/holiday programmes, day care, occupational therapy and project work support.

### **10.2.6 Hospital Social Work**

- ◆ A social work service for the children's wards at Glan Clwyd Hospital is available to children and their families/carers who are hospital in-patients or attending outpatients. This service focuses on children whose identified health and child care problems are having a severe effect on the child's and family's functioning and well-being.

### **10.2.7 Leaving Care and After Care Support**

- ◆ The Social Services Department provides important services to looked after young people who need support in leaving care. They include; undertaking social work assessments, the preparation of Pathway Plans, providing young people with the skills that they need when leaving care, identifying suitable accommodation and ensuring that young people are supported financially.

### **10.2.8 Children with Mental Health Disorders**

- ◆ The Child and Adolescent Mental Health Service based at Lawnside, Olinda Street in Rhyl, provides a comprehensive range of services for children and young people up to the age of 18 years who are experiencing mental health disorders. Two Social Workers employed by Denbighshire Social Services form part of this multidisciplinary team.
- ◆ The team provides a comprehensive individual and family assessment service. The disorders that the team deals with include emotional disorders (e.g. phobias, anxiety states, depression), conduct disorder (e.g. stealing, fire-setting, aggression, antisocial behaviour), eating disorders (e.g. pre-school eating problems, anorexia



nervosa, bulimia nervosa), Psychotic disorders (e.g. schizophrenia, manic depression and depression), habit disorders (e.g. sleeping problems, soiling) and post traumatic stress disorder .

### 10.2.9 Child Protection

- ♦ The identification and protection of children who are at risk of significant harm requires close co-operation between all agencies. Joint working arrangements are well established and co-ordinated in Denbighshire by the Area Child Protection Committee which is made up of senior officers from Social Services, Education, Police, Probation, Health and the voluntary sector.
- ♦ The Social Services Department's Intake and Assessment teams respond to all referrals where there is an allegation of child abuse or likelihood of significant harm. The Framework for the Assessment of Children in Need and their Families requires the completion of core assessments in these cases.
- ♦ A decision may be taken to place a child or children on the **Child Protection Register** which is maintained by Social Services. In some cases, legal action through the courts may be the best way to safeguard the welfare of a child. The service works closely with the County Council Legal Department in these situations.
- ♦ If a child's name is placed on the Child Protection register, there is a need to develop a Child Protection Plan and social workers have a key role in implementing this plan in partnership with other key agencies and the family.

### 10.2.10 Sure Start

- ♦ Sure Start involves a partnership of the local authority, health services and voluntary organisations working closely together to develop non-stigmatising services for very young children and their families. A part-time Sure Start Co-ordinator is employed within Denbighshire Social Services. Reference should be made to Denbighshire's Sure Start Plan for a full description of the services available under this programme.

### 10.2.11 Children First

- ♦ Children First is a major five year programme designed to transform the management and delivery of social services for children. It applies to children in need, children receiving child protection services and children looked after. Denbighshire has been allocated £430,046 by the National Assembly for Wales to implement the programme for 2002/03. Further details of this programme can be seen in Denbighshire's Children First Action Plan and related documents. (Available from the Social Services Department).

## 10.3 PRIMARY OBJECTIVES

- ♦ To undertake quality assessments that result in the most appropriate use of resources.
- ♦ To effectively undertake our legislative duties towards children and families and comply with relevant policies and procedures .
- ♦ To produce and implement the Children's Services Plan .
- ♦ To review and develop services according to the requirements of Best Value.

- ◆ To ensure that children are supported within their own families if this is consistent with their safety and the promotion of their welfare.
- ◆ Implementing all aspects of the Children First Programme effectively.
- ◆ To ensure effective deployment of all resources available to children in need and their families by establishing and maintaining partnerships with other Directorates, statutory agencies, voluntary organisations and independent providers.
- ◆ To monitor services so that they meet identified standards and to ensure the most effective service development and delivery.
- ◆ To inform service users, carers and the public of the services available to them.
- ◆ To regularly consult service users and carers in order to ensure services are developed effectively.

#### **10.4 KEY ISSUES**

- ◆ The continual increase in the numbers of children becoming looked after is a matter of great concern. There is an insufficient number of placements to meet their needs and far too many children suffer placement breakdowns. The Children's Services budget continues to be greatly overspent as a result of this issue. There is an urgent need to strengthen preventive services and to draw upon the 'Matching Needs and Services' exercise recently undertaken in order to inform the work.
- ◆ The quality of assessments undertaken with 'children in need' needs to greatly improve and it is vital to work more closely with Health and Education in supporting families. High priority is being given to the proper implementation of the Framework for the Assessment of Children in Need and their Families.
- ◆ There is a need to ensure that existing resources are utilised as effectively as possible in meeting the needs of children and families. These include the new resources developed as part of the Sure Start and Children and Youth Partnership Fund Programme. A thorough review of Family Centres has already been completed and there is now a need to develop them so that they meet the needs of Social Services users more effectively.
- ◆ Following the Social Services Inspectorate for Wales inspection report on Denbighshire's Child Protection Services, an Action Plan has been prepared and the implementation of this will be of extreme importance during the next 12 months.
- ◆ The Authority will continue to be monitored very closely by the National Assembly for Wales on the implementation of our Children First Programme. There is a continual need to make improvements in performance against all eleven objectives of the Programme. (Further details are provided in the Children First Action Plan).
- ◆ Effective management information systems need to be developed for gathering information on a regular basis about; needs identified, assessments, reviews, services provided, outcomes etc. The new Care.Com client information system is

expected to make this possible, but major improvements are also needed in the input of information by staff.

- ◆ It is felt that demands on the Service continue to grow and that the needs presented are becoming more complex. Eligibility Criteria developed within the service will set out the priority needs for the service. A Workload Management System will also be developed.
- ◆ An up to date Placement Strategy needs to be developed and key decisions will need to be taken about the future shape of the Foster Plus Scheme and our utilisation of residential services. A review has already been undertaken of Bryn Y Wal, but there is now an urgent need to review its Statement of Purpose and Function. Best Value methodology needs to be applied to all the above work.
- ◆ Services for Children with emotional or mental health disorders will need to be revised in the light of the new CAMHS Strategy. This requires, for example social work staff to provide more support themselves to children and young people defined as being in 'Tier 1'.
- ◆ All aspects of the Children (Leaving Care Act) 2000 will need to be implemented as soon as possible. The Key elements of this include:
  - the appointment of a Personal Adviser for each eligible young person
  - the preparation of a Pathway Plan for each eligible young person
  - the provision of a suitable range of accommodation
  - new financial arrangements
- ◆ It is of vital importance that high quality services are provided for children with disabilities and their families. Services for children with disabilities should benefit from the following initiatives:
  - the creation of a full time Reviewing Officer post for looked after children.
  - the transfer of the Project Work Service to Barnardos
  - the development of a care co-ordination scheme.
- ◆ There is a need to strengthen consultation mechanisms within the service. Recently the Consultative Forum for looked after children was re-launched and the first meeting was regarded as a success. With regard to children with disabilities, a number of successful consultation events have taken place. However, for the wider group of children in need and their families there is a need to greatly improve consultation mechanisms.

## **10.5 STRATEGY**

- ◆ An absolute priority for the service is to contain spending within the projected budget, whilst ensuring that the Children First Action Plan is implemented as successfully as possible. (Our performance regarding the matter will be closely monitored by the National Assembly for Wales). In the context of increased

demands in certain service sections, and the need to raise standards across the service, the introduction of suitable eligibility criteria is a priority.

- ◆ There is also a need to secure additional resources for preventative services, in order to reduce the demand for acute services in the future. This includes maximising the use of resources available under the Children & Youth Partnership Fund and Sure Start. Longer term, it entails closer working relationships with partner Directorates and agencies, and the development of joint strategies, particularly with the Health Authority and the Conwy & Denbighshire NHS Trust.

## 10.6 ACTION PLANS - General

### 10.6.1 Children First

ACTION	PRIORITY	TIMESCALE
Ensuring that the additional resources provided are utilised as effectively as possible in improving outcomes for children in need	High	Ongoing
Implementing the latest Action Plan during the next twelve months and beyond.	High	Ongoing
Developing better systems for collecting information relating to Performance Indicators	High	September 2002
Increasing awareness of the importance of the Programme among all staff within the service	High	Ongoing

### 10.6.2 Finance

ACTION	PRIORITY	TIMESCALE
Resolving the ongoing budgeting difficulties facing the Service	High	Ongoing
Introducing better financial control mechanisms e.g. Children's Residential Care Panel	High	Achieved
Contributing to the development of joint funding arrangements	High	September 2002
Considering introduction of charging policy	Medium	February 2003

**10.6.3 Best Value**

<b>ACTION</b>	<b>PRIORITY</b>	<b>TIMESCALE</b>
Completing a Best Value review of Family Centre services based on detailed report recently completed.	Medium	December 2002
Completing review of fostering services including fundamental review of 'fostering plus'.	High	July 2002
Reviewing all of children's services during the next two years.	Medium	Ongoing
Contributing to North Wales Benchmarking Group.	Medium	Ongoing
Developing the recent 'matching needs at services' exercise in accordance with Best Value requirements.	High	Ongoing

**10.6.4 Staffing**

<b>ACTION</b>	<b>PRIORITY</b>	<b>TIMESCALE</b>
Ensuring that there is a sufficient number of staff with the necessary skills in all social work teams e.g. through contributing to Department's work on the recruitment and retention of staff.	High	Ongoing
Ensuring that there is a comprehensive training programme in place for all staff in children's services particularly in areas such as; assessments, care planning, child protection and new legislation.	High	Ongoing
Analysing caseloads and developing a workload measurements scheme.	High	September 2002
To address the issue of high sickness rates within the service.	High	Ongoing
To extend staff skills to meet the challenges of an evolving service, and in particular to ensure child care social workers have an opportunity to pursue post qualifying qualifications.	High	Ongoing
Ensuring that all managers have an opportunity to pursue appropriate management qualifications.	High	Immediate

**10.6.5 Quality of Services**

<b>ACTION</b>	<b>PRIORITY</b>	<b>TIMESCALE</b>
Preparing for the Joint Review by strengthening all aspects of the Service in accordance with the Key Areas Framework.	High	Ongoing
Implementing Performance Management systems.	High	December 2002
Introducing better management information systems.	High	October 2002
Implementing new guidance on social work record keeping.	High	Achieved
Strengthening consultation mechanisms in partnership with appropriate providers.	Medium	Ongoing
Identifying key messages from complaints and representations to inform future service development.	Medium	Ongoing
Developing better Management Information Systems. Much depends on the effective implementation of Care.com	High	October 2002
Improving planning arrangements with other agencies and service users in accordance with new Assembly guidance.	Medium	September 2002

**10.6.6 Joint Working**

<b>ACTION</b>	<b>PRIORITY</b>	<b>TIMESCALE</b>
Seeking opportunities for joint working with other authorities in implementing new initiatives and policy developments.	Medium	Ongoing
To work in partnership with relevant statutory and voluntary agencies in order to ensure that the new resources made available via the Children and Youth Partnership Fund, Sure Start, and Children First, are focused on meeting the service priority needs.	Medium	Immediate
Contributing to the development of a model of inter-agency joint funding for those children with most complex needs	High	September 2002

**10.6.7 Emergency Duty**

<b>ACTION</b>	<b>PRIORITY</b>	<b>TIMESCALE</b>
To manage the emergency duty service Children's Services so that it provides the necessary safeguards for children outside office hours.	High	Ongoing
To implement the recommendation of the recent S.S.I.W report, 'Open All Hours'	Medium	December 2002

**10.7 ACTION PLANS - Children in Need**

<b>ACTION</b>	<b>PRIORITY</b>	<b>TIMESCALE</b>
Implementing the Framework for the Assessment of Children in Need and Their Families.	High	Immediate
Introducing a 'Core Group' type model for joint work with individual children and families who require a 'core assessment'	Medium	October 2002
Strengthening the sessional work service in relation to preventative work.	High	June 2002
Ensuring that the two family centres are able to provide effective services for children in need known to Social Services.	High	June 2002
Developing Eligibility Criteria	High	September 2002
Effective implementation of the Sure Start and Children and Youth Partnership programmes (requires effective working together with other agencies)	Medium	Ongoing
Strengthening preventative services wherever possible and outlining actions required in a Family Support Strategy.	High	September 2002
Producing a Resource Directory for children and their families.	High	August 2002
Developing a range of services in accordance with the 'Matching Needs and Services' exercise.	High	September 2002

**10.8 ACTION PLANS - Children Looked After****10.8.1 Residential Care**

<b>ACTION</b>	<b>PRIORITY</b>	<b>TIMESCALE</b>
Preventing the situation, which forces us to spend a quarter of the total budget on six children in residential care (placements per child sometimes cost in excess of £3,000 per week)	High	Ongoing
Continuing to work with NCH in improving quality of services provided at Bryn y Wal	Medium	Ongoing
Ensuring that all referrals for residential care are made via the Children's Residential Panel so that placements are planned and children's needs met effectively as possible.	High	Immediate
Developing a model for joint funding of expensive out of county placements.	High	September 2002

**10.8.2 Fostering**

<b>ACTION</b>	<b>PRIORITY</b>	<b>TIMESCALE</b>
Increasing the choice of foster carers available throughout the county	High	Immediate
Completing a Best Value review of the service including the Foster Plus scheme.	High	September 2002
Ensuring that the Foster Plus scheme is developed so that it can fully meet the needs of children who need specialist help as cost effectively as possible.	High	July 2002
Implementing The National Foster Care Standards and Code of Practice	Medium	September 2002
Continuing to provide NVQ training for foster carers in accordance with national targets.	Medium	Ongoing
Providing appropriate training for Adoption and Fostering Panel members.	Medium	Ongoing



**10.8.3 Adoption**

<b>ACTION</b>	<b>PRIORITY</b>	<b>TIMESCALE</b>
Ensuring that Adoption is considered as an option on a regular basis for children for whom rehabilitation is proving difficult.	High	Ongoing
Implementing the Adoption and Children Bill when it comes into force.	Medium	To be decided
Trying to reduce the time it takes for Adoption Orders to be granted.	Medium	Ongoing
Trying to reduce the time between approval of adoptive parents and the placement of a child.	Medium	Ongoing
Implementing the final version of the National Adoption Standards	Medium	To be decided

**10.8.4 General**

<b>ACTION</b>	<b>PRIORITY</b>	<b>TIMESCALE</b>
Increasing the choice of foster carers available to looked after children - and developing an updated Placement Strategy	High	September 2002
Ensuring full implementation of the new guidance on the education of looked after children	High	September 2002
Implementing the relevant recommendations of 'Lost in Care' effectively.	High	Immediate
Ensuring that an effective Independent Visitation scheme is put in place	High	October 2002
Ensuring that we have effective gate keeping processes in place to address the increase in the numbers of children becoming looked after.	High	Immediate
Seeking the early rehabilitation of looked after children wherever possible whilst ensuring that they are safe and their welfare promoted.	High	Ongoing
Developing services so that needs are met more effectively with reference to the recent Matching Needs and Services exercise	High	Immediate
Improve Performance in the completion of care plans and statutory reviews	High	Ongoing

**10.9 ACTION PLANS - Children with Disabilities**

<b>ACTION</b>	<b>PRIORITY</b>	<b>TIMESCALE</b>
Completing the transfer of the Project Work Service to Barnardos	High	Immediate
Implementing and developing the joint project with Barnardos and Education	High	Immediate
Implementing the Direct Payment Scheme	Medium	Immediate
Implementing the Carers and Disabled Children Act	High	Immediate
Developing a Care Co-ordination Service	High	December 2002
Ensuring the effective implementation of the Framework in relation to children with disabilities.	High	Immediate
Trying to identify funding for strengthening the Children with Disabilities Team.	High	Ongoing

**10.10 ACTION PLANS - Children with Mental Health Needs**

<b>ACTION</b>	<b>PRIORITY</b>	<b>TIMESCALE</b>
Improving service provision in partnership with other agencies particularly CAMHS	Medium	Ongoing
Implementing relevant sections of the new Welsh Strategy document	Medium	December 2002
Making representations at national level regarding lack of secure accommodation placements for children placing themselves at extreme risk.	Medium	September 2002
Ensuring that relevant recommendations of the Carlisle Report are implemented	Medium	January 2003

**10.11 ACTION PLANS - Child Protection**

<b>ACTION</b>	<b>PRIORITY</b>	<b>TIMESCALE</b>
Implementing the new 'Working Together' and the all Wales Child Protection Procedures	High	Immediate
Ensuring that we have effective processes in place for dealing with all aspects of child protection work.	High	Immediate
Implementing the recommendations of the SSIW report on child protection services (please refer to comprehensive Action Plan within the report)	High	See Action Plan

<b>ACTION</b>	<b>PRIORITY</b>	<b>TIMESCALE</b>
Improving the quality of assessments undertaken for children who have been referred regarding child protection issues (effective implementation of the new Framework).	High	Immediate
Contributing to the future development of ACPC in Denbighshire.	Medium	Ongoing
Making improvements in relation to key performance indicators	High	Immediate
Recognising the significant impact of factors such as; domestic violence, mental health disorder in parents, drug and alcohol abuse and lack of parenting skills and working with relevant agencies to address these issues both on a strategic level and in relation to individual cases	High	Ongoing
Learning the lessons from recent Part 8 Reviews in Wales	High	August 2002
Creating a full time Child Protection Coordinator post.	High	Immediate

#### 10.12 ACTIONS PLANS - Leaving Care

<b>ACTION</b>	<b>PRIORITY</b>	<b>TIMESCALE</b>
Implementing the new Children (Leaving Care) Act 2000 effectively and ensuring there are appropriate structures and resources in place for achieving this. Key elements of this include: <ul style="list-style-type: none"> <li>- a Personal Adviser for each eligible young person,</li> <li>- new financial arrangements,</li> <li>- completion of Pathway Plans</li> <li>- increasing the range of suitable accommodation.</li> </ul>	High	August 2002
Creating an appropriately staffed Leaving Care team	Medium	March 2002

**10.13 ACTION PLANS - Young Offenders**

<b>ACTION</b>	<b>PRIORITY</b>	<b>TIMESCALE</b>
To establish closer working relationships with the Conwy/Denbighshire Youth Offending Team.	Medium	September 2002
To contribute to the development of safer communities, e.g. through developing resources which divert young people from antisocial behaviour.	Medium	Ongoing

**10.14 HUMAN RESOURCE IMPLICATIONS**

**10.14.1** With the additional funding being made available from Children First and Performance Incentive Grant in the financial year 2002-2003 the following additional posts are being created:

- 1 full time Reviewing Officer for 'looked after children'
- 1 Senior Practitioner - Intake & Assessment Team (North)
- 1 Senior Practitioner - Child Care Team (North)

**10.14.2** These additional resources should put the service in a stronger position to pursue the Children First Objectives and improve performance in key areas. However, the service is greatly handicapped by ongoing difficulties in recruiting qualified social workers.

