



To: Chair and Members of the Cabinet

Date: 11 February 2013

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Dear Councillor

You are invited to attend a meeting of the **CABINET** to be held at **10.00 am** on **TUESDAY, 19 FEBRUARY 2013** 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

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 (Pages 5 - 16)

To receive the minutes of the Cabinet meeting held on the 15th January, 2013 [copy enclosed].

5 FINANCIAL UPDATE REPORT

To consider a report by Councillor Julian Thompson-Hill, Lead Member for Finance and Assets (copy enclosed) detailing the latest financial position and progress against the agreed budget strategy.

6 HOUSING REVENUE ACCOUNT / REVENUE BUDGETS AND CAPITAL BUDGETS 2013/14 (Pages 17 - 24)

To consider a report by Councillor Hugh Irving Lead Member for Customers and Communities (copy enclosed) on the Housing Revenue Account and Capital Budgets 2013/14.

7 COMMUNICATIONS STRATEGY (Pages 25 - 38)

To consider a report by Councillor Hugh Irving Lead Member for Customers and Communities (copy enclosed) which detailed the approach to the Council's communications objectives and principles over the coming three years.

8 NORTH WALES CARERS INFORMATION AND CONSULTATION STRATEGY (Pages 39 - 88)

To consider a report by Councillor Bobby Feeley, Lead Member for Social Care and Children's Services (copy enclosed) on the implementation of the new Carers Strategies (Wales) Measure 2010 as set out in the North Wales Carers Information & Consultation Strategy 2012 – 2015.

9 ETAPE CYMRU CYCLING EVENT 2013 (Pages 89 - 94)

To consider a report by Councillor Huw Jones, Lead Member for Tourism, Marketing and Leisure (copy enclosed) which detailed the Etape Cymru closed road cycling event scheduled to take place in the County in September, 2013.

10 CHANGES TO BUS FUNDING ARRANGEMENTS (Pages 95 - 100)

To consider a report by Councillor David Smith, Lead Member for Public Realm, (copy enclosed) which sought approval for the revised management arrangements needed to deliver the new bus funding scheme via TAITH, and for a change to the Constitution of TAITH to allow the delivery of the new scheme.

11 CABINET FORWARD WORK PROGRAMME (Pages 101 - 104)

To receive the enclosed Cabinet Forward Work Programme and note the contents

PART 2 - CONFIDENTIAL ITEMS

EXCLUSION OF PRESS AND PUBLIC

It is recommended in accordance with Section 100A (4) of the Local Government Act 1972, that the Press and Public be excluded from the meeting during consideration of the following item of business because it is likely that exempt information (as defined in paragraphs 13 and 14 of Part 4 of Schedule 12A of the Act) would be disclosed.

12 DENBIGHSHIRE RECYCLING PARK CONTRACT (Pages 105 - 112)

To consider a report by Councillor David Smith, Lead Member for Public Realm, (copy enclosed) which provided an update on the variation and extension of the Council's Recycling Park Contract.

MEMBERSHIP

Councillors

Hugh Evans
Julian Thompson-Hill
Eryl Williams
Bobby Feeley

Hugh Irving
Huw Jones
Barbara Smith
David Smith

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CABINET

Minutes of a meeting of the Cabinet held in Conference Room 1a, County Hall, Ruthin on Tuesday, 15 January 2013 at 10.00 am.

PRESENT

Councillors Hugh Evans, Leader and Lead Member for Economic Development; Bobby Feeley, Lead Member for Social Care and Children's Services; Hugh Irving, Lead Member for Customers and Communities; Huw Jones, Lead Member for Tourism, Leisure and Youth; Barbara Smith, Lead Member for Modernising and Performance, David Smith, Lead Member for Public Realm, Julian Thompson-Hill, Lead Member for Finance and Assets, and Eryl Williams, Deputy Leader and Lead Member for Education

Observers: Councillors Raymond Bartley, Joan Butterfield, Jeanette Chamberlain-Jones, Bill Cowie, Meirick Lloyd Davies, Huw Hilditch-Roberts, Rhys Hughes, Pat Jones, Gwyneth Kensler, Margaret McCarroll, Win Mullen-James, Dewi Owens, David Simmons and Huw Williams

ALSO PRESENT

Chief Executive (MM); Corporate Directors: Economic and Community Ambition (RM), Customers (HW), Modernising and Wellbeing (SE); Head of Legal and Democratic Services (RGW); Head of Finance and Assets (PM); Head of Communication, Marketing and Leisure (JG); Rhyl Going Forward Programme Manager (TB); ICT Delivery Manager (LE), and Committee Administrator (KEJ)

1 APOLOGIES

There were no apologies.

2 DECLARATION OF INTERESTS

No declaration of personal or prejudicial interest had been raised.

3 URGENT MATTERS

No urgent matters had been raised.

4 MINUTES

The minutes of the Cabinet meeting held on 18 December 2012 were submitted.

***RESOLVED** that the minutes of the meeting held on 18 December 2012 be approved as a correct record and signed by the Leader.*

5 RHYL COASTAL FACILITIES

Councillor Hugh Evans, Leader and Lead Member for Economic Development presented the report seeking Cabinet's approval of proposals for Rhyl Coastal

Facilities and urgent works to the Sky Tower. The report included plans for the town's coastal facilities looking at the future aquatic offer, the Sun Centre, Pavilion Theatre and Children's Village. Initial recommendations had also been made for the future of the Nova Centre, Prestatyn.

Councillor Evans wished to clarify the references to Clwyd Leisure within the report advising that the Council also had a responsibility for the leisure offer and he reported upon the difficulties in maintaining and investing in the Sun Centre for various reasons. The proposals hailed the start of a new era for Rhyl leading to a new leisure offer, the creation of new jobs and stimulating further private investment in the town. The development of the project would proceed with the Council's development partner, Alliance Leisure with a complete package of projects to complement each other and which both residents and tourists would benefit from.

The Rhyl Going Forward Manager (RGFM) delivered a power point presentation on the proposals for consideration arising from an initial feasibility study of the projects. The RGFM elaborated upon –

- background leading to the current report including reference to previous studies and key changes since that time
- the creation of a new flagship aquatic leisure offer with reference to location, facility design, wet leisure (mix of leisure and formal swimming), fitness, café, climbing and possible beach sports together with illustrations of the type of facilities and buildings which would be generated by the projects
- urgent works required for the Sky Tower together with future options
- a recommendation to demolish the Sun Centre and either landscape the site, seek to attract a hotel development, or develop new car parking
- recommendations to improve the Pavilion Theatre and consider the potential for conference and banqueting business growth
- subsequent closure of the existing Rhyl Leisure Centre Pool with the Centre serving school/college and local sports needs in the future
- wider Rhyl Going Forward Plan considerations including: relocation of the skate park; development of a new hotel; improvements to the underground car park and investment in the Crescent Road car park together with an overarching operational management approach coordinated between leisure and regeneration, and
- proposals for a specific review to consider future options for the Nova which would not undermine the success of the new Rhyl front and aquatic offer.

In closing his presentation the RGFM indicated that the creation of a new aquatic and leisure offer could play a vital part in the overall regeneration of the coastal belt and Rhyl as a visitor destination. Finally he reported upon the next steps should Cabinet approve the recommendations contained within the report.

Cabinet welcomed the report in providing a means of transforming Rhyl through a coherent package of projects to benefit both residents and visitors alike. It was recognised that the proposals would boost private sector confidence and investment creating new job and business opportunities. The potential for that investment to impact positively on Rhyl Town Centre was also highlighted. Members referred to their own memories and experience of Rhyl as a busy seaside

resort and acknowledged that the once iconic Sun Centre had reached the end of its beneficial life and a new attraction was needed fit for the 21st century. In considering the ambitious nature of the proposals members expressed their views on various aspects of the report and took the opportunity to raise questions. A number of assurances were also sought as follows –

- that the Sun Centre continued operating until a replacement facility was opened
- that the Nova Centre would not be disadvantaged as a result of the proposals
- further consideration be given to include a 50 metre pool within the specifications to attract competitions
- the skate park should not be lost as a facility and its relocation be given careful consideration given its popularity
- the new build and facilities needed to be functional and fit for purpose with reasonable operating and maintenance costs
- to ensure the new Rhyl offer contributed to wider regeneration in the area, particularly the Town Centre, and
- the accuracy of costs provided for the project and funding models.

In responding to members officers advised that –

- the Council had made it clear that it wished for the Sun Centre to continue operating as long as possible until the development of any new proposals
- Clwyd Leisure had visions for the Nova Centre and there were clear plans to take those forward with Prestatyn members
- an illustration of how pools could be laid out had been provided which Alliance Leisure had indicated that they would be prepared to fund and it was important sufficient pool space was provided to meet demand. Further consideration could be given to include a 50 metre swimming pool within the facility if members' wished
- the skate park had been acknowledged as an important facility and appropriate alternative sites would be considered
- it was important to provide an iconic structure which would be recognised and provide a catalyst for regeneration but the need for affordability was a key consideration in its design to ensure a sustainable facility for the future
- the Council had invested sensibly in its own leisure stock which had been maintained to a good standard which would be applied to any future projects
- indicative costs only had been provided at this stage and the next stage of the process would provide the real cost of the projects
- as Rhyl's Little Theatre was a community facility it had not been considered as part of the theatre offer which focused on commercial viability
- work had been carried out with the Rhyl Business Group and Town Council to direct the future of the Town Centre which was a very challenging environment
- car parking requirements were being considered and the business case would consider how best to provide parking and whether it would be concessionary
- confirmed that the development partner, Alliance Leisure was reviewing those Council facilities which were underused or could generate more income.

Cabinet also stressed the need to ensure economic viability of the project for the future and discussed with officers the potential funding streams which would be included within the business case. The Head of Finance and Assets reminded

members that they were not agreeing to the project today and that a detailed business case would have to be submitted and carefully reviewed before any decision could be made about the project. The need to keep employment locally was also highlighted. Councillor Hugh Irving cautioned that conditions may be attached to grant funding which needed to be carefully considered. Additional funding had already been secured from the Welsh Government in order to explore the feasibility of public realm and car parking issues associated with the project.

At this point the Leader invited non Cabinet members to speak and was particularly keen to hear the views of the Rhyl Members. Councillors Joan Butterfield and David Simmons advised that they fully supported the proposals as a positive step forward for the future of Rhyl detailing the benefits of the proposals for both residents, tourists and in the wider regeneration of Rhyl. Rhyl Members had been fully briefed on the proposals and were keen for the exciting plans to be progressed to the next stage. Other members were pleased to note that on-going revenue and maintenance costs would be a big consideration in the development of the new facilities. The beach was also commended as a huge asset and the need to ensure its visibility and easy access was highlighted together with the need for a more holistic approach in order to integrate the new Rhyl offer with other projects in Rhyl to offer a complete package. In response those comments and further questions the Lead Member and officers –

- agreed that a coordinated approach had been lacking in the past but much work had been undertaken recently to provide a more integrated approach
- elaborated upon possible options to include a hotel as part of the proposals together with car parking options which would be fully explored at stage 2
- acknowledged the complexities involved within the development of such facilities advising that structural surveys had been carried out during the feasibility study with further investigations to be undertaken at stage 2
- advised that once the project had been fully costed the process of funding would be considered which would likely come from a variety of sources
- confirmed the project was a huge undertaking which would need to be completed before other large scale initiatives would be considered, such as the suggestion of a stream train from the Nova Centre to Rhyl
- members could be briefed on the proposals at Council Briefing if desired and the project could be called into scrutiny for further consideration; the process and timescales to implement the proposals had been detailed within the report.

Officers reported upon the appointment of the development partner, Alliance Leisure as an innovative approach in managing leisure stock and the significant improvements and benefits which had been achieved as a result which should give members confidence in the proposals. Councillor Huw Jones added that other local authorities were considering closing or transferring leisure facilities and highlighted how Denbighshire had benefited from this pioneering approach which was now being considered by others with a delegation expected from Cardiff City Council. Councillor Jones also took the opportunity to thank the Leisure and Rhyl Going Forward teams on their hard work in developing the proposals.

The Leader referred to the recommendations and in light of the support for consideration being given to a 50 metre swimming pool within the feasibility study

this was proposed as an amendment by Councillor Julian Thompson Hill and seconded by Councillor Huw Jones. Upon being put to the vote it was –

RESOLVED that Cabinet –

- (a) *approve the proposed projects in principle and the Stage 2 development of a business case/justification and Stage 2 fees of up to £30,000 to:*
- *progress the design development and feasibility study for the new aquatic centre in the proposed location adjacent to the existing paddling pool;*
 - *include specific consideration of a 50 metre swimming pool within the feasibility study;*
 - *incorporate the sustainability of the Sky Tower structure into these plans and develop proposals for its future use/enhancement;*
 - *acknowledge the principle of the existing Sun Centre structure being demolished leading to the development of designs and feasibility for improvements to the Pavilion Theatre;*
 - *agree to develop the whole package (as one project) to a detailed business case;*
 - *appoint Alliance Leisure Ltd under the terms of the existing framework agreement to assist with the development of the project*
 - *ensure that the approach is progressed in conjunction with the wider Rhyl Going Forward plans and to ensure the project's impact on those plans;*
 - *establish a Project Board to monitor and direct progress, and*
- (b) *approve urgent works to the Sky Tower to reduce existing health and safety risks and make the structure safe – up to a budget ceiling of £35,000.*

6 DELIVERING DENBIGHSHIRE'S TOWN AND AREA PLANS

Councillor Hugh Evans, Leader and Lead Member for Economic Development and Councillor Huw Jones, Lead Member for Tourism, Leisure and Youth jointly presented the report seeking Cabinet's confirmation of the process for consolidating and expanding the Town Plans and approval of the initial allocation of funding for priorities identified in 2012/13 and 2013/14.

The report set out measures which had been introduced to address the needs and priorities of smaller and more rural communities which included broadening the Town Plans into wider Area Plans (including the appointment of Town Champions and officer support and the establishment of a Town Co-ordination Group). Councillor Huw Jones also elaborated upon his role in looking after the rural development aspect to ensure the needs in the rural areas were also being addressed and the work carried out to date in order to identify priority areas within those communities. Members' attention was drawn to the funding proposals to implement identified priorities together with the recommendations of the Town Plan Co-ordination Group on initial allocation of funding as detailed within the report.

During consideration of the report Cabinet emphasised the importance of introducing an effective mechanism to address the needs of the rural communities and discussed the governance arrangements in developing the town plans into

broader area plans highlighting the mutual benefits of those arrangements for both towns and communities. Members also reported upon progress being made in delivering the town plans for their individual areas through the Area Member Groups and their relationship with the surrounding communities. The following matters were discussed in more detail –

- members considered whether Bodelwyddan should be categorised as a town in light of the proposals identified in the Local Development Plan (LDP) and the large numbers employed there. The consensus was that the matter be considered further once a final decision had been made on adoption of the LDP
- the Corporate Director Economic and Community Ambition (CD:ECA) agreed to circulate a list of communities and the towns they were to be associated with
- to provide assurances regarding progress the CD:ECA advised that progress reports for each town would be produced
- the Leader and CD:ECA would be attending each Area Member Group to discuss delivery of the plans
- the Chief Executive felt that the current town plan structure needed to evolve into more logical areas to cover the whole of the county which he suggested should be made explicit in the resolution
- Councillor Eryl Williams felt that in addition to the inclusion of rural communities in broader Area Plans, the establishment of a Rural Area Group would be beneficial in order to generate ideas, good practice and learn about what was happening in other areas. The Leader suggested that the former Rural Group be re-established and asked Councillor Huw Jones to take the matter forward
- it was noted that particular ward areas covering rural communities would likely be associated with different towns which may cause some difficulty and was highlighted as an area of concern. The CD:ECA confirmed the need to consider both the Council's organisational boundaries and those made by the communities to ensure the most appropriate transition from Town to Area Plans
- Cabinet agreed that a progress report on implementing the arrangements detailed within the report be submitted to their meeting in May.

Cabinet approved the funding proposals to implement priorities and was pleased to note that funding had been withheld to address priorities subsequently identified within the rural communities. Councillor Joan Butterfield added that funding would also be sought for projects identified in the Rhyl Going Forward Delivery Plan when finalised. Overall Cabinet was reassured that the arrangements to broaden the Town Plans into Area Plans as detailed within the report provided an appropriate mechanism to integrate the needs of the smaller communities and an amendment was made to the recommendation to clarify those arrangements. Upon being put to the vote it was –

RESOLVED that –

- (a) *the arrangements established to consolidate Town Plans be developed to broaden them into wider Area Plans incorporating Town Plan Champions, the Town Plan Co-ordination Group and the associated officer support*
- (b) *the funding available to implement the priorities in the Town and broader Area Plans coming from the following sources be confirmed:*

- *Corporate priority funding for 'Improving the local economy'*
- *Community funding revenue budget*
- *Community capital and match funding capital allocation*

(c) *the recommendations from the Town Plan Co-ordination Group on initial allocation of funding in 2012/13 and 2013/14 be approved.*

7 PENSION AUTO ENROLMENT (EMPLOYER RESPONSIBILITIES & COST IMPLICATIONS)

Councillor Julian Thompson-Hill presented the report detailing the Council's proposed response to the requirements of the Pensions Act 2008, implementation options and recommendations that Cabinet was requested to approve.

Members were advised of the employers' duty to automatically enrol eligible workers into a qualifying workplace pension scheme and the measures being implemented by the Council in order to meet the new requirements. The Council had to commence auto enrolling staff with effect from 1 May 2013 (the "staging date") although employers could apply a transitional delay to full implementation until 1 October 2017. After the staging date new eligible employees would be enrolled at the time of eligibility and would not be delayed. It was explained that auto enrolment would have financial implications for the Council which were difficult to predict but applying the transitional delay would reduce the immediate financial impact. The rules relating to non-teaching relief and casual staff had also changed becoming more complex and the administrative burden associated with the changes may be significant with options being considered to mitigate the impact. Finally members' attention was drawn to the action taken to date in responding to the new regulations together with proposed future implementation options.

Councillor David Smith queried the position for elected members and was advised that, barring any future changes to the legislation, councillors could still opt into the pension scheme if eligible. Councillor Meirick Davies sought clarification on the impact of the changes to Town and Community Councils and highlighted his concerns that it may prove cost prohibitive for those councils to employ clerks as a consequence. The Head of Finance and Assets advised that smaller employers also had a duty (at a later date) to enrol employees if eligible and would likely need to manage their own payroll services in future as a result. Further discussions would be undertaken with the Council's Payroll Service regarding the impact on other organisations using the service, including Town and Community Councils, and how it would be addressed.

RESOLVED that Cabinet approves the recommendations to –

- (a) *begin auto enrolling all new staff or those who become eligible into the relevant pension scheme from 1 May 2013;*
- (b) *delay auto enrolling staff who have previously decided not to join the relevant scheme until 1 October 2017, and*

(c) *notes the cost implications associated with the implementation of the new regulations.*

8 2013/14 BUDGET

Councillor Julian Thompson-Hill presented the report detailing the budget proposals for 2013/14 and resulting 2% increase in the level of Council Tax. Budget Saving Proposals for 2013/14 (Appendix 1); Grants transferred into the General Settlement 2013/14 (Appendix 2), and Denbighshire's Budget 2013/14 (Appendix 3) had been attached to the report.

Members were advised of a lower than expected final settlement from the Welsh Government which included a cut in capital funding which was a significant loss. The implications on the Medium Term Financial Plan (MTFP) were highlighted together with the savings required over the next three years and the latest forecasts in terms of pressures previously identified. Reference was also made to –

- the Welsh Government's expectation that Schools and Social Care Budgets would be protected from savings which would put additional strain on other services that had to find additional savings to compensate [for 2013/14 approximately 56% of the budget was ring fenced and protected]
- financial implications arising from the Council Tax Support Scheme
- an update on the outcomes of the budget workshops held for members in November and December 2012 (regarding savings, priorities and council tax)
- based on the current proposals the resultant increase in Council Tax was 2% and the base assumption for the future years was that Council Tax would continue to rise at around 2%

During consideration of the report members were pleased to note the transparency in the budget setting process with ample opportunity for members' input. The imaginative approach taken to managing finances in such challenging financial times was also commended. In response to questions Councillor Thompson-Hill and the Head of Finance and Assets (H:FA) advised that –

- despite protection for schools and social care budgets those services were still expected to make efficiency savings but they would be reinvested back into that service
- most collaboration savings had been removed from the MTFP because they could not be delivered which put pressure on savings to be made in house
- there were potentially huge implications arising from the Health Board's reorganisation of health services but much was unknown at this stage
- the current budget proposals showed the authority was investing in its priorities and protecting front line services whilst keeping Council Tax as low as possible
- the Fire Service levy had been confirmed at £70k below the planned level but the Police precept had not yet been set (Councillor Cowie advised that the Police Commissioner would be presenting budget proposals to the Crime Panel the following week)
- reference to the National Eisteddfod in the savings proposals would be removed as the base funding was provided by the Welsh Government.

Councillor Eryl Williams referred to greater financial challenges to be faced by local authorities in the future and to uncertainty regarding future finances. He proposed that the level of Council Tax for 2013/14 be increased to 2.5% with the additional revenue to be set aside in a Revenue Relief Fund which would be used to offset future financial difficulties faced by the authority. He felt such an approach would be prudent in the current economic climate and help safeguard against more dramatic rises in Council Tax in the future. The proposal was seconded by Councillor Huw Jones. During consideration of the proposal the H:FA agreed that the Council would continue to face financial challenges for some time to come but advised that reasonable assumptions had been included with the MTFP to address pressures as they became known to the authority. The Chief Executive spoke against the proposal and felt it sent the wrong message if Council Tax was to be set at a level higher than was needed adding that money had been set aside in reserves and balances to deal with future contingencies. He stated that 2% was an achievable and responsible level. Councillor Barbara Smith highlighted that Denbighshire had one of the highest rates of Council Tax and felt the level should be addressed with a view to parity with other authorities. Whilst recognising that the original assumption for financial planning purposes was for a 2.75% rise, the Leader felt that the proposal to build in a future financial safeguard should have been debated at an earlier stage in the budget planning process. He was confident that the budget setting was robust and achievable. Councillor Hugh Irving highlighted that in the current economic climate many residents were struggling financially and agreed a level of 2% to be reasonable. He believed the Council would be criticised if it set a higher level of Council Tax than was needed.

Upon being put to the vote the amendment to increase the level of Council Tax by 2.5% was LOST and the original proposal to increase the level by 2% was CARRIED.

RESOLVED that Cabinet –

- (a) *supports the budget proposals for 2013/14 as shown in the appendices and recommends accordingly to full Council, and*
- (b) *recommends the resulting 2.0% increase in the level of Council Tax for 2013/14 to full Council.*

[Councillors Huw Jones and Eryl Williams abstained from voting on resolution (b) above.]

9 FINANCE REPORT

Councillor Julian Thompson-Hill presented the report detailing the latest financial position and progress against the agreed budget strategy. He provided a brief summary of the Council's financial position as follows –

- an under spend of £453k was forecast across service and corporate budgets with the forecast for schools being a positive movement on balances of £121k
- £2.834m (82%) of agreed savings had been achieved with £584k (17%) being progressed and £25k (1%) being deferred to next year

- highlighted key variances from budgets or savings targets and details of individual service budgets
- a general update on the Capital Plan and Housing Revenue Account.

It was noted that, due to the intervening Christmas and New Year period, there had been little financial movement since the last report to Cabinet.

RESOLVED that the budgets and savings targets for the year and progress against the agreed budget strategy be noted.

