



To: Members of the Partnerships
Scrutiny Committee

Date: 6 July 2012

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Dear Councillor

You are invited to attend a meeting of the **PARTNERSHIPS SCRUTINY COMMITTEE** to be held at **9.30 am** on **THURSDAY, 12 JULY 2012** in **CONFERENCE ROOM 1A, COUNTY HALL, RUTHIN.**

Yours sincerely

G. Williams
Head of Legal and Democratic Services

AGENDA

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

1 APOLOGIES

2 DECLARATION OF INTERESTS

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

3 URGENT MATTERS AS AGREED BY THE CHAIR

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

4 MINUTES OF THE LAST MEETING (Pages 1 - 10)

To receive the minutes of the Partnerships Scrutiny Committee meeting held on 31st May 2012 (copy attached)

5 AGREEMENT OF A JOINT SCHEME FOR THE PROVISION OF LOCAL PRIMARY MENTAL HEALTH SUPPORT SERVICES (Pages 11 - 38)

To consider a joint report by the Head of Adults & Business Services and the Head of Children & Family Services (copy attached) which seeks the Committee to consider the requirement to have an agreed scheme in place for the provision of Local Primary Mental Health Support Services as per legislation, and the arrangements to develop and agree a regional scheme for this purpose.

6 TENDERING AND AWARD PROCESS FOR THE FAMILIES FIRST PROGRAMME FUNDING FROM APRIL 2012 (Pages 39 - 46)

To consider a report by the Commissioning and Evaluation Officer (Partnerships and Communities Team) (copy attached) which outlines the processes undertaken to commission services to support the Families First Programme in Denbighshire and to seek the Committee's views on the processes and decisions recommended to date.

7 NEW WORK CONNECTIONS REPORT (Pages 47 - 66)

To consider a report by the Regional Manager, New Work Connections (copy attached) which seeks the Committee to consider and comment on compliance with Council policies and procedures, European Funding terms and conditions and other associated matters with respect to this regional project.

8 REGIONAL COLLABORATION ON ECONOMIC DEVELOPMENT (Pages 67 - 96)

To consider a report by the Strategic Regeneration Manager (copy attached) which seeks the Committee's support for the development of a strategy to improve the economic performance of North Wales and the establishment of a Board to oversee the delivery of the strategy.

9 SCRUTINY WORK PROGRAMME (Pages 97 - 118)

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

10 FEEDBACK FROM COMMITTEE REPRESENTATIVES

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

PART 2 - CONFIDENTIAL ITEMS

None.

MEMBERSHIP

Councillors

Brian Blakeley
Ann Davies
Meirick Davies
Peter Evans
Alice Jones
Pat Jones

Margaret McCarroll
Dewi Owens
Merfyn Parry
Bill Tasker

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PARTNERSHIPS SCRUTINY COMMITTEE

Minutes of a meeting of the Partnerships Scrutiny Committee held in Conference Room 1a, County Hall, Ruthin on Thursday, 31 May 2012 at 9.30 am.

PRESENT

Councillors Brian Blakeley, Ann Davies, Meirick Davies, Alice Jones, Pat Jones, Gwyneth Kensler, Margaret McCarroll, Dewi Owens and Merfyn Parry.
Councillors J.R. Bartley and W.L. Cowie attended as Observers.

ALSO PRESENT

Corporate Director: Modernising and Wellbeing (SE), Head of Adult and Business Services (PG), Head of Business, Planning and Performance (AS), Service Manager: Quality and Systems Development (CM), Scrutiny Coordinator (RE) and Administrative Officer (CW).

The Chair thanked the Councillor D. Owens for the work he had undertaken in chairing the Partnerships Scrutiny Committee during the past 12 months.

1 APOLOGIES

Apologies for absence were received from Councillors Bill Tasker

2 APPOINTMENT OF VICE CHAIR

In accordance with the Council's Constitution CVs/statements had been requested from interested parties for the office of Committee Vice-Chair. One such CV had been received prior to the meeting and circulated to all members.

Councillor E A Jones was nominated and seconded for the office of Committee Vice-Chair. No other nominations were received and the Committee:

***RESOLVED** – that Councillor E.A. Jones be appointed Vice Chair for the ensuing year.*

3 DECLARATION OF INTERESTS

No Members declared any personal or prejudicial interests in any business identified to be considered at the meeting.

4 URGENT MATTERS AS AGREED BY THE CHAIR

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

5 MINUTES OF THE LAST MEETING

The Minutes of a meeting of the Partnerships Scrutiny Committee held on Thursday, 19th April, 2012 were submitted.

Matters arising:-

4. Minutes of the last meeting, Page 1, The Big Plan – In response to a question from the Councillor D. Owens, the Scrutiny Coordinator agreed to circulate to Members of the Committee the response received from the Minister for Health and social Services regarding the provision of HPV vaccinations to boys.

Page 2, Tourism - In reply to a question from the Councillor D. Owens, the Scrutiny Coordinator confirmed the Tourism and Leisure Services had been asked to provide all councillors with details of the progress in respect of planned initiatives to encourage Tweedmill outlet shoppers to visit other parts of the County. Councillor W.L. Cowie informed the Committee that a booklet had been produced by the Tweedmill outlet which made reference to St Asaph, and in particular to the Cathedral.

Page 2, Members Questions – Councillor J.R. Bartley informed Members that he had requested, from the Assistant Director of Primary Care, statistics and details in respect of annual health checks for people with learning disabilities. The Corporate Director: Modernising and Wellbeing agreed that she would endeavour to obtain the information, and suggested that this matter be included on the agenda for the next Scrutiny Committee attended by representatives of BCU.

RESOLVED – that, subject to the above, the Minutes be received and approved as a correct record.

6 SUSTAINABLE SOCIAL SERVICES: A FRAMEWORK FOR ACTION AND SOCIAL SERVICES (WALES) BILL

A copy of a report by the Corporate Director: Modernising and Wellbeing, which detailed major policy and legislative change proposed by Welsh Government and its affect on the delivery of social services for the foreseeable future, had been circulated with the papers for the meeting.

The Corporate Director: Modernising and Wellbeing introduced the report which outlined the proposed changes set out in “Sustainable Social Services: A Framework for Action” (SSSFFA) and the Social Services (Wales) Bill. The report sought Members’ guidance on how Denbighshire might wish to express its views on the consultation report on the Bill, and on the proposed Modernising Social Services Board which was to be established to take forward key developments in Denbighshire. It was explained that delivery through partnership would be a core feature of the proposals.

Appendix 1 summarised the content of the major Welsh Government policy document “Sustainable Social Services: a Framework for Action” and proposals in the Social Services (Wales) Bill. Together they set out a radical agenda for the transformation of Social Services in Wales. Delivery of the agenda formed the heart of Contract 2 within the Compact for Change. A consultation document on

the Social Services (Wales) Bill had been issued with a closing date of 1st June, 2012. Consideration of this report at the current meeting provided members with an opportunity to feed into a Local Government response to the consultation. The WLGA's briefing on the proposals had been made available as a Background Document.

Many of the proposals in SSSFFA and the Bill assumed that councils would deliver services in partnership through close collaboration with other services within the Council, the NHS, other Councils or with the community, voluntary and independent sectors. Appendix 2 set out current structures for working on an inter-agency, sub-regional and regional basis.

Some issues would require a particular Denbighshire focus if a particular impetus was needed or there were particular opportunities. It was proposed that a Denbighshire Modernising Social Services Board, across Children's, Adults and Business Services, was established to oversee this work. There would be considerable common areas of work with those to modernise the Council generally and this had been illustrated in the Chart included in Appendix 2 to the report.

The Corporate Director: Modernising and Wellbeing (CDM&W) provided a detailed presentation of Appendix 1, Modernising Social Services – The Package, and the main points included:-

- Challenges
- Gamechanging Principles
- Differences
- Social Services (Wales) Bill
- Maintaining and Enhancing the Wellbeing of People in Need
- Implications
- A stronger Voice and Real Control
- Strong nation Direction and Local Accountability
- Safeguarding and Protection
- Regulation and Inspection
- Denbighshire Modernising Social Services Board

The following issues were raised by Councillor J.A. Davies and responses provided by the CDM&W:-

Pages 18 and 21 - Simplicity of obtaining details on acquiring help, and access to information. It was confirmed that there would be a need to monitor the dissemination of information through various channels such as the website, leaflets and posters.

Page 25 - The CDM&W confirmed that there were no additional resources provided in respect of the implementation of the Local "People in Need" assessments.

Page 27 – It was explained that the maximum £50.00 per week charge had been introduced under the Welsh Government charging policy in respect of social care in the community. In response to a question from Councillor, M. McCarroll, the Head of Adult and Business Services (HABS) outlined the criteria and procedure adopted for assessing the need for the provision of additional sessions.

Page 31 - Rights of Carers. The officers confirmed the importance of the provision of help and assistance for carers, particular reference being made to the introduction of the new Carers Strategies (Wales) Measure 2010.

In response to questions from Members, the CDM&W outlined the significant change in assessing the Welsh Language as a care need and highlighted the importance of meeting service users' needs, particular reference being made to independent sector providers. She confirmed that procedures would be introduced to monitor the effectiveness of the service and reference was made to the role of the Contract Management Team in monitoring service provision.

The concerns expressed by Councillor D. Owens, regarding the need for the provision of additional funding from the Welsh Government to meet the requirements of the important and significant changes being introduced into the service provision, were endorsed by the CDM&W.

In response to questions from Councillor G.M. Kensler the HABS provided an outline of the work undertaken by North East Wales Carers Information Service (NEWCIS); the supply and reclamation of equipment to service users by both Health and Social Care Services, and detailed the service provided by the Family Information Service.

In reply to a question from Councillor E.A. Jones regarding forward planning within the service in respect of changes in society, the CDM&W outlined the work undertaken in respect of demographic change, the need for early intervention and the importance of the transformation of the provision of services to adapt to the needs of the public.

The CDM&W responded to a question from the Chair regarding recommendation 3.2 of the report and explained that the Membership of the Denbighshire Modernising Social Services Board would include a Lead Member as it would have executive powers. It was also emphasised that it would be important that scrutiny was kept informed of the Board's proposals and decisions.

The CDM&W responded to a question from Councillor M. McCarroll regarding social enterprise models. She confirmed it was currently in the preliminary stages and made reference to Cefndy Healthcare although not a social enterprise, it did have a number of the characteristics of a social enterprise.

Reference was made by Councillor J.R. Bartley to concerns expressed regarding assessment and early diagnosis with a view to providing early intervention. He explained that currently the service users' family would be responsible for finding a placement for the service user following their 8 week assessment. The HABS referred to the re-ablement approach and the role and use of the day centre facilities to assist with rehabilitation and re-ablement. Members of the Committee were assured by officers that continued support would be provided and that the matter would be monitored closely.

Following a brief discussion, it was:-

RESOLVED – that the Partnerships Scrutiny Committee:-

(a) receive the report and that members' comments on the proposed provisions in the Social Services (Wales) Bill be included in the Council's response to the consultation on the Bill, and

(b) supports the proposal to establish a Denbighshire Modernising Social Services Board for the purpose of taking forward key developments in Denbighshire.

At this juncture in the meeting the fire alarm sounded and the meeting was adjourned.

At the commencement of the meeting the following Members were present:-
Councillors B. Blakeley, E.A. Jones, P.M. Jones, M. McCarroll and T.M. Parry.

7 ANNUAL COUNCIL REPORT: SOCIAL SERVICES 2011/2012

A copy of a report by the Corporate Director: Modernising and Wellbeing, which provided the self assessment of social care in Denbighshire and improvement priorities for 2012/2013, had been circulated with the papers for the meeting.

Due to the limited time available to conduct the remainder of the meeting the Committee agreed that any questions or comments in respect of the Directors Annual Report for 2011/2012, Appendix 1, be submitted to the Corporate Director: Modernising and Wellbeing. Members were informed that the Directors Annual Report for 2011/2012 would be submitted to County Council in July 2012 for consideration and approval.

RESOLVED – that Members questions and comments in respect of the Directors Annual Report for 2011/2012, Appendix 1, be submitted to the Corporate Director: Modernising and Wellbeing.

8 REGIONAL AND NATIONAL SUPPORTING PEOPLE PROGRAMME CHANGES

A copy of a report by the Supporting People Manager, which detailed the proposed changes to the Supporting People Programme in Wales, and provided an update on the revised interim arrangements proposed by the Welsh Government for the establishment of a Regional Collaborative Committee (RCC) for Supporting People (SP) Services, Appendix 1, had been circulated with the papers for the meeting. The report also sought Members' views to inform Denbighshire's response to the consultation.

The Corporate Director: Modernising and Wellbeing explained that Supporting People was a significant programme providing "housing related" support services to a wide range of vulnerable groups. The Programme had been evaluated at national level and shown to deliver very positive financial benefits in addition to non-financial benefits which had been outlined in the report.

An independent review of the Supporting People programme had been commissioned by the Welsh Government (WG) and the 25 key recommendations put forward had been accepted. The WG subsequently established a cross sector

Steering Group and a number of national workstreams to take forward the implementation of the recommendations.

The Minister for Housing, Regeneration and Heritage had decided that Regional Collaborative Committees (RCCs) should be established from the start of the new arrangements and this requirement had subsequently been incorporated within the Compact for Change. Concerns had been raised by Welsh Local Government Association (WLGA) and local authority representatives regarding the proposed role for the RCCs, the governance arrangements and the potential for an increase in bureaucracy.

Details of the current position had been included in the report. The new proposed interim model provided the RCC responsibility under four broad areas which would include oversight; Ministerial advice; planning and administration. The substantial and significant difference being that the RCC would make recommendations on local and regional spend to the Minister who would then make the resource decision.

The model proposed that the Minister would be involved in decisions in respect of local and regional spend on Supporting People Services, and virement of Supporting People Programme Grant (SPPG) between service user groups within the local and regional SP plan within the region. The model raised concerns as it appeared to run counter to the principles agreed following the "Essex Review". The proposal also appeared to run counter to the findings of the Review of current supporting people arrangements which stressed the need to reduce complexity and bureaucracy and avoid the delays created by Ministers making decisions about local services.

The WG had decided that transfer of Supporting People Revenue Grant (SPRG) would not occur until the RCCs had been appropriately established, possibly in August, 2012 and it was understood that suggestions to further delay until April, 2013 had been rejected.

The Corporate Director stressed that it would be important to deliver good services to vulnerable people and to manage a reduction in resources in as effective a way as possible, including through collaboration. It was felt that this would be best achieved by means of a thought through change management process.

In reply to a question from Councillor G.M. Kensler, it was confirmed that representations could be made by Members to the Welsh Assembly in respect of this matter. The Corporate Director agreed that a copy of a letter sent from the North Wales Chief Executives to the AM Minister for Housing, Regeneration and Heritage, setting out issues and concerns of the Local Authorities, could be circulated to Members of the Committee.

In response to concerns raised by Members relating to the costs of service provisions for people now residing in Denbighshire who were from outside the County, the Corporate Director explained that she had liaised with the Head of Housing Services in respect of the matter relating to cross border movement. In the majority of cases, the housing costs of homeless people from outside the county

who were placed in temporary accommodation in Denbighshire would be met by the 'home' authority.

RESOLVED – *that the Committee:-*

(a) receives the report and notes the current proposed arrangements;
(b) comments are incorporated into Denbighshire's consultation response, and
(c) requests that a copy of the letter sent from the North Wales Chief Executives to the AM Minister for Housing, Regeneration and Heritage be circulated to Members of the Committee.

9 SAFER COMMUNITIES REGIONAL BOARD

A copy of a report by the Head of Business, Planning and Performance (HBPP) (copy enclosed) which outlined progress towards the formation of the Safer Communities Regional Partnership Board and presented the amended Partnership Agreement for the Board, had been circulated with the papers for the meeting.

As part of the North Wales Partnership Review it had been agreed that a Regional Safer Communities Board for North Wales be established by 2012. The Board would be responsible for the governance, regional commissioning and oversight of operational delivery arrangements of Community Safety Partnerships, Youth Justice Services and would influence Criminal Justice service provision and development, and would be supported by sub-regional operational arrangements which included Anglesey/ Gwynedd, Conwy/ Denbighshire and Flintshire/ Wrexham. Sub-regional differences would be recognised and respected with sub-regional groups being guided by the Board to ensure greater consistency in the achievement of standards of performance and outcomes.

The idea of a formal Joint Committee had not been supported across the North Wales councils and a less formal arrangement had been proposed. An amended Partnership Agreement, which reflected the changes, had been attached as an Appendix to the report. The main elements of the new agreement and the strategic role of the North Wales Safer Communities Board, which would assume the regional strategic responsibilities currently held by local strategic or executive groups, had been detailed in the report.

The HBPP outlined the proposed membership of the Board which included the Lead Elected Member for Community Safety from each Authority, representatives from the Police, Health, Probation and Fire Service. There would also be a supporting group of 'experts' with experience in Youth Justice and Community Safety. He also provided a summary of the commissioning and resource allocation, forward work programme and associated developments, all of which had been included in the report.

Members and officers discussed the role of the Scrutiny Committee and considered how the arrangements would address the needs locally following the process of centralisation in North Wales. Councillor E.A. Jones highlighted the importance of avoiding the possible risk of democratic deficit and the need to monitor closely the areas under scrutiny to ensure the needs of the local areas were met.

The HBPP highlighted the significance of the Community Safety Partnership Action Plan in respect of their proposals for Denbighshire. With regard to the scrutiny of partnerships, the Scrutiny Coordinator referred to the WLGA proposals to arrange a workshop for all Chairs of Scrutiny. The HBPP confirmed that the Lead Member for Public Realm would be nominated as Denbighshire's member of the Safer Communities Board. Members were informed that the issue of dog fouling would be considered by the Communities Scrutiny Committee at its meeting in June, 2012.

During the ensuing discussion the Committee endorsed the recommendations contained in the report. Members also supported a proposal by Councillor E.A. Jones that the WLGA's suggestion of holding a workshop for scrutiny chairs and vice-chairs to develop clear direction and guidance with respect to the scrutiny of regional and sub regional partnerships be pursued, to ensure the avoidance of democratic deficit.

RESOLVED – *that the Committee:-*

- (a) receives and notes the revised Partnership Agreement;*
- (b) supports the amended arrangements as detailed in the Agreement, and*
- (c) recommends that the WLGA's proposal for a workshop for scrutiny chairs and vice-chairs for the purpose of developing clear guidance and direction with respect to the scrutiny of regional and sub regional partnerships be pursued.*

10 SCRUTINY WORK PROGRAMME

A copy of a report by the Scrutiny Coordinator seeking the Committee to review its draft Forward Work Programme (FWP) and which provided an update on relevant issues had been circulated with the papers for the meeting.

The Scrutiny Coordinator introduced the report and explained that Committee's draft forward work programme, Appendix 1, had been inherited from its predecessor Committee. Members were requested to consider whether the FWP reflected the new Committee's wishes and priorities. Members were informed that details of the FWP for the Communities and Performance Scrutiny Committees had been included in the information papers circulated previously.

A table summarising recent Committee resolutions and advising Members on progress with their implementation had been attached at Appendix 4 to the report.

