



To: Members of the Partnerships
Scrutiny Committee

Date: 13 April 2012

Direct Dial: 01824 712554

e-mail: dcc_admin@denbighshire.gov.uk

Dear Councillor

You are invited to attend a meeting of the **PARTNERSHIPS SCRUTINY COMMITTEE** to be held at **9.30 am** on **THURSDAY, 19 APRIL 2012** in **CONFERENCE ROOM 1A, COUNTY HALL, RUTHIN.**

Yours sincerely

G. Williams
Head of Legal and Democratic Services

AGENDA

PART 1 - THE PRESS AND PUBLIC ARE INVITED TO ATTEND THIS PART OF THE MEETING

1 APOLOGIES

2 DECLARATION OF INTERESTS

Members to declare any personal or prejudicial interests in any business identified to be considered at this meeting.

3 URGENT MATTERS AS AGREED BY THE CHAIR

Notice of items which, in the opinion of the Chair, should be considered at the meeting as a matter of urgency pursuant to Section 100B(4) of the Local Government Act 1972.

4 MINUTES OF THE LAST MEETING (Pages 5 - 22)

To receive the minutes (copy attached) of the meeting of the Partnerships Scrutiny Committee held on 8th March, 2012.

5 ANNUAL AUDIT OF SAFEGUARDING CHILDREN IN EDUCATION - QUALITY ASSURANCE FRAMEWORK (Pages 23 - 40)

To consider a report (copy attached) by the Team Leader, Education Social Work which outlines the referral activity of schools to Children Services over the last school year, updates the Committee on the Safeguarding Action Plan relating to procedures in education and of training offered to schools.

9:40am - 10:10am

6 PROVISION OF MUSIC WITHIN SCHOOLS (Pages 41 - 44)

To consider a report (copy attached) by the Head of School Improvement and Inclusion and School Effectiveness Officer as to the progress of the collaborative Task and Finish Group in developing proposals in respect of the provision of music education within schools, or alternatively Denbighshire's proposal for the provision of music education.

10:10am - 10:40am

BREAK 10:40am - 10:50am

7 PARTNERSHIP GOVERNANCE TOOLKIT (Pages 45 - 108)

To consider a joint report (copy attached) by the Partnerships and Communities Manager and the Assistant Planning and Performance Officer which presents the Committee with the Council's Partnership Governance Toolkit and implementation schedule and seeks Members' views upon them.

10:50am - 11:20am

8 SCRUTINY WORK PROGRAMME (Pages 109 - 124)

To consider a report by the Scrutiny Coordinator (copy enclosed) seeking a review of the committee's forward work programme and updating members on relevant issues.

11:20am - 11:45am

9 FEEDBACK FROM COMMITTEE REPRESENTATIVES

To receive any updates from Committee representatives on various Council Boards and Groups

11:45am - 12pm

MEMBERSHIP

Councillors

Raymond Bartley
Joan Butterfield
Ann Davies

Gwyneth Kensler
Dewi Owens

Voting Co-opted Members for Education (Agenda Item No. X only)

Ms C. Burgess
Mrs. G. Greenland
Ms. D. Houghton

Dr. D. Marjoram
Mr. J. Saxon

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PARTNERSHIPS SCRUTINY COMMITTEE

Minutes of the Special Partnerships Scrutiny Committee held in the Council Chamber, County Hall, Ruthin on Thursday, 9th February, 2012 at 2.00 p.m.

PRESENT

Councillors D. Owens (Chair), J.A. Davies, C.M. Evans, G.C. Evans and G.M. Kensler and Co-opted Members Ms D. Houghton, Dr D. Marjoram and Mr J. Saxon.

Councillors M.L. Davies, P.A. Dobb, R.L. Feeley and E.W. Williams attended as Observers.

ALSO PRESENT

Corporate Director: Learning and Communities (HW), Project Manager (DE), Commissioning Officer (CW), Service Manager: Business and Carers (AHJ), Democratic Services Manager (SP) and Democratic Services Officer (RH).

1. APOLOGIES

Councillors J.R. Bartley, J. Butterfield, C. Davies, N.J. Hughes, G. Williams and J. Yorke.

Co-opted Members for Education Ms C. Burgess and Mrs G. Greenland.

2. DECLARATIONS OF INTEREST

No personal or prejudicial interests in any items of business were declared.

3. URGENT MATTERS AS AGREED BY THE CHAIR

No items were raised which, in the opinion of the Chair, should be considered at the meeting as a matter of urgency pursuant to Section 100B(4) of the Local Government Act, 1972.

4. REGIONAL SCHOOL EFFECTIVENESS AND IMPROVEMENT HUB

The Corporate Director: Learning and Communities (CD:LC) presented a report on the final business case for the proposed Regional School Effectiveness and Improvement Service prior to its submission to Cabinet. The CD:LC apologised to the Committee for the lateness of the report and explained that the complexity of the report and the requirement for changes to be agreed by the Executives of all 6 local authorities in North Wales had made it very difficult to have the report finalised sooner.

The final business case proposed that the Regional School Effectiveness and Improvement Service (RSEIS) would be accountable to, and undertake the statutory responsibilities of, the six local North Wales authorities in respect of the duties to monitor; challenge; provide support services for

curriculum continued professional development and management of schools; and in addition provide services that can be commissioned by schools and local authorities. The project promised to deliver a quality school improvement and effectiveness service in a cost effective and efficient manner, to raise standards and to 'make a difference' to children and young people. The RSEIS was said to act as a 'powerhouse' to drive good practice across the region.

The CD:LC explained that:

- The project stemmed from a national push for regional collaboration to avoid replicating work and to improve service
- Political accountability (e.g. Cabinet and Scrutiny) and the statutory and head of service officer roles for schools, education and the regional service would remain with Denbighshire.
- The Modernising Education and inclusion services were to remain within Denbighshire and Denbighshire's Schools Standards Monitoring Board would continue
- The regional service would be governed by a Joint Committee as a democratic means of governance whose membership will comprise of representatives from each Council. A host authority would need to be act as employer and should be agreed in March 2012. Gwynedd County Council had been recommended
- The CD:LC confirmed that Denbighshire could be in a position to re-invest savings from the project back into education

Councillor G.C. Evans asked what changes had been made to the final business case following consultation. The Project Manager explained that a full consultation analyses was available and that schools particularly thought that access to subject specialists was very important. She confirmed that this had been integrated into the regional service.

Dr D. Marjoram queried how performance was to be measured and how DCC could monitor the realisation of the project's intended outcomes. The CD:LC explained that expectations were to be defined by DCC in consideration of the Post-Estyn plan, the new Corporate Plan, the next Council's expectations and the Commissioning Strategy and that they were currently attempting to sense expectation levels for setting standards. The Scrutiny Committees would have a role in helping to determine the standards expected of the RSEIS and in monitoring the progress made against the project's targets. The CD:LC emphasised that DCC would continue to hold the power to address negative outcomes and, ultimately, would be able to leave the project if it was not progressing satisfactorily. The Chair underlined the importance of maintaining high standards under the new arrangements.

Members also discussed the following issues:

- Individual authorities would not be able to rely on the regional service to subsidise additional resources for their strong improvement

functions, and would have to look to their own funds to raise the level of investment in their own areas. The regional service could not oblige authorities to invest more but Ministerial powers exist to intervene in underperforming councils to address governance issues.

- Councillor Feeley queried the role of Scrutiny and was advised that Scrutiny in Denbighshire could call the Joint Committee to account as well as conducting scrutiny through Denbighshire's officer structure.
- The focus on literacy and numeracy as the regional service's main outcome should not come at the expense of the wider curriculum
- The risk of redundancies would not be significant for Denbighshire due to anticipated retirements and the prospect of Welsh Government funding to help in the transfer to a regional service. Attempts would be made to protect staff wherever possible

RESOLVED – that

a) the Committee endorses the final business case and recommends that this is adopted by the Cabinet; and

b) the matters raised in the discussion be submitted to Cabinet to be considered during its deliberations

5. IMPLEMENTATION OF THE CARERS STRATEGIES (WALES) MEASURE 2010

The Commissioning Officer introduced a report, that had been distributed with the papers prior to the meeting, which outlined the requirements of the new Carers Strategies (Wales) Measure 2010 for which the Carers Strategies (Wales) Regulations 2011 had been approved in December last year. The Measure placed a statutory duty on health boards in respect of carers.

Local Health Boards and Trusts and Social Services were obliged to prepare, publish and implement joint regional strategies for the benefit of unpaid carers which would set out information and guidance that would assist carers in carrying out their caring role effectively and how carers would be consulted and involved in decisions affecting them and those that they care for. The North Wales Carers Strategic Group, set up in March 2011 and comprising representatives from Betsi Cadwaladr University Health Board, the voluntary sector and the six North Wales local authorities, aimed to facilitate an integrated approach between organisations in the region to develop services for carers. The group would initially focus on meeting the requirements of the new Measure, but would also consider opportunities to support carers through regional commissioning in the future. Discussions had been taking place in order to measure outcomes of the Measure on a common basis across Wales, with emphasis being on the qualitative as well as quantitative outcomes for carers.

The implementation of the new Measure would be the responsibility of the Director of Nursing with the reporting structure within local authorities being

through the Head of Adult Services and Head of Children's Services, through to Senior Management Team and Partnerships Scrutiny.

Councillor J.A. Davies highlighted the problem of patients not being transferred to community hospitals, and that patients going straight home after discharge from hospital placed a great strain on their carers. The Chair emphasised the importance of investing in training and education and the Commissioning Officer agreed that an element of training would need to focus on the discharge phase. Councillor C.M. Evans suggested that any training would need to be compulsory in order to guarantee effectiveness, but the Commissioning Officer said that while a decision was yet to be made, there was a preference for targeted and specific training where a requirement was identified. The Commissioning Officer agreed to communicate the Committee's preference for mandatory training to the Regional Group, but added that it could not be guaranteed how NHS staff decide to deliver the training. The Committee was informed that it would take some time to establish the information sharing aspect of the strategy, but that training could be commenced straight away.

Concerns were raised about how the Measure would affect the provision of respite care and Councillor G.M. Kensler proposed that the strategy be amended to take account of respite care. The Service Manager: Business and Carers informed the Committee that the strategy could possibly be amended in the future to include respite care, but that the Measure would not impact on the current respite arrangements which were regarded as being very good.

Councillor P.A. Dobb anticipated that the Measure would lead to an increase in the number of carers over the next 2-3 years and that this had not been accounted for in wider budgeting. Councillor M.L. Davies also noted his concern about the potential for an increase in costs.

RESOLVED – *that the Committee:*

- a) Recommends that training provided under the strategy be on a mandatory basis;*
- b) Highlights the potential for costs to increase significantly as additional carers are identified through the implementation Strategies; and*
- c) Supports the implementation of the Carers Strategies (Wales) Measure 2010, and the development of a Regional Carers Strategy, subject to the consideration of the points identified above.*

The meeting concluded at 4:00pm.

PARTNERSHIPS SCRUTINY COMMITTEE

Minutes of a meeting of the Partnerships Scrutiny Committee held in Conference Room 1a, County Hall, Ruthin on Thursday, 8 March 2012 at 9.30 am.

PRESENT

Councillors Raymond Bartley, Christine Evans (Vice-Chair), Gwilym Evans and Jane Yorke

Observers: Councillors William Cowie, Meirick Davies, Pauline Dobb, Bobby Feeley and Rhys Hughes

ALSO PRESENT

Corporate Director Demographics, Wellbeing and Planning (SE), Strategic Regeneration Manager (MD), Principal Regeneration & Investment Strategy Officer (RW), Service Manager, Intake and Reablement Service (CC-N), Scrutiny Co-ordinator (RE) and Committee Administrators (KEJ & SW)

Betsi Cadwaladr University Health Board & Public Health Wales Representatives –

Neil Bradshaw – Director of Planning

Sally Baxter – Assistant Director Strategy & Engagement

Clare Jones – Assistant Director Primary & Community Services Development

Ellen Greer – Head of Planning

Peter Stevenson – Associate Director of Public Health

Delyth Jones – Principal Public Health Officer

POINTS OF NOTICE

- In the absence of the Chair, Councillor Dewi Owens the Vice Chair, Councillor Christine Evans presided over the meeting as Chair.
- The Chair reported that the meeting was inquorate due to insufficient members of the committee in attendance. It was agreed to proceed with the meeting on the basis that any recommendations be ratified at the next committee meeting.

1 APOLOGIES

Councillors Joan Butterfield, Ann Davies, Neville Hughes, Gwyneth Kensler and Dewi Owens

2 DECLARATION OF INTERESTS

No declaration of personal or prejudicial interest had been raised.

3 URGENT MATTERS AS AGREED BY THE CHAIR

No urgent matters had been raised.

4 MINUTES OF THE LAST MEETING

The minutes of the Partnerships Scrutiny Committee held on 26 January 2012 were submitted.

Accuracy –

Page 7 – Item No. 7 The Big Plan – The Chair clarified her reference to two types of vaccination against human papillomavirus (HPV) and her request to the Minister for Health and Social Services that the quadrivalent Gardasil, which also guarded against venereal warts, be used as opposed to Cervarix which only covered against two cancer causing strains of the virus. This detail had been omitted from the minutes.

Matters Arising –

Page 5 – Item No. 6 Families First Update – Councillor Ray Bartley requested a list of the successful and unsuccessful applications under the Families First initiative together with membership details of the adjudication panel at the earliest opportunity. Councillor Gwilym Evans supported that request and expressed some concern that the tendering and award process had not yet been completed and suggested the process be subject to scrutiny. The Corporate Director Demographics, Wellbeing and Planning reported upon the lengthy tendering award process with detailed references having been sought which were subject to checking. She felt it would be reasonable to scrutinise the entire process upon its completion.

Page 6 – Item No. 7 The Big Plan – The Scrutiny Coordinator advised that the information requested by members at the last meeting had been included within their information brief (circulated at the meeting). The Chair had been pleased to note the high vaccine uptake by children in Wales (Appendix 4 to the information brief) and praised the work of the medical and nursing staff. She also read out a letter from the Minister for Health and Social Services which she had received in response to her letter regarding the provision of HPV vaccinations. Whilst she was pleased that the Minister confirmed a change of vaccine supply for the national HPV programme to Gardasil from September 2012, she was disappointed to note that the Joint Committee on Vaccination and Immunisation (JCVI) had not recommended vaccinating boys. The Chair advised that she had written back to the Minister highlighting the inequality of the system and the benefits of extending the programme to boys. She felt the JCVI had given the wrong advice in this case.

RESOLVED that –

- (a) *subject to the above, the minutes of the meeting held on 26 January 2012 be received and approved as a correct record;*
- (b) *the tendering and award process for the Families First initiative be subject to scrutiny upon its completion, and*
- (c) *the correspondence between Councillor Christine Evans and the Minister for Health and Social Services regarding HPV vaccinations be noted.*

5 TOURISM

The Chair welcomed Mr. Dewi Davies, Regional Strategy Director for Tourism Partnership North Wales (TPNW) to the meeting and the Strategic Regeneration Manager (SRM) and Principal Regeneration & Investment Strategy Officer were introduced. The SRM submitted a report (previously circulated) seeking members' views on items which could be addressed through the Destination Management Plan to enhance the experience of visitors to the county.

Mr. Davies explained that the purpose of the Tourism Strategy for North Wales 2010 - 2015 was to highlight the importance of tourism, set out a vision for its future and identify the strategic priorities and actions needed to achieve them. Tourism brought income of £1.8bn into the North Wales region annually, supporting over 37,000 jobs and provided the lifeblood for many small businesses. He provided some background information relating to the role of the TPNW and its membership which consisted of representatives from both the public and private sector. Mr. Davies proceeded to deliver a power point presentation outlining the benefits to Denbighshire from its involvement in the current Tourism Strategy which set out –

- the challenges for the future
- the region's distinctive strengths and how they might be projected
- the need for investment in product excellence
- the importance of providing an outstanding experience for visitors
- arrangements for working together in partnership
- priorities for North West Wales and North East Wales, and
- an action plan to deliver the strategy.

One of the priority actions for each local authority was to draw up a Destination Management Plan (DMP) to provide an integrated approach to managing tourism and the general environment in the area. Mr. Davies highlighted the key priorities and reported upon management arrangements to progress that initiative.

The Chair thanked Mr. Davies for his presentation and members requested a number of matters be contained or addressed within the DPM as follows –

- the need for appropriate signage to the Vale of Clwyd on the A55 and other arterial routes to welcome and direct visitors to the Vale of Clwyd and other attractions in the county
- more should be done to encourage those visiting the Tweedmill Shopping Outlet to visit other parts of Denbighshire
- the importance of publicising the 2013 National Eisteddfod to be held in Denbigh and maximise exposure for the area
- to address the lack of accommodation en route for visitors to the Clwydian Range Area of Outstanding Natural Beauty (AONB), particularly walkers, by working with officers and members of the AONB to actively encourage it to assist local people to establish appropriate businesses in the area without contravening the restrictions associated with the AONB status

- the need to educate local people and businesses on the benefits of tourism as business had been lost because of lack of support or objections to particular ventures
- to emphasise the importance of local villages and hamlets to the Tourism Strategy and the unique ethos of individual villages etc and the facilities and services on offer in them to tourists
- the need to address environmental/housekeeping issues ensuring regular clearing of rubbish; regular maintenance, cleaning and replacement (when missing) of signs, and improving the condition of roads
- the need to re-route particular activities such as Etape Cymru to maximise business opportunities for those more receptive to tourism
- to explore the demand and opportunities to develop specialist holidays, such as equestrian tourism by linking up to other known equestrian route in neighbouring areas
- encourage local businesses to promote the Welsh ethos and unique characteristics of the area, for example by playing local/Welsh music in restaurants, shops, outlets, etc.
- explore the possibilities of developing centres of excellence to attract tourists with particular interests, for example gourmet food, etc.
- draw to the attention of hostellers, restaurants, cafes, etc. the benefits of being open during late afternoon into early evening (5.00 p.m. to 7.00 p.m.) to provide food etc. for visitors
- the impact on the tourism industry of the development of on and off-shore wind farms in and around the area be closely monitored.

