



To: Members of the Partnerships  
Scrutiny Committee

Date: 25 January 2013

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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, 31 JANUARY 2013** in **COUNTY HALL, RUTHIN.**

Yours sincerely

G. Williams  
Head of Legal and Democratic Services

## **AGENDA**

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

#### **1 APOLOGIES**

#### **2 DECLARATION OF INTERESTS**

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

### **3 URGENT MATTERS AS AGREED BY THE CHAIR**

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

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

- (i) To receive the minutes of the special Partnerships Scrutiny Committee held on Thursday, 29<sup>th</sup> November, 2012 (copy enclosed)
- (ii) To receive the minutes of the Partnerships Scrutiny Committee held on Thursday, 20<sup>th</sup> December, 2012 (copy enclosed)

### **5 REGIONAL SCHOOL EFFECTIVENESS AND INCLUSION SERVICE (Pages 23 - 76)**

To consider a report by the Head of Education (copy attached) which detailed the progress to date with the establishment and running of the Regional School Effectiveness and Improvement Service (RSEIS); and the benefits realised to date from its establishment.

**9.35 a.m.**

### **6 NORTH WALES CARERS INFORMATION AND CONSULTATION STRATEGY (Pages 77 - 128)**

To consider a report by the Head of Adult and Business Services (copy attached) in respect of the implementation of the new Carers Strategies (Wales) Measure 2010 as set out in the North Wales Carers Information and Consultation Strategy 2012 – 2015.

**10.10 a.m.**

### **Comfort Break**

### **7 INDEPENDENT CARE PROVISION - COMMISSIONING AND MONITORING (Pages 129 - 134)**

To consider a report by the Head of Adult and Business Services (copy attached) which detailed the extent of external care provision commissioned in Denbighshire County Council and the ways in which the quality of that care is monitored.

**10.55 a.m.**

### **8 FAMILIES FIRST (Pages 135 - 142)**

To consider a report by the Head of Business Planning and Performance (copy attached) which provided an update on the current position in relation to the commissioned and non-commissioned elements of the Families First Programme in Denbighshire for the 2012-2014 financial period

**11.30 a.m.**

**9 SCRUTINY WORK PROGRAMME (Pages 143 - 158)**

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

**12.05 p.m.**

**10 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

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

**MEMBERSHIP**

**Councillors**

Brian Blakeley  
Joan Butterfield  
Ann Davies  
Meirick Davies  
Alice Jones  
Pat Jones

Margaret McCarroll  
Dewi Owens  
Merfyn Parry  
Bill Tasker  
Huw Williams

**Voting Co-opted Members for Education (Agenda Item No. 5 only)**

Carole Burgess  
Gill Greenland  
Debra Houghton

Nicola Lewis  
Dr. D. Marjoram

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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, 29 November 2012 at 2.00 pm.

### **PRESENT**

Councillors Brian Blakeley (Chair), Joan Butterfield, Ann Davies, Meirick Davies, Alice Jones (Vice-Chair), Pat Jones, Margaret McCarroll, Dewi Owens and Huw Williams

Observers: Councillor Jeanette Chamberlain-Jones and Councillor Bobby Feeley

### **ALSO PRESENT**

Corporate Director, Modernisation and Wellbeing (SE), Service Manager, North Locality (GG), Democratic Services Manager (SP) Committee Administrator (SLW).

BCUHB representatives:

Director of Planning (NB), Speciality Registrar, Public Health (RA), Principal Public Health Practitioner (DJ), Consultant in Public Health (KT), Director of Public Health (AJ), Assistant Director, Primary & Community Services Development (CJ).

#### **1 APOLOGIES**

Apologies for absence were received from Councillors Merfyn Parry and Bill Tasker

#### **2 DECLARATION OF INTERESTS**

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

#### **3 URGENT MATTERS AS AGREED BY THE CHAIR**

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

#### **4 UPDATE ON THE CONSULTATION UNDERTAKEN AS PART OF THE BCUHB SERVICE REVIEW**

The Director of Planning for BCUHB (D:P) presented a verbal report to the Committee of the current position in respect of the NHS Service Reviews following the public consultation exercise. The consultation period had closed at the end of October 2012. Views of individuals, organisations, community groups, Action Groups, Community Health Council and staff were to be considered. Approximately 1300 people had attended the meetings which had taken place across North Wales and approximately 800 written responses had been received.

Opinion Research Services (ORS) were commissioned to undertake an analysis of responses and they also sent out a separate questionnaire and held focus groups.

ORS received 1500 responses to the questionnaire and a random household survey had taken place from which ORS received 700 responses.

All responses were available to the Community Health Council and due to the fact there were a number of key organisations who had not responded until quite late in the consultation process, the Board would be looking to present all the responses to the Board meeting taking place in January 2013. Implementation of the decisions would commence in 2013.

There were three key needs.

- i. The issue of transportation had been raised with the Welsh Government, who were aware there was a need for a joint policy.
- ii. The issue of possible additional burden on carers had been raised and what assistance would be provided by BCU.
- iii. Concern that the BCU model would place additional burdens on Local Authority Services. The Local Authority needed to be a partner and part of how the services were taken forward. Further work also needed to take place regarding enhanced care.

These were the issues the Board would be addressing at the meeting in January 2013.

Following the verbal update Members asked the following questions to the representatives of BCUHB:

- i. Councillor Margaret McCarroll - was there was a definite date yet in January 2013 when the Board would discuss the consultation responses and make any decision?  
D:P responded the Board Meeting would take place on 18<sup>th</sup> January 2013.
- ii. Councillor McCarroll - would detailed financial information be available to accompany the Board's decisions?  
D:P - detailed financial information would be part of the decision making process. For the Board to make any decisions it had to be fully informed and that included affordability.
- iii. Councillor Pat Jones – would further information regarding DCC's consultation response be available at the meeting today or in January 2013?  
D:P - there would be a small number of responses which would receive a response prior to January 2013, but most would be part of the decision making process on 18<sup>th</sup> January 2013.
- iv. Councillor Dewi Owens – Was there an update on the key milestones for delivery of the paper?  
D:P – Updates would be available when decisions were made. In some areas the timescales would remain very tight.
- v. Councillor Joan Butterfield – was there any further progress regarding transport issues?  
D:P – Further discussions had taken place both with the voluntary sector, Local Authority transport officers and the Welsh Government regarding transport implications. Information regarding external services had not been available at the present time. In terms of transportation, the Board would address the issue on 18<sup>th</sup> January.

Further questions were asked as follows:

- Councillor Alice Jones – were BCU still working to put forward a plan looking at 2 + 1 options of downgrading hospitals? Regarding the training places put forward by the Deanery, would this have a knock on effect to other services? Also, retaining services at three hospitals would be unsustainable and this question had been put forward earlier in the consultation?  
D:P – the consultation commenced on the 19<sup>th</sup> July 2012 and the Board were aware of the needs of the population. Clinicians were consulted because BCU were clear about medical recruitment and training and to assist in the long term, we needed clinicians to come forward with a bold model.  
In terms of the Deanery for training for North Wales, the Deanery had given BCU standards for training, a requirement of what they would expect and how training would go forward. BCU believed services on three sites should be retained but had a problem with training and medical recruitment. These would be proposals which could not be ruled out in the future.
- Councillor Bobby Feeley had recently attended BCU Stakeholder Group and a written draft of initial findings. Closure of facilities prior to new facilities opening had been highlighted.  
D:P – Apologised as he had not been aware of the document Councillor Feeley referred to. The document would be in the public domain and would be easily accessible. How BCU were to manage in the interim when closing one facility and opening another would be decided at the Board meeting on 18<sup>th</sup> January, 2013.
- Councillor Alice Jones again referred to her previous question and also asked what was the issue regarding recruitment?  
D:P - there were a number of factors. The European Directive regarding the hours junior doctors work, and changes to the immigration policy had taken place. The NHS in the past had been supported by doctors from the Indian sub-continent, but these doctors now chose to either stay in India or work in the USA. House Officers or Senior House Officers no longer existed. Once the five year study period had been completed, junior doctors then became known as an F1 for the first year and F2 for the second year. If junior doctors decided to work in General Practice, they would take an alternative route. If they decided to specialise in a specific field, they would work for a core year. The issue was not directly a North Wales problem but was affecting the whole of the UK.
- Councillor Ann Davies – what was being done to improve staff moral? Were doctors posts being frozen?  
D:P – doctors posts were not being frozen. Staff were under pressure throughout the UK, and concerns expressed in Ysbyty Glan Clwyd were the same as in Wrexham Maelor, and Ysbyty Gwynedd also. In terms of supporting staff, there had been a lot of support and whilst details of specific initiatives were not available at this meeting, there was a need to ensure staff were aware of the support available to them.

## **5 UPDATE ON LOCALITY WORKING IN DENBIGHSHIRE**

The Assistant Director, Primary & Community Services Development (AS:PCSD) together with the Service Manager, North Locality (SM:NL) gave an update presentation of the progress in implementing and progressing locality working in Denbighshire.

Support had been forthcoming from adult social services, and locality teams who were working together with BCU to develop the concept of Locality Working. Teams were based in the North Locality and the Central / South Locality to ensure as seamless an approach as possible to meet the social care and health needs of residents with community health colleagues. This approach would improve the outcome for the most vulnerable residents by ensuring that care, support and treatment would be delivered within their own homes rather than within institutional settings.

### **Denbighshire Localities – Achievements.**

Enhanced Care at Home. This was a joint principal to maintain the individual's independence. Initiatives were taking place to identify who could be released home from hospital to receive enhanced care in their own home.

Advanced Care Plan Pilot was being led by Dr. Chris Stockport for people with terminal illnesses. It was to enable people to spend the last weeks of their lives in the place of their choice. North Denbighshire were currently undergoing a pilot scheme. The pilot was managed administratively by the Enhanced Care team administrative staff with the locality lead as GP support. Historically, people had focused on cancer services but the renal failure team, respiratory team and dementia teams were also very keen to be involved with the pilot, along with the specialist palliative care team who had contributed throughout the process, and were continuing to do so.

Dementia. Work was ongoing regarding dementia.

### **Maintained Co-location of Hafan Lles Team in North Denbighshire.**

The co-location of the Hafan Lles team in North Denbighshire had been working well. The challenge remained to co-locate staff in a southern locality which needed to be resolved within the next year. Estate issues were affecting the ability to co-locate social services and health staff together in the Central/ south locality.

Community Intravenous service was available within the community.

Mainstreamed intermediate care was ongoing.

### **Locality Outcome Measures**

This had been a huge challenge and work would be continuing with public health and prevention services. Work had been taking place with Denbighshire County Council and other Local Authorities on the impact of social care.

### **Dashboard – Locality Admissions**



Emergency hospital admissions for chronic conditions were gradually decreasing in both localities. Evidence had shown that the number of people entering residential and nursing care was decreasing. This was positive news as research had showed that people, especially older people, became dependent very quickly whilst in hospital or residential care and lost their ability and confidence to manage daily living tasks.

Admissions resulting in discharge to an individuals' usual place of residence were gradually increasing. Support had been provided by the mainstream Intermediate Care Service working in partnership with Enhanced Care at Home (North) and Reablement. Again, this had been a positive step as it meant that people were given additional support to return to the level of functioning that was evident prior to their admission to hospital.

### **Dashboard – Length of Stay**

The average length of stay was decreasing in both localities overall, although there had been an increase in 2011/ 12.

### **Denbighshire – Developments**

Work was continuing regarding Enhanced Care at Home. A joint project was underway with Denbighshire County Council and Health & Social Care professionals to raise awareness of undiagnosed dementia and consideration when caring for people suffering with dementia. The early diagnosis of dementia was within the big plan.

Future developments across the central area were:-

- Integrate intermediate care in core services;
- Pathology – Near patient testing;
- Review role of Chronic Disease Managers

Development of 3 additional Extra Care Housing schemes within the county were to be looked into to maintain people's independence.

BCU and DCC had both signed up to a project, supported by SSIA (Social Services Improvement Agency), to develop an information system and referral pathway that would support people in meeting their own needs as well as ensuring that, where help was needed, this was accessed as seamlessly as possible.

Regarding equipment services, plans were in place to develop a staffed base in the Central/ South Locality as a satellite of the main store.

SM:NL informed the Committee he was a member of the North Locality Leadership Team and explained Dr. Chris Stockport, Chair of the Team had produced the North Denbighshire Locality Annual Report. (A copy of the report would be emailed to all members for information). This was the first annual report produced by the North Denbighshire Locality Team, which had commenced meeting formally in August 2011. The first year had seen the Team form and quickly develop into a cohesive partnership with a "can-do" enthusiastic approach. A single phrase which best summed up the Team's approach would be "collaborative working". Key contributors to health, social and third sector services within North Denbighshire

had shown a willingness and commitment to work closely together with the locality and this would undoubtedly allow a development of services in a way which worked best for all residents.

The Locality and its Leadership Team had a number of key functions which were:

- To take an overview of existing community services
- To identify areas of potential shift of care and services into community settings within North Denbighshire and bring about the shift of care
- Develop and champion collaborative working
- To ensure a focus upon prevention and health promotion was maintained
- Champion and innovate.

SM:NL stressed the importance of the Health Service, Social Services and the third sector working together. A single point of access was a major development.

Numbers of admissions into residential care had been falling over the last 18 months but it was important that the Local Authority and Health Service work together to help people within their communities.

Social exclusion and isolation was an issue but fortunately within Denbighshire there were excellent projects to support people who were socially isolated. Work was already underway regarding dementia, and a sub-group had been set up. More staff training was to take place to enable a greater awareness of dementia. There had been an excellent start in the first 12 months to help people who suffered from isolation and loneliness and this would continue over the next 12 months.

Further discussion took place and responses to questions were as follows:

- SM:NL met on a regular basis with the Team Manager for Prestatyn and Rhyl Localities and the Community Matron. The Community Matron had offered hot desking facilities at the Royal Alexandra Hospital. The issue for Central / South Denbighshire was the problem of finding a suitable locality.
- Regarding the single point of access, DCC were successful in a bid to become demonstrator site for SSIA Older People Programme and great progress had been made. By April 2013, the intention was to have a hub in place.
- With regard to people being discharged into the community, AS:PCSD confirmed she did not have the information for the discharge plan. SM:NL stated there had recently been a discharge protocol launched.
- Enhanced care at home would be dealt with by social services, therapy staff, and GPs. Care agency staff would not be employed.

At this juncture, (3.15 p.m.) the Chair, Councillor Brian Blakeley left the meeting due a prior appointment in Rhyl and the Vice-Chair, Councillor Alice Jones, took the Chair.

Response to discussions continued:

- The issue of waiting times to obtain an appointment with a GP had been raised. There were standards which stated that patients were to have an

appointment with a GP within 24 hours of making the request. Also the fact that some surgeries had half day closures or were closed at lunchtimes were being dealt with. BCU cover with out of hours when doctors' surgeries close for staff training.