10 CABINET FORWARD WORK PROGRAMME

Councillor Hugh Evans presented the Cabinet Forward Work Programme for consideration.

RESOLVED that Cabinet's Forward Work Programme be noted.

EXCLUSION OF PRESS AND PUBLIC

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.

11 AWARD OF FRAMEWORK AGREEMENT FOR THE PROVISION OF MULTI FUNCTIONAL DEVICES

Councillor Barbara Smith presented the confidential report seeking Cabinet's approval to award the Multi Functional Device Framework to a named supplier on the basis that the use of the framework by corporate and schools would make significant savings; full costings had been contained within the report. She clarified that Multi Functional Devices were large network devices that could print, scan, photocopy and email documents and could therefore incorporate both the photocopying and printing requirements for the authority. The contract was for a five year period.

The Corporate Director: Modernisation and Wellbeing advised that printer rationalisation was one of a number of modernising projects being undertaken. The effect of change would be significant for some services and she highlighted the need for training and guidance in order to support staff. In supporting the recommendation Councillor Julian Thompson-Hill commended the collaborative work between ICT and Procurement. He added that schools should also be recommended to make use of the contract in light of the savings to be made. The Chief Executive thought there should be an expectation for schools to make use of the contract as an efficiency saving. Councillor Eryl Williams highlighted that ICT budgets for smaller schools did not allow them to develop IT services and they may not be able to afford to opt into the scheme. He asked for further information on how the contract could be implemented within schools.

RESOLVED that Cabinet authorise the award of the Multi Functional Device framework to the supplier named within the report.

The meeting concluded at 2.05 p.m.

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Report To: CABINET

Date of Meeting: 19th February 2013

Lead Cabinet Member: Councillor Julian Thompson-Hill

Lead Officer: Paul McGrady, Head of Finance & Assets

Title: Finance Report

1 What is the report about?

The report gives details of the council's revenue budget and savings as agreed for 2012/13 as at the end of January 2013. The report also gives a summary update of the Capital Plan. There is a separate report covering the Housing Revenue Account and Housing Capital Plan on the Cabinet agenda this month.

2 What is the reason for making this report?

To update members on the current financial position of the Council.

To seek approval for recommendations made by the Strategic Investment Group.

3 What are the Recommendations?

Members note the budgets and savings targets for the year and progress against the agreed budget strategy.

Members agree to the funding of feasibility works in relation to Rhyl High School and Bodnant Community School, Prestatyn.

4 Report details

The latest revenue budget forecast is presented as **Appendix 1** and shows an under spend across service and corporate budgets of £631k (£435k last month), which represents a variance of 0.55% across the total net budget. The position for schools forecasts positive net movement on balances of £286k (£121k last month) on delegated budgets and £161k on non-delegated school budgets.

The Housing Revenue Account summary is also included in Appendix 1 for information but this is a separate fund and not part of the council's main revenue budget.

Appendix 2 to this report gives an update showing progress against the savings and pressures agreed as part of the 2012/13 budget setting process.

In total, net savings of £3.443m were agreed and £3.102m (90%) have been achieved with £316k (9%) classed as in progress and £25k (1%) has been deferred to next year. The deferral relates to savings due to printer rationalisation. The remaining items still classed as 'in progress' are all thought to be achievable, but in most require analysis of a full year's activity to properly assess whether the saving measure listed has actually been achieved.

5 How does the decision contribute to the Corporate Priorities?

Effective management of the council's revenue and capital budgets and delivery of the agreed budget strategy underpins activity in all areas, including corporate priorities.

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

This section of the report is used to highlight any key variances from budget or savings targets, risks or potential additional savings that may arise throughout the year and to give a more general update on the Capital Plan and the Housing Revenue Account. Detailed below are areas that require further explanation.

Service Budgets

Business Planning & Performance – is now forecast to be under spent by £26k and relates to uncommitted balances brought forward from 11/12. However, part this could be used to fund bids for additional programme manger resources within the year.

Adult & Business Services - the 2012/13 outturn within Adult and Business Services is currently reported as a break-even budget, although an overspend of approximately £106K is currently predicted (down from the £180K reported last month). As part of the agreed budget strategy (and also confirmed at previous Service Challenge meetings) any final overspend will be offset by utilising the Supporting People Reserve in 12/13. The reduced forecast overspend follows a detailed review of each area of spend following the recent budget realignment process undertaken across the Department, as well as income from client contributions to services exceeding budgeted targets and a delay in filling posts that have recently become vacant.

Highways & Environmental Services – the current report has merged the former Highways & Infrastructure and Environmental Services budget lines. Last month, Highways reported a forecast under spend of £38k but this has moved to an over spend of £14k this month. The main movement relates to a potential additional cost within school transport. However, of the balance brought forward from 2011/12, around £67k is not yet firmly committed to schemes. It is assumed that this will be used to fund any pressures and in all likelihood will result in an under spend before the end of the year. The

Environmental Services position is similar to that reported last month (£110k under spent).

Children & Family Services - the outturn is currently forecast to be an under spend of £80K (£60k last month). The positive change relates to the impact of a tribunal hearing being approximately £20k less than had been allowed for. The final under spend could increase as a number of issues are provided for in the outturn but are still to be resolved or implemented before the financial year end. The total of these is around £110k and includes a dispute with the NHS about contributions to a care package (£76k).

Communications, Marketing & Leisure - the current forecast is a small overspend of £11K (break-even last month) which is largely as a result of lost income at leisure centres during the November floods and also due to the recent inclement weather, resulting in the closure of the all weather pitches for a few days during January. The Department has inherited two service areas which have historically overspent significantly during previous years (Rhyl Pavilion Theatre and Llangollen Pavilion) and the latest indications are that both these facilities will come in on budget in the current financial year, which is a considerable turnaround in financial performance.

Customers & Education Support – following the recent restructure and merging of the former Customer Services to Modernising Education service budgets, a full cost review has been undertaken which has led to an under spend of £125k within the year. A number of factors contribute to this position, including vacancies and efficiencies in computer licensing and software costs. The reported outturn also includes a balance brought forward of £49k. Previous planning assumptions had included the costs of restructuring parts of the service in 2012/13. However, it is now assumed that the costs will be incurred in 2013/14. The latest outturn also includes a £32k balance carried forward on the former Modernising Education budget which remains uncommitted within the year. The service proposal is that this balance is transferred to the Modernising Education reserve to fund future school reorganisation costs.

School Improvement & Inclusion – The forecast in-year position remains similar to previous months (£74k under spend). However, within this, assumptions around the cost of recoupment (recharges from other authorities for specific support provided to Denbighshire pupils) are being reviewed to ensure the provisions made in the budget are still valid and to review progress on cases subject to ongoing negotiations between authorities. It is likely that the outcome of this work will result in an increased level of under spend which will be reported in more detail next month. The service carried forward a balance from 2011/12 of £321k. The service proposal is to use this balance in 2013/14 to fund protection for schools adversely impacted by revisions to the school funding formula. The total cost of the protection is estimated at £775k and further contributions to funding this are proposed to be found from in-year savings on non-delegated school budgets (detailed below).

Schools - at the end of January the projection for school balances is £2.106m (£1.941m last month). This is a positive movement of £286k on the balances brought forward from 2011/12. The council continues to work with two schools in financial difficulty. Both schools have recovery plans in place and are actively working to the targets set out in these plans. Expenditure on non-delegated school budgets is less than forecast this year primarily as forecast contributions to pooled accounts for maternity, sickness and other costs are less than planned. This creates an in-year under spend of £161k which it is assumed will be used to contribute to the school formula protection in 13/14.

Corporate Budgets – the corporate budgets have been set assuming some £1.7m is transferred to reserves as part of the funding strategy for the Corporate Plan. It is likely that the budgets earmarked to generate cash in 2012/13 will generate more than the £1.7m target. However, additional pressures have emerged that require either funding or provisions made to fund in the future.

The additional cost of the immediate response to the flooding events in November is around £260k. This falls short of the threshold for the Emergency Financial Assistance Scheme to apply and therefore the assumption is that the council will have to fund this cost. There are also ongoing costs in relation to exemptions from Council Tax (for properties remaining empty after the flood) which will equate to around £72k in the current year.

A further emerging pressure is in relation to liabilities arising from arrangements made following the winding up of the Mutual Municipal Insurance company (MMI) in 1992. MMI was the principal insurer of around 95% of local councils in the UK, including Denbighshire's predecessor authorities. A legal agreement was signed by members in 1994 with the aim of trying to protect the interests of local authorities and to achieve a successful run off of the company's liabilities.

As MMI was a company under the mutual ownership of its local authority members its members are responsible for liabilities (claims) still arising relating to events prior to 1992. The most prevalent cases are abuse claims, asbestosis, deafness and mesothelioma (a fatal lung condition caused through inhalation of asbestos dust). The impact of the claims still arising means that those administering MMI's affairs are projecting that the company may not have sufficient resources to fund all future claims, meaning former members will be obliged to contribute to the shortfall. Denbighshire has been aware of and made some provision for its potential liabilities in respect of the former Rhuddlan Borough Council. The maximum exposure to former Rhuddlan claims is £394k and a provision exists of £96k which is deemed reasonable cover. Additional liabilities are now arising however in respect of the former Clwyd County Council. There is no liability in respect of Glyndwr claims as these were below the threshold for claw back.

The amount of the potential Clwyd liability is uncertain – it depends upon the number and value of claims emerging. However, the range based on likely scenarios is currently between £250k and £560k. The council's total exposure

to the Clwyd claims is approximately £2.5m however it is unlikely that the liability would be triggered at this level.

Council Tax collection rates are exceeding assumptions and suggest that the yield will be higher than the amount budgeted for. It is assumed that any benefit from the council tax yield will be used to contribute to the funding of the council's strategic investment priorities as part of the Corporate Plan.

Capital Plan

Expenditure to the end of January is £19.4m against an agreed Plan of £31.4m. It should be noted that expenditure in the last quarter of the year always increases. Last year the final quarter accounted for 43% of the total expenditure for the year. **Appendix 3** shows a summary of the current plan and how it is financed. An overview of major capital projects is shown as **Appendix 4**. Included as **Appendix 5** are details of the two schemes proposed for approval by the Strategic Investment Group.

Housing Revenue Account (HRA)

The proposed latest HRA forecast in-year deficit of £14k (£63k last month). This compares to a budgeted in-year surplus of £71k. A detailed report proposing the HRA budget and capital plan is a separate item on the Cabinet agenda. The report demonstrates that the Housing Stock Business Plan remains financially viable.

7 What consultations have been carried out?

The revenue budget was recommended by cabinet and agreed formally by council after an extensive round of service challenges. The capital plan was approved by council following scrutiny by the Strategic Investment Group and recommendation by cabinet. The Housing Revenue Account has been approved following consultation with elected members and tenant federation representatives.

8 Chief Finance Officer Statement

Services are expected to deliver the savings agreed through the Service Challenges and budget setting process and on the whole are on target to achieve them. It is important that services continue to manage budgets prudently and that any in-year surpluses are considered in the context of the medium-term financial position. The position regarding the MMI liability will be kept under close review.

Additional service costs resulting from the response to the flooding in November will be funded corporately.

Economic Commentary & Treasury Management Update

The financial markets remain quite volatile and this continues to limit the number of institutions with which the council can invest and the length of investments the council can make. Both of these issues limit the returns the council can achieve. As the uncertainty in the markets continues, the council's policy limits most new investments to overnight deposits. This strategy of making short term investments is likely to continue for the medium term.

The Treasury Management Strategy Statement and Investment Strategy 2013/14-2015/16 is being presented to Council for approval on 26th February 2013.

At the end of January, total borrowing remained at £134.08m at an average rate of 5.76% and total investments were £19.2m at an average rate of 0.75%.

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

This is the most challenging financial period the council has faced and failure to deliver the agreed budget strategy will put further pressure on services in the current and future financial years. Effective budget monitoring and control and early reporting of variances will help ensure that the financial strategy is achieved.

Specific risks are apparent when dealing with capital projects and can include expenditure or time overruns, funding issues and other non-financial considerations. A robust approval mechanism and close financial monitoring and reporting, along with effective project management procedures, help to minimise these risks.

The HRA is undertaking a considerable capital investment to improve the housing stock and using borrowing and grants to fund the works. Any borrowing must be affordable and the regular monitoring and annual approval and viability assessment of the Housing Stock Business Plan ensures that this is so.

10 Power to make the Decision

Local authorities are required under Section 151 of the Local Government Act 1972 to make arrangements for the proper administration of their financial affairs.

Appendix 1

DENBIGHSHIRE COUNTY COUNCIL REVENUE BUDGET MONITORING REPORT 2012/13

| Forecast as at 31/01/2013 | Budget | | | Projected Outturn | | | Variance | | | Net | Variance Previous Report |
|--|----------------|-----------------|----------------|-------------------|-----------------|----------------|--------------|---------------|---------------|---------------|--------------------------|
| | Expenditure | Income | Net | Expenditure | Income | Net | Expenditure | Income | Net | | |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | % | £'000 |
| Business Planning & Performance | 1,600 | -229 | 1,371 | 1,740 | -395 | 1,345 | 140 | -166 | -26 | -1.90% | 0 |
| Legal & Democratic Services | 2,066 | -553 | 1,513 | 2,139 | -626 | 1,513 | 73 | -73 | 0 | 0.00% | 0 |
| Finance & Assets | 14,214 | -7,143 | 7,071 | 14,916 | -7,844 | 7,072 | 702 | -701 | 1 | 0.01% | 0 |
| Highways & Environmental Services | 38,105 | -17,214 | 20,891 | 38,137 | -17,345 | 20,792 | 32 | -131 | -99 | -0.47% | -148 |
| Planning & Regulatory Services | 4,322 | -1,700 | 2,622 | 4,415 | -1,793 | 2,622 | 93 | -93 | 0 | 0.00% | 0 |
| Adult & Business Services | 46,099 | -14,349 | 31,750 | 46,693 | -14,943 | 31,750 | 594 | -594 | 0 | 0.00% | 0 |
| Children & Family Services | 9,979 | -1,066 | 8,913 | 10,184 | -1,351 | 8,833 | 205 | -285 | -80 | -0.90% | -61 |
| Housing & Community Development | 3,846 | -1,744 | 2,102 | 4,429 | -2,327 | 2,102 | 583 | -583 | 0 | 0.00% | 2 |
| Communication, Marketing & Leisure | 10,600 | -5,376 | 5,224 | 11,255 | -6,020 | 5,235 | 655 | -644 | 11 | 0.21% | 0 |
| Strategic HR | 1,277 | -376 | 901 | 1,623 | -722 | 901 | 346 | -346 | 0 | 0.00% | -1 |
| ICT/Business Transformation | 2,695 | -759 | 1,936 | 2,566 | -657 | 1,909 | -129 | 102 | -27 | -1.39% | -24 |
| Customers & Education Support | 2,488 | -505 | 1,983 | 2,280 | -509 | 1,771 | -208 | -4 | -212 | -10.69% | -23 |
| School Improvement & Inclusion | 11,818 | -7,373 | 4,445 | 11,828 | -7,457 | 4,371 | 10 | -84 | -74 | -1.66% | -73 |
| Total Services | 149,109 | -58,387 | 90,722 | 152,205 | -61,989 | 90,216 | 3,096 | -3,602 | -506 | -0.56% | -328 |
| Corporate | 42,769 | -36,670 | 6,099 | 42,769 | -36,670 | 6,099 | 0 | 0 | 0 | 0.00% | 0 |
| Transfer to Reserves | 1,700 | 0 | 1,700 | 1,700 | 0 | 1,700 | 0 | 0 | 0 | 0.00% | 0 |
| Precepts & Levies | 4,569 | 0 | 4,569 | 4,569 | 0 | 4,569 | 0 | 0 | 0 | 0.00% | 0 |
| Capital Financing | 12,656 | 0 | 12,656 | 12,531 | 0 | 12,531 | -125 | 0 | -125 | -0.99% | -125 |
| Total Corporate | 61,694 | -36,670 | 25,024 | 61,569 | -36,670 | 24,899 | -125 | 0 | -125 | -0.50% | -125 |
| Council Services & Corporate Budget | 210,803 | -95,057 | 115,746 | 213,774 | -98,659 | 115,115 | 2,971 | -3,602 | -631 | -0.55% | -453 |
| Schools | 69,320 | -7,679 | 61,641 | 68,873 | -7,679 | 61,194 | -447 | 0 | -447 | -0.73% | -121 |
| Total Council Budget | 280,123 | -102,736 | 177,387 | 282,647 | -106,338 | 176,309 | 2,524 | -3,602 | -1,078 | -0.61% | -574 |
| Housing Revenue Account | 11,841 | -11,912 | -71 | 11,952 | -11,938 | 14 | 111 | -26 | 85 | | 134 |

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Appendix 2 Medium Term Financial Plan Update 2012/13
Update to 31/01/2013

| <u>Ref</u> | <u>Action</u> | <u>Status</u> | <u>Saving</u> <u>£'000</u> | <u>Total</u> <u>£'000</u> |
|---|--|---------------|-------------------------------|------------------------------|
| General | | | | |
| A3 | Convert Essential Car Users to Casual | Achieved | 200 | |
| A7 | Costs of Democracy | Achieved | 20 | |
| | | | | 220 |
| Support Services Review | | | | |
| C1 | HR Review - Ongoing Impact of Centralisation | Achieved | 45 | |
| C3 | Legal services - phase 1 | Achieved | 70 | |
| C4 | Democratic support | Achieved | 28 | |
| C5 | ICT/IM Structure | Achieved | 60 | |
| C6 | ICT/IM Procurement | Deferred | 25 | |
| C7 | Finance & Assets | Achieved | 300 | |
| | | | | 528 |
| Service Challenges | | | | |
| Leisure, Libraries & Community Development | | | | |
| Da1 | Leisure Services-New Booking System | Achieved | 30 | |
| Da2 | Back office co-located with Youth | Achieved | 30 | |
| Da3 | Transfer Town Halls to Town Councils | Achieved | 80 | |
| Da5 | Remove subsidy by increasing income | In progress | 120 | |
| | | | | 260 |
| Environmental Services | | | | |
| Db2 | Renegotiate recycle and disposal contracts | Achieved | 510 | |
| Db3 | Service Redesign (Refuse) | Achieved | 200 | |
| Db4 | Regional Waste Procurement budget | Achieved | 134 | |
| Db7 | Other Reorg Savings | Achieved | 20 | |
| Db10 | Service Redesign (Public Realm) | Achieved | 138 | |
| Db12 | Public Conveniences | Achieved | 10 | |
| Db14 | WAG Waste Target Pressures | Achieved | -366 | |
| Db15 | Free School Meals Cost Pressures | Achieved | -20 | |
| Db16 | Countryside staff reduction | Achieved | 50 | |
| | | | | 676 |
| Planning and Public Protection | | | | |
| EC23 | Review of Management Structure | Achieved | 90 | |
| EC25 | Review of CCTV service | Achieved | 30 | |
| EC27 | Review of Trading Standards | Achieved | 28 | |
| EC28 | Miscellaneous Small Savings | Achieved | 12 | |
| | | | | 160 |
| Highways & Infrastructure | | | | |
| EC12 | Passenger Transport | Achieved | 35 | |
| EC13 | Parking | Achieved | 70 | |
| EC15 | Development Control | In Progress | 18 | |
| | NWTRA Fees | Achieved | 100 | |
| EC16 | Winter Maintenance | In Progress | 65 | |
| | | | | 288 |
| Adult Social Services | | | | |
| Df1 | Cefndy Healthcare, | Achieved | 43 | |
| Df2 | Closer working of Fin assessments & Benefits | Achieved | 30 | |
| Other Adult Services | | | | |
| Df4 | Service Restructure | Achieved | 130 | |
| Older People | | | | |
| Df5 | Externalise elements of Home Care | Achieved | 15 | |
| Df6 | Day care - review and rationalise | Achieved | 30 | |
| Df7 | Review Meals on Wheels | In Progress | 64 | |
| Df8 | Impact of investment in reablement | Achieved | 75 | |
| Df9 | Residential Care - Impact of Extra Care | Achieved | 100 | |
| Mental Health | | | | |
| Df11 | Management Changes | Achieved | 19 | |
| Df12 | Partnership Efficiency Savings | Achieved | 26 | |

| | | <u>Status</u> | <u>Saving £,000</u> | <u>Total £'000</u> |
|---|---|---------------|-------------------------|------------------------|
| Adult Social Services (con'd) | | | | |
| Physical Disability & Impairment | | | | |
| Df13 | ISIL Scheme | Achieved | 18 | |
| Df14 | Reablement Intervention | Achieved | 26 | |
| Df15 | Telecare | Achieved | 20 | |
| Other Adult Services | | | | |
| Df16 | Administration Rationalisation | Achieved | 67 | |
| Df17 | Systems Thinking and Vacancy Control | Achieved | 40 | |
| Business Support & Development | | | | |
| Df18 | PMDF Grant - Loss of funded posts | Achieved | 152 | |
| Df19 | Workforce Development Review | Achieved | 20 | |
| | | | | 875 |
| School Improvement & Inclusion | | | | |
| Dh1 | Service Restructure | Achieved | 100 | 100 |
| Children & Family Services | | | | |
| Staffing | | | | |
| Dj3 | Other Staff Savings | Achieved | 21 | |
| | In-year Savings to fund Dj5 below | Replacement | 43 | |
| Refocus on Core Business | | | | |
| Dj5 | Re-shaping Supervised Contact Service (£43k) | Deferred | 0 | |
| Dj8 | Reduction in Independent (external) Placement Provision | Achieved | 48 | |
| Decommissioning Services | | | | |
| Dj11 | Voluntary Organisation Grants | Achieved | 37 | |
| | Child Trust Funds | Achieved | 2 | |
| Dj12 | Parenting Programme | Achieved | 82 | |
| Dj14 | Rhyl Adventure Playground | Achieved | 61 | |
| Pressures | | | | |
| Dj18 | In-house Fostering | Achieved | -224 | |
| Dj20 | Legislative | Achieved | -28 | |
| | | | | 42 |
| Housing & Community Development | | | | |
| Various Small savings in Housing | | | | |
| Dc1 | Review of Regeneration | Achieved | 7 | |
| Db17 | Tourism Service Redesign | In progress | 10 | |
| Db18 | Regeneration Service Redesign | Achieved | 49 | |
| | | | 46 | |
| | | | | 112 |
| REGIONAL WORKING/COLLABORATION | | | | |
| ENW1 | Education Regional Board | Achieved | 25 | |
| ENW2 | Social Care Regional Board | Achieved | 25 | |
| | | | | 50 |
| OUTSOURCING | | | | |
| G2 | Bodelwyddan Castle | Achieved | 18 | |
| G4 | ECTARC | Achieved | 10 | |
| | | | | 28 |
| Other Cultural/Heritage activities | | | | |
| H1 | Pavilion Theatre | Achieved | 50 | |
| H2 | Ruthin Craft Centre | Achieved | 20 | |
| H3 | Llangollen Pavilion | Achieved | 25 | |
| H4 | Heritage facilities | Achieved | 9 | |
| | | | | 104 |
| Total Savings 2012/13 | | | | 3,443 |
| Summary: | | | £'000 | % |
| Savings Achieved/Replaced or Pressures Confirmed | | | 3,102 | 90 |
| Savings In Progress/Being Reviewed | | | 316 | 9 |
| Savings Not Achieved or Deferred and not replaced | | | 25 | 1 |
| Total | | | 3,443 | |

Denbighshire County Council - Capital Plan 2012/13 - 2015/16
Position to January 2013