Members were also keen that the Council and TPNW actively engage with the recently established St. Asaph and Rhuddlan Tourism Association and that a response be sent to the letter published in this week's edition of the Denbighshire Free Press regarding eating establishments in Ruthin.

Mr. Davies and the officers acknowledged members comments and elaborated on progress with particular initiatives to address some of the issues raised. With regard to the 2013 National Eisteddfod, Mr. Davies agreed to raise the issue of publicity with the TPNW Board. Councillor Meirick Davies requested that he be kept informed of progress with the planned initiatives to encourage Tweedmill outlet shoppers to visit other parts of the county.

In closing the SRM reported upon the establishment of an internal Programme Board to reflect the work in the DPM and it was agreed that details of the Board's terms of reference and reporting arrangements be circulated to the committee. Mr. Davies also made available copies of the Tourism Strategy North Wales 2010 – 2015 and the Annual Review 2010 – 11 of the TPNW. The Committee

RECOMMENDED that –

- (a) *members' comments as detailed above be contained or addressed in the Destination Management Plan;*

- (b) *members' comments also be brought to the attention of the Lead Member for Regeneration and Tourism who was also the Council's representative on the Tourism Partnership North Wales, and*
- (c) *details of the internal Programme Board's Terms of Reference and reporting arrangements be circulated to the committee.*

6 REGIONAL AND NATIONAL SUPPORTING PEOPLE PROGRAMME CHANGES

The Corporate Director Demographics Wellbeing and Planning (CD:DW&P) submitted a report (previously circulated) seeking the committee's support for the proposal to participate in a shadow Regional Collaborative Committee for Supporting People (SP) Services and drawing members' attention to the cuts to the Supporting People Programme Grant (SPPG) and the implementation of a new interim redistribution formula and eligibility criteria from April 2012.

In presenting the report the CD:DW&P highlighted the following key points –

- in view of the likely delay in establishing a Regional Collaborative Committee due to concerns regarding governance and accountability arrangements there was a need to establish a shadow Regional Collaborative Committee for SP services across North Wales to develop a terms of reference for agreement
- North Wales councils would have an estimated £8m less to spend on SP services by 2017 due to the national redistribution of SP funds and a regional strategy would help to offset those cuts
- Denbighshire would lose an estimated £1.5m in SP grant over the next five years and changes to the grant also meant that some services currently funded would be ineligible in the future
- detailed the proposed strategy to mitigate the changes including applying the funding reductions against those service areas which were now ineligible under SP rules and using the reserve the Council had established to dampen the impact on the Adult Services budget; the reserve would be used by 2016/17 but in the meantime the Adults and SP budgets would be continually reviewed to reduce the ongoing impact of the changes.

Details of the SP funding grant had been included as a confidential appendix to the report and in order to discuss that funding further it was –

RESOLVED *that under Section 100A 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 it involved the likely disclosure of exempt information as defined in Paragraph 14 of Part 4 of Schedule 12A of the Local Government Act 1972.*

PART II

The CD:DW&P detailed the budget reduction assumptions over the next five years as part of the redistribution of SP resources across Wales and the implications on specific service areas. Members acknowledged that the Council had taken responsible steps at an early stage to mitigate, as much as possible, the future reductions in grant funding and commended the officers in that regard. However

the reductions, coupled with the need for further efficiency savings, and the potential of a funding gap from 2016/17 was a significant cause for concern. Councillor Ray Bartley expressed his particular concern regarding the reduction to the Learning Disability element and the fact that a number of schemes would no longer be eligible under the new criteria. In considering the likely delay in establishing the Regional Service due to the outstanding governance and accountability issues members asked that they receive a further report once those issues had been resolved. The CD:DW&P responded to members' questions regarding the response of the other North Wales authorities and the committee noted a variation in how the funding cuts were being addressed. She reported upon a forthcoming regional meeting to ensure some future degree of consistency in that regard. In response to a question from the Chair the CD:DW& also reported upon the funding formula and distribution of resources. As the council was not in a position to finalise proposals for the Regional Committee at this time members requested a further report back when the outstanding issues had been resolved. Councillor Pauline Dobb reported upon the concerns of the North Wales Regional Social Services and Health Programme Board and advised that a cross-party group was currently lobbying Mrs Gwenda Thomas AM, the Welsh Government's Deputy Minister for Children and Social Services on these matters. It was –

RECOMMENDED that –

- (a) *the Council's participation in the shadow Regional Collaborative Committee for Supporting People Services to undertake the functions as detailed in paragraph 4.4 and with the membership set out in paragraph 4.5 of the report be supported;*
- (b) *a further report be submitted to a future meeting of the committee on the final proposals for the Regional Collaborative Committee for Supporting People Services for members' consideration prior to submission to Cabinet, and*
- (c) *the potential financial impact of the proposed Supporting People cuts for the Council and planned mitigation measures be noted.*

OPEN SESSION

Upon completion of the above the meeting resumed in open session.

At this juncture (10.55 a.m.) the meeting adjourned for a refreshment break.

7 PRESENTATION BY PUBLIC HEALTH WALES

(This item was brought forward on the agenda with the consent of the Chair)

The Service Manager: Intake and Reablement (SM:I&R) and the Assistant Director Primary & Community Services Development (AD:P&CSD) from BCUHB jointly delivered a power point presentation to the committee on the current position with respect to locality working in Denbighshire, including the roll out of Enhanced Care (formerly known as HECS). Members were provided with an overview of locality working, including its origins and overall context under the following headlines –

- the purpose and role of localities in planning, monitoring and evaluating community based services for the specific characteristics of the area
- the driving principle of locality working that district general hospitals only provided those specialist services which could not be delivered effectively, safely and efficiently in communities
- transforming social care with people choosing less dependent options which was typically more cost effective
- fourteen localities across North Wales (with two localities in Denbighshire) each with a Leadership Team and core membership
- existing local services often functioning relatively independently with service profiles varying between localities but gaps and overlaps existed in all areas.

The officers elaborated upon progress with developing locality working and provided specific examples of work to date, future work and challenges. Reference was made to the work undertaken to engage locality stakeholders and local people in planning and delivering services in order to understand the population needs and service provisions. Members were encouraged to contact the AD:P&CD if they wished to be involved with the Locality Stakeholder Groups. Finally the scrutiny committee's role in helping with the development of locality working and adding value to the process was highlighted.

The Chair thanked the officers for the comprehensive presentation and members took the opportunity to raise questions regarding the development of localities generally together with some specific questions related to Enhanced Care provision. The following responses were received –

- the success of health and social care staff co-location in Hafan Lles, Prestatyn was highlighted as an example of what had worked well with strong working relationships developed with health professionals
- working with competing priorities caused some frustration and there was a need to review a number of plans to better reflect the joined up working of partners as opposed to just focusing on health
- the Locality Team was looking into co-location in Denbigh which would likely involve 80 staff and enquiries had been made with the Council's Estates Department regarding potential sites (the Chair asked that the committee be kept informed of future developments)
- the development of outcome measures for particular areas in terms of both performance and population accountability and the Results Based Accountability approach was elaborated upon
- progress on establishing a Single Point of Assessment, Access and Care Coordination in Denbighshire with a successful bid for a demonstrator project and a project team in place to progress the initiative; the project would provide universal services and enable people to self manage plus have access to specific services with a seamless transition to further help
- Locality Groups were discussing ideas for total service provision within their localities and had not yet considered planning for specific chronic conditions
- 263 people went through Enhanced Care in the first year and projected figures for the second year were slightly higher with a similar pattern of admission

- it was hoped that more people could be brought home sooner through Enhanced Care and work was ongoing in that regard
- Enhanced Care was initially being extended to the four localities in North Wales and the importance of co-location in rural areas was also highlighted
- a financial comparison had suggested Enhanced Care was more cost effective but a more robust evaluation was being undertaken to include the views of patients and carers
- there were fluctuations in the demand for the Enhanced Care service, but there were times when it operated at full capacity.

The Chair thanked the officers for answering members' questions and it was –

***RESOLVED** that the presentation on the development of locality working in Denbighshire together with the responses received to questions be noted.*

8 THE DEVELOPMENT OF LOCALITY WORKING IN DENBIGHSHIRE

A copy of 'Our Healthy Future – Public Health Strategic Framework Tobacco and Alcohol' and 'Raising the Profile of Public Health' had been circulated at the meeting. Peter Stevenson, Associate Director of Public Health (AD:PH), Public Health Wales delivered a power point presentation on tobacco and alcohol issues. The AD:PH highlighted the importance of improving health outcomes and reducing the costs of health care and social care provision by raising the profile of prevention and protection priorities. Members were provided with the following information –

- 'Our Healthy Future' set out the strategic focus for public health work in Wales from prevention and early intervention through the life course
- a consensus on the importance of improving health outcomes and raising the profile of prevention and protection priorities had been reached
- as key risk factors for chronic disease and premature death the first priorities were tobacco and alcohol control and an action plan had been agreed
- background and statistical information regarding smoking and alcohol consumption including the cost to NHS Wales
- a systematic and co-ordinated approach had been recommended with all organisations and partnerships asked to prioritise the same issues and implement evidence based interventions
- the BCUHB had identified tobacco and alcohol in its strategic and delivery plans; particular reference was made to the Health Board's Smoke Free Policy and focus on maternal smoking together with a range of activities being implemented to address the misuse of alcohol and its consequences
- tobacco control and alcohol prevention had been identified as public health priorities within Denbighshire's BIG Plan and actions had been identified within the Early, Extending Entitlement and Health, Social Care and Well-Being (HSCWB) Action Plans to deliver against agreed outcomes – details of the actions undertaken in Denbighshire to support tobacco and alcohol control had also been provided.

In closing, the AD:PH highlighted the need to maintain a priority focus and action on the important areas of prevention and early interventions. He referred members to

the DPH Annual Report which provided independent advice with a focus on early years and evidence based interventions.

The Chair thanked the AP:PH for his informative presentation and referred to her own experience as a smoker and the use of electronic cigarettes as a safer alternative to tobacco products. She was disappointed to note that whilst the general impact of smoking had been referenced there was a lack of specific detail in the statistical information provided. The Assistant Director Strategy & Engagement (AD:S&E) BCUHB referred to the smoking ban which had been introduced in Scotland and reported upon the subsequent reductions in the number of low birth weight babies who experienced poorer health during their whole life. Councillor Pauline Dobb noted that the focus had been on children and young people and had been concerned to note the lack of reference or intervention targeted to the older population. The Principal Public Health Officer (PPHO) BCUHB advised that the local authority action plan had focused mainly on prevention and she referred to a separate action plan produced by the Health Board in conjunction with other Health Boards in Wales in relation to the adult population which identified key actions and expectations. The Corporate Director Demographics, Wellbeing and Planning highlighted that some of the council's service users (such as mental health service users and council house tenants) disproportionately smoked and queried how the council could address that issue. The PPHO reported upon the expectation that each local authority developed an action plan to examine cessation and environment aspects with staff being trained to deliver an intervention. Whilst initial focus had been on maternal health other areas such as families first were being included and brief intervention training had been referenced within the BIG Plan. This area also needed to be developed in terms of the adult population in a planned approach and it was hoped to achieve that under the auspices of the BIG Plan.

RESOLVED that progress made to date on tobacco and alcohol issues be noted together with the need to maintain a priority focus and action on the important areas of prevention and early intervention.

9 NHS STRATEGIC SERVICE REVIEWS

The Assistant Director Strategy & Engagement (AD:S&E), BCUHB delivered a power point presentation on the current position with respect to the NHS strategic service reviews. During her presentation the AD:S&H reported upon the following –

- the case for changing healthcare in North Wales and the main messages
- management of health and well being for individuals including local planning of elective care and receiving non elective care within a safe time and within a reasonable distance
- the key issues arising from the service reviews in respect of Paediatric Services; Maternity, Gynaecology & Neonatal Services; Non-elective General Surgery, and Trauma and Orthopaedics
- BCUHB having confirmed a case for change in each of the services was undertaking continuous engagement with staff and stakeholders in order to draw up detailed impact assessments of the issues and any potential changes

- the next steps and key areas for development including clinical links; travel and transport; impact assessment, and finance together with the timescales involved which would lead to recommendations and potential implementation from November onwards
- if the outcomes of the service reviews proposed major changes to service configurations arrangements for formal consultations on the proposals would be discussed with the Community Health Council (CHC)

Members were advised to contact the AD:S&H if they had a specific interest in a particular service area and she would provide further information on the matter. The AD:S&H responded to questions regarding availability of services from community hospitals in the future advising that each locality had differing needs and would therefore require different community provision. It was important to develop a model of care tailored to the needs of each locality and to ensure a spectrum of care with integrated facilities including care coordination with links to a single point of access. In terms of community services in Llangollen, this involved a joint project with the local authority. Models of care were being examined as were potentially new primary care resources and care coordination linked to a single point of access. With regard to community hospital bed based care no decision had been made and there were issues around the current building which needed to be addressed. The need to access community hospital beds in or near the community was acknowledged.

The Chair expressed concern regarding the length of time taken in conducting the service reviews and subsequent impact on hospital staff uncertain about future provision together with cost implications. She also highlighted the need to address the issue of people living close to the border in North East Wales. The Director of Planning and AD:S&H explained that the complexities of the process together with the desire to ensure full engagement had led to a lengthy process. It was important to fully explore links and fit with other services and solutions were being worked through by Locality Groups. BCUHB was trying to deal with those complexities in an inclusive way and highlighted that there were ramifications beyond North Wales. It was also difficult to produce robust costing for options in considering that provision in one area had implications for others.

RESOLVED that the presentation detailing the latest position regarding the NHS strategic services reviews be received and noted.

10 MEMBERS' QUESTIONS

Representatives of Betsi Cadwaladr University Health Board (BCUHB) provided a response to members' questions on health service related matters as follows –

Learning Disabilities – An audit of the annual health check assessment of individuals with learning difficulties carried out by GPs had shown a favourable outcome in terms of access to GPs but there were issues regarding communication. BCUHB was raising awareness of staff to ensure more effective communication with people who had learning disabilities. Councillor Ray Bartley requested that further information on the audit findings be provided. Councillor Bartley also highlighted the importance of nursing support for people with learning disabilities

within an acute hospital setting. He queried the outcome of the pilot project which he had been led to believe would continue. Representatives confirmed that the matter had been discussed at the Stakeholder Reference Group and the Chair asked the BCUHB to confirm future arrangements for nursing support once known.

Winter Operations – Representatives reported upon the short term changes and operational responses over the winter period when challenges in terms of staff sickness had been faced. BCUHB had attempted to alert staff and partners in advance in terms of operational decisions. Due to the problems experienced a protocol would be agreed for short term emergency operational issues and BCUHB was working with the Community Health Council on that protocol. Communication and engagement were acknowledged as important issues.

Car Parking – Members were advised that there was sufficient car parking at Glan Clwyd Hospital but people did not always park considerately. Arrangements were being made to give patients priority parking and locating staff parking further away from the hospital building.

Misconceptions – A number of misconceptions were raised in terms of hospital closures and equality of treatment. Members were advised of failings in the system in terms of an outdated infrastructure and financial constraints which supported the need for service reviews and changes in care provision. There was undoubtedly a role for community hospitals but there was also a need to scrutinise services and provide a different model of care for the future. The publicity generated by the media did little to help the situation.

Reasonable Distance for Non-Elective Care – There was no single definition for reasonable distance and travelling time which was largely dependent upon the type of service required. The emphasis was on provision of the right type of care within a safe time and within reasonable distance. The issue of travelling time would be addressed further in the Rural Health Plan and discussions would be undertaken with stakeholders regarding 'reasonableness'.

Renovation of Glan Clwyd Hospital/Ambulance Waiting Times – Representatives reported upon the alterations to the hospital and plans to separate Accident & Emergency and Outpatient admissions on the ground floor. Funding had been secured for the complex long term project which would resolve a number of problems and plans could be provided in future if members' wished. There was a continually high level of demand for ambulance services and the capital development would help with the redesigning of the admissions area. There was a challenge in recruiting consultants but it was hoped that two potential consultants would qualify later this year. Some support had been provided by the Welsh Government in terms of reviewing processes and systems to address admissions.

Finally members were asked to contact the Health Board if they had issues about particular individuals or to encourage people to approach the Board directly. The Chair thanked the representatives for their attendance and the interesting and informative presentations. She was pleased that relationships and communication between the local authority and its health partners had significantly improved which

was attributed to all partners working together. The Enhanced Care service was singled out for particular commendation.

***RESOLVED** that the responses to members' questions as detailed above be noted.*

11 SCRUTINY WORK PROGRAMME

The Scrutiny Coordinator submitted a report (previously circulated) seeking members' review of the committee's future work programme and providing an update on relevant issues. A draft forward work programme (Appendix 1); proposals for future agenda items (Appendices 2a & 2b), and Cabinet's forward work programme (Appendix 3) had been attached to the report.

The Scrutiny Coordinator reported upon the development of the draft work programme for members' consideration, particularly referring to the proposals for additional agenda items (Appendices 2c, 2d & 2e circulated at the meeting) and the inclusion of items identified by the committee during today's meeting. She also drew members' attention to the additional information previously requested on the Rhyl Going Forward Project which had been included within the information brief and the three resultant work streams which may benefit from closer scrutiny in the future (1) West Rhyl Regeneration Area, (2) Retail and the Town Centre, and (3) Tourism and the Coastal Strip. It was noted that Communities Scrutiny Committee would be considering the West Rhyl Regeneration Area.

Councillor Gwilym Evans reiterated concerns regarding the current status of the Agricultural Estate's Advisory Group and noted that no date for the Group's meeting had yet been set. It was also noted that two retrospective planning applications in relation to the Estate were due to be considered by the Planning Committee and members raised concerns with respect to the developments taking place. Consequently it was requested that issues relating to the Agricultural Estate and the Advisory Group's role be subject to scrutiny in the near future.

Members also noted that the next scheduled meeting of the committee at 9.30 a.m. on 19 April coincided with a meeting of the Community Health Council which involved a number of committee members. The Chair asked that consideration be given to rescheduling that meeting to 2.00 p.m. on the same day.