**10.15 CORPORATE POLICY IMPACTS****10.15.1 Equal Opportunities**

- ♦ Many service developments are designed to ensure the social inclusion of young people disadvantaged by being 'in need', including those 'looked after'.
- ♦ New developments, for example, the Barnardos project, are designed to minimise the effects of disability.

**10.15.2 Community Safety**

- ♦ Children's Services undertakes work with many children and young people which contributes to the prevention of crime.

**10.15.3 Welsh Language Policy**

- ♦ A number of staff are Welsh speaking. Others are learning Welsh and Children's Services will ensure that service users who wish a service in the medium of Welsh will have their needs met.

**10.15.4 Children Looked After**

- ♦ As a corporate parent, the County Council has very important duties towards children who are 'looked after'. A series of reports will be prepared for Councillors

in accordance with guidance received from the National Assembly. This emphasises the important role of County Councillors in implementing the Children First Programme.

#### **10.16.5 Community Involvement**

- ♦ In meeting the needs of children and families referred to the Service it is important to ensure that the full range of resources which exist within communities is utilised as effectively as possible.
- ♦ Many of these resources are provided by the voluntary sector and, in the financial year 2002-2003, children's services will be supporting voluntary organisations with a total of £224,203 in grants
- ♦ Children's Services rely greatly on members of the public for vital resources such as foster carers. Currently, there is a need to recruit more carers and also to develop a range of accommodation for young people leaving care.

#### **10.16.6 Anti-poverty**

- ♦ Children and families are referred to the service with a wide range of needs, but often, the following factors are present, either individually or in combination; poor accommodation, low income, debts, unemployment, drug and alcohol abuse and social isolation. The impact of these factors on the Service is immense, particularly in the two electoral wards which are considered to be some of the most deprived in Wales (according to Official Government Statistics). A recent research project has demonstrated that these factors make a significant contribution to children becoming 'looked after' and it could also be demonstrated that the same factors frequently exist when children are referred regarding child protection issues. An additional factor is the transient nature of the population in the coastal area. Many families with substantial needs for services frequently move into the area and a significant number of children who are currently 'looked after' originate outside Denbighshire.
- ♦ In financial terms, the impact of these factors on Children's Services is huge.

#### **10.16.7 Business Culture**

- ♦ A radical review of how services are provided is essential given the increasing demands on the service, the difficulties in providing essential resources, the high costs of residential care and the growth of the independent fostering sector.
- ♦ In developing services for the future the following elements will be crucial:
  - Close co-operation with neighbouring authorities who face the same challenges
  - Being able to demonstrate Best Value
  - A Performance management Culture
  - A closer working relationship with the independent sector.
  - Accurate information regarding needs/demands/services provided/outcomes
  - Filling a number of vacant posts within the service with appropriately skilled people.

**10.17 OUTCOMES AND TARGETS**

		<b>All Wales Average 00 - 01</b>	<b>Data 00 - 01</b>	<b>Target 00 - 01</b>	<b>Data 01 - 02</b>	<b>Target 01 - 02</b>	<b>Target 02 - 03</b>
	<b>Standard</b>						
NAWPI 3.1	Stability of placements of children looked after by the authority by reference to the percentage of children looked after on 31st March in any year with three or more placements during that year.	7.0%	5.15%	Not Set	7.67%	<10%	12%
NAWPI 3.2	Educational qualifications of children looked after (interface indicator with education services) by reference to the percentage of young people leaving care aged 16 or over with at least 1 GCSE at Grades A - G, or General National Vocational Qualification	42%	Not available	Not Set	85.71%		50%
NAWPI 3.3	% of young people in care on their 16th birthday who have a suitable plan for their continuing care.	Average n/a	62.5%	N/a	28.57	100%	100%
NAWPI 3.4	% of first placements for looked after children beginning with a care plan in place (children).	Average n/a	85% (estimate)	85%	To Follow	95%	95%
NAWPI 3.5	Costs of services for children looked after by the authority by reference to gross weekly expenditure per looked after child in foster care or in a children's home.	£331.00	£424.69	N/a	£435.65	£400.00	£415.00
NAWPI 3.12	Percentage of children on child protection register whose cases that should have been reviewed were reviewed	84%	63.64%	100%	71.70%	100%	100%

**NB Please also refer to the Denbighshire Children First Summary Action Plan which gives baseline figures and targets for the Children First Objectives.**

	2002/2003							
Main Service Outputs & Inputs	Budget £	New* Develop. £	Planned** Reduction £	Target Unit	Cash Limited Budget £	Projected Spend £	Variance £	Staffing Change
<b>Outputs</b>								
Adoptions: placements made	22,097				22,097	32,546	10,449	
Emergency Duty Team contacts	38,379				38,379	45,000	6,621	
Foster Home Placements	322,685	200,000			522,685	818,285	295,600	
Residential Placements (Bryn y Wal)	378,852				378,852	430,849	51,997	
Residential Placements (Out of County)	918,110				918,110	695,023	-223,087	
Training Programme	51,000				51,000	25,000	-26,000	
Social Work Support - Children With Disabilities								
Remodeling - Service Strategy	142,800				142,800	75,000	-67,800	
Implementation of Child Protection plans								
Support to Children in family centres	81,600				81,600	82,040	440	
Sponsoring of Children - Private Day Care	43,357				43,357	49,500	6,143	
Voluntary Organisations	166,509				166,509	156,663	-9,846	
Children with Disabilities placed in Respite Care (Fostering)								
Children with Disabilities placed in Respite Care (Residential)	41,375				41,375	50,000	8,625	
Children with Disabilities (Other Respite Care Placements)								
Child Protection Referrals dealt with by Social Workers								
Children with Disabilities given Project Work Support	30,600				30,600	2,500	-28,100	

Reviews completed (Looked After Children)								
Case Conferences held								
Children Leaving Care Supported	18,253	35,000			53,253	40,460	-12,793	
Advice and Support given (Duty)								
Section 17 Payments made	20,198				20,198	18,801	-1,397	
<b>Inputs</b>								
Social Workers	1,008,184	50,684			1,058,868	1,048,974	-9,894	3
Sessional Work staff	51,283				51,283	65,009	13,726	
Project Workers (Children with Disabilities)	105,432				105,432	131,467	26,035	
Adoption income	-12,546				-12,546	-12,546	0	
Children First Grant (Cash £430,046)								
Parent Support Workers	74,463				74,463	116,596	42,133	
Independent Reviewing Officer/Child Protection Co-ordinator	39,826				39,826	39,241	-585	
NVQ Assessor		30,708			30,708	30,939	231	1
Team Managers x 5	159,304	38,206			197,510	217,211	19,701	1
Accommodation Support Worker		10,000			10,000	17,327	7,327	1
Senior Practitioners x 2		65,448			65,448	49,804	-15,644	2
Service Manager x 1	47,810				47,810	50,010	2,200	
<b>Total</b>	<b>3,749,571</b>	<b>430,046</b>			<b>4,179,617</b>	<b>4,275,699</b>	<b>96,082</b>	



<b>New Developments</b>			

Main Service Outputs & Inputs	2003/2004							Staffing Change
	Budget £	New Develop · £	Planned Reductions £	Target Units	Revised Budget £	Projected Spend £	Variance £	
<b>Outputs</b>								
Adoptions: placements made	22,760				22,760	33,522	10,762	
Emergency Duty Team contacts	39,530				39,530	46,350	6,820	
Fostering	332,366	200,000			532,366	842,834	310,468	
Residential Placements (Bryn y Wal)	390,218				390,218	443,774	53,556	
Residential Placements (Out of County)	945,653				945,653	633,363	-312,290	
Training Programme	52,530				52,530	25,750	-26,780	
Remodeling - Service Strategy	147,084				147,084	77,250	-69,834	
Support to Children in family centres	84,048				84,048	84,501	453	
Sponsoring of Children - Private Day Care	44,658				44,658	50,985	6,327	
Voluntary Organisations	171,504				171,504	161,363	-10,141	
Children with Disabilities placed in Respite Care (Residential)	42,616				42,616	51,500	8,884	
Children with Disabilities given Project Work Support	31,518				31,518	32,464	946	
Children Leaving Care Supported	18,801	35,000			53,801	41,674	-12,127	
Section 17 Payments made	20,804				20,804	19,365	-1,439	

BUSINESS PLAN ❖ SOCIAL CARE PLAN 2002 - 2005

<b>Inputs</b>							
Social Workers	1,038,430	109,354			1,147,784	1,080,443	-67,341
Sessional Work Staff	52,821				52,821	66,959	14,138
Project Workers (Children with Disabilities)	108,595				108,595	135,411	26,816
Adoption income	-12,922				-12,922	-12,922	0
Children First Grant (Cash £493,046)							
Parent Support Workers	76,697				76,697	120,094	43,397
Independent Reviewing Officer/Child Protection Co-ordinator	41,021				41,021	42,252	1,231
NVQ Assessor		31,629			31,629	31,867	238
Team Managers x 5	164,083	39,352			203,435	209,538	6,103
Accommodation Support Worker		10,300			10,300	17,847	7,547
Senior Practitioners x 2		67,411			67,411	67,411	0
Service Manager x 1	49,244				49,244	51,510	2,266
<b>TOTAL</b>	<b>3,862,059</b>	<b>493,046</b>			<b>4,355,105</b>	<b>4,355,105</b>	<b>0</b>

Main Service Outputs & Inputs	2004/2005							Staffing Change
	Budget £	New Develop · £	Planned Reductions £	Target Units	Revised Budget £	Projected Spend £	Variance £	
<b>Outputs</b>								
Adoptions: placements made	23,443				23,443	34,528	11,085	
Emergency Duty Team contacts	40,716				40,716	47,741	7,025	
Fostering	342,337				342,337	758,551	416,214	
Residential Placements (Bryn y Wal)	401,925				401,925	457,087	55,162	
Residential Placements (Out of County)	974,023				974,023	614,362	-359,661	
Training Programme	54,106				54,106	25,000	-29,106	
Remodeling - Service Strategy	151,497				151,497	75,000	-76,497	
Support to Children in Family Centres	86,569				86,569	86,569	0	
Sponsoring of Children - Private Day Care	45,998				45,998	45,000	-998	
Voluntary Organisations	176,649				176,649	166,204	-10,445	
Children with Disabilities placed in Respite Care (Residential)	43,894				43,894	53,045	9,151	
Children with Disabilities given Project Work Support	32,464				32,464	32,464	0	
Children Leaving Care Supported	19,365				19,365	19,365	0	
Section 17 Payments made	21,428				21,428	19,946	-1,482	
<b>Inputs</b>								
Social Workers	1,069,583				1,069,583	1,055,825	-13,758	
Sessional Work Staff	54,406				54,406	54,406	0	
Project Workers (Children with Disabilities)	111,853				111,853	111,853	0	
Adoption Income	-13,310				-13,310	-20,000	-6,690	

BUSINESS PLAN ❖ SOCIAL CARE PLAN 2002 - 2005

Children First Grant (Cash)							
Parent Support Workers	78,998				78,998	78,998	0
Independent Reviewing Officer/Child Protection Co-ordinator	42,252				42,252	42,252	0
Team Managers x 5	169,005				169,005	169,005	0
Senior Practitioners x 2							
Service Manager x 1	50,721				50,721	50,721	0
<b>Total</b>	<b>3,977,922</b>				<b>3,977,922</b>	<b>3,977,922</b>	<b>0</b>

## **11. SERVICE: ADMINISTRATION**

### **11.1 DESCRIPTION OF SERVICE**

#### **11.1.1 Administration**

- ♦ The Administration service provides a wide range of services direct to the public and supports all other service sections within the Department.

#### **11.1.2 Information & Business Systems**

- ♦ The Information & Business Systems Team supports the functions of Client Services in their delivery of services, ensuring suitable and stable information systems are provided.

#### **11.1.3 Health & Safety**

- ♦ The Health Safety & Welfare function co-ordinates and implements safety policies and procedures, raising safety awareness for all service sections.

#### **11.1.4 Establishment/Office Accommodation**

- ♦ The effective management of establishment/office accommodation ensures that buildings remain suitable and safe for Department activities .

#### **11.1.5 Transport**

- ♦ The transportation of clients is a Best Value-sensitive, cross-functional activity at the core of service delivery.

#### **11.1.6 Client Finance**

- ♦ Client Finance deals with charges to clients for services they receive and the maximisation of this income within the boundaries of legislation and County policies.

### **11.2 MAIN SERVICES PROVIDED**

#### **11.2.1 Administration**

- ♦ **Operations:** Front-line telephonist and customer services at Rhyl, Ruthin and Cefndy offices to enable local people to access services.
- ♦ **Information:** Manage the computerised and manual information systems, inputting of client information and referrals onto the data base.
- ♦ **Finance:** Processing of invoices for payment, petty cash claims, receipting and banking of money. Inventory, stock taking and audit procedures.
- ♦ **Human Resources:** Supervision and management support for all Administration staff, selection, recruitment and induction.

#### **11.2.2 Home Care**

- ♦ Processing of Home Care time sheets for the production of salary information.
- ♦ Data input for billing purposes.
- ♦ Expenditure monitoring for projects such as Cornerstones.

### **11.2.3 Children's Service**

- ♦ Processing of payments for foster parents.
- ♦ Minuting meetings (Panel, Statutory Reviews, Case Conferences etc .)
- ♦ Maintaining Registers (Child Protection, Schedule 1 Offenders, Adoption etc .)
- ♦ Administration to Social Workers, reviews of nursery placements.
- ♦ Administering data base information for (LACCS system, missing persons etc.)

### **11.2.4 Information & Business Systems**

- ♦ Monitoring Computer Leases undertaken by the Department.
- ♦ Formulation of the Department Information Systems Strategy Plan.
- ♦ Produce statutory statistical returns for Welsh Assembly and the Audit Commission.
- ♦ Plan and monitor hardware and software implementation strategy for the Department.
- ♦ Ensure that all Information Systems comply with the requirements of the Data Protection Act and Corporate Information Security Policy.

### **11.2.5 Health & Safety**

- ♦ Working with the Corporate Health & Safety Team to develop and implement suitable and effective health and safety policies and procedures.
- ♦ Ensure that suitable and sufficient risk assessments are completed for all Department activities, and that appropriate control measures are implemented.
- ♦ To co-ordinate the work of the Department Health & Safety Committee.
- ♦ Investigate all accidents, injuries and incidents.