Under the Council's scrutiny arrangements the Scrutiny Chairs and Vice-Chairs Group (SCVCG) performed the role of a coordinating Committee. The SCVCG had recommended that the Partnerships Scrutiny Committee, in complying with its designated function of scrutinising crime and disorder matters under the requirements of the Police and Justice Act 2006, schedule into its FWP for September 2012 an item on the Community Safety Partnership (CSP).

The Committee considered the draft FWP for future meetings, as detailed in Appendix 1, and reference was made to the following issues:-

The inclusion of the continuation of meetings with representatives of Betsi Cadwaladr University Health Board (BCUHB) - In response to concerns raised by Councillor E.A. Jones with regard to the importance of the consultation process in respect of Health Authority issues, the Scrutiny Coordinator explained that the Service Reviews would be submitted to Council for consideration in July 2012.

Children and Adolescent Mental Health Progress (CAMHS) – in response to a question from Councillor G.M. Kensler, the Scrutiny Coordinator explained that this item could be included on the agenda for the meeting with BCU. The Corporate Director: Modernising and Wellbeing explained that some aspects of this matter would be included in the item pertaining to the Mental Health Measure to be considered in July, 2012.

Street Lighting – Members expressed the view that there were no apparent problems pertaining to street lighting and that this item be removed from the FWP.

The Scrutiny Coordinator responded to questions from Members regarding items included on the FWP. The Committee agreed that the Scrutiny Coordinator be requested to arrange a Workshop to enable Committee Members to consider in detail the Committee's FWP for the 2012/13 municipal year.

Nominations had been sought for Committee Members to serve on the Service Challenge Groups, which would meet on a twice yearly basis. A timetable for the meetings had been included in the information sheet circulated prior to the meeting. The following Members were appointed to serve on the following Groups:-

Legal and Democratic Services: Cllr B. Blakeley
Business Planning and Performance: Cllr G.M. Kensler
Education and Customers and Education Support: Cllr B. Blakeley
Communications, Marketing and Leisure: Cllr B. Blakeley
Finance and Assets: Cllr G.M. Kensler
Highways and Infrastructure: Cllr T.M. Parry
Regeneration: Cllr M. McCarroll

Councillor E.A. Jones was appointed to serve on the Strategic Investment Group which would meet on a monthly basis.

It was explained that nominations would be required from amongst the Committee's membership to serve on the following Groups:-

Housing and Community Development
Children and Family Services
Adult and Business Services
Environmental Services
Planning and Public Protection
Strategic Human Resources

Members agreed that in order to ease the workload the Scrutiny Coordinator be asked to seek expressions of interest, from Members who were unable to attend

the meeting or had to leave the meeting before the item had been considered, to serve on the Groups.

At the request of Members from the Rhyl area, the Scrutiny Coordinator agreed to liaise with Councillor J. Thompson-Hill and the Head of Business, Planning and Performance regarding the possibility of switching any of the meetings, which did not yet have Partnerships Scrutiny Members assigned to them, to a venue in Rhyl or Prestatyn. It was:

RESOLVED – *that,*

subject to the above, and to arrangements being made for a workshop to be held on the forward work plan, the Partnerships Scrutiny Committee approve its forward work programme as set out in Appendix 1 to the report; and the above named members be appointed to serve as the Committee's representatives on the service challenge groups and the Strategic Investment Group.

Meeting ended at 13.25 p.m.

Report to: Partnerships Scrutiny Committee

Date of Meeting: 12th July 2012

Lead Member: Lead Member for Social Care and Children's Services

Report Author: Head of Adults and Business Services/
Head of Children and Family Services

Title: Agreement of a Joint Scheme for the Provision of
Local Primary Mental Health Support Services.

1. What is the report about?

1.1 Agreeing a joint scheme for the provision of Local Primary Mental Health Support Services (LPMHSS) in North Wales, as required under Part 1 of the Mental Health (Wales) Measure 2010.

2. What is the reason for making this report?

2.1 To seek agreement from partners to the attached scheme.

2.2 Part 1 of the Mental Health (Wales) Measure seeks to strengthen the role of primary care in delivering effective mental health care and treatment and sets out the requirement that LPMHSS will be provided throughout Wales by October 2012. Under Section 3, Local Health Boards and Local Authorities are expected to deliver such services in partnership, and that the services will in the main operate within or alongside existing GP practices.

2.3 Section 2 of the Measure requires Local Authorities and Local Health Boards to develop and agree a joint scheme for the provision of LPMHSS as part of the Measure, by the end of May 2012.

2.4 Under Welsh Government regulations it has been agreed that a regional scheme for the area of the Betsi Cadwaladr University Health Board can be developed and agreed by the Partners.

3. What are the Recommendations?

3.1 That Partnerships Scrutiny Committee considers the requirement to have an agreed scheme in place for Part 1 of the Measure and the arrangements to develop and agree the regional scheme which has been established.

4. Report details

4.1 Background

4.1.1 The Welsh Assembly has passed the Mental Health (Wales) Measure 2010 which brings about legislative changes in respect of the assessment and treatment of people of all ages with mental health problems in Wales. The Measure has similar effect to an Act of Parliament.

4.1.2 This Measure is different to current mental health law, as it does not provide for the compulsory admission and treatment of people. The Measure deals with accessing and receiving care and treatment within primary and secondary mental health services. It will apply to everyone receiving care and treatment within these services in Wales.

4.1.3 The Measure does not deal with compulsory admission and treatment, and cannot be used to require a person to receive assessment, treatment or advocacy who does not wish to do so - these remain matters for the Mental Health Act 1983.

4.1.4 The Measure contains four key strands which will have a direct impact upon the legal duties placed upon the Local Health Board (LHB) and local authorities in relation to the assessment and treatment of people with mental health problems. The four areas and their implementation dates are; –

Part 1 – Local Primary Mental Health Support Services (LPMHSS) (October 2012)

Part 2 – Care co-ordination and care and treatment planning (June 2012)

Part 3 – Assessments of former users of secondary mental health services (June 2012)

Part 4 – Mental Health Advocacy (January and April 2012)

This report relates to Part 1 of the Measure

4.1.5 Local partners are required as part of the Measure to develop a formal scheme for Parts 1 of the Measure in partnership. Section 2 of the Measure sets out the requirement that the local mental health partners for a local authority area must take all reasonable steps to agree a scheme:

- (a) which identifies the treatment which is to be made available for the area (local primary mental health treatment), and
- (b) for securing the provision for that area of the local primary mental health support services (described in section 5)

4.1.6 Secondary legislation, finalised in May 2012, provides for a scheme to cover more than one local authority area. In North Wales this means the 6 Counties co-terminus to the Health Board.

4.1.7 In the context of the local government elections and to enable required deadlines to be met (i.e. agreement of the Scheme by the end of May 2012),

the attached scheme has been agreed by the Director of Social Services subject to member approval.

4.2 Part 1 – Local Primary Mental Health Support Services (LPMHSS)

4.2.1 The Welsh Assembly Government recognises the crucial role that primary care plays in delivering effective mental health care and treatment. The aim of the Measure is to strengthen that role so that throughout Wales there will be LPMHSS. These will be delivered by Health Boards and Local Authorities in partnership, and it is expected that these services will operate within or alongside existing GP practices.

4.2.2 These services are aimed at individuals of all ages who are experiencing mild to moderate, or stable but severe and enduring, mental health problems.

4.2.3 A national service model for LPMHSS Services has been issued by Welsh Government. It sets out that LPMHSS will provide local access to support for people of all ages who have mild to moderate and/or stable severe and enduring mental health problems, including psychosocial, behavioural and emotional difficulties experienced by children and young people and memory impairment experienced by older people, and that the delivery of primary mental health will enrich and enhance relationships between primary and secondary care.

4.2.4 The intention is to provide early intervention to reduce the risk of needs escalating and the pressure on secondary mental health services.

4.2.5 The national service model has been developed with children and young people very much in mind and has been drafted to be equally relevant to children and young people, adults and older adults.

The services that will be delivered within LPMHSS are:

- a) comprehensive mental health assessments for individuals who have first been seen by a GP, and for whom the GP considers a more detailed assessment is required, or who are referred through secondary mental health services (where the local joint scheme provides that individuals in receipt of secondary mental health services are eligible). In addition local partners have agreed to authorise referrals from allied professionals where appropriate and as agreed in local pathways, so as not to break existing and effective routes into equivalent services, recognising that they are not provided for under the terms of the Measure;
- b) Short-term interventions (i.e. treatment), either individually or through group work, if the initial assessment has identified this as appropriate. Such interventions may include counselling, a range of psychological interventions including cognitive behavioural therapy, solution-

focussed therapy, family work, online support, stress management, bibliotherapy and education;

- c) Onward referral and the co-ordination of next steps with secondary mental health services, where this is felt to be appropriate for an individual;
- d) Provision of support and advice to GPs and other primary care providers (such as practice nurses) to enable them to safely manage and care for people with mental health problems;
- e) Provision of information and advice to individuals and their carers about interventions and care, including the options available to them, as well as 'signposting' to other sources of support (such as support provided by third sector organisations), and helping them to access these services.

4.3 Scheme

The attached initial scheme sets has been developed collaboratively with officers from the Health Board and Local Authorities in North Wales to meet the requirements of the Measure and will be reviewed regularly and revised if necessary. It sets out the objectives for the Local Primary Mental Health Support Service (PMHSS), the vision for the service, the eligibility and referral processes, governance and management arrangements and the treatments to be made available.

4.4 The scheme will be reviewed at least annually by partners and in the first instance will be reviewed more frequently.

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

5.1 The implementation of this scheme will support Priority 2, Demographic Change, in providing increased support to people of all ages who have a level of mental health need that requires access to assessment and short-term interventions.

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

6.1 Welsh Government has informed the Health Board that indicatively a sum of £810,000 additional funding will be made available across North Wales to provide the LPMHSS. This will be used to recruit additional workers in adult mental health and Child and Adolescent Mental Health CAMHS services and commission additional services from the third sector that support LPMHSS. These will supplement existing staff and services providing mental health services in primary care.

6.2 In summary, the proposed investment in staffing the service will comprise of:

	Gwynedd & Mon	Conwy & Denbs	Wrhxm & Flint
<u>CAMHS</u>			
Current Staffing	3.80	4.50	6.60
Proposed Additional Clinical Staffing	2.50	2.00	2.00
<u>AMH & OPMH</u>			
Current Staffing	6.15	15.84	14.80
Proposed Additional Clinical Staffing	10.15	3.00	10.00
Proposed Additional Clerical Staff	1.00	1.00	1.00

(CAMHS: Children and Adolescent Mental Health Services

AMH: Adult Mental Health

OPMH: Older People's Mental Health)

The additional staffing requirements are based on equalising the relevant caseload across the areas.

6.3 It is currently difficult to estimate resource implications for local authorities as these are new statutory duties and there are no baselines to use to judge what take up will be. Every effort has been made to focus the additional resources available to meet the new duties. It is possible that additional demand will arise for local authority services e.g. Benefits Advice or Housing support, arising from 4.2.5 (e) above i.e. the information, advice and signposting duty. This will be carefully monitored and feed into Scheme Review and revision processes and into representations to Welsh Government on funding arrangements, should the need arise.

7. What consultations have been carried out?

7.1 Welsh Government has consulted on the overall Measure and individual elements and regulations over the past 12 months.

7.2 The Health Board has undertaken engagement with various service user groups, third sector organisations and primary care contractors and their staff.

7.3 Involvement of senior social care managers in the development of the scheme

7.4 It is essential that the Health Board and Partners have assurances that there are robust arrangements in place to ensure the effective introduction of the provisions of the Measure. To this end a Project Board has been established with a range of members including Local Authority representatives, service users and carers and the third sector. This Board reports to the Mental Health Act Sub Committee of the Health Board. In

addition two project implementation groups have been established to take forward the detailed planning and implementation of the components of the measure, one for children and young people and the other for adults. These groups also have Local Authority and Third Sector representation.

8. Chief Finance Officer Statement

There is a requirement to deliver a joint mental health provision under the Measure and additional funding has been earmarked to support this by Welsh Government. It is difficult at this stage to assess whether there will be additional direct or indirect costs to the council as a result of implementing the new requirements and therefore the impact must be monitored to inform the Scheme Review.

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

9.1 The Measure is intended to provide improved access to primary mental health services. While there is an assumption that this should reduce demand on secondary mental health services, there is a danger that it will increase demand as more patients/clients are identified.

9.2 Regular monitoring of activity and demand will be undertaken by the partners to assess the impact of the Measure.

10. Power to make the Decision

The Mental Health (Wales) Measure 2010.

Article 6.3 of the Council's Constitution

Contact Officers:

Head of Adults and Business Services/

Head of Children and Family Services

Tel: 01824 706581



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Betsi Cadwaladr
University Health Board



CYNGOR
Sir Ddinbych
Denbighshire
COUNTY COUNCIL



Appendix 1

The Mental Health (Wales) Measure 2010

Part 1 Scheme

Local Primary Mental Health Support Services

for

BETSI CADWALADR UNIVERSITY HEALTH BOARD

ANGLESEY COUNTY COUNCIL

GWYNEDD COUNCIL

CONWY COUNTY BOROUGH COUNCIL

DENBIGHSHIRE COUNTY COUNCIL

FLINTSHIRE COUNTY COUNCIL

WREXHAM COUNTY BOROUGH COUNCIL

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1. INTRODUCTION

This document sets out a joint Regional Scheme which determines how the statutory partners are to formally meet the requirements of Section 2, Part 1 of the Measure, the development and implementation of Local Primary Mental Health Support Services (LPMHSS); it is not an operational plan. However it does identify the care and treatment available for the Betsi Cadwaladr University Health Board area and secures provision for that area of the local primary mental health support services.

Part 1 of the Mental Health (Wales) Measure 2010 requires local mental health partners for a local authority area to take all reasonable steps to agree a scheme which identifies the treatment which is to be made available for that area and secures the provision of services for that area.

The Mental Health (Regional Provision) (Wales) Regulations 2012 enables schemes to be made on a Regional basis.

The Mental Health (Wales) Measure 2010 is a law made by the National Assembly for Wales. It has similar legal status to an Act of Parliament. The Measure introduces a number of important changes relating to the assessment, care and treatment of people with mental health problems in Wales.

The Measure is divided into six Parts and two Schedules:

- Part 1 – Local Primary Mental Health Support Services
- Part 2 – Coordination of and Care and Treatment Planning for Secondary Mental Health Users
- Part 3 - Assessments of Former Users of Secondary Mental Health Services
- Part 4 - Mental Health Advocacy
- Part 5 - General
- Part 6 – Miscellaneous and supplemental
- Schedule 1 - Consequential amendments to the Mental Health Act 1983
- Schedule 2 - Repeals

Part 1 of the Measure – Local Primary Mental Health Support Services, seeks to strengthen the role of primary care in delivering effective mental health care and treatment, and sets out the requirement that LPMHSS will be provided throughout Wales.

The statutory duties on LHBs and Local Authorities to provide these services will come into force from 1st October 2012. These services will be delivered by Local Health Boards and local authorities in partnership, and it is expected that these services will operate either within, or alongside, existing GP practices.

The 5 key functions of LPMHSS are:

- i. Comprehensive mental health assessments
- ii. Local primary mental health treatments
- iii. Supporting onward referral and co-ordination
- iv. Provision of information and advice to individuals and carers
- v. Provision of support and advice to professionals

As described in the National Service Model the objectives of LPMHSS are to:

- Increase the availability and uptake of mental health services at the primary care level in order to improve outcomes for individuals of all ages and to increase effectiveness and efficiency in accessing secondary care, where this is indicated;
- Provide for people of all ages across North Wales area, i.e. Gwynedd, Anglesey, Conwy, Denbighshire, Flintshire, Wrexham; effective LPMHSS that are accessible and close to those who require them. These services should be appropriate, acceptable and outcome-focussed, with an emphasis on promotion of an individual's well-being, recovery and resilience, in partnership with the third sector;
- Work with and develop close relationships with GPs, practice staff and other relevant partners and stakeholders, and to provide support, consultation, advice on clinical management, education, training, and liaison in order to develop capacity for, and approaches to, managing mental health problems in primary care.

In the North Wales area this will be achieved by:

Preventing deterioration and promoting recovery and well-being by;

- Providing support, consultation, advice on clinical management, education, training, and liaison;
- Increasing the capacity at primary care level for appropriate assessment, targeted brief interventions, onward referral, advice and information for people of any age with any form of mild to moderate mental health problems. This will include psychosocial, behavioural and emotional difficulties experienced by children and young people, and memory impairment experienced by older adults;
- Providing wider access to effective psychological therapies;
- Promoting the rights of individuals to access these services in the Welsh Language;
- Providing wider access to an availability of mental wellbeing services, at the primary care/universal level delivered in languages (other than English or Welsh) according to the needs of the local population;
- Ensuring intervention to promote early and accurate diagnosis, and appropriate and timely follow up, to improve emotional wellbeing and mental health outcomes, reduce the risk of the individual's condition worsening and, where appropriate, helping individuals to sustain employment and education by signposting to appropriate services;

- Involving individuals, and their carers where appropriate, in the individual's care and treatment and supporting and encouraging them in their own mental and physical health self-management;
- Appropriate prescribing for mental health conditions at primary care level, improving medication management and encouraging compliance with medication that is prescribed;
- Non-medical prescribing e.g. bibliotherapy, exercise
- Assisting Primary Care in promoting and addressing the physical health needs of those who access mental health services at primary care level;
- Increasing the speed and appropriateness of referrals to secondary care mental health services through streamlined referral processes and effective communications, ensuring that individuals are supported at the level of care most appropriate to their need;
- Developing and maintaining effective interfaces with relevant services in all sectors to support individuals in their social and physical health needs to benefit their mental health;
- Reducing discrimination and improving community awareness through increased local provision and local access; and
- Assuring the effectiveness, efficiency and quality of the services provided.

In conjunction with the scheme an Operational Framework is being developed. The Operational Framework will provide greater operational detail and guidance as to how the scheme and its accompanying service models will be implemented.

2. PARTNERS

The Scheme covers the area of North Wales and the statutory partners are:

- Betsi Cadwaladr University Local Health Board
- Gwynedd Council
- Anglesey County Council
- Conwy County Borough Council
- Denbighshire County Council
- Flintshire County Council
- Wrexham County Borough Council

Who provide the service in non-statutory partnership with the following:

- General Practitioners and General Practice staff
- Third Sector
- Service Users
- Families and Carers
- Independent Sector
- Criminal Justice System

3. PURPOSE/SCOPE OF THE SCHEME

This scheme identifies the local mental health partners who have responsibility under the Measure for providing LPMHSS to the local authority populations covered by BCUHB. It identifies the local primary mental health treatments which are to be made available and sets out the arrangements for securing the provision of those services. It identifies the extent of the responsibilities of each of the local mental health partners for the provision of these services and sets out how referrals from secondary care will be accepted under the scheme.

LPMHSS provide local access to support people of all ages who have mild to moderate mental health problems. This includes psychosocial, behavioural and emotional difficulties experienced by children and young people as well as memory impairment experienced by older people.

The principal focus of the primary mental health response is about promoting, prevention, early intervention and de-stigmatising approaches to mental health issues.