APPENDIX 3

| | | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|-----------------------------------|--|---------------|---------------|--------------|--------------|
| | | £000s | £000s | £000s | £000s |
| <u>Capital Expenditure</u> | | | | | |
| | Total Estimated Payments | 31,411 | 23,200 | 2,022 | 399 |
| | Contingency | 1,402 | 1,000 | 1,000 | 1,000 |
| | Total | 32,813 | 24,200 | 3,022 | 1,399 |
| <u>Capital Financing</u> | | | | | |
| 1 | General Funding: | | | | |
| | Unhypothecated Supported Borrowing | 4,651 | 6,846 | 2,944 | 2,864 |
| | General Capital Grant | 3,251 | 1,844 | 1,841 | 1,841 |
| | General Capital Receipts | 728 | | | |
| | Earmarked Capital Receipts | 98 | 77 | 0 | 0 |
| | Total General Funding | 8,728 | 8,767 | 4,785 | 4,705 |
| 2 | Prudential Borrowing | 6,269 | 6,118 | 607 | 265 |
| 3 | Reserves and Expenditure Funded by Revenue | 2,493 | 1,009 | 0 | 0 |
| 4 | Specific Grants and Contributions | 15,323 | 12,172 | 1,345 | 0 |
| 5 | Unallocated Funding | 0 | -3,866 | -3,715 | -3,571 |
| | Total Capital Financing | 32,813 | 24,200 | 3,022 | 1,399 |

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Appendix 4 Major Capital Projects Update

Rhyl Harbour Development

| | |
|--------------------------------------|--|
| Total Budget | £10.111m |
| Expenditure to date | £ 5.355m |
| Estimated remaining spend in 2012/13 | £ 1.710m |
| Future Years estimated spend | £ 3.046m |
| Funding | WG £2.950m; WEFO £6.030m; Sustrans £0.700m and DCC £0.844m |
| <i>Comments</i> | <p>Rhyl Harbour Cycle & Pedestrian Bridge Work continues on the discharge of the remaining planning conditions.</p> <p>Quayside Units, Public Square & Extended Quay Wall The Planning conditions associated with the planning consents are being satisfactorily progressed.</p> <p>The specification and a revised drawing for the building are currently being reviewed, and are scheduled to go out by mid February.</p> <p>Costs The projected expenditure includes the use of some of the capital contingency allocated to the project in 2011-12.</p> <p>Programme The bridge is now scheduled to complete at the end of June 2013.</p> <p>Works will start shortly on the bridge landing interface with West Parade.</p> <p>The enabling works contract is due to complete during early August, and will include the finishing works necessary to make the extended quay wall functional to support the bridge operation.</p> <p>Publicity & Marketing A web page has now been set up for the project, and can be found at www.denbighshire.gov.uk/rhylharbourproject.</p> <p>The Director General of Sustainable Development from the Welsh Government visited the site recently and was very impressed with progress to date.</p> <p>The Marine Lake Users Forum and Rhyl Environmental Group will shortly be offered site visits.</p> |
| Forecast In Year Expenditure 12/13 | £5.530m |

Highways Programme Works

| | |
|--------------------------------------|---|
| Total Budget | £3.650m |
| Expenditure to date | £3.100m |
| Estimated remaining spend in 2012/13 | £0.550m |
| Future Years estimated spend | £Nil |
| Funding | Prudential Borrowing |
| Comments | An allocation of £3.650m was made to progress highways capital works as part of the 2012/13 Capital Bid process. The vast majority of the planned works have now been completed, and it is envisaged that the full allocation will be spent in 2012/13. |
| Forecast In Year Expenditure 12/13 | £3.650m |

Bee and Station

| | |
|--------------------------------------|--|
| Total Budget | £1.146m |
| Expenditure to date | £0.722m |
| Estimated remaining spend in 2012/13 | £0.140m |
| Future Years estimated spend | £0.284m |
| Funding | ERDF £0.510m; SRA £0.395m; THI £0.168m; DCC £0.073m |
| Comments | <p>This project involves the renovation of the former Bee & Station hotel, Rhyl to provide business units to rent.</p> <p>A slight delay to the project has been caused by inclement weather. However the project is still expected to complete by mid March, and is within budget.</p> <p>The Welsh Government Finance Minister will be officially visiting the site in the coming weeks.</p> |
| Forecast In Year Expenditure 12/13 | £0.817m |

Rhyl Going Forward

| | |
|--------------------------------------|--|
| Total Budget | £10.006m |
| Expenditure to date | £ 0.100m |
| Estimated remaining spend in 2012/13 | £ 2.992m |
| Future Years estimated spend | £ 6.914m |
| Funding | WG £10.006m |
| Comments | <p>West Rhyl Housing Improvement Project</p> <p>A formal offer of £10m grant has now been received from the Welsh Government, and work has commenced to implement the programme of works. The funding is available for expenditure up to the end of March 2014.</p> |
| Forecast In Year Expenditure 12/13 | £3.092m |

Denbigh High School Gymnasium Activity Studio

| | |
|--------------------------------------|---|
| Total Budget | £0.491m |
| Expenditure to date | £0.186m |
| Estimated remaining spend in 2012/13 | £0.252m |
| Future Years estimated spend | £0.053m |
| Funding | DCC £0.341m; Prudential Borrowing £0.150m |
| Comments | <p>This project involves the replacement of the existing gymnasium structure with a new gymnastic dance activity studio.</p> <p>The new facility will continue to be used by Denbigh High School and Denbigh Leisure Centre to deliver its community sports and school curriculum programme.</p> <p>The roof is now on the steel structure and the majority of the walls have been erected. There have been some delays to the project due to inclement weather, and the revised completion date is early April 2013.</p> |
| Forecast In Year Expenditure 12/13 | £0.383m |

Welsh Medium Area School – Ysgol Maes Hyfryd Site

| | |
|--------------------------------------|--|
| Total Budget | £1.300m |
| Expenditure to date | £0.006m |
| Estimated remaining spend in 2012/13 | £0.094m |
| Future Years estimated spend | £1.200m |
| Funding | WG £1.2m; DCC £0.1m |
| Comments | <p>Ysgol Bro Dyfrdwy opened as a new school replacing Ysgol Llandrillo and Ysgol Maes Hyfryd on the 1st January 2013, and will initially operate on the two sites.</p> <p>The Welsh Government has recently announced £1.2m funding as part of the wider 21st Century Schools Programme. This will enable the new school to move to a single site following a significant extension and refurbishment to the current Ysgol Maes Hyfryd site.</p> <p>Planning permission has now been received and design work for the project is progressing with work planned to start on site this Summer.</p> |
| Forecast In Year Expenditure 12/13 | £0.100m |

North Denbighshire Welsh Medium Provision

| | |
|--------------------------------------|---|
| Total Budget | £4.878m |
| Expenditure to date | £0.417m |
| Estimated remaining spend in 2012/13 | £0.323m |
| Future Years estimated spend | £4.138m |
| Funding | WG £3.061m, DCC £1.817m |
| Comments | <p>The Welsh Government has provided funding as part of the transitional 21st century Schools Programme. This approval will allow for improvement works to be undertaken at three Welsh Medium schools.</p> <p>Ysgol y Llys, Prestatyn This project will deliver an extended, remodelled and refurbished school for 420 pupils. Planning permission has now been granted. The return of tenders is due during March, and it is anticipated that work will commence on site this April with completion by August 2014.</p> <p>Ysgol Twm o'r Nant, Denbigh This project will deliver additional school hall accommodation and teaching areas. Planning permission has been granted. It is expected to start works on site in April 2013, with completion towards the end of 2013.</p> <p>Ysgol Dewi Sant, Rhyl This project will deliver improved circulation within the school through the construction of an additional staircase at the rear of the school, additional and refurbished toilets and cloak areas, including the provision of a DDA accessible toilet. Work commenced on site during November 2012, with completion expected by March 2013.</p> |
| Forecast In Year Expenditure 12/13 | £0.590m |

Appendix 5 Recommendation of the Strategic Investment Group

Recommendation: Members approve the commencement of Detailed Design work for Rhyl High School and Bodnant Community School, Prestatyn

The Council's Corporate Plan details the Council's ambition to deliver significant investment in the Council's School Building portfolio over the next few years.

A large proportion of this work will be in the delivery of five projects within the Band A proposals for the 21st Century Schools Programme. In support of this, the Welsh Government has provided approval in principal for £73.4m investment.

All projects are required to follow guidance for Business Case approvals as defined in the HM Treasury Model. This will involve the submission of a Strategic Outline Case, Outline Business Case and Full Business Case for projects over £5m, and Business Justification Cases for projects below £5m.

However, local authorities will be required to fund initial feasibility works/detailed design and pre-construction stages to enable formal grant approval to be offered by the Welsh Government. The Welsh Government have not yet confirmed whether this type of work will be funded under the 21st Century Schools Programme.

Rhyl High School

This rebuild project is estimated to cost £24m. It is proposed to commence detailed design from the Council's own resources to enable the Full Business Case to be approved, and secure £12m funding contribution from the Welsh Government.

It is expected that the cost of the detailed design works will be £1.5m.

Bodnant Community School, Prestatyn

The Bodnant Community School project will see the construction of approximately 8 classrooms, new school hall and supporting facilities on the current junior site. This will enable the infant site of the school to be declared surplus to requirements.

The overall project cost is estimated to be £3.5m, and the Council is required to carry out the feasibility/design work prior to the formal approval of funding from the Welsh Government. It is anticipated that these design costs will be approximately £300k.

Clearly there is a risk to the Council in proceeding with the design works. However, this approach was reviewed by the Strategic Investment Group on 15 January 2013, and the group recommend approval for design works at Rhyl High School and Bodnant Community School to commence at an estimated cost of £1.8m.

Further reports will be submitted to Full Council in due course, seeking approval to proceed to the construction phase.

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|-------------------------------|--|
| Report To: | Cabinet |
| Date of Meeting: | 19 February 2013 |
| Lead Member / Officer: | Councilor Hugh Irving |
| Report Author: | Peter McHugh |
| Title: | Housing Revenue Account Revenue Budgets and Capital Budgets 2013/14 |

1. What is the report about?

To seek approval from Cabinet for the Housing Revenue Account Revenue and Capital Budgets for 2013/14.

2. What is the reason for making this report?

It is a statutory requirement to set budgets and rent levels before the start of the new financial year.

The budget for 2013/14 must be set to conform with the Housing Stock Business Plan (HSBP) established when the Council decided to retain its housing stock and fund improvements to reach WHQS by the end of 2013 and maintain it until 2041.

3. What are the Recommendations?

That the Housing Revenue Account Budget for 2013/14 (Appendix 1) and the Housing Stock Business Plan (Appendix 2) be adopted.

That rents for Council dwellings be increased in accordance with the Rent Setting Policy guidance from Welsh Government (average 5.18% per week) with effect from Monday 1st April 2013.

That rents for Council garages and Heating Charges be increased in line with Guideline Rents (average of 5.18% per week) with effect from Monday 1st April 2013.

4. Report details.

The latest forecast out-turn for is detailed in Appendix 1, in line with the monthly monitoring report. Balances, at year end, are forecast to be £857,000 an improvement of £17k when compared to the December 2012 forecast out-turn.

The proposed budget for 2013/14 is also detailed in Appendix 1. The budget has been calculated on the following bases:

- HRA Subsidy Determinations;
- Average rent increases of 5.18%;
- Management and Repairs and Maintenance expenditure in line with the HSBP base cost assumption of 2.5% increase;

- No Right to Buy (RTB) Sales have been made in 2012/13 and 1 per year is forecast for subsequent years.

The Final HRA Subsidy Determinations are expected from Welsh Government in February 2013. The Determination effectively decides the amount of the negative subsidy paid to Welsh Government and on to the Treasury each year. It assumes that "Guideline Rents" are charged, that "Management and Maintenance" costs are fixed, and older supported capital repayments are made. The "notional" HRA account produced from this calculation is in surplus and this amount is paid to Welsh Government and on to the Treasury as negative subsidy. There is a national review of the Housing Revenue Account Subsidy System under way but it is unlikely that there will be significant change to the Subsidy system until 2014 when there is a prospect of a Self Financing Settlement being introduced (as occurred in England in April 2012) which would involve a one off debt settlement which would be serviced by authorities being enabled to retain rent and service charge surpluses.

Indications from Welsh Government suggest that it will be suspending the rent convergence policy (of bringing Local Authority and RSLs rents up to broadly the same level within a locality) for another year and reducing the Guideline Rent to 1% above the September 2012 inflation figure. This has resulted in the following recommendations from Welsh Government:

- Management and Maintenance allowances to be uplifted by 6.6% to £2,610 compared to £2,267 per dwelling in 2012/13);
- Guideline Rent increases to £69.70 per dwelling per week which equates to a weekly increase of £3.62 or 5.48% increase. This is due to rents in Denbighshire being comparatively low and the policy of Welsh Government is for rental levels between Local Authorities and RSLs to converge. This will mean local authority rent levels rise at a larger rate than RSL rents to facilitate the convergence;
- Benchmark Rents (RSL) will increase to £75.21 from £72.95 an increase of £2.26 equating to 3.10% uplift.

It is estimated that the HRA Subsidy payment to Welsh Government for 2013/14 will total £3,243,000 which equates to an increase of 5.3% compared with 2012/13.

Housing Services are acutely aware of the importance of trying to minimise rent increases whilst providing support to tenants and maintaining the stock to a high standard.

The service has undertaken considerable work on scoping the impact of welfare reform and developing strategies to manage and mitigate the risks associated with it. All affected households have been identified and 65% of all households have had a home visit from their estates officer, explaining the benefit changes (including general information on Universal Credit) and how it will affect their HB payments. It is anticipated that all the visits will be completed by the third week in February 2013. A total of 389 homes have been identified as affected by the under occupancy charge (bedroom tax) which could result in a worst case scenario negative impact of £233k on the income available to the Service. Bad debt provision has been increased within the business plan for 2012/13 and 2013/14 by a cumulative sum of £150k to take account of the implications of welfare reform.

All affected tenants shall be supported with housing options advice and the service

has been restructured to create a bespoke income management function to develop a more pro-active approach and interventionist approach to manage and mitigate the risks of increased arrears as a result of wider welfare reforms. It is worth noting that one third of the Housing Stock is designated as sheltered accommodation which is presently exempt from the bedroom tax as is any retired persons residing in general needs accommodation and 66% of all tenants are in receipt of some form of Housing Benefit with half of all tenants in receipt of full HB.

It is recommended that all tenants pay the Guideline Rent uplift for 2013/14 which would result in the following charges being applied to the stock:

| | Actual Rent 2012/13 | Guideline/Actual Rent 2013/14 |
|------------|------------------------------------|--|
| Bed-sit | £56.10 | £59.01 |
| 1 Bedroom | £59.02 | £62.08 |
| 2 Bedrooms | £63.81 | £67.12 |
| 3 Bedrooms | £73.62 | £77.43 |
| 4 Bedrooms | £80.95 | £85.14 |

Housing Stock Business Plan (HSBP)

As part of the budget process it is necessary to monitor the Housing Stock Business Plan. A Due Diligence exercise is undertaken on an annual basis to review the assumptions used and to validate the robustness of the financial model. In addition the review undertakes a sensitivity analysis and produces a risk register.

The latest review was undertaken in January 2012 which confirmed that many of the original assumptions (2005/06) remain unaltered and concluded that the Business Plan is both viable and robust. It states that the assumptions made are prudent and the plan is viable over the next 30 years.

The 2012 stock condition survey has identified a need for significant additional expenditure over the next 30 years ranging from £50million to £33 million. A considerable amount of work has been undertaken to smooth the investment peaks and troughs over the lifetime of the business plan and to adopt a prudent and pragmatic approach to component lifecycles, priority works and cost assumptions.

The bottom line is that the plan is still viable over the 30 year period with balances rising from £43 million from the original Savills survey to £52 million when taking account the stock investment requirements through the Rands survey.

The Capital Programme for 2013/14 will consist of completing the framework contracts so that all properties will meet WHQS. The total cost of capital works for 2013/14 will be in line with the Housing Stock Business Plan at £8, 181,796.

Garages

Rents for garages shall increase in line with the business plan resulting in 5.18%

uplift for 2013/14. A review of garages to ascertain how they are presently being utilized, to compare and contrast investment costs against income derived and to consider the medium to longer term options for garage sites was commenced in 2012 but has since been placed on hold as a result of organizational restructuring. The review is expected to recommence in the new financial year.

Heating Charges

Four estates have communal heating systems with central boilers without individual meters. All other tenants pay their own heating costs direct to the supplier.

Energy supplier costs have been increasing and traditionally Denbighshire has not passed on the full increase of energy costs (in contrast to other Councils who do). It is recommended that this principle is adhered to for a further year with a proposed increase of 5.18% being recommended which shall raise heating costs between for those 33p per week to 59p per week for those subject to the heating charge. Average heating costs for those subject to the heating charge are £9.59 per week.

A project team is presently exploring the potential to develop a fuel brokerage scheme to procure savings on energy costs which could be passed on to tenants and residents. Brokerage Schemes have been launched in Cornwall and Oldham and officers are presently exploring with those authorities the potential for those schemes to be extended to enable residents in Denbighshire to take advantage of them.

Contractor Appointments, Framework Agreement

P7/11/703 – Housing Refurbishment Contract 6. (Denbigh, Henllan, Trefnant)

Contract Sum: £2,841,243.00

Main Contractor; Adever Construction Ltd.

Contract start 16.04.2012.

Contract finish 27.09.2013.

Duration - 76 weeks

Number of properties;219.

P7/11/704 – Housing Refurbishment Contract 7. (Ruthin, Llandyrnog, Llanrhaedr, Gellifor, Rhewl, Llanynys, Llanfair, Graigfechan, Cyffylliog, Clocaenog, Bontuchel)

Contract Sum: £2,437,975.10.

Main Contractor; Adever Construction Ltd.

Contract start 20.08.2012

Contract finish 15.11.2013.

Duration - 65 weeks

Number of properties;192

P7/11/705 – Housing Refurbishment Contract 8. (Corwen, Carrog, Cynwyd, Gwyddelwern, Glyndyfyrdwy, Llandrillo, Llantisilio, Llangollen.)

Contract Sum: £2,777,649.40.

Main Contractor; Bramall Construction Ltd.

Contract start 11.02.2013.

Contract finish 21.04.2014

Duration - 65 weeks (Contractors have confirmed they will complete the programme by 20 December 2013)

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

The provision of good quality housing is a Corporate Priority and the investment in housing stock to attain and sustain the Welsh Housing Quality standard provides significant opportunities for employing local labor, utilizing local supply chains and supporting third sector organizations.

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

The Housing Revenue Account is generally ring fenced and costs of implementation are covered by the increased income through rents and charges.

7. What consultations have been carried out?

The Denbighshire Tenants' and Residents' Federation will be consulted on the capital and revenue proposals, particularly on the options for the capital programme. In the past they have expressed concern at the level of rent increases but accepted the need for increased rents to pay for improvements.

8. Chief Finance Officer Statement

The recent review of the Housing Stock Business Plan, incorporating the latest WG assumptions in relation to the housing subsidy, shows that it remains robust and financially viable. The stock condition survey data means that we can plan with certainty for the investment needs of the stock in the knowledge that there are sufficient resources to meet the investment requirements.

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

Failure to follow the Housing Stock Business Plan and to set budgets could lead to financial problems and potential intervention by Welsh Government. Housing Services will work closely with welfare rights and the corporate welfare reform group to manage, mitigate and minimize the impact of welfare reform upon tenants.

10. Power to make the Decision

The Council has the power to make this decision and does not require any external approvals in order to do so.

APPENDIX ONE

| Housing Revenue Account ~ 2012/2013 Budget | | | | |
|---|--|-------------------|-------------------|-------------------|
| 2011/2012 | | 2012/2013 | | 2013/2014 |
| Final | | Budget | Forecast | Proposed |
| Outturn | Period 10 - January 2013 | | Out-turn | Budget |
| £ | EXPENDITURE | £ | £ | £ |
| 2,002,530 | Supervision & Management - General | 2,076,887 | 2,135,668 | 2,087,263 |
| 282,332 | Supervision & Management - Communal | 280,885 | 281,520 | 287,907 |
| 117,495 | Welfare Services | 307,266 | 316,583 | 139,454 |
| 2,997,918 | Repairs and Maintenance | 2,970,020 | 3,068,896 | 2,918,021 |
| 5,400,275 | Total Housing Management | 5,635,058 | 5,802,668 | 5,432,645 |
| 2,590,701 | Item 8 Capital Charges | 2,648,339 | 2,658,773 | 3,075,457 |
| 1,340,936 | Capital Funded from Revenue | 330,606 | 330,606 | 890,201 |
| 3,084,830 | Subsidy | 3,147,640 | 3,080,742 | 3,242,626 |
| 28,247 | Provision for Bad Debts | 79,375 | 79,375 | 131,248 |
| 12,444,989 | Total Expenditure | 11,841,018 | 11,952,164 | 12,772,177 |
| | INCOME | | | |
| 11,146,799 | Rents (net of voids) | 11,749,986 | 11,776,555 | 12,499,399 |
| 154,895 | Garages | 157,174 | 156,148 | 162,678 |
| 5,738 | Interest on Balances & Other Income | 4,625 | 4,625 | 8,015 |
| 11,307,432 | Total Income | 11,911,785 | 11,937,328 | 12,670,092 |
| | Surplus / Deficit (-) for the Year: | | | |
| 203,379 | General Balances | 401,373 | 315,771 | 788,116 |
| 2,008,964 | Balance as at start of year ~ General | 871,407 | 871,407 | 856,572 |
| -1,340,936 | Earmarked Balances | -330,606 | -330,606 | -890,201 |
| 871,407 | Balance as at end of year ~ General | 942,174 | 856,572 | 754,487 |

APPENDIX TWO

| SUMMARY | 2 2012.13 | 3 2013.14 | 4 2014.15 | 5 2015.16 | 6 2016.17 |
|------------------------------------|--------------|--------------|--------------|--------------|--------------|
| CAPITAL EXPENDITURE | | | | | |
| Planned Improvements | £4,596,255 | £8,181,796 | £5,053,057 | £5,204,649 | £5,360,789 |
| IT Investment | | £1,000,000 | | | |
| Slippage (Previous Years) | £2,599,424 | | | | |
| | £7,195,679 | £9,181,796 | £5,053,057 | £5,204,649 | £5,360,789 |
| CAPITAL FUNDING | | | | | |
| Major Repairs Allowance | £2,400,000 | £2,400,000 | £2,400,000 | £2,400,000 | £2,400,000 |
| Usable Capital Receipts | £0 | £18,480 | £19,269 | £20,087 | £20,932 |
| CERA | £330,606 | £890,201 | £422,981 | £417,141 | £1,052,149 |
| Efficiency Savings - IT investment | | £150,000 | £150,000 | £150,000 | £150,000 |
| Prudential Borrowing | £4,465,073 | £5,723,115 | £2,060,807 | £2,217,421 | £1,737,707 |
| | £7,195,679 | £9,181,796 | £5,053,057 | £5,204,649 | £5,360,789 |
| REVENUE EXPENDITURE | | | | | |
| Management ~ General | £2,135,668 | £2,087,263 | £2,175,319 | £2,229,702 | £2,285,445 |
| Special & Welfare Costs | £598,103 | £427,361 | £438,045 | £448,997 | £460,222 |
| Repairs & Maintenance | £3,068,895 | £2,918,021 | £3,067,846 | £3,144,542 | £3,223,156 |
| HRA Subsidy Payment | £3,080,742 | £3,242,626 | £3,323,692 | £3,406,784 | £3,491,954 |
| Rent Rebate Subsidy Limitation | £0 | £0 | £0 | £0 | £0 |
| CERA | £330,606 | £890,201 | £422,981 | £417,141 | £1,052,149 |
| Provision for Bad Debts | £79,375 | £131,248 | £132,110 | £133,738 | £135,448 |
| Capital Financing Costs | £2,658,773 | £3,075,457 | £3,472,645 | £3,585,180 | £3,691,569 |
| | £11,952,162 | £12,772,177 | £13,032,638 | £13,366,085 | £14,339,942 |
| REVENUE INCOME | | | | | |
| Rental Income | £11,776,555 | £12,499,399 | £12,844,139 | £13,495,261 | £14,179,389 |
| Garage Income | £156,148 | £162,678 | £167,559 | £172,586 | £177,763 |
| Interest on Balances | £4,625 | £8,015 | £11,160 | £17,912 | £21,460 |
| | £11,937,328 | £12,670,092 | £13,022,858 | £13,685,758 | £14,378,612 |
| BALANCES | | | | | |
| Balance brought forward | £871,406 | £856,572 | £754,488 | £744,707 | £1,064,380 |
| Surplus / Deficit (-) For Year | -£14,834 | -£102,084 | -£9,781 | £319,673 | £38,670 |
| Balance carried forward | £856,572 | £754,488 | £744,707 | £1,064,380 | £1,103,051 |

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| Report To: | Cabinet |
| Date of Meeting: | 19 February 2013 |
| Lead Member / Officer: | Cllr Hugh Irving / Jamie Groves |
| Report Author: | Gareth Watson, Corporate Communications and Marketing Manager |
| Title: | Corporate Communications Strategy |

1. What is the report about?

This reports sets out the Communications objectives for the authority for the next three years, with key sections around internal communications and engagement; Member communications, improving the Council's reputation and enhancing the corporate brand.