Following consideration of all the issues raised it was agreed to –

- receive a report on the Partnerships Governance Toolkit in April
- receive reports on New Work Connections; Regional Collaboration on Economic Development; the Rhyl Going Forward Workstreams (Retail and the Town Centre & Tourism and the Coastal Strip), and the Families First Tendering and Award Process in July
- receive reports on Sustainable Social Services: Framework for Action and Social Services Bill; the Mental Health Measure, and the Regional and National Supporting People Programme Changes in May
- receive a report on a Review of Higher Education in North East Wales in either September or October dependent upon the availability of the Vice Chancellor, Glyndwr University.

***RESOLVED** that, subject to the above amendments and requests, the work programme as detailed in Appendix 1 to the report be approved.*

12 FEEDBACK FROM COMMITTEE REPRESENTATIVES

No reports from committee representatives had been received.

The meeting concluded at 1.40 p.m.

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Report to: Partnerships Scrutiny Committee

Date of Meeting: 19th April 2012

Lead Member / Officer: Lead Member for Education

Report Author: Education Social Work Team Leader

Title: Annual Audit of Safeguarding Children in Education (Quality Assurance Framework)

1. What is the report about?

To update scrutiny on the last twelve months of activity of safeguarding in education and provide information on the safeguarding action plan undertaken in response to the Pembrokeshire County Council report (Sept 2011).

2. What is the reason for making this report?

To provide information regarding the detailed safeguarding action plan undertaken in October 2011 across education, human resources, and children services. The action plan was commissioned to ensure the current safeguarding procedures across county services would be able to stand scrutiny of inspection and were sufficiently robust and rigorous for use.

3. What are the Recommendations?

That the Committee notes the actions undertaken to date, endorses and supports the future actions to be undertaken to address the areas of weakness identified in the annual audit of schools and to address cross service safeguarding issues.

4. Report details.

The quality assurance framework has been implemented in schools since 2009 and will be reviewed in 2013.

The report details the activities associated within the framework covering the roles of key staff in schools and county together with the duty on local authorities and governing bodies to have arrangements in place for safeguarding and promoting the welfare of children under Section 175 of the Education Act 2002.

1. Training

All schools receive yearly whole staff training on “safeguarding” this is now embedded practice across the county’s schools. All staff are registered on a central training database with name, job title, date of training and school. Schools send a whole staff list prior to training, a register is taken on the day

of staff in attendance, staff who do not attend linked to the whole staff list is sent back to the headteacher to ensure these staff are trained in the school year.

A list of current schools trained since September 2011 is attached to the report (Appendix 1)

All services across education have now received training to all staff members. Identified staff in the services at management level are named Child Protection officers. These staff manage any concerns raised from service staff daily and ensure referrals are made on cases.

Teams trained are:

Foundation Phase
Sensory Service
14 -19 Team
Complex and Medical Needs

Training has taken place with identified services who otherwise did not receive any safeguarding training. The remit was to ensure all training was relevant to the work of the services and the contact they have with children and families. The services trained are as follows:

- School Crossing Patrols (all personnel trained)
- William Mathias School Music Service Conwy/Denbighshire (all staff trained)
- Potential Projects - linked to Cymorth funding through Denbighshire County Council were also highlighted, this resulted in an audit undertaken of the agencies/service own child protection/safeguarding policies. This was to satisfy Denbighshire County Council the projects working with children had there own agency policies for safeguarding.

The audit highlighted the high level of detail in the service policies reflecting good practice and clear understanding of the All Wales Child Protection Procedures. They evidenced systems relating to referral and who within the agencies dealt with this area of responsibility.

The clarity of one agency relating to referral was vague, this has been addressed, with the agency itself having now given reassurances this matter would be addressed as a matter of urgency.

2. Referral Activity

Number of referrals made to Children Services from schools and services.

Appendix 2 - September 2011 to current

[Appendix 2 is exempt from public disclosure by virtue of paragraph 13 of Part 4 of Schedule 12A of the Local Government Act 1972]

The document identifies both schools and central services that have made referrals in the current school year. A high number of referrals in total 85 are from the north of the county defined as the Denbigh cluster of schools to the coastal area.

Only 12 referrals this school year are from schools in the south of the county. No evidence of work with the schools suggests the low referrals rates are low in the south of the county because appropriate referrals are not being made about children and families.

This has been highlighted through contact with headteachers and sessions with key staff with safeguarding responsibilities. No concerns about this issue have been raised by Children Services.

We looked at thresholds and types of cases that would merit potential referral, no theme of inactivity exists that I have detected through these sessions to merit the low referral rate in the south to date. Schools are aware they can, and do, regularly contact the safeguarding officer for advice on cases and the school effectiveness officers as well as Children Services directly for advice.

The relationship between schools and children services is positive by and large. Individual cases will at times cause professional differences of opinion, however, I have no evidence to suggest such cases have not been openly discussed and all parties understand the actions that can be taken at that time to protect and safeguard children from harm.

The schools with the highest rates of referral are similarly contacted by the safeguarding officer as part of the quality assurance framework process. Schools who submit referrals of poor quality are picked up at the time of referral and are contacted by the safeguarding officer to discuss and potentially resubmit the referral with additional information.

An example of this would ordinarily relate to the detail of facts who, what, when, where? - not being evident or provided in the referral.

A random file audit of referrals, 15 cases, was completed in December 2011 by the safeguarding officer the main findings in priority of occurrence of concern are listed below:

All schools concerned have been contacted about the findings to date.

1. All family details not included
2. All sections of the referral form not completed however this could well be correct as the referrer does not know the information but does not evidence this on the form - N/A unknown.
3. No focus on reason for referral or ticked multiple boxes on the form rather than main reason.
4. Insufficient information on background for referral dealt with at time of referral but still logged for audit purposes

3. Safeguarding Action Plan

Please see detailed plan Appendix 3 [Appendix 3 is exempt from public disclosure by virtue of paragraph 12 of Part 4 of Schedule 12A of the Local Government Act 1972]

The Pembrokeshire County Council Report 2011 was used as a template of areas of concern these were cross checked with Denbighshire policies procedures and systems.

The areas highlighted in the Safeguarding action plan demonstrate the rigour of approach undertaken by education, human resources and children services to establish areas of operation that required action and detailed a clear timescale to this work being carried out and completed.

I will elaborate on the action plan at the scrutiny meeting.

4. School Safeguarding Audit

All schools will be required to complete and submit the annual audit to the safeguarding officer. This will form part of a report submitted to the Head of School Improvement and Inclusion outlining the key findings and themes from the audits from schools.

The findings may outline general training issues that can be addressed more efficiently by clustering schools identified offering sessions to discuss, train, update on matters highlighted in their audit reports.

These can also be discussed at the schools governing body meetings annually and form part of the evidence file for any future inspection of the school.

The audit has been highlighted as good practice by the Association of Directors of Education in Wales (ADEW) and Welsh Government (WG) who have requested copies to share with other authorities across Wales.

5. Estyn Inspection February 2012

The Safeguarding Officer was interviewed by Estyn inspectors as part of the recent inspection of local authority services in education. Evidence was provided, discussion on the submitted paperwork, and actions to date were reviewed. No lines of enquiry were raised from this first meeting warranting further action from the inspection team.

6. How does the decision contribute to the Corporate Priorities?

The safeguarding of children is a key priority of all the county services. The need to respond and improve services to children forms part of the joint working arrangements evident both within and outside the local authority placing safeguarding as an ongoing first priority.

7. Power to make the Decision

Article 6 of the Council's Constitution

Contact Officer:

Education Social Work Team Leader

Tel: 01824 708169

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SCHOOLS - SAFEGUARDING TRAINING**Schools trained since September 2011****Secondary**

Blessed Edward Jones
Glan Clwyd
Prestatyn High

Special Schools

Tir Morfa
Ysgol Plan Brondyffryn

Others

Behaviour Support
Education Psychologist
Llandrillo
Officers / Team Managers
Potential Group
School Crossing Patrol
School Music Service
Arts Service

Primary

Betws GG
Bodfari
Bodnant Infants
Bodnant Juniors
Borthyn
Bro Cinmeirch
Bro Elwern
Bryn Clwyd
Bryn Collen
Bryn Hedydd
Caer Drewyn
Carrog
Cefn Meiriadog
Christchurch
Clawd Offa
Clocaenog
Cyffylliog
Dewi Sant
Dyffryn Iâl
Emmanuel
Esgob Morgan
Faenol
Frongoch
Geillifor
Glyndyfrdwy
Hiraddug
Llanfair
Llywelyn
Maes Hyfryd
Mair
Melyd
Pant Pastynog
Pentrecelyn
St Brigids
Tremeirchion
Twm o'r Nant
Y Llys
Y Parc

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By virtue of paragraph(s) 13 of Part 4 of Schedule 12A
of the Local Government Act 1972.

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By virtue of paragraph(s) 12 of Part 4 of Schedule 12A
of the Local Government Act 1972.

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Report to:	Partnerships Scrutiny Committee
Date of Meeting:	19th April 2012
Lead Officer:	Head of School Improvement and Inclusion
Report Author:	Head of School Improvement and Inclusion
Title:	Provision of Music within Schools (Education)

1. What is the report about?

To consider the progress of the collaborative Task and Finish Group in developing proposals in respect of the provision of music education within schools, or alternatively Denbighshire's proposals for the provision of music education

2. What is the reason for making this report?

To update Members on the progress against the review of music provision in Denbighshire including the work of the North Wales Music 'Task and Finish' Group.

3. What are the Recommendations?

That the Committee considers the contents of the report and continues to support the on-going work with respect to music development in the County.

That Members provide observations and support the proposals for the wider review of the funding of music provision in Denbighshire.

4. Report details

The Music Service is provided to schools as part of the Curriculum Enrichment and Well Being Department of the School Improvement and Inclusion Service. Currently, the William Mathias Music Service is contracted on an annual basis to provide peripatetic tuition in schools and to help run County ensembles.

During 2011-12 the Association of Directors of Education in Wales (ADEW) established a North Wales' Task and Finish Group to review current Arts and Music provision. It was hoped that this would present opportunities to explore local provision, work regionally through collaboration and develop a regional perspective on national youth arts provision.

The North Wales Music Task and Finish Group has met three times to date however no tangible progress has been made in terms of a collaborative approach. Denbighshire made the decision to continue with their review in order to prevent the funding issues continuing into another financial year.

In December 2011 a report was presented to schools that outlined proposals for delegating funding purely on take up as opposed to the previous formula of 50% Free School Meals and 50% Pupil Numbers. This report is attached in Appendix 1 (this appendix is excluded from public disclosure by virtue of Paragraph 14 of Schedule 12A of the Local Government Act, 1972). It is important to note that this proposal related solely to the current earmarked funding for Peripatetic Music support of £251k. In addition to this the service pays the William Matthias Trust £61k for the provision of supply teachers and support for county ensembles.

The School Budget Forum raised concerns as to why historically there is a specific formula for Music when it forms a small part of the curriculum. Following further discussion and consultation it was determined that the preference was not to create a new formula for Peripatetic Music for 2012-13 but instead to consider it in the wider Denbighshire Formula Review set to be implemented in 2013-14.

It was agreed that in view of this the current allocation method would continue for 2012-13 (50% Free School Meals and 50% Pupil Numbers) and then from 2013-14 peripatetic music funding would just form part of the total quantum for schools with schools choosing how they prioritise/allocate their own individual school funding at a local level.

5. How does the decision contribute to the Corporate Priorities?

The provision of music in schools contributes to the commitment to ensure that all children and young people have the entitlement to experience a range of opportunities and develop specific talents in order to enable them to realise their potential and achieve their aspirations.

6. What will it cost and how will it affect other services?

The level of provision is currently financed through the money delegated to schools to provide peripatetic music tuition. In addition, a sum of money is held centrally to pay the cost of the contract with the William Mathias Music Service, the Co-ordinators' salaries and the cost of musical instrument purchase. Schools can choose whether to pass on part of the cost of the service to parents.

7. What consultations have been carried out?

School Budget Forum and Headteachers

8. What risks are there and is there anything we can do to reduce them?

The capacity to deliver a high performing service which is affordable to schools and the potential impact on the level of charges that schools have to pass onto parents within their schools.

9. Power to make the Decision

N/A.

Contact Officers:

Head of Improvement & Inclusion
Education Finance Manager

Tel: 01824 708055
Tel: 01824 712633

By virtue of paragraph(s) 14 of Part 4 of Schedule 12A
of the Local Government Act 1972.

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Report to: Partnership Scrutiny Committee

Date of Meeting: 19 April 2012

Lead Officer: Head of Business Planning & Performance

Report Authors: Partnerships and Communities Manager, Assistant Planning and Performance Officer

Title: Partnership Governance Toolkit

1. What is the report about?

1.1 The Council's Partnership Governance Toolkit.

2. What are the reasons for making this report?

2.1 The report was requested by the Corporate Governance Committee in response to the County Council Internal Audit Services review on Partnership Governance, November 2011.

2.2 To receive advice upon providing consistency, guidance and good practice for partnership working in the future from the Partnership Scrutiny Committee in line with attached schedule and accompanying documentation.

3. What are the Recommendations?

3.1 That the Partnership Scrutiny Committee comment on the Toolkit (Appendix 2) and accompanying Implementation Schedule (Appendix 1).

4. Report details

4.1 The purpose of the proposed Partnership Governance Toolkit is to help the Authority to improve good governance arrangements and good practice for its partners; to scope partnership work, categorising partnerships in terms of limited, moderate and major significance, thus enabling areas for performance improvement and efficiencies to be identified.

4.2 Use of the Toolkit, and completion annually of the Significance Assessment Scorecard and Business Case Checklist, will assist in populating the Partnership Register, ensuring it is up to date and relevant.

4.3 A key priority is to ensure that there is a coherent partnership framework in Denbighshire. Once the toolkit is in operation the Authority will:

- Have Partnerships complete an annual “Health Check”
 - Have a Partnership Register focussed on significance and risk
 - Have a Register which will identify relevant lead officers in the County
 - Have risks identified which will feed into the appropriate Service and / or Corporate Risk Register.
- 4.4 This improved process of monitoring partnerships will help improve effective scrutiny and focus on strategic partnerships and major partnerships.

5. How does the decision contribute to the Corporate Priorities?

- 5.1 Improved partnership governance is a key area for improving the Council’s performance.

6. What will it cost and how will it affect other services?

- 6.1 There are currently no implications upon a particular service area.

7. What consultations have been carried out?

- 7.1 The Corporate Governance Committee was asked to consider the proposed actions in February 2012 and constructive feedback was received and incorporated into the documentation provided.
- 7.2 The new framework also takes account of Internal Audit requirements.

8. Chief Finance Officer Statement

N/A.

9. What risks are there and is there anything we can do to reduce them?

- 9.1 Should partnerships with the Authority fail in any way there may be significant risks incurred regarding funding, capacity, reputation and so forth.
- 9.2 The measures set out in the Toolkit will ensure that risks are properly managed.

10. Power to make the Decision

N/A.

11. Documents to Refer:

- Proposed Schedule for Implementation (Appendix 1)
- Draft Partnership Governance Toolkit (Appendix 2)
- Draft Partnership Governance Guidance Notes for Toolkit (Appendix 3)

12. Contact Officers:

Partnerships and Communities Manager
Tel: 01824 706298

Assistant Planning and Performance Officer
Tel: 01824 706257

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Appendix 1

Schedule for Implementation of Partnership Governance Toolkit within Denbighshire County Council

Action	Start Date	Expected End
Stage 1: Development	8 February 2012	
Development of a Partnership Governance Toolkit with a view to fully scoping partnership working in Denbighshire County Council.		
Stage 2: Consultation and Feedback	13 February 2012	30 April 2012
To communicate the Toolkit to Partners on the current Partnership Register, and main partners, for their consideration including a self review to identify high and moderate significance partnerships where relevant		
To collate score cards and business case checklists from Partners' self review in order to update current Partnership Register		
To review and amend guidance in line with feedback from Partners and to act upon any feedback issues		
To support Services with their review of partnership arrangements		
Stage 3: Implementation	1 May 2012	31 August 2012
Roll out final version of Toolkit, send to remaining partners with Denbighshire County Council to provide guidance and support		
To develop the draft review process documentation for monitoring period September onwards		
To develop Intranet link to all documentation for future use		
To consult with the Partnership Coordinators on the draft self review process documentation for high and moderate significant partners		
To publish an up to date Partnership Register		
To amend County Council Constitution regarding partnership arrangements.		
Stage 4: Monitoring	1 September 2012	30 April 2013
To improve strategic partnership governance and performance by undertaking a "Health Check" to review significant partnerships		
To use data collected from Health Check to update the Partnership Register (annual updates thereafter)		
To implement an annual schedule to ensure Partnership Register and Partnership Governance Toolkit are relevant and fit for purpose		

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Appendix 2

Partnership Governance Toolkit

February 2012

Draft Version:	2.0
Date Modified:	09.02.12
Document Controller:	Carol Evans, Partnership and Communities Team
Status:	Final Draft

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1. Introduction

1.1 Background

Organisations in Denbighshire have a long history of developing partnerships both within and outside the County. Partnerships can bring significant benefits and can respond to complex problems that face communities, which cannot be tackled effectively by any individual organisation working alone. They can provide flexibility, innovation, additional financial and human resource to help solve problems and deliver shared outcomes.

Nonetheless, partnership working is not easy and can carry great risks. Working across organisational and geographic boundaries can bring complexity and ambiguity that can generate confusion and weaken accountability.

The key to successful partnership working involves the establishment of good governance; the introduction of clear and consistent partnership arrangements can reduce the complexity of working in partnerships, which are becoming increasingly important in the delivery of public services.

The toolkit has been developed by the Partnership and Communities Team within Denbighshire, agreed by the Corporate Governance Committee. It has been created to guide members and officers in identifying principles of good governance and good practice in achieving internal and external accountability within partnerships. This allows partners to see key principles and quality standards that we are committing to, and how we are putting partnership and co-operation at the heart of the County Council.

This document does not relate to collaborations that the council is involved in; there is separate and definitive information available for collaboration work for the council.