The service enriches and enhances relationships between primary and secondary mental health care without creating duplication. The specific primary mental health services that are delivered include:

- Comprehensive fit for purpose mental health assessments for individuals who have first been seen by a GP, and for whom the GP considers a more detailed assessment is required, or who are referred through secondary mental health services;
- Short term interventions either individually or through group work, if the initial assessment has identified this as appropriate. Such interventions include counselling, a range of brief psychological interventions including cognitive behavioural therapy, solution focussed therapy, online support, stress management, bibliotherapy and education;
- Supported onward referral and the coordination of next steps within a stepped care process, where this is felt to be appropriate for an individual;
- For Children's services, provision of support, consultation, advice on clinical management, education, training, and liaison to a range of health, education, social care and other professionals to enable them to safely manage and care for people with mental health problems;
- Provision of support, training and advice to GPs and attached staff to enable them to safely manage and care for people with mental health problems, promoting a recovery approach and a positive attitude to mental health wellbeing;
- Provision of information and advice to individuals and their carers about interventions and care, including the options available to them, as well as 'signposting' to other sources of support and helping them to access these services.

4. VISION

The National Service Model for LPMHSS (2011) sets out that the overall objectives of LPMHSS are to:

- a) Increase the availability and uptake of mental health services at the primary care level
- b) Provide for people of all ages across Wales, effective primary mental health support services that are accessible and close to those who require them.
- c) Work with and develop close relationships with GPs and practice staff.

In North Wales our vision for LPMHSS are:

- To deliver responsive and flexible services which put the individual at the heart of the service which enables people to recover and lead a good quality of life which supports choice.
- Individuals, their carers and families are fully involved in the centre of care and treatment.
- For children and young people, services that focus on the early detection of risk, the development of resilience and the development of life skills.
- For people of working age, services that focus on ensuring that they live as full and independent lives as possible.
- For older people particular emphasis on prevention and re-ablement.

Clear communication in terms of language and culture is essential to ensure patients and carers are truly involved, and receive the best possible care and treatment. In Wales, this means bilingual (Welsh and English) services available wherever possible.

5. RESPONSIBILITIES OF PARTNERS

Part 1, section 3 of the Measure states that local mental health partners for a local area must provide local primary mental health support services in accordance with a scheme for their agreed area.

The Health Board is the lead agency for the scheme and each of the partner organisations will maintain employment responsibility for those staff providing LPMHSS either as direct LPMHSS workers (BCUHB, Flintshire County Council and Wrexham County Borough Council) or as part of general mental health staff in the other counties.

For North Wales the mental health partners are committed to meeting the requirements of Part I of the Measure in partnership and it is agreed that any

new Welsh Government investment will be used to supplement the existing LPMHSS services in place across North Wales.

The Health Board is the lead agency for the scheme and each of the partner organisations will maintain employment responsibility for those staff providing LPMHSS either as direct LPMHSS workers (BCUHB, Flintshire County Council and Wrexham County Borough Council) or as part of general mental health staff in the other counties.

General Practitioners will remain responsible for providing services to patients as outlined within the general medical services contract. The LPMHSS will enhance the range of services available to patients in primary care.

Primary mental health practitioners are responsible for providing:

- Assessment (within 28 calendar days)
- Treatment (individually or through group work and normally within 6-10 sessions,)
- Signposting
- Education and training to primary care staff, and
- Advice and support for individuals, carers and families

6. ELIGIBILITY FOR ASSESSMENT AND REFERRAL

LPMHSS are available for individuals of all ages; from children and young people to older adults who have been referred by a GP, or, as this scheme allows, from secondary care, for an initial assessment.

Sections 6 -8 of the Measure set out the duties to carry out primary mental health assessments in relation to the three categories of referrals which may be made to the service

- Patients who live in the local authority area and are registered with the GP (practice) who refers them (s6)
- Patients not living in the local authority area,/not having a usual address/ not registered with the GP – (s7) and these are now covered by the Mental Health (Primary Care Referrals and Eligibility to conduct primary mental health assessments) (Wales) Regulations 2012 or particular categories of individual would not otherwise be entitled to an assessment, if the scheme so provides – (s2 (4) (b) and (c) refers and then s7 applies)
- Referrals from secondary care if the scheme allows (s S4 refers and then s8 applies)

This scheme allows for referrals to be made from secondary mental health services to the local primary mental health support services but does not provide for referrals to be made in respect of any particular categories of individual, as all are now covered by the Mental Health (Primary Care

Referrals and Eligibility to conduct primary mental health assessments) (Wales) Regulations 2012. In respect of referrals from secondary care, this scheme provides that a consultant or manager working in secondary mental health services may make a referral to the LPMHSS in respect of an individual subject to the provision of the Mental Health Act 1983, or in receipt of secondary mental health services.

The mental health partners also support the continued right of allied professions to refer to the LPMHSS where appropriate and as agreed in local pathways so as not to break existing and effective routes into equivalent services, recognising that they are not provided for under the terms of the Measure.

Referrals should only be made in respect of individuals (of any age) who present with any form of mild to moderate and/or stable severe and enduring mental health problem, regardless of whether that individual may also be experiencing any co-occurring condition such as a learning disability or a substance misuse problem. An individual subject to section 117 of the Mental Health Act 1983 may be referred to the service, provided that they are eligible via one of the referral routes outlined above, and it is appropriate to do so given their clinical presentation.

A referral will be a request from a GP to the LPMHSS to see someone in the surgery where possible or if not in the locality, and the referral systems is designed to not be overly complex. Appropriate record keeping together with a secure method of information sharing is in place.

The BCUHB standard for the maximum length of time between a referral being received by a LPMHSS and the assessment being carried out is 28 calendar days, in accordance with the target set in the National Service Model.

Operational Frameworks have been developed (adults and children) which include Clinical Protocols for referral for assessment and will be reviewed at least annually to ensure they remain relevant to local need, and that the skills of the LPMHSS staff are being used appropriately.

The North Wales LPMHSS is not appropriate for all individuals with mental health problems who present to GPs. Where a GP considers that other services within the mental health care system would be appropriate to meet an individual's needs, the GP should continue to refer them to these local services (e.g. Community Mental Health Teams, specialist CAMHS, substance misuse services etc). The GP may wish to be guided and supported in relation to the appropriate referral of individuals through consultation with, and/or advice from, the LPMHSS. The aim is to facilitate all new requests for mental health services for children and young people through a single point of access based on discussion of presenting concerns.

The agreed referral process including boundary issues and associated documentation is included in the Operational Frameworks.

7. EQUALITY

The Equality Act 2010 extended the public sector equality duty to all protected characteristics, which are defined as age, disability, sex, religion and belief, pregnancy and maternity, gender reassignment, ethnicity, sexual orientation and marriage/civil partnership.

Each partner organisation has published a Strategic Equality and Human Rights Plan (SEP) which includes a commitment to embedding equality impact assessment into everything they do in order to ensure that the services they are responsible for are delivered in ways that are consistent with the duty which requires us to:

- eliminate unlawful discrimination, harassment and victimisation;
- advance equality of opportunity; and
- promote good relations between different groups.

The Partners will undertake a full Equality Impact Assessment of the Scheme by 30th September 2012 and publish the outcome.

8. PROVISION OF SERVICES IN WELSH AND ENGLISH

The Welsh Language Strategy 2012-17, 'A Living Language: a language for living' sets out a clear aim to strengthen the use of the Welsh language in everyday life.

The Welsh Language Measure imposes duties on organisations to: provide services in Welsh; consider the impact of policy decisions on the Welsh language; promote the use of Welsh in the workplace; promote and facilitate the use of Welsh more widely; keep records of compliance with standards and complaints.

LPMHSS will wherever possible be provided in the language of choice of the service user, and where local services find this difficult, make every effort to arrange for the language choice to be fulfilled. The chosen language of the service user will be recorded.

9. WHERE SERVICES ARE TO BE PROVIDED

The LPMHSS are a specialism in the community and they operate within or alongside existing GP practices, or other settings as deemed appropriate.

10. LOCAL PRIMARY MENTAL HEALTH SUPPORT SERVICES

A schedule of the primary mental health treatments and services secured by the scheme, is set out in appendix 1

LPMHSS are operationally managed by the Health Board. and interventions are recovery-focussed, with clear expected and documented outcomes, and are underpinned and quality assured by evidence-based approaches. They are based on a thorough assessment of each individual and delivered by suitably skilled and trained staff that are appropriately supervised and managed. Wherever possible, the interventions agreed will support individual self-management, health promotion and prevention of deterioration.

Care plans that are proportionate to need, will be developed for individuals treated within the service. The care of people who are seen within the LPMHSS under the services listed in Appendix 1 will not normally be subject to care and treatment planning, although some individuals whose care is already subject to care and treatment planning may also be seen within the LPMHSS. In such circumstances their care coordination and care and treatment plan will remain in secondary care.

Currently different arrangements exist for record keeping but the LPMHSS will move towards primary care held records within appropriate governance frameworks.

Discharge from the LPMHSS will occur at the point that no further intervention is required. This may be due to:

- Successful completion of treatment
- Signposting to other services
- Referral to secondary mental health services
- Service user no longer wishes to use the service

LPMHSS spend approximately 10% of their time in supporting primary care practitioners to develop capabilities in mental health. In addition, time will be spent supporting practitioners from other relevant agencies to develop skills and capabilities in recognising and (where appropriate) providing community based support to promote mental health and well-being and enhance coping skills e.g. staff from Education or Social Services.

11. PARTNERSHIP ARRANGEMENTS AND GOVERNANCE

While accountability and responsibility for the scheme rests with the individual partner organisations, the health Board is the lead agency for LPMHSS.

A Mental Health Collaborative for adults, families and children (including involvement from education) will be established by the Partners, and administered initially by Health Board, to oversee the operation of the Scheme and the other parts of the Mental Health Measure. Detailed Terms of Reference will be developed. The Mental Health Collaborative will report to

the North Wales Social Services Improvement Collaborative (NWSSIC) and BCUHB Quarterly Strategic Forum, who will ensure onward reporting to appropriate governance arrangements in the partner organisations.

The North Wales Mental Health Collaborative will monitor the resources associated with the LPMHSS and will in the first instance consider and attempt to resolve any disputes regarding finance.

12. MANAGEMENT ARRANGEMENTS FOR THE LOCAL PRIMARY MENTAL HEALTH SUPPORT SERVICES

For adult services, LPMHSS are jointly managed by the partners with each organisation accountable for their own staff.

For children and families the LPMHSS provision will be managed through the BCUHB CAMHS arrangements.

13. FUNDING

The additional indicative funding notified to BCUHB, from Welsh Government, for the provision of services in relation to Part 1 of the measure is £810,000, although only partial funding is available for Year 1 (2012/2013). This funding will supplement existing investment and be utilised to employ additional primary mental health workers and commission additional allied services from the third sector.

There is no intention at present to pool funds formally and enter into a Section 33 agreement in relation to the scheme.

The Partners are committed to undertaking an extensive process of resource mapping to identify existing and new investment in LPMHSS

A review of third sector commissioned services will be undertaken, separately to the Measure, to reduce any duplication and maximise investment potential.

In addition to the allocation from Welsh Government, the partner organisations will take into account existing resources and will identify where resources can be re-allocated or shared with LPMHSS.

Funding arrangements and the sharing of information, resources, accommodation, staff and reporting will be managed through the North Wales Mental Health Collaborative

14. PERFORMANCE MANAGEMENT

Robust performance management arrangements will be developed to monitor the impact of the services. As a minimum the following information will be collected and reported to the Partnership, with a view to developing more sophisticated outcome measures.

- The number of primary care practitioners per 20,000 population (all ages)
- The number of assessments undertaken
- Waiting times for assessment (in calendar days) against the target of 28 calendar days
- Waiting times for interventions, where indicated (in calendar days)
- The number of completed interventions (to include treatment, referral or information)
- User, carer and GP satisfaction levels
- Demand for and delivery of services through the Welsh language

Requirements for reporting against these performance measures are to be issued by the Welsh Government.

Additionally, the service will undertake regular local audits against standards in relation to access, outcomes, appropriateness and acceptability for the five functions of the service. This will support improvements in practice and give stakeholders assurance about service delivery. The expected benefits and required quality standards should be determined at the outset of service development and reviewed regularly.

15. GOVERNANCE OF THE LOCAL PRIMARY MENTAL HEALTH SUPPORT SERVICE

Throughout the duration of an individual's contact with the LPMHSS, clinical responsibility for the individual is shared between the service and the GP, in respect of individuals who have accessed the service via the GP.

Clinical responsibility for individuals who access the LPMHSS via secondary mental health services remains with the secondary mental health service. Individual professionals are however, accountable for their own professional decisions.

The Mental Health (Primary Care Referrals and Eligibility to Conduct Primary Mental Health Assessments) (Wales) Regulations 2012 sets out the professional requirements for a person to be eligible to conduct primary mental health assessments. The mental health partners will establish arrangements to ensure that they are satisfied with the skills and experience of the staff that are to conduct mental health assessments. The North Wales Mental health Collaborative will monitor the LPMHSS workforce and ensure the mental health partners are adequately fulfilling this role.

16. FREEDOM OF INFORMATION

The Partners acknowledge that they are subject to the requirements of the FOIA and the Environmental Information Regulations and shall assist and cooperate with each other (with costs being shared between the partners) to enable any Partner to comply with any information disclosure requirements.

The Partners acknowledge that each is subject to the requirements of FOIA, and shall assist and co-operate with one another to enable each Partner to comply with these information disclosure requirements, where necessary.

17. DATA PROTECTION AND INFORMATION SHARING

Each Partner will ensure that they comply with any notification requirements under Data Protection Legislation.

The Partners will share information about Service Users to improve the quality of care and enable integrated working under established arrangements in place.

18. CONFIDENTIALITY

As per section 42 of the Measure local mental health partners may supply to other partners information obtained in the discharge of its functions under Part 1 or 3 of the Measure which relates to an individual for whom LPMHSS are being or might be provided in respect of.

19. CONCERNS

The partners recognise that suggestions, comments, incidents and complaints can be a valuable source of information in maintaining and improving standards of care. The aim is to learn from these and use them positively to improve quality of care.

A “concern” means any complaint, notification of a patient safety incident or, save in respect of concerns notified in respect of primary care providers or independent providers, a claim for compensation.

All “concerns” are dealt with in line with policy and procedure of the provider of LPMHSS or commissioner of any third sector services as identified in this scheme.

20. PROMOTING THE LOCAL PRIMARY MENTAL HEALTH SUPPORT SERVICES

An integrated communication plan for the LPMHSS will be implemented across the partnership, including stakeholders groups, service users and carers.

The communication hubs of the Partners will be used to signpost the LPMHSS for primary, community and secondary services to enhance access and awareness.

21. ARRANGEMENTS FOR REVIEW OF THE SCHEME

The scheme will be reviewed quarterly by the North Wales Mental Health Collaborative and recommendations for any changes communicated to NWSSIC and BCUHB for formal approval.

Signatories to the Scheme

Each partner by way of signature confirms that the information contained in this scheme together with all appendices and attachments, is current and correct as at the date of signing, their acceptance and their acquiescence to comply. Should a revised edition of the scheme be produced it will not be legally binding until all partners have agreed by way of signature. In these circumstances the existing fully signed version will stand.

Betsi Cadwaladr University Health Board

Designation

Signed

Date

Anglesey County Council

Designation

Signed

Date

Gwynedd Council

Designation

Signed

Date

Conwy County Borough Council

Designation

Signed

Date

Denbighshire County Council

Designation

Signed

Date

Flintshire County Council

Designation

Signed

Date

Wrexham County Borough Council

Designation

Signed

Date

Mental Health Measure Part 1
Schedule of Primary Mental Health Treatments and Services

Adult and Older People

Primary Mental Health Services (providing assessment, evidence based psychological therapies and counselling, information and advice to primary care staff service users and carers, some of which will be provided by the third sector)

Mental Health General Hospital Assessment Services
Criminal Justice Service (as relevant to assessed needs)
Veteran's Mental Health Service (as relevant to assessed needs)
Prescribed Medication Service
Memory Clinics

Children and Young People

Primary Mental Health Services (providing assessment, evidence based psychological therapies and counselling, information and advice to primary care staff service users and carers)

Mental health awareness training for professionals
Skills training with on-going support for professionals
Bibliotherapy
Information and resources to support self help

'Initial Discussion' to determine mental health service need

Advice and information
Signposting
Universal and targeted group work for young people
Targeted group work for parents
Professional consultation including joint work where appropriate

Mental health assessment in primary care and community settings

Outcome focused brief work with children, young people and parents

- Guided self help
- Cognitive behavioural therapy
- Solution focused therapy
- Interpersonal therapy
- Behavioural programmes
- Family work

Outcome focused evidence based group programmes for young people and parents

- 'Friends' (children and young people)
- Incredible Years (parents)

Additional programmes defined at local level through Children and Young People's Plans (CYPP) e.g. universal approaches to parenting, Seasons for Growth

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Dear Wyn,

I agreed to write to you as Chair of NWSSIC to express the views of the Social Services Directors regarding the agreement of the scheme for the Mental Health Measure.

Clearly as a professional health and social care community, we have worked hard to come to a draft scheme which we can support from a professional point of view.

Therefore I can confirm that we as Directors of Social Services will work in partnership with the Local Health Board and regional partners to fulfil our obligations under the Mental Health Measure within the terms drafted. We do this from a professional officer perspective recognising that full agreement from corporate bodies will need to be through relevant political structures which will take place in June and July.

We also recognise that the agreed scheme is a live document and will need to be amended in the light of experience and further comment from other bodies notably Welsh Government.

Clearly NWSSIC welcomes the policy commitment to improve access to Mental Health assessments and services contained in the measure. At the same time we do remain convinced of the need to monitor resource implications from the measure closely, and as a professional organisation would reserve the right to make representation for resources to Welsh Government in partnership with the Local Health Board.

I also note the suggested common outline of the report to go to political committees and NWSSIC supports this framework which will form reports to authorities which will have specific issues for the counties.

Thank you for the support with this process.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Neil Ayling', with a stylized flourish at the end.

Neil Ayling
Chair of North Wales Social Services Improvement Collaborative

Report to: Partnerships Scrutiny Committee

Date of Meeting: Thursday 12th July 2012

Lead Officer: Head of Business Planning & Performance

Report Author: Commissioning & Evaluation Officer, Partnerships & Communities Team

Title: Tendering and award process for the Families First Programme funding from April 2012

1. What is the report about?

- 1.1. To provide the Partnerships Scrutiny Committee with detail of the tendering and award process for the commissioning of services to support the Families First Programme in Denbighshire.
- 1.2. To update the Partnership Scrutiny Committee of the current position in relation to the commissioning of Families First Strategic Projects for the 2012-2014 financial period.

2. What is the reason for making this report?

- 2.1 To offer assurance to the Partnerships Scrutiny Committee that an open and transparent tendering and award process has been undertaken.
- 2.2 To inform the Partnerships Scrutiny Committee on the status of the commissioning process of Families First Strategic Projects for the 2012-2014 financial period, including detail of the successful providers thus far.

3. What are the Recommendations?

That the Committee supports the processes and decisions recommended by the Families First Project Board as endorsed at special meetings of the Children and Young People's Strategic Partnership (CYPSP) and comments accordingly.