2. What is the reason for making this report?

To highlight the approach to the Council's communications objectives and principles over the coming three years.

3. What are the Recommendations?

To approve the Corporate Communications Strategy and associated Action Plan for 2013.

4. Background

The Council is in the process of restructuring its Communications and Marketing functions. This restructure is aimed at having a robust organisational structure that is best placed to meet the demands defined within the Corporate Plan.

The new structure will also have a more focussed workforce, better directed to deliver corporate priorities, working coherently across services with particular focus on regeneration, economic development, business support and tourism.

The Council needs to adopt a proactive approach to marketing and communication and keep under constant review the means by which it communicates, so that audiences are informed about the services the Council offers and to ensure that services meet the needs of residents and visitors.

As a result, a key focus for the new department will be the creation of a Marketing Strategy for Denbighshire, but it is recognised that there is a need for an overall Corporate Communications Strategy that will underpin all communications activity within the authority.

There are a number of other drivers for this Strategy:

- The Chief Executive's document, 'An Excellent Council Closer to the Community' outlines the need to become closer to the community. The Council needs to be a sector leader, known for its excellence and for using the resources to the best of its ability to provide the best possible services for residents. The Council needs to be clear about the standards of service people can expect from the Council and this needs communicating.
- The need for Members to become ambassadors for the Council. There needs to be greater consistency in how councillors communicate with business and community groups in their areas and they should be the first point of contact for constituents with any concerns.
- The financial position means we need to be smarter in the way we deliver and the need for effective communication is greater than ever before.
- Feedback from residents. The bi-annual residents survey highlight the need to keep residents informed about services available to them. We need to demonstrate to our residents that we will respond to them and we will listen.
- There is a need to strengthen internal communication activity, to ensure that staff have the right information and resources to deliver the best possible services, both internally and with external audiences.
- Improving links with town and community councils – better communication to enhance the Charter agreed between the Council and Town and Community Councils.

The Council also needs a co-ordinated Action Plan to address the future communication challenges of the authority: marketing council services; Destination Marketing; Major events - such as the National Eisteddfod of Wales 2013; Social media; Web development; Welsh Language policy development and the introduction of new standards set by the Welsh Language Commissioner.

Key to the success of this is a change to the culture of the organisation. We want Staff and Members to feel a sense of pride in working for Denbighshire; proactively engage and communicate; co-ordinated the approach to internal communications and communicating with Members and continue to improve our relationship with town and community councils

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

Communications activities will be designed around the need to promote the corporate priorities by having a particular focus on communications around regeneration, economic development, business support and tourism. Specific communications plans will be drawn up around these key areas of work.

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

There will be a staffing resource to deliver this work and this is being addressed through the review of the Communications and Marketing functions of the authority.

The delivery of the Action Plan will require a change of focus in the current way of working of the Corporate Communications Team, together with individuals from the Customer Care team and directorate representatives responsible for communication. It will also involve commitment from all members of staff, to act as ambassadors for the authority.

Any costs arising from the communications activities will be absorbed through existing budgets.

7. What consultations have been carried out?

A group consisting of representatives from a number of relevant departments have been involved in drafting this strategy, including a representative of the Cabinet.

This report has previously been discussed by the Senior Leadership Team and by Cabinet Briefing.

8. Chief Finance Officer Statement

There are no obvious significant financial implications contained within the report.

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

A lack of a co-ordinated approach to communication could lead to a lack of clarity of corporate message and this could lead to damage to the council's reputation.

To try and mitigate this risk, a series of awareness sessions will be arranged to ensure that staff are fully aware of the contents of the Corporate Communications Strategy, as well as their role in ensuring that it is successfully delivered.

10. Power to make the Decision

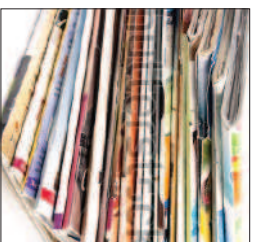
Section 111 of the Local Government Act 1972 – subsidiary powers of local authorities.

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| Outcome | Activity | Lead Officer | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|---------|---|--------------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| 1 | Identify three key internal communications marketing campaigns (as well as a programme of activities around the corporate priorities) | Katharine Ellis | | | | | | | | | | | | |
| 1 | Production of electronic information briefings to be included as part of induction training programme. | Katharine Ellis | | | | | | | | | | | | |
| 1 | Communications awareness training for departments (as well as awareness of the new Welsh Language Standards) | Corporate Communications Team | | | | | | | | | | | | |
| | Work with departments to prepare for the implementation of the Welsh Language Standards. | Gareth Watson | | | | | | | | | | | | |
| 1 | Further development of the intranet pages to engage staff on corporate issues | Katharine Ellis | | | | | | | | | | | | |
| | Share departmental best practice with colleagues through Power Hours | Katharine Ellis/HR Direct | | | | | | | | | | | | |
| 1 | Monthly Team Briefings | Gareth Watson | | | | | | | | | | | | |
| 1 | Three editions of Headlines a year: Spring, Summer and Winter | Katharine Ellis | | | | | | | | | | | | |
| 1 | E-mail updates from Staff Council meetings. | Katharine Ellis | | | | | | | | | | | | |
| 2 | Communications activities around the Customer Charter standards so that customers know what kind of service they can expect from the Council | Jackie Walley / Karen Allen | | | | | | | | | | | | |
| 2 | General publicity to provide particular focus on responding to feedback from customers. | Karen Allen | | | | | | | | | | | | |
| 2 | Communications Plans for the key priorities | Gareth Watson | | | | | | | | | | | | |
| 2 | Targeted marketing campaigns to be agreed by the Council | Gareth Watson/ Vicky Shenton-Morris | | | | | | | | | | | | |
| 2 | Implement the social media strategy | Karen Allen/ Web Team | | | | | | | | | | | | |
| 2 | Produce annual Action Plan to promote the Welsh Language | Gareth Watson | | | | | | | | | | | | |
| 2 | Produce a monitoring report on Welsh language issues for the Welsh Language Commissioner | Gareth Watson | | | | | | | | | | | | |
| 2 | Arrange DCC's presence at the National Elisteddod | Gareth Watson | | | | | | | | | | | | |
| 2 | Revamp of the corporate website | James Gillett | | | | | | | | | | | | |
| 2 | Production of an A-Z Guide to Service | Gareth Watson | | | | | | | | | | | | |
| 2 | Develop a Marketing Strategy for DCC as a provider of services | Gareth Watson | | | | | | | | | | | | |
| 2 | Develop a Destination Marketing Plan for Denbighshire | Gareth Watson | | | | | | | | | | | | |
| 2 | Create an Events Strategy | Gareth Watson | | | | | | | | | | | | |
| 3 | Communications awareness training for Members (to include general communications and social media) | Gareth Watson | | | | | | | | | | | | |
| 3 | Communications to be a standing agenda item on Member Area Group meetings. | Karen Allen | | | | | | | | | | | | |
| 3 | Monthly e-mail newsletter providing a brief on some of the Council's key issues | Gareth Watson | | | | | | | | | | | | |
| 3 | Produce a programme of consultation and lobbying activities to strengthen links between Denbighshire and the Welsh Government/ Welsh Local Government Association | Gareth Watson/ Sharon Evans | | | | | | | | | | | | |
| 3 | Media training for Cabinet Lead Members | Gareth Watson / Vicky Shenton Morris | | | | | | | | | | | | |
| 4 | Develop a new brand for the Council | Gareth Watson / Vicky Shenton Morris | | | | | | | | | | | | |
| 4 | Training and awareness for staff on branding | Gareth Watson/ Vicky Shenton Morris | | | | | | | | | | | | |
| 4 | Create a template for corporate literature, presentations, council papers etc. | Gareth Watson / Vicky Shenton Morris | | | | | | | | | | | | |
| 4 | Annual monitoring of the corporate branding guidelines to ensure compliance in literature, uniforms, vehicle livery etc. | Gareth Watson/ Vicky Shenton-Morris | | | | | | | | | | | | |

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Communication Strategy



Foreword

Communications is a strategic priority for the Council.

A new Council is in place, with a clear vision agreed for moving priorities forward.

In times of change there is more need than ever for effective two way communications and for marketing the Council's services and activities. This itself presents the Council with many challenges.

We need to be clear and focussed on what kind of messages we wish to communicate, especially during times of on-going change and the current financial pressures facing the organisation.

We also need to be clear on the need to listen to our communities and that any information or intelligence gathered is used to inform the way in which we do business. There are a number of drivers in this strategy:

Efficiencies

We are continuing to look at more effective and efficient ways of working to meet the efficiency savings required and these need to be reflected in our communications activities. But with this comes some difficult messages to communicate and a clear strategy is needed on how we explain our position whilst maintaining our reputation.

Close to the Community

One of our over-arching aims is to be an excellent Council, closer to its communities. If we are to become closer to our communities, we must give people meaningful opportunities to contact the Council, to feedback on the quality of services, as well as identifying new, more effective and efficient ways of doing business. But most importantly we must listen to our customers.

Residents Survey

In 2011 we carried out the residents survey and the findings were fed back to services, for addressing in annual Service Business Plans. We need to demonstrate to people how we have listened and what we intend to do to address their comments and concerns in the future.

The Corporate Communications team has changed since the last strategy was implemented. The team, now known as the Corporate Communications and Marketing team, is responsible for media relations, internal communications, external communications, intranet, marketing, print procurement administration and the Welsh language.

There is more of an expectancy than ever before for staff to become ambassadors for the organisation, as each and every one of us has a role to play in communicating effectively and positively reflecting the professional nature of the Council. To do that we must improve the culture of the organisation, one that is based on our key principles.

Communicating with Councillors

Communications with Councillors is a priority more so now following the introduction of the new Council. We have developed Member Area Groups and town and community clusters and these should be seen as ideal forums for developing communications. There needs to be a commitment to making the Member Area Groups work, not only from its Councillors, but also officers in terms of providing timely, regular and relevant information to Councillors, in particular about issues affecting their wards.

Marketing

Our marketing function needs further development. There is no corporate strategy for marketing the county as a destination or the work of the Council. This work does go on, but there lacks a strategic corporate approach to optimising regeneration, tourism and development opportunities.

This document is one of a number of strategies produced by the Council and there should be clear links between them.

Key strategies linked to this document are the Town and Community Council Charter and the Engagement Strategy. They set out quite clearly how we are going to engage with some of our key stakeholders. This communications strategy is all about agreeing the method to communicate, as well as agreeing the importance of key messages.

An underpinning principle to all these strategies is the Council's commitment to providing public information bilingually. The Council has a Welsh Language Scheme that sets out quite clearly how the Council intends to promote, enhance and develop the Welsh language, as well as monitoring activities to ensure compliance with the scheme.

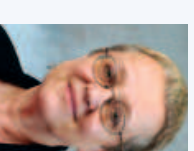
We will be reviewing the general strategy in three years time, but the Action Plan will be updated every year, to reflect any changes in communication needs and technological developments.



Cllr Hugh Evans, Leader of Denbighshire County Council



Cllr Hugh Irving, Lead Member for Customers and Communities, Denbighshire County Council



Sally Ellis, Corporate Director for Demographics, Wellbeing and Planning



Jamie Groves, Head of Communication, Marketing and Leisure

The Corporate Communications and Marketing functions are undergoing a restructure. This restructure has been carried out in response to the Chief Executive's paper which expresses a need for more co-ordinated communications and far greater marketing of the Council, its services and Denbighshire as a destination.

The restructure aims to deliver:

- A marketing strategy clearly defining our approach to promoting the Council and the county
- A robust organisational structure, best placed to meet the demands defined within the Corporate Plan
- A more focused workforce, better directed to deliver corporate priorities
- A robust Communications and Marketing department working coherently across services with particular focus on regeneration, economic development, business support and tourism

We need to adopt a proactive approach to marketing and communication and keep under constant review the means by which we communicate, so that our audiences are informed about the services we offer and for us to ensure that those services meet- and continue to meet – the needs of residents and visitors.

We encourage departments to be far more open about their activities, so that we can tell the public what is going on. We have tried the press to explain our stance, and whilst that is not always what the public want to hear, we feel we have been transparent in the way in which we address the public via the media. We believe that this is having a perceived positive impact on the Council's reputation. As a Council we already use a wide range of communication channels and it is through those channels that we have fed back on the main findings of residents surveys in You Said We Did features.

However, we fully recognise that we have methods of communication that needs further development and we will be aspiring to address these matters in our efforts to become a modern, forward thinking Council with effective communications at the heart of its business.

Media relations:

Over recent years the Council has made great strides in its efforts to improve the relationship with the local, regional and national media.

The Council provides a regular feed of information to the media (around 450 news releases a year). It also deals with many proactive and reactive press enquiries and takes every opportunity available to explain the Council's position. The Council also briefs the media on some of the more topical issues that are likely to generate headlines.

On average 70% of the press coverage about Denbighshire is positive.

Internal Communications

There have been a number of developments in the way we communicate with our staff, with regular feeds of information provided to staff through the Message from Mohammed, Core Brief, Headlines, Denbighshire Today and the corporate Intranet.

The Council also uses staff road shows, quarterly conferences for Middle Managers, the Staff Council and a relaunched Bright Ideas scheme.

The Council is supported by an action plan that values engagement and communication.

One of the most successful developments has been the Excellence Denbighshire Awards which recognises staff achievements and successes.

Investors in People have recognised that the Council has made great strides to improve internal communications, with pockets of very good examples of working. We must share these examples of best practice and encourage other services that do not perform as well to adopt a similar approach. Effective internal communication is key to the success of the organisation.

Social Media

The Council has begun to use social media, with Corporate Facebook and Twitter accounts providing followers with all the latest information and updates from the Council. The Council's Chief Executive and Leader provide monthly blogs and social benchmarking is available on all Denbighshire website pages.

The Council does have a Social Media Strategy in place which dovetails with the Strategy; the Communications Strategy must complement the values and principles included in that document. A lot more emphasis is now being put on social media and we need to make more use of these various channels to communicate to residents. There is an expectation from the Council that this will happen.

External Communications

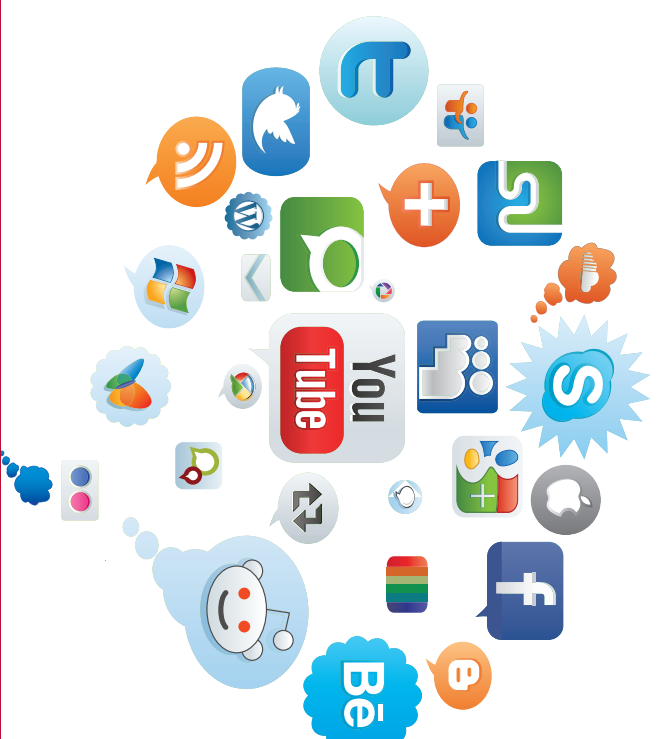
We have improved the way in which we communicate with residents through regular use of the local media, as well as County Voice, the quarterly newsletter for residents and the corporate website. The Council was recognised by the Wales Audit Office for its Big Debate consultation on the budget setting process.

There have been many consultations over recent years on many issues, ranging from highways works, the BIG Plan and changes to modernising education in our communities.

The Council has improved its efforts to communicate more effectively with specific target audiences, in particular the young and the vulnerable.

Our various teams, in particular Youth Services, have increased their engagement activities with young people through working in partnerships with other organisations and investing time and energy in listening and consulting with young people on issues that matter to them. They are the future taxpayers of Denbighshire and we must continue to involve them in shaping our future business.

We have also responded to the challenge of providing one relevant point of contact for the public, not only through our Customer Contact Centre, but also through our one point of contact for enquiries in Social Services and Family Information Services. They provide services and information that need to be readily accessible, to ensure we meet their needs as effectively as possible.



The Future Challenges

Whilst we must continue to celebrate our successes to date, there are also a number of strands of work that need developing over the coming years.

We currently have a small but effective Communications and Marketing team but to achieve our ambitions, we do need to utilise expertise that may be available within other departments across the Council.

Marketing

A key challenge is the need to market the authority more successfully. Currently there is a patchy marketing strategy in place. This communications strategy will place a focus on the need for the Council to have a clear approach to marketing Denbighshire's services, as well as marketing Denbighshire as a destination.

We need to be clear about our marketing approach for Denbighshire. We want to be a modern Council that is better at marketing all that is unique about our county, but also clear about how we are going to use our marketing strategy to attract inward investments.

The marketing approach is in development and the Council has recently agreed to two multi-media campaigns. One is on dog fouling, a key issue raised by Denbighshire residents; the other is around the need to promote the fostering service and encourage people to consider becoming foster carers.

Once the Council is clear about its direction, we can allocate the resources necessary to help departments fulfil their marketing needs.

Events

The Council has a small team of employees capable of managing and co-ordinating events on a corporate level. However, linked to this communication strategy is the need to produce an Events Strategy that lays out clearly what we plan to do over the coming years, how we are to fund and attract major events in

the county and to demonstrate the kind of impact this would have on corporate priorities, such as regeneration of the county's economy.

The summer of 2012 saw a number of high profile events in Denbighshire and this contributed greatly to the county's economy. However, the county is seen as the poor relation in comparison with neighbouring counties and we must address this. We must have a clear vision and the confidence to attract major events and be able to compete with the best, for the benefit of communities and our economy.

Social media

To become a modern Council we must embrace the latest technology that meets the needs of the 21st century customer. We need to use this technology to communicate with our audiences, harness the use of social media, and focus our online activity in an engaging, open and honest manner. We already have a Facebook and Twitter presence but we need to be smarter in the use of new technology.

Social media is used by a great number of people and many residents now use Facebook and Twitter to communicate (positively and negatively) about the Council. We need to be monitoring comments and responding proactively to any inaccurate or misleading comments that could damage the reputation of the Council. Investing time and staff resource is vital if we are to respond to this challenge.

Web development

We need to have a far better online presence through Denbighshire's website. It is widely accepted that the current website is not fit for purpose. We need to be clear what kind of services we can offer residents online and how we can use this form of communication to promote our priorities.

Key to this is the need for effective joint working between the Communications and Web teams, to respond to customer needs and realise the ambition of having one of the most popular and accessible Council websites in Wales.

We need to make sure that our Councillors and staff feel proud to be working for Denbighshire, so that they can act as ambassadors for the Council. Anecdotal evidence suggests that is patchy. That is why we need a co-ordinated approach to improving internal communication, as well as communications with Members.

One key area of work for the Council has been the development of the relationship between the Council and Town and Community Councils. There has been a definite improvement in the relationship with many of them, resulting in the creation of the Town and Community Council Charter that has been adopted by the majority of the councils. This Charter sets out in real terms the commitment from the councils and Denbighshire on how they will work together, what kind of service they can expect and ways of more effective communications. This must be seen by services as a positive move and we must embrace every opportunity to contribute to this. Town and community councils are key partners and have a strong voice locally and in county council businesses.

Changing the culture of the organisation



The Strategy context

This Communications Strategy must be considered within the wider Council's agenda.

The Chief Executive's paper 'An Excellent Council, Closer to its Communities' outlines the need to become closer to the community. The Council needs to be a sector leader, known for its excellence and for using the resources to the best of its ability to provide the best services possible for the residents of Denbighshire. He makes it quite clear that the Council must listen to the views of residents and use the information to inform its future direction.

The Leader of the Council has also made it clear about the need for Councillors to become ambassadors for the Council in their wards and communities. There needs to be greater consistency on how Councillors communicate with business and community groups in their areas. Councillors should be the first point of contact for constituents with any concerns. By having Councillors that are committed to improving communications, we can greatly reduce the number of complaints making their way into the press and this in turn will have a positive impact on the Council's reputation.

The on-going financial situation means that we need to be smarter in the way we deliver. However, the need for effective communication is greater than ever before. We need to be clear on our messages, have consistency in what we say and do and demonstrate that we can provide better value for money.

Our communications strategy must take into account feedback from residents. The findings of the last residents' survey clearly state what are the issues that concern and interest our residents, their perceptions of council services, how they wish to be communicated with and what should be the Council's main priorities. We recognise that this is only one method and we need to make use of other existing channels to gather feedback. We need to demonstrate to our residents that we will respond and listen in order to inform our business.

The bi-annual staff survey also gives us a snapshot of how communication is perceived by members of staff. The next survey is due in early 2013 and this will give us a clear picture of whether communications efforts across the authority have made a positive impact. The Council's priorities of improving the customer experience, improving economic and community ambition and being a modern council should be at the heart of our communications activities.

Our Vision and Priorities

This strategy sets out how the Council aspires to improve internal and external communications over the next three years.

This builds on a significant amount of improvements made over recent years in how the Council communicates with its various audiences.

The vision guiding our delivery is that:

"By 2015, the Council will be recognised for the quality of its communication and will be known as an authority that listens to its staff and its Members. Our business will listen to what customers want and need and they can help us shape the future direction of our business."