1.2 Purpose of the Partnership Governance Toolkit and accompanying Guidance Notes and Templates Documentation

It is important to review and assess partnerships regularly to make sure they offer value for money and intended outcomes are achieved. The purpose of the Toolkit, including accompanying Guidance Notes and Templates documentation, is to help us with our partners to identify all the partnerships we are involved with and to have good governance arrangements. Guidance includes tools and templates that can be used at each stage in the life of a partnership, from considering the introduction of new partnerships, reviewing existing partnership arrangements, to exiting partnerships. The documentation will assist in identifying any potential problems. To ensure the toolkit remains relevant, it will be reviewed and updated where necessary.

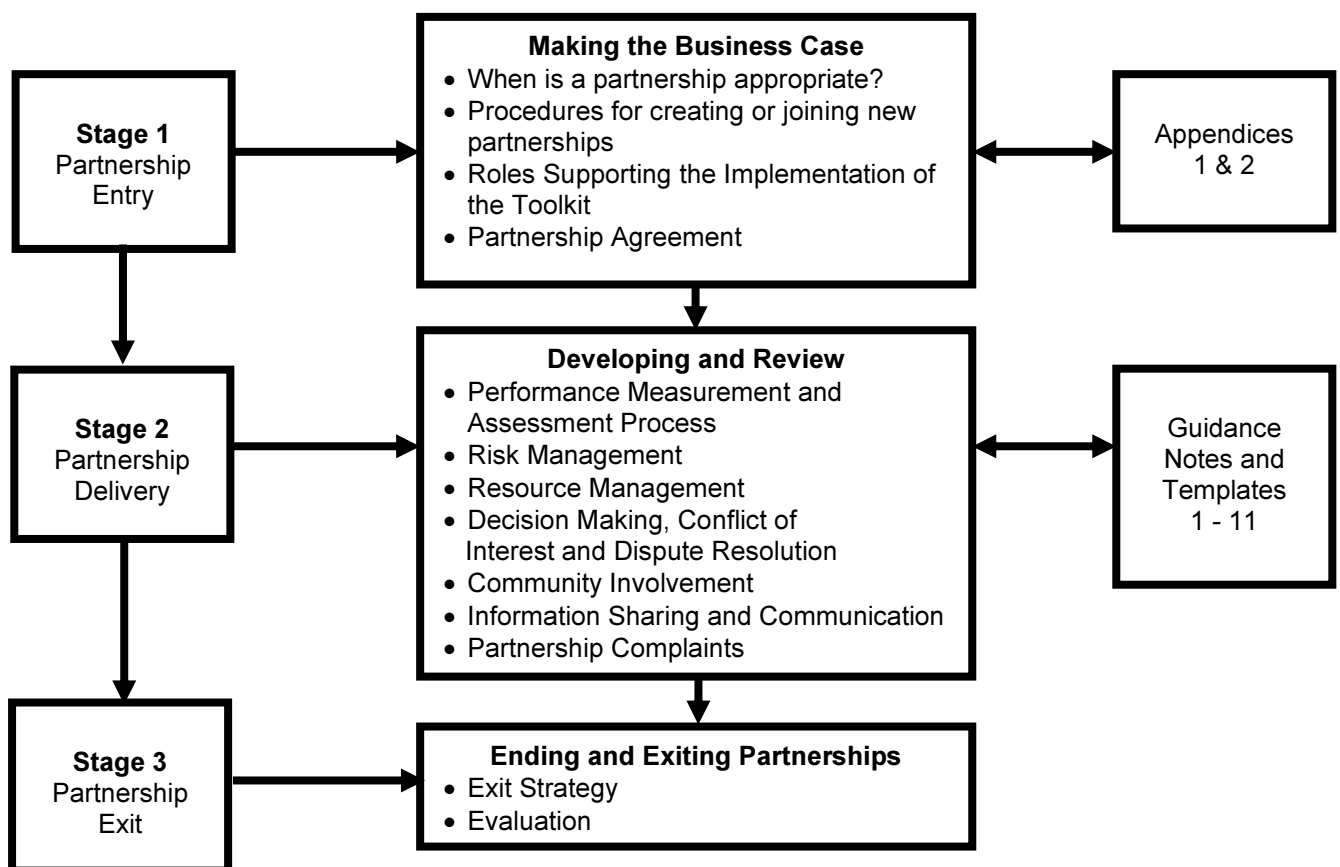
It is essential for the Toolkit to be applied to partnerships that are assessed using the **Partnership Significance Scorecard (Appendix 1)** as being of “major” or “moderate” significance. It should be used as appropriate for “minor” partnerships. Excellent performance flows from good governance and all members of a partnership should

conform to codes for the overall good of those involved. The toolkit ensures that for each partnership we can:

- Be clear about the partnerships' purpose, duties and expected outcomes when entering into partnerships.
- Clarify that partners own agreed objectives and priorities are being met.
- Be clear about accountability and responsibility for outcomes.
- Generate reliable financial, performance and risk assessments to inform decision making.
- Review and evaluate success and further challenge progress and improved governance.
- Ensure partnerships maintain a relevance to their agreed purpose over time and have in place an effective exit strategy.
- Demonstrate they are achieving added value and value for money.
- Ensure community involvement influences the way services are designed and delivered.
- Take hard decisions to scale down involvement in partnerships if the cost outweighs the benefits, or if the added risk cannot be managed properly.

1.3 Partnership Governance Toolkit Flowchart

Purpose: To present a pictorial overview of the main elements and stages of the toolkit.



2. Creating and Joining New Partnerships

2.1 When is a Partnership Appropriate?

Officers and elected members of the County Council have access to the toolkit; it is also shared with partners and prospective parties to make sure that guidance and procedures are understood and the need for them is accepted. It is important to ensure when considering the formation or joining of an existing partnership arrangement that it is the best approach. Partnerships can be costly and time consuming and are not the answer to solve every problem. Other ways of working must be assessed to determine if a partnership arrangement is the most appropriate one; for example, the establishment of a formal joint working protocol between individual organisations; time-limited task and finish groups; joint ventures; joint commissioning arrangements and so on.

Decisions on entering a partnership should be based on a sound understanding of the risk and challenges, as well as the anticipated benefits. Some partnerships are statutory. Partnership arrangements are appropriate when they have the potential to deliver:

- Co-ordinated packages of services to individuals.
- To bid for or gain access to new resources – in cases where large funds are not available to single organisations.
- To meet statutory requirements.
- To reduce the impact of organisational fragmentation and reduce duplication.
- Added value – achieving something more than an organisation could do by working alone.
- Value for money – when available resources are used economically, efficiently and effectively.

2.2 Defining and Assessing Partnerships Significance

2.2.1 Defining Partnerships - The word *partnership* is used with increasing frequency in the public, private and voluntary sectors and can mean different things to different people. The council's definition has been adapted from definitions used by the Audit Commission.

In the context of this toolkit, a partnership is a joint working arrangement, which is not governed by the Partnership Act – and where the partners:

- Are otherwise independent bodies.
- Agree to co-operate to achieve common goals and outcomes for the community.
- Create a new organisational structure with agreed processes and procedures to achieve goals and outcomes, separate from their own organisation.
- Plan and implement a jointly agreed programme, often with joint staff and resources.
- Share accountability, information, risks and rewards.

Partnerships are now forming a larger part of the way in which Denbighshire County Council seeks to procure and deliver services. The nature of these partnerships and the manner in which partners are selected is diverse; however they will each have similar characteristics. Some partnerships are more significant than others – in terms of the outcomes they seek to deliver, their profile / reputation and the resources that are put into them. The council is not always the accountable body for its significant partnerships.

“Partnering” describes the creation of sustainable, collaborative relationships with suppliers in the public, private, social enterprise and voluntary sectors to deliver services, carry out projects or acquire supplies and equipment. The benefits of the partnering approach include better designed solutions, integration of services for customers, access to new and scarce skills, economies of scale and scope, investment and community benefits including jobs and local economic effects.

A directory of current partnerships is maintained by the Partnership and Communities Team, and is available on the council’s Working Document Store.

2.2.2 Assessing Partnerships Significance

Some partnerships are more significant than others, in terms of the outcomes they want to deliver, their profile, reputation and the resources invested. The definition of a significant partnership can be assessed through the **Partnership Significance Assessment Scorecard (Appendix 1)**.

Whilst partnerships can vary in size and scope and are described in many ways, it is critical to understand the partnerships importance to partners operations and the legal, financial and reputation risks that they present. The significance scorecard uses a number of key characteristics to facilitate this assessment.

The level of significance attributed to a partnership will determine the level of formality required in its governance structure.

Using a tiered approach to partnerships will enable senior management involvement and scrutiny to be proportionate to the significance and the risks of the partnership.

2.3 Procedures for Joining or Creating New Partnerships

To establish a new or enter an existing partnership arrangement, those exercising power on behalf of their organisations will need to produce a report to demonstrate the business case for the partnership.

The sponsoring partner’s lead officers will produce a report that incorporates the completed Partnership Significance Scorecard at **Appendix 1** and the responses to the key set of questions included within the Partnership Business Case Checklist

(Appendix 2). The business case for partnerships of “Major” and “Moderate” significance will need to be submitted to the:

- 1) Business Planning and Performance Service for their use in collating a relevant and up-to-date Partnership Register.
- 2) Executive group / team of each partner organisation to provide their strategic overview of the partnership proposal and their organisation’s approval to commit to the partnership in accordance with the appropriate internal decision making process.

As part of this process it is advised that before any partnership is entered into, the report must be submitted to the organisation’s professional leads for Insurance, Financial Services, Legal Services, Audit and Procurement Services for comments.

The report may need to be submitted to Denbighshire County Council’s Business, Planning and Performance Service for their approval i.e. instances where the authority is acting as an “Accountable Body” on behalf of the partnership or where the partnership may be undertaking collective decisions, pooling resources.

Any elected member who is approached or wishes to become involved in a partnership should discuss the matter and the extent of their involvement with their group leader. The group leader may wish to discuss the partnership and aspects of work with the Head of Business Planning and Performance. The elected member should only accept or become involved after receiving approval. Cabinet or full Council may need to approve nominations for elected members.

2.4 Roles Supporting the Implementation of the Toolkit

If the business case for the partnership is supported, an appropriate manager will be nominated as the **“Partnership Co-ordinator”** whose roles will be to:

- Oversee the development of the partnership governance arrangements, ensuring that the guidance, tools and templates included within the partnership toolkit are applied. This will culminate in the production of a Partnership Agreement. See **Guidance Notes and Templates document: GNT 1** for a Template Partnership Agreement.
- Oversee partnership assessments.
- Review partnership assessment findings and make formal recommendations, which should be summaries within a report and submitted to the organisation’s Board.
- Action any recommendations arising from partnership assessments.
- Action any points arising from decisions taken by the organisation’s Board.
- Maintain and update the partnerships action plan. See **Guidance Notes and Templates document: GNT 3** for template partnership action plan.
- Review performance against agreed procedures and targets and produce regular highlight reports to be submitted to the partnership Board. See **Guidance Notes and Templates document GNT 4** for template highlight report.

- Be responsible for maintaining a central partnership risk register on behalf of the partnership. See **Guidance Notes and Templates document GNT 2** for partnership risk management good practice guide, risk identification checklist and template risk register.
- Identify any learning and development requirements.
- Ensure organisations benefit from learning and development.

The Conwy and Denbighshire Joint Local Service Board, Head of Business Planning and Performance and the Partnership Scrutiny Committee all play a role in the implementation of the toolkit:

- The Joint Conwy and Denbighshire Local Service Board's (JLSB) role is to strengthen collaborative leadership at the local level, take responsibility for a number of change projects and ensure the local partnership framework is delivering effectively. As part of its role the JLSB will support partnerships to problem solve key issues.
- The Head of Business Planning and Performance will be responsible for supporting the Conwy and Denbighshire Joint Local Service Board, promoting and co-ordinating effective partnership working in Denbighshire and ensuring partnerships contribute towards the successful delivery of the BIG Plan. The Head of Service may ensure that good practice within the Partnership Governance Toolkit for Denbighshire is applied, and will promote and support partnerships to put appropriate governance arrangements in place.

2.5 Partnership Agreements

For new and existing partnerships their governance arrangements will need to be incorporated within a suitable form of Partnership Agreement, which makes clear:

- The aims, principles and outcomes that the partnership is responsible for achieving.
- Roles and accountabilities of each of the partners represented on the partnership.
- Procedures under which the partnership will operate.

The responses to the partnership business case checklist (**Appendix 2**) can be used to develop new or reviewing existing partnerships agreements.

The specific elements that need to be included in the agreement are highlighted in the template at **Guidance Notes and Templates document: GNT1**, which can be changed to suit any circumstance, but **no sections should be omitted**.

The formality and complexity of the agreement will be dependant of the significance of the partnership. For all significant partnerships legal advice should be sought to clarify if there should be a legally binding agreement in place.

It is advised that the **Section 151 Officer for Denbighshire** is contacted in the development stages of a partnership to assist in the establishment of an appropriate partnership agreement.

The Head of Legal and Financial Services of **each partner** must advise on the Partnership Agreement before they are formally agreed.

3. Performance Management

Partnership members must agree how they will manage performance. Performance Management is a continuous cycle, which will enable partnerships to measure and manage performance in order to inform decisions, learn and drive improvement.

In particular, through measuring performance, managing risks and resources, partnerships can take informed decisions in response to actual performance and make the outcomes for the people who use our services and the community, better than they would otherwise be.

Performance Management helps to:

- Prioritise what actions need to get done and ensure there are sufficient resources to do it.
- Tell us if the actions undertaken meet the objectives set.
- Motivate and manage staff.
- Identify and rectify poor performance at an early stage.
- Learn from past performance and improve future performance.
- Increase user and community satisfaction.
- Provide value for money.

3.1 Performance Measurement

Measuring partnership performance is increasingly important and challenging. It involves partnerships identifying meaningful and measurable objectives and outcomes, monitoring and reviewing progress and identifying opportunities for improvement.

The framework for measuring performance is as follows:

- 1) Establish partnership priority themes and their links to organisational corporate plans, the BIG Plan and the Community Engagement Strategy.
- 2) Select appropriate objectives and outcomes, which are **Specific, Measurable Achievable Realistic and Time based**
- 3) Develop an action plan to deliver partnership objectives – **Guidance Notes and Templates GNT 3** provides a template Partnership Action Plan.
- 4) Regularly monitor and review progress and consider alternative actions if necessary. It is important to set regular dates for these reviews and to ensure that the information is collected and acted upon. **Guidance Notes and Templates**

GNT 4 provides a highlight report template to monitor progress.

The Partnership may wish to consider the following questions:

- What are the partnerships outcomes?
- How have things changed as a result of the partnership?
- What has been done differently as a result?
- What working practices have changed?
- Has the partnership and its members developed and agreed joint performance and outcome measures?

3.2 Partnership Assessment: “An Annual Health Check”

Understanding the many complex issues and relationships between partners is critical to ascertain how well the partnership develops and moves forward. It is crucial that partnerships undertake an assessment (on a minimum annual basis) of their partnership working to:

- Help newly formed partnerships establish a healthy partnership.
- Enable established partnerships to take stock of the **effectiveness** of the process of partnership working.
- For partnerships which are experiencing difficulties to identify areas for improvement.

Guidance Notes and Templates GNT 11 provides a link to a simple and effective developmental tool which partnerships could use to undertake partnership assessments. The tool is based on six partnership principles, which form the building blocks of successful partnerships¹.

The purpose of the tool is to ascertain from partners how they feel that these building blocks are in place. It can highlight areas of consensus and conflict to be explored, allowing partners to discuss the meaning and relative importance of their responses.

It is the responsibility of the nominated “Partnership Co-ordinator”, supported by the partnership members to undertake a self-assessment on a minimum annual basis. The partnership should consider whether peer assessment could be undertaken as an alternative to self-assessment.

Additionally an annual check will be required to assess the **safeguarding practice** that is in place within the Partnership. The assessment should include what steps are taken to quality assure safe employment practice and safe service delivery. **Completion of an annual self-assessment of safeguarding arrangements is essential. See Section 4.1.**

¹ Office of the Deputy Prime Minister, *Assessing Strategic Partnerships -The Partnership Assessment Tool*, 2003.

3.3 Risk Management

Good risk management is a key tool in delivering successful partnerships. Partnerships should achieve a common understanding of the potential risk associated with achieving partnership objectives, their relative seriousness and how they can be managed. Partnership working is often about accepting higher risks and sharing risks as part of developing new ways of working. This needs to be balanced against the organisations acceptable levels of risk.

Partnership Boards should ensure that effective risk assessments are undertaken in all key decision making processes, and where necessary, the partnership implements risk management plans to alleviate these identified risks, setting clear deadlines and allocating responsible individuals for particular tasks. Partners should be satisfied that decisions taken in relation to risks are acceptable.

To ensure risk management is embedded within partnership arrangements, the toolkit requires the following proposals to be addressed:

1. The process of risk identification should include a joint exercise with partners or prospective partners to identify partnership risks. The risks identified initially should be included in the business case for new partnerships and should be transferred to a risk register. Consideration for the joint exercise should include:
 - How the interests of the authority are protected. What are perceived risks?
Significant risks must be identified for the authority and must form part of the appropriate Service or Corporate Risk Register dependent upon the significance of the risk.
 - What potential conflicts of interest have been identified? What are perceived risks? Again these must be highlighted and if necessary, must form part of the appropriate Service or Corporate Risk Register.
 - How is the partnership viable? What are perceived risks?
 - What procedures are in place? What are perceived risks?
 - What details of corporate governance are in place? What are perceived risks?
 - How are the risks managed? What are perceived risks?
 - What financial management arrangements are in place? What are perceived risks?
 - What are the details of the exit strategy? What are perceived risks?
2. The Partnership Co-ordinator should be responsible for maintaining a central partnership risk register on behalf of the partnership detailing the points above and identifying “owners” of any risk. **Guidance Notes and Templates GNT 2** provides a good practice guide, risk identification checklist and template partnership risk register.
3. Action plans should be developed for all “high” risks identified above the partnerships threshold. A named person(s) should be nominated to act as the lead for each identified risk and co-ordinate the response to the various actions identified. A risk should be managed by the person / group best able to manage and influence the risk.

4. The partnership should identify when, and in which format, the shared risk assessment and risk register will be monitored and reviewed, and by whom. This is to ensure it can be completed and reviewed in a timely manner by relevant agencies and partners.