4. Report details

TENDERING PROCESS

4.1. Cymorth – transition into Families First

Denbighshire, through the Children and Young People's Strategic Partnership (CYPSP) Board resolved to use the 2011-2012 financial period as a transition year to allow sufficient notice to recipients of the Cymorth funding to adapt project delivery if necessary to the Families First criteria. It was made clear to Cymorth providers that funding for their projects would cease on 31st March 2012.

CYPSP agreed to commission the new Families First programme of services through an open tender exercise using Sell2Wales (a website set up to help small and medium-sized enterprises in Wales contact

public sector organisations, to promote themselves and find suitable tendering opportunities). Denbighshire is the only North Wales authority to have adopted this method of funding allocation, though other areas may follow suit in the 2013-14 financial year.

The intention was to provide a fair and transparent process for allocating the funding; that the best service provision and value for money was afforded, clarity needing to be shown as to how service users will be better off (through performance measuring by outcome based accountability). This is a significant change from the past when Cymorth funding was distributed through a much more informal grant process. A consequence was a tendency to 'roll over' funding from year to year, without fully re-assessing success or reviewing outcomes.

4.2. Families First Action Plan

The Welsh Government asked all authorities to produce an Action Plan outlining proposed provision and costings based upon learning during the 2011-2012 Pioneer Phase (Denbighshire has and continues to work with Wrexham and Flintshire in consortia on a regional basis), need assessments, and Welsh Government guidelines.

4.3. Families First Project Board

CYPSP established a multi-agency Project Board including health and third sector partners to manage a Commissioning Programme/Post Project Plan (including tasks e.g. Specifications, Tender documents, timescales) for Families First. The outcome for the Project Board was for Funding to be committed to align effectively to The BIG Plan/Families First criteria.

4.4. Support and information for the Tendering Process

To enable current providers to manage the transition, support was provided to help them adapt to the new criteria and also to encourage other potential providers to enter the market. A series of information sharing events and workshops were held in addition to direct support funded by the Partnership and delivered through DVSC. The support to potential providers included:

- Workshop – 'What is the Families First element of Outcome 4 of Denbighshire – The Big Plan and how can you contribute towards achieving it';
- Publishing draft Service Models to potential providers;
- "Tender Ready" – signposting to support with completion of tendering documentation, and information on the procedure.
- Publishing a clear procurement timetable – the Commissioning Process
- Workshop on 'Working as part of a Consortium' (i.e. association/syndicate), including developing, contacts for support, and potential partners.
- DVSC commissioned to provide support sessions, encourage and enable partners to work in consortia, signpost, and buy in consultants to work with emerging new consortia.

4.5. Breakdown of the Tender Process

Milestone and date achieved detail can be viewed in **Appendix 1 Tender Timetable**.

Additional information:-

- 4.5.1. Tenders received and opened on 31 January 2012 by Commissioning and Evaluation Officer and Administrative Officer
- 4.5.2. All tenders were allocated a number used throughout the evaluation period to refer to each tender (anonymity purposes for the tender process)
- 4.5.3. Panels were appointed and agreed by the FF Project Board to consider tenders and included a Cabinet Member with lead responsibility, a member of the Families First Project Board, a representative with relevant knowledge, service users where available, and for consistency through the process, both the Partnerships and Communities Manager, and the Commissioning and Evaluation Officer.
- 4.5.4. Four panels met in February 2012 to consider tender applications within specific service areas, Panels were grouped into naturally linked areas as follows:

Panel 1: Young Carers, Childcare, Play, Disability

Panel 2: Income Maximisation

Panel 3: Parenting, Family Support, Family Resilience

Panel 4: Youth Support

- 4.5.5. Referees contacted for each preferred provider. At least three references for each applicant were obtained.
- 4.5.6. *Pause and Reflect* - an exercise took place looking at preferred providers to consider where there could be added value through strengthening links between elements, identifying any gaps. Areas identified included marketing and training (whereby funding from many of the applicants could be pooled to provide and deliver centrally).
- 4.5.7. *Invitation to meet with Panel* - where necessary clarification on some aspects of applications were required, applicants were invited to meet with Panel Members to go through their bid in more detail.
- 4.5.8. *Clarification and Pre-contract Meetings* - took place with all applicants who were considered preferred providers. Legal Services were represented at all meetings and legal additions to the final Contract highlighted. Contract supplementary information was shared to ensure clarity and agreement including Safeguarding, links to Genesis Wales 2, training and marketing, Contract Governance, lead time, performance links with Population Indicators. Confirmation of start date of project was also discussed. All preferred providers confirmed start date of 1st April 2012.
- 4.5.9. Chair of the CYPSP was kept informed at each key stage of proceedings.

4.5.10. Contracts drawn up by Partnerships and Communities Team within Legal and Procurement guidelines.

FAMILIES FIRST STRATEGIC PROJECTS 2012-2014 - COMMISSIONED

4.6 Attached in **Appendix 1** is the list of strategic projects and amounts allocated, together with detail on the status of the 2 unallocated service elements namely Family Support and Disability.

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

The Families First Programme is a key contributor to the Big Plan: "Outcome 4, Vulnerable families in Denbighshire are supported to live a life free from poverty, where they can be independent and flourish".

6. What consultations have been carried out?

- Families First Stakeholder Group
- Families First Project Board
- Children and Young People's Partnership Board
- Early and Extending Entitlement Group
- Senior Leadership Team
- Service Users – disabled children and young people
- Parents/Carers of disabled children and young people

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

7.1. **Timetable slippage** – Timescales have been tight, but the implementation by the Families First Project Board of Project Management methodology has meant that 7 out of 9 service elements started delivery as of 1st April 2012. Interim arrangements have been made to support current service users until the remaining 2 elements are in place.

7.2. The decision to use **a more formal approach to commissioning** in order to improve the quality of outcomes, increased the level of work required by organisations tendering for the FF Programme and some smaller groups may have felt at a disadvantage. There is a risk that unsuccessful tenderers may feel that the tendering process has been unfair to them.

7.3. **Reduction on funding available for new service** – due to the delay of not allocating a provider for the Family Support Element, and having to put interim provision in place at a cost, the amount available for 2012-2013 has reduced. This may have an impact on potential providers wishing to tender.

For further information please contact:

Commissioning and Evaluation Officer

Tel No: 01824 706283

Families First Implementation**Tender Timetable and Families First Strategic Projects 2012-2014 -
Commissioned**

Milestone Number:	Milestone	Achieved date
1	Families First Action Plan submission to Welsh Government	28/10/11
2	1 st Families First Project Board Meeting in place	01/11/11
3	Consider Panel process, Panel meet dates, agreement of Tender Process, tender consideration and Panel Membership	01/11/11
4	Notification of service intentions to inform possible providers	06/12/11
5	Commence work on service specifications	03/11/11
6	Welsh Government assessing FF Action Plan from Welsh Government	11/11/11
7	Visit to Authority by Welsh Government for Family First discussions.	17/11/11
8	Final draft of service specifications to be submitted	18/11/11
9	Draft service specifications to be shared electronically with Project Board	18/11/11
10	Meeting of Project Board (half day) regarding service specifications	21/11/11
11	Commence work on tender documentation	14/11/11
12	Cordis Bright to complete service specifications	25/11/11
13	Quality check on tender documentation with FF Project Board	13/12/11
14	FF Action Plan final approval by Welsh Government	23/02/12
15	Children and Young People's Partnership (CYPSP) <i>Special Meeting</i> Accept final FF Action Plan/Service Specifications	01/12/11
16	Information sharing with Senior Leadership Team by Project Board Chair	01/12/11
17	Families First Project Board Meeting	13/12/11
18	Invitation to Tender advertised	16/12/11- 21/12/11
19	Partnership Scrutiny Report (Families First Programme/Strategic Commissioning Areas/Procurement Timetable)	26/01/12
20	Families First Project Board Meeting	12/01/12

Appendix 1

Milestone Number:	Milestone	Achieved date
21	Tender Closure (4PM Prompt)	31/01/12
22	Children and Young People's Partnership (CYPSP) Provide update on work of Project Board	26/01/12
23	Families First Project Management Board Meeting - Panel documentation	03/02/12
24	Families First Panels	W/C 06/02/12
25	Families First Project Management Board Meeting - Status of FF Panels	16/02
26	Children and Young People's Partnership (CYPSP) <i>Special Meeting</i>	20/02/12
27	Cabinet	21/02/12
28	Families First Project Management Board Meeting	27/02/12
29	(a) clarification with potential new partners (b) Inform successful applicants	20/04/12
30	Families First Funding commences	01/04/12
31 (a)	Special Children and Young People's Partnership (CYPSP)	19/04/12
31 (b)	Children and Young People's Partnership (CYPSP)	19/04/12
32	Provide feedback to unsuccessful applicants (of the elements allocated)	08/05/12
33	FF Project Board	14/05/12
34	Families First in Denbighshire - Meet the Providers	23/05/12
35	Arrange for a Panel to look again at Disability specification	01/06/12
36	Families First Project Management Board <i>Special Meeting regarding Family Support Element</i>	29/06/12
37	Set up Planning Group for FF Programme Launch	05/07/12

Families First Tenders 2012-2014			
Service Elements	Successful Applicant	Amount of funding available 2012/2013	Amount of funding available 2013/2014
Play (including disability provision)	Oaktree Play (Consortium Bid)	£ 117,378	£ 120,000
Income Maximisation	Welfare Rights (Consortium Bid)	£ 60,000	£ 60,000
Family Resilience	BCUHB (Consortium Bid)	£ 80,000	£ 80,000
Parenting	Action for Children (Consortium Bid)	£ 130,000	£ 130,000
Young Carers	Action for Children	£ 91,374	Nil
Childcare Provision	Family Information Service	£ 46,000	£ 46,000
Youth Support	Denbighshire Youth Support Consortium (Consortium Bid)	£ 160,000	£ 160,000
TOTAL ALLOCATED FOR COMMISSIONED PROJECTS AS OF 01/04/12		£ 684,752	£ 596,000

Families First Tenders 2012-2014			
Unallocated Service Elements	STATUS	Amount of funding available 2012/2013 (amounts subject to reduction due to costs of interim services in place)	Amount of funding available 2013/2014
Family Support	Special Meeting of the Families First Project Board on 29/06/12 recommended that a new specification is produced and this element goes out to tender. Interim SLA in place with Denbighshire HomeStart in order to continue support for current service users and for transition ie referral process into new/revised service.	£ 180,000	£ 200,000
Disability	Amount is only available for two years with no opportunity for funding beyond March 2014. Funding is ring-fenced to ensure FF Providers have the necessary training and support in order to provide a full range of inclusive provision within their service. Due to gaps in applications received for this element, a Disability Panel on 01/06/12 concluded that provision for 4 out of the 6 original areas with the Specification would be covered. Amount has been reduced due to interim provision for current service users through Cyfle Barnardo's Cymru.	£ 75,000	£ 89,989

Report to:	Partnerships Scrutiny Committee
Date of Meeting:	12th July 2012
Lead Officer:	Lead Sponsor, New Work Connections
Report Author:	Regional Manager, New Work Connections
Title:	New Work Connections

1. What is the report about?

Taith i Waith/New Work Connections project is supporting people who, through a range of disadvantages, are economically inactive or unemployed into education, training and employment. This regional project covers the four local authority areas of Anglesey, Conwy, Denbighshire and Gwynedd with Denbighshire as the Lead Sponsor. The project secured £26 million over four years (1st March 2010 to 28th February 2014); £13.8 million from the European Social Fund (ESF) through the European Union's Convergence programme administered by the Welsh Assembly Government.

The project is aligned to Priority 2, Theme 1 of the ESF Convergence Operational Programme:

- Priority 2; increasing employment and tackling economic inactivity
 - To raise levels of employment and economic activity, and secure higher participation in the labour market
- Theme 1; helping people into sustainable employment
 - To increase employment and tackle economic inactivity by bringing more people into employment. This will be achieved by:
 - Implementing active labour market policies and supporting people to overcome a wide range of barriers to sustainable employment
 - Helping to address specific barriers faced by disadvantaged groups

2. What is the reason for making this report?

To provide information regarding the New Work Connections Project.

3. What are the Recommendations?

For members of the Partnerships Scrutiny to consider:

- Compliance with Denbighshire County Council policies and procedures
- Compliance with Welsh European Funding Office (WEFO) Terms and Conditions
- Appropriate governance arrangements
- Adequate alignment to Denbighshire County Council priority areas
- Monitoring and evaluation and risk management processes
- Effective and efficient use of funding
- Achievement of Targets and Indicators

- Development of an Exit Strategy for the Project

4. Report details

As project sponsors, Denbighshire are responsible for delivering the project in accordance with the terms and conditions set out in the approval letter received from the Welsh European Funding Office (WEFO). This regional collaboration is governed by a Partnership Agreement signed by all 4 authorities. A Regional Partnership Board was set up from the outset to ensure compliance and structures are also in place locally. The project also reports to the North Wales Social Services Improvement Collaborative ensuring provision of corporate leadership. To date the project has faced a number of complex challenges, some of the main issues include:

- Recruitment of key staff and project set up (*Database and Documentation*)
- Introduction of the Work Programme
- Complexities of required procurement processes
- Responding to ongoing adjustments to project requirements

Despite these challenges, and there have been many, the project continues to go from strength to strength, much to the credit of the staff involved. Their determination and passion for the project to succeed has enabled the project to be in the strong position it is in today. This innovative and essential project is enabling individuals to achieve their full potential. There is a staggering range of activities in place for participants and the project is unique in that the participants are considered as individuals and bespoke support is provided to meet their needs which has resulted in some great successes.

ESF projects are subject to a number of audit visits throughout its life and well after its completion. Audit teams likely to visit include WEFO, Welsh Government and European Commission auditors. Quarterly Lead Sponsor Visits are carried by the Regional Team to ensure compliance and to provide support and guidance. A Monitoring and Evaluation Plan has been implemented regionally to ensure the timely delivery of the project's key actions; derived from the Business Plan. A robust methodology supports the Plan and includes Status reporting, Exceptions reporting and Risk Management.

The project has regular review meetings with Project Development Officers at WEFO; an excellent working relationship with no major issues identified to date. The project's procurement processes were commended by WEFO who asked to share them with other ESF projects as best practice. WEFO have also commented on the monitoring and evaluation plan and methodology stating that it was an impressive process.

The majority of the New Work Connections project is being delivered in-house, with the exception of specialist provision which has been procured. A specific commitment that WEFO has made to the European Commission is that ALL training must be procured ensuring education and training providers are given the opportunity to tender for service delivery contracts on a fair and transparent basis. The project in Denbighshire has procured a number of

providers to deliver training and education via a Training and Education Framework.

Regionally the project is required to provide support to 4,555 individuals and to date the project has supported 1573 individuals of which 962 have achieved at least one positive outcome with some individuals achieving as many as 8 positive outcomes (*Appendix 1 Regional Newsletter*).

The project is undergoing an external evaluation by Wavehill consulting; chosen via a procurement process. The evaluation is a crucial element and will play an integral part in explaining the reasons behind the project's successes and failures in order to share good practice with others and identify what may work better next time. The project has a strong emphasis on the development of processes and protocols, aimed at streamlining the current wide range of services. Increased collaboration will contribute greatly to making efficiencies and therefore, to the sustainability of services. It is expected that greater collaboration between; social care, health, education, training, employment services, and third sector bodies will result in more holistic services for participants. This should improve effectiveness in meeting needs and therefore the evaluation aims to demonstrate the need for this type of support to continue at the end of the funding period.

The above forms the basis of the Exit Strategy included in the Business Plan; options currently being explored in more detail include:

- No more funding available
- Continuation of ESF funding
- Alternative sources of funding (internal and external)
- Premature Exit

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

The corporate priority of addressing Demographic Change is directly addressed by the New Work Connections project. In Denbighshire there is an increasing number of both older people and people with disabilities and the project aims to support and assist both of these population groups to enhance their skills and ultimately their lives by supporting them into training, education and employment. The aim is to support people to gain independence and control over their lives; allowing them to work and learn for as long as they want to and also to make an active contribution once they retire; the project is unique in that it does not have an upper age limit.

The overall aim of the New Work Connections project is to assist 4,555 people across the 4 authorities, by providing employment opportunities, encouraging business start-ups and reducing the number of people who are economically inactive and on benefits, thus assisting the corporate priorities of Regeneration; reducing deprivation and economic sustainability. The project aims to empower people to realise their full potential which will inevitably contribute to the economy of the region. The project contributes to Denbighshire's BIG Plan in that it enhances people's chances of being healthy and having a sense of wellbeing and directly increases their chances of being able to afford to meet their needs by becoming self sustainable through the support provided by the project.

One of the Core aims of this project is to promote independence amongst people with social care needs helping them to engage with training and employment which is in line with a number of UK and Welsh Government Strategies.

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

The only affect this project will have on other services is to complement them and add value and potentially reduce the drain on the statutory services in the long term.

7. What consultations have been carried out?

In developing the New Work Connections project, there has been consultation with the following stakeholders:

- Welsh Assembly Government officers, Wales Council for Voluntary Action, Other WEFO funded projects, North Wales Public Health Service, Job Centre Plus, Various Training Providers, City Strategy, Range of Third Sector organisations, Social Services officers, Further Education providers, North Wales Social Services Improvement Collaborative

Presentations have been made regarding the project at two major conferences. All have been fully supportive of the project.

8. Chief Finance Officer Statement

This is a significant regional project with match funding implications. The profiled expenditure and outcomes are being closely monitored and reported to funding providers.

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

Locally, risks are identified and scored by their likelihood and severity then recorded and monitored regularly. Risks are reviewed during the Local Delivery Group meetings and action required to eliminate or minimise the risk determined and undertaken as required/appropriate. The identified risks are collated onto the regional risk register which is reported to the Regional Partnership Board on a quarterly basis for review. An exceptions report is completed where RED risks have been identified (*not on track and not in control*). Residual risks are included in the Risk Log which are monitored and reviewed regularly.

Some of the major risks highlighted include the impact of the economic downturn, the duplication of projects across the region, the impact of the Work Programme and changes to the project. In light of this, WEFO have emphasised the need for the project to demonstrate it is doing everything it can to support people on their 'journey' into education, employment and training. The Work Star outcomes tool is used to enable Support Workers to measure and summarise the achievement of 'softer outcomes'. This has

provided an invaluable framework for staff and enabled more systematic, measureable and consistent support provision across the region.

10. Power to make the Decision

Article 6.3 of the Council's Constitution.

Contact Officer:
Regional Manager New Work Connections

Tel: 01745 353494

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New Work Connections

Issue 4 EU Day Bulletin, 9th May



Supporting people furthest away from the Labour Market into education, employment & training



Europe Day

9th May

Celebrated within the European Union as 'Schuman Day' or 'Europe Day' as it is more commonly known - the 9 May is an occasion for regions across the EU, including Wales, where Structural Funds are benefiting people, businesses, communities and the environment.

On 9 May 1950, Robert Schuman, the French Minister for Foreign Affairs, made a speech on behalf of the French Government to propose the pooling of French and German coal and steel industries under a joint European institution. It is thought that this led to the birth of the first European Community Institution, the European Coal and Steel Community (ECSC) and eventually to the European Community itself. For this reason, during the Milan Summit of EU leaders in 1985 it was decided to celebrate 9 May as Europe Day.