In order to shape the future direction of the business, we aspire to:

- Improve the way in which we communicate with our staff and other key audiences
- Manage our reputation by improving the way in which we listen to residents
- Empower Members to be ambassadors for Denbighshire through effective communication
- Strengthen and enhance Denbighshire's brand and identity

Our Key Principles

In terms of communication, we will act in accordance with the following principles:

Integrity and honesty - we will never knowingly mislead the public, media or staff on any issue.

Openness and accountability - we promote openness and accountability in our dealings with the media, the public and staff, whilst respecting confidentiality.

Fairness - We would not routinely favour one media source over another.

Strong effective communication - this is essential to how we work and provide our services.

Clear communication - spoken, written and electronic will be clear, easily understood, timely, relevant and up-to-date.

Welsh language – The Council is committed to a bilingual County and County and are working to ensure that every citizen is able to use either Welsh or English as they go about their daily life, including their business with the Council. Denbighshire County Council aims to safeguard and promote the use of the Welsh language throughout Denbighshire through the services it provides, through the partners it works with and through its role as a major employer and contractor within the County. Our Welsh Language Scheme identifies our obligations in meeting the public face to face, through correspondence, telephone communications, public meetings, websites, publications, signs and notices and in the recruitment and training of staff.



Delivering Our Key Outcomes

Our desired outcomes

To work towards delivering our vision and realising our aspirations we have four key outcomes.

These four key outcomes summarise what we want to achieve in delivering our vision and aspirations. This Strategy will ensure:

1. We make the best use of resources to keep our staff well informed about the issues that matter to them and the priorities of the Council.
2. People living in, working in and visiting Denbighshire have information to access the Council's wealth of services and information, but also have channels to provide feedback to the Council.
3. Councillors and officers communicate effectively with each other, with partner agencies and local communities.
4. We introduce robust measures to make sure that Denbighshire's brand and identity is promoted and protected, with the brand being instantly recognisable as belonging to Denbighshire.

An overview of the key actions to deliver these outcomes is provided later in this document.

Page

Outcome 1: We make the best use of resources to keep our staff well informed about the issues that matter to them.

Staff are our greatest asset - they should also be our greatest ambassadors. We must ensure that staff are kept well informed about matters about the Council and how this relates to them and their work. We must also make sure that robust communications systems are in place to deliver communications activities.

There should be a consistency of key messages agreed at the highest level in the organisation and are cascaded through the most appropriate methods to staff. We recognise the diverse audiences within the Council and messages may need to be tailored to meet differing needs. We must also look at improving access to online information where staff currently do not have access to PCs and laptops. We will also encourage effective two way communications with our staff.

The Staff Council is very much a recent development and it is making good progress, with representatives from services contributing on a regular basis. We need to ensure that this continues to be a useful medium for discussing ideas. By seeing actions being implemented from meetings, staff will become far more engaged and this in turn should have a positive impact on the Council's internal communications.

Key actions to improve internal communications will include:

- Developing the intranet to further engage staff on corporate issues.
- Identify key marketing campaigns for internal communications purposes.
- Production of electronic information pack for staff (with corporate information, key facts and figures)
- Share departmental best practice with colleagues.
- Communications awareness training
- Greater communications input in the induction programme.
- Careful Communication Strategy around corporate priorities that impact on staff.

Outcome 2: People living in, working in and visiting Denbighshire have information to access the Council's wealth of services and information, but also have channels to provide feedback to the Council.

We will do this by using the wide range of communications channels available to us to provide timely, updated information to residents, as well as those who work in or visit the county. We want to be recognised as an excellent Council which provides consistently good standards across all of its services in a way that engages and involves its communities. Our residents will be clear about the standards they can expect from all services, be able to influence services planning and delivery and understand what will happen if these standards are not met.

We also need to work closely with key targeted groups in order to contribute to the Council's overall priorities. This include some thinking behind communicating with businesses, the commercial sector and potential investors, to assist our priority of economic ambition.

We must also focus on effective communications in key areas of work, such as the regeneration of Rhyl.

Delivering Our Key Outcomes

Key actions include:

- Development of Customer Charter standards so that customers know what kind of service they can expect from the Council. The Communication Strategy will support this.
- Workstreams emerging from the corporate priorities.
- Targeted marketing campaigns that will be agreed by the Council
- Regular feedback to customers through the press and County Voice on what issues matter to them through You Said We Did features.
- Implementation of the social media strategy.
- Revamp of the corporate website that has sections specifically designated for residents, businesses and visitors.
- Production of an A-Z Guide to Services.
- Having a clear marketing strategy in place, promoting Denbighshire County Council and its services, but also as a destination.
- Create an Events Strategy that will assist efforts to regenerate the county.

Delivering Our Key Outcomes

Outcome 3: We provide the information, the best technology and the training available to ensure that Councillors communicate effectively with each other, with partner agencies and local communities.

One of the key challenges facing the Council is the need to improve communication with councillors. We must identify ways of providing timely and accurate information to councillors, responding to their enquiries professionally and within agreed timescales and generally improving the links between officers and Councillors.

The Council includes a number of special interest groups. As a result there will be a greater need for information. We must therefore consider this fact and look at how to progress this from a communications perspective.

We must make far greater use of the local intelligence gathered by local Members through forums such as the Member Area Groups and act on issues raised. These should be seen as important opportunities for two way communications and all members must use these opportunities to flag up local issues.

We must also strengthen links with bodies such as Welsh Government and WLCA to provide greater opportunities for lobbying.

We must also provide members with the correct tools, technology and training to enhance the relationship between them and their constituents. Our councillors can act as ambassadors for the organisation, but need to be kept informed, so that they can articulate timely and relevant information to local residents and to manage communication channels effectively.

Key actions include:

- Communications awareness training for Members.
- Information briefing packs with key facts and figures.
- Clear links with Member Area Groups to assist in addressing local issues, with communications being a standing item.
- Improve the communications and marketing function to provide better co-ordinated support for Corporate Executive Team, Senior Leadership Team and Members.

- Raise the profile of the work of Members and the various committees within Denbighshire
- Media training and social media awareness for Cabinet Members.

Outcome 4: We introduce robust measures to make sure that Denbighshire's brand and identity is promoted and protected, with the brand being instantly recognisable as belonging to Denbighshire.

Denbighshire has guidelines in place to secure a strong and recognisable brand for the authority but as a modernising Council we must have clear aspirations to use the brand creatively.

We must embrace opportunities to use our creativity in terms of delivering our messages, being clear about who are the key audience and the most appropriate method of communicating that message.

We want Denbighshire to be recognised as a modern thinking Council, with modern methods of working but also a modern image and identity that people can relate to.

Key actions include:

- Revision of the Corporate Identity guidelines
- Training and awareness sessions for staff
- New council branding and design.
- Separate piece of work around a unique brand for marketing Denbighshire as a destination
- Clear suite of templates to be created for corporate literature, presentations, council papers.
- More targeted input from Corporate Communications throughout the procurement process.
- Annual monitoring of the guidelines to ensure compliance in literature, uniforms, vehicle livery etc.

Measures of success

To gauge whether the strategy is a success, the following measures of success will be agreed:

- An increase in the take-up of press releases printed in the media
- Greater satisfaction levels with communications (measured through the residents survey)
- Improvement in staff satisfaction levels (through the staff survey)
- Increase in the number of hits to the intranet
- Increase in the number of hits to the corporate website.
- Less complaints coming into the authority.

* These are illustrations only and will be confirmed after consultation

Managing Performance

We recognise that to improve communications, it is important to monitor our performance and manage the overall key outcomes and actions.

The monitoring of the Strategy will take place using the council's corporate performance management framework. Once developed, the indicators and actions will be included in the Communications, Marketing and Leisure business plan.

The day to day management of the Strategy will lie with the Corporate Communications and Marketing Team, reporting to the Head of Communications, Marketing and Leisure. Quarterly reports will also be provided to the Corporate Executive Team, with progress reports provided on the delivery of the action plan.

An annual review of the action plan will take place. We will also report to Scrutiny on an annual basis, to demonstrate the steps we have taken to improve communication.



Communication Strategy



For further information on any aspect of this strategy, please call the Corporate Communications and Marketing Team on 01824 706222.

Report to: Denbighshire County Council Cabinet

Date of Meeting: 19th February 2013

Lead Member/Officer: Head of Adult & Business Services

Report Author: Commissioning Officer (Carers)

Title: North Wales Carers Information & Consultation Strategy

1. What is the report about?

The report refers to the implementation of the new Carers Strategies (Wales) Measure 2010 (the Carers Measure) as now set out in the North Wales Carers Information & Consultation Strategy 2012 – 2015 (the Regional Strategy – Appendix 1).

2. What is the reason for making this report?

In accordance with the requirements of the Carers Measure, the final draft of the Regional Strategy has been approved by Welsh Government.

Each of the six Local Authorities in North Wales is now required to scrutinise and approve the Regional Strategy.

This report provides a brief outline of how the Regional Strategy addresses the requirements of the Carers Measure.

The report was considered by Denbighshire Partnerships Scrutiny Committee on 31st January 2013, and the committee agreed to support the implementation of the Strategy.

3. What are the Recommendations?

That the Committee:

- 3.1 approves the North Wales Carers Information and Consultation Strategy, 2012-2015 and the partnership approach with Betsi Cadwaladr University Health Board (BCUHB) and the third sector in regard to its implementation.

4. Report details.

The Carers Strategies (Wales) Regulations 2011 were approved by the National Assembly for Wales on 6 December 2011. The Measure, Regulations and Guidance on implementing the Measure were subsequently issued to all Local Health Boards and Trusts, and to Social Services (the 'designated authorities') in January 2012.

This is the first time that statutory duties in regard to Carers have been placed on health authorities in Wales.

At its meeting on 9th February 2012, Denbighshire Partnerships Scrutiny Committee received a report that outlined the requirements of the new Carers Strategies (Wales) Measure 2010, and in particular the requirement to publish and implement a regional Information and Consultation Strategy for Carers.

Local Health Boards are designated as the 'lead authority' in the implementation of the Carers Measure Regulations.

The North Wales Carers Leads Strategic Group (NWCSLG) was established in 2011 to develop the Regional Strategy. It will continue to meet and act as the partnership working group to take forward the actions outlined in the Regional Strategy. In addition, BCUHB have established a Carers Strategies (Wales) Measure Project Board to scrutinise the work of the NWCSLG and provide advice and assurance to the Health Board that it is meeting its responsibilities with regard to the Carers Measure. The Board includes representation from local authorities and the third sector.

In approving the Regional Strategy, the Welsh Government concluded that this was "a proactive Strategy, with a good focus on outcomes and underpinned by clear thinking about what might need to be done differently to achieve them. The Strategy demonstrates strong partnership working between the Health Board, six Local Authorities and Third Sector organisations".

There were, however, some areas for improvement. These included the need for a separate chapter on young carers (as required by the Guidance); strengthening some of the Key Actions for Year 3, especially those on staff and carer training; and stating how the Strategy will relate to Black and Minority Ethnic communities and other groups with protected characteristics. The mental health element of the Strategy also needs strengthening (this was a weakness across the Strategies as a whole, and Welsh Government are looking at ways of supporting the Health Boards with this).

The key objectives of the Regional Strategy are:

- All NHS and local authority professionals will be made aware of their responsibilities in relation to the Carers Measure through opportunistic awareness raising and staff training.
- Carers will be identified at the earliest opportunity.
- Carers will be given sufficient timely information according to their needs.
- Where patient consent is withheld, carers will be provided with as much information that can be shared without breaching patient confidentiality to enable them to carry out their caring role safely.
- Every carer will be informed of their right to an independent assessment of their support needs as a carer
- Carers will be involved as a matter of course in all decision making processes around care management.
- NHS staff are able to signpost identified carers to carer support organisations.

In order to meet these objectives, the Regional Strategy sets out key actions in relation to:

- Identification and Signposting of Carers
- Carers Needs Assessments
- Information provision

- Communication and consultation with Carers
- Staff Training and Carers Training
- Monitoring the effect of the Carers Measure

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

The statutory duties that the Carers Measure places on the health board, addresses demographic issues in relation to the increasing numbers of individuals taking on a caring role, particularly in regard to supporting an ageing population. Also, increased support to Young Carers will help to address needs set out in Denbighshire's Young Carer's Strategy, with the involvement of Education as a key partner.

Denbighshire's Big Plan states that it will support the development of the Regional Strategy, and support the implementation of the Strategy actions. In turn, the development of the Regional Strategy will support the performance measures included in the Big Plan in regard to the numbers of Carers identified and assessed. As indicated in 6 below, however, it will be important to monitor the effect that this will have on commissioned services in Denbighshire.

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

The following allocations will be made available to BCUHB to support the implementation of the regional strategy across North Wales:

| | |
|------------|--|
| April 2012 | £97,436 |
| End 2012 | £97,436 + £18,559 – to support the delivery of the Young Carers chapter of the strategies. |

The first allocation will be for health boards and local authorities to cover costs associated with training and raising awareness of the new measure amongst relevant staff to ensure they are conversant with all aspects of the new Measure. Part of this funding is being used to fund a Carers Measure Co-ordinator post based with BCUHB to implement the Regional Strategy Action Plan.

The effect of the new Measure is likely to result in increased number of Carers identified and referred on for statutory assessment by the local authority.

The impact of earlier identification of carers is unknown, therefore the potential for an increase in the number of referrals will be monitored to consider capacity issues and implications for future services.

7. What consultations have been carried out?

Consultation on the development of the Regional Strategy has been via existing Carer forums and networks, and have been co-ordinated by the NWCSLG. Consultation with Carers and representatives from the third sector will continue with the implementation of the Regional Strategy.

The North Wales Carers Information and Consultation Strategy 2012 - 2015 was considered by Partnerships Scrutiny Committee at its meeting on 31 January 2013 and the Committee supported the principles and objectives of the Strategy and the Carers Measure, and the partnership approach with the BCUHB and the third sector with

regards to its implementation. However, the Committee did raise concerns with respect to the adequacy of current hospital patient discharge plans, where they existed, to signpost carers to the most appropriate help and support available to them and the person for whom they cared. Comprehensive discharge plans should form a key element of the information package available to both the patient and carer in order to provide them with the necessary support. Scrutiny was also keen to ensure that young carers and older carers were sufficiently signposted and supported and that adequate resources were made available to underpin the Strategy

8. Chief Financial Officer's Statement

The costs to the Council of implementing the strategies should be contained within the funding available. The longer term service and financial impact of implementing the strategies should be kept under review.

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

As previously indicated, the risks to the authority may possibly be an inability to meet the demand for requests for statutory Carer assessments, and the demand for support from our commissioned services for Carers. It is important, therefore, that this is monitored closely and that alternative options for carrying out assessment are considered jointly with health.

Contact Officer:

Commissioning Officer (Carers)

Tel: 01824 706658



North Wales Carers Information and Consultation Strategy

2012 - 2015

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1. Introduction

Carers*¹ are a vital and central part of the whole health and community care system; they make an enormous contribution to society. It is important that statutory organisations acknowledge this, listen to their point of view, acknowledge their expertise and work in partnership with them to respond practically to their needs.

Local Authorities (usually through their Social Services Departments) have long had responsibility for meeting carer's needs. However, evidence indicates that 4 out of 5 carers state that their first point of contact with any statutory agency is via the community based health services. To ensure earlier identification and support for carers, and enhance the existing service provision the Carers Strategies (Wales) Regulations 2011 were passed and on 1st January 2012, the Carers Strategies (Wales) Measure (2010) came into force.

The Carers Strategies (Wales) Measure (2010) requires Betsi Cadwaladr University Local Health Board (BCUHB) and the 6 Local Authorities in North Wales to work in partnership with carers, statutory and non-statutory organisations to prepare and publish a Carers Information and Consultation Strategy setting out how they will work together to assist and include carers in the arrangement made for those they care for.

As a result of this, In January 2011 partnership organisations in North Wales formed the North Wales Carers Leads Strategic Group (NWCLSG). The aim of this group is to utilise an integrated approach for the development of the North Wales Carers Information Strategy. This partnership consists of representatives of BCUHB, Local Authority Carers Leads and various Third Sector Carers Organisations.

This 3 year strategy places an emphasis on the statutory duties that BCUHB will fulfil in order to comply with the Carers Strategies (Wales) Measure 2010; each local authority in North Wales also has their own Carers Strategy and the intention is that this strategy will complement the existing Local Authority strategies rather than supersede them.

¹ When referring to carers in this document, it means unpaid carers of all ages and background unless specified otherwise

2. Definition of a Carer

A carer is a person who provides or intends to provide a substantial amount of care on a regular basis for:

- (a) a child who is disabled within the meaning of part 3 of the Children Act 1989, or
- (b) an individual aged 18 or over

The above definition does not include an individual who provides or intends to provide that care:

- (a) by virtue of a contract of employment or other contract with any person, or
- (b) as a volunteer for any organisation (whether or not incorporated)

(Welsh Government 2012)

It is acknowledged that although this definition is useful for clarification to assist professionals to identify carers; A significant number of people with caring responsibilities do not readily identify themselves as carers and understandably see themselves primarily as a parent, spouse, son, daughter, neighbour or friend. (HM Government 2010)

There are additional challenges in the identification of young carers as these children often remain “hidden” from the statutory services due to concern about the reaction of others and have the added fear of “being taken into care” and bullying by their peers, this is particularly the case for children whose parents have drug and alcohol problems.

3. Vision

To develop a culture that understands and respects the experience and knowledge of carers. The needs of carers will be mainstreamed into everyday practice to ensure that carers are supported in their caring role, and are able to maintain their own independence whilst protecting their health and wellbeing.

4. Scope

This strategy sets out the direction for the next 3 years and provides an overarching framework to support collaborative working with service users and carers.

The strategy is relevant to:-

- Carers and service users
- Staff employed by BCUHB
- Staff employed by the 6 local authorities in North Wales
- GP's and practice staff
- Independent contractors
- Staff in residential homes, commissioned to support carers that are statutorily funded
- Stakeholders and partnership agencies, including the Community Health Council, Third Sector Voluntary Organisations and community groups

5. Carers Profile

5.1 National Profile

In a study carried out by the Care Council for Wales (2010) it was estimated a staggering 96% of the annual care hours in Wales are provided by unpaid carers with the remaining 4% provided by local authorities and independent providers.

The 2001 Census identified that there are 340,000 carers in Wales (equivalent to 11% of the population), and this number was projected to rise to 369,628 by 2011, of these:-

- 61.1% provide care for between 1-19 hours per week
- 12.6% provide care for between 20-49 hours per week
- 23.7% provide care of 50 hours or more per week.

The 2001 Census identified that there were over 4,600 young carers (age <18) in Wales. . However given the census makes no mention of alcohol or drug problems, carers' organisations believe the figures are much higher with many young carers remaining 'hidden' due to the stigma attached to these conditions. More recently in a report commissioned on behalf of the Children Commissioner for Wales, colleagues in Welsh Government have quoted the number of young carers in Wales at 11,000 (Powys Carers Service 2009).

5.2 North Wales Profile

More recent data provided from the Welsh Health Survey 2008 (source www.daffodilcymru.org.uk) would indicate that the number of carers in North Wales has increased and this increase is predicted to rise year on year due to the ageing population.

Table 1: Predicted number of carers in North Wales by 2015(Welsh Health Survey 2008)

| Age of carer | No. of hours of unpaid care provided per week | | | Total |
|---|---|-----------|---------|----------------|
| | <19 hrs | 20-49 hrs | >50 hrs | |
| 16-24 | 7,896 | 2,254 | 2,871 | 13,021 |
| 25-64 | 37,864 | 10,327 | 13,769 | 61,960 |
| 65 > | 17,334 | 4,727 | 6,303 | 28,364 |
| Total carer population for BCUHB | | | | 103,345 |

It is acknowledged that the current available data is an underestimate of the total carer population as this data only includes young carers from the age of 16; whereas anecdotal evidence from carer support organisations, children’s charities and local authority carers leads would indicate that there is a significant number of young carers below the age of 16.

6. Legislation

There is a range of legislation that places a duty on local authorities and the health service to provide good quality support to carers (see appendix 1). This strategy has been produced in response to the most recent legislation; the Carers Strategies (Wales) Regulations were passed in December 2011. On 1st January 2012, the Carers Strategies (Wales) Measure came into force and the guidance for implementation of the Measure was issued to Local Health Boards and Local Authorities.

For the first time, this Measure places a legislative duty on the NHS in relation to services for carers in Wales.

7. Impact of Caring

Whilst there are many rewards from providing care to a loved one, there is a growing body of evidence indicating that caring can have a detrimental impact on the physical, emotional and mental health of carers, and that their health is increasingly at risk as their caring responsibilities increase.

"I get tired at times and lonely.... We used to do everything together but this is not possible now"

"Sometimes I am very stressed.... Need time for me"

"My Mum has Alzheimer's and both my sister and I work full time.. we find it difficult to juggle jobs and care for our mum"

"I feel isolated...."

(quotes from North Wales Carers Leads Strategy Group Survey 2012)

7.1 Adult Carers

In the 2001 Census it was identified that carers in Wales were a third more likely to suffer ill health.

Carers who provide high levels of care for sick or disabled relatives and friends are more than twice as likely to suffer poor health compared to people without caring responsibilities. An analysis of the census demonstrates that nearly 21% of carers providing over 50 hours per week of care say they are in poor health compared to nearly 11% of the non-carer population. In a more recent study 70% of older carers reported caring to be having a devastating impact on their mental and physical health. (The princess Royal Trust for Carers 2011)

The recent Carers Week survey 'In Sickness and in Health' polling some 3,400 carers across the UK cited the main issues affecting their health as:

- anxiety or stress (91 per cent),
- depression (53 per cent),
- injury such as back pain (36 per cent),
- high blood pressure (22 per cent)
- the deterioration of an existing condition (26 per cent).

Older carers, those 60+, are the fastest growing demographic of carers and also those most likely to have multiple caring responsibilities.

Although on average, 12% of the population provide unpaid care for a friend or family member, this increases to 18% for those aged 55–64, 16% for those aged 65–74 and 13% for those aged 75 and above

7.2 Young Carers


Young carers report positive and negative elements to providing care; the positive aspects are that they have sense of closeness to the person(s) they are caring for, they feel mature and value the skills they gain from caring. (Social Care Institute for Excellence 2005)

The research evidence indicates that the impact of the caring role on young carers is far reaching and includes the following risks:

- Difficulties in attending school
- Truancy
- Under achievement
- Isolation
- Subject to bullying from peers
- Mental and Physical ill health
- Poverty
- Stress

(Social Care Institute for Excellence 2005;
Crossroads Caring for Carers & The Princess Royal Trust for Carers,
November 2008)

It is also acknowledged that these risks are particularly acute for young people who are caring for parents who misuse alcohol or drugs and parents with mental health problems. (Crossroads Caring for Carers & The Princess Royal Trust for Carers, November 2008)



"None of her school friends know what her life is like at home.".. "I don't tell them because they make fun of people who have things like my mum and my brother do"

"Sometimes I wish I could go out with my friends or have them to stay but I don't feel jealous of them. I think I am a bit more grown up than them."

"I always worry about him but I know he is being looked after. I can't really talk about it with my friends because they don't really understand what it is like"

"When I try to talk to people like doctors or social workers some of them don't really listen to me because they think I am too young"

The Powys Carers Service (2009) report is the first comprehensive piece of research examining first hand experiences of young carers here in Wales.

"Young carers are expected to take on many responsibilities which are inappropriate for their age and often with little support. Paid carers receive training and support that most young carers as well as adult carers do not receive." Many young carers for example (50% of those surveyed) administer medicines to those they care for and yet 73% said they received no training on how to do it. Manual handling is another similar story.