It is important to note that as part of risk management, insurance is one way of transferring the level of risk. **Guidance Notes and Templates GNT 5** details a number of areas where insurance decisions may need to be taken by the partnership.

Further information and guidance on risk management and insurance should be obtained by the partner organisations risk management and insurance officers. Alternatively Denbighshire's Corporate Improvement Team is responsible for ensuring that an appropriate risk management framework is in place for the council, fit for purpose and is implemented consistently across the council. This team is responsible for the ongoing development and co-ordination of this risk management framework and for the consolidation of risk management information and may be contacted for advice regarding partnership risks.

3.4 Resource Management

Increasingly, partners are redirecting mainstream resources and activity to meet partnership objectives. Effective stewardship of public resources is as important in partnerships as in corporate organisations, where numerous controls and constraints promote accountability and prevent fraud and mismanagement.

The principal partnership priorities in resource management are:

- Establishing adequate systems for financial control and monitoring within and between partnerships.
- Setting strategic direction based on community needs, ensuring availability of resources doesn't drive the agenda. (Short-term, complex government funding regimes, with tight decision-making timescales and pressure to spend grants quickly, can hamper strategic, long-term approaches to funding)
- Ensuring that there are sufficient financial, human and physical resources to enable the partnership to operate effectively.

To ensure financial management is embedded within partnership arrangements the following should be addressed:

3.4.1 Accountable Bodies Status

In instances whereby a partnership is accessing external funding, a partner may be nominated as an Accountable Body, with responsibility for acting as the banker / financial manager of the funding and main contact with the funding body.

The Accountable Body's role is to act on the partnership's decisions. For example, it will secure and sign contracts or service level agreements and funds. The role involves:

- Administering and taking responsibility for the funding (e.g. ensuring structured financing procedures are in place).
- Providing resources (e.g. staff, facilities) to carry out the financial obligations of the partnership.
- Ensuring that the grant allocated is spent according to the agreed plan.
- Establish and maintain effective systems for auditing and monitoring expenditure.

To safeguard the position of the organisation and to minimise the risk inherent in Accountable Body status, the organisation will carry out an evaluation of systems and procedures to ensure that the partnership is meeting the requirements as laid down by the funding body and the organisation.

The financial responsibilities of the partnership should be executed in accordance with the guidance of the funding body and within the host organisation's financial requirements, for example Contracts and Standing Orders or Financial Regulations. Regular reports detailing expenditure and income should be provided to the relevant partnership board.

In cases where the council has the Accountable Bodies status, it will be the responsibility of the Section 151 Officer to authorise interim and financial grant claims on behalf of partnerships. It is an obligation that all members of the partnership act in accordance with the guidance of the grant giving body.

3.4.2 Making provision for tax payments and VAT

VAT is a very complicated area and advice must be sought prior to the partners entering into any contracts, agreements or other obligations to enable the partnership to be structured in a tax efficient manner. Where partnerships involve organisations other than Local Authorities, it is possible that it may be unable to recover some or all of the VAT on its expenditure.

The VAT liability of any transactions between partners must also be considered. Without proper adherence to VAT legislation the partnership may find that its funding is less than expected and if VAT rules are not followed, interest and other penalties may have to be paid.

3.4.3 Pooled Budgets

Pooled budgets are the clearest example of integration between separate organisations and most clearly illustrate the balance between risks and benefits in partnerships. They have the potential to bring significant benefits, in terms of greater clarity of purpose, increased resources and better services. However, working in partnership can carry risks. These risks require careful management to realise the anticipated benefits and this is achieved through the pooled fund arrangements.

A pooled budget is a mechanism by which the parties to the agreement each contribute to the delivery of the outcomes required by creating a discrete fund.

The host to the pooled budget arrangement will need to prepare a schedule of accounts, which shows the pattern of the budget's income and expenditure, and sends it to each of the partners for inclusion in their own statements of accounts. The role of the host does not confer any additional risks to an organisation; participating organisations share these risks. Agreeing the pooled budget schedule is important precisely because accountability remains with organisations that are not in charge of the day-to-day management of the budget. The identification of resources that each partner will contribute to the pool is a key element in establishing a pooled fund arrangement and finance leads should agree the framework for financial contributions. Further information on pooled budgets for the council may be obtained from the County Council's Constitution (made under the Local Government Act 2000 (last amended October 2011)).

The Welsh Assembly Government have produced a series of advice notes which describe how to set up and manage pooling arrangements to support cross sector partnerships that may be established. The advice note provides guidance on how to utilise the flexibilities provided for in National Health Service (Wales) Act 2006 and can be found using the following link:

[Link to National Health Service \(Wales\) Act 2006.](#)

3.4.4 Grant Funding

Grants often form the main funding for partnerships. The terms and conditions of those grants, including document retention, must be clear. All funding should be identified, responsibilities allocated and conditions of grant established. Partnerships need to establish the following and consider the implications:

- If the grant is not spent in time-scale, do the funds have to be returned?
- If the grant is of a capital nature, are there any ongoing revenue liabilities for the partners?
- If a service needs to continue beyond the grant funding period, does it need to be mainstreamed? (in such cases, there is the possibility that partners should be consulted in advance).
- The partnership agreement should reflect the requirement that partners provide information required to comply with the grant terms and conditions.
- An exit strategy should be developed if grant funding ceases and options for mainstreaming of the service is not possible.

3.4.5 Retention of grant funding records

It is important to note that the period of retention for grant funding records may be affected not only by the rules of the Accountable Body, but also by the funding body; the requirement needs to be built into the partnership agreement. **Guidance Notes and Templates GNT 6** provides a template file index of the type of information that should be retained in relation to any grant funding received by the partnership.

3.4.6 Apportionment of losses

Whilst losses are not anticipated, they may occur, especially in the early start up period of a new venture. To avoid any disputes the basis of sharing losses should be agreed in advance. The same principle will also apply to growth pressures.

3.4.7 Indirect costs

Whilst recovery of direct or incremental costs associated with the partnership is rarely controversial (provided funding and reimbursement principles are agreed in advance) the situation regarding indirect costs is not always clear. These can be considered as a share of pre-existing costs such as accommodation or supervision or central support costs such as finance or personnel. Should the partnership wish to reimburse such costs there are a number of ways that these can be recovered and the partnership agreement should define what is acceptable.

3.4.8 Partners Contribution to the Partnership

Each Partner organisation will agree a level of contribution through discussions for the fulfilment of the aims of the partnership arrangement.

Partner organisations must resource the new arrangement in a way that will provide stability and the ability to plan for the medium-term, so that the partnership has a proper chance to succeed and continue to produce outcomes.

The following terms will be agreed before commencement and only adjusted each year as necessary:

- How much each partner will contribute each year?
- How much variation from year to year will be acceptable to the partners?
- How much variation in a year is acceptable?
- How the partners will require the budget to be managed?
- How developments would be funded?
- How under and overspends will be dealt with?
- How inflation will be managed?
- Monitoring arrangements in terms of the nature, timing and recipients of the service

- Details of the agreements that the partner organisations enter into for the delivery of services.
- Resources such as accommodation, information systems, goods and services will need to be agreed between the partner organisations and appropriate recharges negotiated.

3.4.9 Strategic Human Resources and Service Level Agreements

When employing staff in partnerships, there are many issues that need to be considered. It is therefore essential that Human Resource specialists (within Denbighshire, Strategic HR officers) are consulted from the outset. It is particularly important to have clarity over the recruitment and induction process, employment contracts and line management responsibilities.

Should support services be provided by one of the partners, it is important that the scope and cost of such support is clearly defined at the outset. The introduction of a Service Level Agreement may be the best way of achieving such clarity.

3.4.10 Sustainability

The partnership agreement should consider what happens if funding ceases partially or in its entirety and the rules governing any redundancy in the event operations are down sized or terminated.

3.4.11 Audit arrangements

The partnership agreement should set out what is to be audited, when this is to be done, and who will undertake the task.

3.4.12 Contracting

The adherence to partner / organisations rules governing procurement, including contracts procedures and requirements for tendering must be recognised in the partnership agreement in some way.

3.5 Decision Making, Conflict of Interest and Dispute Resolution

3.5.1 Decision Making

Partnerships either take executive decisions themselves, or make decisions that will effect

executive decisions in another arena. Clear lines of accountability and transparent decision making processes are required, particularly for the decisions on committing and allocating partnership resources.

The partnership agreement should state the voting process required in order to make decisions / seek agreement. Votes could be cast through the chair and any matter could be decided by a simple majority so long as a quorum² is present. It is good practice to ensure that all relevant information has been circulated at least a week prior to the meeting.

It is essential that partnership members have the delegated authority of their organisation to make a decision on behalf of the organisation. However, no partnership member should sign any contracts or legally binding documentation on behalf of the partnership without due process.

It is important for the partnership to agree and record how decisions are made. The partnership agreement should address:

- Who are the members of the partnership?
- How does the partnership make decisions e.g. simple majority vote? Casting vote by chair? What is a quorum for the decisions of your group?
- Who communicates decisions to people not present?
- How are the actions put into operation?
- What level of delegated authority does each member have?
- If a decision is of major significance (beyond the remit of delegated authority) what due process is required to gain each organisation's authorisation?
- How often will meetings be held? Where?
- Can there be extra meetings? (called / arranged by whom?)
- Is there a standard agenda?
- Chaired by whom? How is the Chair decided? How long will the Chair be in post? And other positions need to be determined in the same way – secretary, treasurer, etc.
- Who takes note of agreements/decisions made/actions to be undertaken?
- Action notes can sometimes be used where either you don't want the formality of minutes or where you want to emphasise an action-orientated focus. Decisions will still need to be recorded if action notes are undertaken.

3.5.2 Dealing with Conflicts of Interest

Procedures are required to resolve conflicts of interest to ensure decisions are open and transparent to all stakeholders. A conflict of interest can arise where two different interests overlap. In the public sector, there is a conflict of interest where:

² **Quorum** - The minimum number of voting members required to be present at any meeting for the decisions taken at the meeting to be considered as legitimate decisions of the body.

A partnership member's duties or responsibilities to a partnership could be affected by some other interest or duty that the member or official may have.

The other interest or duty might exist because of:

- The partnership member's own financial affairs.
- A relationship or other role that the member has.
- Something the member has said or done.

The Partnership needs to consider whether there is a reasonable risk that the situation could undermine public trust and confidence in the member or the partnership. A conflict of interest that is hidden, or that is poorly managed, creates a risk of allegations or perceptions of misconduct, or of other adverse consequences such as litigation.

There are several aspects to managing conflicts of interest effectively:

- Partnership members need to understand what a "conflict of interest" is, and be aware of the different ways in which it can arise.
- Expectations and the types of other interests that can give rise to a conflict of interest.
- The partnerships should establish procedures as part of their overall partnership agreement for helping their members to identify and deal with conflicts of interest.
- Members should identify and disclose a conflict of interest as soon as it arises.
- In each case, the partnership (or, sometimes, the member or official concerned) needs to consider what action (if any) is necessary to best avoid or mitigate any effects of the conflict of interest.
- Partnership members should also consider their organisations codes of conduct in relation to conflicts of interest.

Guidance Notes and Templates GNT 7 provides guidance on producing procedures for managing conflicts of interest.

3.5.3 Dispute Resolution

To avoid bad feeling and potential litigation between partners the partnership agreement must set out the rules to be followed to resolve disputes. Ideally, disputes between partners should be settled in good faith and wherever possible, by internal discussion and negotiation within the partnership. The partnership agreement should include an escalation procedure in the event partners disagree amongst themselves.

A first step to resolve a dispute may be to get an agreed set of facts on the position. Confidentiality should be maintained as long as possible to reduce the chance of mis-reporting through the media. Adherence to contractual dispute procedures is important.

Disputes may occur at three levels:

1) Between Individuals

Where a dispute occurs between individuals, the party experiencing the grievance should seek to resolve their concerns using the complaints procedure of the organisation employing the offending party.

2) Over Decisions taken in Partnership Meetings

Where dispute occurs within a partnership meeting concerning decision making, the issue should be escalated to the next executive partnership level.

3) Between Partnership organisations

Where the dispute occurs between organisations a meeting of senior executives should be called to address the dispute.

In some cases it may be necessary to consider negotiation, mediation and adjudication procedures or in the case of technical matters, expert dispute resolution. It would be necessary to consider whether procedures should produce a binding result or whether the parties want the ability to go the courts in the event of an unresolved dispute. Litigation should always be regarded as a last resort.

Partnerships should establish procedures as part of their overall partnership agreement to help members deal with disputes.

3.5.4 Business Continuity

Business Continuity plans outline the action that will be taken in the event of a serious disruption to business, and identifies the priorities for recovery in order to keep the organisation running as normally as possible at all times – even in an emergency. If delivery of services and / or the partnership project will impact on the County Council's Service Area's Business Continuity Plan, details of the measures that will be taken to address this impact should be considered. The Civil Contingencies Act 2004 requires the council to maintain plans to ensure that it can continue to provide services in the event of an emergency so far as is reasonably practicable. Business continuity management assesses the risks that might affect an organisation's ability to deliver a service and considers how services can be maintained.

3.6 Ending and Exiting Partnerships

At some point, partnership arrangements, or the organisation's involvement in a partnership, will come to an end. This could be for several reasons:

- The partnership achieves all that it set out to do.
- The priorities of an organisation/partnership change.

- On review, the partnership is not delivering the outputs and outcomes it was set up to do and a new approach needs to be explored.
- The partnership is replaced by another partnership or working arrangement.
- External funding sources / resources cease.
- On review, an adverse level of risk of continuing the partnership is identified.
- The legal framework upon which the partnership was founded changes.
- A partner organisation is restructured.

When drawing up the partnerships agreement a firm exit strategy should be identified. A clear exit strategy should address how to deal with on-going commitments and liabilities. In particular it should cover:

- Termination of the entire partnership.
- Staffing issues that arise.
- Continuity of service.
- Notice period.
- Asset allocation.
- Responsibility for debts.
- Withdrawal of any one of the partner organisations.
- Timescales required for changing the arrangement, or bringing it to an end.
- Informing insurers and issues regarding liability and indemnity.
- How partner contributions will be distributed.
- Outstanding contractual liabilities.
- IT issues (e.g. system and data transfers).
- Informing all stakeholders, customers, residence clients, staff etc.
- Reviewing the risk register.
- Providing appropriate final reports.

The partnership agreement should clarify the management of continuing financial liability, the ownership of assets and arrangements for disposal to avoid the future risk of disputes, or the accountable body becoming liable by default.

Partnership agreements should identify how individual organisations can exit a partnership e.g. length of notice, formal notification letter, issues of liability and indemnity. If a partnership member decides to leave the partnership, the partnership should consider the benefits of undertaking an evaluation. If it is agreed that the partnership continues the partnership agreement may need to be revised and renewed.

Each organisation's executive group has the authority to determine if their involvement in a partnership should cease. This does not necessarily mean that the partnership itself will cease. Termination reviews should be conducted for all significant partnerships that have been terminated. Cabinet decisions or full Council may be required where there are constitutional implications.

4 Safeguarding the Community, Information Sharing and Communication

4.1 Safeguarding the Community

The Partnership will be required to describe its safeguarding practice, and what steps are taken to quality assure safe employment practice and safe service delivery – for example, safeguarding courses, involvement in Joint Assessment Frameworks (JAFs) and case conferences, CRB monitoring procedures and so forth. It is hoped that safeguarding arrangements would be undertaken on an annual self-assessment basis, as part of a regular monitoring process. There is a Safeguarding Officer within Denbighshire who may advise upon this issue – the safety of children and young people is paramount.

4.2 Information Sharing and Communication

One of the most common benefits that result from partnerships is that newly available information can enable partners to target their services more effectively. Whilst there are aspects such as data protection to be considered, there is considerable scope for information to be held in different places to be combined to good effect.

The sharing of information is not something to be afraid of and it is fundamental to the success of any partnership initiatives. Partners need to share information within the limits of the law.

Protocols developed for information sharing initiatives do **not** have any legal standing, but they are a helpful way to ensure good practice in information sharing between all agencies that may be involved in partnership working.

Briefly, the legal framework for information sharing is a combination of the common law duty of confidentiality, the Caldicott principles on the use of personal information, Human Rights Act and Data Protection Act and principles of the Wales Accord on the Sharing of Personal Information. **Guidance Notes and Templates GNT 8** provides the link information to the Wales Accord on Sharing Personal Information (WASPI) for organisations involved in the protection, safety, health, education and social welfare of the people in Wales. Information is a valuable asset and when partnerships are sharing information, the partnership should develop an Information Sharing Agreement.

There is a checklist against which an organisation can assess its level of readiness to meet the WASPI framework. It is not intended to be a full checklist or replace nationally recognised standards and guides, but it will help each organisation identify gaps that may need to be filled in order to fulfil its commitments. **Guidance Notes and Templates GNT 9** (link) provides a Self-Assessment Checklist for organisations to assess their level of readiness. Denbighshire County Council is fully committed to WASPI and adopted its principles in November 2011.

4.2.1 What to Consider when Developing an Information Sharing Agreement

- Describe **what** information is to be shared and for **what** purpose.
- Describe in detail, **how** information is to be shared (map using flowcharts).
- Identify **Who** is responsible for the information at each stage including access and disclosure.
- Identify **Who** will be responsible for reviewing and monitoring information sharing procedures.

The main point is to be aware of is the need to be open and fair. You may or may not require consent to share information, but in most circumstances you **must** tell people, **who** is responsible for their personal information, **why** you need it and **who** you may need to share it with.

It is important to record your disclosure decisions. It is a matter of good practice and could be very important if you have to rely on your records to explain your actions one day. Sometimes you may need to disclose information without the individual knowing. You will be able to do this by using the relevant exemptions.

The information officer of each partner must advise on any information sharing agreement developed or alternatively contact the Information Commissioners Office (ICO). The ICO has published a “Good Practice Framework Code of Practice for Sharing Personal Information”, which can be accessed by using the following link:

[Link to Good Practice Framework for ICO.](#)

4.3.2 Communications Plan

A communications plan is vital because it ensures the partnership’s main messages are communicated with one voice, and misinformation is kept to a minimum. A complex strategy document is not necessary; the partnership agreement might just cover key messages, key audiences, and channels of communication.