Please join us in Celebrating EU Day by reading about our European Funded Project, New Work Connections with exciting updates and News of the project's success so far.....



New Work Connections

Our aim

The aim of **New Work Connections** Project through provision of a range of interventions is to reduce economic inactivity, and improve employment levels amongst the most disadvantaged groups across the four local authorities; which are Anglesey, Conwy, Gwynedd and Denbighshire.

New Work Connections is a major project funded by the Convergence European Social Fund through the Welsh Government, to support various groups facing disadvantage into training, education and employment. This project supports the following target groups as a priority:

- **People who are facing significant challenges obtaining employment, education and training**
- **People who have a work limiting condition**
- **People ages 16-18 and not in education, employment or training (NEET)**
- **People who have a physical or sensory impairment**
- **People who have a learning disability or learning difficulty**
- **People who have mental health needs**
- **Lone Parent with sole caring responsibility for a child/children**
- **Older People (50 or over)**
- **Women returning to work**
- **People who have caring responsibilities**
- **Black Ethnic minority (BME)**



New Work Connections are still receiving a vast amount of referrals and are currently providing support to over a 1000 Individuals across 4 Counties; Denbighshire, Conwy, Anglesey and Gwynedd.

What we offer.....

- **Intensive one to one support; dedicated caseworker providing support to individuals to enable them to reach their full potential**
- **Job search support; Interview techniques, CV writing support and Work Clubs**
- **Basic IT Skills**
- **Support with confidence and self-esteem issues**
- **Help to remove challenges and barriers**
- **Funding for training/education**
- **Support and assistance for employers**

Progress to Date

The project has supported **1573** participant to date of which:

- ✓ **698** - out of work for up to 12 months
- ✓ **875** - out of work for over 12 months
- ✓ **686** - females
- ✓ **887** - males
- ✓ **668** - who have a work limiting health condition or disability
- ✓ **85** - who have a sensory impairment
- ✓ **675** - have no qualifications at all
- ✓ **962** - have achieved at least one positive outcome
- ✓ **91** - have attended a work placement/volunteering opportunity



Positive Outcomes

Positive outcomes are really important steps towards people's journey into education, employment or training. They could include, thinking skills such as problem solving abilities, personal attributes such as improved self confidence, or practical work-focused skills, such as better appreciation on the importance of timekeeping in the workplace, etc.

A Total of 962 participants have achieved a Positive Outcome to date

Entering Employment

The number of participants entering employment as a result of participation in the project. Employment includes self-employment and can be full-time or part time. However, employment must involve a minimum of 16 hours a week and must be paid employment.

A Total of 43 participants have secured Full Time Employment to date.

Further Learning

The number of participants entering Further learning as a result of the participation in the project. Further learning can include formal academic or vocational education and less formal skills development training.

A Total of 37 participants have gone onto Further Learning to date

Local Activities



The newest member of Staff is Mrs Caroline Tattersal who previously worked in a third sector voluntary organisation and is now working on our mental health recovery project.

Anglesey offer a wider range of modules that any participant can take part in. The modules include a history module which involves visiting different historical sites around Anglesey such as; Beaumaris Gaol and Courthouse and Plas Newydd. They also visit Anglesey Archives and search through old documents for information on the sites we visit.

There is a music module which has proven successful, it is based at a music studio in Llangefni and run by a group named 'Bocsŵn'. During the music sessions participants can learn to play an instrument, compose and edit a song and add vocals if they wish. By the end of the module participants go away with a CD recording of their song.

Anglesey have also just recently began the module at Melin Llynonn Mill and so far participants have helped to lay down some gravel for easier access of wheelchairs to the site and they have also participated in some willow weaving to help strengthen some of the fences on site. Anglesey hope that in the summer participants will be able to volunteer in the shop and café on site and help give guided tours to visitors of the site.

Anglesey held their 'Open Day' on the 26th March at Canolfan Byron, Anglesey. The 'Open Day' was proven to be very successful and numerous individuals who attended Canolfan Byron decided to register on to the project (more information on page 7).

For further information please contact Anglesey on 01407 721959 or Email: newworkconnections@anglesey.gov.uk



Case workers are working with employers on behalf of their participants, assisting them to find employment. This has proved very successful and the project has received positive comments:

"Cannot fault the help I received. It gave me a better perspective on my problems and the way I deal with them, which had been putting barriers in my way socially and with employment." (anon 2012)

"I have been given a chance to show I can work. I love the job and get along with everyone. Thanks for the Chance." anon 2012)

The Builder Street 'Friday Drop In' sessions have also proved successful; local jobs are displayed and participants are supported with applications. A Public Access PC is being set up to allow participants carry out job searches and on-line applications.

Gail Selley (Team Manager-NWC) and Mike Roberts (Team Leader-NWC) hosted an information stand at a recent Autism Spectrum Disorder (ASD) awareness open day. The event was hosted at the Interchange in Old Colwyn, facilitated through Conwy County Borough Council's Adult learning Disability Team and was open to the public. Along with New Work Connections a number of other organisations attended including; Denbighshire EPS and Counselling Service, National Autistic Society Wales, Options Group, ASD Outreach Team, Autism Initiatives UK, Ysgol Plas Bron Dyffryn, Ysgol Gogarth and Careers Wales.

For further information please contact Conwy on 01492 576582 or Email:

newworkconnections@conwy.gov.uk

Local Activities



Welcome to the newly appointed Local Manager for Denbighshire, Paul Greatbatch. In addition to Paul, Jacque Walker, Co-ordination and Monitoring Officer and Katie Jones, Project Case Worker are also new recruits.

(Paul Greatbatch, Denbighshire Local Manager)

New Work Connections is offering free IT help and support at Ruthin, Llangollen and Denbigh Libraries for anyone who meets the projects criteria who would like advice or assistance seeking work, further education or training.

For those people seeking employment they can offer assistance and support in writing CVs, producing job application covering letters, using the Internet to search and apply for jobs, help with application forms and interview skills. An IT Mentor from the New Work Connections project is on hand to help you with the use of computers. Everything you will need to know from using computers for the very first time to navigating the Internet, to accredited ECDL courses.

Why not call in and see us at;

- **Llangollen Library at every Tuesday between 10:00am & 12:30pm**
- **Ruthin Library at every Friday between 10:00am & 12:30pm**
- **Denbigh Library at every Friday between 1:30pm & 4:00pm**

The project is also available at other locations throughout Denbighshire.

If you would like any further information on any of the Denbighshire's activities or issues, please contact New Work Connections on 01745 360801 or Email; rhyl.communityagency@denbighshire.gov.uk

Welcome to Nia Haf Jones who was appointed as a NWC Project Officer in February 2012.

There are a number of exciting developments planned for the project in Gwynedd:

- **Basic & NVQ Level 1 Training in IT in the areas of Dwyfor and Meirionnydd (Arfon already has access to such services)**
- **Benefits Advice/Welfare and Financial Literacy Courses**
- **Employability Training Package which will include First Aid, Manual Handling, Food Hygiene, Health & Safety, Customer Care so when major employers like ASDA who are opening a new store in Bangor in November 2012. Individuals will be appropriately skilled and will benefit from being in a better position to gain interviews for jobs as a result**
- **OCN Courses in various units such as IT/Basic Skills and more ...**

Also Anger Management and Sleep Management courses planned. The Mental Health Resource Centres have identified that this is a barrier for individuals trying to get back to the workforce who have not got their anger and their sleep patterns sorted.

Gwynedd have now established a close working relationship with the Job Centre Plus Advisors and will be arranging regular meetings to ensure the best use of resources and to work closely to establish how the support is developing.

If you live in Gwynedd and are unemployed or economically inactive, please contact the New Work connections Team on : 01286 679388 or 01286 679585 or Email; TaithiWaith@gwynedd.gov.uk

Anglesey's Open Day



The Anglesey Open Day and Information Event was held at Canolfan Byron, Mona, on Thursday, 29th March 2012. Over a hundred people attended during the day, including staff from other agencies and the general public.

There were numerous stands with the mentors showing what modules they offer to participants who register on to the project.

Anglesey's wide range of modules support participants to boost their confidence and improve their social skills; preparing them to go on to education, training and employment. Modules offered include, fishing, history, music, click club, gardening, woodcraft, upholstery and arts & crafts. Everyone was given the opportunity to speak to the mentors to find more about what the project offers and to see what existing participants have already achieved. More information on the modules that we offer can be found on our website at; www.ynysmon.gov.uk/taithiwaith.

Gwilym St Paul, a participant who is currently undertaking an OCR Level 1 Certificate in Administration through Coleg Menai, was one of the participants helping on the reception during the event. He said.....

"It was an interesting and informative day. It was very busy and it was good to see so many people come along to the event".

Visitors also had the opportunity to view the projects DVD and speak to participants who are currently being supported by the project.

One of the biggest attractions of the day was Taran Disability Forum's Travel Training stand. They have been awarded this contract and will provide a selection of progressive driving experience modules which will involve the hire of a driving simulator from Plas Cybi. The simulator has been put into a real car which has been modified to include a built-in computer which displays a realistic moving image of roads so that a participant can have a realistic idea of a driving experience whilst learning to drive. A truly amazing concept.



Many people test drove the car and were interested in learning to drive through the programme that is offered by New Work Connections. This module will also provide support for people who want to learn to independently use public transport and for those who wish to improve their driving skills.



Circles Network who have been contracted to deliver independent living skills through the project was also present at the Open Day. Circles Network is new to the area and will be supporting participants, within the community, to be more independent.

As the day was so successful, we will be holding a similar event next year. Thank You to all who attended the Open Day

Engaging with Employers

Caernarfon Library/TALNET

By Carwyn Jones (Gwynedd NWC Business and Careers Officer)



After lengthy discussions with the team about placements the phrase 'practice what you preach' came to mind, and where better to start than Gwynedd County Council itself!

I arranged a meeting with Hywel James (the head librarian of Gwynedd) to provide a small presentation about the project and what the project is trying to achieve. I took this opportunity to question Hywel about the possibility of work placements as well as the chance to offer the department to be the first department within Gwynedd Council to be a part of the project.



Hywel agreed that the idea was great and was very supportive of the kind of work that we do. He not only agreed to be a part of the project, but agreed to provide us with two placements in the Caernarfon library. One with the book company TALNET, and the other in the general library.

It was agreed that I would work with the NWC local mentor and identified a few participants that we thought might be suitable for the placements. The staff would then choose the best suited CVs and hold an 'informal interview' and a tour of the building before confirming the placement.



Once the suitable participants were chosen, we sat down and put together an action plan to determine the skills and experiences the participant wanted to develop and strengthen in accordance to the role of the placement.

I always suggest to any employer that a trial period is a wise idea. This takes some of the strain off the employer and usually motivates the participant to do well and commit a 100% to the placement.

After the trial period there would be another review and the employer can either decide to extend the participant's contract, terminate the contract, or simply give the participant more hours. This also gives us the opportunity to monitor the individuals progress and ensure both employer and employee are happy with the placement.

(Pictures; Employees at the Caernarfon Library/TALNET)

What we do...



Kyle is currently studying a Level 1 Business Administration Course at Rhyl College, 3 days a week. At the age of 19 he wanted to develop his work experience within an office environment which would run alongside his college course.

Kyle has a hearing impairment and wears two aids to help him hear, his goal is to be a fully qualified administrator.

In March 2011, Kyle was referred to New Work Connections for support in identifying an appropriate volunteering placement that would provide him with the relevant skills to increase his office experience.

Kyle also needed to acquire 'work and social' confidence which volunteering would certainly help with.

New Work Connections were able to support Kyle in finding a volunteering placement for 1 day a week at Marie Curie Cancer Care, Morfa Clwyd Business Centre, in Rhyl. At Marie Curie, Kyle assists with stock taking, data inputting, dealing with emails and updating their information database. Kyle says....

"I enjoy working at Marie Curie. It helps me with my course at college and I would like to work more days when possible. I have been data inputting, stock counting and have dealt with emails, I'd like to thank New Work Connections for finding me Marie Curie".

Simone Williams, Community Fundraising Manager at Marie Curie, Rhyl said

"Having Kyle as a volunteer has been fantastic for us. Every day brings different things and sometimes we just never get round to doing things like databases, research and recording logs which we need to. Kyle is fabulous as he has designed a simple post log which we can complete daily, he has compiled a spreadsheet to record our outgoing and incoming sponsor forms, and has worked updating our collection tin campaign, which will allow us to pay for more nursing hours across our area. Volunteers like Kyle are invaluable to an organisation like Marie Curie Cancer Care".



Cleaning up for Success



'Cleaning up for Success!' 'Green Horizons Office Recycling Scheme'

Staff and service users received recognition at the recent 'Association for Public Service Excellence' Award (APSE).

The APSE awards attracted over 300 submissions from nominees with over 130 organisations taking part from Wales, England, Northern Ireland and Scotland. The best submissions were short listed from each category and to reach the finalist stage with our first nomination can only encourage and help us all to strive forward with this scheme and continue to keep our Council buildings *'Green and tidy'*.

Conwy County Borough Council's "Green Horizons Office Recycling Scheme" helps staff to recycle their paper, cans, glass, plastic and food waste at work, whilst simultaneously offering work experience and social interaction opportunities to the Green Horizons Collection Team, a team of service users with learning disabilities, who undertake the weekly recycling collections at 24 of the Council's sites. In the first year, the scheme helped to recycle more than 32 tonnes of the Council's waste! Pictured below is a very proud David who is one of the projects participants....

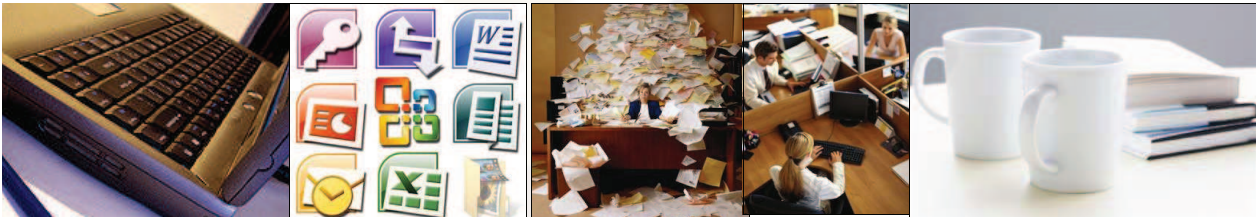


Pictured at the APSE awards event in Bristol:
David Galbraith Williams - Job Coach/Project Worker. Kelly Bee - New Work Connections Team Leader. Stewart Heath - Service User.

Looking after our Environment

Green Dragon Tips

The following hints and tips are aimed at helping you to do your bit for the environment. It can be sometimes be the smaller things you do that will help minimise your impact on the environment, and also increase enjoyment of it - so we can all contribute to a 'Greener lifestyle' both in the workplace and in your home activities



1. Be More Active

- **Being active for 30 minutes 5 times each week helps you to be healthier and fitter. It can also help save the environment. Walking or cycling instead of taking the car reduces pollution, and going for walks will make you feel more familiar with your local environment. There are many groups which offer you the opportunity to do this for free.**

2. Buy Locally and Seasonally

- **Think global, act global. It is better for the environment to buy seasonal, local fruit and vegetables.**
- **Buying locally means that you are supporting local business and keeping the money in the area. It also gives you the opportunity to find out about local markets that are going on which help to support farmers and reduce food miles.**
- **Buying locally also helps you to buy seasonally. Supermarkets supply all varieties of fruit and vegetable regardless of season and origin - these travel by air and often come from developing countries.**
- **There are many fruit and vegetable in season throughout the year in the UK.**
- **Vegetable box schemes deliver fresh, local and seasonal produce to your door.**

3. Grow your own

- **Better than buying your fruit and vegetable, why not try and grow your own. This could be in a garden patch, a small window box or an allotment.**

For more information, check out the Green Dragon intranet site, where you can also share your ideas for environmental improvement;

<http://intranet/greendragon>

Publicity

New Work Connections are keen to publicise the project so as many people as possible can benefit from the support available to them. Here are some ways in which we have publicised the project so far:

- ◆ Leaflets, Posters, Websites
- ◆ Local Newspapers
- ◆ Newsletters
- ◆ Engagement at local events across all Regions
- ◆ Facebook page in development
- ◆ Internal Council Intranet

Do you know of any events that we could engage in.....get in touch.....



If you would like to be included on our mailing list to receive updates on future events or if you know of any future events that we could be involved in, please contact:

Sara Jones, Regional Administrative Officer

sara.jones@denbighshire.gov.uk

01745 334339

We want to ensure as many people as possible benefit from the support we offer.

If you would like to find out more about the project please contact your Local Authority on:

Anglesey County Council



Tel: **01407 721959** or **01407 721925**

Fax: **01407 721969**

Email:

newworkconnections@anglesey.gov.uk

Denbighshire County Council



Tel: **01745 360801** or

Email;

rhyl.communityagency@denbighshire.gov.uk

Conwy County Borough Council



Tel: **01492 576582**

Email:

newworkconnections@conwy.gov.uk

Gwynedd County Council



Tel: **01286 679388** or **01286 679585**

Fax: **01286 679 338**

Email: TaithiWaith@gwynedd.gov.uk



Alternatively you can contact the Regional Management Team on:

Melanie Evans, Regional Manager

melanie.evans@denbighshire.gov.uk

01745 353494

Helen Whitear, Regional Finance Officer

helen.whitear@denbighshire.gov.uk

01824 712658

Sara Jones, Regional Administrative Officer

sara.jones@denbighshire.gov.uk

01745 334339

If you know of anyone that could benefit from the support of the New Work Connections project or you would like to refer yourself please contact your local New Work Connections project **NOW**....



We want to ensure as many people as possible benefit from the support we can offer.

Contact Us Now...



Report to: Partnerships Scrutiny Committee
Date of Meeting: 12th July 2012
Lead Officer: Head of Housing & Community Development
Report Author: Strategic Regeneration Manager
Title: Regional Collaboration on Economic Development

1. What is the report about?

The report is about the development of a strategy to address the relative performance of the economy of North Wales compared to that of the other parts of Wales and the UK, and the creation by the region's six unitary authorities of a Board which will oversee the delivery of the strategy.

2. What is the reason for making this report?

The purpose of the report is to enable pre-decision scrutiny of the anticipated benefits of collaborative arrangements for the purpose of economic development.

3. What are the Recommendations?

That Scrutiny supports the:

- 3.1 principles of the Economic Ambition – A Strategy for Change document as set out in Appendix 1; and
- 3.2 formation of the Economic Ambition Board and the draft constitution as set out in Appendix 2;

4. Report details

Economic Ambition Strategy

- 4.1 Over recent months, officers (working with the Cabinet Lead Member) have been in discussion with colleagues from Flintshire, Wrexham, Conwy, Gwynedd and Anglesey to set out a new strategic direction for economic development across North Wales. This collaborative initiative has stemmed from concerns about the performance of the North Wales economy relative to other parts of Wales and the UK and the need to improve performance and strengthen economic growth. Economic indicators show that the North Wales economy has low productivity (71% of the UK average), low levels of new firm formation and high levels of youth unemployment. Of particular concern is the lack of inward investment which has been attracted to the region over recent years.