- Regarding IVs given to patients in their own home, this was a project being managed across North Wales. Patients would be identified carefully who would receive the treatment in their home. Enhanced care at home services would be led by the GP and the GP would identify the care to be received. A member of the care team could be visiting the patient 3 or 4 times per day to assist at home as would the GP.
- If a patient was discharged and then re-admitted for the same medical condition this information would be registered as a new admission but numbers of re-admission rates were also collated.
- People who had complex health and care needs were being dealt with. The level of complexity had been on the increase. A future strategy was needed of what residential care would be required in the future. Nursing Home bed availability in North Denbighshire had been an issue recently. SM:NL confirmed he was to draw up a report regarding care home availability and provision which would be completed in approximately two weeks.

**RESOLVED – that**

- (i) *the issues raised by the Committee be included in the next update to the Committee on Locality Working in Denbighshire; and*
- (ii) *the North Denbighshire Locality Annual Report be circulated to all Members by AS:PCSD*

**6 PUBLIC HEALTH - FOCUS ON CHILDREN**

The Director of Public Health (D:PH) stated they were encouraging people over 65 years of age to take advantage of the flu vaccination.

D:PH introduced the Speciality Registrar in Public Health (SR:PH) to give the presentation to explain the main issues pertinent to Public Health with respect to children's health.

Every aspect of human development was at its highest during pregnancy and within the first three years of life.

Regarding investment in early years, the rate of economic return on investment was higher in the pre-school stage than any other stage of life. Despite this, investment was often at its lowest in very early years which were most crucial in terms of brain development. It was recommended Policymakers should invest in young children, as return on investment was stronger than in low-skill adults.

The main priorities on maternal and child health were:

- Smoking
- Obesity
- Teenage pregnancy

- Mental wellbeing/parenting
- Immunisation

Smoking in pregnancy had been responsible for many diverse outcomes in babies. For example, children of low birth weight (27% of population attributable risk), a majority were due to being exposed to smoke within the womb. Wales had the highest rate of smoking and 40% of women who smoked while pregnant lived in deprived areas.

Obesity in pregnancy was also a risk to the unborn child's health. Denbighshire had the highest rate in Wales of BMI over 35. Some of the risks included, increased risk of stillbirth, increased risk of premature birth etc. The high rates of obesity in the population was a health issue which needed to be tackled.

Mental wellbeing and parenting were extremely important in the first two years of life. There was a need to identify and assist families who had mental health problems. Therefore mental wellbeing was an important area in partnership working.

What we know works:

- Health professionals assisting people to stop smoking
- Folic Acid supplements
- Breast feeding – UK breast feeding initiative.
- Positive parenting etc.
- Immunisation
- Improving mental wellbeing
- Long acting reversible contraception (LARC).

Actions to reduce the inequality gap:

- Improving breast feeding
- Tackling overcrowding
- Tackling poverty
- Reduce smoking
- Families First

Following the presentation, further discussion took place:

- Priorities were identified within the big plan and specifics for early years were within the Early Years Action Plan.
- Regarding smoking, the Health Board looked at pregnancies and met with midwives, health visitors and school nurses to assist. Discussions were also taking place with Families First who had a brief for early years in terms of how they could provide support regarding the impact of smoking. Fresh Start Wales were highlighting smoking in cars and the effects it had on children and young people. The Corporate Director, Hywyn Williams was the representative for Denbighshire County Council on the North Wales Tobacco Alliance Group. This being a high level strategic multi-agency group that

- drives the local implementation of the Tobacco Control Action Plan for Wales and champions tobacco control issues in the region.
- There was a healthy pre-school scheme in place. Work had taken place with nurseries, child carers and family information services to deal with hygiene and the smoking link.
  - Healthy School Scheme was ongoing within Denbighshire. Support was available to secondary schools specifically to provide information regarding tobacco.
  - Long Acting Reversible Contraception (LARC) was an issue and a lot of work was taking place in schools. This was a sensitive issue but the work was progressing well.
  - Within Denbighshire, 9% of families lived in deprived areas. Health visitors linked with families first and DCC had led the way with support of the families.
  - Obesity was treated as a high level priority due to the trend increasing in large numbers. Anorexia was not dealt with in the same manner as there were far fewer sufferers and because it was a health condition rather than a lifestyle problem.
  - Low birth weight was classed as 5 ½ lbs (2 ½ kgs) or less. Working towards healthy babies who were between 7lb and 8lb birth weight.
  - Regarding monitoring, the Welsh Government had carried out an All Wales Maternity Strategy and data would be collected shortly.

Due to the fact that a number of Members had to leave the meeting at 16.10 p.m. it was agreed that the remaining two items ( Items 7 and 8 ) on the Agenda would be deferred to a future Partnerships Scrutiny Meeting.

## **7 UPDATE ON CHILDREN'S SERVICES**

Item to be deferred to a future meeting.

## **8 CHILD AND ADOLESCENT MENTAL HEALTH SERVICES (CAMHS)**

Item to be deferred to a future meeting.

**The meeting concluded at 4:20 p.m.**

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## PARTNERSHIPS SCRUTINY COMMITTEE

Minutes of a meeting of the Partnerships Scrutiny Committee held in County Hall, Ruthin on Thursday, 20 December 2012 at 9.30 am.

### PRESENT

Councillors Brian Blakeley (Chair), Joan Butterfield, Ann Davies, Meirick Davies, Alice Jones (Vice-Chair), Pat Jones, Margaret McCarroll, Dewi Owens and Bill Tasker.

### ALSO PRESENT

Corporate Director: Moderising and Wellbeing (SE), Head of Business, Planning and Performance (AS), North Wales Commissioning Hub Manager (VP), Partnerships and Communities Manager (DH), Performance Planning Officer (EH), Scrutiny Coordinator (RE), Democratic Services Officer (RAH) and Administrative Officer (CW).

#### 1 APOLOGIES

Apologies for absence were received from Councillors Merfyn Parry and Huw Williams

#### 2 DECLARATION OF INTERESTS

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

#### 3 URGENT MATTERS AS AGREED BY THE CHAIR

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

#### 4 MINUTES OF THE LAST MEETING

(i) The minutes of a meeting of the Partnerships Scrutiny Committee held on Thursday, 8<sup>th</sup> November, 2012 were submitted.

**RESOLVED** – *that the Minutes be received and approved as a correct record.*

(ii) The minutes of a special meeting of the Partnerships Scrutiny Committee held on Thursday, 5<sup>th</sup> December, 2012 were submitted.

**RESOLVED** – *that the Minutes be received and approved as a correct record.*

#### 5 BIG PLAN: PERFORMANCE UPDATE

A copy of a report by the Performance and Planning Officer, which provided an update on the performance of the Local Service Board (LSB) and Partnerships in

delivering The BIG Plan: Part I, 2011-14, and a 'Summary Exceptions Report', supported by more detailed chapters for each of The BIG Plan's eight outcomes, had been circulated with the papers for the meeting.

It was explained that Denbighshire The BIG Plan: 2011-14 (TBP), which was being delivered collaboratively with partner agencies, was the plan driving Partnership working in Denbighshire. The LSB was accountable for TBP and held partner agencies which included Betsi Cadwaladr University Health Board (BCUHB), the third sector, NW Police, NW Fire and Rescue Service, Public Health Wales and Denbighshire County Council, responsible for implementing action plans to deliver The BIG Plan and its eight outcomes. The value of partnership working in delivering The BIG Plan would be examined in more detail in annual and closure reports.

The report provided exceptions information for each outcome which allowed Members to focus on areas of weakness. Partners were halfway through the timescale for delivery and some elements required focus and prioritisation in order to recognise improved outcomes for people in Denbighshire. Areas highlighted included extending support for older people across the County; addressing the challenges facing Rhyl Town Centre; improving support for young carers; suicide and self-harm prevention; protecting vulnerable people from fire and reviewing partners' contribution to the Economic and Community Ambition Strategy. It was explained that a very small number of actions had been planned to start in 2013 with respect to Outcome 8. The Head of Business, Planning and Performance (HBPP) explained that there were extensive, intractable problematic issues which could take a considerable length of time to address. However, they were currently assessing if progress was being made in addressing the problems.

In response to questions from Members, the Corporate Director: Moderising and Wellbeing (CD:MW) confirmed that the indicators of success for rural areas and mental health and wellbeing had not been robust enough. This had resulted in a weaker understanding of the impact of TBP and it was confirmed that the indicators would be reviewed. Some outcomes had not been adequately measured within existing delivery mechanisms and although this had not impacted upon delivery, performance reporting had suffered in some instances, particularly in respect of Outcome 1. This matter would be resolved as local strategic partnership structures, including Health, Social Care and Wellbeing and Children and Young People's Partnership, were confirmed.

The Committee noted the importance of accurate and timely data collection and good quality reporting to enable effective performance management and partnership decision making. Mechanisms were in place for gathering evidence of the impact of the interventions on people's lives, and work was underway to map Partnership resources. Details relating to this information would be included in the annual report and end of plan report. It was confirmed that there had been no major obstacles in delivering TBP to date and the Committee were assured that officers were confident that TBP would be delivered.

Officers explained that the Corporate Plan had been aligned with TBP and that there was synergy between the seven Corporate Plan Priorities and The BIG Plan's



eight outcomes. The BCUHB was currently managing an intensive consultation on NHS changes and these would impact on TBP, particularly in respect of joint working models, service configuration and locality-based healthcare. TBP was an important strategic document which underpinned service delivery quality in a number of areas and any problems with performance may have future implications for the Council's finances

The Partnerships and Communities Manager (PCM) referred to the Summary Exceptions Report and provided a brief précis of the 8 Outcomes. She provided an in depth summary of Outcome 1: "Older people lead independent and fulfilled lives" as an example of the compilation of the information embodied within each of the respective Chapters.

The officers responded to the following questions and issues raised by Members of the Committee:-

- In reply to concerns raised by the Chair and Councillors M. McCarroll and M.LI. Davies the CD:MW and the PCM explained that issues pertaining to low birth weight in the County and poorer attainment of children accessing free school meals were unacceptable, but were improving and plans had been introduced to address these problems. The officers agreed that a note be circulated to Members outlining the Council's current position in respect of the take up on free school meals and outlining the proactive action being taken in this area and to ensure that children in receipt of free school meals were not stigmatised.

- The PCM responded to concerns raised by Councillor J.A. Davies in respect of Outcome 3 and the assessment of achievements of young carers. She explained that the Welsh Government response confirmed that the Carers Measure had been considered to be a proactive strategy which would raise greater awareness and increase the identification of young and adult carers. It was confirmed that in future more robust data would be available to identify young carers and their attendance and attainment at school and there had been an increase in responsibility on Health to identify and support carers through the Carers Measure. Reference was made to the remit of the Regional Carers Strategy Group and that funding provision was currently an unresolved issue.

- Councillor J. Butterfield requested details regarding the number, accountability and Member involvement with regard to the various Boards and structures which had been established. She also made reference to opportunities through Day Care Centres, Benefit Reform and the impact of the Rhyl Going Forward Plan in relation to the effect on businesses and shops on Rhyl High Street. The HBPP outlined the purpose of the report which had been to provide detailed information and guidance for future progress through collaboration with partners. He highlighted the importance of the work undertaken through the various forums and partnership structures which would involve the inclusion of Members of the Council. The HBPP explained that a report in respect of this matter would be submitted to the Local Service Board and could also be presented to the Scrutiny Committee for consideration.

- The PCM made reference to Outcome 4 which addressed a number of the concerns raised by Councillor W.N. Tasker regarding homelessness, supported accommodation and house share provision. The CD:MW referred to the House Share Crisis Intervention Project and the work being undertaken with regard to the possible implications of the Welfare Reforms and the benefit implications for young people. She explained that Denbighshire had been proactive in addressing issues relating to homelessness, particular reference being made to the work undertaken by the Housing Options Team, assistance provided for Supported Housing Projects, the lodging scheme and the Night Stop Project. The HBPP referred to the Corporate Plan and confirmed that “ensuring access to good quality housing” was one of the Council’s main priorities for the next 5 years.

- In reply to questions from Councillor M.LI. Davies, the PCM provided details of the age distinctions for persons identified as older people and the age group classifications for Young Carers. The CD:MW confirmed that there was an awareness regarding the implications of the Welfare Reforms in terms of homelessness and housing issues, particularly with regard to young persons.

- Councillor E.A. Jones explained that many of the issues of concern raised related to historic problems and she emphasised the importance of family values and the need to educate parents. Councillor Jones referred to the poverty experienced in the rural areas and the need to unite and link rural communities. The PCM explained that the Families First report, scheduled to be presented to the Committee in January 2013, would address many of the issues raised in respect of the family focus.

- Reference was made by Councillor M. McCarroll to the success of the ‘Y Dyfodol’/The Future Projects, which provided safe temporary accommodation for young homeless people in need of housing related services. The Project’s aim had been to enable individuals to access employment or training and move on to permanent accommodation and independent living.

- The CD:MW provided a detailed response to questions from Councillor J. Butterfield in relation to the Local Service Board and Multi Agency Boards delivery responsibilities and funding provision. The HBPP emphasised that the report detailed current activity and confirmed that it had been anticipated that service provision could be improved through partnership working utilising existing resources by adopting a coordinated approach.

Following a brief discussion, it was:-

**RESOLVED** – *that the Committee:-*

- (a) *receive and note the contents of the report;*
- (b) *agrees that a further progress report be presented to the Committee in six months time, and*
- (c) *receives a report from the Head of Business, Planning and Performance outlining the composition and membership of all Programme and Project Boards which the Council host or participate in, their funding structures,*

*membership and the elements of all Plans and Strategies which they are charged with delivering.*

## **6 REGIONAL COMMISSIONING HUB FOR HIGH-COST LOW VOLUME PLACEMENTS**

A copy of a report by the North Wales Commissioning Hub Manager, which provided information regarding the operation of North Wales Commissioning Hub, had been circulated with the papers for the meeting.

The Corporate Director: Modernising and Wellbeing introduced the report which provided a progress update on the development and operation of the North Wales Commissioning Hub (NWCH) for social care, health and education care home placements. An overview had been included as Appendix 1 to the report.

The North Wales Commissioning Hub Manager (NWCHM) explained that the NWCH was a collaborative project between the 6 North Wales Councils and BCU Health Board, which had been established based on a Full Business Case. The NWCH encompassed children and adults' services, in partnership with the NHS, and was hosted by Denbighshire. It was accountable to a Management Board which was chaired by the Corporate Director: Modernising and Wellbeing.

The following four main functions of the NWCH were summarised by the NWCHM:-

- Ensuring value for money in current high cost placements.
- Sourcing new placements through a transparent process and ensuring value for money.
- Monitoring the quality of services.
- Working with partners to develop the market in a bid to ensure that services were able to meet current and future demand.

The NWCH had developed underpinning systems and processes to enable it to operate effectively. Capacity had been invested in meeting with operational teams of all partners to ensure that the role of NWCH was understood and that internal changes were introduced accordingly. A copy of the work programme had been included as Appendix 2 to the report.