8. Core Principles for Working with Carers

This strategy and accompanying action plan will be underpinned by the following core principles:-

- Carers are equal partners in care

- No assumptions are made regarding a carer's capacity or carers' capacities and willingness to take responsibility for, or continue to care
- Support carers to be as physically and mentally well as possible and prevent ill health
- Carers will be involved in decision making and choices at all levels and at all stages in the caring role, in a positive, timely and proactive way
- Provide care and support with flexibility and understanding in a personalised way that reflects the circumstances, cultural background and lifestyle of the carer.
- Respect and recognise that carers will have their own support needs, rights and aspirations, which may be different from those of the cared for person.
- Identify, support and enable both children and young people who are carers to be young as well as carers. Provide support and a safe environment to help them learn, develop and enjoy positive childhoods
- Recognise the experience of carers as the caring role ends and after it has ended and offer support to carers accordingly

(Skills for Care 2011)

9. Aims of the Information and Consultation Strategy

The five key aims of this strategy are to ensure:

- Carers' issues are mainstreamed into the everyday working practices of NHS and other staff.
- Carers are allowed to make a choice about the level of care they wish to provide
- Core information for carers is available and accessible regardless of where the carer lives
- Carers are recognised and listened to; ensuring they are true partners in care
- Staff training and development will enable staff at all levels to support carers appropriately

10. Objectives

10.1 All professionals within the NHS and Local Authorities will be made aware of their responsibilities in relation to the Carers Strategies (Wales) Measure through opportunistic awareness raising and staff training.

10.2 Carers will 'be identified at the earliest opportunity.

10.3 Carers will be given sufficient timely information² according to their individual needs.

10.4 Where patient consent is withheld, carers will be provided with as much information that can be shared without breaching patient confidentiality to enable them to carry out their caring role safely

10.5 Every carer will be informed of their legislative right to an independent assessment of their support needs as a carer

10.6 Carers will be involved as a matter of course in all decision making processes around care management

10.7 NHS staff are able to signpost identified carers to carer support organisations

11. What are the Current Organisational Arrangements for the Benefit of Carers in North Wales?

BCUHB and the 6 local authorities' commission the services of Third Sector Carers Organisations and provide core funding for these services. These organisations act as the main resource for carers, providing information, training and support. The local authorities and health board also provide funding for respite care and short breaks for carers.

BCUHB will continue working with statutory partners, independent providers and the Third Sector Organisations to develop and align current services to meet the needs of Carers and the requirements of the Carers Measure and to ensure sustainability of services for the benefit of Carers.

12. How does this Strategy link with other National and Local Policies/Strategies?

In recognition of the importance of the role carer's play and the need to provide support to them in their work the *Carers (recognition and Services) Act 1995* was passed (see Appendix 1, A1.2). Since then a number of key pieces of legislation and national strategies have been produced to ensure that carers are supported in their role. The NWCLSG has referred to the legislation outlined in Appendix 1 and the following key national and local strategy documents to inform their work:

² All written information will be available in a bilingual format (Welsh and English)

12.1 National Strategies

- **Carers Strategy for Wales Action Plan (Welsh Assembly Government 2007)**; this strategy recognised that carers have need of their own and set out the strategic direction to ensure better assessment and care management arrangements were in place and there was more constructive engagement with carers as key partners in care,
- **Older Peoples National Service Framework (Welsh Assembly Government, 2006)**; this framework advocated involving carers in the Unified Assessment process and providing them with up to date information.
- **Together for Health (Welsh Government 2011)**; this five year vision for the NHS in Wales emphasises the importance of utilising the 3rd Sector to support carers.
- **Wales Accord for Sharing Personal Information (Welsh Assembly Government 2010)**; this is a framework outlining a common set of principles and standards which govern the activity of information sharing. This Accord will be used to develop an Information Sharing Pathway for Carers.
- **Sustainable Social Services for Wales: Framework for Action (Welsh Government 2011)**; this framework sets out the priorities for reshaping social services and emphasises that service users and carers will be given a stronger voice and greater control over the services they use.

12.2 Local Strategies/Policies

- **Local Authority Carers Strategies.** Each of the six local authorities has a Carers Strategy in place which outlines the plans, procedures and services available for carers in their local community.
- **The Mental Health (Wales) Measure 2010: Part 1 Scheme: Local Primary Mental Health Support Services;** this is a joint regional scheme for North Wales which determines how the statutory partners are to formally meet the requirements of Section 2, Part 1 of the Measure. This scheme, where appropriate includes reference to carers as partners in care.
- **Health Social Care and Wellbeing Strategies.** All six local authorities have a Health Social Care and Wellbeing Strategy in place and each refers to the importance of supporting carers and outlines the plans and objectives in relation to carers.
- **Children and Young Peoples Partnerships.** All six local authorities have a Children and Young People Partnership group and plans and refer to identification and support of young carers
- **BCUHB Equalities and Diversity policy**
- **BCUHB Discharge Protocol (2012).** This protocol outlines the discharge processes for patients within BCUHB and its six local partner authorities. The protocol refers to carers throughout the various

processes and emphasises the importance of involving carers in the discharge process as an equal partner in care.

13. Where do we need to be?

There are a number of “pockets of good practice” in North Wales in relation to service provision for carers, however, in some areas carers feel isolated, excluded from care planning and unsupported (North Wales Carers Survey 2012).

In order to achieve our vision of mainstreaming carers’ issues into everyday practice within BCUHB, there are a number of challenges ahead and this strategy outlines the key actions that will need to take place.

As this is a 3 year strategy the work programme for the partnership (NWCSLG) will be arranged as follows:

| Year 1 | Year 2 | Year 3 |
|---|--|--|
| Engage and consult with carers and relevant stakeholders | Pilot service developments in relation to information provision and consultation (using improvement methodology) | Evaluate Service developments |
| Review current information provision and consultation with carers | Develop systems for evaluation (to include outcome measures) | Engagement and consultation events with carers for formal evaluation of the strategy |
| Explore options for service development | Spread service development initiatives | Make recommendations |
| Develop systems and processes to support service development | Monitor service provision (by continuous feedback systems) | Agree Changes |

(NB: this is an outline of how the work programme will be progressed; a detailed action plan will be developed outlining how these broad actions will be undertaken)

13.1 Identification and Signposting of Carers

Carers have told us that they often have had to wait until a crisis happens before they have any support. Systems and processes will be put in place at BCUHB to ensure carers are identified at the earliest opportunity and they will be signposted to the relevant agencies for support. This requires carer awareness to be integrated into everyday working practices; this will be achieved by:

Key Actions: Identification and Signposting of Carers

Year 1

- Provision of Carer Awareness training for all frontline staff at BCUHB and General Practitioner Practices, which emphasises the need for early identification of carers.
- Develop BCUHB Carer Information leaflet(s) (which includes a section on young carers –see Appendix 2). These leaflets will be available in all clinical areas within the Health Board (to include GP surgeries/community clinics etc). The information leaflets have been developed following consultation with carers via the North Wales Carers Survey (2012) and focus groups at the various carers support groups. The aim of these leaflets is to provide an initial introduction to the carers support agencies and inform carers of their rights to a Carers Needs Assessment.

Year 2

- Adapt recording systems to ensure questions in relation to carers will be included as part of the routine history taking process when health service users come in to contact with a service.

13.2 Referral for Carer Support

There are a number of carer support organisations in North Wales (see appendix 3). Carers have told us that the carer support organisations have been an *“invaluable source of information”* and find them very helpful for *“befriending”* and *“just knowing there is someone at the end of the phone”*. (North Wales Carers Survey, 2012)

Referrals to these organisations are low from health organisations and tend to be self referrals or via social workers, often the referrals are when the carer has reached the end of their *“tether”* or when a crisis occurs. The early identification of carers and referral by the health professionals to the support organisations should improve this situation (see 12.2.1 below).

13.2.1 Carers Needs Assessments

These are currently undertaken by the Local Authority or in some areas of North Wales the Carer Support Organisations are commissioned to carry out assessments on behalf of the Local Authorities. The assessment process is designed to assess what help and support the carer requires to undertake the caring role as well as maintaining their life outside of this role. Early identification of carers by Health Board staff will enable carers to be referred for this assessment in a timelier manner this will be facilitated by:

Key Actions: Carers Needs Assessments

Year 1

- Develop a formal referral system for NHS staff to refer adult carers for support or/and a Carers Needs Assessment
- NHS staff training will educate all staff about the specific issues for young carers and the need for referral for support using the “Child in Need” process
- Develop systems to monitor referrals to Carer Support organisations
- Develop systems to monitor referrals for Carers Needs Assessments

Year 2/3

- The impact of earlier identification of carers is unknown; therefore the potential for an increase in the number of referrals for a Carers Needs Assessment will be monitored to consider capacity issues and implications for future services
- The partnership will explore solutions in anticipation of rise in demand for Carers Needs Assessment and services

13.2.2 Sharing of Carers Needs Assessments

The Carers Strategies (Wales) Measure 2010: guidance document (Welsh Government 2012) outlines a best practice recommendation that (with carers consent) organisations, including GP’s, should request to see a copy of the Carers Needs Assessments. This will help staff to better meet the information, communication and consultation needs of carers; this will be facilitated by:

Key Actions: Sharing of Carers Needs Assessments

Year 2

- Develop an Information Sharing Protocol in partnership with Third sector, Local Authorities and General Practitioners
- Development of systems to request/share information

14. Information provision

Each of the carers support organisations³ in North Wales provides an information pack to carers when they access their services. These packs vary in content, but all contain information on carer's right to a Carers Needs Assessment and what additional support is available in the area, such as financial help, respite care and short breaks.

In addition in some areas there are information packs specifically for young carers containing age appropriate information on their right and entitlements as young carers.

The 6 Local Authorities in North Wales also provide carers with information outlining their rights and what additional support is available, via information leaflets and their websites.

The Carers strategies (Wales) Measure 2010; guidance document outlines a baseline of information requirements for carers (see appendix 4), and suggests that this can be built upon as every carer will have differing information needs.

A gap analysis of the information provided by the local authorities and third sector carers organisations has indicated that there is range of information available to carers, sometimes this is duplicated and in some areas there are gaps in provision.

This will be addressed by

Key Actions: Information provision

Year 1

- Exploring the feasibility of developing a core information pack for carers and a similar pack tailored to the information needs of young carers that will address the baseline requirements outlined in Carers Strategies (Wales) Measure 2010 guidance document (see Appendix 4); the aim of this pack will be to ensure all carers are aware of their rights and available support regardless of their age or where they live.

³ Carers Outreach Service North West Wales (covering Anglesey, Gwynedd, Conwy); North East Wales Information Service (NEWCIS covering Denbighshire & Flintshire); and the National Carers Service



14.1 Information Provision by Health Services

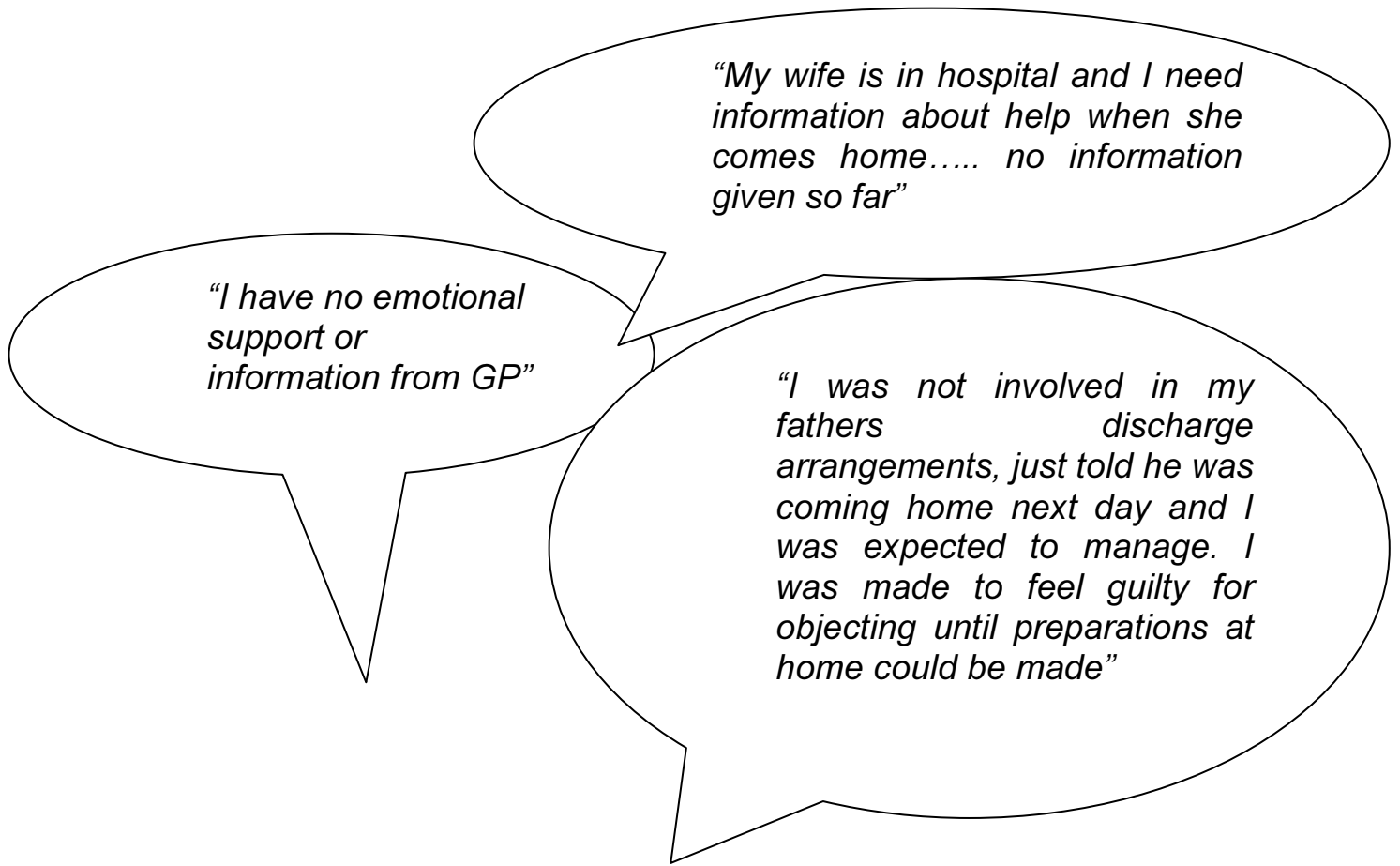
There is specific guidance in the Carers strategies (Wales) Measure 2010 guidance document in relation to hospital discharge and transfers of care and states that as a minimum there should be:

- Information about the support and follow up available on discharge for the carer and the patient; including the practicalities of the process, timing, medication rights to assessment etc.
- Carers will be given sufficient information that enables them to perform their future role safely and with the necessary skills and knowledge to make informed choices about capacity to meet the needs of the patient who becomes the person cared for both on discharge and over time. *(Personal and often sensitive information relating to the individual patient about the diagnosis, prognosis and treatment and management both in hospital and afterwards is often withheld from carers; This information needs to be provided to assist the carer to decide if they want to be a carer and to enable them to choose the level of responsibility they wish to take).*

In some areas of the Health Board, individual service areas (such as Cancer Services) have produced information for carers or hold a small supply of the local carers support organisations' information pack. However, feedback from carers and service users would indicate that information provision and recognition of carers needs by health service professionals is lacking. (North Wales Carers Leads Strategy Group Survey 2012)

"My partner has been diagnosed with cancer, I feel like I

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The Health Board will address this by:

Key Actions: Information Provision by Health Services

Year 1

- Develop web pages on the BCUHB website to provide information packs online and relevant information for carers
- Develop guidance for staff when consent is withheld to share information, to ensure carers are provided with sufficient information as can be shared without breaching patient confidentiality to enable them to care safely.
- Staff training sessions will emphasise the need for staff to involve carers throughout the patient journey.

Year 2

- Develop an Information Provision Framework for Carers (adults) that will outline the key stages for information provision throughout the patient/carer journey. This framework will cover all forms of information provision (not just written information) and will also include key stages for discussion with carer such as pre-discharge meeting with key health professionals.
- Develop an Information Provision Framework for Young Carers that will outline the key stages for information provision throughout the patient/carer journey. This framework will include the information provided for adult carers, but this will be tailored for age appropriateness and will also include guidance on inappropriate tasks such as administering medications, manual handling etc.
- In addition to BCUHB core Information for carers, service specific information will be produced, for example, information for carers of people with mental health issues re their legislative rights.
- Carers lead to contribute to ongoing work between BCUHB and its partners to develop a single point of access within the local communities. The single point of access will be a valuable resource for information for service users and carers.

Year 3

- Arrange comprehensive evaluation of information pathway to assess if objectives outlined in section 9 have been met

15. Communications and Consultation

One of the key aims of this strategy is to ensure that carers are “*recognised as true partners in care*”. Therefore to make this a reality it is vital that carers are engaged in the care planning process as soon as practicable, before decisions are made and the carers’ knowledge of the person who is being cared for is listened to. This engagement should involve providing and seeking information from carers in a language or medium that they understand and is age appropriate. The Carers Strategies (Wales) Measure 2010: guidance document (Welsh Government 2012) states a minimum requirement that when carers are asked to attend consultation events, organisations must provide sufficient advance notice to enable carer involvement and offer reimbursement of travel and subsistence costs and replacement care costs.

This will be addressed by:

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Key Actions: Communications and Consultation

Year 1

- Map current arrangements for carer engagement, to include funding sources for expenses when attending involvement events
- Consult with carers and carer support agencies on preferred methods for carer engagement and feedback
- In partnership with local authorities and third sector organisations agree an infrastructure to allow effective engagement with carers

Year 2

- Develop an involvement framework that ensures all ages and carers from all groups (in particular hard to reach groups) are included.
- Include key points for carer involvement in the Information for Carers Pathway (see section 13.1).

16. Training

A comprehensive training framework is essential to ensure that:

- Carers' issues are mainstreamed into the everyday working practices of NHS and other staff.
- Carers are prepared and supported in their role a comprehensive training framework is essential.

A draft training framework has been produced and this is being considered by the partnership. (see appendix 5)

16.1 Staff Training

At present there is no formal training plan for NHS staff in relation to carers. Some of the local authorities and Third sector organisations provide training for staff and invite NHS staff to attend, however, this is not consistent across North Wales and attendance by NHS staff is patchy. Staff training will be addressed by: (see overleaf)

Key Actions: Staff Training (see Training Framework Appendix 5)

Year 1

- Set up a training sub-group of the NWCLSG to further develop the training framework, setting out the priorities for staff training.
- The first priority will be to commission basic Carer Awareness Training for all existing frontline Health Board staff (this will include utilising current training programmes where possible)
- Complete application process to ensure level 1 training is mandatory for all BCUHB staff
- Review Health Board core induction programme, with a view to incorporate carer awareness into the current programme

Year 2

- Identify core competencies for Health Board staff who require Level 2 & 3 training
- Develop lesson plans for Level 2 and 3 training and explore the training methods to be used, such as e-learning, carers' stories, workshops etc.
- Deliver training framework which will be adapted to the level of contact and involvement staff are likely to have with carers in their day to day work

Year 3

- Evaluate training framework

16.2 Carers Training

In order to prepare carers for their role and to ensure they can continue to have a life alongside and beyond the caring role, it is imperative that they are given the relevant skills and knowledge. At present carers in North Wales are offered "Look After Me" courses which focuses on carer wellbeing and is delivered via the Education Programme for Patients (EPP Cymru). Local Authorities in North Wales commission training for carers to be delivered by the Carers Centres and this training may include sessions such as manual handling, first aid, and some condition specific training courses, but there is no formal training programme for carers available.

This will be addressed by:

Key Actions: Carers Training

Year 1

- Consult with carers about their training requirements and preferred learning methods
- Set up Carers Training Group to include carer representation who will advise on course content (this group will also look at young carer training).
- Exploring the feasibility of adding to the “Looking After Me” programme to include core skills such as manual handling, medicines management etc
- Map current carers training programmes for provision and content, with a view to developing standard training programme

Year 2

- Develop and deliver training framework for carers

Year 3

- Evaluate training programme

17. Implementation

To enable successful implementation of this strategy, existing partnerships between, BCULHB, local authorities, private nursing homes and third sector organisation will be utilised and further developed.

The North Wales Carers Strategic Leads Group (NWCSLG) was formed in January 2011. The purpose of this group is to develop an integrated approach across North Wales for engagement with and the development of services for carers of all ages; and to develop an integrated North Wales regional strategy for carers as described in the Carers Strategies (Wales) Measure 2010 guidance document. (see appendix 5).

This group will continue to meet and will act as the partnership working group to take forward the action outlined in this strategy.

The BCULHB Carers Strategies (Wales) Measure2010 Project Board (which includes representation from local authorities and the third sector) will scrutinise the work of the NWCSLG and provide advice and assurance to the

Health Board to ensure that it meets its responsibilities with regard to the Carers Measure.

To ensure that there is engagement from staff in the clinical areas there is an operational group consisting of Health Board staff; the purpose of this group is to provide the specialist knowledge of the clinical areas, disseminate information within the Clinical Programme Groups (CPG), develop CPG specific action plans and advise how the actions within the strategy would be taken forward in each area.

17.1 Staff Infrastructure for Implementation

In order to ensure the required culture change occurs within the Health Board it is important to have a robust infrastructure in place that will ensure carers' needs are taken in to account when planning, reviewing, delivering and evaluating services. BCUHB will facilitate this by:

Key Actions: Staff Infrastructure for Implementation

Year 1

- Identify an Executive Lead for delivery of the Carers Strategies (Wales Measure) 2010
- Identify a strategic Lead to ensure development of the Carers Information and Consultation Strategy, and be the key link for liaison with local authorities carers leads and third sector carers organisations
- Employ a Carers Co-ordinator whose main role will be to oversee the operational implementation of the Carers Strategies (Wales Measure) 2010 at BCUHB, with a particular emphasis on raising awareness and staff training
- Identify a non-officer member of the Health Board to be the designated Carers Champion
- Develop role specification for Carers Champion in clinical areas

Year 2

- Identify Carers Champions within GP surgeries, clinics, hospital wards

Alongside the structures described above, partnerships with local authorities and third sector carers' organisations will be strengthened by conducting joint events wherever possible such as training and consultation events.

18. Monitoring

The following performance measures will be implemented to assess the successful implementation of the strategy (as per the Welsh Government Performance Monitoring framework):-

- % of Carers identified by the partnership
- % of staff within the partnership area who have undertaken training
- % of carers who have been referred for an assessment
- % of carers who take up an assessment

Alongside the Welsh Government Performance Reporting Framework the partnership will also attempt to assess the following outcome measures:

- Carers report that they have been treated by health and social care staff as key partners in the provision of care
- Carers report that they received sufficient information to enable them to undertake their role
- Carers Centres reporting an increase in referrals from health and social care providers

These outcome measures will be monitored by ensuring continuous engagement with carers, regular audits and evaluation of training sessions. The key actions outlined in this strategy will be monitored quarterly by the BCUHB Carers Strategies (Wales) Measure2010 Project Board and the NWCLSG. (See reporting framework Appendix 6)

It is acknowledged that comprehensive monitoring and evaluation of the outcomes for carers will present a challenge to the partnership due to differing information systems;

This will be facilitated by: (see overleaf)

References

Care Council for Wales (2010), **Challenges, possibilities and implications for the workforce in Wales.**

Crossroads Caring for Carers & The Princess Royal Trust for Carers (2008), **At What Cost to Young Carers? An economic assessment of the value of young carers' interventions for young carers affected by parental substance misuse and mental health problems.**

HM Government (2010) **Recognised, valued and supported: next steps Carers Strategy;**www.dh.gov.uk/publications

Powys Carers Service (2009), **“Full of Care: Young Carers in Wales”**

Skills for Care & Skills for Care (2011), **Carers Matter – Everybody's Business part two: A guide to support carers through staff learning and development,** Leeds.