- 4.2 In response a new strategy for change has been prepared, set out in Appendix 1, which aims to improve productivity, competitiveness and growth of the North Wales economy. The priorities identified in the strategy include the need for:
- a. clear leadership and coordination for collective economic development activities in the region,
 - b. rebalancing the local economy by increasing growth and productivity,
 - c. improving strategic infrastructure, and
 - d. upgrading the skill base, reducing inactivity and tackling youth unemployment.
- 4.3 In order to achieve a significant improvement in the region's economic performance, the six local authorities need to better organise themselves and avoid duplication, working beyond traditional administrative boundaries and playing to each others strengths. The focus of joint working will be restricted to those activities which:
- a. demonstrates that there is a common and pressing need across North Wales;
 - b. address major strategic development issues facing North Wales; and
 - c. demonstrate that there is added value from joint working and collaboration.
- 4.4 The strategy does not seek to draw together all local authority economic development functions. Nothing in the strategy prevents the Council from identifying and pursuing its own priorities for economic development. However, where there is an advantage in working collaboratively, the Council will be able to do so.

Economic Ambition Board

- 4.5 It is proposed that the coordination and oversight of this work is undertaken by the creation of the Economic Ambition Board for North Wales. This would consist of representatives from each of the six North Wales local authorities (probably the Lead Member for Economic Development or Regeneration), chaired by the representative of one of the six local authorities, supported in each authority by the Head of Service and/or Corporate Director for Economic Development and Regeneration. No power would be delegated to it from the local authorities. Any decision to commit the Council to a course of action would be done through approved channels. A copy of the draft constitution for the Economic Ambition Board is at Appendix 2.
- 4.6 Engagement of the wider stakeholders will be essential and the Board would need to consider how the voice of others will be heard. The Welsh Government's involvement will be crucial in delivering the strategic priorities. To date, the Welsh Government and the Minister

for Business, Enterprise, Technology & Science in particular has been supportive of the work undertaken. Collaboration with other stakeholders will also be important, in particular Higher and Further education (HE & FE) institutions, Careers Wales, Job Centre Plus and the private sector. All will have a part to play in the delivery of the various work streams.

- 4.7 The outcome should be a more effective, coordinated and strategic approach to issues affecting the economic performance of North Wales, with the six local authorities working collectively, sharing expertise and resources to deliver the agreed priorities. The focus of activity being on those things where there is added value from working collectively and would include – business and enterprise support, inward investment, strategic infrastructure and tackling youth unemployment. Some of the initiatives proposed for the short term include:
- a. commissioning a detailed review into the engagement between the Economic Ambition Board and key stakeholders, in particular the private sector, HE and FE and the voluntary sector;
 - b. the development of a North Wales Business Charter;
 - c. a proactive approach to developing a small number of key economic sectors in North Wales that will contribute to improving the region's competitiveness;
 - d. a new and coordinated approach to inward investment (focussing on the key sectors); and
 - e. an agreement to arrange one Business Week for North Wales.
- 4.8 Three key themes have emerged from various workshops and discussions in order to provide a clear focus for our work. These include,
- a. the energy and environment sector
 - b. advanced manufacturing, and
 - c. "Destination North Wales".

A co-ordinated and ambitious action plan will be put in place for these three key themes – all at a regional level, which will set the context for the education and skills agenda, business support programme, and infrastructure needs and requirements of North Wales. It is important to note that there are other key sectors that will need to be developed in order to achieve a step change in the performance of our local economies across North Wales – and arrangements will be put in place to have a sub-regional approach to some of these sectors. Examples include the construction sector and the creative industry sector. The "Destination North Wales" programme in particular will be an exciting and innovative development – this is an opportunity to ensure that North Wales has a clear programme in place to attract investment and visitors, targeting particular markets (in particularly within the energy

and advanced manufacturing sector) and ensuring that the supply chain opportunities are exploited in order to retain investment and expenditure within the region. It will also focus on promoting marketing and trade opportunities for businesses located in North Wales. A clear marketing plan for the region will be one product of this work – conveying clear messages to the outside world that North Wales is an exciting and excellent place to do business and to visit.

- 4.9 Work is currently taking place to develop a business plan and structure for the Ambition Board, aligned to the 3 key priorities identified above. The private sector in particular will have a very important input into the design and development of the Action Plans. A project plan, with clear milestones, is also in the process of being prepared.
- 4.10 The Economic Ambition Board would also provide North Wales with a stronger unified voice to help shape and influence planning and policy decisions at national level (e.g. European funding post 2013, the Wales Infrastructure Investment Plan and the amendments to the Planning Policy Wales). Nothing prevents the Council from forming its own opinion and responding independently, however, a unified voice on major issues affecting the region may be better received if all six North Wales local authorities are saying the same thing.

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

The decision will contribute to the proposed Corporate Priority for Economic and Community Ambition by providing a regional context for the development of the County's economic priorities.

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

There is no additional cost to the Council for supporting the Strategy and the creation of the Board. If the arrangements were to lead to a proposal to change the configuration of economic development services which would involve staff working in different ways or locations then this would be the subject of a further report at the appropriate time.

7. What consultations have been carried out?

The proposals have been discussed and are supported in principle by the North Wales Economic Forum and the North Wales Leadership Board.

8. Chief Finance Officer Statement

Not applicable

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

A risk assessment will be undertaken by the Economic Ambition Board on its business plan once it is agreed.

10. Power to make the Decision

Section 2 of the Local Government Act 2000 gives the Council the power to do anything which it considers is likely to promote or improve the economic well-being of the area.

Article 6.3 of the Council's Constitution

Contact Officer:

Strategic Regeneration Manager

Tel: 01824 706860

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APPENDIX 1

NORTH WALES LOCAL AUTHORITIES

Economic ambition

A Strategy for Change



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Foreword

Together we are greater than the sum of our parts.

As we are all keenly aware, public services are facing unprecedented challenges in the wake of prolonged recession and deep cuts in government expenditure. However, this challenge also provides the region with a major opportunity – enhancing the drive, desire and willingness to increase the pace of improvement in the efficiency and effectiveness of our public services.

For these reasons a range of local authority services are being looked at anew, including economic development. This function is being prioritised because it is recognised that a pro-active and strategic approach is required.

In the absence of an agreed framework decisions will be made in isolation. This would result in a piecemeal approach which will not secure the desired economic objectives for North Wales.

Hence the Local Authorities, with the Welsh Government, felt that the most appropriate and positive way to respond, and protect services that deliver real benefit to local communities, was to initiate a fundamental review of their economic development activities.

This review has been driven not just by a desire to achieve cost savings. This statement of intent reflects a commitment and details an approach to reshaping local services collaboratively, with a view to realising economies of scale and maximising the impact of scarce resource.

This has entailed a clear statement of regional needs and a rethinking of existing patterns of service delivery from first principles. The strategy set out here looks to then rebuild these services in the most cost effective manner, bearing in mind social needs, economic returns and the many inter-relationships that exist between local economies that comprise the region.

I believe, this approach offers the greatest opportunity for successful regeneration. Resources and policy will be evidenced based and focused squarely on the key challenges facing North Wales. In turn, achieving these ambitions has also necessitated reconsideration of the most appropriate governance structures for the region in the 21st century.

This framework will help to ensure that North Wales does not lose any ground in its ambition and objective 'to develop a diverse and high value economy which can provide a range of quality employment opportunities for its people'.

Relevant Councillor details

Report purpose

The purpose of this document is to identify how the six local authorities in North Wales can collaborate and realise the full potential of the regional economy and so create more and better employment opportunities for its people. It is now widely acknowledged that we need to get ourselves organised as local authorities, and also with key partners and stakeholders to realise this aim.

Collectively, we can provide some critical mass to:

1. Create jobs and improve skills
2. Increase efficiency and maximise the impact of current resources
3. Increase investment and enterprise in Wales.

We are committed to providing leadership and work with our partners to inform, inspire, influence and innovate to deliver on our core purpose and deliver the change required for the economy of North Wales.

This report sets out a strategic direction and priorities that will provide a focus for local authorities and its partners. We recognise more consideration is required in terms of governance arrangements to deliver these priorities and several options are under active consideration, although further debate with our partners is required before coming to a view. More detailed operational plans will be developed and will set out the actions and transformational projects required to achieve each strategic priority.

Achieving sustainable economic growth will require a range of approaches and interventions by local authorities, partners, businesses and the community. We will build on success whilst addressing the on-going challenges, particularly productivity levels which lag those of the UK, youth unemployment and the fragile nature of the more remote parts of the region. In moving forward it is also recognised that North Wales is made up of many local economies and that growth has not been evenly spread across the region. However, collectively we can address these challenges and deliver our ambitions for North Wales.

Our vision

'A confident and outward looking region with a diverse and high value economy providing a range of quality employment opportunities for its people'

This is a bold and transformational framework that holistically seeks to link evidence based needs with policy, delivery and governance structures, informed by evidence of economic return and good practice. It is a statement of intent not a detailed strategy providing a compelling strategic rationale for reconfiguring economic development services across North Wales as well as outlining the broad 'route-map' forward.

The case for change

Why is change required?

There is a compelling case for change and in many ways it can be argued that the recession and government's fiscal austerity programme have prompted changes which are perhaps long overdue.

The case is based on:

- The continuing deterioration in relative economic performance
- Evidence in relation to economic returns or the 'bangs for bucks'
- Recession and fiscal austerity
- Services are fragmented, disjointed, with duplication resulting in the best use of resources not being realised.

Regional disparities are growing, not reducing

- In the period 2000-2008, the UK economy grew by 50% and Wales by 42%. North Wales grew by only 36% and now has three of the poorest counties - Anglesey, Conwy and Denbighshire - in the UK.
- Objective 1 funding from Europe did little to arrest the decline. Even Gwynedd, which received more European funding per head than most in Wales, has seen its relative prosperity decline during the last few years.
- Despite the advantage of large companies such as Airbus and Toyota, Wrexham and Flintshire have grown by only 27% since 2000, which is the worst performance of any part of Wales.
- Productivity continues to fall further behind UK levels.
- Levels of youth unemployment are high throughout the region.

'We have to change our culture and way of working and we have to ensure that the public sector is arranged in the right way to support the local economy at a North Wales and a local level'.

Workshop conclusion held in collaboration with the North Wales Economic Forum (17-06-11).

Current policy challenges

A review of the evidence base provides a number of challenges to current policy approaches, namely:

- There is a mismatch between patterns of spend and the major challenges and opportunities facing the economy at a regional level.
- There is some duplication across the six authorities where greater collaboration would reduce costs.
- Spending is strongly influenced by the major funding streams which can 'skew' local resources and priorities (as well as being bureaucratic and inflexible).
- Evidence on economic returns contrast with current priorities and patterns of spend.
- There are a number of policy areas where impact could be increased through greater collaboration between the six local authorities.



Challenges and opportunities

North Wales has a unique cultural and environmental heritage providing a strong sense of community and identity. In part this is also a reflection of the peripherality and poor connectivity of many parts of the region. This is associated with its own economic challenges including:

- An unbalanced economy with an over-dependence on the public sector
- Few larger firms or corporates and more limited employment opportunities
- Low productivity and earnings
- The out-migration of younger often more qualified younger people
- High levels of economic inactivity.



Many of the challenges and opportunities which policy must address have also changed in quite fundamental ways in the past few years. These reflect growing concern over the environment, developments in technology, as well as the global financial crisis, recession and the sovereign debt problems.

New challenges include:

- Low levels of growth and job creation
- The squeeze on disposable incomes and associated falls in retail and consumer services spend
- Weaknesses in construction, housing and property markets
- The consolidation in the service sector
- High levels of youth unemployment.

Welsh Government aims to maximise:

'funding available to deliver effective, high quality and value for money regeneration activity across Wales'.

'the regenerative potential of all capital and revenue spend.'

Source: Welsh Government. A Framework for Regeneration Areas, October 2010.

A further outcome of the recession has been the sovereign debt problems and associated fiscal austerity programmes. Cuts to public spending provide a further challenge to the status quo. In short, more needs to be achieved with less.

However, while these challenges are considerable, there are a range of opportunities to be exploited:

- Depreciation of sterling and improved competitiveness of manufacturing in export markets
- The strong presence of manufacturing in the region including the investment by Airbus at Broughton
- The major investment in a replacement nuclear reactor at Wylfa
- The development of low carbon technologies and 'Energy Island' plans
- Developing and enhancing connectivity through improved broadband access and key infrastructure projects
- Tourism and the growth in overseas and domestic visitors also linked to sterling depreciation.



The outcomes desired

Some of the key impacts we aim to achieve for the North Wales economy are:

1. Increase productivity & growth by:

a) Reducing the gap between the regional and national annual growth rate in regional GVA; and b) the gap between those areas which are lagging behind the regional average growth rate and those performing more strongly.

2. Increase the number of jobs in key sectors such as advanced manufacturing, knowledge based and local carbon sectors.

3. Increase inward investment from both domestic and international companies.

4. A stronger support sector to underpin the attractiveness of the region to new and expanding businesses.

5. Increase innovation and business start ups, provide effective support to growing companies and support improved productivity more generally.

6. Greater connectivity supporting business and employment growth and labour market efficiency.

7. Improve skills levels throughout the workforce particularly in those sectors where skill deficits are acute

8. Reduce the level of youth unemployment to below the UK average and increase economic activity of people currently outside the labour market.

9. Create a vibrant business base where companies can innovate and flourish and the region becomes a recognised place to do business.

Organisational changes required to deliver the desired outcomes

Although options for organisational change are discussed in more detail in the delivery section, it is important to highlight here that these changes are seen as key to delivering more effective policy and ultimately achieving better outcomes.

The proposed changes to governance arrangements and associated organisational changes will result in more strategic, integrated, aligned and responsive services and policies targeting increased investment & productivity.

The organisational changes are seen as integral to the overall strategy providing a basis for improving both efficiency and effectiveness through for example:

- Reducing the level of duplication and overlap
- Realising economies of scale
- Achieving greater critical mass and with it more potential to leverage wider resources and skills
- Enhanced strategic approach bringing greater potential for more focused and targeted approaches.

In short, within North Wales we are about to embark on a journey to meet head on the challenges that we face. This strategy sets out a route-map identifying the outcomes desired, the policies required to achieve these outcomes, as well as the mechanisms for delivering them.

However, the local authorities cannot do everything and it will also be important to engage other key public sector organisations as well as harnessing much more effectively the resources, skills and vision of the private sector.

Collectively, with an agreed vision and coupled with the opportunities offered by European Convergence funding, we can make a difference.

The strategy for change

What changes are required?

There are five major issues facing North Wales that will need to be addressed to deliver the outcomes outlined above.

Strategic Issue	Action Programmes
<p>Economic leadership</p>	<ul style="list-style-type: none"> • Intelligence • Clear, strategic focus • Capacity to deliver • Exploring opportunities to resource regional development including European funding • To develop and foster relationship with regional partners and deliver a 'Team North Wales' approach.
<p>Rebalancing the economy to increase growth and productivity</p>	<ul style="list-style-type: none"> • Supporting businesses and social enterprises to realise their growth aspirations • Information & signposting • Encouraging inward investment • Supporting new start-ups • Develop key sectors including advanced manufacturing, LCT, tourism, creative • Supply chain support & development • Promoting entrepreneurship, innovation and leadership.
<p>Addressing peripherality & improve our infrastructure</p>	<ul style="list-style-type: none"> • Improving broadband access to ensure North Wales is a digitally well connected region • Infrastructural improvements to encourage business growth and expansion • Exploiting opportunities to develop a low carbon economy • Advise and support communities and businesses to maximise the benefit of high speed digital services.
<p>Upgrading the skills base, reducing inactivity & tackling youth unemployment</p>	<ul style="list-style-type: none"> • Skills workforce development • Addressing co-ordination 'failures' • Improved intelligence and labour market planning • Tackling youth unemployment • Effectively targeting & tackling deprivation • Building strong links across to health and education

Strategic Issue 1: Leadership

The Issue:

The duplication in current service provision, lack of co-ordination and strong leadership. The local authorities have come together with a view to taking the strategic priorities identified forward.

- 1.1 The consensus amongst the local authorities provides the basis for clear, strong and focused leadership.
- 1.2 The joint capacity to deliver continues to develop pace. In July Gwynedd Council, on behalf of the six local authorities, appointed a Project Co-ordinator. Task and Finish Groups have also been set up to progress work on the programme areas.
- 1.3 We will continue to explore with partners, Welsh Government and the EU innovative financing mechanisms for investment in the region's economic priorities. Current delivery arrangements have evolved over a long period and allow for a high level of collaboration. They will be reviewed to assess whether further efficiency savings can be made.
- 1.4 The significance of private sector involvement is recognised and will be taken forward as an integral part of the proposed governance plans.
- 1.5 Additionally, developing a credible leadership position in relation to the regional economy will require access to high quality research & intelligence.

Strategic Issue 2: Rebalancing the economy

The Issue:

The public sector is in many parts of the region a larger employer compared to the UK. There is a need to rebalance the economy through support for the growth of the private sector with a view to improving the range and quality of employment opportunities. This has wider ramifications in terms of increasing new firm formation rates and levels of entrepreneurialism, support for (high growth, low carbon technology and advanced manufacturing) businesses as well as addressing wider supply side constraints (finance, infrastructure, skills).

- 2.1 Task and Finish Groups have been set up to cover : information & signposting; inward investment; start-ups ; sector support; supply chain development; and general business support.
- 2.2 There are also two major opportunities:
 - The Airbus investment at Broughton, which makes Flintshire the LAD with the largest proportion of manufacturing employment of any in the UK; and
 - The commissioning of a replacement reactor for Wylfa and wider potential to develop low carbon technologies.
- 2.3 Models for collaboration in this sphere already exist. The local authorities already jointly deliver contracts notably FS4B. This provides a strong basis for taking forward work in this area as joint protocols and governance structures already exist.
- 2.4 A separate Task and Finish Group has been established for Inward Investment, a priority given Enterprise Zone designation in Anglesey and Deeside. Work to establish a virtual North Wales Investment Office has started with the website domain already registered.

Strategic Issue 3: Addressing peripherality through improved connectivity

The Issue:

This is an factor affecting much of rural North Wales, the north west of the region but especially Anglesey. The latter continues to exhibit many of the classic characteristics of a peripheral region, including a very narrow industrial base, low levels of entrepreneurship and low job density. Addressing the very poor performance of Anglesey is also important to the wider region.

3.1 Improved high bandwidth broadband infrastructure together with a demand stimulation programme for business can play a major role in overcoming some of the disadvantages arising from geographical peripherality; a major constraint on the region's development.

3.2 Previous mention has been made of the economic issues facing Anglesey where peripherality is a particular challenge. Here, there is the potential to address these the opportunities presented as a result of investment in a replacement nuclear reactor as well as development of the wider low carbon technology sectors.

3.3 Infrastructure requires on-going investment and renewal particular focused on our strategic bottlenecks, especially where these constrain private sector employment growth. This includes the existing Britannia bridge which is the only single carriageway section of the Trans European Road Network route E22 and acts as a significant bottleneck to commuter and holiday traffic.