Annual cashable savings of £298,000 had been made which included a saving of £20,000 for Denbighshire, plus cost avoidance of £27,000 across the region. In addition there had been annual savings of £209,000 arising from negotiation on Learning Disability care home placements. It was confirmed that the Council's contribution to the annual running cost of NWCH had been £12,615.

Members were informed that the NWCH had sourced 51 placements between August and November 2012. Other work underway included the development of a regional Approved Provider Framework for children's residential placements and a quality monitoring framework for adult services. Following the development of the Framework the Quality Monitoring Officer now had a schedule of visits to carry out on behalf of Denbighshire.

The NWCHM confirmed that the NWCH contributed to the delivery of Denbighshire's Corporate Priorities and would help ensure that the Council secured good quality and value for money services. The Council's Medium Term Financial Plan assumed cashable savings of £25k could be made this year and £100k for next year. In reply to questions relating to the risk matrix prepared for the Management Board not having been signed off, it was explained that the risk matrix was linked to the full business case and it was confirmed that there were no significant major risks and that it was a matter of refinement.

All partners had been consulted on the Full Business Case and the NWCH was currently commencing engagement with Providers on proposed developments. Members agreed that the Partnerships Scrutiny Committee should periodically monitor and evaluate the HUB's effectiveness in commissioning quality services and realising value for money.

In reply to questions from Councillor P.M. Jones, the NWCHM confirmed that there were currently 30 providers, 9 of which were in North Wales, which were used for children's placements. She explained that children had been placed in neighbouring North Wales county areas, the North West of England and other areas of the UK. However, the number of placements had reduced significantly during the past two to three years. Officers provided details of estimated costs which related to the type of placement and the needs and requirements of service users. It was explained that links were being developed with other commissioning bodies to assist in ensuring best value for money.

The NWCHM responded to issues raised by Councillor M.LI. Davies and provided details of the reviewing process adopted in respect of the service and facility provided for placements. She confirmed that there were instances where the Welsh language needs of Welsh speaking placements outside the county were not always fully met. She explained that in all instances there would be a need to assess the needs of the service user and in some cases it would not be possible to meet all the needs identified.

The CDMW referred to the collaboration process and explained that the work undertaken to date had been very encouraging in terms of the savings being made, quality monitoring and the relationships being developed through partnership working.

In response to questions from Councillor J. Butterfield, the NWCHM outlined the process adopted by the NWCH to address budget issues through the contingency budget. The NWCH assisted in ensuring that best value and quality was obtained when securing placements and the Committee were provided with details of the funding process for out of County placements. It was confirmed that the NWCH worked closely with the Care and Social Services Inspectorate Wales (CSSIW), who were represented on the Regional Quality Management Group, and details of the roles in terms of inspection responsibilities and quality issues were provided for Members. In reply to a request from Councillor Butterfield, it was agreed that an item relating to the costs for residential care provision be included in the Committee's forward work programme. The Corporate Director: Moderising and

Wellbeing explained that a date for the submission of the report would be confirmed following consultation with the Head of Adult and Business Services.

During the ensuing discussion Members agreed that a further update report in respect of the progress of the North Wales Commissioning Hub be included in the Future Work Programme for submission in six months. Following a request from Councillor E.A. Jones it was agreed that the report also include details pertaining to the scoping of high cost dementia placements.

Following a brief discussion, it was:-

**RESOLVED** – *that the Committee:-*

*(a) receive and note the contents of the report.*

*(b) agrees that a further report on the progress of the North Wales Commissioning Hub, including details of the scoping of high cost dementia placements, be included in the forward work programme for submission in six months, and*

*(c) requests a report on the cost for Residential Care provision be included in the forward work programme .*

## **7 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 Cabinet's FWP had been included as Appendix 2 to the report. A table summarising recent Committee resolutions and advising members on progress with their implementation had been attached at Appendix 3 to the report.

Members were informed that, within in their remit, the Communities Scrutiny Committee would be considering a report on the Rhyl Going Forward Project on the 17<sup>th</sup> January, 2013 and non-Committee Members would be welcome to attend.

Under the Council's scrutiny arrangements the Scrutiny Chairs and Vice-Chairs Group (SCVCG) performed the role of a coordinating Committee. The Group had met on the 13<sup>th</sup> December, 2012 when it had considered a request to arrange visits in respect of the Community Living Scheme. The Group agreed that the visits should be undertaken adopting a similar format to the current rota visits to Social Care Establishments. Invitations would be extended to the Lead Member, the relevant Social Care Champion and the Local Member(s) for the respective Ward.

Following consideration of an item relating to the Community Safety Partnership by Partnerships Scrutiny, in September 2012, the Committee had asked the SCVCG to determine which Committee should investigate in detail the issue of alcohol related anti social behaviour problems in town centres. The Group had concluded that this item would be within the remit of the Partnerships Scrutiny Committee as it was the Council's designated Crime and Disorder Scrutiny Committee. In reply to a question from Councillor E.A. Jones, it was explained that this issue was a County wide matter and not specifically related to Rhyl. Members agreed that prior to consideration of the issue that the Scrutiny Coordinator should liaise with the

relevant officers regarding the scale of the problem and report back to the Committee in January.

It was explained by the Scrutiny Coordinator that the issue pertaining to CCTV had been considered by the SCVCG, and they had reallocated this item to the Performance Scrutiny Committee for consideration in March or April 2013.

Following receipt of a request from Councillor D. Owens, the Scrutiny Coordinator had liaised with the Senior Engineer: Flood Risk Management regarding the report on the Flood Risk Areas within Denbighshire, scheduled in the Committee's Forward Work Programme for April, 2013. The Corporate Director: Moderising and Wellbeing explained that a number of reports were currently being compiled into the November 2012 flooding incidents in St. Asaph and Ruthin, and that an independent investigation was being commissioned. Members agreed that in addition to the report on the Flood Risk Areas within Denbighshire, which outlined the general statutory responsibility with respect to flood risk management, a report relating to the recent flooding incidents be included in the Forward Work Programme for consideration at the April 2013 meeting. The Committee also agreed that Meic Davies, Regional Flood Risk Manager and a Planning expert from the Environment Agency be invited to attend the meeting.

Members considered the Committee's Forward Work Programme for April, 2013 and agreed that the business items pertaining to "Capacity of the Protection of Vulnerable Adults Unit" and "Potential for Collaborative Domiciliary Care provision with respect to rural areas of the County" be rescheduled to an alternative date.

**RESOLVED** – *that, subject to the above, the Partnership Scrutiny Committee approves the Future Work Programme as set out in Appendix 1 to the report.*

## **8 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

No updates from committee representatives on the various Council boards and groups were given.

Meeting ended at 12.35 p.m.

**Report To:** Partnerships Scrutiny Committee

**Date of Meeting:** 31 January 2013

**Lead Member / Officer:** Lead Member for Education/Head of Education

**Report Author:** Head of Education

**Title:** The progress to date with the establishment and running of the RSEIS and the benefits realised to date from its establishment

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**1. What is the report about?**

- 1.1 The progress to date with the establishment and running of the Regional School Effectiveness and Improvement Service (RSEIS); and the benefits realised to date from its establishment.

**2. What is the reason for making this report?**

- 2.1 To provide information on and consider the progress achieved to date in the establishment of the new service.

**3. What are the Recommendations?**

- 3.1 That the Committee considers the information provided and comments on the progress achieved to date in establishing the new service.

**4. Report details.**

- 4.1 On Tuesday 21 February 2012, Councillor E W Williams presented a report to Cabinet, seeking approval for the Full Business Case for a new School Effectiveness and Improvement Service (RSEIS) across the six North Wales Authorities. (Appendix 1)

It was resolved that Cabinet approve the Full Business Case for a new service; the aim of the new service being to: establish a Regional School Effectiveness and Improvement Service (RSEIS) to be accountable to, and undertake the statutory responsibilities of the six local North Wales Authorities in respect of the duties to monitor; challenge; provide support services for curriculum continued professional development and management of schools, and, in addition, provide services that can be commissioned by schools and Local Authorities.

The RSEIS will be central to School Improvement in North Wales. It will be a powerhouse to drive good practice across the region. It will ensure a consistency of challenge and support for schools across the six counties, leading to our children and young people fulfilling their potential.

The Full Business Case (Appendix 2) states that the programme will be delivered in four inter-dependant tiers:-

- Tier 1 will deliver the NW Regional Strategy for raising standards to meet the National School Effectiveness Framework.
- Tier 2 (*the focus of this FBC*) will deliver the new NW RSEIS to support Tier 1.
- Tier 3 will deliver the MIS Structure (Capita ONE) to support Tiers 1 and 2.
- Tier 4 will deliver the 'Support Functions' to support Tiers 1 and 2 (Host Authority).

A timescale for implementation of Tier 2 activity which will deliver the RSEIS was agreed as part of the Full business Case (2012/2013):

Feb / Mar	- FBC to Cabinets / Executive Boards
Mar	- Host Authority for the RSEIS agreed
Apr	- Appointment of the Chief Officer
Sep	- Appointment of the System Leaders and Support Staff - Joint Committee established
Nov - Mar	- Team, cultural, induction, skills training for the staff appointed to the RSEIS
Apr	- Staff transfer to the RSEIS, employed by the Host Authority

#### 4.2 Progress against the schedule for implementation:-

- Cabinets / Executive Boards approval for the Full Business Case has been granted.
- Gwynedd has been appointed as the Host Authority for the RSEIS.
- The initial recruitment process for the Chief Officer post was unsuccessful. An interim Chief Officer was appointed in April 2012 as per schedule. The recruitment/appointment process for the permanent post is currently underway and it is anticipated that the process will be completed by mid-February.
- Twenty three out of the identified thirty System Leaders' posts have been filled, including the three Senior System Leader posts. A process is underway to recruit to the remaining posts. All Systems Leaders have attended a national training day and further training opportunities will be provided.
- All School Improvement staff currently working as Link Officers in schools across North Wales have begun working within a common framework to ensure consistency and continuity of approach.



**4.3 On-going activity and next steps:-**

- The Inter Authority Agreement is in the process of being finalised.
- The Service Level Agreement is in the process of being finalised.
- On finalisation of the Inter Authority Agreement, the Joint Committee will be established.
- In April, the Staff transfer to the RSEIS, employed by the Host Authority, will be complete and the Service will be fully operational.

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

5.1 This contributes to the priority: Improving performance in education and the quality of our school buildings.

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

6.1 The current total cost of delivering the existing statutory and advisory in-scope school improvement functions across the six North Wales Local Authorities is £5.1m. This equates to an average cost of £51 per pupil. The cost of the RSEIS is £3.5m, equating to an average cost per pupil of £35, (compared to £51 currently).

6.2 After all factors have been considered, a potential all regional saving of £882k (20%) has been identified, which can be re-invested in Education, or released as a cashable saving, depending on the needs of each Local Authority.

**7. What are the main conclusions of the Equality Impact Assessment (EqIA) undertaken on the decision?**

7.1 The project:-

- supports the focus of the Community Strategy towards the development of **children and young people**;
- strives to provide **equality of opportunity** for all children to receive the best possible education in schools across North Wales; and
- is focused on providing **sustainable options** for education that meets the needs of children and young people now and in the future.

**8. What consultations have been carried out with Scrutiny and others?**

8.1 Consultations have been carried out with key Stakeholders.

**9. Chief Finance Officer Statement**

N/a

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

10.1 A full Risk Register has been developed within the project documentation.

Risks have been and will continue to be identified by the Project Team (in association with colleagues across the remit of the project) and the NW ADEW Consortium, and reviewed as a standing item on the agenda for the project element of the regular NW ADEW Consortium meetings.

## **11. Power to make the Decision**

- 11.1 Article 6.3.2 of the Council's Constitution stipulates that scrutiny committees may ensure that actions indicated in action plans are carried out.

**Contact Officer:**  
Head of Education  
Tel: 01824 708006



<b>REPORT TO:</b>	Cabinet
<b>PORFOLIO HOLDER:</b>	
<b>DATE:</b>	21 February 2012
<b>LEAD OFFICER:</b>	
<b>CONTACT OFFICER:</b>	Danielle Edwards – Project Manager
<b>SUBJECT:</b>	Regional School Effectiveness and Improvement Service Project(RSEIS) - Full Business Case
<b>WARD</b>	County wide

## 1. PURPOSE OF THE REPORT

To seek Members comments on and scrutiny of, and Cabinets approval for, the Full Business Case for a new Regional School Effectiveness and Improvement Service, across the six North Wales Authorities.

## 2. EXECUTIVE SUMMARY

The project aims to establish a Regional School Effectiveness and Improvement Service(RSEIS) to be accountable to, and undertake the statutory responsibilities of, the six local North Wales Authorities in respect of the duties to monitor; challenge; provide support services for curriculum continued professional development and management of schools, and in addition provide services that can be commissioned by schools and local authorities.

The RSEIS will be central to school improvement in North Wales. It will be a powerhouse to drive good practice across the region. It will ensure a consistency of challenge and support for schools across the six counties leading to our children and young people fulfilling their potential.

In September 2011, the draft OBC was presented to all six Executive Boards who resolved:

- that the OBC should be widely consulted upon with stakeholders from October 2011;
- to establish a regional service by September 2012, subject to the FBC; and
- that the recruitment process for the appointment of a Chief Officer can begin, with the appointment to take place once the FBC has been adopted in all six authorities.

The FBC takes account of the issues highlighted by the six North Wales Cabinets / Executive Boards when approving the OBC for consultation and by the stakeholders during the consultation:

- the case for change and the vision for the new service needs to be much stronger;
- the quality of the new service for each council as well as the region must be addressed more explicitly;

- the governance and accountability model must be resolved;
- the pensions deficit issues, including the additional complication of Cynnal must be addressed;
- the model must be able to demonstrate how it will service the diverse cultural and linguistic needs of the region;
- the model must be able to demonstrate how it will drive standards; and
- the financial and HR issues, including possible impact on staff needs to be set out.

### **3. RECOMMENDATION(S)**

That Scrutiny members support and recommend that **Cabinet / Executive Board** approve the Full Business Case for a new Regional School Effectiveness and Improvement Service.

## **4. BACKGROUND INFORMATION**

### **4.1 Key Developments for the FBC**

- A clear vision has been developed in consultation with stakeholders.
- The current position in respect of Standards, Welsh Language, Population and Schools is clearly explained.
- The educational (standards agenda) and financial (current spend) case for change is clearly explained.
- The governance arrangements for the new service are recommended as a Joint Committee with a Host Authority (*see section 4.2 of this report*).
- In order to deliver the six key functions, the FBC explains that programme will be delivered in four inter-dependant tiers:
  - Tier 1 will deliver the NW regional strategy for raising standards to meet the national School Effectiveness Framework.
  - Tier 2 (*the focus of this FBC*) will deliver the new NW RSEIS to support Tier 1.
  - Tier 3 will deliver the MIS Structure (Capita ONE) to support Tiers 1 and 2.
  - Tier 4 will deliver the 'Support Functions' to support Tiers 1 and 2 (Host Authority).
- The FBC explains how the new service will meet the linguistic and local needs of the schools and LAs.
- The full financial model has been developed which includes; the Cost of the RSEIS, Implementation Costs of the New Service, Leaving Costs, Cost per Local Authority.
- A HR model has been developed and set out in the FBC which includes; Key HR Timescale, Planning for Change, Roles available in the new RSEIS, TUPE Arrangements, Salary Ranges, Policies and Procedures.