### **11.2.6 Establishment/Office Accommodation**

- ♦ Plan and arrange suitable and secure office accommodation for services/teams.
- ♦ Provide office accommodation strategy and occupancy levels for planning purposes.
- ♦ To negotiate with Technical Services to secure office accommodation which meets the needs of Department services.
- ♦ To ensure that the Department optimises its occupancy of office premises.

### **11.2.7 Transport**

- ♦ Adherence to Denbighshire County Council Transport policies, procedures & practices.
- ♦ Negotiation of contracted out provision and recommendation for acquisition/disposal of in-house fleet. Monitoring of relevant expenditure.
- ♦ Participation in the development of "partnerships" with other transport providers.
- ♦ Participation in cross-cutting Best Value Review for Transportation.

### **11.2.8 Client Finance**

- ♦ Assessing clients' ability to pay for services.
- ♦ Providing advice and enquiry service for clients.
- ♦ Preparation of bills to clients for chargeable services, processing of independent sector invoices.
- ♦ Interpret and implement legislation and County policies.
- ♦ To assist and inform the decision making process to develop and maintain a fair Charging Policy in conjunction with the Charging Policy Group.

## **11.3 PRIMARY OBJECTIVES**

### **11.3.1 Administration**

- ♦ To administratively support all sections in their delivery of services to clients.
- ♦ To provide an effective front-line customer liaison service for the public.
- ♦ To maintain accurate records of all clients and the services they receive.

### **11.3.2 Information Systems**

- ♦ To manage the Department's information systems.
- ♦ To ensure that statutory statistical returns are completed accurately and on time.
- ♦ To ensure that information systems fulfil the requirements of statutory agencies.
- ♦ To ensure that legislative requirements are met, e.g. Data Protection Act

### **11.3.3 Health & Safety**

- ♦ To provide advice on new Health & Safety legislation and its impact on services.
- ♦ To ensure the Department has suitable safety policies and procedures in operation.
- ♦ To evaluate significant risks within the Department's activities.
- ♦ To investigate and report on any major injuries, dangerous occurrences, incidents.

### **11.3.4 Establishment/Office Accommodation**

- ♦ To ensure that Department office accommodation meets current needs.
- ♦ To ensure that occupancy levels are optimal and sustainable.
- ♦ To ensure that any building adaptations comply with building regulations and/or health & safety standards.

### **11.3.5 Transport**

- ♦ To manage the transport functions for the Department in accordance with legislation and guidance from DCC Highways & Transportation, and Department's aims and objectives.

### **11.3.6 Client Finance**

- ♦ To assess clients and apply charges for services in accordance with legislative guidance and Departmental Charging Policy.

## **11.4 KEY ISSUES**

### **11.4.1 Administration**

- ♦ Funding resources for staff salaries to meet the minimum requirement for support to service sections

- ◆ The vulnerability of existing part time, agency, temporary contracts & secondments which become susceptible to cuts and adversely affect the delivery of support.
- ◆ Sustaining an outdated and inefficient filing & storage system of client records.
- ◆ Continual job redesign and evaluation processes for Admin. posts to meet changing service requirements.

#### **11.4.2 Information & Business Systems**

- ◆ The development and implementation of the new client database, Care.Comm.
- ◆ Improve the network links with outlying establishments.
- ◆ Preparation for Joint Review and other initiatives including 'Children First'.

#### **11.4.3 Health & Safety**

- ◆ Safety of all Social Services occupied premises.
- ◆ Usage and suitability of safety equipment issued to staff.
- ◆ Develop procedures for 'Lone Worker Activities' for non office based staff.
- ◆ Development, implementation and review of key safety policies and procedures.
- ◆ Monitor the effectiveness of existing procedures.

#### **11.4.4 Establishment/Office Accommodation**

- ◆ The long term viability of Henllan Centre.
- ◆ Social Services role within the (PFI) scheme at Ruthin.
- ◆ The progression and refinement of plans for the relocation of staff from Morfa Hall to Russell House.
- ◆ Overcrowding at Cefndy Resources Centre and the need for sustainable storage facilities for Children's Services.

#### **11.4.5 Transport**

- ◆ To raise standards of passenger care & service delivered by outside contractors.
- ◆ The need for a standby wheelchair-accessible vehicle to ensure continuity of service delivery.
- ◆ The review of Denbighshire's Driver Medical policy, initiated by Social Services.

#### **11.4.6 Client Finance**

- ◆ Review of domiciliary charging policy in line with recent government guidelines.
- ◆ Continue to monitor and pursue bad debt.
- ◆ Direct payments.

### **11.5 STRATEGY 2002 - 2005**

#### **11.5.1 Administration**

- ◆ To stagger the timing of the Business Planning cycle to enable Strategic Business Plans to be produced after the Client Services.
- ◆ To continue to manage and maintain a flexible sustainable workforce under Practical Partnership which can adapt to rapidly changing patterns of service and differing levels of demand of service sections.
- ◆ To secure sufficient funding to match Admin. resource to the needs of services



### 11.5.2 Information & Business Systems

- ♦ Develop and fully implement both phases of Care.Comm.
- ♦ Introduce and train Social Workers to directly input information onto the practitioner based system of Care.Comm.
- ♦ The introduction of electronic document management.

### 11.5.3 Health & Safety

- ♦ To increase safety awareness and involvement of managers and staff through the continued development and implementation of suitable policies, information and training.

### 11.5.4 Establishment/Office Accommodation

- ♦ To work closely with colleagues in Technical Services to ensure that Department office accommodation is sustainable and establishment needs are met.
- ♦ To review the long term future of Henllan Centre as a corporate training resource.

### 11.5.5 Transport

- ♦ To raise the profile of transport to enable a strategic approach in its planning and delivery.
- ♦ To continue a rolling programme of training for driver and care attendants.
- ♦ To influence cross-cutting transport Best Value review for Social Services.

### 11.5.6 Client Finance

- ♦ To influence the planning and design of the financial phase of Care.Comm.
- ♦ To consider the impact of the financial system for Financial Assessments Officers (F.A.Os) under Care.Comm.
- ♦ To continue to develop a system of pursuing unpaid bills in a sympathetic but effective manner.

## 11.6 ACTION PLAN 2002 - 2003

### 11.6.1 Administration

- ♦ Monitor the increased workload for FAOs which arises from changes in legislation on clients capital allowances.
- ♦ The transfer of Learning Disability client information case loads onto the Client Database.
- ♦ To pilot, develop and implement with Corporate IT an electronic document management system to replace the existing filing systems, initially at Henllan.
- ♦ To secure sufficient funding for staff salaries to meet the minimum requirement for support to service sections, particularly Children's Services.
- ♦ To combine and reconfigure existing part time, temporary contracts & secondments to form sustainable permanent posts which more effectively meet the needs of the restructured teams.
- ♦ To consolidate a system of bench marking Admin. posts which reduces the need for continual job redesign and evaluation processes.

#### **11.6.2 Information & Business Systems**

- ♦ Consult, revise and implement Phase one of Care.Comm.
- ♦ Consult, revise and specify Phase two of Care.Comm.
- ♦ Ensure that a suitable ratio of PCs to Staff is maintained throughout the Department.
- ♦ Inform staff of the implications of the Data Protection Act 1998 and audit systems for compliance in conjunction with Planning.

#### **11.6.3 Health & Safety**

- ♦ Complete a safety audit of all premises occupied by Social Services staff.
- ♦ Develop procedures for 'Lone Worker Activities' for non office based staff.
- ♦ Audit all safety equipment issued to staff and assess its usage and suitability.
- ♦ Implement the Stress Management Policy and associated procedures

#### **11.6.4 Establishment/Office Accommodation**

- ♦ Establish office accommodation at Henllan Centre for the Barnardo's partnership with Children with Disabilities Service.
- ♦ Establish two office bases for the new Health Trust Rehabilitation Team
- ♦ Ensure that Social Services continues to have input into the PFI Scheme to secure sufficient and suitable accommodation for the Ruthin based staff.
- ♦ To vacate Fronfraith Hostel and return the building to the Corporate Property Group.

#### **11.6.5 Transport**

- ♦ To complete the upgrading of wheelchair restraints on all accessible vehicles.
- ♦ The training of all drivers and care attendants with passenger-carrying responsibilities in fire evacuation procedures.
- ♦ The completion of risk assessments for all passengers conveyed on wheelchair accessible vehicles.

#### **11.6.6 Client Finance**

- ♦ Monitor the increased workload for FAOs which arises from changes in legislation and changes to charging policy.
- ♦ Provide staff training for the Charging Policy.
- ♦ Complete work on the pursuance of bad debt carried over from Clwyd.

### **11.7 HUMAN RESOURCE IMPLICATIONS**

#### **11.7.1 Administration**

- ♦ To examine the impact of spans of control for Office /Site Managers, in particular the effectiveness of off-site management arrangements.
- ♦ The need for new funding for additional Admin. posts to support the increased number of professionals and new activities of the restructured teams.
- ♦ Assessing the impact on workloads due to the relocation of professional staff and the additional resources required.

### **11.7.2 Information & Business Systems**

- ♦ A continued commitment to provide adequate human resources on a long term basis to the Team's objectives.
- ♦ Secure adequate training for the Team to ensure maximum efficiency in use of systems.
- ♦ The implementation of Care.Comm will require the secondment of two experienced staff to assist in the development and configuration of the system.

### **11.7.3 Health & Safety**

- ♦ Increased staff resources will more effectively enable the delivery of the health & safety programme.
- ♦ The impact of the absence of Corporate Health & Safety Advisers on the Departments workload.

### **11.7.4 Transport**

- ♦ The impact of Best Value related work on the Transport Manager's workload.

### **11.7.5 Client Finance**

- ♦ Increased workload for FAOs arising from changes in legislation and changes to charging policy.
- ♦ Continued demands of pursuing bad debt causing unmanageable workloads.

## **11.8 CORPORATE POLICY IMPACTS**

### **11.8.1 Welsh Language Policy**

- ♦ All new posts are advertised in both Welsh and English and a judgement is made as to whether the post should be classed as Welsh essential or not. This will depend on whether a bilingual service is required from this service point. Active encouragement is given to existing front-line staff to learn Welsh to enable the delivery of service through the medium of Welsh for members of the public wherever possible.

### **11.8.2 Equal Opportunities**

- ♦ A number of front-line staff have received some initial training in the use of sign language to enable deaf people to receive a better quality and more extensive service at local offices.
- ♦ To ensure that all Reception areas are accessible to wheelchair users.

### **11.8.3 Business Culture**

- ♦ Working with Client Services, the Information & Business Systems Team develops and monitors performance indicators for Social Services activities. The indicators will become an integral part of the performance management framework for which the Team will play a critical role.

## 11.9 OUTCOMES

### 11.9.1 Administration

- ◆ Relocated staff to meet needs of restructure.
- ◆ Successful bid for additional resources

### 11.9.2 Information & Business Systems

- ◆ All statistical returns completed within the prescribed time scale.
- ◆ 'Partnership' working with Flintshire has been augmented.
- ◆ Delivery of Information Systems training to staff.
- ◆ Providing a laptop system for the Emergency Duty Team launched April 2001.
- ◆ A number of new PCs were brought into service and the roll out of Lotus Notes continues.
- ◆ Promoting staff awareness of Data Protection and the Information Security Policy.

### 11.9.3 Health & Safety

- ◆ Successful implementation of 'Lone Worker' Codes of Practice for office staff .
- ◆ Full compliance with all HSE requirements of Improvement Notices.
- ◆ Established a standardised risk assessment process for Home Care Service.
- ◆ Completed risk assessment and refresher training for identified Team Managers.
- ◆ Completed control measures for reducing hot surface scalds in Residential Homes.

### 11.9.4 Establishment/Offices Accommodation

- ◆ Progress with establishing Barnardo's partnership at Henllan
- ◆ Relocation of staff and client from Fronfraith, relinquishing property to Housing.
- ◆ Establish buildings systems for new occupants of 19 Bedford Street Rhyl.
- ◆ Progress with establishing accommodation for Rehabilitation Team.
- ◆ The re-roofing of Cefndy Resources Centre following health & safety concerns.

### 11.9.5 Transport

- ◆ Driver training completed for 41 drivers
- ◆ Fire Evacuation Procedures training completed for 16 drivers/care attendants.

### 11.9.6 Client Finance

- ◆ Design of new Financial Assessment form following consultation with users
- ◆ Development of Charging Policy Guidance document for staff.
- ◆ New policy development and implementation for charges to couples.
- ◆ Substantial progress with pursuit of bad debts.

BUSINESS PLAN ❖ SOCIAL CARE PLAN 2002 - 2005

2002/2003							
Budget	New Developments	Resource Transfers	Planned Reductions	Cash Ltd Budget	Projected Spend	Variance	Staff Changes
£1,046,211.00				£1,046,211.00	£1,041,680.00	-£4,531.00	
-£6,913.00				-£6,913.00	-£6,913.00	£0.00	
		£36,304.00		£36,304.00	£36,304.00	£0.00	
	£78,840.00			£78,840.00	£78,840.00	£0.00	
	£5,409.00			£5,409.00	£5,409.00	£0.00	
	£9,247.00			£9,247.00	£9,247.00	£0.00	
	£25,500.00			£25,500.00	£25,500.00	£0.00	
	£81,600.00			£81,600.00	£81,600.00	£0.00	
	£67,302.00			£67,302.00	£67,302.00	£0.00	+3
	-£67,302.00			-£67,302.00	-£67,302.00	£0.00	
<b>£1,039,298.00</b>	<b>£200,596.00</b>	<b>£36,304.00</b>	<b>£0.00</b>	<b>£1,276,198.00</b>	<b>£1,271,667.00</b>	<b>-£4,531.00</b>	

2003/2004								
Main Service Outputs & Inputs	Budget	New Developments	Resource Transfers	Planned Reductions	Cash Ltd Budget	Projected Spend	Variance	Staff Changes
<b>Inputs:</b>								
Support Services Budget	£1,321,604.00				£1,321,604.00	£1,379,138.00	£57,534.00	
Disabled Badge Income	-£7,120.00				-£7,120.00	-£7,120.00	£0.00	
	<b>£1,314,484.00</b>		<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£1,314,484.00</b>	<b>£1,372,018.00</b>	<b>£57,534.00</b>

BUSINESS PLAN ❖ SOCIAL CARE PLAN 2002 - 2005

	2004/2005							
Main Service Outputs & Inputs	Budget	New Developments	Resource Transfers	Planned Reductions	Cash Ltd Budget	Projected Spend	Variance	Staff Changes
<b>Inputs:</b>								
Support Services Budget	£1,361,253.00				£1,361,253.00	£1,420,512.00	£59,259.00	
Disabled Badge Income	-£7,334.00				-£7,334.00	-£7,334.00	£0.00	
	<b>£1,353,919.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£0.00</b>	<b>£1,353,919.00</b>	<b>£1,413,178.00</b>	<b>£59,259.00</b>	

## **12. SERVICE: PLANNING**

### **12.1 DESCRIPTION OF SERVICE**

**12.1.1** The Planning Team exists in order to develop plans, policies and information which support the Department in meeting its legislative duties. The team consists of a Planning Manager, three Planning Officers and an Administration Officer. The Sure Start Co-ordinator is located in the team. A Team Manager, Children's Services, has also been seconded to work with the team for one year. The team works closely with client services, other Departments and agencies in support of the primary aim of providing quality social care services to the people of Denbighshire.

### **12.2 MAIN SERVICES PROVIDED**

- ♦ Producing plans for community care services and children's services required by legislation and guidance.
- ♦ Interpreting new legislation and assisting with its implementation.
- ♦ Producing information regarding services for members of the public.
- ♦ Developing new policies and procedures in partnership with client services.
- ♦ Liaising with other statutory agencies and the voluntary sector regarding and policy developments.
- ♦ Obtaining and storing key reports and ensuring that information from them is appropriately disseminated.
- ♦ Responding to requests for information and reports from the National Assembly for Wales, other government agencies and national organisations.
- ♦ Assisting with development of the Department's Business Plan.
- ♦ Assisting with development of information systems so that accurate details are obtained about services requested and provided.

### **12.3 PRIMARY OBJECTIVES**

- ♦ To ensure that planning is needs led and focused on agreed priorities.
- ♦ To ensure the Department responds effectively to legislation and guidance, including the production of policies, procedures and plans.
- ♦ To develop and implement coherent planning and consultation mechanisms.
- ♦ To work with others to develop and implement a framework for responding to Best Value.
- ♦ To pursue external funding opportunities that support the priorities of the Department.
- ♦ To work with others to develop and implement an effective public information strategy.
- ♦ To support the development of strategic partnerships.
- ♦ To promote an evidence based approach to organisational change and best practice.