3.4 We also propose working with local businesses and communities to increase their understanding and use of digital technologies.

3.5 There is also a particular need to improve connectivity to major employers - such as Airbus - and other areas of high employment density. This will help to ensure that the benefits to the regional economy are maximised and leakage reduced.

3.6 Tourism will help to address Strategic Issues 2 and 3. It remains a very significant area of core spending for local authorities and of course is vital to the economy of our remoter rural communities. In total local authority expenditure exceeds £3.7 million and employs 65 staff directly. There are however significant opportunities for streamlining activity. For example, there may be merit in reducing the number of marketing areas and tourism information centres. There are also efficiencies to be gained by realising the potential of new media for marketing purposes.

3.7 Integrally linked to rural development and tourism initiatives are the RDP funds. Hence, this might also be an opportune moment to relook at way in which these funds are delivered, together with our RDP partners. In addition to examining the potential for efficiency savings, we would also want to discuss the merits of targeting the funds on a needs basis (including notably the former mining communities of North East and North West Wales), as well as ensuring the funds are sufficiently flexible to support entrepreneurs and innovative ideas.



Strategic Issue 4: Upgrading the skills base, reducing economic inactivity rates and tackling youth unemployment

The Issue:

The issue of quality of employment as well as the more limited presence of higher level skills are noted together. This is because measures to tackle this (and hence of course the relatively low level of Gross Value Added per head), need to address both supply and demand components in order to ensure regional benefits are maximised.

Effective measures need to address the supply, demand and effective use of higher level of skills. This is likely to imply a strong role for both further and higher education colleges in the region as well as analysis of future supply of - and demand for - skills bearing in mind both demographic change and current curriculum provision.

It also emphasises the need to grow high value added industries including notably advanced manufacturing and low carbon technology sectors.

Finally, a further area where the region appears to face some common issues concerns that of high incapacity benefit levels generally and high levels of youth unemployment. This further suggests some engagement with the health and education sectors in tackling these issues.

4.1 The role of higher and further education in promoting business transformation and high level and value skills is of critical importance. We will continue to support Bangor and Glyndŵr Universities with the development of a strong business facing culture - including technology transfer, student placements, and ensuring the graduate needs of the major employers are met. We want to reinforce a culture of enterprise and creativity at all levels of skills and learning,

and to continue the growth in expansion of higher level skills attainment.

4.2 Our discussions with major employers underline the significance of skills and the shortages that are emerging in many parts of industry. Our ambition to rebalance the economy will be jeopardised unless we can ensure relevant skills are available.

4.3 However, in common with many other parts of the UK there appears to be little co-ordination between overall labour demand and employer requirements and labour supply. We will establish an on-going mechanism for the long term co-ordination of education and training, in relation to likely labour demand, including engagement with key regional businesses. This is particularly pertinent to North Wales in light of the major demand arising from the commissioning of a replacement nuclear, as well as the large number of apprentices employed by Airbus.

4.4 Youth unemployment has significantly increased across the nation and North Wales is no exception. The issues facing the UK and the Eurozone suggest to us that the pace of recovery will continue to be slow and protracted.

4.5 Youth unemployment is a major issue for North Wales. We therefore propose to establish a high level cross-organisational working group to consider: the current initiatives in place; the appropriateness of these initiatives in relation to the scale of the challenge; co-ordination failures and how these might be overcome in order to ensure a 'joined-up response'. In due course, the remit will extend to consider measures to tackle the high level of inactivity across the region.

Delivering the strategy

How will the changes be delivered?

Whilst the local authorities in North Wales working together more collaboratively lie at the heart of efforts to lead the delivery of the economic ambitions outlined here, success will depend on working effectively with our partners. This includes the North Wales Economic Forum, the private sector, higher and further education institutions, Welsh Government and the third sector will be vital if we are to deliver the ambition and vision outlined in this document. We must also make the most of the opportunities offered by Convergence, public and private sector funding.

In the short term a Management Board has been established to improve co-ordination and deliver change. However, it will also need to consider the most appropriate governance arrangements going forward. Presently three options are under consideration:

Option 1: Retain the Status Quo

Retaining the status quo has the advantage of working with established processes and structures – there would be no disruption under the 'business as usual' scenario. It would further retain a much higher level of local political control and responsiveness to local needs.

There is widespread agreement that to continue on a 'business as usual' basis is likely to result in an irrational allocation of resources in light of spending cuts both to local authority and wider public sector budgets. This risks : gaps in services, lack of focus on priority issues, reductions in spend on high return activities, fragmented activity and spend lacking 'critical mass'. All this would limit the impact leaving North Wales to continue to fall further behind.

Option 2: Management Board

A second option is to constitute a Management Board and Executive. This is relatively straightforward and it should be noted does not necessarily preclude formation of a Development company at some later date. It would also be a significant step forward in joint working compared to current arrangements.

The drawback of this option is that the Board to be representative may be large and unwieldy and too open to local political priorities at the expense of true strategic direction. It might also leave relatively cumbersome delivery arrangements in place.

Option 3: Development Company

The third option to form a Development Company provides an independent and legally constituted body that would also be able to lever in further resources and bid for contracts. It might be easier to ensure that the private sector is engaged at Board level. There would be a high level of transparency and accountability in relation to objectives.

The drawbacks of this approach are that it would represent a significant and decisive shift in arrangements. In the short term this could cause some difficulties in continuing to meet current service delivery targets. It may be more complex to broker such an arrangement between six authorities, especially as it would result in some reduced level of political influence.

The key point to make is that whichever option is selected, the strategy is already in place and will shape the work of all partners in North Wales to the same vision and outcomes that in time will transform the North Wales economy.

DRAFT CONSTITUTION OF THE NORTH WALES ECONOMIC AMBITION BOARD

1. Name of Board

- 1.1 The name of the Board shall be the **NORTH WALES ECONOMIC AMBITION BOARD** ("the Board").

2. Purpose of the Project

- 2.1 The vision of the Board is to establish North Wales as a confident and outward looking region with a diverse and high value economy, providing a range of quality, sustainable employment opportunities for its people.
- 2.2 The six local authorities in North Wales will collaborate and work collectively to increase economic productivity, competitiveness and growth ("the Project").

3. Aims and Objectives

The Aims and Objectives of the Board is to:

- 3.1 Identify areas where there is added value from joint working and enhances collaboration.
- 3.2 To maximise the impact of available resources in Economic Development by

working collectively at a strategic level.

- 3.3 Promote a change in Culture and Attitude with a greater emphasis on shared values and mutual trust in relation to collaborative Economic Development.
- 3.4 To work collectively as Six Local Authorities to provide North Wales with a strong and influential voice in terms of Economic Development.

4. Roles, Responsibilities and Functions of the Board

- 4.1 Identify and agree and review a strategic framework for collaborative Economic Development policies for North Wales (Economic Ambition Strategy).
- 4.2 To establish and maintain collaboration between other public and private sector stakeholders.
- 4.3 Plan, agree, monitor and review an annual operational Business Plan, premised on collaborative activities which add value.
- 4.4 To identify, agree and direct on the most appropriate governance model to deliver the Project.
- 4.5 To effectively co-ordinate and communicate with the North Wales Regional Partnership Board.
- 4.6 To provide strategic and political direction to the Management Group and to oversee and review its work.

- 4.7 To monitor progress of the overall Project.
- 4.8 To co-ordinate engagement communication and information sharing with other Public and Private sector stakeholders.
- 4.9 Establish and maintain arrangements for securing co-operation between key partners and stakeholders in North Wales and outside the region to promote Economic Development.
- 4.10 Assess the Project by considering best practice from other regions in the United Kingdom and further afield.

5. The Board – Core Principles

- 5.1 Members of the Board shall be expected to work on the basis of mutual support, shared values and a culture of joint working and collaboration. This behaviour and maturity of approach is at the heart of delivering the project.

Members of the Board will adhere to the following principles:

- Objectivity whilst making decisions – Members should act for the widest benefit of others. Even though Members can be influenced by the opinion of others, it is the responsibility of every Member to decide which opinion to adopt on the basis of merit.
- Accountability – Every Member sits on the Board on behalf of their authority, and it is expected that every Member ensures that reasonable arrangements are in place to report back on their work.
- Openness – Members should be as open as possible about all their actions as Members of the Board. It should be ensured that reasons are given for decisions taken by the Board.
- Confidentiality – Every Member should respect confidentiality, where that is relevant, and ensure that confidential material is protected and that it is not used for private purposes.

- Declarations – Every Member should declare any private interest that could influence discussions or decisions taken by the Board, and they will be recorded by the secretariat.
- Promoting Equality and Respect for Others – Every Member should undertake their responsibilities with due regard to the need to promote equal opportunity for all and demonstrate respect and consideration towards others.

5.2 Responsibilities of Board Members are outlined in the Appendix to this Constitution.

6. Membership and Structure of the Board

6.1 The Members of the Board shall consist of the relevant Cabinet Member for Economic Development or their nominee from each of the following:-

6.1.1 Conwy County Borough Council

6.1.2 Denbighshire County Council

6.1.3 Isle of Anglesey County Council

6.1.4 Gwynedd Council

6.1.5 Flintshire County Council

6.1.6 Wrexham County Borough Council

6.2 Each Member shall have the right to nominate a substitute which may undertake their functions at any one or more Board meeting.

- 6.3 The Board shall appoint a Chair and Vice-Chair at its first meeting. The Chair shall be selected from one of the six of the North Wales Local Authorities Leaders. The Vice-Chair shall be nominated from one of the other six members.

7. Management Group

- 7.1 A Management Group of key officers from each Authority and relevant partners will support and advise the Economic Ambition Board.
- 7.2 The Management Group shall:
- 7.2.1 bring forward proposals for collaborative activities
 - 7.2.2 implement the annual operational Business Plan
 - 7.2.3 be responsible for liaising between each Member
 - 7.2.4 report to and support the Board.

8. Operational Procedures of the Board

- 8.1 The Board shall nominate a Host Authority to fulfil the administrative and financial functions of the Board.
- 8.2 The Host Authority shall be responsible for providing secretariat functions to the Board and any groups established by the Board.
- 8.3 Meetings of the Board shall be held as necessary; however it shall be a requirement for the Board to meet at least once every quarter. The Board shall endeavour to meet in different geographical areas within North Wales when possible to do so.

- 8.4 The Chair shall be responsible for calling meetings of the Board with the support of the secretariat.
- 8.5 The secretariat shall provide written notice of the time, date and location of the Board meeting to all members at least 15 working days before the date fixed for the meeting.
- 8.6 If a member of the Board wishes to include an item on the agenda of the Board meeting, they should notify the secretariat at least 10 working days prior to the date of the meeting. The Chair and secretariat shall agree the final content of the agenda for the Board meeting.
- 8.7 If a member of the Board wishes to present a written report to the Board, they should ensure that the secretariat receives an electronic version of the report at least 7 working days before the date of the meeting.
- 8.8 The secretariat shall distribute the final agenda and reports for the Board meeting both electronically and in paper form at least 5 working days before the date of the meeting.
- 8.9 For Board meetings, 4 Members (including the Chair or the Vice-Chair in their absence) shall comprise a quorum.
- 8.10 The Board shall conduct its business in an open and transparent way and in a spirit of consensus and mutual respect. Therefore, the Board shall endeavour to arrive at a decision on matters by consensus. If consensus cannot be reached, the Chair shall ask for a vote and a simple majority shall carry the vote. If necessary, the Chair shall ask for a second vote or shall use their casting vote.

- 8.11 It shall be expected that decisions of the Board will be implemented. However, where executive authority is required, decisions shall be referred to the governing bodies of individual authorities for consideration and the outcomes of these considerations shall be reported back to the Board.
- 8.12 The secretariat shall be responsible for keeping minutes of the Board and distributing them to members of the Board within 15 working days of the date on which the meeting was held.
- 8.13 Copies of these minutes shall be made available by the secretariat on request.
- 8.14 The Welsh and English languages shall assume equal status in all of the Board's deliberations. Therefore, the secretariat shall be responsible for ensuring that translation facilities are made available in all meetings.
- 8.15 Individuals that are not Members or that are not part of the secretariat shall have the right to attend meetings with the permission of the Chair (with the exception of substitutes attending on behalf of members in accordance with clause 6.2).
- 8.16 All of the Board's Sub-Groups and the Management Group shall be required to operate as much as possible in accordance with the above procedures.

9. Accountability

- 9.1 Members of the Board shall be accountable:
- 9.1.1 to their individual authorities
 - 9.1.2 to the Board as part of their duty to co-operate.

10. Amending the Constitution

- 10.1 The Board shall undertake an annual self-assessment to assess the effectiveness of the Board.
- 10.2 The Board shall review the constitution on an annual basis and amend it as necessary.
- 10.3 In the meantime, Members of the Board shall have the right to propose improvements to the Constitution on the condition that they are submitted to the secretariat in accordance with Section 8 of this Constitution.

11. General

- 11.1 The Board shall not be a partnership or agency under the Partnership Act 1890 nor shall it be a company or corporation or have any other legal status or presence in law.
- 11.2 This Constitution does not give authority to any party to act as an agent of another party to this Constitution.
- 11.3 This Constitution does not give authority or right to assume, create and/or undertake any duty, obligation, liability or responsibility or to incur any expenditure or liability on behalf of the Board or a Member.
- 11.4 The Board has no power to enter into legal relations or contracts with any other person (whether or not a Member of the Constitution).
- 11.5 The Contracts (Rights of Third Parties) Act 1999 does not apply to this Board or this Constitution.

11.6 No Member of the Board shall be bound to follow, or refrain from, a particular course of action by being a Member of the Board and nothing carried out or not carried out, decided upon or not decided upon shall act as a fetter on the discretion, statutory or otherwise, of any party.

11.7 Participation in the Board shall be without prejudice to the wider statutory regulatory and other obligations of Members.

12. Counterparts

12.1 The Management Board may be dissolved by a majority decision at a meeting called for that purpose. All assets (if any) provided by individual Members will be offered back to that Member.

13. Dissolution

13.1 This agreement may be executed in any number of counterparts, each of which when executed and delivered shall constitute an original of this agreement but all the counterparts shall together constitute the same agreement.

14. Commitment to the Board

14.1 Each Member shall sign a copy of the Board's constitution as a sign of their support to the aim and objectives of the Board and their commitment to ensuring that the priorities of the Board are considered and mainstreamed into their work in order to improve Economic Development in North Wales.

Signed:

.....
On behalf
of:

.....
Date:
.....

APPENDUM: Responsibilities of Members of the NORTH WALES ECONOMIC AMBITION BOARD.

1. Responsibilities of Members

- 1.1 To co-operate strategically for the benefit of Economic Development in North Wales.
- 1.2 To attend regular meetings of the Board.
- 1.3 To prepare thoroughly for all meetings by reading the minutes and accompanying papers as well as to contact and discuss any matter that is relevant to the work of the Board with others within their body as required.
- 1.4 To be prepared to contribute to meaningful discussions at Board meetings and to listen, give due consideration to and respect the opinions and views of others.
- 1.5 To communicate information about any work or development within their authority that is relevant to the Board.
- 1.6 To convey and promote the decisions of the Board within their authorities and report, on a regular basis, the work of the Board.
- 1.7 To work with other Members to achieve the aims of the Board and to implement the priorities set out in the Business Plan.
- 1.8 To recognise and respect the worth and contribution of each Member.

1.9 To represent the Board effectively on other groups, forums and partnerships as required and to ensure that the views of the Board are conveyed clearly and firmly on all occasions.

1.10 To participate in meetings, events and other activities organised by the Board from time to time.

2. Adhering to the Principles and Responsibilities

2.1 Members of the Board shall be required to adhere to the principles and responsibilities set out above whilst being a member of the Board.

2.2 Members shall have the right to refer any concerns they may have about the Chair to the attention of the Vice-Chair. The Vice-Chair shall take the necessary action to discuss these concerns with the Chair with a view to improving the situation. In extreme circumstances, the Vice-Chair shall have the right to refer the matter to the attention of the Board for a decision.

3. Revising the Principles and Responsibilities

3.1 The Board shall reserve the right to revise and amend the principles and responsibilities on a regular basis to ensure that they are fit for the purposes of promoting and maintaining the work of the Board.

Report to: Partnerships Scrutiny Committee

Date of Meeting: 12 July 2012

Report Author: Scrutiny Coordinator

Title: Scrutiny Work Programme

1. What is the report about?

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

2. What is the reason for making this report?

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

3. What are the recommendations?

That the Committee:

- 3.1 considers the information provided and approves, revises or amends its forward work programme as it deems appropriate;
- 3.2 nominates representatives to fill each of the Committee's vacant positions on the Service Performance Challenge Groups; and
- 3.3 nominates a representative to serve on the Conwy and Denbighshire Collaboration Programme Board.

4. Report details.

- 4.1 Article 6 of the Council's Constitution sets out each Scrutiny Committee's terms of reference, functions and membership, whilst the rules of procedure for scrutiny committees are laid out in Part 4 of the Constitution.
- 4.2 The Constitution of Denbighshire County Council requires scrutiny committees to prepare and keep under review a programme for their future work. By reviewing and prioritising issues, members are able to ensure that the work programme delivers a member-led agenda.
- 4.3 For a number of years it has been an adopted practice in Denbighshire for scrutiny committees to limit the number of reports considered at any one meeting to a maximum of four plus the Committee's own work programme report. The objective of this approach is to facilitate detailed and effective debate on each topic.
- 4.4 The Committee is requested to consider its draft work programme for

future meetings as detailed in appendix 1 and approve, revise or amend it as it deems appropriate. This draft work programme reflects the topics and issues suggested by Committee members at the recent work programme workshop. When deciding on the work programme members are asked to take into consideration:

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

4.5 When considering future items for inclusion on the forward work programme members may also find it helpful to have regard to the following questions when determining a subject's suitability for inclusion on the work programme:

- what is the issue?
- who are the stakeholders?
- what is being looked at elsewhere
- what does scrutiny need to know? and
- who may be able to assist?

4.6 As mentioned in paragraph 4.2 the Constitution of Denbighshire County Council requires scrutiny committees to prepare and keep under review a programme for their future work. To assist the process of prioritising reports, if officers are of the view that a subject merits time for discussion on the Committee's business agenda they have to formally request the Committee to consider receiving a report on that topic. This is done via the submission of a 'proposal form' which clarifies the purpose, importance and potential outcomes of suggested topics. No proposal forms have been received for consideration by the Committee at the current meeting.

4.7 Cabinet Forward Work Programme

When deciding on their programme of future work it is useful for scrutiny committees to have regard to Cabinet's scheduled programme of future work. For this purpose a copy of the Cabinet's forward work programme is attached at Appendix 2.

4.8 Progress on Committee Resolutions

A table summarising recent Committee resolutions and advising members on progress with their implementation is attached at Appendix 3 to this report.

5. Scrutiny Chairs and Vice-Chairs Group

Under the Council's scrutiny arrangements the Scrutiny Chairs and Vice-Chairs Group (SCVCG) performs the role of a coordinating committee. This Group is scheduled to hold its first meeting of the new Council session on 5 July 2012. Consequently, any recommendations or decisions taken by the Group at that meeting which either directly or indirectly affect Partnerships Scrutiny Committee will be reported verbally to the Committee at the meeting on 12 July.