Social Care Institute for Excellence (2005), **Research Briefing 11: The health and wellbeing of young carers;**
www.scie.org.uk/publications/briefing11/index.asp

The Princess Royal Trust for Carers (2011) **Always on call, always concerned,** Essex

Welsh Government (2012) **Carers strategies (Wales) Measure 2010: Guidance Issued to Local Health Boards and Local Authorities,** Cardiff.

Appendices

Legislation

A1.1 Carers Strategies (Wales) Measure 2010

“The purpose of this Measure is to enable the National Assembly to legislate to introduce a new requirement on the NHS and Local Authorities in Wales (“the relevant authorities”) to work in partnership to prepare, publish and implement a joint strategy in relation to carers.

<http://www.assemblywales.org/bus-home/bus-legislation/bus-legislation/bus-legislation-meas-cs.htm>

<http://www.assemblywales.org/bus-home/bus-business-fourth-assembly-laid-docs.htm>

<http://www.legislation.gov.uk/wsi>

A1.2 Carers (Recognition and Services) Act 1995

This was the first piece of legislation that gave rights to carers of all ages who provided regular and substantial care. This contains the core statutory responsibilities and requires local authorities to carry out an assessment of a carer’s ability to provide and continue to provide care, if the carer requests this, at the time of the assessment of the person they care for.

<http://www.legislation.gov.uk/ukpga/1995/12/contents>

A1.3 Carers and Disabled Children’s Act 2000

This Act gave Carers a right to ask for an assessment even when the person they were caring for refused an assessment. It also gave Local Authorities the power to provide services directly to Carers and to provide Direct Payments to Carers.

<http://www.legislation.gov.uk/ukpga/2000/16/contents>

A1.4 Community Care (Delayed Discharges) Act 2000

It states that when a Carers asks for an assessment, Social Services in consultation with their partners in the NHS, must determine what service it will provide for the Carer when the cared for is ready for discharge.

<http://www.legislation.gov.uk/ukpga/2003/5/contents>

A1.5 Carers (Equal Opportunities) Act 2004

This places a duty on Local Authorities to inform Carers of their right to a Carers assessment. It also ensures that Carers leisure, lifelong learning and employment opportunities must be taken into account when carrying out an assessment. It gives Local Authorities the power to enlist the help of Housing, Education and Health in providing support to Carers.

<http://www.legislation.gov.uk/ukpga/2004/15/contents>

A1.6 Children Act 1989

Young Carers can be identified as a 'child in need'.

<http://www.legislation.gov.uk/ukpga/1989/41/contents>

A1.7 Children and Young Persons Act 2008

This requires local authorities to make adequate arrangements for short break provision for Disabled Children.

<http://www.legislation.gov.uk/ukpga/2008/23/contents>

A1.8 Disabled Persons (Services, Consultation and Representation) Act 1986

This requires local authorities to have regard to the ability of the carer to provide or continue to provide care when deciding what services to provide to the disabled person.

<http://www.legislation.gov.uk/ukpga/1986/33>

A1.9 Education Act 2002, Section 175

Section 175 concerns the duties of Local Education Authorities and governing bodies in relation to the welfare of children

<http://www.legislation.gov.uk/ukpga/2002/32/contents>

A1.10 For each of the detaining Sections of the **Mental Health Act 1983** there are duties placed on Hospital Managers (and sometimes others) to provide written and oral information to patients (and in some cases their nearest relative, which may not be the same person as the carer incidentally). To support Hospital Managers to meet their duties, the Welsh Government have developed a series of leaflets.

All are available (in English and in Welsh) at:

<http://www.wales.nhs.uk/sites3/page.cfm?orgid=816&pid=33957>

A1.11 Rights of Children and Young Persons (Wales) Measure 2011

The purpose of this Measure is to impose a duty upon the Welsh Ministers and the First Minister to have due regard to the rights and obligations in the United Nations Convention on the Rights of the Child (UNCRC) and its Optional Protocols, when making decisions of a strategic nature about how to exercise functions which are exercisable by them

<http://www.assemblywales.org/bus-home/bus-legislation/bus-leg-measures/businesslegislation-measures-rightsofchildren.htm>

A1.12 Mental Health (Wales) Measure 2010

Part 2 of the Mental Health (Wales) Measure places statutory duties on mental health service providers in Wales (LHBs and local authorities) to ensure that all patients in secondary mental health services have a care and treatment plan of a prescribed type, which is developed and reviewed, in partnership with the patient, by a care coordinator. Regulations made under this Part of the Measure require care coordinators to consult with certain other persons (including the patient's carer(s) in developing and reviewing care and treatment plans, and that certain persons (again, including the patient's carer(s)) should be provided with a copy of the plan, or relevant parts of the plan. The care coordinator has some discretion as to whether carers should be consulted and receive copies where the patient has not given their consent, against the patient's wishes.

In addition, this legislation enables carer(s) to request a review of the patient's care and treatment plan if they believe that this is necessary (although the care coordinator has some discretion as to whether a review is conducted following such a request).

The Mental Health (Wales) Measure also places statutory duties on mental health service providers to make certain information available to patients in writing when they are discharged from secondary mental health services (including the reason for their discharge, and the actions to be taken in the event that the individual's mental health should deteriorate at some point in the future). Chapter 7 of the Draft Code of Practice which has been issued by the Welsh Government to support this Part of the mental Health (Wales) Measure states that service providers should consider providing this information to the individual's carer if it is believed that this would be appropriate and the individual is in agreement.

For further information on the requirements of this legislation, see the Welsh Government's Mental Health web pages:

<http://wales.gov.uk/topics/health/nhswales/healthservice/mentalhealthservices/?lang=en>

A1.13 The United Nations Convention on the Rights of the Child (UNCRC)

The Articles of particular relevance to Children as Young Carers are:

Article 3 In all actions concerning children, whether undertaken by public or private social welfare institutions, courts of law, administrative authorities or legislative bodies, the best interests of the child shall be a primary consideration.

Article 12 States Parties shall assure to the child who is capable of forming his or her own views the right to express those views freely in all matters affecting the child, the views of the child being given due weight in accordance with the age and maturity of the child.

Article 13 The child shall have the right to freedom of expression; this right shall include freedom to seek, receive and impart information and ideas of all kinds, regardless of frontiers, either orally, in writing or in print, in the form of art, or through any other media of the child's choice.

Article 15 States Parties recognize the rights of the child to freedom of association and to freedom of peaceful assembly.

Article 19 States Parties shall take all appropriate legislative, administrative, social and educational measures to protect the child from all forms of physical or mental violence, injury or abuse, neglect or negligent treatment, maltreatment or exploitation, including sexual abuse, while in the care of parent(s), legal guardian(s) or any other person who has the care of the child.

Article 28 States Parties recognize the right of the child to education, and with a view to achieving this right progressively and on the basis of equal opportunity

Article 31 States Parties recognize the right of the child to rest and leisure, to engage in play and recreational activities appropriate to the age of the child and to participate freely in cultural life and the arts.

Article 36 States Parties shall protect the child against all other forms of exploitation prejudicial to any aspects of the child's welfare.

<http://wales.gov.uk/topics/childrenyoungpeople/publications/uncrcarticles/?lang=en>

A1.14 Work and Families Act 2006

This came into force in Wales in April 2007. It requires employers to consider requests from people with caring responsibilities to work flexibly.

<http://www.legislation.gov.uk/ukpga/2006/18/contents>

Carer Information Leaflet – Title to be decided

Who is a Carer?

A carer is a person, of any age, who provides unpaid support to a family member or friend who could not manage without their help. This could be caring for a relative, partner, or friend who for example is ill, frail, disabled, or has mental health or substance misuse problems. Carers may be juggling paid work with their unpaid caring responsibilities. The term carer should not be confused with a care worker, or care assistant, who receives payment for looking after someone.

Taking Care of Yourself

Think about you!

- Don't be afraid to ask for help.
- Let your GP know that you are a carer; they may be able to arrange additional support for you.
- Arrange to have a Carer's Needs Assessment.
- If you work, tell your employer about your caring role as they may have some measures that can be put in place to help you.
- Make contact with some of the organisations listed in this booklet.
- Try to develop and maintain your life away from being a carer.
- Expert Patient Programme Cymru runs a 'Look after Me' free health and well being course, for anyone looking after someone with a long-term condition please call ; ☎ 01286 674236

About this booklet

You do not need to cope alone. There are many organisations who can offer you practical help and emotional support. This booklet provides contact details for local and national support organisations. If an organisation cannot help you directly they can often put in touch with someone who can.

Carer Support

Local Carers Centres offer a wide range of services aimed at helping you as a carer; whilst taking into account the needs of the person you are caring for. They can also advise on services that your council provides. They are focused on getting you the right advice and support on issues connected with health, emotional support, entitlement, mobility equipment and training. Your local contact number is listed below and their website address is: www.carers.org

Denbighshire: North East Wales Carers Information Service:
http://www.bungalowsoftware.com/phone_symbol85.gif ☎ 01745 331181

Flintshire: North East Wales Carers Information Service:
☎ 01352 752525

Conwy: Carers Outreach Service:
☎ 01492 533714

Wrexham: Wrexham Carers Service:
☎ 01978 318812

Gwynedd: Carers Outreach Service:
☎ 01248 370797

Anglesey: Carers Outreach Service:
☎ 01248 722828

Carer's Needs Assessment

If you are providing 'regular and substantial' care for someone, you have the **right** to a **Carer's Needs Assessment**. You don't have to be living with or related to the person you care for. A Carer's Needs Assessment helps to identify the effects that caring has on your life and lets you think about your own needs. It is carried out by Social Services (or on behalf of Social Services by your local carer support centre) who will work with you, to discuss and plan the support they can offer. This may be in the form of respite care, getting help at home, or other support that will help you to maintain your health and wellbeing.

Members of your healthcare team (GP, district nurse, hospital staff etc) can arrange a Carer's Needs Assessment for you. They may ask you if you would like an assessment, but please enquire if you think you would benefit from one. You can also contact your local Social Service direct on:

Denbighshire ☎ 01824 712900

Flintshire ☎ 01352 752525

Wrexham ☎ 01978 292066

Conway ☎ 01492 576333

Gwynedd ☎ 01286 682888

Anglesey ☎ 01248 752752

Young Carers

If you are a young person caring for someone, there are local organisations that can offer advice, support, short breaks and activities.

Denbighshire Young Carers: ☎ 01745 331222

Flintshire Young Carers: ☎ 01352 755422

Wrexham Young Carers ☎ 01978 264040

Conwy Young Carers ☎ 01492 536091

Gwynedd & Ynys Môn Young Carers ☎ 01248 364614

Crossroads Care North Wales

Crossroads provides practical care and support. Their core service involves a trained support worker coming into your home to give you a break.

Crossroads is a North Wales wide independent charity, with various local branches. Some of the service may be chargeable. You can contact

Crossroads North Wales Head Office on: ☎ **01492 516435 or 0845 6050115**

National Organisations

The Carers Trust : has designated websites for adults and young carers offering information, advice and support. Both sites host discussion forums, where carers can share their views and exchange information and tips with other carers.

☎ : 08448004361

e-mail: info@carers.uk

web site: www.carers.org

Young Carers: is an online service for young carers run by the Carers Trust.
www.youngcarers.net

Carers UK: offers information and advice on all aspects of caring.
www.carersuk.org

Putting Things Right

If you have concerns or feel unhappy with any aspect of the care provided by the NHS, you should feel able to talk to somebody. It is important that the NHS learns from the experiences of patients, friends and families, so that it can try to put things right for you and for others.

As a first step, if you feel able to do so, it is best to talk with someone close to the cause of your concern, such as a doctor, nurse, receptionist or practice manager. It's often possible to sort out the problem straight away.

You may prefer to contact the Health Board's **Concern's Team**:

E-mail: ConcernsTeam.bcu@wales.nhs.uk

Post: Concerns Team
BCUHB
Ysbyty Gwynedd
Bangor
Gwynedd
LL57 2PW

☎: 01248 384194

Betsi Cadwaladr Community Health Council (BCCHC)

The BCCHC is an independent 'health watch dog' for the NHS in North Wales. It provides information on local health services and offers confidential advice and assistance for people who have concerns or wish to make a complaint about any aspect of the NHS. ☎ 01978 356178

Appendix 3 List of carer support agencies

Baseline: Carers Information requirements

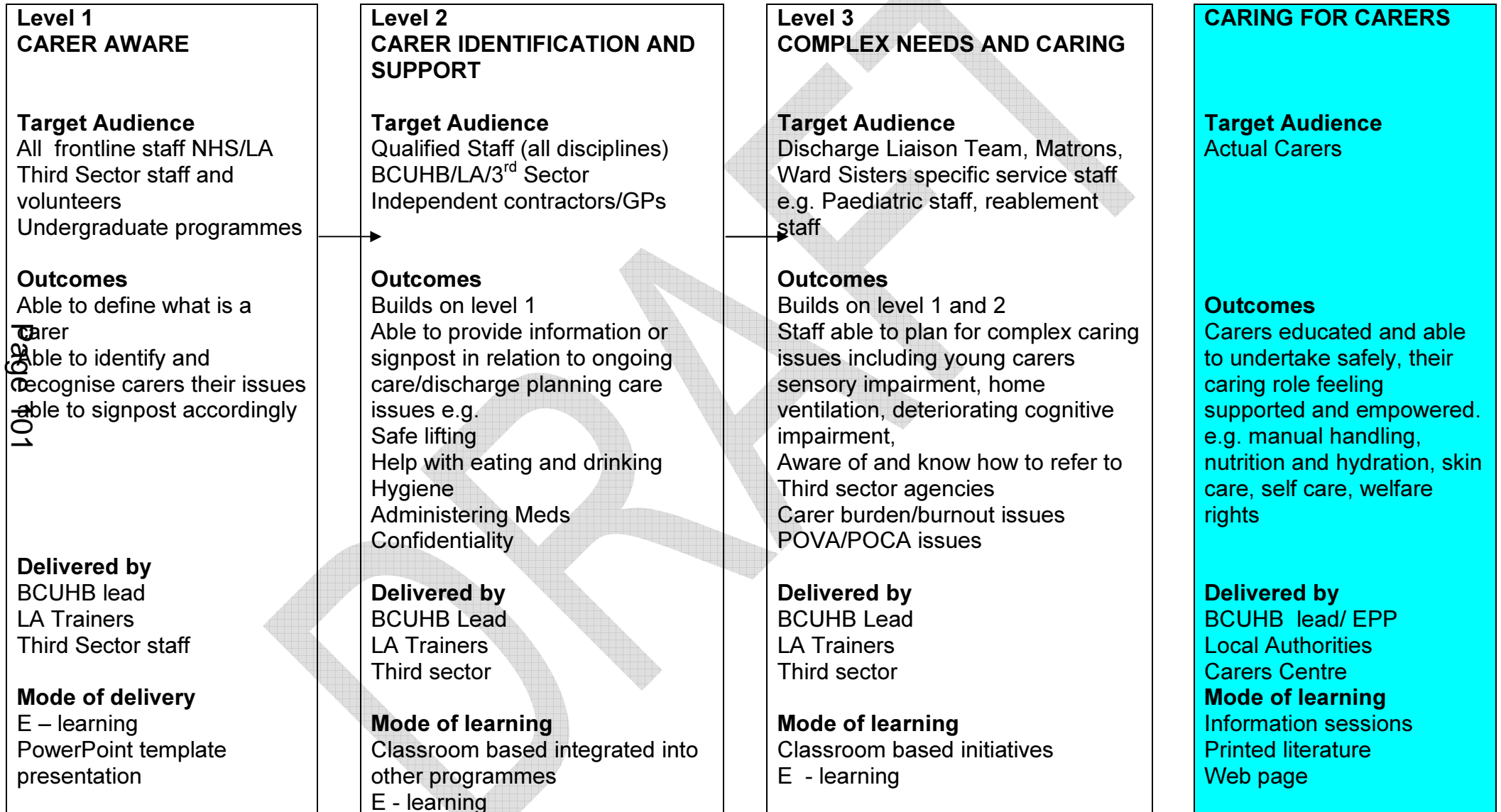
- Information for carers of people with mental health problem
- Information about the medication given to a patient and where appropriate its potential side effects
- General or specific information on medical condition/treatment in accordance with patient confidentiality, the conditions and treatment of the cared for person, including information on side effects of treatment
- Information that assists children and young people to avoid taking on inappropriate levels of caring and signposts them to sources of assistance
- Accessible information and signposting to information on the availability, entitlement to and sources of local and national support including:
 - ✓ Short breaks / Respite care
 - ✓ Carers Needs Assessments
 - ✓ Direct Payments
 - ✓ Housing Support
 - ✓ Independent Advocacy
 - ✓ Counselling including bereavement support
 - ✓ Guardianship (where appropriate)
 - ✓ The work of the Court of Protection (where appropriate)
 - ✓ Age appropriate support groups
 - ✓ Culturally specific support groups

- ✓ Financial advice and support, including information about the availability of financial support through the benefits and tax credits system
 - ✓ Managing the financial and other affairs of cared for persons
 - ✓ Any other information and support available to help support carers in their caring role
- Information or signposting to information and advice on employment provisions, including flexible working
 - Information on:
 - ✓ the range of Social Services functions available to carers and cared-for persons
 - ✓ care planning for the person cared for
 - ✓ medicines management, safe handling, moving and lifting and other matters relating to the care of the person cared for
 - Inform carers of local concessionary or other transport schemes and patient transport arrangements, to enable them to attend NHS appointments with the cared for person
 - Information and support on aids and adaptations including Telecare and Telehealth services and the waiting times one can expect for such items
 - Information on the regulation and inspection of services, i.e. the work of Healthcare Inspectorate Wales and the Care and Social Services Inspectorate for Wales
 - Signpost carers on to a local carer support agency and to appropriate national organisations supporting patients, users and carers for specific conditions
 - Information on hospital admission avoidance

- Information, advice and support on the availability of suitable local services, the quality and range of provision and how to choose and arrange provision of these services
- Information on the availability of crisis support and how to access it
- Information on the availability of re-ablement and intermediate care
- Help promote health and wellbeing for the carer and person(s) cared for
- Information on the organisation's complaints procedures and those of the Public Service Ombudsman for Wales
- Information for carers who wish to stop their caring role
- Signposting to appropriate programmes of support and learning, these may include training on:
 - ✓ safe lifting, moving and handling
 - ✓ medicines management including the safe administration of medication to the cared for person
 - ✓ relevant nursing skills
 - ✓ use of aids and adaptations
 - ✓ continence care
 - ✓ stress management
 - ✓ help with eating and drinking
 - ✓ dealing with the behavioural aspects of the cared for person
 - ✓ helping carers to look after themselves

CARERS MEASURE – IDENTIFICATION, INFORMATION, SUPPORT AND CONSULTATION

CARERS MEASURES - EDUCATIONAL FRAMEWORK⁴



⁴ This framework has been adapted from the model used at Cardiff UHB

NARRATIVE TO ACCOMPANY FRAMEWORK

Level 1 Carer Aware

This programme would be aimed at all BCUHB staff. Local Authority, third sector staff and volunteers, contractors who have the interest in carers' issues. Outcomes of the programme would be to

- Able to define what is a carer is
- Able to identify and recognise carers issues
- Able to signpost accordingly

The course would be delivered as part of induction/mandatory training, integrated into other training opportunities and within primary care settings. Delivered through e learning, and or a corporately agreed PowerPoint presentation.

Level 2 Carer Identification and support

This programme would be targeted at Qualified Staff from all disciplines in the Health Board, Third sector managers and relevant Local Authority Staff

Independent contractors/GPs. The aim of the programme would be to

- ensure staff are able to signpost or provide information
- involve carers in relation to ongoing care/discharge planning care issues
- signpost carers to education and training regarding
 - Safe lifting
 - Help with eating and drinking
 - Hygiene
 - Administering Medicines
 - Confidentiality

Delivered by BCUHB Lead, LA Trainers, Third sector via Classroom based programmes which have been integrated into existing work streams integrated into other programmes yet to be identified, and via e –learning

Level 3 Complex needs and caring

This programme would be for staff who are working closely with people who are undertaking complex caring roles. For example caring for those with physical and mental health issues requiring a high level of skill to maintain those cared for in their own environments.

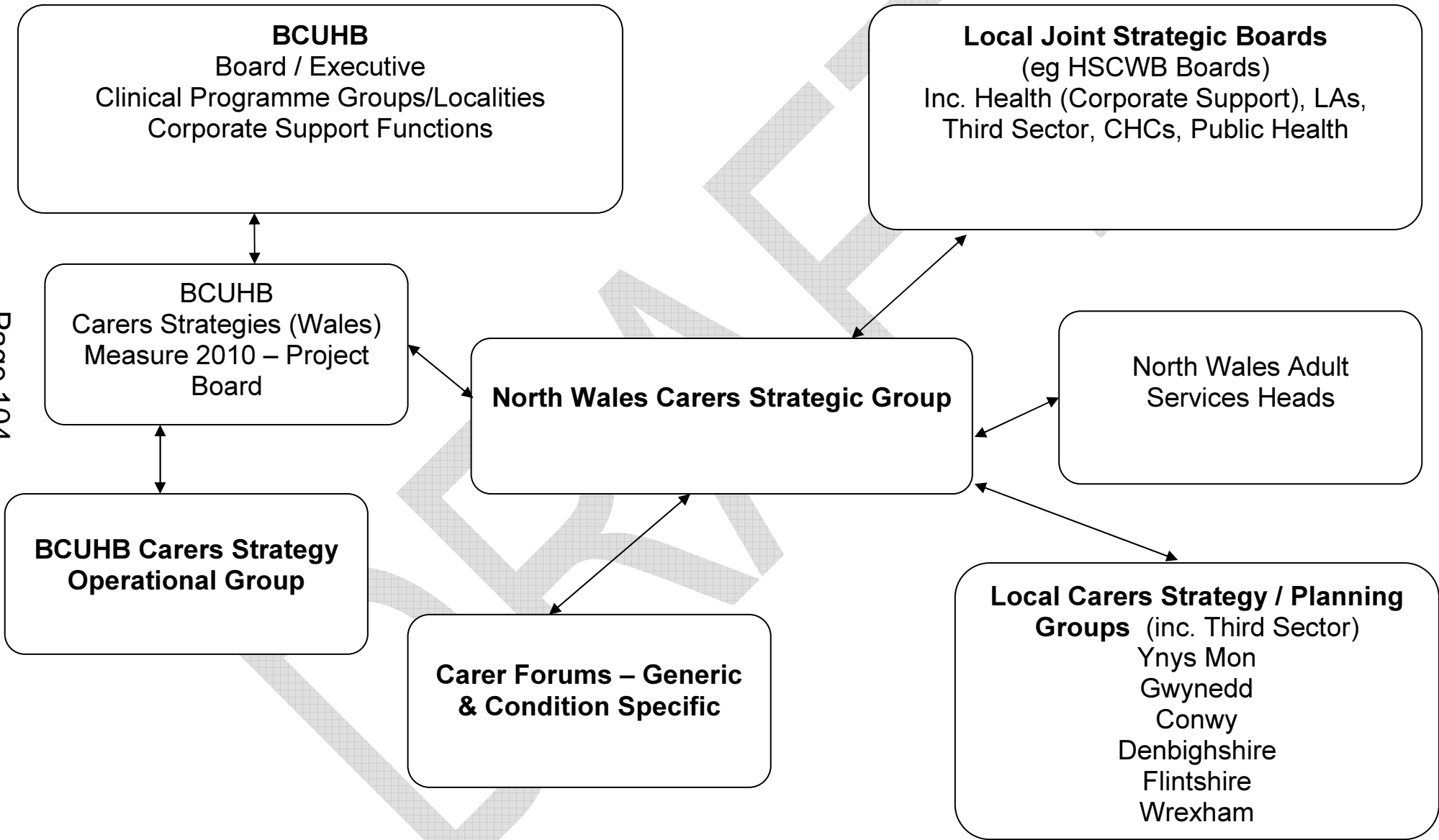
The programme would build on level 1 and 2, and be delivered by BCUHB Lead, LA Trainers, and the Third sector, via Classroom based initiatives and E - learning.