## 12.4 KEY ISSUES

- ◆ Easy access to high quality, reliable and timely management information to inform planning can be problematic. The Planning team needs to be clear about its information needs, develop closer links with the MIS team and actively influence the development of the new client information system (Care.com).
- ◆ There is a large number of new initiatives and this is generating an ever increasing workload for the Planning team and there can be conflicting demands. The agenda of work being generated by the National Assembly is particularly challenging. It is essential that tasks are clearly prioritised in consultation with the Senior Management Team and Service Managers. The team needs to build in sufficient capacity to ensure the effective follow through of planning work into practice.
- ◆ The Planning team needs to further develop effective planning partnerships with a range of other Departments and organisations and in particular with the Health Group, the Directorate of Lifelong Learning and the Housing Department. The team also needs to develop closer links with other social services planning teams in North Wales to promote sharing of good practice and efficient use of resources.

## 12.5 STRATEGY

- 12.5.1** The strategy is to work in partnership with client services and other Departments and agencies to ensure open, intelligent, coherent and cost effective planning mechanisms. The team will promote an even development of plans, policies and procedures (across client groups), based on agreed priorities and will ensure effective follow through of planning into practice, as appropriate.

## 12.6 ACTION PLANS 2002 - 03

- ◆ Pursue external funding opportunities.
- ◆ Complete outstanding work on Community Care Procedures.
- ◆ Ensure co-ordination of planning to implement Community Care changes, eg, Free Nursing Care, Preserved Rights.
- ◆ Review business planning/social care planning and children's services planning arrangements.
- ◆ Review eligibility criteria in light of Fair Access to Care guidance and guidance on Continuing Care. Begin work on Unified Assessment Framework.
- ◆ Implement Public Information Strategy.



- ◆ Implement Carers Strategy.
- ◆ Monitor and evaluate implementation of the Direct Payments Scheme.
- ◆ Respond to NAW guidance on Fairer Charging Policy Guidance.
- ◆ Further Develop Adult Protection Procedures.
- ◆ Respond to NAW initiatives: 6 weeks support at home, Deaf Blind Guidance.
- ◆ Assist with preparation of Children First Action Plan and Children's Services Plan.
- ◆ Update Child Care Procedures manual.
- ◆ Contribute to priority work on Placement Strategy.
- ◆ Maximise Sure Start resources for Denbighshire.

## **12.6 HUMAN RESOURCE IMPLICATIONS**

**12.6.1** There are no Human Resource implications arising from this plan.

## **12.7.0 CORPORATE POLICY IMPACTS**

### **12.7.1 Equal Opportunities & Social Inclusion**

- ◆ The team will ensure that all work produced by the team is consistent with the County Council Integrated Equalities Policy.

### **12.7.2 Corporate Parenting**

- ◆ The team will promote the role of the County Council as Corporate parent for Looked After Children.

### **12.7.3 Health Promotion**

- ◆ The team will consider the Health impact of work produced by the team in accordance with County Council policy.

### **12.7.4 Community Safety**

- ◆ The team will need to support the Department regarding Community Safety initiatives.

### **12.7.5 Best Value**

- ◆ The team will support the Department and the County Council in implementing Best Value.

**12.7.6 Welsh Language Policy**

- ♦ The team will ensure that all work produced by the team is consistent with the County Council's Welsh Language Scheme.

**12.8.0 OUTCOMES & TARGETS 2001 - 2003**

<b>DEFINITION</b>	<b>ACTUAL 01/02</b>	<b>TARGET 02/03</b>
% of targets in Planning Team Operation Plan which are achieved	New Indicator	90%
% of targets in Planning Team Operation Plan which are achieved within prescribed timescales	New Indicator	85%
% of policies produced on which consultation with stakeholders has taken place	New Indicator	90%
% of NAW consultation drafts received by the Planning Team to which a response is produced.	New Indicator	50%

Main Service Outputs & Inputs	2002/2003							Staffing Change
	Budget £	New* Develop. £	Planned** Reduction £	Target Unit	Cash Limited Budget £	Projected Spend £	Variance £	
<b>Outputs</b>								
<b>Inputs</b>								
Planning Manager								
Planning Officer x 3	136,932				136,932	145,281	8,349	
Travel Budget	4,610				4,610	6,121	1,511	
Supplies Budget	19,000				19,000	16,000	-3,000	
Direct payments Support scheme		51,000			51,000	50,000	-1,000	
<b>Total</b>	160,542	51,000			211,542	217,402	5,860	

	2003/2004							
Main Service Outputs & Inputs	Budget £	New Develop. £	Planned Reductions £	Target Units	Revised Budget £	Projected Spend £	Variance £	Staffing Change
<b>Outputs</b>								
<b>Inputs</b>								
Staffing	165,358				165,358	173,229	7,871	
Direct payments	52,530				52,530	50,000	-2,530	
<b>TOTAL</b>	217,888				217,888	223,229	5,341	

	2004/2005							
Main Service Outputs & Inputs	Budget £	New Develop. £	Planned Reductions £	Target Units	Revised Budget £	Projected Spend £	Variance £	Staffing Change
<b>Outputs</b>								
<b>Inputs</b>								
Staffing	170,319				170,319	179,421	9,102	
Direct payments	54,106				54,106	50,000	-4,106	
<b>Total</b>	224,425				224,425	229,421	4,996	

## **13. SERVICE: QUALITY ASSURANCE**

### **13.1 DESCRIPTION OF SERVICE**

13.1.1 Quality Assurance Section provides a strategic and co-ordinated approach to developing quality mechanisms and reviewing, and evaluating, performance across the Department. The Section currently consists of two Quality Assurance Officers and a part time Clerical Assistant.

### **13.2 MAIN SERVICES PROVIDED**

- ◆ Developing and co-ordinating quality assurance mechanisms with the Department to be consistent with the requirements of Best Value;
- ◆ Developing, implementing and monitoring standards.
- ◆ Ensuring that the outcome of monitoring the standards is reported on and available;
- ◆ Managing and co-ordinating the statutory Representation & Complaints Procedures;
- ◆ Undertaking any other appropriate duties which will ensure that the Department is not vulnerable to criticism e.g. Ombudsman reports;
- ◆ Processing applications for funding from the voluntary sector and overseeing the contracts.

### **13.3 PRIMARY OBJECTIVES**

- ◆ To ensure that there are effective and robust Representation and Complaints Procedures so that clients can express their concerns;
- ◆ To ensure that the Department has meaningful standards and is able to report to them.
- ◆ To undertake client surveys to inform service strategy.

### **13.4 KEY ISSUES**

- ◆ The Government has set a clear agenda for Local Authorities to reform and modernise. Central to this agenda is the need to have effective systems which enable quality to be evaluated. This means developing, alongside people who use services, standards which are meaningful, can be monitored, and which lead to change. The National Assmibly of Wales are also consulting on the Statutory Complaints Procedure and the recommendations will need to be incorporated into Departmental policies and procedures.

### **13.5 STRATEGY**

- ◆ The Quality Assurance staff will develop a carefully scheduled programme of standards development and monitoring. Better quality feedback to complaints has commenced and this will be linked to ensuring that recommendations, especially from Review Panels, are acted upon. There is also a need to roll out training for all staff to promote the positive use of the Procedures.

## **13.6 ACTION PLAN**

The key actions are as follows:

- ♦ timetabling standards development and monitoring
- ♦ improving key elements of the complaints procedure

## **13.7 HUMAN RESOURCE IMPLICATIONS**

**13.7.1** There are no human resources implications arising from this plan.

## **13.8 CORPORATE POLICY IMPACTS**

### **13.8.1 Anti Poverty**

- ♦ The Section oversees the waiving of charges process. This helps to ensure that people who are assessed to pay towards the cost of their service do not suffer financial hardship.

### **13.8.2 Best Value**

- ♦ The Section will continue its work in setting and measuring local standards for services, comparing performance with other providers and ensuring that people who use services can actively participate in improving and developing services to evidence continuous improvement as required for Best Value.

### **13.8.3 Business Culture**

- ♦ The Section leads and facilitates services in developing and setting standards and local performance indicators for Social Services activities. These standards are then monitored and performance is reviewed and reported on. The standards will become an integral part of the performance management framework.

### **13.8.4 Community Involvement / Partnership working**

- ♦ The preparation for Joint Reviews / Best Value links into the Government's requirement for authorities to consult with local communities and become more accountable to local people. The Section ensures that in developing quality mechanisms that the appropriate people / organisations are consulted with. This includes: People who use services and their carers; Statutory Agencies; Voluntary Organisations and Independent Providers.
- ♦ The Section currently has responsibility for overseeing the process for awarding grants to voluntary organisations. This involves close liaison with voluntary organisations and the Health Authority to ensure optimum use of resources and that service priorities are met.

### **13.8.6 Equal Opportunities**

- ♦ The Section has a primary responsibility for ensuring that both staff, and people who use services, have access to Procedures which enable them to raise concerns about service delivery, including:
  - Whistle blowing Procedures for staff to raise concerns about malpractice;
  - Statutory Representation and Complaints Procedures for people who use services;
  - The County Council's general Complaints Procedure.
- ♦ The information relating to the Department's Representation & Complaints Procedures is available in a wide range of formats enabling equal access to the Procedures.

### **13.8.7 Welsh Language Policy**

- ♦ All published information is bilingual. Systems are in place to ensure that people can raise concerns and complaints through the medium of Welsh. Additionally, the Department has appointed Welsh speaking volunteers to act as the Independent People aligned to the Procedures.

## **13.9 OUTCOMES**

- ♦ The Department is not always achieving compliance with statutory timescales for the investigation of complaints.
- ♦ Undertook an audit of files in Adults Services to establish performance against ACPI's, BVPI's, and local standards. The outcome of the audit has provided Managers with base line data on performance as well as highlighting areas that need to be strengthened.
- ♦ Processed applications for grant funding. Each grant was underpinned by a contract. The application process was aligned with the Health Authority's to provide a more coherent framework for Voluntary Organisations.

Main Service Outputs & Inputs	2002/2003							Staffing Change
	Budget £	New* Develop. £	Planned** Reduction £	Target Unit	Cash Limited Budget £	Projected Spend £	Variance £	
<b>Outputs</b>								
<b>Inputs</b>								
Quality Assurance Manager								
Quality Assurance Officer x 2	67,285				67,285	92,513	25,228	
Quality Assurance Admin. (50%)								
Travel Budget	3,444				3,444	4,278	834	
Supplies Budget	5,327				5,327	12,000	6,673	
<b>Total</b>	76,056				76,056	108,791	32,735	

New Developments			



2003/2004								
Main Service Outputs & Inputs	Budget £	New Develop. £	Planned Reductions £	Target Units	Revised Budget £	Projected Spend £	Variance £	Staffing Change
<b>Outputs</b>								
<b>Inputs</b>								
Staffing	78,338				78,338	119,843	41,505	
<b>TOTAL</b>	78,338				78,338	119,843	41,505	
2004/2005								
Main Service Outputs & Inputs	Budget £	New Develop. £	Planned Reductions £	Target Units	Revised Budget £	Projected Spend £	Variance £	Staffing Change
<b>Outputs</b>								
<b>Inputs</b>								
Staffing	80,688				80,688	124,938	44,250	
<b>Total</b>	80,688				80,688	124,938	44,250	

## **14. SERVICE: STAFF DEVELOPMENT AND TRAINING**

### **14.1 DESCRIPTION OF SERVICE**

**14.1.1** The Staff Development Service exists to ensure that staff employed by Social Services have the qualifications, knowledge, skills and attitudes required to provide high quality services. The team takes a leading role in providing high quality training and assessment in the County and across North Wales.

### **14.2 MAIN SERVICES PROVIDED**

#### **14.2.1 On behalf of the Directorate**

- ◆ Organisation and development of the NVQ Assessment Centre for awards in Care, Training and Development, and Advice and Guidance. Organization and joint delivery with Health of the Certificate in Community Mental Health to meet the requirements of City and Guilds as the Awarding Body.
- ◆ Meeting the requirements for the agency in the North West Mental Health Partnership, Approved Social Worker (ASW) training and assessment
- ◆ Contributing to the North and West Wales Social Work Training Consortium in the running of the Dip SW programme and the development of routes for Post Qualifying Awards. Meeting the requirements for the agency to act as an Approved Agency for the provision of practice placements.
- ◆ Liaison with the Training Organisation for Personal Social Services (TOPPS) and contributing to Social Care Regional Partnership. Contributing to the work of the Occupational Standards group of TOPPS and the work on the reform of DipSw.
- ◆ Contributing to the All Wales PQ Consortium and the developments in PQ and Continuing Professional Development.
- ◆ Contributing to staff development and training at a corporate level and representing the Directorate at County meetings to develop Investors in People.
- ◆ Development of joint training initiatives with Conwy and Denbighshire NHS Trust, Directorate of Lifelong Learning, North Wales Police, and neighbouring Local Authorities in relation to Children and Vulnerable Adults and organising training to implement multi agency policies and procedures in line with legislation.
- ◆ Working in partnership with Further Education Colleges to provide accredited training and assessment, which can access ELWa funding .

#### **14.2.2 Within the Department**

- ◆ Advice and consultation on identifying training needs, for teams, individuals, and managers.
- ◆ Design of training plans at directorate team and individual level.
- ◆ Design, organisation and delivery of training courses.
- ◆ Funding and evaluation of training for Social Services .
- ◆ Assessment and verification for NVQ, Diploma in Social Work , Post Qualifying Awards, Practice Teacher's Award, ASW and Management qualifications.

- ◆ Development of systems and practices to meet quality standards and contribution to groups developing policies for the Directorate e.g. Frameworks for the Assessment of Children in Need, IIP, Health and Safety.
- ◆ Development of continued professional development to link with the likely requirements of the Care Council and the national qualifications framework
- ◆ Support and guidance to staff pursuing qualifications and career development.
- ◆ Administration of training and the provision of resources for learning e.g. books, videos, training packs and the use of IT.

### **14.3 PRIMARY OBJECTIVES**

- ◆ To work with other organisations to develop appropriate qualifications and programmes in Social Care and Social Work, in line with the requirements of the Care Council of Wales.
- ◆ To contribute to joint training and assessment of staff with Health Trusts; neighbouring Local Authority Social Services; North Wales Police; Voluntary bodies and Independent agencies with whom we contract.
- ◆ To contribute to the staff development strategies of the whole County Council.
- ◆ To plan the training strategy for the Directorate to meet National Assembly targets and ensure that assessment and training is consistent with national standards.
- ◆ To support managers in developing their staff.
- ◆ To monitor and evaluate the outcomes of staff development and training.

### **14.4 KEY ISSUES**

**14.4.1** This is a very significant time nationally with the establishment of the Care Council and the reform of the Diploma in Social Work. The opportunity exists to develop social work and social care as valued professions. As an agency we have the opportunity to implement strategies and systems to make the very most of these opportunities.

**14.4.2** It is the best time for the Department to be developing its Human Resources Strategy. The key issues in the Business Plan form many of the areas for planning in the Human Resources Strategy.

- ◆ The shortage of qualified social workers has begun to become a problem in North Wales. We have already implemented a programme to ensure all our staff in social work posts are qualified and can meet registration requirements, but need to move to increasing the numbers qualifying for future recruitment.
- ◆ We are also experiencing a shortage of qualified Occupational Therapists, particularly as they are paid more to work in Health settings.
- ◆ There is extra pressure on placements for DipSw students with flexible entry routes, more staff taking PQ Awards, high sickness levels and additional demands on those experienced staff holding the Practice Teacher Award.