## **4.2 Governance Arrangements**

Based on the findings of the option appraisal, the recommendation by the Education and Other Related Services Board is that a 'Joint Committee with a Host Authority' is adopted as the governance model for the Regional School Effectiveness and Improvement Service, with the expectation that the model is reviewed as part of the post implementation review.

In the context of the regional service being developed, the main disadvantages (scoring 0 - does not meet the criteria) associated with a 'Company' model are in relation to:

- the pensions deficit (*see also 4.2.1 below*) - whilst both options will have a pensions deficit evaluation which will need to be paid back over a number of years, the contribution rate towards the past service deficit may be unaffordable due to a more restrictive pay-back arrangement as a company in its own right (based on an actuary evaluation on estimated data); and
- the ability to take advantage of VAT exemption - with a company limited by guarantee in this context, because the majority of its income will come from the provision of education and closely related services (exempt from VAT), it is not permitted to recover VAT on any purchases/overheads which relate to those services.

It was also recognised that:

- the initial set-up and ongoing costs relating to ICT for the service under a company model would be double that of a Joint Committee with a Host authority, requiring support to be procured in the private sector (there being a conflict of interest in the case of an LA providing this support);
- political buy-in would be more unlikely in the Company model when considering the potential personal liability for Directors of the company (although insurance should be taken out and indemnities given), and the potential conflict of interest between Members sitting as Directors versus Members sitting as Councillors; and
- staff buy-in would be more unlikely in the Company model with staff preferring an option where they remain employed by the LA and remain in the LGPS, and likely to result in opposition from staff and their unions due to perceived worries about pay, conditions, pensions etc.

### **4.2.1 Deciding on the Host Authority**

In order to employ staff under the Joint Committee, the new RSEIS will need to use a Host Authority, which will be one of the six North Wales authorities.

Complimenting the 'employment' role, the Host Authority will also be responsible for providing HR, Finance and Legal support to the staff and the new service (Tier 2).

Expressions of interest to be the Host were invited from Local Authorities. Following careful consideration, the NW Chief Executives Group are by majority decision recommending Gwynedd as the RSEIS Host Authority.

#### **4.2.2 Pension Deficit**

Based on the recommendation of a 'Joint Committee with a Host Authority', the options for the *treatment* of the pension deficit evaluated for the regional service are:

**Option 1: Fully Funded Approach (the pension deficit remain with the current employer)**

- The overall pension deficit for the employer would remain unchanged.
- Existing employer could voluntarily pay amount of the pension deficit to the pension fund and crystallise the amount within the authority accounts, with regard to the staff transferring.
- If the existing employer chooses not to crystallise the amount this would be reflected within the next valuation of the pension fund. There would be fewer staff from which to recoup the deficit in contributions which could lead to a higher contribution rate for the employer.

**Option 2: Share of Deficit Approach (the pension deficit transfers to the new regional service)**

- The actuary for the pension fund would make a valuation with regard to the regional body to assess the required contribution rate to reflect both the future service contribution and the past service deficit

It is anticipated that all collaborative arrangements will use Option 2, and in this particular case Option 1 is not a viable option when we take account of the company Cynnal, who with Company status, has no obligation to retain the pensions deficit for staff transferring to a new service.

Therefore, the financial modelling for RSEIS has included the estimates on the basis of Option 2 with a 'Share of Deficit Approach', based on the spreading period normally allowed for a Local Authority (past service adjustment 'spread' over 20 years).

#### **4.3 Staffing the RSEIS**

- The RSEIS will be managed by a Chief Officer.
- The role of the System Leader will have a clear focus on leadership and management, and provide strategic leadership and management in Literacy & Numeracy and Curriculum (subject) areas.
- It is anticipated that there will be a requirement for 30 FTE System Leaders within the North Wales region.
- There will be a number of additional posts that will be available according to:
  - the number of staff (Home Team) each LA will require to support those functions that are not covered by the RSEIS nor the other 'LA School Improvement Teams'; and
  - additional commissioning from the RSEIS for System Leaders from either the LA or schools, through budgets or grants.

- The RSEIS will provide professional opportunities for Headteachers and Teachers to be seconded for short-term periods, ensuring that the Service can draw on the best practice from schools across the region.
- Schools will have the opportunity to strengthen and extend collaborative working across the region to collectively commission targeted support and share good practice.
- The Support Staff requirement will be 1 Business/Finance Manager, 7 Administrative Staff and 2 Translators.

#### **4.4 Timescale for the RSEIS (2012/2013)**

Feb / Mar	- FBC to Cabinets / Executive Boards
Mar	- Host Authority for the RSEIS agreed
Apr	- Appointment of the Chief Officer
Sept	- Appointment of the System Leaders and Support Staff - Joint Committee established
Nov - Mar	- Team, cultural, induction, skills training for the staff appointed to the RSEIS .
Apr	- Staff transfer to the RSEIS, employed by the Host Authority

## **5. CONSULTATION**

### **5.1 Findings of the Stakeholder Consultation on a Regional Service (March 2011)**

The findings of the *'Report on the Feasibility and implications of establishing a Regional School Effectiveness and Improvement Service for the six North Wales Local Authorities'*, indicate that such a service is feasible and would provide a key transformational development that could provide high quality provision and contribute to achieving improved outcomes for learners. It would also enable both schools and LAs to fulfil their statutory obligations.

In March 2011, individual Authority consultation meetings with relevant stakeholders within each authority were organised by the individual Directors/Chief Officers, with further reports to scrutiny committees and executive boards of the six LAs. In addition, consultation with relevant Focus Groups (with Headteachers; School Governors; Trade Unions), comprising of representatives from across the region were conducted by the Consortium Officer and the Independent Consultant. The subsequent Report found considerable support for the strategy; in many cases the establishment of a regional School Effectiveness and Improvement Service was welcomed; others recognised the drivers towards such a service and their impact. At the same time there was support for the implementation of the Option.

The ensuing decision of the Education and Related Services Regional Board was to proceed collaboratively and seek to establish a regional School Effectiveness and Improvement Service fit for future purpose, (in particular the implementation of SEF), that

builds on current strengths, and provides an integrated service across the region. This regional service will be owned by the six LAs and will operate as a separate entity under a joint commissioning framework. This will require the regional service to be professionally rigorous and focus on pedagogy, learning, and leadership in its dealing with schools; similarly, professional rigour will be required of schools and LAs. Such an approach will be crucial to the success and credibility of this development.

## **5.2 Findings of the Stakeholder Consultation on the RSEIS Outline Business Case (OBC) (October 2011)**

In September 2011, the draft OBC was presented to all six Executive Boards who resolved:

- that the OBC should be widely consulted upon with stakeholders from October 2011;
- to establish a regional service by September 2012, subject to the FBC; and
- that the recruitment process for the appointment of a Chief Officer can begin, with the appointment to take place once the FBC has been adopted in all six authorities.

Consultation on the OBC was carried out with stakeholders across the six authorities during October and November 2011. A full Consultation Plan for the OBC was developed and each Local Authority was provided with a 'Consultation Pack' which included a copy of the OBC, a generic presentation, an executive summary, discussion papers, a copy of the Consultation Plan, and a feedback form.

## **6. RESOURCE IMPLICATIONS**

### **6.1 Regional**

The current cost of delivering the existing statutory and advisory in-scope school improvement functions for each LA is £5.1m.

This has been adjusted to establish the influenceable spend that will provide a basis for building up the financial model by (i) £406k to reflect posts in-scope (>60%) at 100% cost and reduced by posts not in-scope (<60%) and (ii) £311k to reflect expenditure funded by grants. The influenceable spend is **£4.4m**.

The cost of the RSEIS is £3.5m, equating to an average cost per pupil of £35, (compared to £51 currently).

The cost of the New Regional Service compared to the influenceable spend identifies a potential overall regional saving of £882k (20%), which can be re-invested in Education, or released as a cashable saving, depending on the needs of each local authority.

### **6.2 Local**

The cost of the RSEIS to [LA Name] is £[enter amount]. This leaves a potential overall saving for [LA Name] of £[enter amount] (percent%).

The charging methodology selected to apportion the cost to each of the 6 LAs is based on the annual Welsh Government 'Indicator Based Allocation for Education Funding'. The



methodology takes the percentage for each LA (allocated for service components, Nursery and Primary school teaching, and Secondary school teaching) and applies it to the RSEIS. The formula includes factors to reflect pupil numbers, settlement threshold and the number of pupils eligible for free school meals.

## 7. RISK

A full Risk Register has been developed within the project documentation.

Risks have been and will continue to be identified by the Project Team (in association with colleagues across the remit of the project) and the NW ADEW Consortium, and reviewed as a standing item on the agenda for the project element of the regular NW ADEW Consortium meetings.

The Project Manager will actively manage Project Risks, and put in place a mechanism to ensure those allocated responsibility for mitigating risks are proactively working to ensure the mitigation. In order to facilitate this, the owners of risks are required to provide an update at regular intervals at the request of the Project Manager.

## 8. DRIVERS AND IMPLICATIONS

In relation to the national and regional context the relevant considerations are:

### National

- Transformation and Modernisation agenda – Welsh Government expectations (Thomas Report; Simpson Report)
- Emphasis on raising educational standards and performance
- Implications of School Effectiveness Framework
- Implementation of ESTYN's Common Inspection Framework
- Current deliberations on distribution of functions – local, regional and national
- Resource reductions – the need to provide system efficiencies

### Regional

- Limited capacity of some Local Authorities (LAs)
- Current patterns of provision are not fit for purpose and change is required
- Importance of relationships between LAs and their schools
- Impact of stakeholders
- Recognition and commitment to develop regional services and joint working across the 6 LAs
- Recognition of current strengths and faith in incremental development
- Commitment to regional school effectiveness and improvement service as the first stage towards a complete regional service

### 8.1 Links to Corporate Priorities/Plan [change to fit local LA plans]

Revitalising Our Community – RC2 *'We will make sure our children get the best educational and social start enabling them to take a fulfilled role in society'*.

Children and Young People's (Single) Plan:

- Core Aim 2, Priority Area 1 - *Raising Standards and Improving Performance in all Educational and Learning Settings*
- Core Aim 2, Priority Area 3 – *Pupils with Additional Learning/Support Needs*

- Core Aim 2, Priority Area 5 - *Conwy School Modernisation Agenda*

## 8.2 Assessment of impact on the Community Strategy, Equalities and Sustainability

The project:

- supports the focus of the Community Strategy towards the development of **children and young people**;
- strives to provide **equality of opportunity** for all children to receive the best possible education in schools across North Wales; and
- is focused on providing **sustainable options** for education that meets the needs of children and young people now and in the future.

## 9. REASON(S) FOR RECOMMENDATION(S)

To further the development of a regional School Effectiveness and Improvement Service that raises standards in our schools and meets the wider local and national agendas.

BACKGROUND PAPERS	LOCATION	WEBSITE INFO.
<i>Full Business Case – North Wales Regional School Effectiveness and Improvement Service</i>	Hard Copy Provided	

# Appendix 2

## Outline Business Case

### North Wales Regional School Effectiveness and Improvement Service



#### Version Control Inf

	Date	Name	Job Title	Notes
1	13/06/2011	Danielle Edwards	Project Manager	Working to 1 <sup>st</sup> Draft
2	28/06/2011	Danielle Edwards	Project Manager	Working to 1 <sup>st</sup> Draft
3	30/06/2011	Rhian Evans	Finance Team Specialist	Working to 1 <sup>st</sup> Draft – Changes to Finance Aspect
4	01/07/2011	Danielle Edwards	Project Manager	Working to 1 <sup>st</sup> Draft
5	04/07/2011	Danielle Edwards	Project Manager	Working to 1 <sup>st</sup> Draft – Changes GJ Discussion
6	07/07/2011	Danielle Edwards	Project Manager	Changes following NW ADEW meeting on 6 <sup>th</sup>
7	11/07/2011	Danielle Edwards	Project Manager	Changes to reflect NW ADEW member feedback to version 6 and project sponsors comments.
8	12/07/2011	Danielle Edwards	Project Manager	Full draft for presentation to the Regional Board
9	19/07/2011	Danielle Edwards	Project Manager	Changes following feedback from the Regional Board on 15/07/11
10	10/08/2011	Danielle Edwards	Project Manager	Changes following NW ADEW meeting on 9 <sup>th</sup> August
11	15/08/2011	Danielle Edwards	Project Manager	Changes following meeting with Project Sponsor 10 <sup>th</sup> August.
12	02/09/2011	Danielle Edwards	Project Manager	Changes following feedback from the Regional Board on 01 <sup>st</sup> September
13	13/09/2011	Danielle Edwards	Project Manager	Minor change to section 4 (ref to 4.4 instead of 5.5) & S151 QAT added
14	03/10/2011	Danielle Edwards	Project Manager	Final Version

## Contents

	<b>Page</b>
<b>1. Introduction</b>	<b>3</b>
1.2 Current Arrangements	3
<b>2. Why We Need to Change – National and Regional Context</b>	<b>4</b>
<b>3. Findings of the Stakeholder Consultation on a Regional Service</b>	<b>5</b>
<b>4. What Will the New Service Look Like?</b>	<b>6</b>
4.1 Key Aims and Objectives	6
4.2 Governance Model Option Appraisal	7
4.2.1 Governance Arrangements in Relation to Individual LAs and Members	8
4.3 Model for Delivery	8
4.3.1 Staffing Complement	12
4.3.2 Anticipated Benefits of a New Regional Service	13
4.3.3 Potential Savings	13
4.4 Current Interdependent Projects	14
4.4.1 Central Management Information Systems (MIS)	14
4.4.2 Human Resources (HR)	14
<b>5. Managing the Project and Associated Risks</b>	<b>15</b>
5.1 Project Governance and Controls	15
5.1.1 Reporting	16
5.2 Project Plan	16
5.3 Risk Management Strategy	16
5.4 Change Management / Staff Transition (HR)	16
<b>6. Next Steps</b>	<b>18</b>
6.1 Compact	18
6.2 Key Dates	18
<b>Appendices</b>	
Appendix 1 Definitions of School Improvement	19
Appendix 2 Six Key Functions of a Regional School Effectiveness and Improvement Service	22
Appendix 3 Governance Models Explained	24
Appendix 4 Draft Model Person Specification for System Leader	27
Appendix 5 Financial Projection	30
Appendix 6 Project Plan	34
Appendix 7 Project Risk Register	36
Appendix 8 Responsibility and Communications Matrix	41

## 1. Introduction

This Outline Business Case was commissioned by the *Education and Other Related Services Regional Board* of the *North Wales Leadership Board* who wish to establish a single regional school effectiveness and improvement service in the ownership of the 6 Local Authorities (LAs) in North Wales.