4.3.3 Freedom of Information Requests

If the partnership receives a Freedom of Information request or any request for information that cannot be dealt with easily, contact should be made with the Information Officers in the partner organisation. Denbighshire County Council has its own Freedom of Information Officer who may be available to provide advice.

4.3.4 Welsh Language Scheme and Welsh Language Guide

The council works in partnership with public bodies, organisations from the voluntary sector and other agencies; it works on many levels when working with others and accepts it has responsibility to bring linguistic considerations to the attention of all partners. When

forming partnerships the council will ensure the issue of how the partnership will operate with regard to the Welsh language is discussed and agreed as part of the Terms of Reference and / or constitution of the partnership.

When the council is the strategic and financial leader within a partnership it will ensure that the public service provision is compliant with the Welsh Language Scheme. When the council joins a partnership in which another body is leading, the council's input to the partnership will comply with the Welsh Language Scheme and the council will encourage other parties to comply giving priority to services provided to the general public.

When the council is a partner in a consortium, it will encourage the consortium to adopt a bilingual policy. When acting publicly in the name of the consortium, the council will act in accordance with its Welsh Language Scheme. Should the council join or form a partnership, it will ask prospective partners about their Welsh Language Schemes, language policies or the means by which they will operate bilingually. With any partnership the council will offer advice and support to other partner organisations.

5. Partnership Complaints

Individuals can encounter difficulties when seeking redress for grievances concerning services delivered through partnerships. These problems can be overcome by adopting an effective complaints protocol.

Whilst each partner will remain responsible for their performance of their statutory functions, public sector partners cannot absolve themselves of their existing responsibilities to the service user by virtue of the fact that they are operating in partnership. Examples include:

- Neglect or delay
- Not delivering a service
- Providing misleading information
- Inefficient or poor professional conduct

Due to the complexity of agreeing a separate partnership complaints process, it is recommended that partners follow their own procedure. However, the partnership need to agree and include within their partnership agreement a description of how the ownership of the complaint will be decided, and therefore who's procedures it will follow. This normally follows the process of the organisation against whom the complaint was made, even though a partnership approach and investigation may be taken (subject to data protection).

It is recommended that the organisations within the partnership share information regarding complaints received, which can be collated and shared within the partnership at regular intervals.

Service users have the right to make a complaint to the Ombudsman in relation to services provided by National Health Service and Local Government organisations if they are

dissatisfied with the outcome of the relevant bodies' complaints procedure. The partnership agreement should state:

- The partnership and support teams responsibilities and process for handling complaints from the public.
- That all partners shall be obliged to co-operate with any Ombudsman's investigations.
- Provide clear information on how to register a complaint.

Guidance Notes and Templates GNT 10 provides a summary of best practice developed for drawing up a complaints protocol within a partnership.

6. Partnerships in Denbighshire

A key priority is to ensure that there is a coherent partnership framework in Denbighshire. As an element of developing the partnership toolkit, partnership activities have been mapped to:

- Ensure the county has a register on all the significant partnerships those utilising the greatest resources, having the largest impact and greatest risk for partners.
- Provide clarity regarding which partnerships we are involved in and why, who is leading and how progress is being reported. (This will ensure those involved can be targeted for advice and guidance).
- Provide a mechanism for reviewing partnership involvement .
- All partnership arrangements conform to WASPI (see **Guidance Notes and Templates GNT 8 and 9**).

It is essential that a partnership register is kept of current partnerships in order to maximise the benefits of partnership working, allow members, officers and the public to be directed to partnerships appropriate to their individual needs and to minimise duplication of effort.

The **current** Denbighshire County Council Partnership Register is stored on the Working Document Store for reference.

If you are involved in a partnership, which is not included on the register, please complete the partnership significance scorecard **Appendix 1** and provide the relevant details to the Head of Business Planning and Performance, Denbighshire County Council.

In terms of **Reporting Mechanisms**, there will be an **Annual Summary Report of Partnerships** produced and presented to the Corporate Governance Scrutiny Committee, and the Senior Leadership Team (SLT) within Denbighshire County Council by the Head of Business Planning and Performance.

The Lead Member for Partnerships and the Partnership Scrutiny Committee will be kept informed of progress.

7. Comments and Feedback

Please send comments on this toolkit and suggestions on how future editions could be improved to the Head of Business Planning and Performance, Denbighshire County Council.

Contact: Head of Business Planning and Performance

Address: Partnership and Communities Team
Denbighshire County Council
Third Floor, County Hall
RUTHIN
Denbighshire
LL15 1YN

Telephone: 01824 706257

Email: partnership.support@denbighshire.gov.uk

8. Appendices

1. Partnership significance assessment score card
2. Partnership business case checklist
3. Toolkit Guidance Notes and Templates (**separate document**)

APPENDIX 1 PARTNERSHIP SIGNIFICANCE ASSESSMENT SCORECARD – DENBIGHSHIRE

Partnership Name:

Please enter the score in the last column which most closely represents the partnership. Answer all applicable questions, using scores of 1, 2, 3, 4 or 5.

This table assesses the significance of the partnership / proposed partnership.

Impact No	Description	Score "1"	Score "2"	Score "3"	Score "4"	Score "5"	Score
1	Partnership costs: Denbighshire County Council directly contributes money to the partnership and / or money is directed through authority accounts (may involve pooling of budgets and sharing of resources i.e. staff, equipment, property)	<£50k per annum	£50k to 250k per annum	£250K to £1m per annum	£1m to £5m per annum	> £5m per annum	
2	Relationship to Corporate Priorities and BIG Plan – to what extent is the partnership's success critical to the achievement of these?	Not linked	Indirect links	Moderate contribution	Significant contribution	Essential	
3	What are the consequences of partnership failure upon the authority (financial / reputational / liability / legal / political)?	Insignificant consequences	Minor consequences	Moderate consequences	Major significance	Highly significant	
4	Does the partnership make decisions on behalf of the authority that may be legally binding upon the authority?	None	Does not take decisions but provides feedback	Does not take decisions but influences recommendations	Does not take decisions but agrees to be bound by its decisions	Has decision making responsibilities directly delegated to it from the authority	
5	Statutory or Regulatory context: Is Denbighshire County Council required to set up the partnership in order to receive additional funding / to meet a requirement of statutory guidance?	Not required	Indirect links to successful achievement of funding	Limited links to successful achievement of funding	Direct links to successful achievement of funding	The authority is required to participate in this partnership by law or to receive specific funding	
6	Risk: does the partnership contribute to the management of risks identified on the authority's corporate or departmental risk registers?	Does not contribute	Indirectly contributes	Limited contribution	Indirectly contributes	Directly contributes	
TOTAL:							0
HIGHEST POSSIBLE SCORE (No. of questions answered x 6)							30
IMPACT SCORE ("Total" divided by "Highest Possible Score" x 100)							0%

The matrix below uses the Significance Score to categorise your partnership:

Level 1: Limited Significance: (0 – 50%)	Level 2: Moderate Significance: (50% - 70%)	Level 3 : Major Significance : (70%+)
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APPENDIX 2 – Partnership Business Case Checklist

Name of Partnership:

Lead Contact (day to day running):

Name of partnering organisations:

Checklist Completed by:

Date:

Key Questions	Comment	Action
Understanding the need for the Partnership		
<p>Have other ways of working been assessed to determine if a partnership arrangement is the most appropriate? (For example, the establishment of a formal joint working protocol between individual agencies, time-limited task and finish group, joint ventures, joint Commissioning arrangements etc.)</p>		
<p>Is there justification for the establishment of the Partnership? (For example, providing co-ordinated packages of services to individuals; to bid for or gain access to new resources – in cases where large funds are not available to single organisations; to meet statutory requirements; to reduce the impact of organisational fragmentation and reduce duplication; added value – achieving something more than the organisation could do by working alone; Value for money – when available resources are used economically, efficiently and effectively)</p>		

<p>Has this partnership been the subject of consultation with:</p> <ul style="list-style-type: none"> • Other partnerships • Service areas • Staff • Users • Carers • Trade Unions 		
<p>What is the partnerships intended lifespan?</p>		
<p>What other organisations will be represented on the partnership?</p> <p>Are there any key organisations not in the partnership? If yes, which ones?</p>		
<p>Who will lead the partnership?</p> <p>If the partnership requires an accountable body, has this role been allocated?</p>		
<p>Who would be the organisation/s designated officers for the partnership? Which includes:</p> <ul style="list-style-type: none"> • Partnership Co-ordinator <p>(Note: that all partners represented on the partnership should have nominated officers for the above roles)</p>		

Assessment of Fit with the Organisation/s and BIG Plan		
How would this Partnership's shared activity contribute to the delivery of the organisation/s corporate priorities and Denbighshire's BIG Plan?		
What is the expected role and contribution of each of the organisations involved?		
Performance Management		
<p>What does the partnership intend to achieve? (aims and objectives; and targets and outcomes which are Specific, Measurable Achievable Realistic and Time based).</p> <p>Will the partnership contribute to national outcomes and/or the outcomes for Denbighshire's community?</p>		
What is the structure to deliver the aims, objectives and outcomes?		
Have the partner's or prospective partner's undertaken a joint exercise to identify partnership risks? If so, what are the risks to the organisation/s; who will manage them and how?		
What are the accountability arrangements? (which include monitoring, reporting, review to who and when?)		

Resource Considerations		
What is the identified resource availability?		
How is the organisation/s resourcing its participation?		
Are there other sources of funding not yet applied for available?		
What are the resource implications relating to the following: <ul style="list-style-type: none"> • Finance • Staff / recruitment • Accommodation • Legal • IT / Administration i.e. translation • Training • Insurance • Payroll • Health and Safety • Assets If applicable, have Human Resources and Trade Unions Representation being involved in discussions regarding the development of the partnership?		
Are there future resource implications?		
Does the partnership exist to get access to funding?		

Legal Considerations		
Have legal officers of partners been involved in discussions on the creation of the partnership?		
Would the partnership decisions be legally binding for the organisation/s?		
Have insurance officers of partners been involved in discussions regarding the insurance requirements of the organisations/partnership?		
Will anybody be disadvantaged by the partnership in terms of race, age, gender, sexual orientation, disability or faith?		

ADDITIONAL INFORMATION:

Partnership Governance Toolkit Guidance Notes and Templates (**separate document**): referenced as GNT 1 – 11 documentation

- GNT 1 Template Partnership Agreement
 - GNT 2 Risk management good practice guide, risk identification check list and template risk register
 - GNT 3 Template Partnership Action Plan
 - GNT 4 Template Highlight Report
 - GNT 5 Insurance considerations for partnerships
 - GNT 6 Template file index for retaining grant funding information
 - GNT 7 Guidance on managing conflicts of interest
 - GNT 8 Link to Wales Accord on Sharing Personal Information
 - GNT 9 Link to Self Assessment Checklist for Sharing Personal Information
 - GNT 10 Best practice in drawing up complaints protocol in partnerships
 - GNT 11 Development tool for assessing partnership working
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Appendix 3

Partnership Governance Toolkit Guidance Notes and Templates

February 2012

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Contents

1. Introduction

2. Guidance Notes, Tools and Templates (GNT)

GNT 1	Template Partnership Agreement
GNT 2	Risk management good practice guide, risk categories and risk register template
GNT 3	Template Partnership Action Plan
GNT 4	Template Highlight Report
GNT 5	Insurance considerations for partnerships
GNT 6	Template file index for retaining grant funding information
GNT 7	Guidance on managing conflicts of interest
GNT 8	Link to Wales Accord on Sharing Personal Information
GNT 9	Link to Self Assessment Checklist for Sharing Personal Information
GNT 10	Best practice in drawing up complaints protocol in partnerships
GNT 11	Development tool for assessing partnership working

1. Introduction

This set of guidance notes and templates may be used in conjunction with the Partnership Governance Toolkit document (February 2012) which has been created to assist Denbighshire County Council personnel with their partnership arrangements.

Documents include guidelines for some of the processes that will assist in assessing partnerships and the complex issues and criteria related to partnerships.

The documents will be reviewed and updated where necessary.

2. Guidance Notes, Tools and Templates (GNT)

GNT 1: Template Partnership Agreement

A partnership agreement must address the following headings since this model combines all the attributes of best practice. The level of detail provided under each heading will be dependent on the significance of the partnership. All agreements must be checked by legal representatives.

Name of the Partnership

1. Definitions and Interpretation

Define any key words.

2. Commencement and Term

Length of time partnership will run / point at which will be reviewed.

3. Purpose

What is the purpose of this partnership?

4. Aims, Objectives and Outcomes

What has this partnership been established to achieve?

5. Partnership Principles

The members agree to work together actively to achieve the aims of the partnership. This may include:

- Visible commitment and 'ownership' by the various member organisations and

- individual representatives.
- Mutual trust and respect.
- Openness and transparency.
- Effective communication and accountability.
- Shared ownership of resources, where appropriate.
- Combined expertise.
- Creative and innovative solutions to problems.
- Identification and sharing of best practice, based on mutual learning.
- Removal of barriers to equality of access and opportunity.
- How the partnership will operate in terms of sustainable development.
- Clear purpose, clarity of expectations and agreed targets for action.
- Effective decision-making.
- Shared mechanisms for risk management, monitoring, evaluation, reviewing and reporting on performance, progress and success.
- Allowing each constituent member unobstructed access to the audit records of the partnership, on request.

6. Membership and Terms of Office

This may include:

- The number of representatives from organisations in the public, private and the voluntary and community sectors, which are actively involved in the area (equal representation is not a requirement, unless other rules dictate) and why they were chosen.
- A list of the constituent members and the number of representatives they have on the partnership.
- Who chairs and vice-chairs the partnership, how appointed and for how long?
- How often the membership is reviewed and any time limits that an individual representative can serve on the partnership.
- How the membership of the partnership reflects the characteristics and aspirations of the area / people it has been set up to serve.

7. Roles and Responsibilities

Identify the roles and responsibilities of each constituent member of the partnership. It may be appropriate to include statements explaining how different sector members can bring to the partnership and which areas of partnership activity they will be responsible for. In addition this section may include the roles and responsibilities of the lead / accountable body, management board, partnership coordinator and partnership link officers etc.

8. Meetings and Secretariat

This may include:

- What is the minimum number of meetings within a period?
- Are meetings open or closed?

- How are extraordinary meetings convened?
- Where is the responsibility for setting meetings, agendas, working papers, minutes, follow up of actions etc?
- Who will provide the secretariat function and for how long?
- How and why are venues chosen?
- What are the expectations regarding members' behaviour during meetings?
- What if a member needs to deputise the meeting, what protocols need to be followed?
- And any other elements of the meeting that need to be stipulated.

9. Performance Management

The partnership should specify its performance management processes.

10. Risk Management which includes Indemnity and Insurance

The partnership should specify when, and in what format, the shared risk assessment and risk management plan will be monitored and reviewed, and by whom.

11. Resource Management/Pooled Funds

The partnership should specify its resource management processes, which may include the partnerships:

- Processes for financial control and monitoring within and between partnerships.
- Processes for human and physical resources to enable the partnership to operate effectively.
- The contract standing orders of which Partner organisation are being followed?
- Processes for auditing the partnership
- VAT and Tax arrangements.

12. Partnership Assessment and Alteration of the Partnership Agreement

The partnership should specify its self assessment / review processes, which may include:

- How does the partnership review itself?
- How often is this agreement to be reviewed?
- What are the protocols for changing or amending the partnership agreement?

13. Exiting of Involvement with the Partnership

The partnership should specify systems and procedures that exist detailing the need for written notification to the Chair and secretariat of intention to leave the partnership, the notice period required and any exceptions.

14. Termination of the Partnership

The partnership should specify systems and procedures that exist detailing under what circumstances the partnership may be disbanded and how.

15. Effects of Termination

The partnership should specify systems and procedures that exist in relation to the termination of partnerships.

16. Community Involvement and Equality

The partnership should specify systems and procedures that exist to involve the community in the delivery of services and ensure consideration is given to equality and diversity in the key areas of partnership working. Safeguarding policies must be in place for the partnership, evidenced for audit purposes.

17. Information Sharing and Communication Methods

The partnership should specify systems and procedures that exist in relation to management of sharing information and communications methods, which may include:

- How will the partnership share information?
- How will communication take place within this partnership?
- How will communication take place from this partnership to stakeholders?
- How the partnership is applied to WASPI.

18. Decision Making Process

This may include:

- How are decisions reached by the meeting? What are the processes to ratify decisions?

19. Conflict of Interest

The partnership should specify the systems and procedures that exist to resolve issues relating conflict of interest?

20. Dispute Resolution

The partnership should specify the procedures that exist to resolve disputes within the partnership, which may include:

- How will disputes be resolved where there is conflict at between members, organisations and over decisions?

21. Complaints

The partnership should specify systems and procedures that exist in relation to management of complaints.

22. NHS Health Care Functions and Health Related Care Functions

23. Service and its Operation

This may be commissioning or provision.

24. Confidentiality

This is a short statement expressing the expectations of partnership members with reference to confidentiality.

25. Exclusion of Partnership and Agency

26. Assignment and sub-agreements

27. The Contract (Right of Third parties) Act 1999

28. Prevention of corruption / quality control

29. Notices

30. Governing Law

GNT 2: Good Practice Guide on Risk Management in Partnership Working

In order to achieve the good practice recognised by the Chartered Institute of Public Finance and Accountancy, organisations must meet two key responsibilities for each partnership they have. They must:

- 1) Provide assurance that the risks associated with working in partnership with another organisation have been identified and prioritised and are being appropriately managed.
- 2) Ensure that the partnership has effective risk management procedures in place

There are two aspects to risk management in partnership working:

Outside looking in – from the Organisations perspective

What are the risks that the organisation faces in being involved in the partnership? This risk identification exercise must be undertaken **before** partnership working commences and should be incorporated into the Partnership business case. Risks that should be considered and may apply include:

- Financial risk
- Legal risk
- Reputation risk
- Resource conflicts
- Reliance on a partner to deliver the organisations objectives
- The partners track record in managing risk
- Risk specific to the nature of the partnership or its objectives

The responsibility for ensuring that risk management has been taken into consideration when establishing or continuing a partnership should lie with the relevant organisational managers and (portfolio holders Local Authority only) who's remit the partnership falls under.