- ◆ It is also a time for the implementation of many initiatives and policies, such as Framework for the Assessment of Children in Need, All Wales Child Protection Procedures, Direct Payments, Leaving Care, Foster Care Standards, Unified Assessment etc. The training required to implement policies needs managing, so that staff and managers have the required knowledge and key skills to deliver good practice but don't feel overloaded .
- ◆ We have been steadily increasing the numbers of our 'in house' staff achieving NVQs in care in line with National Assembly targets. However particularly in domiciliary care we are increasingly contracting with independent providers. We have started to run courses in manual handling and foundation programmes training in house and external staff together, the issue of funding this training and whether we charge is still to be resolved.
- ◆ Over the past year nearly 40% of the work of the team has been in partnership with Conwy and Denbighshire NHS Trust, Conwy County Borough Council, North Wales Police and some voluntary agencies. This is a pattern that is likely to increase particularly in Child Care, Mental Health and Vulnerable Adults. It is important to get the balance right and ensure our own staff are getting training in the specialist skills required by their roles..
- ◆ There is an increase in the numbers taking and achieving PQ1, and the full PQSW . Two staff members are completing the PQ Child Care Award. There is increasing demand from staff and externally for evidence of continuing professional development which will have to be in line with the structure decided by the Care Council.
- ◆ We have started the programme of training and assessment of Foster Carers and though it has been successful is still only a small percentage of the total number.
- ◆ Denbighshire has joined with Flintshire to develop a new client information system. It means staff will be required to be computer literate and very familiar with the new software.
- ◆ Administrative and support staff need to have the opportunity to develop their specialist skills. There is also a need to have career paths that are clear and accessible for such staff.
- ◆ It is easier to find programmes and support attendance of managers at supervisory or certificate level training it is more difficult to find suitable programmes for managers at higher levels and for them to release the time to attend. There is also a need for continuing development in management skills .
- ◆ The Manual Handling Advisor has done a lot of work in training, development of good systems internally and in working with multi agency groups. There is a need to develop more training in the manual handling of loads throughout the County but

her job is fully committed to working with manual handling in relation to vulnerable people.

#### 14.5 STRATEGY

- ◆ We will continue to invest in staff achieving the appropriate qualifications for the job. This will ensure that we meet the National Assembly Training Targets and follow the guidance of the qualifications framework developed by TOPSS. This work not only involves a commitment of a large part of the budget but also the time of the Staff Development Team in assessing and preparing candidates and training and supporting other assessors for each of the qualifications.
- ◆ As part of the Human Resources Strategy a Trainee Social Work scheme will be introduced and a pilot run to train one staff member as an Occupational Therapist through a newly established North Wales route.
- ◆ We have turned around a low number of placement offers in the first year DipSw 2001, to a better picture for the second year 2002, but there is continued work to be done to increase the number of placements and maintain commitment and enthusiasm for practice teaching.
- ◆ We will work with the Social Care Regional Partnership and take forward joint training and assessment programmes with the Independent and Voluntary sector, promoting the vision of 'one workforce'.
- ◆ We need to build in the time to develop the working groups that support all the multi agency work and ensure we have strong links to the organisational structures and planning groups run as multi-agency groups e.g. ACPC, Adult Protection Forum, Local Health groups.
- ◆ We have taken a lead in developing a North Wales route to PQ1 and linked our social worker progression to the requirements for PQ1. We will continue to contribute to the work of the North and West Wales Consortium and national developments. This year we will link our induction and training sessions to the requirements for PQ and seek to encourage professional staff to develop their own portfolios of continuing professional development.
- ◆ The full time Foster Care Assessor has made good progress with the first 12 candidates and we will recruit a further group of 12 and also look to develop other work based Assessors to increase the numbers able to progress with the qualification.
- ◆ The programme of training courses run in house will continue and be planned to match needs identified through changes in policy and legislation, the skills required for the job and the individual needs of staff identified with managers through Staff Development Reviews and supervision. Some courses will be essential to changes

such as the new computer system but we will seek to work closely with managers to ensure training is well planned and equips staff to do the job well.

## **14.6 ACTION PLAN**

**14.6.1** There are detailed training plans for each of the budget headings; Child Care, Community Care, Management, NVQ, Mental Health, Health and Safety Administrative Skills, DipSw Practice Teaching. (See Training Support Programme Training Plans 2002 - 2003)

**14.6.2** The Action Plan can be separated into three main areas

### **14.6.3 Qualifications**

- ◆ There will be continued support to 2 staff in Child Care and 2 in Adult Services to complete the Diploma in Social Work.
- ◆ A new trainee scheme will be introduced to support one supernumerary post of Trainee Social Worker to start in September 2002, the first to be a Child Care post.
- ◆ One member of staff working as a Disability Assistant will be supported to take Occupational therapy qualification, hopefully through the new course at Bangor University.
- ◆ Two staff will be supported to complete their ASW training and two more recruited to take the PQ1 Mental Health in preparation for one further ASW candidate this year.
- ◆ Two staff will be supported to complete the PQ Child Care Award and three more recruited for January 2003.
- ◆ 6 Social Services staff, 6 Health staff and 2 Voluntary staff will be supported to complete the Community Mental Health Certificate and 16 more recruited for September 2002 or January 2003.
- ◆ 5 staff will be supported to complete the PQ1 they have started, 18 will be registered and assessed through the new North Wales route. 5 will continue on the full PQSW.
- ◆ 3 staff will complete the Practice Teacher Award, 3 more to be recruited in June.
- ◆ 18 staff will be supported to complete management qualifications with a further 8 recruited to start in September 2002.
- ◆ 12 foster carers will be supported to complete their NVQ 3, and 12 more recruited.
- ◆ 40 staff will be supported to continue their NVQs in care at all levels and 15 will be recruited including 6 in the Independent Sector through a pilot project training and assessing both candidates and work based Assessors where possible.
- ◆ 20 more staff will be given the opportunity to complete the European Computer Driving License.
- ◆ 5 staff will be supported to do NVQs in Business Administration through a local College.

- ◆ 4 staff will be supported to complete specialist post qualifying course at Diploma or Masters level, and 5 to do accredited courses at HNC/HND level.

#### **14.6.4 Policies / Legislation**

- ◆ The Planning Team have provided a list of Legislation and Policies that will need to be included in the detailed training programme over the year summarised as follows;
- ◆ Best Value - Awareness - Service Reviews
- ◆ Recording
- ◆ Changes to arrangements for people in Care Homes i.e. Free Nursing Care, Preserved Rights etc.
- ◆ Risk Assessment
- ◆ Continuing Health Care
- ◆ Eligibility Criteria
- ◆ Carers & Disabled Children Act -Voucher Scheme
- ◆ Direct Payments
- ◆ Disability Discrimination Act
- ◆ Charging Policy - NAW Guidance
- ◆ Standards in Residential & Nursing Homes
- ◆ Protection of Vulnerable Adults
- ◆ Free Home Care
- ◆ Dual Sensory Impairment
- ◆ Consultation
- ◆ Care & Control Policy Behaviour Management (TCI)
- ◆ Child Care Procedures Manual
- ◆ Leaving Care
- ◆ Framework for Assessment of Children in Need
- ◆ Caseload Weighting
- ◆ Data Protection / Confidentiality / Human Rights
- ◆ Unified Assessment Framework
- ◆ Framework for Partnership
- ◆ Fulfilling the Promises
- ◆ Health and Safety, Manual Handling, Stress, Personal Safety
- ◆ All Wales Child Protection Procedures

**14.6.5** Some of these areas can be covered in the Induction programme which is being developed using the Induction Standards, others will be covered in briefing sessions, team meetings and written guidance. However there will be a need for training programmes which enables participants to practice the skills required and understand the full implications for practice.

#### **14.6.6 Good Practice**

**14.6.7** These areas obviously overlap with policies and procedures to implement legislation and guidance and are required knowledge for qualifications. It is also important to give

opportunities to staff to continue to develop skills and knowledge of particular theories or approaches to work. They are likely to include:

- ◆ Communicating with Children
- ◆ Written skills in reports and records
- ◆ Minute taking
- ◆ Loss and Bereavement
- ◆ Transactional Analysis
- ◆ Therapeutic Crisis Intervention linked to Care and Control Policy
- ◆ Counseling skills
- ◆ Disability awareness
- ◆ Budgeting
- ◆ Team Development
- ◆ Project Management
- ◆ Welfare rights
- ◆ Investigation of abuse and case conferences (both children and adults)
- ◆ Dealing with complaints
- ◆ Customer Care
- ◆ Training and Presentation Skills
- ◆ Interview skills for both interviewers and interviewees

## **14.7 HUMAN RESOURCE IMPLICATIONS**

**14.7.1** The Human Resources Strategy will seek to analyse the staffing structures we have in the Department, the qualifications required, plan for future needs and develop career pathways.

**14.7.2** In relation to the Staff Development Team there is one vacancy for a part time Staff Development Officer. This post will be designed to take a lead in supporting the qualifications framework other than NVQs e.g. Dip SW, PQ, and Practice Teaching and Placement provision.

**14.7.3** This will free some time for other team members to take a more proactive role in focusing on Learning Disabilities, Physical Disabilities and Older People.



**14.8 CORPORATE POLICY IMPACTS****14.8.1 Business Culture**

- ◆ Courses have been delivered for the County and external agencies and costed to cover the costs of provision and the time of Staff Development Officers. Course have been accessed free of charge through Colleges and running courses in partnership with Colleges. We evaluate what we do and give clear aims and objectives. We support staff in gaining the skills and qualifications they need to meet the requirements of a Business Culture.

**14.8.2 Communication Strategy**

- ◆ Through the Investors in People task group we are developing the Communication Strategy for the Directorate. The role of the Staff Development is integral to good communication in listening to the views of staff and training on Policies and procedures. In delivering training to other Directorates we are able to bring staff together and assist in cross Directorate communication.

**14.8.3 Welsh Language Policy**

- ◆ The Staff Development Team supports staff attending Welsh classes and promotes the development of skills in practice. Where possible materials are made available in the Welsh language and participants at courses are encouraged to have group discussion in their first language. Two members of the team are fluent Welsh speakers.

**14.8.4 Equal Opportunities**

- ◆ The Staff Development Team have an Equal Opportunities policy in relation to training. We try to circulate information widely about the opportunities for staff. 75% of our training is provided for staff who are on lower wages, full part time and women returnees. NVQs in Care are an opportunity for these staff to gain a qualification.
- ◆ We try to ensure staff are not prevented from undertaking work related training purely on the basis of personal circumstances.
- ◆ The team contribute to organising and delivering training on Equal Opportunities, and Anti Discriminatory Practice and mentoring and assessing staff in this area for qualifications.

**14.8.5 Health Strategy**

- ◆ The Staff Development Team are involved in development of policy and practice on Health Safety. We organise, plan deliver training and assess for qualifications aspects of Health and Safety. In particular Risk Assessment, Moving and Positioning Personal Safety, and Stress.

**14.9 OUTCOMES 2001/2002**

- ◆ April 2001 - March 2002 197 courses delivered in house with 2146 attendances.
- ◆ 98 qualifications achieved between September 2000 - 2001.
- ◆ 33 NVQs completed between April 2001 - March 2002

- ◆ The External Verifier awarded Denbighshire Social Services Assessment Centre “status A for compliance with City and Guilds requirements and good practice throughout its activities,....It is indeed a Centre of Excellence”.
- ◆ 12 Foster parents being assessed for NVQ 3. 1 has finished in 7 months and four more should finish by May.
- ◆ Denbighshire is the only Social Services Department in Wales to gain accreditation to run the Certificate in Community Mental Health being run in partnership with Conwy Denbighshire Health Trust. 16 candidates registered including 4 from Voluntary Organisations/ Services users.
- ◆ All Social Workers, all key Health Visitors and all Education Social Workers and key staff from NCH, prepared for implementation of the Framework for the Assessment of Children in Need, through 6 x 2 day training courses with 1 day follow up. 3 x ½ day awareness sessions run for SSD, Health and Education.
- ◆ ACPC training sub group working well, now a joint group with Conwy to facilitate the work with Conwy and Denbighshire NHS trust, Education and North Wales Police. 20 training days on Child Protection Awareness and Joint Investigation run with plans being prepared for the launch of the new procedures.
- ◆ Denbighshire coordinating the Training group for the North Wales Adult Protection Forum and representing the group at the Forum.
- ◆ Mental Health training being run for North Wales Police, Probationers, Custody Sergeants, Community officers and Special Constabulary.
- ◆ 29 courses run on Manual Handling advertised to the Independent sector with 66 attendances from that sector out of 140.
- ◆ A programme of training has been started to promote healthy work practices to contribute to the policy on stress management.
- ◆ Denbighshire took a lead in developing a North and West Wales Consortium route for the Post Qualifying Award (Part One.)
- ◆ 5 additional placements found in response to placement crisis.
- ◆ Training and assessment provided at the hours convenient to participants including evenings and weekends.

Main Service Outputs & Inputs	2002/2003							Staffing Change
	Budget £	New* Develop. £	Planned** Reduction £	Target Unit	Cash Limited Budget £	Projected Spend £	Variance £	
<b>Outputs</b>								
Qualifications				98				
Courses				140				
Attendances				2,021				
Registered for Qualifications				60				
Child Care	36,000				36,000	36,000		
Community Care	36,800				36,800	36,800		
Management	8,200				8,200	8,200		
NVQ	12,000				12,000	12,000		
Mental Health	15,000				15,000	15,000		
Health and Safety	6,233				6,233	6,233		
Administrative Skills	4,000				4,000	4,000		
<b>Inputs</b>								
Staffing	232,224				232,224	232,224		
TSP Grant	-111,991				-111,991	-111,991		
<b>Total</b>	<b>244,466</b>				<b>244,466</b>	<b>244,466</b>		

	2003/2004							
Main Service Outputs & Inputs	Budget £	New Develop. £	Planned Reductions £	Target Units	Revised Budget £	Projected Spend £	Variance £	Staffing Change
Planned	354,541				354,541	354,541		
Expenditure								
TSP Grant	-115,350				-115,350	-115,350		
<b>TOTAL</b>	239,191				239,191	239,191		

	2004/2005							
Main Service Outputs & Inputs	Budget £	New Develop. £	Planned Reductions £	Target Units	Revised Budget £	Projected Spend £	Variance £	Staffing Change
Planned	365,177				365,117	365,117		
Expenditure								
TSP Grant	-118,810				-118,810	-118,810		
<b>Total</b>	-118,810							

## 15. SERVICE: WELFARE RIGHTS

### 15.1 DESCRIPTION OF SERVICE

**15.1.1 Denbighshire Welfare Rights Service** exists to reduce poverty, social exclusion and health inequalities through delivering effective welfare rights and debt counselling services. Welfare Rights is about people getting effective advice & help with securing their Social Security, Housing & Employment rights. The Welfare Rights Service is provided by a Welfare Rights Team, other Social Services Staff and through contracts with the Rhyl & District Benefits Advice Shop and five Citizens Advice Bureaux.

**15.1.2. The Rhyl & District Benefits Advice Shop (BAS)** provides an independent Social Security advocacy service. The **Citizens Advice Bureaux (CAB)** provide generalist advice, Social Security and debt advocacy services. The Welfare Rights Team is responsible for the contracts with BAS & CAB; the services are complementary in terms of client focus and delivery of service.

**15.1.3.** The **Welfare Rights Team (WRT)** provides a proactive and rapid advocacy service for Social Services Users & Carers & Council Staff and training and support mainly to Social Services Staff. The team currently consists of 2 Welfare Rights Officers, 4 Welfare Rights Assistants, a Supporting People Coordinator, 1.5 Administrative Assistants and a Manager.

### 15.2. MAIN SERVICES PROVIDED

#### 15.2.1 Welfare Rights Advice & Advocacy:

- ◆ for Social Services Users.
- ◆ for Council Staff.
- ◆ for people who require help with self funding arrangement for residential care.
- ◆ for benefit take-up campaigns.
- ◆ a Freephone Welfare Rights Helpline for advice and referrals to WRT/CAB/BAS
- ◆ a database collates the results of the above activities.

#### 15.2.2 Support & Training Services:

- ◆ A Helpline service for Staff for advice & referrals.
- ◆ A training programme for staff and advisers.
- ◆ Joint working on complex cases.

#### 15.2.3. Information Service:

- ◆ Maintaining a comprehensive Welfare Rights information service.
- ◆ Information to Members and Staff through bulletins.
- ◆ Information to other statutory workers and independent sector advisers.
- ◆ Information leaflets for the public.
- ◆ Use of the Media e.g. press releases.

**15.2.4. Social Policy Advice**

- ♦ Promotion of the Council's Anti-Poverty and Agenda 21 policies.
- ♦ Keeping the Officers and Members informed of Poverty & Welfare Rights issues.
- ♦ Welfare Rights influence on SSD policies and processes.
- ♦ Antipoverty influence on Charging Policies.

**15.2.5 Campaigns for Benefit Take-Up:**

- ♦ Undertaking publicity exercises to promote the take up of particular benefits.

**15.2.6 Co-ordination and Development:**

- ♦ To develop, coordinate and monitor complementary Welfare Rights Advocacy and Debt Advocacy services for people in Denbighshire through service level agreements and external funding bids.
- ♦ To ensure an effective referral procedure to BAS & CAB is maintained through a public Freephone Helpline.