The purpose for this Outline Business Case is to:

- Outline the current arrangements
- Explain why we need to change
- Share the findings of the stakeholder consultation on a regional service
- Outline the vision for the new regional service
- Share the option appraisal on the models for Governance of, and the delivery model for, a new regional service
- Share the potential benefits of the new regional service
- Look at how we will manage this change and associated risks
- Share the next steps

### 1.2 Current Arrangements

The six North Wales LAs are Ynys Mon, Gwynedd, Conwy, Denbighshire, Flintshire and Wrexham.

Across the six LAs arrangements for delivering school improvement services vary.

Conwy, Denbighshire, Flintshire and Wrexham have a team of officers based within each authority to deliver the core School Improvement functions to the schools within that authority. Core School Improvement functions refers to the school improvement statutory and advisory functions (monitor, challenge, support and intervene). These are supported by a range of additional school improvement functions e.g. Early Years, 14-19, Inclusion, Music, Athrawon Bro(teachers), ICT support staff, Healthy Schools, Active Young People, PESS, MIS.

Ynys Mon and Gwynedd commission Cynnal to provide support for core and additional School Improvement functions.

Across the six North Wales LAs extra subject specific support is commissioned from Cynnal or Curriculum Support, directly by the LAs or schools.

The Outdoor Education Service is a regional service operated by Conwy for schools in Conwy, Denbighshire, Flintshire, and Wrexham Councils. The Service also provides the statutory Educational Visits Advisory role and monitoring function for the aforementioned LAs, including Ynys Mon.

Definitions what is meant by 'school improvement' are available in Appendix 1

## 2. Why We Need to Change - National and Regional Context

The need for change was detailed in the *'Report on the Feasibility and implications of establishing a Regional School Effectiveness and Improvement Service for the six North Wales Local Authorities'*<sup>1</sup>, consulted upon in April 2011.

In relation to the **national and regional context** the relevant considerations are:

### National

- Transformation and Modernisation agenda – Welsh Government expectations (Thomas Report; Simpson Report)
- Emphasis on raising educational standards and performance
- Implications of School Effectiveness Framework
- Implementation of ESTYN's Common Inspection Framework
- Current deliberations on distribution of functions – local, regional and national
- Resource reductions – the need to provide system efficiencies

### Regional

- Limited capacity of some Local Authorities (LAs)
- Current patterns of provision are not fit for purpose and change is required
- Importance of relationships between LAs and their schools
- Impact of stakeholders
- Recognition and commitment to develop regional services and joint working across the 6 LAs
- Recognition of current strengths and faith in incremental development
- Commitment to regional school effectiveness and improvement service as the first stage towards a complete regional service

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<sup>1</sup> *'Report on the feasibility and implications of establishing a Regional School Effectiveness and Improvement Service for the six North Wales Local Authorities'* Gerson Davies, Independent Consultant, January 2011

### 3. Findings of the Stakeholder Consultation on a Regional Service

The findings of the *'Report on the Feasibility and implications of establishing a Regional School Effectiveness and Improvement Service for the six North Wales Local Authorities'*<sup>2</sup>, indicate that such a service is feasible and would provide a key transformational development that could provide high quality provision and contribute to achieving improved outcomes for learners. It would also enable both schools and LAs to fulfil their statutory obligations.

The report recognised the impact of key drivers – both national and local, especially the challenge imposed by the School Effectiveness Framework (SEF) and its integrated approach. It recognised the importance of incremental change and the benefits of limited disruption by seeking to build on current strengths and by ensuring effective transitional arrangements. It also identified the need to ensure that local diversity and variations are considered.

In December 2010, the Education and Related Services Regional Board resolved to adopt the report and its recommendations, agreeing to the Option of *'a regional service encompassing the responsibilities of local authorities and schools'*.

In March 2011, individual Authority consultation meetings with relevant stakeholders within each authority were organised by the individual Directors/Chief Officers, with further reports to scrutiny committees and executive boards of the six LAs. In addition, consultation with relevant Focus Groups (with Headteachers; School Governors; Trade Unions), comprising of representatives from across the region were conducted by the Consortium Officer and the Independent Consultant. The subsequent Report<sup>3</sup> found considerable support for the strategy; in many cases the establishment of a regional School Effectiveness and Improvement Service was welcomed; others recognised the drivers towards such a service and their impact. At the same time there was support for the implementation of the Option.

The ensuing decision of the Education and Related Services Regional Board was to proceed collaboratively and seek to establish a regional School Effectiveness and Improvement Service fit for future purpose, (in particular the implementation of SEF), that builds on current strengths, and provides an integrated service across the region. This regional service will be owned by the six LAs and will operate as a separate entity under a joint commissioning framework. This will require the regional service to be professionally rigorous and focus on pedagogy, learning, and leadership in its dealing with schools; similarly, professional rigour will be required of schools and LAs. Such an approach will be crucial to the success and credibility of this development.

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<sup>2</sup> *'Report on the feasibility and implications of establishing a Regional School Effectiveness and Improvement Service for the six North Wales Local Authorities'* Gerson Davies, Independent Consultant, January 2011

<sup>3</sup> *Report on Consultation in relation to the proposal to establish a Regional School Effectiveness and Improvement Service for the six North Wales Local Authorities'* Gerson Davies, Independent Consultant, April 2011

## 4. What Will the New Regional Service Look Like?

The vision is to establish a Regional School Effectiveness and Improvement Service to be accountable to, and undertake the statutory responsibilities of, the six local North Wales Authorities in respect of the duties to monitor; challenge; provide support services for curriculum continued professional development and management of schools, and in addition provide services that can be commissioned by schools and local authorities.

The **6 key functions** of the new regional service, underpinned by the core principle of delivering on local and national Welsh language strategies to develop and increase excellence in pedagogy and Welsh medium/bilingual education in communities across North Wales, are as follows:

1. supporting LAs to undertake their statutory functions in relation to school effectiveness;
2. provide support for both LAs and Schools (jointly and separately as the case may be) in School Improvement activity;
3. specifically undertaking responsibility for the Implementation of SEF and for CIF accountability;
4. making provision for the development, maintenance, and review of regional frameworks on a commissioned basis;
5. providing a centre of expertise for MIS service and for the management analysis and interpretation of data; and
6. provide a specialist centre for Education Management matters and an Education Human Resources Service to provide expertise and advice.

This project initially excludes; (i) certain support services identified in 'functions 5 and 6' above e.g. HR and MIS – these will be separate projects to deliver against the programme and are covered in section 4.4 of this case; and (ii) additional school improvement functions e.g. Early Years, 14-19, Inclusion, Music, Athrawon Bro(teachers), ICT support staff, Healthy Schools, Active Young People, PESS, MIS – these will be considered in the regional context following the establishment of the Regional Service.

For a full description of the 6 key functions see Appendix 2.

### 4.1 Key Aims and Objectives

Taking due regard for the national and regional drivers, the **key aims** are to establish a regional school improvement service which will:

- implement the national School Effectiveness Framework to raise standards and improve wellbeing by reducing variance within and between schools and local authorities, whilst taking account of local need;
- respond to the Estyn inspection regime, which has raised the bar and emphasised partnership working in its revised inspection criteria;
- identify efficiency savings; and
- provide a foundation that allows future regionalisation of other/linked Education services e.g. Inclusion.

The *Education and Other Related Services Regional Board* will aim to deliver the project against two overarching **objectives**:

- to be delivering the School Effectiveness and Improvement Service under the regional arrangements across the six North Wales Authorities, by September 2012; and
- to identify savings through the delivery of a regional School Effectiveness and Improvement Service of 10% of North Wales expenditure.



## 4.2 Governance Model Option Appraisal

These are the ways in which Councils govern, own and hold services to account.

There are four options for Governance:

- A - Joint Committee
- B - Joint Committee with a Host Authority
- C - Company Limited by Guarantee
- D - Community Interest Company

When considering the above options for governance the following key criterion were considered:

	Option A	Option B	Option C	Option D
	Joint Committee	Joint Committee with a Host Authority	Company Limited by Guarantee	Community Interest Company
Must be able to employ staff	✗ Cannot without host authority	✓	✓	✓
Must be able to contract	✗ Cannot without host authority	✓	✓	✓
Must be able to trade.	✗ Cannot without host authority	✓	✓	✓
Must enable harmonised Staff Terms and Conditions.	✗	✓	✓	✓
Must be capable of remaining solvent.	✓	✓	? Dependant on pension deficit being underwritten by LAs	? Dependant on pension deficit being underwritten by LAs
Must do the maximum to alleviate tensions	✓	? Dependant on the strength of communication	? Dependant on the strength of communication	? Dependant on the strength of communication
Must be capable of having Schools as formal Stakeholders.	✗	✗	✓	✓
	<b>-3</b>	<b>+4</b>	<b>+5</b>	<b>+5</b>

In considering the key criteria above and subject to future discussions and legal advice, the initial preferred option is: **Option C ‘Company Limited by Guarantee’** (*Option D is seen as a variation of Option C*). However, further work needs to be undertaken to compare the benefits and risks of both the Joint Committee with a Host Authority and the Company Limited by Guarantee before a final decision can be made.

The company would be owned by its members, which will include schools, and it is wholly public sector. The Company would be governed by Directors of the Company, appointed by the Company’s members. This option has the advantage of being able to set and harmonise

pay and conditions, can employ and contract and is immune from equal pay claims. It allows for multiple membership, and the opportunity to have schools as formal stakeholders is an advantage over the options of a joint committee or host authority (within a joint committee or Host authority schools can only act as observers, without voting rights). The challenge with this governance model is for it to remain solvent, which would require authorities to underwrite the pensions deficit.

Appendix 3<sup>4</sup> expands on the characteristics, benefits and disadvantages of each option in more detail. Advice on the legal ramifications of each of the governance models is being prepared by an external legal expert in matters relating to governance arrangements, and will inform the preferred option through the full business case.<sup>5</sup>

#### **4.2.1 Governance Arrangements in Relation to Individual LAs and Members**

Implementation of the proposal to establish a regional service does not dilute the role and responsibilities of individual LAs in relation to school effectiveness and school improvement. The statutory responsibilities continue to apply to the LAs. The following statements are true for all the models:

- the regional service will be in the ownership of the six LAs;
- monitoring of the way the service carries out the 6 functions will be with the Board, whose membership will include portfolio holders and the individual Directors of Education/Chief Education Officers of the six LAs and schools;
- the Board ensures the LA requirements are met through the functions and responsibilities delivered by the Service;
- individual authorities will still need to monitor and challenge the services received through regular arrangements involving their scrutiny and political processes; and
- Scrutiny Committees would have the opportunity to request specific reports on matters relating to school effectiveness over and above the service operational arrangements.

These arrangements ensure that political accountability remains with local members. In fact, there is opportunity for any of the governance models to strengthen local accountability by ensuring that local members become advocates for children and champions for community needs.

### **4.3 Model for Delivery**

This refers to the way in which the service will be delivered, with a clear focus on improved outcomes for learners, ensuring entitlement to high quality provision delivered on a consistent basis.

At this stage it is not the intention to describe in detail the way the service will be delivered, this will be developed as part of the subsequent 'Full Business Case', involving discussion and consultation with stakeholders (LAs and Schools). However, the outline model for delivery of the Regional School Effectiveness and Improvement Service is clear, and is presented in *fig.1* on page 11.

In order to understand the delivery model in *fig.1* better, this section will explore the elements (a – g) of the model in more depth:

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<sup>4</sup> Nick Jarman, Windsor and Co. Management Consultants

<sup>5</sup> Trowers & Hamblins LLP

### **(a) Governance Model**

Governance models have been covered in the preceding section 4.2 of this document, and pending further discussions and legal advice, conclude that the option of a 'Company Limited by Guarantee' is the preferred way forward (subject to future discussions).

### **(b) Regional Service**

By September 2012 the 'core school improvement' statutory functions to *monitor, support, challenge, and intervene* will be delivered regionally across all schools in the six North Wales authorities, thus ensuring access to a wider market in terms of specific support – allowing system knowledge to be retained within the public sector.

The regional service will be around 20% strategic and 80% delivery, and will comprise of a core team of 'System Leaders' managed by a Chief Officer and supported by a Business Team.

The Chief Officer will manage the day-to-day running of the service and will be accountable to the Board, including representatives from each LA and Schools.

The regional service will comprise of System Leaders (formally known as School Advisors or School Improvement Officers), providing the statutory functions of monitoring, support, challenge, and intervention. Their core function will not be to provide specialist subjects support (see 'f & g' below).

A draft 'Model Person Specification for System Leader' is available in Appendix 4.

The Business Team will be determined by the Chief Officer, arranged to provide support to the staff within the regional service.

### **(c) Service Delivery**

The Regional Service will support all LAs and schools across the region that commissions its services.

What is clear from the consultation with stakeholders, is the need to have a bilingual service that can fully provide Welsh medium support across the region. It is anticipated that the System Leaders serving the region will be able to not only deliver support, but conduct their daily business through the medium of Welsh. This contributes to local and national Welsh Language Strategies to drive Welsh-medium and bilingual development for education communities across North Wales.