CARING FOR CARERS

Is a programme delivered for carers to enable them to fulfil their caring role to the best of their ability, taking into account their own health issues. The outcomes would be that Carers feel educated and able to undertake safely, their caring role, feel supported and empowered. The content of the programme may include issues such as manual handling, nutrition and hydration, skin care, self care, welfare rights. It would integrate and enhance existing programmes such as the EPP. **Delivered by** BCUHB / EPP, Local Authorities, Carers Centre via Information sessions, Printed literature and development of WebPages.

Reporting Framework – Appendix 6

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To comment on the content of this draft strategy or to seek further information; you can contact Dawn Cooper, Head of Service User Experience. ☎ 01978 727432, or email dawn.cooper@wales.nhs.uk

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Report To: Cabinet

Date of Meeting: 19 February, 2013

Lead Member / Officer: Councillor Huw Jones, Cabinet Lead Member for Tourism, Youth and Leisure
Jamie Groves,
Head of Communication, Marketing and & Leisure

Report Author: Gareth Watson
Corporate Communications and Marketing Manager

Title: Wiggle Etape Cymru 2013 cycling event

1. What is the report about?

- 1.1 The Etape Cymru closed road cycling event scheduled to take place in the county in September 2013.

2. What is the reason for making this report?

- 2.1 The Communities Scrutiny Committee (17 January) gave a qualified endorsement to the event to take place subject to some concerns being addressed and that Cabinet makes a decision on the proposed Road Closure Orders.

3. What are the Recommendations?

- 3.1 That Cabinet note the arrangement put in place to address the community scrutiny concerns, and that Cabinet agree the road closure and endorse the event taking place

4. Report details.

- 4.1 Etape Cymru is a major closed road cycling challenge that begins at Bangor on Dee in Wrexham County. The 92 mile race starts and finishes at the location, but soon enters Denbighshire, taking in stunning scenery around the Dee Valley, the Horseshoe Pass and the Clwydian Range Area of Outstanding Natural Beauty.
- 4.2 Organisers of the event have been delighted with the success of the event to date and were eager to return to the region for the third year in a row in 2013.

- 4.3 Event organisers say the region benefited economically from staging the event in 2012. The total estimated participant spend in the region over the weekend was £129,254.40.
- 4.4 Total estimated organiser spend in the region to deliver the event £115,000; 92% are inspired to return to the North Wales region for business, work or pleasure; 71% would return to Llandegla Mountain Biking Centre in Denbighshire; 59% stayed overnight in the region (27% 2-5 nights) and 43% bought friends/family along for support
- 4.5 The event itself is managed by Human Race, who are experienced in running several events of this nature across the UK. Whilst the Council is not directly involved in the planning, event organisers have stressed that the event would be unlikely to go ahead without the support of both Denbighshire and Wrexham Councils.
- 4.6 The main role for Denbighshire is around facilitating discussions around highways and safety issues.
- 4.7 The Council is aware that there have been some concerns around certain aspects of the race and organisers are addressing those issues. A summary can be found in section 9 of this report.
- 4.8 Denbighshire County Council has continued with its regular communication with Human Race, the organisers of Etape Cymru, and Wrexham County Borough Council, in relation to the 2012 'closed road' cycling event which was held on Sunday 9 September 2012 and plans are now underway for the 2013 event to be held on Sunday 8 September.
- 4.9 Organisers have met with the Safety Advisory Group (Police, Ambulance, Emergency services and Wrexham / Denbighshire Highways and Regeneration officers) and local Members to review 2012 and they have taken on board the Group's recommendations and to avoid such problems in 2013.

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

- 5.1 Denbighshire is a quality destination for cycling, which as yet is fairly undiscovered, and has a great opportunity to benefit economically from the growth seen in the activity tourism sector. Regeneration is one of the council's corporate priorities.
- 5.2 Significant parts of Denbighshire have recently been designated the North Wales Cycling Centre of Excellence, with the aim of creating an area acknowledged nationally as an outstanding all year round destination for road and off-road cycling.

- 5.3 Denbighshire County Council is also committed to the Tourism Strategy for North Wales, in which its Action Plan includes the development of major events and outdoor attractions and activities. .
- 5.4 The Chief Executive, in his paper, ' An Excellent Council, Closer to the Community' has also highlighted the need to market Denbighshire as a destination and key to this will inevitably involve investment in major events that will attract residents and visitors to different parts of the county.

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

- 6.1 No financial contribution has been made to the event from Denbighshire County Council.
- 6.2 Staff time provided by Highways, Regeneration and Cycling Centre of Excellence project to support the event planning by the organisers.
- 6.3 Minimal cost associated with celebratory event on the Friday and Saturday will be absorbed from existing revenue budgets.

7. What consultations have been carried out?

- 7.1 Consultation and engagement is already taking place with the following departments: Highways, Public Transport, Health & Safety, Countryside, Cycling Centre of Excellence Project, Regeneration & Tourism, Chief Executive, Corporate Communications the Lead Member for Tourism, Leisure & Youth and the relevant ward Members.
- 7.2 North Wales Police and other emergency services have been fully involved, and a joint Wrexham/Denbighshire Safety Advisory Group has been established again to oversee traffic, transport and pedestrian management procedures for this event.
- 7.3 The matter has also been discussed by Communities Scrutiny Committee. Whilst the committee is generally supportive of the event taking place, they have raised a number of concerns. These issues are addressed in section 9.

8. Chief Finance Officer Statement

- 8.1 The Council is not currently considering any financial contribution to this event.

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

- 9.1 A number of risks/ concerns have been identified by Communities Scrutiny. These are listed below, together with some remedial plans that are being put in place in order to mitigate the risks going forward.

- 9.2 Communications with residents/ landowners living along the route.** Organisers of the event have learnt from the previous year's experiences and they have a clear marketing and communications plan in place. They have already been in discussions with local Members. This work will be complemented by a Communications Plan that will be drafted and implemented by Denbighshire's Corporate Communications and Marketing Team. They will use a wide range of communications methods to inform people of the route and arrangements, including the media, social media (Twitter and Facebook), features in County Voice, the corporate website, direct mail, community newsletters and advertisements in the local newspapers covering the area.
- 9.3 Public liability:** Event organisers have public liability insurance – a statement and copy will be provided by the event organisers, as well as medical service insurance and participators insurance. Event organisers took full responsibility for the safety of the event in 2012.
- 9.4 Results of any risk assessments undertaken with respect of public liability matters:** Event organisers carry out a risk assessment and it is the duty of the Safety Advisory Group to ensure that this is done. The Highways department also ensures this is done.
- 9.5 Inadequate marshalling:** This is an issue that the Safety Advisory Group is taking forward. North Wales Police have insisted that they have more involvement in this year's event. Event organisers have also promised to ensure better marshalling and will also ensure that all marshals are briefed well in advance about their roles and responsibilities
- 9.6 Validity of figures on economic benefit:** The Council is confident that the figures it has for the economic benefit of the 2012 event are valid. (It should be noted that the economic impact measured is for the wider area covered by the event, and not only for Denbighshire)

The Council has been in discussion with event organisers about the need to arrange a supplementary event on the Saturday at Llangollen Pavilion, to coincide with the registration process. This event will be arranged and led by Denbighshire County Council's Leisure Services and supported by representatives of the local community, with the aim of gathering local support for the race and for the potential of economic benefit from the event.

Steps are being taken by the organisers, working with Highways and Regeneration officers to address a few concerns raised by businesses.

- 9.7 Start the event earlier** – The event already has an early start (7am) and organisers believe it would be impractical to start any earlier. The Safety Advisory Group is looking at this issue, but consideration needs to be given to police and emergency services presence.
- 9.8 Member involvement at the Safety Advisory Group** – having taken advice from the Safety Advisory Group members, it has been suggested that it would be more appropriate for members to be involved in the Event Planning Group – with one Member representative from Denbighshire and one from Wrexham.
- 9.9 Opportunity to market Denbighshire as a destination:**
Promotional materials to promote and market Denbighshire as a destination appeared on Etape Cymru’s website last year. This will be repeated this year with information about hotels, tourist information centres and local eateries included.

Information packs will be provided at the registration point and the Council will be utilising every opportunity possible to promote the event at relevant shows, festivals and activities. The Council will also be using its own website and publications to market the event and Denbighshire as a destination.

The event noted in 9.6 will be to ensure that Denbighshire has adequate marketing opportunities.

10. Power to make the Decision

- 10.1 Section 2 of the Local Government Act 2000 (for the promotion or improvement of the economic, social or environmental well-being of a local authority area)

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Report To: Cabinet

Date of Meeting: 19th February 2013

Lead Member: Councillor David Smith, Lead Member for Public Realm

Report Author: Rebecca Maxwell, Corporate Director: Economic & Community Ambition

Title: Changes to Bus Funding Arrangements

1. What is the report about?

In January 2012, the Minister for Local Government and Communities announced his intention to change the grants system used to support bus travel in Wales. Following detailed examination, the changes have now been finalised. This report advises Members of those changes and highlights their implications.

2. What is the reason for making this report?

The report seeks approval for the revised management arrangements needed to deliver the new bus funding scheme via TAITH, the Regional Transport Consortium. The report also seeks approval for a change to the Constitution of TAITH to allow the delivery of the new scheme.

3. What are the Recommendations?

- a) Note the new arrangements for bus funding that will be in place from the 1 April 2013 following the approval of the bus funding report by the Minister for Local Government and Communities.
- b) Approve the proposed amendments to the TAITH Constitution set out in Appendix 1
- c) Note that further work will be progressed to identify new management arrangements for the delivery of the new scheme during the initial implementation and transitional period for Regional Transport Services Grant.

4. Report details.

Background

- 4.1 There are two grant schemes currently provided in support of bus services by the Welsh Government. These are Bus Services Operators Grant (BSOG) and Local Transport Services Grant (LTSG). BSOG is

provided directly to bus operators by the Welsh Government and is based on fuel use. LTSG is provided to Local Authorities to support local bus networks and these are tendered by Local Authorities and procured from bus companies on a route by route basis. The total combined value of these grants in 2011/12 was £33 million. In January 2012, the Minister for Local Government and Communities announced a proposed reduction of 25 - 27% in the two schemes.

- 4.2 Subsequent to the announcement, the Minister agreed a transitional funding period whilst the grant was maintained, subject to a review of the future funding of bus services across Wales. A first phase of reduction of around 9.5% was implemented from 1 October 2012 with local reductions in supported bus routes agreed by Cabinet on 25 September 2012.
- 4.3 The Minister for Local Government and Communities also established a steering group to finalise arrangements, comprising the Welsh Government and the Regional Transport Consortia, with significant input from the Confederation of Passenger Transport.

Revised bus funding arrangements

- 4.4 A report from the Steering Group has now been approved by the Minister. The key principles of the new arrangements to be in place from 1 April 2013 are:
 - a) Regional Transport Consortia will be responsible for administering the new Regional Transport Services Grant (RTSG) scheme, which will take over from BSOG and LTSG;
 - b) Consortia will develop a Regional Bus and Community Transport Network Strategy in 2013/14, setting out outcomes consistent with national and regional transport priorities;
 - c) Consortia will monitor performance against outcomes, and publish results in their Annual Progress Report;
 - d) Consortia will be responsible for administering the reimbursement paid to operators under the concessionary bus travel scheme in their area from 1 April 2013.
 - e) The new scheme will have a total budget of £25m in 2013/14.
- 4.5 Substantial work needs to be undertaken to ensure that the consortia, local authorities and operators are ready to operate the new system by 1 April. Plans for managing and resourcing these new responsibilities are being developed locally by a Task and Finish Group of the North Wales Transport Managers. A small number of staff have been seconded into TAITH to develop the implementation work, using additional funding allocated by Welsh Government.
- 4.6 There remain issues to be addressed about the timing, resources and joint working arrangements. As the redirection and reduced level of funding will have a major impact on the commercial network and local

authority supported services, their apportionment will need to be determined and understood in advance of 1 April 2013. Substantial work needs to be undertaken to understand the current levels of BSOG support for commercial and supported services, to determine the actual levels of funding for the commercial mileage element of the new grant and funding levels available to local authorities for supported services.

- 4.7 To mitigate these risks, the Minister has agreed that introduction of the new system can take place on a phased basis. Regionalisation of the LTSG will proceed as scheduled on 1 April 2013, whilst the changes to BSOG will be introduced over a 12 months period.
- 4.8 This allows more time to fully understand and implement the administrative procedures necessary to undertake the proposed changes. It allows development and agreement of the quality outcomes of the new scheme, and more importantly, ensures that the effects of the reduced funding levels, and the impact, specifically of BSOG on the commercial network, can be fully understood and taken into account when the Regional Bus and Community Transport Network Strategies are produced.
- 4.9 There is a risk that the new proposals will have impacts on existing bus networks during the transition period. There will inevitably be a reduction in the number of commercial services operated across North Wales as a whole, which will place pressure on the supported network. The level of unhyphenated funding allocated by Local Authorities will also come under pressure as the changes and reduced budget impact on networks. A close working relationship between TAITH and the Local Authorities will be essential to manage the potential changes and minimise the impact as far as possible.

Administration of revised arrangements

- 4.10 The current TAITH Constitution limits the role of TAITH to the aims and objectives set out on paragraphs 3.1 and 3.2 of its Constitution. It is proposed to amend the Constitution by the insertion of the additional objective below into paragraph 3.2 of the document,

“To administer manage and deliver bus funding grants and bus network strategies for the region.”

The proposed amendment is set out in full in Appendix 1.

- 4.11 The current TAITH constitution also defines the TAITH area as excluding the Meirionnydd area of Gwynedd. As revenue budgets for bus services are difficult to disaggregate, it is also proposed that the constitution is amended to allow TAITH to deliver bus funding in Meirionnydd, if this is what Gwynedd Council prefer. The proposed amendment is also shown in Appendix 1.
- 4.12 No further changes are proposed and the intention of the change is only to enable the delivery of the new scheme approved by the Minister to take place. Any additional changes to the role of TAITH would require the further approval of the partner Authorities. As a Joint

Committee, all 6 North Wales Local Authorities are required to approve changes to TAIH's constitution before they can be implemented.

- 4.13 The work to prepare for the implementation of the new scheme is currently being managed by two Officers seconded from the North Wales Councils, working with the TAIH core team using additional budget provided by Welsh Government. As implementation of the new scheme progresses alternative arrangements will need to be developed.

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

- 5.1 Local bus services contribute greatly to developing the local economy by providing access to jobs and services for those who otherwise are unable to access them. Bus services also provide significant local employment. Any withdrawal is therefore likely to have a negative impact on this corporate priority.

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

- 6.1 There are significant financial consequences from the report for North Wales as a whole, and further work needs to be carried out to develop a full analysis of the issues. The reduction in LTSG and BSOG may make it more difficult to achieve Regional Transport Plan objectives and may impact on the level and provision of bus services across North Wales.
- 6.2 Payment of future bus revenue grants to TAIH will have implications for TAIH and for the workload of the financial host authority, currently Flintshire County Council.
- 6.3 As well as changes to the bus funding grants themselves, under the Minister's changes, administration of concessionary fares will transfer from local authorities to TAIH. Concessionary fares administration currently accounts for around 1 FTE in Denbighshire. Welsh Government currently funds Denbighshire directly for the administration of free travel (including staffing, equipment, hardware & software) at approximately £75,000 p.a. This funding exceeds the cost of staffing & equipment and its withdrawal is likely to require a commensurate saving from within Denbighshire's core budgets.
- 6.4 Additionally, it is possible that the BSOG element of RTSG may no longer be available to support school services in future. This may result in an increase in school transport prices for a small number of contracts.
- 6.5 Members should be aware that although the changes will, for the first time, give an element of control over commercial bus services, this will progressively be at a regional rather than local level.

7. What consultations have been carried out and has an Equality Impact Assessment Screening been undertaken?

The proposals announced by the Minister were developed by a steering group comprising representatives from Welsh Government, the Regional Transport Consortia and the Confederation of Passenger Transport. Locally discussions have been held with Passenger Transport Managers from the 6 Councils and the matter has been considered at a meeting of the TAITH Board.

As the impact and implications of the reduced funding levels become clear, there is likely to be an impact on local bus services. Should bus services require withdrawal, either supported or commercial, full impact assessments and consultations will be required. This will form part of the forward work plan for implementation of the bus funding changes.

8. Chief Finance Officer Statement

While the biggest financial implications are clearly around the grants paid for bus services, these cuts will not fall directly on Council services.

The immediate financial impact is the loss of the administration grant. However the responsibility will transfer and the service should be able to absorb any other costs that have previously been funded by the grant.

The potential loss of support for school transport will not be clear until 2013/14.

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

Current understanding of potential risks is:

- Staffing - this may be subject to TUPE.
- Loss of core funding/budget implications – in relation to both funding available to support bus services, both commercial and supported, and core funding currently received to support administration of concessionary fares
- Likely further withdrawal of local bus services – where these cannot be managed within existing reducing budgets.
- Taith being unable to deliver in the required timescales or equitably among the six authorities

Engagement in the regional discussions, both at officer and TAITH Board level will be essential to mitigate the above risks.

10. Power to make the Decision

S101(5) Local Government Act 1972

Local Authorities (Executive Arrangements) (Discharge of Functions) (Wales) Regulations 2002

TAITH Constitution – Proposed Amendments

1. DEFINITIONS

Area means the Local Government area of each Authority as defined in Part 1 of Schedule IV to the Local Government Act 1972 (as amended) but excluding the Meirionnydd area of Gwynedd Council.

(Addition) ***Gwynedd Council and TAITH may agree for operational purposes that the whole of the Gwynedd Council area should be included in the defined area, for the delivery of specific objectives.***

3.2 To achieve the above aims, TAITH will undertake to complete the following objectives:

- 3.2.1 the development, review and implementation from time to time of a Regional Transportation Strategy or strategies setting the framework for Regional and Local transport investments to be made,
- 3.2.2 the development, review and implementation of subsidiary strategies to address specific transport issues,
- 3.2.3 the maximisation of benefits obtainable from all financial and grant aided sources for Regional and Local transport projects and initiatives,
- 3.2.4 to support each Authority in the delivery of projects and initiatives contributing to the aims as set out in clause 3.1 above,
- 3.2.5 (New clause) ***To administer, commission and deliver bus funding grants and bus network strategies for the region***
- 3.2.6 to respond to the Welsh Assembly Government's transport initiatives for the benefit of the Region,
- 3.2.7 to represent the Region in the lobbying and the making of representations on all transport issues within and beyond the Region which affect or relate to the aims as set out in clause 3.1 above.

Cabinet Forward Work Plan

| Meeting | Item (description / title) | | Purpose of report | Cabinet Decision required (yes/no) | Author – Lead member and contact officer |
|-----------------|----------------------------|---|--|------------------------------------|--|
| 19 March | 1 | Finance Update Report | To update Cabinet on the current financial position of the Council | tbc | Cllr Julian Thompson-Hill / Paul McGrady |
| | 2 | Capital Plan | To consider the Council's Capital Plan | Yes | Cllr Julian Thompson-Hill / Paul McGrady |
| | 3 | Recommendations of the Strategic Investment Group 2013 / 14 | To consider the recommendations | | Cllr Julian Thompson-Hill / Paul McGrady |
| | 4 | Items from Scrutiny Committees | To consider any issues raised by Scrutiny for Cabinet's attention. | tbc | Scrutiny Coordinator |
| | 5 | Adoption of LDP Steering Group | To consider the adoption of the LDP Steering Group | tbc | Cllr Eryl Williams / Angela Loftus |
| 16 April | 1 | Finance Update Report | To update Cabinet on the current financial position of the Council | tbc | Cllr Julian Thompson-Hill / Paul McGrady |
| | 2 | Items from Scrutiny Committees | To consider any issues raised by Scrutiny for Cabinet's attention. | tbc | Scrutiny Coordinator |
| 14 May | 1 | Finance Update Report | To update Cabinet on the | tbc | Cllr Julian Thompson- |

Cabinet Forward Work Plan

| Meeting | Item (description / title) | | Purpose of report | Cabinet Decision required (yes/no) | Author – Lead member and contact officer |
|-------------|----------------------------|---|---|------------------------------------|--|
| | | | current financial position of the Council | | Hill / Paul McGrady |
| | 2 | Outsourcing ICT Services to Schools | To give an overview of the tendering process, evaluation and scoring and request the final decision from Cabinet. | Yes | Cllr Eryl Williams / Jackie Walley / Stephanie O'Donnell |
| | 3 | Review of Faith Based Education Provision | To consider proposals for provision in the north of the county. | Tbc | Cllr Eryl Williams / Jackie Walley |
| | 4 | Town and Area Plans | To receive a progress report on expanding the Town Plans into wider Area Plans | | Cllrs Hugh Evans & Huw Jones / Rebecca Maxwell |
| | 5 | Items from Scrutiny Committees | To consider any issues raised by Scrutiny for Cabinet's attention. | Tbc | Scrutiny Coordinator |
| | | | | | |
| June | 1 | Follow-up report on Outsourcing ICT Services to Schools | Possible follow-up report with additional information on the tendering process, evaluation and scoring and request the final decision from Cabinet. | Yes | Cllr Eryl Williams / Jackie Walley / Stephanie O'Donnell |
| | 3 | Mental Health Partnership | to ask Cabinet to consider and agree to a new | | Phil Gilroy/Cllr Bobby Feeley |

Cabinet Forward Work Plan

| Meeting | Item (description / title) | Purpose of report | Cabinet Decision required (yes/no) | Author – Lead member and contact officer |
|---------|---|---|------------------------------------|--|
| | | partnership between the Council and BCU to deliver Adult Mental Health services to the citizens of Denbighshire. | | |
| | 4 Cefndy Healthcare: Future Direction & Impact of Potential loss of DWP funding | To consider options in light of risks from loss of DWP funding & need to maintain employment for vulnerable & disabled people | | Cllr Bobby Feeley / Phil Gilroy / Deborah Holmes-Langstone |
| | 5 Ruthin Area Primary Schools Review | To seek approval for starting a formal consultation period with Ruthin Primary schools | Yes | Cllr Eryl Williams / Jackie Walley |
| | 6 Items from Scrutiny Committees | To consider any issues raised by Scrutiny for Cabinet's attention. | tbc | Scrutiny Coordinator |

Note for officers – Cabinet Report Deadlines

| Meeting | Deadline | Meeting | Deadline | Meeting | Deadline |
|----------|-------------------|---------|----------------|---------|----------------|
| | | | | | |
| February | 5 February | March | 5 March | April | 2 April |

Updated 5/2/2013 - SP

Cabinet Forward Work Plan

Cabinet Forward Work Programme.doc

By virtue of paragraph(s) 13, 14 of Part 4 of Schedule 12A of the Local Government Act 1972.

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