**15.3 PRIMARY OBJECTIVES**

**15.3.1. Primary Objectives**

- ♦ To maximise Social Services Users' incomes.
- ♦ To maximise the take up of Transitional Housing Benefit.
- ♦ To increase Social Services charging policy income.
- ♦ To reduce the cost of care to Social Services by maximising peoples entitlement to Social Security Benefits.
- ♦ To decrease demand for intensive and costly social or health care through assisting with preventative strategies.
- ♦ To train and support Social Services staff to fulfill their Statutory Duty to provide basic advice and information on Social Security benefits.
- ♦ To deliver an advice line for staff and the public which accepts referrals.
- ♦ To be responsible for welfare rights and debt advocacy contracts.

**15.4 KEY ISSUES & STRATEGY 2002/05:**

- ♦ Promoting the **Freephone Welfare Rights Helpline** will improve access to advice & advocacy especially for poorer people and those in remote rural areas.
- ♦ **Transitional Housing Benefit (THB)**: the scope for improving support services to vulnerable people and for reducing costs to Social Services through maximising THB is significant, as is the potential for increased funding to DCC through **Supporting People** for these purposes from 2003. These tasks must be completed by October 2002.
- ♦ **Charging Policy**: delivering help to people who are charged for home care, day care & project work support and their carers continues to be a core area of work for the team.

- ♦ **Mental Health:** review the service to Community Mental Health Teams & pursue the Objective One Working Towards Employment bid.
- ♦ **Children's Services:** dedicate half a welfare rights assistant & deliver a take up exercise for the Children with Disabilities Team; plus a bid for an additional 0.5 WRA from the Children First fund.
- ♦ **DCC Housing:** improve tenants access (especially those in sheltered accommodation) to welfare rights advice & help through promotion of the freephone helpline and referrals for advocacy.
- ♦ **DCC Revenues:** better communication and working arrangements would lead to improved take up of benefits for people in Denbighshire.
- ♦ **Health:** A partnership bid through the Health Alliance has resulted in funding to pilot an outreach **service in GP surgeries** in Rhyl, Ruthin & Denbigh (2001/03).
- ♦ **Training Programme:** deliver on up to 150 hours of Welfare Rights training/briefings to Staff & external advisers.
- ♦ **Review of Service Level Agreements:** the monitoring and use of the contracts with the Citizens Advice Bureau and the Benefits Advice Shop need to be improved.
- ♦ **Community Legal Services Partnership:** support for the Denbighshire partnership will result in improved advice services for local people.

**15.5 ACTION PLAN, HUMAN RESOURCE IMPLICATIONS & TARGETS 2002/03.**

KEY ISSUES	RESPONSIBILITY	HUMAN RESOURCE IMPLICATIONS	TARGETS
Freephone Welfare Rights Helpline	WRM & WRO's	n/a	1500 callers
Transitional Housing Benefit	WRM, SPCO & WRT Social Workers	+2.5:SPCO, WRA, Admin	500 claims 18 briefings 250 claims
Charging Policy & Carers	WRA's	n/a	340 referrals
Mental Health Outreach	WRA	6hrs/week	144 callers

KEY ISSUES	RESPONSIBILITY	HUMAN RESOURCE IMPLICATIONS	TARGETS
Mental Health Objective One	WRM & MIND	+ 0.5 WRA	
Children's Services	WRM/WRA/SM Children First	+0.5 WRA +0.5 WRA	120 referrals 120 referrals
Housing Department	WRM/HRM/PHO	n/a	
Revenues Issues	WRM/SM	n/a	
Health & Benefits Pilot Project	WRM/WRA & Health Alliance	+ 0.5 WRA (temp)	120 referrals 142 callers
Training	WRM & WRO's	n/a	150 hrs contact.
Review Service Level Agreements	WRM & HRM	n/a	n/a
Legal Services Partnership	WRM & PO	n/a	n/a

I. **Key:** WRM Welfare Rights Manager; HRM Housing Rents Manager; PHO Principal Housing Officer; SPCO Supporting People Coordinator; SM Service Manager; WRO Welfare Rights Officer; WRA -Welfare Rights Assistant. PO Planning Officer.

## 15.6 Corporate Policy Impacts

- ♦ **Antipoverty & Social Inclusion:** the WRT provides a service which reduces poverty. The training, support and developmental functions assist other Council Staff and other organisations to deliver a similar service to different sections of the community.
- ♦ **Partnership Working/Community Involvement:** the WRT works with a range of Directorates and external organisations (especially CABx, Rhyl BAS) and individuals to reduce poverty.
- ♦ **Health Strategy:** the Acherson report confirmed the link between poverty and illness and recommended that Patients receive help with maximising their Social Security entitlement.
- ♦ **Equal Opportunities Policy:** helping people to secure additional income improves their access to goods and services and improves their quality of life.
- ♦ **Economic Policy:** the spending of Social Security income in the local economy has the effect of creating and sustaining jobs.
- ♦ **Best Value Principles and Joint Reviews:** the WRU is committed to continuous improvement in the development of welfare rights and debt advocacy services both within and outside of the Department.



## 15.7 OUTCOMES 2001/02

- ♦ **331 people gained £1.9m in benefits during 2000/1;**  
the total since Sept 1996 is now **£8.84m for 2803 people.**
- ♦ The injection of £8.84m into the local economy will have generated and sustained up to **332 jobs.**
- ♦ **£201k in additional charging policy** income has been gained through benefits advocacy (£0.6m since 1996) with 298 people during 2001/02.
- ♦ **£447k has been saved on 161 residential care** placements through helping people to “self-funding” their care ( £1.4m since 1996).
- ♦ **On 21/2/02 the WRT was the first Local Authority Welfare Rights team in Wales to be awarded a Quality Mark for providing Welfare Benefits at a “specialist” level by the Legal Services Commission.**

Main Service Outputs & Inputs	2002/2003							Staffing Change
	Budget £	New* Develop. £	Planned** Reduction £	Target Unit	Cash Limited Budget £	Projected Spend £	Variance £	
<b>Outputs</b>								
New referrals/yr				1,400				
Help Line Callers				1,500				
Training Days				20				
<b>Inputs</b>								
Staff - Welfare Rights	130,739				130,739	160,620	29,881	
Supporting People Initiative	49,398	30,000			79,398	81,789	2,391	3
Travel	3,183				3,183	10,944	7,761	
Running Costs	2,012				2,012	9,000	6,988	
CP Income						-38,438	-38,438	
TSPB						-2,000	-2,000	
Housing Cont.(Supporting People)						-13,000	-13,000	
Health Promotion						-7,500	-7,500	0.5
Objective One Contribution						-4,574	-4,574	
Abbeyfields Income						-3,000	-3,000	
<b>Total</b>	<b>185,332</b>	<b>30,000</b>			<b>215,332</b>	<b>193,841</b>	<b>-21,491</b>	

**New Developments:** Supporting People/Transitional Housing Benefit Project.  
Health & Benefits Pilot Project.

	2003/2004							
Main Service Outputs & Inputs	Budget £	New Develop.	Planned Reductions	Target Units	Revised Budget	Projected Spend	Variance £	Staffing Change
<b>Outputs</b>								
New referrals				1,100				
Helpline Callers				1,500				
Training Days				20				
<b>Inputs</b>								
Staff Costs	140,012				140,012	177,933		
Charging Policy						-39,591	37,921	
TSPB						-2,000	-39,591	
Objective One Contribution						-4,711	-2,000	
							-4,711	
<b>TOTAL</b>	140,012				140,012	131,631	-8,381	

	2004/2005							
Main Service Outputs & Inputs	Budget £	New Develop. £	Planned Reductions £	Target Units	Revised Budget £	Projected Spend £	Variance £	Staffing Change
Outputs as for 2003/04								
<b>Inputs</b>								
Staff Costs								
Charging Policy	144,212				144,212	182,750	38,538	
TSPB						-39,591	-39,591	
Objective One Contribution						-2,000	-2,000	
						-4,852	-4,852	
<b>Total</b>	144,212				144,212	136,307	-7,905	

## **16. SERVICE: PERSONNEL**

### **16.1 DESCRIPTION OF SERVICE**

- 16.1.1** The Personnel Section exists to provide a comprehensive service to all staff and managers of the Social Services Department. It ensures that personnel policies are in place, supports staff and managers by advising on matters relating to terms of employment, maintains accurate staff records and administers procedures in relation to the Rehabilitation of Offenders Act.
- 16.1.2** The sections consists of two full time staff and works closely with operational services managers.

### **16.2 MAIN SERVICES PROVIDED**

#### **16.2.1 Pay**

- ♦ Dealing with queries and maintaining records.
- ♦ Dealing with claim forms / honoraria.

#### **16.2.2 Recruitment/Termination**

- ♦ Producing appointment letters.
- ♦ Dealing with EVR / redundancy work.
- ♦ Dealing with adverts, applications, interviews and resignations.
- ♦ Organising medical / police clearance.

#### **16.2.3 Development**

- ♦ Development and implementation of new procedures

#### **16.2.4 Maintenance and Analysis of Statistics**

- ♦ Maintaining sickness absence records.
- ♦ Preparing Welsh Language statistics.
- ♦ Preparing organisation charts.

#### **16.2.5 Advisory Work**

- ♦ Distribution of information
- ♦ General queries, internally and externally
- ♦ Advice on conditions of service e.g. annual leave

#### **16.2.6 Disciplinary**

- ♦ Dealing with Disciplinary/grievance matters

### **16.3 PRIMARY OBJECTIVES**

- ◆ Develop and monitor personnel practices, procedures and strategies to ensure that the practices conform with national and European legislation together with national and local conditions of service
- ◆ Direct the staff recruitment and appointment processes to influence the appointment of suitable and appropriate staff

### **16.4 KEY ISSUES**

- ◆ The Section took over responsibility for providing personnel support to Housing Services from 1st April 2001 and Housing Rents from October 2001. Personnel Services Best Value Review is taking place in September 2002 and the Joint Review in Social Services in December 2002 - February 2003.

### **16.5 STRATEGY**

- ◆ There is not a major change in the services provided, however, the aim of this plan is to consolidate and improve existing practice and to manage the impact of being a corporate resource whilst ensuring that the same level of support is given to Social Services.

### **16.6 ACTION PLAN**

- ◆ Complete issue of terms and conditions of employment for all staff
- ◆ Implementation of revised Sickness Absence Policy (Central Personnel)
- ◆ Develop Human Resource Strategy in conjunction with Staff Development Team
- ◆ Transfer of Children with Disabilities staff to Barnardos
- ◆ Input into service improvement groups: Recruitment, Computerised Personnel Information System, Absence Management, Occupational Health
- ◆ Voluntary redundancy/retirement programme in Home Care

### **16.7 HUMAN RESOURCE IMPLICATIONS**

- ◆ This plan has no human resource implications.

### **16.8 CORPORATE POLICY IMPACTS**

- ◆ All new developments will be consistent with corporate Personnel Policies for example, the Recruitment and Selection Procedure will be consistent with Denbighshire County Council Equal Opportunities Policy.

**16.9 OUTCOMES & TARGETS**

- ◆ All staff will be in receipt of their terms and conditions of employment
- ◆ All managers and staff will be aware of the new Sickness Absence Policy
- ◆ All statistical information will be completed within given timescales
- ◆ All staff, who are eligible, will be transferred to Barnardos under TUPE
- ◆ All recruitment will be in accordance with County Council policies.

	2002/2003							
Main Service Outputs & Inputs	Budget £	New* Develop. £	Planned** Reduction £	Target Unit	Cash Limited Budget £	Projected Spend £	Variance £	Staffing Change
<b>Outputs</b>								
<b>Inputs</b>								
Staffing	41,732				41,732	60,970	19,238	
Transport	581				581	581	0	
Supplies	107				107	107	0	
<b>Total</b>	42,420				42,420	61,658	19,238	

New Developments			



	2003/2004							
Main Service Outputs & Inputs	Budget £	New Develop. £	Planned Reductions £	Target Units	Revised Budget £	Projected Spend £	Variance £	Staffing Change
<b>Outputs</b>								
<b>Inputs</b>								
Employees	42,983				42,983	64,799	21,816	
Transport	598				598	598	0	
Supplies	110				110	110	0	
<b>TOTAL</b>	43,691				43,691	65,507	21,816	
	2004/2005							
Main Service Outputs & Inputs	Budget £	New Develop. £	Planned Reductions £	Target Units	Revised Budget £	Projected Spend £	Variance £	Staffing Change
<b>Outputs</b>								
<b>Inputs</b>								
Employees	44,272				44,272	66,742	22,470	
Transport	615				615	615	0	
Supplies	113				113	113	0	
<b>Total</b>	45,000				45,000	67,470	22,470	

## **17. SERVICE: FINANCE**

### **17.1 DESCRIPTION OF SERVICE**

**17.1.1** The Finance Team exists in order to provide financial analysis, guidance and reports, to support the Department in meeting its Legislative duties to all Service Users. The Team consists of four Finance Officers and one Support Officer reporting directly to the Head of Strategic Planning.

### **17.2 MAIN SERVICES PROVIDED**

- ◆ Financial analysis and guidance to the Department
- ◆ Production of regular Budget and Outturn Reports
- ◆ Collation of Comparative Data
- ◆ Invoicing, journal transfers and budget virements.
- ◆ Completion of Grant Claims and other statistical surveys
- ◆ Completion of Revenue Returns to the National Assembly

### **17.3 PRIMARY OBJECTIVES**

- ◆ To provide reliable, accurate and timely financial information
- ◆ To develop long term financial planning and analysis
- ◆ To complete statistical returns in accordance with legislation, guidance and County Council requirements.
- ◆ To provide financial advice to ensure budget holders meet Department Financial targets
- ◆ To identify improvements to financial systems and processes
- ◆ To develop financial information relevant to Best Value, Joint Review and Performance Management.

### **17.4 KEY ISSUES**

- ◆ Responding to the requirements of the Best Value and Joint Review agendas
- ◆ Aligning financial and service activity data
- ◆ Developing systems and processes which will enable accurate predictors of expenditure
- ◆ Liaising with Central Finance for the production of Financial information for Members
- ◆ Designing and implementing systems for devolved budgeting
- ◆ Monitoring Directorate income and the impact of the new Operational Service Plan with the Sundry Debtors section.
- ◆ Responding to the requirements of the increasing number of partnership arrangements with the Health Authority and other agencies.

**17.5 STRATEGY**

**17.5.1** It is essential that the Department has access to timely, accurate and reliable financial information. The continued goal is to move away from purely historic analysis of budgets and to forecast expenditure and activity over longer time periods. Work is continuing on Unit Costs, Comparative Data and more sophisticated financial modeling.

**17.6 ACTIONS**

<b>ACTION</b>	<b>COMMENT</b>	<b>PRIORITY</b>	<b>WHEN</b>
Prepare for Joint Review.	Calculating and updating Unit Costs for all Services.  Realigning of budgets	High	May and ongoing  September 2002
Joint Working with NHS Trust	Secondment of a Finance Officer to the Trust in order to establish more solid Joint working arrangements.	High	July 2002
Monitoring of all Directorate Income.	Maximising income from all sources, and reporting on the impact of the new Operational Service Plan with the Sundry Debtors Section.	High	July 2002 and ongoing
Devolved Budgets- Designing and implementing systems	Initially pilot in the Access, Intake and Assessment Service (South)	Medium	August 2002
Continuation of the Department Strategy to transfer Home care hours from the In-house Service to the Private Sector	Review the effect of the first phase of 'contracting out', and fully cost, monitor and then review the next phase.	Medium / High	August 2002

**17.7 HUMAN RESOURCE IMPLICATIONS**

**17.7.1** There are no human resource implications arising from this plan.

## **17.8 CORPORATE POLICY IMPACTS**

### **17.8.1 Best Value**

- ◆ The development of a framework for unit costs and comparative data will contribute to the Department's Best Value regime.

### **17.8.2 Financial Recovery Plan**

- ◆ To provide an accurate and timely reporting mechanism for the monitoring of expenditure.

### **17.8.3 Business Culture**

- ◆ The provision of effective financial services contributes to the development of a business culture as required by the Authority.

## **17.9 OUTCOMES**

- 17.9.1** The Finance Team has continued to meet all deadlines set by the Authority and others for the provision of financial information.