### **(d) Local Presence**

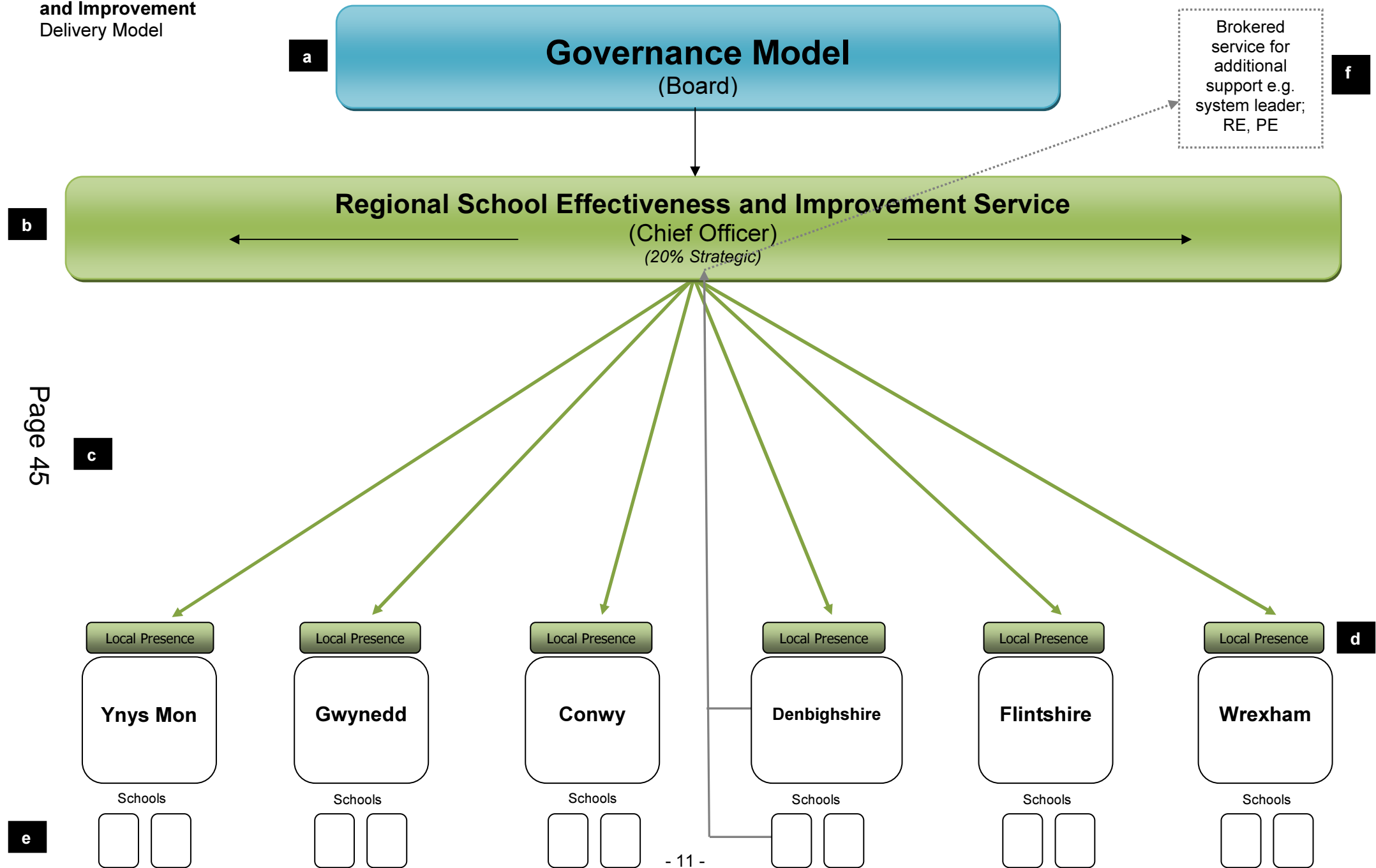
Consultation with stakeholders identified the need to ensure that local diversity and variations are considered in any delivery model, and schools in particular wanted to retain the advantages that the local service currently offers – namely school improvement staff knowing their school and its teachers.

Consequently, it is anticipated there will be a local presence of officers from the regional service working with local schools. This realises the benefits of a consistent and common approach to frameworks and protocols, whilst meeting the needs of individual schools across the region.

**(e) & (f) Specialist Subject Support**

As stated in element (b), support for specialist subjects will not be a core function of what the Regional Service delivers through its System Leaders. Schools will however have the option of commissioning this specialist support through a 'Broker', who will be part of the Business Team within the regional service.

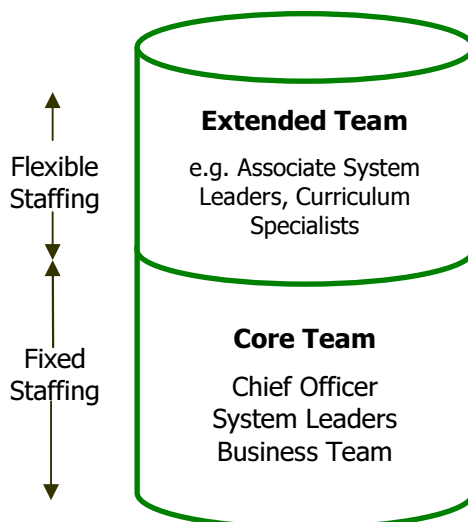
Fig 1.  
Regional School Effectiveness  
and Improvement  
Delivery Model



### 4.3.1 Staffing Complement

Current expenditure on School Improvement Services across the six North Wales authorities totals approximately £5.1m. Through the transformation agenda, the North Wales consortium is committed to identifying savings of 10% of North Wales expenditure.

Consequently, a regional resource of £4.6m allows for the establishment of a regional service incorporating (i) a core team of 'System Leaders' managed by a 'Chief Officer' and supported by a 'Business Team', ensuring that the LAs statutory functions can be commissioned from the regional service, and (ii) an extended team (of e.g. associate System Leaders and/or curriculum specialists) commissioned by LAs/schools, managed by the Chief Officer, ensuring the flexibility for schools and LAs to meet the standards agenda.



#### Core Team

The initial model for a core team of System Leaders commissioned by LAs to fulfil their statutory functions is based on the assumption that:

- each school would require the support of a System Leader for 3 days per annum to deliver continuous improvement in Education in accordance with the School Effectiveness Framework;
- any school causing concern would require the support from a team of a System Leader over an additional 16 days per annum (initial modelling assuming 35% of school affected);
- a further average of 3 days per annum, per school, is estimated for System Leaders specifically to support effectiveness and improvements in literacy and numeracy (dependant on need).

In respect of the Business Team, administrative staff has been included at a ratio of 1:5 (one admin for every five system leaders). The team may also include a Broker and a Welsh translator.

#### Extended Team

Consultation with schools between October and December 2011, will need to identify whether the core team of System Leaders can be extended by either associate System Leaders, and/or curriculum specialists, in order to ensure capacity to fulfil school requirements as they commission support from the regional service. These would be flexible posts on fixed terms, with the number of staff dependant on schools commissioning through either LA delegation of funds, and/or the School Effectiveness(SEF) Grant. The 'fixed term' nature of these posts ensures that the changing needs of schools over future years can be accommodated in the focus of future system leaders.

The financial model is summarised in Appendix 5.

### **4.3.2 Anticipated Benefits of a New Regional Service**

The anticipated benefits of the delivery model are:

1. Improved outcomes for learners, ensuring entitlement to high quality provision delivered on a consistent basis.
2. Contributing to local and national Welsh Language Strategies to drive Welsh-medium and bilingual development for education communities across North Wales.
3. Access to a wider market in terms of specific support – this allows system knowledge to be retained within the public sector.
4. Implement the requirements of SEF in a coherent way that builds on leadership capacity, including the training and deployment of associate system leaders on an integrated basis, thus ensuring the contribution of school based practitioners.
5. Provide a shared pedagogic ‘power house’ and the benefits that emanate from this for the education service ensuring that greater capacity and expertise to be available for schools.
6. Consistent and common approach to frameworks and protocols that are adhered to across the region.
7. Greater efficiency in terms of costs and value for money and enable access to LA and School resources in a cost effective way.

Realisation of these benefits will be measured in a number of ways:

- an improvement in standards across the CSI at both a local and regional level;
- a reduction in the gap between poverty and attainment at a local and regional level;
- high quality grades of judgements from ESTYN inspections of both the schools and the individual LAs / Regional Service;
- no schools causing concern across the region;
- evidence of a common approach to frameworks and protocols that are adhered to across the region;
- locally meeting national efficiencies targets; and
- the level of commissioning from schools (as an indicator).

### **4.3.3 Potential Savings**

The financial model strives to achieve the objective of 10% savings from the new arrangement, this being in the region of £500k against an estimated current spend of just over £5 million on the core functions considered within scope of this project.

It is important to note that these saving are in relation to this project alone. Further savings are anticipated from subsequent phases of this project (e.g. Early Years, 14-19, Inclusion, Music, Athrawon Bro teachers, ICT support staff, Healthy Schools, Active Young People, PESS, MIS) and from the interdependent projects of MIS and HR.

It is expected that Phase 2 of this regional project will commence September 2012, with the service area to be decided by the Regional Board.

The delivery model is based on the establishment of a core team of System Leaders managed by a Chief Officer and supported by a Business Team and assumes that any cash resources released from LAs, over and above the efficiency savings target, will be delegated to schools. This will enable schools to broker an extended team, of additional associate system leaders or curriculum specialists, on an individual school or cluster basis as required. The extended team will provide flexibility and additional support for schools and LAs to ensure that improvement in standards is accelerated.

## **4.4 Current Interdependent Projects**

### **4.4.1 Central Management Information Systems (MIS)**

One of the key functions of the regional service is to provide a centre of expertise for MIS and for the management analysis and interpretation of data. It is this aim combined with the opportunity for more efficient and effective working that has driven the work to bring the central Capita ONE systems (currently within each of the six authorities) into the regional arrangement.

For the past 18 months, the NW ADEW Consortium, through an appointed consultant, has been engaging with Capita to agree a co-ordinated regional agreement for LA contracts for the ONE system across the six LAs. When achieved, this will result in reduced licensing costs and a suite of modules that are available across the six authorities.

Over the next three years, the project will focus on implementation involving:

- harmonisation of databases;
- development of business processes;
- implementation of application modules;
- technical implementation of the hosted systems;
- privacy impact assessment; and
- collaborative working.

### **4.4.2 Human Resources (HR)**

HR support for staff involved in this transition is recognised as a fundamental aspect of this project. There is however a clear distinction between HR in this context and HR as a Support Service to schools (casework).

Although HR as a Support Service to schools (casework) is an intended function of the regional service, it is however not part of this project, but will be an interdependent project bringing this aspect of HR into the regional service at a slower pace. This is necessary due to variations and complexities of the current arrangements across the six authorities.

Work has already begun through the North Wales ADEW HR Group to explore the considerations for moving HR as a Support Service to schools (casework) into the regional service. Following this a formal project will be established to move this work forward. This work will be undertaken in co-operation with the '*Regional Support Services Partnership Board*'.



## 5. Managing the Project and Associated Risks

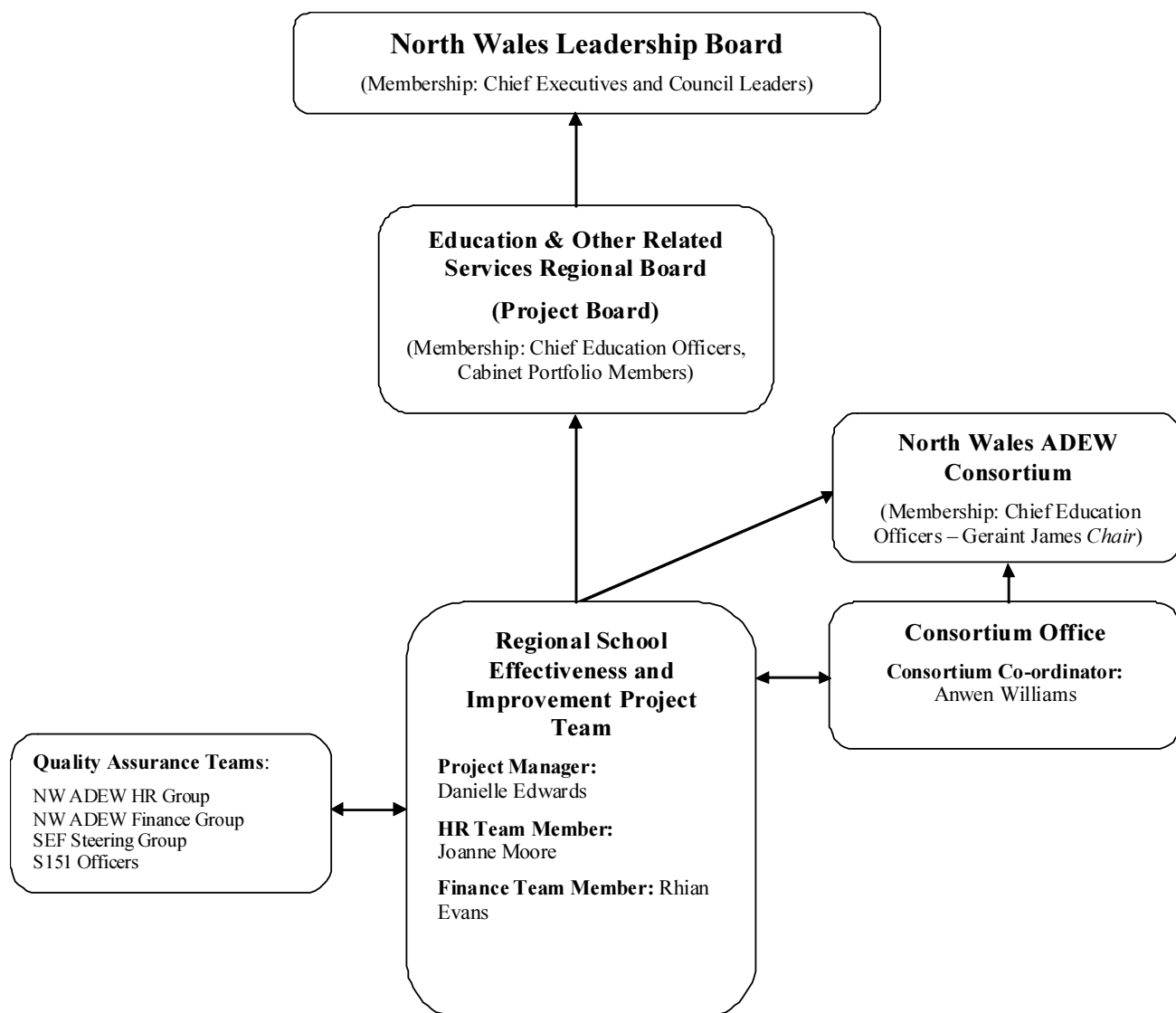
### 5.1 Project Governance and Controls

This project was initiated by the *Education and Other Related Services Regional Board* (of the *North Wales Leadership Board*), who will act as Project Board for the governance of this project. Reporting directly to the project board, the Project Manager will act in response to and work with the NW ADEW Consortium to deliver a new regional School Effectiveness and Improvement Service across the six North Wales authorities.

The Project Initiation Document(PID) has been approved by the NW ADEW Consortium and signed off by the Project Sponsor (Lead Chief Executive Denbighshire - Education and Other Related Services Regional Board)

The Project Manager will be supported by a Project Team consisting of a Finance and a HR specialist, managed virtually.

The Quality Assurance Teams consist of existing specialist groups covering HR, Finance and Standards, and will be approached frequently and as appropriate to their specialism throughout the project.



### **5.1.1 Reporting**

Project matters will be a standing agenda item at all NW ADEW Consortium meeting.

Highlight reports will be presented to the Education and Related Services Programme Board (Project Board) at the end of each project 'Stage' (see 6.2) and additionally at the request of the Board.

## **5.2 Project Plan**

The Project Plan sets out the activities that will need to be undertaken in order to achieve successful implementation of the new regional service. To reach this outcome four key stages have been identified:

Stage 1 – (Develop the) Outline Business Case

Stage 2 - Communicating the Outline Business Case to Stakeholders

Stage 3 – (Develop the) Full Business Case

Stage 4 - Implementation of the Regionalised School Improvement Service

The full project plan details the high level actions required to complete these stages, at a pace that will meet the September 2012 implementation timescale (see Appendix 6).