The risks identified initially in the partnership business case should be transferred to a risk register which will be updated, managed and monitored by the service involved in the partnership in the same way that a project risk register would be maintained for the life of a project.

On the inside – from the partnership's perspective

The lead organisation should seek assurances from prospective partners:

- How well is risk management embedded in the business?
- Does their risk management methodology conform to good practice?
- Who are the key players involved?

As a minimum, organisations must undertake a pre-partnership risk assessment (see above – outside looking in) for its own purposes and other partners may have done the same. If there is a willingness in the partnership to share these risks, this could form the basis of a partnership risk identification exercise and joint risk register.

If the lead organisation has a tried and tested risk management strategy and methodology consideration might be given to applying this to the partnership.

GNT 2: Risk Categories

Risk categories focus on the source of risk, and are intended to be used as a set of prompts to consider scenarios that will give rise to consequences that will impact on specific objectives.

Successful risk categorisation can be compared to an effective medical evaluation. If the doctor asks: "How do you feel?" the patient might say, "Fine." But the examination is much more revealing if the doctor asks: "How do your knees feel? How about your lungs? Any back pain?" With these questions, the patient will begin to think specifically about his or her body parts.

The risks faced by an organisation should be categorised in relation to what the organisation does. There are a number of commonly used categories that help to group risks according to the various aspects of the organisation and its activities. We need to consider which categories are relevant to Denbighshire.

Suggestions are made in the table overleaf, and have been devised following research on categories used by other councils; consideration of how useful each prompt will be for shaping the thoughts of those identifying risk, and practical attempts at applying these categories to the risks that services have identified.

<p style="text-align: center;">Political</p> <p>Arising from the political situation</p> <ul style="list-style-type: none"> • Change of Govt Policy • Political make-up • Election cycles • Decision-making structure • Abuse (e.g. fraud, corruption) • Reputation management 	<p style="text-align: center;">Economic & Financial</p> <p>Arising from the economic situation, and the financial planning framework</p> <ul style="list-style-type: none"> • Treasury – investment, reforms • Demand predictions • Competition and the effect on price • General/regional economic situation • Value/cost of capital assets 	<p style="text-align: center;">Community</p> <p>Demographics, social trends, and meeting customer needs or expectations</p> <ul style="list-style-type: none"> • Residential patterns and profile • Social care • Regeneration • Customer care • Quality of community consultation
<p style="text-align: center;">Technological</p> <p>Arising from the ability to deal with pace of change, and the technological situation</p> <ul style="list-style-type: none"> • Capacity to deal with change/advance • State of architecture • Obsolescence of technology • Current performance and reliability • Security and standards • Failure of key system or project 	<p style="text-align: center;">Legislative/Regulatory</p> <p>Arising from current and potential legal changes and/or possible breaches, and the organisation's regulatory information</p> <ul style="list-style-type: none"> • New legislation and regulations • Exposure to regulators • Legal challenges/judicial review • Adequacy of legal support 	<p style="text-align: center;">Environmental</p> <p>Concerned with the physical environment</p> <ul style="list-style-type: none"> • Type of environment (urban, rural, mixed) • Land use – green belt, brown field sites • Waste disposal and recycling issues • Impact of civil emergency (i.e. flood) • Traffic problems, planning, & transport • Pollution, emissions, noise • Climate change & energy efficiency
<p style="text-align: center;">Professional/Managerial</p> <p>The need to be managerially and professionally competent</p> <ul style="list-style-type: none"> • Peer reviews (e.g. IDeA, consultancy) • Stability of officer structure • Competency and capacity • Management frameworks and processes • Turnover, recruitment, and retention • Profession-specific issues 	<p style="text-align: center;">Physical Hazards and Health & Safety</p> <p>Physical hazards associated with people, land, buildings, vehicles and equipment</p> <ul style="list-style-type: none"> • Health, safety and wellbeing of staff, partners and the community • Accident and incident record keeping • Maintenance practises • Security of staff, assets, buildings, equipment • Nature and state of asset base 	<p style="text-align: center;">Partnership/Contractual</p> <p>Partnerships, contracts and collaboration</p> <ul style="list-style-type: none"> • Key partners - public, private & voluntary • Accountability frameworks and partnership boundaries • Large-scale projects with joint ventures • Outsourced services • Relationship management • Change control/exit strategies • Business continuity • Partnerships – contractual liabilities

Risk Assessment Criteria

LIKELIHOOD	Event is almost certain to occur in most circumstances	>70%	Almost Certain	A						
	Event likely to occur in most circumstances	30-70%	Likely	B						
	Event will possibly occur at some time	10-30%	Possible	C						
	Event unlikely and may occur at some time	1-10%	Unlikely	D						
	Event rare and may occur only in exceptional circumstances	<1%	Rare	E						
					5	4	3	2	1	
					Very Low	Low	Medium	High	Very High	
					Service Performance	Minor errors or disruption	Some disruption to activities / customers	Disruption to core activities/ customers	Significant disruption to core activities. Key targets missed	Unable to deliver core activities. Strategic aims compromised
					Reputation	Trust recoverable with little effort or cost	Trust recoverable at modest cost with resource allocation within budgets	Trust recovery demands cost authorisation beyond existing budgets	Trust recoverable at considerable cost and management attention	Trust severely damaged and full recovery questionable and costly
					Financial Cost (£)	<£50k	£50k - £250k	£250k - £1 m	£1 m - £5 m	>£5m
					IMPACT					

Corporate Risk Severity Key

	Minor	Risk easily managed locally – no need to involve management
	Moderate	Risk containable at service level – senior management and SLT may need to be kept informed
	Major	Intervention by SLT and / or CET with Cabinet involvement
	Critical	Significant CET and Cabinet intervention

GNT 3: Template Partnership Action Plan

Ref No.	Partnership Objective	Key Actions in Place	Key Actions to be Implemented	Partnership Lead Officer	Resources (Refer to key below)	Scrutiny Arrangements	Any Risks Logged (include reference)
Objective							
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Resources
Are resources within existing?
Is there an additional revenue requirement?
Has the resource requirement been agreed?
Is it included within the Project Management Programme?
Should it be included within the Project Management Programme?

GNT 4: Template Highlight Report

1. Purpose of the Report: To provide a summary of progress at intervals agreed by the project / partnership board

2. Period Covered: Usually previous month, but depends upon the project

Score each element of your project Green = All OK; Yellow = some potential problems identified; Amber = Several problems identified; Red = major problem identified. Delete the unrequired scores to give an “at a glance” status report for the project.

3. This Period

- 3.1 Budget Status: Are the resources being used according to the expected profile?
 Green Yellow Amber Red
- 3.2 Schedule Status: Is the project on time?
 Green Yellow Amber Red
- 3.3 Products completed: List of milestones and products completed and outcomes delivered since the previous report
 Green Yellow Amber Red

4. Actual or Potential Problems

- 4.1 Problems Internal to the project: List problems internal to the project
 Green Yellow Amber Red
- 4.2 Problems due to external events: List problems due to interdependency on events external to the project e.g. potential conflicts with other current or proposed projects
 Green Yellow Amber Red

5. Risk Update: List any changes to the risk log

Green Yellow Amber Red

6. Lessons learnt / good practice identified: List any experiences that would inform or benefit other projects

7. **Next Period:** Products to be completed: List products to be completed

8. **Tolerance Situation:** Consider entries for cost, time, quality, scope, benefit and people / resources

Green

Yellow

Amber

Red

9. **Changes:** Impact on Budget and Schedule: identify any changes to the project.

GNT 5: Insurance Considerations for Partnerships

It is important to note that as part of risk management, insurance is one way of transferring risks. The following table illustrates some of the main insurable risks which the members of a partnership may wish to insure for. The source and extent of insurance taken by each partner should be adequate to meet their commitments under the partnership agreement.

Asset	Potential insurable risks	Relevant insurance policy
People	Injury to staff at work Injury to public Damage to property of others Financial loss Libel and slander Conditions of service Travel issues Fraud	Employers liability Public liability Public liability Officials Indemnity Professional indemnity Libel and slander Assault Cover Personal accident Motor credit guarantee Travel insurance Officials indemnity
Buildings	Loss of income Loss of rent Material damage Terrorism Denial of access Increased cost of working Damage to work in progress Liability of hirers	Loss of income Loss of rent Material damage Terrorism Denial of access Increased cost of working Work in progress Hirers liability
Contents	Material damage Theft	Material damage Theft
Plant / Equipment	Theft	Plant & equipment
Hired Equipment	Theft Accidental damage	Hired equipment
Computers	Material Damage Theft Loss of Data	Computer
Money	Theft	Money
Motor	Theft Damage to third party property Injury to third party Own damage	Motor, third party fire and theft Motor, fully comprehensive
Marine Craft	Injury to public Damage to property of others Financial loss	Marine

Note: It is important for all partners to seek the advice of their insurance advisers when considering the establishment of a new partnership.

GNT 6: Template File Index for Retaining Grant Funding Information

	SECTION	
1	Evidence of Project Need	<ul style="list-style-type: none"> • Business case • Feasibility studies • Reports
2	Grant Funding Application Forms	<ul style="list-style-type: none"> • Copy of signed application forms • Working papers • Match funding letters/certificates • Internal minutes/ Partnership papers i.e. confirming support for project/funding set aside
3	Funding Approval	<ul style="list-style-type: none"> • Copies of signed grant approval letters • Evidence of activities/actions to adhere to the projects special conditions
4	Correspondence	<ul style="list-style-type: none"> • Correspondence between funding partners i.e. confirming any changes in project activity • Project deliverers, contractors
5	Staffing	<ul style="list-style-type: none"> • Project staff structure • Copy of recruitment adverts • Job descriptions • Employment contracts • Appointment letters • Staff desk instructions
6	Project Monitoring	<ul style="list-style-type: none"> • Minutes/notes of progress meetings • Action plans • Progress reports • Evidence to support project targets achieved i.e. beneficiary details, jobs created, businesses supported • Project evaluation • Photographic evidence i.e. pictures during capital build (before and after) • Visit record sheets i.e. visit to SME's in receipt of third party grants

7	Procurement Process Undertaken	<ul style="list-style-type: none"> • Brief • Advert for tender • Copy of tenders and envelopes • Tender reports • Selection criteria • Justification for the appointment of the successful contractor • Letter appointing successful tender • Copy of contract • Letter accepting contracts • Copy of contract • Copy of quotations (if under the formal procurement threshold)
8	Publicity (promoting Project and Funding Assistance)	<ul style="list-style-type: none"> • Publicity strategy • Leaflets • Posters • Brochures • Press cuttings • Press releases • Presentation material • Advertisements • Photographic evidence i.e. site hoarding, project launches, plaques, events
9	Financial: General	<ul style="list-style-type: none"> • Details of cost centre and description codes set up for project • Financial regulations • List of authorised signatories
10	Financial: Grant Claims	<ul style="list-style-type: none"> • Copies of grant claims • All relevant working papers/spreadsheets to support the preparation of the grant claim • Ledger print • Paid invoices • Remittance advice (particular relevance to third party grants) • Receipts • Corresponding bank statements • Timesheets to support staff time on projects • Travel claims • Payroll information • Written methods of apportionment e.g. overheads • Depreciation methodology • Inventory of any equipment purchased i.e. PC's, digital cameras • Follow up action letters on grant claims/responses • External audit certificates/reports i.e. Wales Audit Office audit certificates, Welsh European Funding Office monitoring visits reports

GNT 7: Guidance on Managing Conflicts of Interests

In preparing policies and procedures for dealing with conflicts of interest, the nature of the partnerships particular structure, functions and activities, and any applicable statutory requirements should be taken into account. It should consider what its operations are, what fields it operates in, and what sorts of problems or risks might typically arise. For example, does the partnership:

- Contract
- Allocate grants
- Public consultation
- Undertake regulatory decision-making.

1.0 Policies and procedures for managing conflicts of interest could:

- State principles or values that emphasise the entity's commitment to addressing conflicts of interest, and the importance of people within the entity being alert for such situations.
- Establish rules for the most important and obvious actions that people must or must not take.
- Set out a process for identifying and disclosing instances of conflicts of interest as and when they arise (including a clear explanation of how a member should disclose a conflict of interest, and to whom).
- Set out a process for managing conflicts of interest that arise (including who makes decisions, and perhaps detailing the principles, criteria, or options that will be considered).
- Provide avenues for training and advice.
- Provide a mechanism for handling complaints or breaches of the policy.
- Specify the potential consequences of non-compliance.

2.0 There are two aspects to dealing with particular situations:

- 1) Identifying and disclosing the conflict of interest (primarily the responsibility of the partnership member concerned)
- 2) Deciding what action (if any) is necessary to best avoid or mitigate any effects of the conflict of interest (primarily the responsibility of the entity).

2.1 Disclosing a conflict of interest

The partnership member with the conflict of interest is obliged to identify it, and disclose it to the relevant people in a timely and effective manner. The partnership member will always have the fullest knowledge of their own affairs, and will usually be in the best position to realise whether and when something at work has a connection with another interest of theirs. (However, managers and other senior

personnel should remain generally alert for issues affecting other people that may create a problem).

Disclosure promotes transparency, and is always better than the partnership member silently trying to manage the situation by themselves.

If a matter in which a partnership member has an interest arises at a formal meeting, the partnership member should declare to the meeting that they have an interest in the matter before the matter is discussed. The declaration should be recorded in the minutes of the meeting.

In other situations, the matter should be raised and discussed with a relevant person as soon as the potential for a conflict of interest is identified. For most staff, the relevant person will be their manager (or another designated person in the organisation).

2.2 Deciding on further action

Simply declaring a conflict of interest is not usually enough. Once the conflict of interest has been identified and disclosed, the partnership may need to take further steps to remove any possibility – or perception of public funds or a partnership member's role being used for private benefit.

The entity should carefully consider what, if anything, needs to be done to adequately avoid or mitigate the effects of the conflict of interest.

In each case, it is important for the entity to actively consider whether something more ought to be done after disclosure. It is not safe to assume that a disclosure, with nothing more, is always adequate.

First, if any legal requirement applies, then compliance with that is critical, and overrides any other scope for discretionary judgment. (For example, where the situation involves a legal requirement about a board member participating in a meeting, the law will usually require the member to refrain from participating in discussions and voting on the matter. In those cases, there is usually no scope to decide on some lesser mitigation option).

Secondly, the entity should consider whether any relevant policy of the entity contains a clear rule covering the situation.

Thirdly, if no relevant legal requirement or policy applies (or after any such rule has been complied with), then the partnership should also consider whether anything more needs to be done. This is where there may be scope for a range of options. This assessment involves the exercise of a discretionary judgment. In especially difficult situations, it may be necessary to seek professional advice, and/or consult other published sources of guidance.

3.0 In exercising judgment, the partnership needs to assess carefully:

- 1) The seriousness of the conflict of interest
- 2) The range of possible mitigation options.

3.1 Assess the seriousness of a conflict of interest

Several factors may need to be weighed in assessing the seriousness of the conflict of interest. They include:

- The type or size of the partnership member's other interest.
- The nature or significance of the particular decision or activity being carried out by the partnership.
- The extent to which the partnership member's other interests could specifically affect, or be affected by, the entities decision or activity.
- The nature or extent of the member's current or intended involvement in the entities decision or activity.

3.2 Mitigation options

Selecting a suitable mitigation option will largely be informed by the judgment about the seriousness of the conflict of interest in each particular case. It may also be necessary to take into account the practicability of any options for avoiding or mitigating the conflict.

There is a broad range of options for avoiding or mitigating a conflict of interest. The options (listed roughly in order of lowest to highest severity) include:

- Taking no action
- Enquiring as to whether all affected parties will consent to the partnership member's involvement
- Seeking a formal exemption to allow participation (if such a legal power applies)
- Imposing additional oversight or review over the partnership member
- Withdrawing from discussing or voting on a particular item of business at a meeting
- Exclusion from a committee or working group dealing with the issue
- Re-assigning certain tasks or duties to another person
- Agreement or direction not to do something
- Withholding certain confidential information, or placing restrictions on access to information

- Transferring the official (temporarily or permanently) to another position or project
- Relinquishing the private interest
- Resignation or dismissal from one or other position or partnership.

The most typical mitigation options involve withdrawal or exclusion from involvement in the Partnerships work on the particular matter or decision – that is, the fifth, sixth, and seventh bullet points in paragraph. Taking one of those steps will usually be enough to adequately manage a conflict of interest.

It is wise to make a written record about any decision. This might include details of the facts, who undertook the assessment and how, and what action was taken as a result.

GNT 8: Wales Accord on Sharing Personal Information

[Link to Wales Accord on the Sharing of Personal Information \(WASPI\)](#)

GNT 9: Wales Assessment Checklist for Sharing Personal Information

[Link to Wales Accord on the Sharing of Personal Information: Self Assessment Checklist](#)

GNT 10: Best practice in drawing up Complaints Protocol in Partnerships

These recommendations should not lead to an overly bureaucratic approach being taken – their implementation should be reasonable and proportionate, taking into account the wide variations in scale, structure and objectives that exist between partnerships.

1.0 Key recommendation:

When the partnership is first created, there should be clarity regarding accountability for different parts of the work that will be carried out

1.1 Summary and recommendations

- There should be a clear statement as to who is responsible for handling complaints and providing redress

- There needs to be effective communication with those who use the service so that they understand what they need to do in the event of something going wrong
- There should be a strong commitment from the partnership to learn from complaints, so that services may be improved.

2.0 Setting up the complaints process

- Consider the views of service users and potential users, where practicable, and of other relevant stakeholders such as advice agencies, when drawing up or reviewing the protocol.
- Ensure that the complaints process is clear and accessible to all groups in the community, and is consistent with the principles set out in the Local Government Ombudsmen's guidance on running a complaint system and on remedies.
- Communicate effectively through leaflets and other publications and media, so as to increase public awareness of the complaints procedure. Where people also have the right to access a statutory complaints procedure, this should be made clear at the outset.

3.0 Supporting the complainant

- Consider providing the option of conciliation or mediation to bring about early resolution where practicable.
- Provide access to local sources of independent advocacy and advice.
- Ensure that complainants are kept informed of the progress of their complaint, the stage at which it is being considered, and the applicable timescales.