Main Service Outputs & Inputs	2002/2003							Staffing Change
	Budget £	New* Develop. £	Planned** Reduction £	Target Unit	Cash Limited Budget £	Projected Spend £	Variance £	
<b>Outputs</b>								
<b>Report to DMT</b>								
Budget Reports				66 Days				
Outturn Reports				72 Days				
<b>Other Reports</b>								
Service Report & Analysis				250 Days				
Grant Claims completed				40 Days				
<b>Completion of Statistical Return</b>								
RA/RO Form				15 Days				
CIPFA Stats				5 Days				
ADSS & Other Surveys				10 Days				
<b>Special Projects/Developmental Work</b>								
Unit Costing				50 Days				
Best Value				60 Days				
Joint Review				100 Days				
Comparative Data				20 Days				
Performance Indicators				15 Days				

DRIFT

Business Planning				12 Days				
Secondment Opportunity to NHS Trust				15 Days				
New Opportunities - Objective One				10 Days				
NWSSFOG				5 Days				
Finance Team & Central Finance Meetings				20 Days				
<b>General Finance Activity</b>								
Budgetary Control				220 Days				
Training				20 Days				
Direct Payments				15 Days				
Capital Programme				5 Days				
Sundry Debtors / Income Monitoring Including Transitional Housing Benefits				40 Days				
Joint Working / Partnership Agreements				18 Days				
Close Down Programme				12 Days				
Budget Book				5 Days				
<b>Inputs</b>								
4 Finance Officers 1 Support Officer	149,556				149,556	148,530		
Travel	5,232				5,232	1,200		
Supplies	3,657				3,657	1,520		
<b>Total</b>	<b>158,445</b>				<b>158,445</b>	<b>151,250</b>	<b>-7,195</b>	

**DRAFT**

<b>New Developments</b>			
1	Finance Officer studying for CIPFA qualification		

	<b>2003/2004</b>							
<b>Main Service Outputs &amp; Inputs</b>	<b>Budget £</b>	<b>New Develop. £</b>	<b>Planned Reductions £</b>	<b>Target Units</b>	<b>Revised Budget £</b>	<b>Projected Spend £</b>	<b>Variance £</b>	<b>Staffing Change</b>
<b>Outputs</b>								
As 2002/2003								
<b>Inputs</b>								
As 2002/2003	163,198				163,198	155,958	-7,240	
Over/(Under) Spend 2002/2003 b/fwd								
<b>TOTAL</b>	<b>163,198</b>				<b>163,198</b>	<b>155,958</b>	<b>-7,240</b>	

**DRAFT**

	2004/2005							
Main Service Outputs & Inputs	Budget £	New Develop. £	Planned Reductions £	Target Units	Revised Budget £	Projected Spend £	Variance £	Staffing Change
<b>Outputs</b>								
As 2002/2003								
<b>Inputs</b>								
As 2002/2003	168,094				168,094	160,637	-7,457	
Over/(Under) Spend 2002/2003 b/fwd								
<b>Total</b>	<b>168,094</b>				<b>168,094</b>	<b>160,637</b>	<b>-7,457</b>	



REPORT TO CABINET

**CABINET MEMBER:** COUNCILLOR J A SMITH, LEAD MEMBER FOR SOCIAL INCLUSION  
**DATE:** 18 JUNE 2002  
**SUBJECT:** CARE AND CONTROL OF CHILDREN AND YOUNG PEOPLE: A GUIDANCE STATEMENT FOR DENBIGHSHIRE

**1 DECISION SOUGHT**

Cabinet is requested to approve the document *Care and Control of Children and Young People* as a Personal Services policy for Denbighshire.

**2 REASON FOR SEEKING DECISION**

The proposed Guidance Statement helps fulfil the duty of care which Denbighshire County Council has towards children with whom its staff work, by:

- providing information about significant issues relating to care and control of children;
- making staff aware of their responsibilities and rights;
- giving an introduction to the relevant legal framework;
- outlining principles of good practice;
- detailing acceptable methods of control and
- considering unacceptable sanctions and practices.

**3 COST IMPLICATIONS**

There are no anticipated additional cost implications

**4 FINANCIAL CONTROLLER STATEMENT**

There are no apparent financial implications from the report currently. Any future implications will need to be considered as part of the budget setting exercise for next financial year which will commence during the Autumn .

**5 CONSULTATION CARRIED OUT**

**Draft copies of the policy document were distributed for consultation to:**

- Dr Sarah Horrocks (Consultant Community Paediatrician)
- Dr Andrew Knight (Consultant Paediatric Psychiatrist)
- Other medical staff with the Conwy & Denbighshire NHS Trust
- Mrs Sally Baxter (Denbighshire Local Health Group)
- Children's Rights Service
- Denbighshire Childcare Partnership
- Barnardo's
- NCH Action for Children
- UNISON
- North East Wales Registration & Inspection Unit (now Care Standards Inspectorate for Wales)
- Denbighshire County Council legal department.

**Comments were received from 3 consultees as follows:**

- Legal advice from Ms Siwan Edwards (Solicitor, County Clerks Department) resulting in changes throughout the document, including separating out issues regarding foster carers, which will be addressed in an updated Foster Carers Handbook.
- Agreement by Roger Rowett (Senior Inspector, Care Standards Inspectorate for Wales) on the use of Therapeutic Crisis Intervention (TCI) as the theoretical and training model behind

the policy. Mr Rowett's advice that an individual risk assessment should be carried out as soon as possible, before (or very soon after) a young person is looked after in a new setting, was written into the statement. Mr Rowett's recommendations that staff should be involved in regular discussion on the nature of sanctions is to be addressed via the training programme. His suggestion that guidance should be given for staff who have not yet had an opportunity to participate in training has been discussed with the Training Team, and the guidance is being written.

- Confirmation by Social Services Training Officers that TCI poses no conflicts with any aspect of the statement.

The statement was discussed and recommended for approval by Personal Services Policy Review and Scrutiny Committee on 17 April 2002.

## **6 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE**

The directorate guidance statement document may serve as a model for future corporate policy documents on care and control.

## **7 RECOMMENDATION**

It is recommended that Cabinet approves the document *Care and Control of Children and Young People* as a Personal Services Guidance Statement for Denbighshire

PS ~ PL

**Care and Control of Children and Young People:  
A Guidance Statement for Denbighshire Personal Services**

The aim of this statement is to give clear guidance about issues of care and control, so that Social Services staff, who work with and care for children or young people for or on behalf of Denbighshire Personal Services, are aware of their responsibilities and rights. The statement gives an introduction to the legal framework, outlines principles of good practice, details acceptable methods of control, and considers unacceptable sanctions and practices.

Staff who work with and care for children or young people are required to sign that they have received, read and understood the information which they are given regarding care and control. Where volunteers or students are going to be working with children or young people, the manager or leader of the project must explain to them the law, the Department's policy and any relevant practice guidelines.

**1. Legal background**

Most statutory legislation and guidance prepared regarding the care and control of children and young people has been prepared with reference to residential homes. However, in the interests of good practice, Denbighshire County Council Social Services Department has adopted these regulations and guidance for all work carried out with children and young people on its behalf.

Under Sections 17 and 22(3) of the Children Act 1989, the local authority's primary duty is to safeguard and promote the welfare of children in need and in particular those it "looks after". A child's welfare is not promoted or safeguarded if he or she fails to receive *necessary* controls. Staff and other adults are responsible for safeguarding the child or young person in the interest of the child's welfare, protecting him or her from bad influences, and protecting others from harm.

The views of parents about issues of control and promoting a child's welfare and good behaviour should be taken into account, but they should not constrain day to day carers to the extent that they are not able to provide the clear boundaries of acceptable behaviour which children need.

**2. Issues of Care and Control**

Many of the children with whom Social Services staff come into contact are amongst the most vulnerable in our society, and given their problems it is understandable that staff have from time to time problems in maintaining control. Just as the life experience of every child is different, the balance of care and control needed varies from child to child. In responding to issues of care and control with young people it is essential that staff have regard to the young person's previous experiences (which may include physical and sexual abuse) and the significance of cultural, racial and religious beliefs.

It is important that staff know as much as possible about a child before they start to work with him or her, so that the child's life experiences and background can be taken into account. A thorough understanding of the child is the best way to prevent behaviour from escalating into a situation where physical intervention is necessary on the part of the person looking after him or her.

If a child is known to present challenging behaviour, an individual risk assessment should be carried out as soon as possible, before (or very soon after) he or she is looked after in a new setting. The risk assessment should summarise the risks, any measures which might de-escalate the behaviour and what agreed steps should be taken to protect the child, other people or property. The risk assessment should be recorded and shared with the child or young person and, if appropriate, their parent/guardian. It should also be shared with Social Services staff working with or caring for that child, on a confidential basis, if necessary for the purposes of the care of the child. The consent of the parent/guardian (or young person if age appropriate) should be sought if possible, before the information is so shared. The risk assessment should be reviewed regularly.

### **3. Sanctions and Methods of Control**

Some sanctions and methods of control may be necessary when there are instances of behaviour which is socially unacceptable. Any sanction or control should be:

- Compatible with good child care practice
- Related to the individual's individual needs, age and circumstances
- Realistic and sensitive
- Enforceable
- Applied consistently

Acceptable measures of sanction and control for individual children and young people should be identified and agreed by the appropriate social services Team Manager, with regard to the points above.

Based on the terms of The Children's Homes (Wales) Regulations 2002, the following sanctions and methods of control are prohibited by the Department, for **all** Social Services staff working with or caring for children and young people:

- (a) any form of corporal punishment (*see clarification below*);
- (b) any punishment relating to the consumption or deprivation of food or drink;
- (c) any restriction on -
  - (i) a child's contact with his or her parents, relatives or friends;
  - (ii) visits to the child by his or her parents, relatives or friends;
  - (iii) a child's communications with any of the persons listed in regulation 15(2) of The Children's Homes (Wales) Regulations 2002 (*see clarification below*);
  - (iv) his or her access to any telephone helpline providing counselling or advice for children;
- (d) any requirement that a child wear distinctive or inappropriate clothes (*see clarification below*);
- (e) the use or withholding of medication or medical or dental treatment as a disciplinary measure;
- (f) the intentional deprivation of sleep;
- (g) the imposition of any financial penalty, other than a requirement for the payment of a reasonable sum (which may be by instalments) by way of reparation;
- (h) any intimate physical examination of a child;
- (i) the withholding of any aids or equipment needed by a disabled child;
- (j) any measure which involves -
  - (i) a child in the imposition of any measure against any other child; or
  - (ii) the punishment of a group of children for the behaviour of an individual child.

#### **Clarifications:**

A. Corporal punishment, as described in The Children Act Guidance and Regulations Vol. 4 (1.19.i), should be taken to cover any intentional application of force as punishment including slapping, throwing missiles and rough handling. It would also include punching or pushing in the heat of the moment in response to violence from young people.

B. Regulation 15(2) of The Children's Homes (Wales) Regulations 2002 states that a child's communications with any of the following cannot be withheld:

- (a) any solicitor or other adviser or advocate whom the child has instructed or wishes to instruct;
- (b) any officer of the Children and Family Court Advisory and Support Service appointed for the child ;
- (c) any social worker for the time being assigned to the child by his placing authority;
- (d) any person appointed in respect of any requirement of the procedure specified in the Representations Procedure (Children) Regulations 1991);
- (e) any person holding an appointment as a visitor for the child under paragraph 17 of Schedule 2 to the 1989 Act;
- (f) any person authorised by the National Assembly under section 31 of the Act to inspect undertakings regulated under Part II of the Act;

- (g) any person authorised by the local authority for the area in which the home is situated;
- (h) any person authorised in accordance with section 80(2) of the 1989 Act by the National Assembly to conduct an inspection of the children's home and the children there.

C. The prohibition against requiring a child to wear distinctive or inappropriate clothes does not prohibit the requirement that a child wear distinctive clothing for sporting purposes, or for purposes connected with his education or with any organisation whose members customarily wear uniform in connection with its activities.

The Department and its staff are required to act within the terms of the Human Rights Act, Article 3 of which prohibits the use of torture, or degrading or inhuman treatment.

#### **4. The Management of Challenging Behaviour.**

Child care staff need skills and techniques to manage difficult situations in relative isolation. The Department has adopted the Therapeutic Crisis Intervention model of care and control, which teaches therapeutic responses to challenging behaviour including a range of practical skills such as de-escalation and counselling techniques. All those working directly with children will receive training to help children manage their feelings of frustration, anger and loss and to teach them new and better ways to respond to stressful situations.

There may be occasions, especially for staff looking after children with particularly challenging behaviour, when adults need to release themselves from bites, hair pulls and chokes without harming the child or young person. These techniques will be included in staff training, but will be more relevant to some staff than to others. The Team Manager will be responsible for identifying training needs.

**Physical restraint should be used rarely and only when necessary to prevent a child harming himself or others or from causing serious damage to property. Physical restraint should not be used for any other purpose, and never simply to secure compliance with the instructions of a member of staff. Physical restraint must never be used as punishment. Any use of physical restraint should involve the minimum amount of force applied for the shortest possible period of time and should not cause pain to the child or young person. Restraint cannot be used to prevent a child absconding, unless to prevent the child harming himself or others.**

Wherever possible staff should try to manage behaviour by non-physical means before children become violent. However, if a child's safety or the safety of another person is in danger, some physical intervention may be required in addition to continued verbal attempts to persuade the child on a different course of action. The staff member should reinforce verbal communication with such actions as standing in the child's way, placing a hand on the child's arm or holding the child if they are extremely distressed or in danger (for example if a child was trying to run out of the house onto the road in a distressed state). Holding discourages a child from causing harm to themselves or others, and is less dangerous to the child and the adult than methods of physical restraint which use a greater element of force.

Any physical restraint should only be used for the minimum time necessary and with the minimum force required to ensure the safety of the child, taking into account the age, maturity and circumstances of the individual child at that particular time. Children or young people should not be locked in rooms against their will. Any physical restraint should be carried out alongside attempts to engage the young person in discussion about their behaviour, listening to them and showing empathy to their distress. A detailed record must be made of any such interventions as soon as possible after the incident. This must record details of the circumstances necessitating the intervention, other persons present, and the person(s) to whom the incident was reported. The record should demonstrate that the intervention was unavoidable, and in keeping with the incident.

Once the need for physical intervention has passed, the priority should continue to be the well-being of the child. It is essential that the child be given an opportunity to talk through the incident and if necessary to speak with his or her parents, social worker or advocate.

## **5. The Responsibilities of Social Services Managers**

Managers have a number of responsibilities, including:

- Ensuring staff have read the Policy and signed to that effect.
- Making sure that staff act in ways which are within the law and are consistent with the Department's stated values (*see below for clarification*).
- Guarding against the danger of a group culture developing within the organisation which is out of step with the values and aims expressed centrally.
- Ensuring safety in the workplace, which includes protecting staff from risk of harm from children and young people. Training will be provided in personal safety for staff whilst minimising harm to the child.
- Making sure that all incidents which involve the use of any physical restraints are clearly, comprehensively and promptly recorded and that records are passed on to the appropriate people.
- Forwarding reports of all incidents of physical restraint to the Children's Services Manager for monitoring purposes.
- Ensuring that all relevant information about a child's personality and life experiences is shared with a staff member before any work is undertaken between them.
- When staff are used who do not have a thorough knowledge of the child or young person, Managers will ensure that staff are briefed on this Care and Control policy and on any individual strategy for working with the child or young person. All information which may be relevant in preventing challenging behaviour from escalating should be shared with the staff member.

### **Clarifications:**

Social Services values, as stated in the Business Plan/Social Care Plan 2000-2003, require the following:

- ♦ Respect the dignity and worth of each individual.
- ♦ Take into account the choices and preferences of individuals, whenever possible.
- ♦ Behave in a way that counteracts discrimination.
- ♦ Respect the preferred language of individuals.
- ♦ Communicate in a clear, open and honest way.
- ♦ Recognise people's own strengths and resources.
- ♦ Assist people to maintain their place in their own community, whenever possible.
- ♦ Value staff.
- ♦ Work in partnership with others, including service users and their carers.

## **6. Complaints and Representations**

If a child or young person believes they have been treated unfairly, they should be referred to the Denbighshire Representations and Complaints Procedure for Children and Young People. Staff should be aware that unreasonable and unnecessary physical restraint could constitute the criminal offence of assault. If the employee has acted reasonably and within these guidelines, he or she will have the full support of Denbighshire County Council.

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR P A DOBB, LEAD MEMBER FOR HEALTH & WELLBEING

DATE 18 JUNE 2002

SUBJECT: HOMELESS STRATEGIES

**1 DECISION SOUGHT**

- 1.1 To adopt a Single Homeless Strategy, in accordance with the Council's adopted Housing Strategy and Operational Plan.
- 1.2 To consider the development of a General Homeless Strategy.