## **5.3 Risk Management Strategy**

The process for identifying, assessing, managing and monitoring risk will be an integral part of project management. The continual identification and assessment of risk is key to the successful delivery of our objectives.

The changing external environment and the decisions made in the course of delivering the project will continuously alter the status of risks identified and new risks emerging. The risk assessment process should support this ongoing and forward-looking identification and assessment of risk as part of the project.

Risks will be identified by the Project Team (in association with colleagues across the remit of the project) and the NW ADEW Consortium, and reviewed as a standing item on the agenda for the project element of the regular NW ADEW Consortium meetings.

The Project Manager will actively manage Project Risks, and put in place a mechanism to ensure those allocated responsibility for mitigating risks are proactively working to ensure the mitigation. In order to facilitate this, the owners of risks are required to provide an update at regular intervals at the request of the Project Manager.

The full project Risk Register (to date) is attached as Appendix 7.

## **5.4 Change Management / Staff Transition (HR)**

The project team recognises the five key principles of change management:

1. Different people react differently to change.
2. Everyone has fundamental needs that have to be met.
3. Change often involves a loss, and people need time and support to manage that loss.
4. Expectations need to be managed realistically.
5. Fears have to be dealt with.

The model for the new School Effectiveness and Improvement Service will involve a recruitment process that will be led by the Chief Officer of the Regional Service, meeting local procedures. It is the responsibility of the Project Team to ensure that we:

- Give people information - be open and honest about the facts, but don't give over-optimistic speculation, i.e. meet their openness needs, but in a way that does not set unrealistic expectations.
- Produce a communication matrix that ensures information is disseminated efficiently and comprehensively to everyone. Wherever possible tell everyone at the same time, and follow this up with individual interviews where appropriate.
- Be clear about where people have choices to make, and be honest about the possible consequences of those choices.
- Give people time and opportunity to express their views, and support their decision making by providing coaching, counselling or information as appropriate.
- Identify if the change will result in a loss and what will, or might, replace that loss.
- Give individuals opportunity to express their concerns and provide deliverable reassurances.
- Keep observing good management practice, such as making time for informal discussion and feedback.
- Work with the trade unions to provide the best possible outcomes for staff within the scope of the project.
- Observe the rights of the individuals in relations to Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE).

A copy of the Responsibility and Communication Matrix is available in Appendix 8.

## 6. Next Steps

### 6.1 COMPACT

In line with the Simpson Review and with the full support of its Members, the WLGA is leading on the Welsh local government's response to the Simpson Review and is committed to working with the Welsh Government to deliver a compact that will:

- detail the development of collaborative and national service delivery in the areas identified in the Review;
- set down a timetable for implementing the Simpson Review recommendations;
- outline the actions to be taken by Welsh Ministers to support implementation of the Reviews recommendations;
- set out potential responses that Ministers could take if local authorities do not meet the obligations they signed up for; and
- articulate what success will look like.

The compact will cover all the recommendations contained in the Simpson Review but will focus most heavily on recommendations which align with Welsh local government's priorities, as set out in the WLGA Assembly Election Manifesto published in March 2011, specifically:

- Improving skills and educational attainment
- Supporting the care and independence of vulnerable people
- Managing Waste – Making Better use of our Resources
- Developing Sustainable Transport
- Addressing Housing Needs

A report by the WLGA to update Members on the development of a Compact between local government and the Welsh Government states that *'Local Government is committed to taking urgent action so that by September 2012, local authorities will have vested in their four education consortia all the resource necessary to create regional school improvement services. Raising standards in our schools has to be the number one priority for consortia and all four have this as their prime action'*.

The Compact is expected to be presented to Cabinets across Welsh authorities in the 2011 Autumn term, when it is expected that all authorities will sign up to deliver the priorities of the Compact.

The current and future developments planned across the six North Wales authorities and presented in this Outline Business Case, will deliver on the commitment to the Compact.

### 6.2 Key Dates

Sept 2011	Outline Business Case is presented to Cabinets of each LA.
Oct to Dec 2011	Formal consultation and discussion with stakeholders.
Jan to Feb 2012	Full Business Case to Cabinets of each LA.
Feb to May 2012	Formal consultation with staff on variances in contracts.
Sept 2012	New Regional School Effectiveness and Improvement Service is operating.

## Definitions of School Improvement<sup>6</sup>

### 1. Purpose

Following the Workshops at Llandrindod Wells, w/c 27<sup>th</sup> June 2011, a number of colleagues requested a clear definition of School Improvement Functions (which follows).

The main reason for this is to enable LAs/Consortia to make accurate decisions about the people and functions which are 'in scope' for collaborative working.

### 2. School Improvement Definitions

The following functions are what commonly would be described as 'School Improvement'. What in the recent past would have been the remit of our Inspection and Advisory Services.

- The deployment, management, recruitment and CPD of School Improvement Professionals (now to be called Systems Leaders).
- Routine Visits (now to be three per year per School) to Schools to undertake monitoring of a School's Performance.
- Undertaking and managing (in future commissioning) Interventions in Schools Causing Concern.
- Thematic Interventions, e.g. concerned with specific, normally Under Achieving, groups of learners (e.g. whose first language is not Welsh or English, ALN, Looked After Children, etc.)
- Collection, interpretation and dissemination of Schools and Pupil Performance Data to Schools, within the LA, to Elected Members, et al.
- Provision of reports concerning School Standards and Performance to Elected Members, ESTYN, the Welsh Government and the general public. (Note: it is a statutory requirement for the LA to provide a commentary upon a School prior to it being Inspected).
- Commentary upon and approval of a School's Post Inspection Action Plan. (These duties are more demanding in the case of a School which has been placed in a formal category by ESTYN).
- Attendance at appointments and Performance Management and dismissal of Headteachers.
- Management of Literacy and Numeracy Strategy and deployment of literacy and numeracy experts and literacy and numeracy CPD programmes.
- Challenge to Schools only via Systems Leaders on: Leadership, Teaching, Learning, Under Achieving Groups, Attendance, Behaviour, Financial Management, use of Performance and Assessment data, Looked After Children,

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<sup>6</sup> Nick Jarman, Windsor and Co. Management Consultants, July 2011

PLCs and use of resources to support improvement.

- Residual duties for NQTs.
- Leading the development of School to School working.

### 3. As Is To Be

Section 2 sets out a definition of School Improvement(SI) functions which is much narrower than the status quo and which reflects the new, much slimmer, sharper new approach to School Improvement using Systems Leaders, the School Effectiveness Framework and new National Priorities.

There are some SI functions which may no longer exist, but which because they currently fall under School Improvement mean that such people, posts and functions need to be 'in scope'.

- Curriculum support, including subject advice, phase and aspect-specific advice.
- Delivery of local initiatives.
- Routine attendance at appointments other than Headteachers.
- ICT advice and support.
- Convening and managing theme or phase-specific groups.
- Professional Development Centres.
- Undertaking research.

In principle any SI activity which is not listed in Section 2, although it now needs to be included 'in scope', will only be delivered where Schools are choosing to purchase services.

There is one exception to this: a range of centrally provided services may be provided to a School Causing Concern/in an ESTYN category as part of an LA's/Consortium's formal Intervention in such Schools. This will be strictly the exception, not the rule.

### 4. Notes

- There may well be other services, e.g. Music, Performing Arts services. These are not (yet) in scope.
- We may/should wish to co-locate Performance Data and Governor Services. These are not School Improvement Services, per se. If they are going to join Consortia at this stage, they must be put 'in scope' in all of the LAs in that Consortium at the same time as SI.
- There is a small number of hybrid School Improvement posts, e.g. where someone does some School Improvement work and some Inclusion Work. The rule to adopt is that if 60% of the Job Description for the post is School

Improvement, it is in scope. This is a clear and defensible approach.

- Some colleagues will argue that all Education Staff are concerned with School Improvement. While this is generally and theoretically true, it is a disingenuous argument (and in extreme cases designed to replace clarity with lack of clarity).
- The same argument applies to hybrid posts. They are either in or out of scope on the 60% criterion. If any post is not susceptible to clear, readily-understandable definitions of remit and function, we should really be asking ourselves the question: do we need this post?

## Six Key Functions of a Regional School Effectiveness and Improvement Service<sup>7</sup>

The 6 functions are as follows:

### 1. Supporting LAs to undertake their statutory functions in relation to school effectiveness by:

- Monitoring the work and performance of schools on the basis of a range of evidence and reporting on this.
- Challenging schools on the basis of whole school performance and provision, and in relation to individual learning programmes and pupil support arrangements so as to drive improvement in pupil outcomes.
- Intervening in the provision made by a school when necessary, and supporting schools in difficulty and those with serious weaknesses.
- Facilitating the use and interpretation of data to ensure intelligent accountability.

### 2. Provide Support for both LAs and Schools (jointly and separately as the case may be) in School Improvement activity by:

- Supporting schools to address issues of school effectiveness/improvement and pupil outcomes.
- Providing advice and support for pedagogy (learning, teaching), leadership and management, and in intelligent accountability and professional development. (Self evaluation, assessment and monitoring).
- Developing and deploying, on an associate basis, system leaders and progressing proactively the system leadership agenda.
- Facilitating and supporting where required networking and networks of professional practice.
- Addressing issues of concern in schools and LAs and supporting schools needing significant improvement.
- Provide expertise on IT (Curriculum & Pedagogy) and VLE

### 3. Specifically undertaking responsibility for the Implementation of SEF and for CIF accountability by:

- Providing and developing staff expertise and organisational knowledge in pedagogy and learning.
- Supporting school self evaluation.
- Supporting the LAs and schools in exercising their responsibilities in relation to SEF – including improvement in pupil outcomes and their wellbeing.
- Ensuring that all the activities of a regional service are undertaken in the context of SEF.

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<sup>7</sup> 'Report on the feasibility and implications of establishing a Regional School Effectiveness and Improvement Service for the six North Wales Local Authorities' Gerson Davies, Independent Consultant, January 2011



- Facilitating the development and work of Professional Learning Communities.
- Providing Support for, and addressing the needs of, Schools Causing Concern.
- Contributing to preparations for Estyn inspection of individual schools and other surveys.
- Making arrangements for continuous professional development through courses, brokerage, collecting and disseminating good practice, and developing a regional Portal.

**4. Making provision for the development, maintenance, and review of regional frameworks on a commissioned basis, to include:**

- Protocols.
- Operational guidance and documentation.
- Documentation and bulletins.

**5. Providing a centre of expertise for MIS service and for the management analysis and interpretation data**

**6. Provide a specialist centre for Education Management matters and an Education Human Resources Service to provide expertise and advice.**

Whilst the responsibilities indicated above provide a framework for the regional service arrangements would need to ensure that the needs of individual authorities and schools were reflected in service provision; this will be the responsibility of the Joint Commissioning Committee. If these functions are to be the responsibility of a regional service then it should not be involved in other activities unless specifically commissioned.

## Governance Models Explained <sup>8</sup>

There are four options for Governance. These are:-

- A - Joint Committee
- B - Host Authority
- C - Company Limited by Guarantee
- D - Community Interest Company

This document seeks to outline the characteristics, benefits and disadvantages of each option.

### Option A - Joint Committee

The characteristics of this option are:-

Councils collaborate using powers under Sections 111-112, Local Government Act, 1972.

A Joint Committee is formed which consists of Elected Members from all participating Councils.

A Board of Management may perform the executive functions, reporting to the Joint Committee.

Staff will be co-located. The organisation will have a common identity.

The organisation can run at arm's length, as a Consortium.

#### Benefits

- Least change
- Closer to democracy
- Fewer HR implications, short term (inc. pensions)
- Automatic staff admission to LGPF

#### Disadvantages

- Cannot employ staff (without Host Council)
- Cannot contract
- May not be multi-stakeholder enough (e.g. Schools as formal members)
- May not be in tune with what WG has in mind
- Who provides 'back office' services?

### Option B – Host Authority

The characteristics are that one Council takes on all of the responsibilities for running the Consortium, principally employing staff and everything which goes with that.

The Host Authority effectively delivers the service on behalf of the other Councils and other Councils meet the costs pro rata of the Host Authority for their share of services and costs. This includes underwriting liabilities.

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<sup>8</sup> Nick Jarman, Windsor and Co. Management Consultants

A Joint Committee is established to exercise Governance (i.e. the Host Authority does not “call all the shots”). The Consortium would operate just as would be the case for Option A.

There are established precedents, e.g. The Yorkshire Purchasing Organisation (YPO).

### **Benefits**

- Can employ
- Can contract
- Harmonised Terms and Conditions
- Single provision of back office
- Delivers on behalf of Stakeholders
- Automatic admission to LGPF

### **Disadvantages**

- Securing lasting (political) agreement
- Prestige issues
- TUPE
- Pensions (Transfer of liability/deficit)
- Political Trust
- Less arm's length than any other option

## **Option C – Company Ltd by Guarantee**

The Councils would agree to establish a Company Limited by Guarantee, which is owned by its Members. This could include Schools.

This option should not be confused with privatisation or outsourcing: it is owned by its Members, Councils (and possibly Schools), it is wholly Public Sector. It is not a Company Limited by Shares.

The operational characteristics are similar to Options A and B, but the Company would be governed by Directors of the Company, appointed by the Company's Members, i.e. Councillors (and possibly Schools).

Company Directors are indemnified, provided that they do not breach their Fiduciary Duties. This kind of arrangement is governed by Part IV Local Government & Housing Act, 1989 as amended by Local Government Act, 2002. Provided that 75% of voting rights are exercised by Councils, the Company will be deemed to be a Local Authority Controlled Company.

### **Benefits**

- Arm's length, thus removed from tensions
- Multiple Membership
- Can employ
- Can contract
- Immune from Equal Pay Claims
- Can set and harmonise pay and conditions
- Possibly lower back office costs

### **Disadvantages**

- Political
- TUPE
- Admitted status to LGPF. May be unattractive to Pensions Authorities

- Must remain solvent. (Would pension deficit make Company technically insolvent, unless underwritten by Councils?)

## **Option D – Community Interest Company**

This option has been available since July 2005.

The characteristics of this option are essentially the same as Option C.

This option has been useful for e.g. Housing Stock Transfers and its style is designed to obtain the benefits of corporate operation while avoiding suspicion of privatisation.

Under this option it is a requirement to demonstrate that there is a 'community interest'. The CIC can also be a Registered Charity. There are some tax advantages to this.

### **Benefits and Disadvantages**

These are identical to Option C.

There is nothing singularly to commend this option over Option C.

## Draft Model Person Specification for System Leader

### Introduction

The specific role of system leader being considered here is one which will provide professional challenge and support to schools, helping head teachers and governors to evaluate their performance, identify priorities for improvement, and plan effective change.

The system leader will act for the local authority and will be the main channel for local authority communication on school improvement with schools.