4.0 Defining responsibilities

- Define the partnership's responsibility for handling complaints or, if appropriate, which body the complainant needs to contact when the responsibility lies elsewhere (e.g. with the local authority). Leadership by senior managers, or others responsible for decision making, is vital. They should be supported by systems that ensure that lessons can be learned from complaints, with the aim of improving services.
- If the initial consideration of the complaint lies with the partner(s) immediately involved with the provision of the service, consider what review mechanism is appropriate.
- Where a complaint is about the actions of a partnership (or other) body exercising a discrete function of a local authority, consider the need for the

authority (if not already involved) to investigate the matter through its own staff.

5.0 Monitoring and Review

Where a local authority exercises a function through any other body, ensure that the arrangements provide for effective monitoring and review of complaints handled by that body, including a requirement to provide the authority with such access to evidence as it may request. Any review should identify learning points arising from complaint outcomes.

6.0 Redress

Where an organisation exercises a function through another body, ensure that the arrangements provide for effective redress by that body (if the authority does not retain this responsibility). These arrangements should also cover responsibility for redress where the authority agrees to an Ombudsman recommendation. Redress may include an apology, financial compensation, staff guidance, procedural changes or service improvements

7.0 Training

Train any staff dealing with complaints, so that they understand the agreed procedures and have the right skills to resolve problems quickly, and so that investigations of complaints are rigorous and evidence-based, with clear, well explained decision.

GNT 11: Development Tool for assessing partnership working – including “An annual health check”

[Link to Assessing Strategic Partnerships](#)

This link provides a simple and effective development tool which partnerships could use to undertake partnership assessments, taken from the Office of the Deputy Prime Minister: Assessing Strategic Partnerships – the Partnership Assessment Tool 2003.

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Report To: Partnerships Scrutiny Committee

Date of Meeting: 19 April 2012

Report Author: Scrutiny Coordinator

Title: Scrutiny Work Programme

1. What is the report about?

The report presents the Partnerships Scrutiny Committee with its draft forward work programme for members' consideration.

2. What is the reason for making this report?

To seek the Committee to review and agree on its programme of future work, and to update members on relevant issues.

3. What are the recommendations?

That the Committee considers the information provided and approves, revises or amends its forward work programme as it deems appropriate.

4. Report details.

4.1 The Constitution of Denbighshire County Council requires scrutiny committees to prepare and keep under review a programme for their future work. By reviewing and prioritising issues, members are able to ensure that the work programme delivers a member-led agenda.

4.2 The Committee is therefore requested to consider its draft work programme for future meetings, as detailed in appendix 1, and approve, revise or amend it as it deems appropriate taking into consideration:

- issues raised by members of the Committee
- matters referred to it by the Scrutiny Chairs and Vice-Chairs Group
- relevance to the Committee's/Council's/community priorities
- the Council's Corporate Plan and the Director of Social Services' Annual Report
- meeting workload
- timeliness
- outcomes
- key issues and information to be included in reports
- officers and/or lead Cabinet members who should be invited (having regard to whether their attendance is necessary or would add value)
- questions to be put to officers/lead Cabinet members

- 4.3 When considering future items for inclusion on the forward work programme members may also find it helpful to have regard to the following questions when determining a subject's suitability for inclusion on the work programme:
- what is the issue?
 - who are the stakeholders?
 - what is being looked at elsewhere
 - what does scrutiny need to know? and
 - who may be able to assist?
- 4.4 As mentioned in paragraph 4.1 above the Constitution of Denbighshire County Council requires scrutiny committees to prepare and keep under review a programme for their future work. To assist the process of prioritising reports, if officers are of the view that a subject merits time for discussion on the Committee's business agenda they have to formally request the Committee to consider receiving a report on that topic. This is done via the submission of a 'proposal form' which clarifies the purpose, importance and potential outcomes of suggested issues. No such proposal forms have been received for consideration at the current meeting.
- 4.5 The Committee has an item provisionally scheduled into its work programme for its meeting on 31 May on the Collaborative Domiciliary Care Project with Conwy County Borough Council. It transpires that exploratory work into this particular area has revealed that no opportunities currently exist for collaboration, as each county's pressure areas are different and therefore do not lend themselves to any form of block contracting. Nevertheless, the Council will continue to share experience and knowledge with Conwy and other local authorities in North Wales. As part of the on-going work to identify potential areas for collaboration across the region the scoping work in relation to domiciliary care will be extended to include the counties of Wrexham and Gwynedd, as the geographical area that causes concern spans all three counties. This work will be built into the Service's 2012/13 business plan. Having regard to these developments the Committee is asked to consider the viability of continuing with this business item.
- 4.6 Cabinet Forward Work Programme
A copy of the Cabinet's forward work programme is attached at Appendix 2. The Committee may find this document useful when considering items for inclusion on its programme of future work.
- 4.7 Progress on Committee Resolutions
A table summarising recent Committee resolutions and advising members on progress with their implementation is attached at Appendix 3 to this report.

5. Scrutiny Chairs and Vice-Chairs Group

- 5.1 Under the Council's scrutiny arrangements the Scrutiny Chairs and Vice-Chairs Group (SCVCG) has assumed the role of a coordinating committee.
- 5.2 Members will recall that the Committee recently agreed to scrutinise two of the three major workstreams which make up the Rhyl Going Forward programme – the two workstreams were the Retail and Town Centre Workstream and the Tourism and Coastal Strip Workstream. Communities Scrutiny Committee had already agreed to scrutinise the third workstream - the Strategy for West Rhyl. Both committees had requested that reports be presented to them on these workstreams in July 2012. Following receipt of the committees' requests the Rhyl Going Forward Programme Manager contacted the Scrutiny Coordinator to explain that, whilst he was willing to present reports on the strategy and workstreams to both Committees, he felt this seemed to be a slightly disjointed approach to scrutinising the programme and its effectiveness. He therefore suggested that if one committee was charged with scrutinising the whole programme it would provide for a more holistic approach and benefit the programme in its entirety. The SCVCG considered the Programme Manager's comments and concurred with his view and has therefore recommended that Communities Scrutiny Committee should assume responsibility for scrutinising the Rhyl Going Forward Programme. The Committee is asked to discuss this recommendation and agree to transfer responsibility for scrutinising the Rhyl Going Forward Programme to the Communities Scrutiny Committee.

6. How does the decision contribute to the Corporate Priorities?

Effective scrutiny will assist the Council to deliver its corporate priorities in line with community needs and residents' wishes. Continual development and review of a coordinated work programme will assist the Council in monitoring and reviewing policy issues.

7. What will it cost and how will it affect other services?

Services may need to allocate officer time to assist the Committee with the activities identified in the forward work programme, and with any actions that may result following consideration of those items.

8. What consultations have been carried out?

None required for this report. However, the report itself and the consideration of the forward work programme represent a consultation process with the Committee with respect to its programme of future work.

9. What risks are there and is there anything we can do to reduce them?

No risks have been identified with respect to the consideration of the Committee's forward work programme. However, by regularly reviewing its forward work programme the Committee can ensure that areas of risk are considered and examined as and when they are identified, and recommendations are made with a view to addressing those risks.

10. Power to make the decision

Article 6.3.7 of the Council's Constitution stipulates that the Council's scrutiny committees must prepare and keep under review a programme for their future work.

Contact Officer:

Scrutiny Coordinator Tel No: (01824) 712554

Email: dcc_admin@denbighshire.gov.uk

Note: Items entered in italics have not been approved for submission by the Committee. Such reports are listed here for information, pending formal approval.

Meeting		Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
31 May	1	<i>Collaborative Domiciliary Care Project with Conwy County Borough Council [tbc]</i>	<i>To outline the potential for establishing a collaborative domiciliary care service, including services for people with learning disabilities, with Conwy in rural areas along the county boundaries</i>	<i>The delivery of better quality services to residents in a more effective and efficient manner</i>	<i>Phil Gilroy/Anne Hughes-Jones</i>	<i>October 2011</i>
(appropriate representation from BCU desirable)	2	Mental Health Measure	Presentation of draft joint scheme with respect to access to primary mental health services for children, adults and older people that will provide for an ageless service	Identification of any weaknesses in the proposals and the formulation of recommendations to address them to enable the development of a robust scheme which delivers the best outcomes for service users and associated services	Phil Gilroy/Leighton Rees	March 2012
(Lead Member to be invited)	3	Sustainable Social Services: a Framework for Action and the Social Services Bill – priorities and implementation arrangements	To outline the implications of the Framework and the Bill, Denbighshire's approach to implementation, the governance arrangements for the implementation and proposed shared leadership arrangements across North Wales, and how the Council is responding to the new requirements placed upon it	An understanding of the provisions of the Framework and the Bill, their implications for the Council and on the Council's Annual Report will assist the Committee to determine which collaboratively delivered elements will merit further scrutiny	Sally Ellis	March 2012
	4	Regional and National Supporting People Programme Changes	To seek support for the Council's revised proposals for participation in a shadow	Awareness of the potential impact of funding changes and pre-decision scrutiny of the	Jenny Elliott/Sally Ellis	March 2012

Meeting		Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
			Regional Collaborative Committee for Supporting People Services and to draw the Committee's attention to the cuts to SPP Grant and the implementation of a new interim redistribution formula and eligibility criteria from April 2012	revised proposals for the new partnership arrangements that will come into effect during the summer of 2012.		
12 July	1	New Work Connections	To scrutinise the delivery of the collaborative project from the perspective of the lead sponsor	Recommendations for effective service delivery of the project across Denbighshire and with respect to exit strategies	Melanie Evans	March 2012
	2	Regional Collaboration on Economic Development	Pre-decision scrutiny of the anticipated benefits of collaborative arrangements for the purpose of economic development	Formulation of recommendations with respect to entering into formal regional collaboration arrangements with regards to economic development	Mark Dixon	By SCVCG February 2012
	3	<i>Rhyl Going Forward Programme [transfer to Communities Scrutiny Committee]</i>	<i>To outline the progress to date in delivering the projects allocated to the Retail and Town Centre Workstream and the Tourism and Coastal Strip Workstream, including any slippages against timescales and budget</i>	<i>An assessment of whether the Council has sufficient capacity, resources and commitment to achieve the ambitions it shares with partners for the town and contribute towards the delivery of its corporate priority of regeneration. Identification of any slippages and their causes in order to assist with the delivery of this ambitious programme</i>	<i>Tom Booty</i>	<i>March 2012</i>

Meeting		Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
	4	Families First	To detail the tendering and award process for the Families First Programme funding from April 2012	A thorough analysis of the process followed this year will assist with the development of a robust commissioning strategy for future funding allocations to deliver services on the Council's behalf and mitigate risks to service providers and users from unsuccessful bids and loss of funding	Alan Smith/Jan Jukes-Hughes	March 2012
July (date to be confirmed) <i>Potential Special Joint Meeting with Communities Scrutiny Committee</i>	1	<i>NHS Service Reviews</i>	<i>To consider the proposals for the reconfiguration of the delivery of NHS Services in North Wales</i>	<i>Evaluation of the impact of the reviews on the residents of Denbighshire will assist the Council to commence its planning for future public service health and care provision in the county and identify future budgetary pressures</i>	<i>Sally Ellis/BCU</i>	<i>By SCVCG November 2011 (rescheduled January 2012)</i>
Joint Meeting with Conwy	1.	Community Safety Partnership (tbc) 8 Ways Project	To consider the progress in improving the areas identified within the CSP's Action Plan 11/12 (minutes of meeting 26/5/11 refer)	Safer and better communities	Siân Taylor	May 11
	2	<i>Conwy and Denbighshire Mental Health Partnership [possible deferment to a future joint meeting due to proximity of elections]</i>	<i>To assess the effectiveness and quality of the service delivered by the Partnership</i>	<i>An evaluation of the effectiveness of the partnership arrangements in delivering the required services to service-users in both areas</i>	<i>Sally Ellis and Heads of Adult Services/Helena Thomas</i>	<i>May 11 (rescheduled Nov 11)</i>

Meeting		Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
27 September	1	Review of Higher Education in North East Wales [Education] (tbc)	To provide observations to the Panel tasked with undertaking the review of higher education provision in the area	Engagement with an important review with a view to influencing future provision of higher education in North East Wales	Mark Dixon	March 2012
8 November						
<i>Nov? Joint Meeting with Conwy CBC</i>	1	<i>Review of Joint Adoption Panel ? (request from Conwy)</i>			<i>Tbc [check with Leighton Rees]</i>	<i>January 2012</i>
	2.	<i>Planning and Public Protection (tbc)</i>	<i>The Committees to scope the purpose and expected outcomes</i>		<i>Wyn Jones/ Graham Boase</i>	<i>May 11</i>
20 December						
31 January 2013						
14 March						
25 March						

Future Issues

Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
Children and Adolescent Mental Health Progress (CAMHS) (Dr Peter Gore-Rees from BCU to be invited)	To consider the progress achieved in addressing CAMHS assessment delays and further progress in relation to CAHMS services	Early intervention and preventative work will ease pressures on the Council's education and social services in the long-term	BCUHB	March 11 (rescheduled January 2012)

Future Issues for Joint Scrutiny

Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
<i>Street Lighting</i>	<i>The Committee to scope the purpose and expected outcomes</i>		<i>Stuart Davies/Andy Clark</i>	<i>May 11</i>
<i>TAITH</i>	<i>The Committee to scope the purpose and expected outcomes</i>		<i>Peter Daniels</i>	<i>May 11</i>

For future years

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Information/Consultation Reports

Information / Consultation	Item (description / title)	Purpose of report	Author	Date Entered
Information [February 2012]	Implementation of the Children & Families (Wales) Measure	To consider how the Measure will be implemented following WAG guidance and to receive clarity about how the Measure will be implemented within Denbighshire	Diane Hesketh	Jan 10
Information	POVA Case Study Update	To inform Members of the conclusions of the CSSIW's investigation into the case of a nursing home resident and any recommendations and actions resulting from the review	Alaw Pierce	October 2010
Information	North Wales Procurement Arrangements	Information on the progress in developing regional procurement arrangements	Arwel Staples	May 11

05/04/12

Note for officers – Committee Report Deadlines

Meeting	Deadline	Meeting	Deadline	Meeting	Deadline
31 May	17 May	12 July	28 June	27 September	13 September

Partnerships Scrutiny Work Programme.doc

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CABINET: FORWARD WORK PROGRAMME

24 APRIL 2012	
Finance Report 2011 -2012	Councillor J Thompson Hill P McGrady
ABBA Floating Support Project – Contract Award	Gary Major / Cllr P A Dobb
Mental Health Homeless Supported Housing – Contract Award	Gary Major / Cllr P A Dobb
The Proposed Denbighshire Community Endowment Fund. Purpose: To receive Cabinet approval for a new approach to deal with the dormant trust funds.	Councillor H H Evans / Hywyn Williams
Regional Collaborative Committees	Cllr P A Dobb / Sally Ellis / Jenny Elliot
Property Acquisition – Compulsory Purchase Order	Gerald Thomas / Cllr D A J Thomas
Items from Scrutiny Committees	Scrutiny Coordinator

FUTURE ISSUES

MAY 2012	
Corporate Plan Q4 performance report	Ewan McWilliams / Tony Ward
Items from Scrutiny Committees	Scrutiny Coordinator
JUNE 2012	
Regional CCTV	Councillor Sharon Frobisher / Graham Boase
Regional Collaboration on Economic Regeneration Purpose: Approval for the governance arrangements for priority collaborative activities	Councillor David Thomas / Mark Dixon
Items from Scrutiny Committees	Scrutiny Coordinator
JULY 2012	
Regional Collaboration on Economic Development	Councillor David Thomas / Mark Dixon
Items from Scrutiny Committees	Scrutiny Coordinator
DECEMBER 2012	
Welsh Housing Quality Standards	Councillor David Thomas / Peter McHugh
Items from Scrutiny Committees	Scrutiny Coordinator

Progress with Committee Resolutions

Date of Meeting	Item number and title	Resolution	Progress
26 January 2012	6. Families First Update	<p>RESOLVED –</p> <p><i>a) to receive and note the report on the impact of the changes from CYMORTH funding to the Families First Programme;</i></p> <p><i>b) to support the approach taken in implementing changes to funding streams and the assistance given to help services/organisations to adapt to these changes; and</i></p> <p><i>c) that a list of the successful projects to be funded under the Families First Programme be compiled and distributed to the Committee members.</i></p>	Information will be available to coincide with report in July 2012 (see entry below)
8 March 2012	4. Minutes of the meeting held on 26 January 2012	<p>RESOLVED that –</p> <p><i>(a) subject to the above, the minutes of the meeting held on 26 January 2012 be received and approved as a correct record;</i></p> <p><i>(b) the tendering and award process for the Families First initiative be subject to scrutiny upon its completion, and</i></p> <p><i>(c) the correspondence between Councillor Christine Evans and the Minister for Health and Social Services regarding HPV vaccinations be noted.</i></p>	Report scheduled into the work programme for July 2012
	5. Tourism	<p>RECOMMENDED that –</p> <p><i>(a) members' comments as detailed above be contained or addressed in the Destination Management Plan;</i></p> <p><i>(b) members' comments also be brought to the attention of</i></p>	Committee's views copied

		<p><i>the Lead Member for Regeneration and Tourism who was also the Council's representative on the Tourism Partnership North Wales, and</i></p> <p><i>(c) details of the internal Programme Board's Terms of Reference and reporting arrangements be circulated to the committee.</i></p>	<p>to the Lead Member and relevant officers</p> <p>Awaiting details</p>
	<p>6. National and Regional Supporting People Programme Changes</p>	<p>RECOMMENDED: that –</p> <p><i>(a) the Council's participation in the shadow Regional Collaborative Committee for Supporting People Services to undertake the functions as detailed in paragraph 4.4 and with the membership set out in paragraph 4.5 of the report be supported;</i></p> <p><i>(b) a further report be submitted to a future meeting of the committee on the final proposals for the Regional Collaborative Committee for Supporting People Services for members' consideration prior to submission to Cabinet, and</i></p> <p><i>(c) the potential financial impact of the proposed Supporting People cuts for the Council and planned mitigation measures be noted.</i></p>	<p>Further report scheduled into the Committee's work programme for its meeting on 31 May 2012</p>

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