**2 REASON FOR SEEKING DECISION**

Single Homeless Strategy

- 2.1 Single homelessness has received an increasingly high profile at both national and local level. "Better Homes for People in Wales" published in 2001 by the National Assembly for Wales states that 'comprehensive local homeless strategies are seen as key to tackling homelessness and rough sleeping in Wales'. The National Assembly for Wales has extended the existing categories of homeless people who have to be considered in priority need to include amongst others, care leavers between the ages of 18 and 21, and 16 or 17 year olds.
- 2.2 Locally some projects are operating successfully such as the Rhyl Resettlement Project and Night Shelter but there is a need to increase both provision and support services throughout the County to deal with single homeless issues which are very diverse in nature. There is also a requirement for better co-ordination and joint working of services both statutory and voluntary.
- 2.3 These matters have been of concern to the Denbighshire Housing Forum and during 2000 a successful seminar opened by Mrs Ann Jones, AM, to discuss single homeless took place. In attendance were representatives from statutory and voluntary agencies who work with single homeless people in the County.
- 2.4 The strategy has been developed from there, co-ordinated by the Housing Forum and consultations have taken place with Agencies who attended the seminar. It is intended to launch the strategy on 21 June 2002. The strategy is intended to be a working document and continually monitored by the Denbighshire Housing Forum. It included an "Action Plan" to develop new services and support existing provision in Denbighshire (copy attached).

General Homeless Strategy

- 2.5 The Homelessness Act 2002 received Royal Assent in February. Amongst other provision it includes a requirement to "formulate and publish a homeless strategy". Guidelines are expected from the National Assembly.
- 2.6 A bid for resources to develop the Homeless Strategy was made to the Assembly under Section 126 of the Housing Grants, Construction and Regeneration Act 1996 programme for 2002/2003, and was successful in the sum of £14,624.00 (100%). This was based on a proposal from Shelter Cymru who will act as consultants to the Council in preparing a draft Strategy and consulting widely in accordance with the guidelines.

### **3 COST IMPLICATIONS**

The cost implications for preparing the Single Homeless Strategy have been managed within budget. The implications of additional duties for single people applying direct have so far been contained within budget. Proposals for additional schemes of accommodation and support for single homeless people are being discussed with partner organisations who will seek appropriate funding. The costs of preparing the general Homeless Strategy are being covered by the Assembly Grant.

### **4 FINANCIAL CONTROLLER STATEMENT**

The development of the Single Homeless Strategy has been funded from within existing Revenue budgets. The cost of implementing the Strategy can also be accommodated from within existing budgetary provisions.

The cost of developing the General Homeless Strategy is to be financed by the National Assembly for Wales.

Approval of the Recommendations proposed in this report will not have an adverse impact on delivery of the Council's Financial Strategy for 2002/03.

### **5 CONSULTATION CARRIED OUT**

The Single Homeless Strategy has been developed in consultation with partners through the Housing Forum, at which all the partners are represented. These include Social Services, Youth Offending Team and Hafod Mental Health Team. Housing Associations (Cymdeithas Tai Clwyd, Cymdeithas Tai Hafan, Clwyd Alyn Housing Association and Wales and West Housing Association) and Voluntary Organisations (Shelter Cymru, NACRO, MIND, Welsh Women's Aid, Denbighshire Foyer, Denbighshire Bond Board, Churches, etc.) have contributed to the strategy and support it. It has been considered and supported by the Personal Services Scrutiny Committee.

The general Homeless Strategy will be subject to a similar process.

### **6 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE**

The Single Homeless and general Homeless Strategy will contribute to the Community Strategy, and especially anti-poverty issues.

### **7 RECOMMENDATION**

- 7.1 That the Cabinet approve and adopt the Single Homeless Strategy.
- 7.2 That the Cabinet note the development of the Homeless Strategy and welcome the grant from the National Assembly for Wales.

PS ~ PQ

APPENDIX NOT AVAILABLE IN ELECTRONIC FORM



**AGENDA ITEM NO: 8 [CABINET 2002 - 119]**

**REPORT TO CABINET**

**CABINET MEMBER:** COUNCILLOR E W WILLIAMS, LEADER

**DATE:** 18 JUNE 2002

**SUBJECT:** PROPOSED WELSH LOCAL GOVERNMENT PROCUREMENT UNIT

**1 DECISION SOUGHT**

- 1.1 To agree to support the proposed Welsh Local Government Procurement Unit, initially for a 2 year period.

**2 REASON FOR SEEKING DECISION**

2.1 The Welsh Local Government Association have been working with the National Assembly for Wales to set up a Procurement unit. The aim of the Unit is to deliver more effective procurement by providing advice and guidance on best practice. In addition, the Unit will also develop a role in negotiating all-Wales contracts in certain areas.

2.2 The enclosed paper [Appendix 1] expands on the background to the creation of the Procurement Unit. It is suggested that support in the first instance be for a 2 year period, allowing an opportunity to monitor the benefits.

2.3 It is also recommended that support is dependent upon a minimum of 14 Local Authorities taking part.

**3 COST IMPLICATIONS**

3.1 The subscription cost varies depending upon the number of Authorities involved, and this is detailed in Section 5 of Appendix 1.

3.2 It is requested that the Contingency Fund be used to cover the subscription fee.

**4 FINANCIAL CONTROLLER STATEMENT**

4.1 Over time, the Procurement Unit should demonstrate the achievement of financial savings in excess of the subscription cost - otherwise there is no benefit in being a member.

4.2 It would not appear that the Procurement Unit duplicates in any significant way the activities of the Wirral and North Wales Purchasing Consortium, to which the Council is already committed.

**5 CONSULTATION CARRIED OUT**

5.1 Lead Members for Finance and Property, as the Council's representatives on the Board of the Wirral and North Wales Purchasing Organisation, have been consulted and are in agreement with joining.

The proposal has also been considered by the Corporate Executive Team who are also in agreement in principle.

**6 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE**

- 6.1 Any initiative to reduce costs or improve quality is totally consistent with the policies of the Council. The Council also needs to develop its own Procurement Policy as part of the Best Value Review, and the Procurement Unit will support this action.

**7 RECOMMENDATION**

- 7.1 That the Cabinet agrees to support the proposed Welsh Local Government Procurement Unit for an initial period of 2 years, subject to regular monitoring of the benefits and that at least 14 Local Authorities subscribe.
- 7.2 That Contingency Fund money is used to cover the subscription cost for the financial year 2002/2003.

RS ~ AE

Our Ref/Ein Cyf:  
Your Ref/Eich Cyf:  
Date/Dyddiad:  
Please ask for/Gofynnwch am:  
Direct line/Llinell uniongyrchol:  
Email/Ebost:

ST/ST/020523  
23 May 2002  
Steve Thomas  
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WELSH  
LOCAL  
GOVERNMENT  
ASSOCIATION  
CYMDEITHAS  
LLYWODRAETH  
LEOL  
CYMRU

Chief Executives

CC Directors of Finance  
Procurement Officers

Dear Colleague,

**Proposed Welsh Local Government Procurement Unit.**

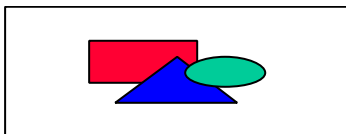
This is a follow up to the letter to the correspondence sent out on the 18<sup>th</sup> April which included the final Business Plan for the proposed Welsh Local Government Procurement Unit. The co-ordinating committee has endorsed this approach subject to the views of individual authorities. (I attach the report on this for ease of reference)

We are now seeking decisions at Executive level within authorities to determine whether they wish commit to this unit. It is imperative in doing so that authorities produce either a positive or negative executive decision in order to ensure the establishment of the unit in November 2002. This is a tight timescale and undertaking the necessary recruitment and putting in place office and support systems will be a major task.

The Association is also committed to undertake some further work on ensuring the operational autonomy of the unit in its relationship to the wider Public Sector body being run by the Assembly. It is also noticeable that a similar approach is now being proposed in England.

I would be most grateful therefore if you could inform me as soon as possible and preferably by Mid June of the decision of your authority on this matter.

Yours sincerely



**Steve Thomas**  
Head of Strategic Policy

*Sandy Blair*  
Director  
Cyfarwyddwr

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The WLGA welcomes  
correspondence in Welsh  
or English

Mae CLILC yn croesawu

**WELSH LOCAL GOVERNMENT ASSOCIATION  
CO-ORDINATING COMMITTEE  
22<sup>nd</sup> MARCH 2002**

**PROPOSAL FOR THE ESTABLISHMENT OF A WELSH LOCAL GOVERNMENT  
PROCUREMENT UNIT**

**Purpose**

1. This report sets out to update the Committee on the proposed development of a Welsh Local Government Procurement Unit to seek the support of the Committee to recommend this approach to Welsh authorities.

**Background**

2. Members will have received in the past week a detailed business plan undertaken by consultants Deloitte Touché on behalf of the Welsh Assembly Government and the WLGA. The costs of this exercise were £25k and this has been fully met by the Assembly. Further copies of the full report will be available at the Committee.
3. The Business Plan has been drawn up and agreed by the project steering group established by the Welsh Local Government Association and the National Assembly for Wales consisting of representatives of nine local authority bodies in Wales and National Assembly officials. The Associations spokesperson on Finance and Best Value has been informed of progress on this project.
4. The project steering group's strongly held view is that the establishment of the local government procurement unit to implement the recommendations of Better Value Wales will deliver significant benefits to Welsh local government. The steering group's recommendations are that:
  - the unit should be operated as a joint unit on behalf of local government bodies in Wales and England by the Welsh Local Government Association;
  - the unit should be set up on an all Wales basis with a specific invite to the Wirral MBC to join bearing in mind current strategic linkages with North Wales authorities;
  - overall strategic direction of the unit should be through a supervisory body chaired by the National Assembly's Minister for Finance, Local Government and communities;
  - management of the unit should be the responsibility of a programme board with eight representatives drawn from subscribing local government bodies (section 3.4);
  - the unit's aim should be to deliver the vision of more effective procurement in Wales set out in "Better Value Wales" and to ensure that its recommendations are implemented;

- the unit's principal service should be to provide advice and guidance on best practice to local authorities. It should also develop a role in negotiating all-Wales contracts in key areas such as utilities and head up national initiatives where centralised co-ordination will deliver benefits, for example the introduction of call/contact centres;
  - the unit should not become involved in the detail of purchasing, stores and distribution;
  - all local authorities in Wales should be invited to subscribe to the unit through the WLGA. Subscriptions should be on a flat rate basis;
  - local authorities based in England should be encouraged to participate on an equivalent basis to Welsh authorities.
  - the steering group recommends that the unit should consist of one team with an all Wales presence although home working and regional based approaches will be supported.
  - The group agrees that it would make sense to co-locate the unit with the non local government team being established by the Assembly to deal with other public sector areas so that maximum use can be made of operational synergies and joint working and that therefore the unit should have its headquarters at Tawe Business Village in Swansea. In this situation the Assembly would donate the accommodation free of charge.
5. A proposed budget for the unit has been established for the next two years on the basis of an overall annual spend of £400,000. Fifty percent of this cash requirement will be met by the National Assembly. On the assumption that all 22 authorities in Wales plus the Wirral MBC will support the unit, this implies an annual subscription of around £8,700 per authority. Obviously the less authorities that subscribe means larger costs and these are set out in the table below. It is highly debatable whether the unit should be established if a clear majority of authorities do not commit.

<b>Number of Authorities</b>	<b>Subscription Level £</b>
20	10,000
17	11,750
14	14,300
11	18,200
8	25,000

6. The position of the WLGA on the establishment of this unit has been to offer in principle support to the joint funding of the unit but, before making a commitment, wanting to see a business plan which sets out how the vision outlined in 'Better Value Wales' will be delivered in practice.

7. This is also the position of member authorities that will now need to debate at Executive level whether they commit to this unit. **It is imperative in doing so that authorities produce either a positive or negative executive decision quickly in order to ensure the establishment of the unit in November 2002.** By any standards this is a tight timescale and undertaking the necessary recruitment and putting in place office and support systems will be a major task.
8. It is the view of the steering group, the “mission critical” elements of this project should the co-ordinating committee and member authorities decide to commit, are the following factors -
  - The ability to recruit suitably qualified staff on a short-term contract basis.
  - Whether the unit should operate as an integrated Association Division or as a wholly owned company limited by guarantee.
  - The need to ensure a two year commitment from authorities to provide stability and time to ensure that the added value elements of the unit can be realised.
- 9 This is a new way of doing business for local government and the establishment of this unit is the first real example of the type of national joint working which has been articulated within the Co-ordinating Committee and now enshrined in the Assembly policy paper “Freedom and Responsibility”. The fact that the unit could draw support from a large English authority also points to the potential for further joint working across regions. This is an innovative proposal and as such carries risks; nonetheless it is the view of the project group that procurement is an area which merits greater strategic co-ordination and can offer huge possibilities for subscribing authorities. As an example of this one member authority has recently suggested a common approach to the proposed new HSE regulations for the control of asbestos.
- 10 These regulations are due to be published in July, with a likely 18-month lead-in period before enforcement. The cost for authorities will be well above OJET threshold levels. As all authorities are likely to be faced with a common requirement, this would be a suitable vehicle to test an all-Wales framework contracting process, saving both time and costs compared with each Authority separately going to tender.
- 11 The work to date justifies the original view of the Association, that it would not wish its interest, subsumed within a single organisation for the whole public sector. It is the clear view of the project group that the local government sector in Wales represents a huge procurement capacity that requires its own dedicated resource, which would compliment the Assembly led operation for the rest of the public sector.

## **Recommendations**

### **12 It is recommended that:**

**12.1 the Co-ordinating Committee endorses the Business Plan and resolves to recommend the establishment of a Welsh Local government Procurement Unit to its membership;**

**12.2 the approach highlighted in this report on an equal share funding be pursued;**

**12.3 the offer of free accommodation in Swansea be endorsed;**

**12.4 the committee's views are sought on whether the unit should be a company limited by guarantee or an integral part of the WLGA.**

**Report to:** Cabinet  
**Report Author:** Leader  
**Date:** 18 June 2002  
**Subject:** Communities First

**1. Decision Sought**

To advise Members of progress in moving towards a strategy for Communities First, and to seek nominations for a Member to sit on the Communities First Interim Steering Group.

**2. Reason For Seeking Decision**

Members will recall the way forward for progressing Communities First set out in the Action Plan in support of the Rhyl Going Forward report, dated March 2002. Members may also be aware that concerns have been expressed in relation to the delay in progressing Communities First for the relevant wards, Rhyl West and South West.

A suggested way forward was contained in the action plan, and detailed discussions have now taken place with the Rhyl South West and West Communities Partnership over the suggested framework. Agreement has now been reached, and the Interim Steering Group can now be formed on the following basis.

The group will consist of 6 Members made up as follows

- Two representatives of the Community Partnership
- One County Councillor
- One Town Councillor
- One representative of the Voluntary Sector
- One representative of the Business Sector.

The group may co-opt any additional members, to enable them to carry out their task. Secretariat will be carried out by the County Council and the Community Agency. It is suggested that the County Member be a local Ward Member, and need not be a Cabinet Member.

The terms of reference for the group are as follows.

- To develop the Communities First Partnership
- To identify the resources needed and to submit a bid for such resources as are needed to start the programme
- To commence the process of preparing the Communities First Business Plan for the programme

It is not envisaged that this task will take longer than six months. At the end of this period, the group will dissolve, its place being taken by the Partnership as set out above.

**Cost Implications**

The costs of the process are not considered significant, and an application for administration funds will be made to the Assembly at the earliest opportunity. Minor expenditure in the meantime will be borne within the existing budget of the Environment Directorate.



### **Consultation Carried Out.**

Extensive consultation has been carried out with the West and South West Rhyl Community Partnership. The County Council Members from Rhyl have also been consulted via the informal group established to update progress following Rhyl Going Forward. Rhyl Town Council has also been consulted.

### **Financial Controller Statement**

The Communities First Initiative is supported by the National Assembly for Wales which provides significant financial assistance in meeting its cost. The Council has missed opportunities in the past to take advantage of Assembly funding for this initiative. Costs incurred to date have been met from within existing Revenue budgets.

The proposals outlined in this report will not have an adverse impact on the Council's budgetary position.

### **Implications on Other Policy Areas Including Corporate**

Communities First is a flagship project from the National Assembly. Its implementation could impact on many aspects of the Council's services within Rhyl. Our intention must be to integrate the key role that Community regeneration has to play in the development of Rhyl, with our mainstream services.

### **Recommendation**

Members are invited to:

1. Note the progress made in implementing the Communities First Programme.
2. Appoint a Member to sit of the Interim Steering Group, noting the recommendation that a local Member be appointed.

ED ~ IPJ