6. Appointment of Committee Representatives on Council Groups and Boards

- 6.1 Periodically the Committee may be asked to appoint representatives from amongst its membership to serve on various Council Boards and Groups.
- 6.2 Members will recall that, at the Committee's first meeting, they nominated a number of representatives to serve on the Council's Service Performance Challenge Groups. At the same meeting the Committee appointed its Vice-Chair, Councillor Alice Jones, to serve on the Council's Strategic Investment Group (SIG).
- 6.3 As a number of members were unable to attend the first meeting, or had to leave the meeting early, an e-mail was sent to all Committee members requesting expressions of interest to serve on those Service Performance Challenge Groups for which a Committee representative was yet to be appointed. Whilst that exercise proved successful, due to a change in Committee membership, there are still a handful of vacant Committee places on the Service Performance Challenge Groups which the Committee is requested to fill. A copy of the latest list of scrutiny representatives on the Service Performance Challenge Groups can be seen at Appendix 4. Members will see from the list that representatives are required for Adult and Business Services; Business Planning and Performance; Finance and Assets, and Strategic Human Resources.
- 6.4 Conwy and Denbighshire Collaboration Programme Board
Since the Committee last met another request for a representative has been received, this time seeking the Committee to appoint someone to serve on the Conwy and Denbighshire Collaboration Board. This Board was established during the term of the previous Council to oversee and provide proper governance for collaborative projects between both Councils.
- 6.5 The aim of the Board, whose membership consists of senior elected members and officers from both authorities, is to drive existing collaborative projects and ensure that they are properly integrated into the work of both councils. It also acts as a forum at which proposals

for new collaborative projects can be considered prior to them being considered further within each individual authority.

- 6.6 Denbighshire's representatives on the Board are the Leader, Chief Executive, the Lead Members for Finance, Lead Member for Public Realm, representatives from each of the Scrutiny Committees and the Corporate Director for Economic and Community Ambition. Conwy County Borough Council's representation is similar, albeit that their job titles or portfolio names are different. A copy of the Board's terms of reference (dated February 2011) is attached at Appendix 5 for members' information.

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

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

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

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

9. What consultations have been carried out?

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

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

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

11. Power to make the decision

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

Contact Officer: Scrutiny Coordinator
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Tel No: (01824) 712554

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

Meeting		Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
27 September	1	Review of Higher Education in North East Wales [Education] (tbc)	To provide observations to the Panel tasked with undertaking the review of higher education provision in the area	Engagement with an important review with a view to influencing future provision of higher education in North East Wales	Mark Dixon	March 2012
	2	Community Safety Partnership [Crime and Disorder Scrutiny]	To detail the Partnership's progress in delivering its 2011/12 action plan and discuss its action plan for 2012/13	Effective monitoring of the CSP's delivery of its action plan for 2011/12 and its draft action plan for 2012/13 will ensure that the CSP delivers the services which the Council and local residents require	Siân Taylor	By SCVCG April 2012
	3	Regional Collaboration Project on CCTV	Presentation of the business case for a regional collaboration project on CCTV	(i) Evaluation of the advantages/disadvantages to the Council and local residents of this project (ii) formulation of recommendations with respect to the Council's continued participation in this project	Julian Sandham	June 2012
	4	<i>Youth Justice Service (YJS)</i>	<i>To present the YJS's strategic plan</i>	<i>Assurances that the Council, the LSB, CSP and other bodies' strategic plans support and complement each other with the aim of delivering better outcomes and safer communities</i>	<i>Emma Rathbone</i>	<i>June 2012</i>
8 November	1.	N E Wales Hub Food Waste Project	To scrutinise the progress to date in realising this major collaboration project	The delivery of a major collaboration project that will provide a sustainable long term	Steve Parker/Jim Espley	June 2012

Meeting	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
			solution to the way the Council deals with food waste and reduce landfill tax liabilities		
	2. <i>Protection of Vulnerable Adults</i>	<i>To consider the Annual Report on the protection of vulnerable adults in the county</i>	<i>Scrutiny of the Authority and partner organisations' arrangements surrounding the protection of vulnerable adults will ensure that all vulnerable citizens are kept safe from harm's way and that the Council has taken all reasonable measures to reduce risk to its citizens and itself as the safeguarding authority</i>	<i>Alaw Pierce</i>	<i>June 2012</i>
	3 <i>Joint Out of Hours Emergency Duty Service</i>	<i>To assess the effectiveness of this collaborative service in delivering a quality service to Denbighshire's residents</i>	<i>An evaluation of the service's effectiveness and value for money in delivering a high quality service to the county's most vulnerable residents. The identification of any risks or shortfall with the service with a view to addressing them and mitigating risks to the residents and the Council</i>	<i>Phil Gilroy</i>	<i>June 2012</i>
20 December	1. BIG Plan: Performance Update	To consider the Joint Local Service Board's (LSB) performance in delivering its strategic plan	(i) an evaluation of the effectiveness of the Joint LSB's performance in delivering its plan; (ii) identification of areas of weakness/slippages and measures to address them to improve outcomes for local residents	Emma Horan	June 2012

Meeting		Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
	2	<i>Regional Commissioning Hub for high cost low volume placements</i>	<i>Detail the progress to date with the establishment and running of the hub and the benefits realised to date from its establishment</i>	<i>Evaluation of the Hub's effectiveness in delivering efficiency savings with respect to the procurement of good value high cost placements and identification of any slippages, risks or future measures that may need to be taken</i>	<i>Phil Gilroy/Vicky Poole</i>	<i>June 2012</i>
31 January 2013	1	<i>Regional School Effectiveness and Inclusion Service</i>	<i>Detail the progress to date with the establishment and running of the RSEIS and the benefits realised to date from its establishment</i>	<i>Evaluation of the effectiveness of the RSEIS to date in delivering economies of scale and specialist support to complement the County's education service. Identification of slippages, risk or future pressures with a view to recommending mitigating action</i>	<i>RSEIS Chief Executive/Karen Evans</i>	<i>June 2012</i>
	2	Independent Sector Social Care Provision and Contract Monitoring	An assessment of the quality and value of independent sector social care provision for service users in Denbighshire	Regular contract monitoring of the quality of service provided will ensure that only services of the highest quality are delivered for local residents. It will also ensure that those providers who do not comply with their contract requirements are supported in order to improve their services or their contracts are terminated to safeguard service users	Anne Hughes-Jones	June 2012
14 March		<i>Possible meeting with BCU</i>				
25 March						

Meeting	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered

Future Issues

Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
<i>Potential for Collaborative Domiciliary Care provision with respect to rural areas of the county</i>	<i>To outline the pressures encountered in the County's rural areas with respect to the provision of domiciliary care services and the potential for establishing a collaborative domiciliary care service (including services for people with learning disabilities) with other North Wales local authorities</i>	<i>The delivery of better quality services to residents in a more effective and efficient manner</i>	<i>Phil Gilroy/Anne Hughes-Jones</i>	<i>April 2012</i>
Challenging Behaviour and its impact on Council services [could possibly be an issue for Partnerships as joint working with BCU involved] <i>(transferred from Communities Scrutiny Committee)</i> [education]	An analysis of the impact of children's challenging behaviour on the Council's education and social services' functions	Identification of measures, or other Council services, which may assist education and social services to address challenging behaviour and ease budget and resource pressures in the long-term	Leighton Rees/Karen I Evans	March 11
Children and Adolescent Mental Health Progress (CAMHS) (Dr Peter Gore-Rees from BCU to be invited) possible item for next meeting with BCU	To consider the progress achieved in addressing CAMHS assessment delays and further progress in relation to CAHMS services	Early intervention and preventative work will ease pressures on the Council's education and social services in the long-term	BCUHB	March 11 (rescheduled January 2012)

Joint Local Service Board (LSB)	To scrutinise the Joint LSB's progress in delivering its strategic plan and objectives	The delivery of seamless, cohesive and cost effective services to Denbighshire residents by all members of the Joint LSB	Chief Executive	June 2012
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Future Issues for Joint Scrutiny

Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered

For future years

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Information/Consultation Reports

Information / Consultation	Item (description / title)	Purpose of report	Author	Date Entered
Information	Regional Collaboration Project on CCTV (Feasibility Study)	Provision of background information on the regional collaboration project on CCTV prior to submission of the business case for the regional project at a later meeting	Julian Sandham	June 2012
Information	POVA Case Study Update	To inform Members of the conclusions of the CSSIW's investigation into the case of a nursing home resident and any recommendations and actions resulting from the review	Alaw Pierce	October 2010
Information	North Wales Procurement Arrangements	Information on the progress in developing regional procurement arrangements	Arwel Staples	May 11/June 2012
Information	Telecare	Information on the background and progress to date with this project (including monitoring arrangements, costs to DCC, benefits to DCC service-users and future developments with regards the Service)	Phil Gilroy	June 2012

02/07/12

Note for officers – Committee Report Deadlines

Meeting	Deadline	Meeting	Deadline	Meeting	Deadline
12 July	28 June	27 September	13 September	8 November	25 October

Partnerships Scrutiny Work Programme.doc

CABINET: FORWARD WORK PROGRAMME

17 JULY 2012	
Mental Health Measure	Lead Member / Sally Ellis
Financial Update Report	Cllr J Thompson-Hill / Paul McGrady
Ruthin Leisure Centre Development Proposal	Cllr Huw Jones / Jamie Groves
Denbigh Hospital	Graham Boase
Appraisal Meliden Reema	Peter McHugh
Items from Scrutiny Committees	Scrutiny Coordinator
4 SEPTEMBER 2012	
Financial Update Report	Cllr J Thompson-Hill / Paul McGrady
Regional CCTV	Cllr D Smith / Graham Boase
Child Protection Family Support Project – Contract Exemption Report	Cllr Bobby Feeley / Katie Newe
Items from Scrutiny Committees	Scrutiny Coordinator
25 SEPTEMBER 2012	
Regional Collaborative Committees	Lead Member / Sally Ellis / Jenny Elliot
Review of Faith Based Education Provision	Jackie Walley Cllr Eryl Williams
Ruthin Schools Review	Jackie Walley
Treasury Management Review	Paul McGrady
Vulnerable Families Generic Floating Support Project - Contract Award Report	Cllr Bobby Feeley / Katie Newe
Mental Health Homeless Supported Housing Project - Contract Award Report	Cllr Bobby Feeley / Katie Newe
Items from Scrutiny Committees	Scrutiny Coordinator
23 OCTOBER 2012	
Financial Update Report	Cllr J Thompson-Hill / Paul McGrady
Highways and Infrastructure Collaboration	Lead Member / Stuart Davies
Economic Ambition Strategy for North Wales	Lead Member / Mark Dixon / Peter McHugh

Items from Scrutiny Committees	Scrutiny Coordinator
20 NOVEMBER 2012	
Financial Update Report	Cllr J Thompson-Hill / Paul McGrady
Items from Scrutiny Committees	Scrutiny Coordinator
18 DECEMBER 2012	
Welsh Housing Quality Standards	Lead Member / Peter McHugh
Financial Update Report	Cllr J Thompson-Hill / Paul McGrady
Items from Scrutiny Committees	Scrutiny Coordinator
15 JANUARY 2013	
Financial Update Report	Cllr J Thompson-Hill / Paul McGrady
Items from Scrutiny Committees	Scrutiny Coordinator
19 FEBRUARY 2013	
Financial Update Report	Cllr J Thompson-Hill / Paul McGrady
Items from Scrutiny Committees	Scrutiny Coordinator
19 MARCH 2013	
Financial Update Report	Cllr J Thompson-Hill / Paul McGrady
Items from Scrutiny Committees	Scrutiny Coordinator
16 APRIL 2013	
Financial Update Report	Cllr J Thompson-Hill / Paul McGrady
Items from Scrutiny Committees	Scrutiny Coordinator
14 MAY 2013	
Financial Update Report	Cllr J Thompson-Hill / Paul McGrady
Items from Scrutiny Committees	Scrutiny Coordinator

Progress with Committee Resolutions

Date of Meeting	Item number and title	Resolution	Progress
31 May 2012	6. Sustainable Social Services: a Framework for Action and the Social Services (Wales) Bill	RESOLVED – that the Partnerships Scrutiny Committee:- (a) <i>receive the report and that members' comments on the proposed provisions in the Social Services (Wales) Bill be included in the Council's response to the consultation on the Bill, and</i> (b) <i>supports the proposal to establish a Denbighshire Modernising Social Services Board for the purpose of taking forward key developments in Denbighshire.</i>	Comments and recommendations conveyed to officers
	7. Annual Council Report: Social Service 2011/12	RESOLVED – that Members questions and comments in respect of the Directors Annual Report for 2011/2012, Appendix 1, be submitted to the Corporate Director: Modernising and Wellbeing.	Final draft report scheduled to be presented to Council on 10 July for endorsement
	8. Safer Communities Regional Board	RESOLVED – that the Committee:- (a) <i>receives and notes the revised Partnership Agreement;</i> (b) <i>supports the amended arrangements as detailed in the Agreement, and</i> (c) <i>recommends that the WLGA's proposal for a workshop for scrutiny chairs and vice-chairs for the purpose of developing clear guidance and</i>	Confirmation has been received that no arrangements have yet been made for a workshop to be

		<i>direction with respect to the scrutiny of regional and sub regional partnerships be pursued.</i>	held
	9. Regional and National Supporting People Programme Changes	<p>RESOLVED – that the Committee:-</p> <p>(a) <i>receives the report and notes the current proposed arrangements;</i></p> <p>(b) <i>comments are incorporated into Denbighshire’s consultation response, and</i></p> <p>(c) <i>requests that a copy of the letter sent from the North Wales Chief Executives to the AM Minister for Housing, Regeneration and Heritage be circulated to Members of the Committee.</i></p>	[awaiting further information]
	10. Scrutiny Work Programme	<p>RESOLVED – that,</p> <p>(a) <i>subject to the above, and to arrangements being made for a workshop to be held on the forward work plan, the Partnerships Scrutiny Committee approve its forward work programme as set out in Appendix 1 to the report; and</i></p> <p>(b) <i>the above named members be appointed to serve as the Committee’s representatives on the service challenge groups and the Strategic Investment Group</i></p>	<p>Workshop held on 13 June 2012 and items identified at the meeting scheduled into the Committee’s work programme</p> <p>See main report for any vacant positions</p>

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Service:	Communities	Partnerships	Performance
Housing & Community Development – Peter McHugh	Cllr Bob Murray	Cllr Dewi Owens	Cllr Colin Hughes
Children & Family Services – Leighton Rees	Cllr Win Mullen-James	Cllr Dewi Owens	Cllr. Peter Owen
Adult & Business Services – Phil Gilroy	Cllr Bob Murray	tba	Cllr Colin Hughes
Environmental Services – Steve Parker	Cllr Cefyn Williams	Cllr Dewi Owens	Cllr. Richard Davies
Legal & Democratic Services – Gary Williams	Cllr. James Davies	Cllr Brian Blakeley	Cllr. Bill Cowie
Business Planning & Performance – Alan Smith	tba	tba	Cllr Colin Hughes
Education and Customers & Education Support – Karen Evans & Jackie Walley	Cllr Huw Hilditch-Roberts	Cllr Brian Blakeley	Cllr Arwel Roberts
Communications, Marketing & Leisure – Jamie Groves	Cllr Joseph Welch	Cllr Brian Blakeley	Cllr. Geraint Lloyd Williams
Finance & Assets – Paul McGrady	Cllr Rhys Hughes	tba	Cllr. Ian Armstong
Highways & Infrastructure – Stuart Davies	Cllr Huw O Williams	Cllr Merfyn Parry	Cllr Arwel Roberts
Regeneration – Steve Parker, Graham Boase, and Peter McHugh	Cllr Win Mullen-James	Cllr. Margaret McCarroll	Cllr. Gareth Sandilands
Planning & Public Protection – Graham Boase	Cllr. Huw O Williams	Cllr. Meirick LI Davies	Cllr. Meirick LI Davies
Strategic Human Resources – Linda Atkin	Cllr. Huw Hilditch-Roberts	tba	Cllr. Huw Hilditch-Roberts

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Terms of Reference

Conwy and Denbighshire Collaboration Programme Board

Membership from each council

Members

3 Cabinet Members
3 Scrutiny Members

Officers

Chief Executive
1 Corporate Director

Purpose

The Programme Board has been established to oversee and provide proper governance for collaborative projects between Conwy CBC and Denbighshire CC. It will drive existing collaborative projects and ensure that they are properly integrated into the work of both councils, and it will be a forum at which proposals for any new collaborative projects can be considered prior to them being considered further within each of the two Authorities.

Method of Working

The Programme Board will be owned jointly by both Conwy and Denbighshire. The chairmanship of the board will rotate annually between the counties, and the vice chair will not be from the same council as the chair. The Chair can be a member or an officer.

To be quorate there need to be at least 4 members of the board present from each authority. In order to facilitate continuity no deputies will be permitted.

Administrative support to the Board and officer group will be identified from both authorities. This will share the workload and increase ownership within both authorities.

The Board will meet bimonthly in alternate Counties and will work to an agreed project management methodology.¹

Role

1. The primary role of the Programme Board is to provide cross county and within county leadership to service collaboration projects between Conwy and Denbighshire and effectively deliver strategic change. It will achieve this through;

- ensuring time and money is not wasted on projects that do not deliver benefits and that scarce resources are prioritised
- improving communication across and within both councils in relation to collaborative projects and providing a strong mandate from executive members, scrutiny and management
- commitment to adequate resources and cash
- providing better focus to driver change through ensuring the right projects are selected and that tangible benefits are delivered

- 2. The Board will be responsible for properly co-coordinating the delivery of all collaborative projects between Conwy and Denbighshire by;**
 - Ensuring that the projects are properly scoped and considering requests for changing the scope, this could be for example where the portfolio of departments within a service differs between counties and it is felt that consistency could be of benefit;
 - Discussing the strengths, weaknesses and challenges facing the services within each county , the implications of these on collaboration and exploring alternative ways of providing services across both counties ensuring that best practice is shared and developed;
 - Ensuring that work is prioritised that will generate the most benefit in terms of service improvement, cost avoidance and efficiencies through analysing the quick and longer term wins
 - Ensuring that each project has a clear plan and an agreed set of targeted outcomes and benefits, that all the relevant stakeholders are involved in the project, for example staff representatives, and that the departments of both councils are working appropriately to support the collaboration projects;
 - Ensuring that projects respond to emergent evidence and other changes in the political and operational context;
 - Ensuring projects are implemented and that the stated benefits are realised.
3. The Board will consider all proposals for any new collaborative projects between Conwy and Denbighshire.
4. Either Cabinet or the joint meeting of both county's executive teams may request that the Board looks at a particular issue, or focuses its efforts in a particular area.
5. Representation on the Board from Scrutiny Committees will ensure there is a strong link between the work of the Board and the role of Scrutiny
6. Whilst the activity of the Board is concerned with collaboration between Conwy and Denbighshire opportunities to collaborate with other North Wales Councils are likely to be discussed and communication on the work of the Regional Programme Boards is likely to feature as part of the agenda on a regular basis.
7. The Board will also provide the ability to respond jointly to the Welsh Assembly Government regarding issues/constraints relating to the Collaboration Agenda