Specific allocations of time for each school will be determined by the local authority/consortia in the light of the agreed banding of the school and the nature of its needs. The core functions include being a member of the appraisal panel for the performance management of the head teacher.

The system leader will provide professional challenge and support to a number of schools maintained by one or more authorities within a consortium or across consortia by:

- acting as a critical professional friend to the schools, helping the head teacher and governors to evaluate their schools' performance, identify priorities for improvement and plan effective change;
- helping build the schools' capacity to improve pupils' achievement and to realise other key outcomes for pupils that bear on achievement;
- contributing to whole-school improvement in the schools, including effective contribution to the Rights to Action outcomes;
- providing challenge and support for the head teacher in the schools; and
- providing information to governing bodies on their schools' performance and development.

### Draft Model Person Specification for System Leader

The following minimum core standards describe a profile of the generic characteristics and skills necessary to effectively carry out the role of System Leader. In each consortium it will also be necessary to ensure that, collectively, the team of System Leaders are able to meet the needs of schools in relation to the language, phase and setting.

#### Minimum Core Standards

System leaders will satisfy the following criteria:

Either:

- I. Have a proven record of significantly improving school performance in a leadership position in schools;
- II. Having a leading role in a school in which value added outcome standards have improved and/or are showing evidence of significant on-going improvement;
- III. Be able to demonstrate strategies used to ensure high levels of consistency in the quality of teaching and learning and of strength in the broader leadership capacity of the school;

- IV. Have made a wider contribution to educational developments and/or school improvement beyond their own school.

Or:

- V. Be a serving education improvement professional with a significant leadership role in a school or local authority;
- VI. Be able to demonstrate substantial impact on school improvement in their current role;
- VII. Be able to demonstrate effective leadership and management in their current role;
- VIII. Have made a contribution to wider educational developments in their local authority and / or consortium.

And:

- IX. Have the ability to work sensitively and collaboratively with a range of partners and stakeholders;
- X. Be able to demonstrate emotional intelligence skills to support effective working with underachieving schools and other partners;
- XI. Be committed to take responsibility to provide effective challenge and support to schools;
- XII. Have experience of influencing thinking, policy and practice so as to have a positive impact on learning outcomes and life chances of all children and young people;
- XIII. Have shown a commitment to their own professional development and also actively supported the professional development of colleagues;
- XIV. Have a full understanding of the *School Effectiveness Framework* and its implications.

System leaders will normally also demonstrate the following skills and attributes:

- I. Skilled communicator both orally and in writing;
- II. Knowledgeable about improving schools facing difficulties;
- III. Ambitious for children and young people and determined to improve outcomes for them;
- IV. Skilled in managing and sustaining change for improvement;
- V. Strategic in approach and able to distinguish between operational and strategic leadership responsibilities;
- VI. Strong collaborative skills, both as a leader and team member, and able to work closely with a wide range of partners and stakeholders including head teachers and the staff of schools, governors, HMI and local authority officers;
- VII. Decisive in identifying key school performance issues, including relative strengths and weaknesses, and able to address them;
- VIII. Experienced as an effective peer mentor and/or coach;
- IX. Analytical and evaluative, understanding performance indicators and being able to interpret complex and detailed quantitative and qualitative data accurately and quickly, and pursue challenging and rigorous questions, probe explanations of root causes and apparent inconsistencies;
- X. Display sound judgement, being able to identify key issues accurately and give accurate and meaningful feedback, both oral and written;
- XI. Able to understand and implement the principles and practice of quality

- assurance systems, including school self-evaluation and performance management;
- XII. Able to understand equal opportunities legislation and the issues surrounding the achievement of different groups of pupils, for example children in care, boys, girls, those of different ethnic or socio-economic groups and those with a disability or additional learning needs.

## Finance Projection

### Economic Case (VFM)

Whilst a service may be delegated or contracted, there will be a need for each local authority to have access to a capacity for performance monitoring, strategic oversight and advising members. In any shared service arrangement, each individual local authority retains its own statutory responsibility for service delivery and will be held to account by its own community for what is or is not achieved.

The potential arrangements for the governance of the shared activity are many and varied. The purpose of this shared service is to have a core team of system leaders who will lead on continuous improvement in Schools. It is estimated that 84% of the cost of the service will be staff costs. It has therefore been assumed that the costs of the shared service will not vary materially with the any choice of appropriate governance. The costs set out in this section therefore are the assumed costs of the delivery model.

### Financial Evaluation

A full breakdown of the projected costs, savings and assumptions is available in Appendix 4.

In order to calculate the baseline for the current service delivery across the six North Wales authorities, the following scopes were agreed:

- Service Scope – Service considered in scope for the baseline was the School Improvement Service
- Staff Scope – Staff considered to be in-scope will be those that work on core school improvement functions<sup>9</sup> for 65% or more of their time (nationally agreed percentage).

The new delivery model is summarised as follows:

The *current* cost of within scope services is estimated at £5,174,000 and having identified 10% for efficiency savings there remains a regional resource in the region of £4,674,000 for the establishment of a regional service incorporating:

(i) a core team of 'System Leaders' managed by a 'Chief Officer' and supported by a 'Business Team', ensuring that the LAs statutory functions can be commissioned from the regional service. The initial model for a core team is based on the assumption that:

- each school would require the support from a team of a System Leader for 3 days per annum to deliver continuous improvement in Education in accordance with the School Effectiveness Framework;
- any school causing concern would require the support of a System Leader over an additional 16 days per annum (initial modelling assuming 35% of school affected);
- a further average of 3 days per annum, per school, is estimated for System Leaders specifically to support effectiveness and improvements in literacy and numeracy (dependant on need).

(ii) an extended team (of e.g. associate System Leaders and/or curriculum specialists) commissioned by LAs/schools, managed by the Chief Officer, ensuring the flexibility for schools and LAs to meet the standards agenda.

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<sup>9</sup> 'Core school improvement' functions *are monitor, support, challenge, and intervene - excludes: Early Years; 14-19; Inclusion; Music; Athrawn Bro teachers; ICT support staff; Healthy Schools; Active Young People; PESS; MIS; Outdoor Education*



North Wales Regional School Effectiveness and Improvement Service (NW RSEIS)					
Table 1: Delivery Model			Year 1	Year 2	Year 3
Item	Expenditure Type	Details	2012/13	2013/14	2014/15
1	Total Current Resources	Estimate of posts "in-scope" with associated travelling and communication costs	3,018,000	5,174,000	5,174,000
2	Reduced by efficiency Savings	Regional Board savings target	-500,000	-500,000	-500,000
3	Resources Available for new Service	Reduced resources available in order to achieve savings target	2,518,000	4,674,000	4,674,000
<b>Cost Base for Regional Service</b>					
4	Chief Officer & Business Support Team	To include manager, admin & PA support, welsh translation and broker	316,000	457,000	466,000
5	System Leaders - School Effectiveness	Core team of 31 fte system leaders to deliver the statutory duties of 6 LAs	1,356,000	2,372,000	2,419,000
6	Other Costs	Accommodation, transport, supplies, support services & Commissioning Budget	421,000	554,000	565,000
7	<b>Cost of Regional Core Service</b>	Core Team	<b>2,093,000</b>	<b>3,383,000</b>	<b>3,450,000</b>
8	Extended Team	Associate system leaders and/or curriculum specialists commissioned by schools	425,000	1,291,000	1,224,000
9	<b>Cost of Regional Service</b>		<b>2,518,000</b>	<b>4,674,000</b>	<b>4,674,000</b>
Notes:					
Year 1 Costs for Year 1 (2012/13)		Year 1 assumes costs (with exception of Chief Officer from April 2012) will be incurred from September 2012 (7 months of financial year).			
1	Total Current Resources	Posts considered "in-scope" if over 65% time spent on school improvement activities. Relevant posts are currently funded by a mix of LA core budget, external grant and schools' delegated budgets.			
2	Efficiency Savings	One of the objectives of the Regional Board is to identify savings of 10% of North Wales expenditure through the delivery of a Regional Service.			
4	Chief Officer & Business Support Team	Assumed core management and support for regional service (1:5 admin ratio, welsh translation, broker).			
5	System Leaders - School Effectiveness	31fte based on 3 days per school, average 16 additional days for schools causing concern and equivalent of further 3 days with focus on literacy and numeracy.			
6	Other Costs	Estimate for accommodation and support costs. Estimated Commissioning budget of £250k for the system leaders to facilitate accelerated improvement in schools causing concern.			
7	Core Service	Core team ensuring all statutory functions of LA can be commissioned from the regional service.			
8	Extended Team	Flexible posts on fixed terms to fulfil schools requirements to complement and enhance the service to meet the standards agenda.			
<b>Table 2: Issues to be considered further within the full business case</b>					
<u>Implementation costs</u>					
10	Leaving Costs	Initial estimate of potentially £2.3m leaving costs to be incurred. However, the full business case will plan for the full management of this deployment to cover alternatives to incurring leaving costs. The estimate could reduce further once schools have been consulted with regards to the level of additional service they may want to commission (note 9). The regional service is not financially viable if it is required to fund any leaving costs. It can only be considered to be financially viable if these potential costs are funded from elsewhere.			
11	Pensions	6 LAs required to underwrite the pension deficit with regard to transferred posts, dependant on Governance arrangement. This transfers the risk of the failure to collect future pension contributions from the pension fund to the 6 LAs. The financial model includes a higher average contribution to the pension fund per post than currently paid to reflect the potential requirement by the pension fund for the deficit element of the contribution to be paid back over fewer number of years than currently required of the LAs.			
12	Infrastructure Costs	IT links across the region/ Accommodation hubs / Geographical issues			
<u>Financing Arrangements</u>					
13	Delegation of budgets to schools	The aim nationally is to increase delegation to schools from the welsh average of 76% to 85% of the relevant Education budget. There is a commissioning mix across the 6 LAs currently with some school improvement costs within core budgets and some being commissioned by schools. As the delegation rate increases the core regional service will become more dependant on services being commissioned by schools.			
14	Grant funded posts	Some of the current posts are grant funded which may impact on the nature of the efficiency savings realised by an individual LA.			
15	Allocation of costs across 6 LAs	The basis for allocating the cost of the core service to each individual LA needs to be considered.			

## Assumptions

1. Current staff costs are based on information from all LAs about existing posts and include on-cost estimates of National Insurance and Superannuation contributions. Estimates of current transport costs and communication costs are based on an average amount per full time equivalent (FTE).
2. All analysis is based on data provided up to Thursday 30<sup>th</sup> June 2011.
3. Costs have been calculated based on information provided for in-scope services. LAs have had the opportunity to verify the posts defined within scope.
4. It is assumed that the regional service will be managed by one Chief Officer with the assistance of a Business Support Team incorporating administration, brokerage and welsh translation services, providing support for the core service.
5. It is recognised that if staff are based across the region that IT links to facilitate effective data transfer and exchange will be required. Implementation costs of such infrastructure requirements are not included in the outline business case financial model.
6. Accommodation costs are included as an average on-cost per head as an appropriate estimate whether the service operates from one location or has a number of hubs across the region.
7. The core team requirements are based on the number of schools as recorded on the Section 52 Budget Statement 2010-11 with amendments as notified by LAs as at 30<sup>th</sup> June 2011. It is recognised that LAs are working on reorganisation plans which will lead to further changes in the number of schools in the future. The delivery model has been tested for sensitivity analysis and the model allows up to 3% changes to data without material financial impact. The delivery model allows for the complement of the core team to be reviewed to reflect the requirement to deliver the School Effectiveness Framework as the number and type of schools change in future.

### *Model*

8. The model is based on 464 Schools in North Wales as recorded on the Section 52 Budget Statement 2010-11 with amendments as notified by LAs.
9. The model estimates that 35% of all Schools will be Schools Causing Concern in any one year.
10. The number of productive days for staff is assumed as 172 days per annum to allow for working week, annual leave, sickness, training and planning and preparation time.
11. The model assumes that a core team of 31 FTE System Leaders will be required to support Schools in the region. This is based on the estimate that any School would require the support of a System Leader for 3 days per annum to deliver continuous improvement in Education in accordance with the School Effectiveness Framework. The model assumes that any school causing concern would require the support of a System Leader over an additional average of 16 days per annum. An estimated average of 3 days per annum is included for System Leaders specifically to support effectiveness and improvements in literacy and numeracy.

### *Staffing*

12. Staff who were engaged in the school improvement function when it was performed by separate organisations, have a right to transfer to the new organisation which is providing that function on a shared service basis. This transfer would be subject to the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE). Under these regulations staff retain all their existing statutory employment rights and contractual entitlements. There can be no redundancy or change in contracts as a result of the transfer. Any future redundancies or contractual changes would be for economic, technical or organisational reasons associated with the new employer. Such changes can only be made by agreement and after consultation with staff and trades unions.
13. Staff will transfer with a range of different terms and conditions. The circumstance of a TUPE transfer will provide a defence against the requirements of the Equal Pay Act 1970 for a period of time. But in due course there will be a need to undertake the procedures which eliminate disparities. Any successful programme of collaboration requires the active involvement of employees and their trades unions.
14. For the purposes of the financial model it has been assumed that employees' salaries with associated on-costs are harmonised within the upper quartile from year 1 at £75k and that the service will operate with a lower number of staff from September 2012.
15. The model is financially viable if any leaving costs and/or surplus posts are directly funded by 6 LAs. The efficiency savings for the 6 LAs is estimated as a comparison of current service costs against the running costs of the new regional service.

### *Funding*

16. There will need to be an agreed mechanism which allows for the shared funding of these shared resources. The model assumes the costs of the shared resource will be apportioned on a formula basis based on the number of schools. It is assumed that there will be opportunities for a mixed funding system so that the defined core service is provided through the formula based cost apportionment and 'extra' service can be acquired on a unit cost basis by schools on an individual or cluster basis.
17. The delivery model assumes that any cash resources released from LAs, over and above the efficiency savings target, will be delegated to schools. This will enable schools to broker additional associate system leaders or curriculum specialists to an individual or cluster basis as required. The level of demand for this extended team will impact the determined level of staffing.

Ref No.	Action	Action Owner	Start Date	Expected End
<b>Stage 1 – Outline Business Case</b>			<b>16<sup>th</sup> June 2011</b>	<b>15<sup>th</sup> July 2011</b>
SR 1	Develop school improvement service profiles for each of the 6 NW Authorities (staff, finance and service delivery)	Project Team	16 <sup>th</sup> June 2011	07 <sup>th</sup> July 2011
SR 2	'NW ADEW group' to agree the (i) model of governance and (ii) outline delivery model(s), (guidance from Nick Jarman)	NW ADEW Consortium	24 <sup>th</sup> June 2011	24 <sup>th</sup> June 2011
SR 3	Prepare 1 <sup>st</sup> draft Outline Business Case	Project Team	27 <sup>th</sup> June 2011	30 <sup>th</sup> June 2011
SR 4	Present Outline Business Case to the 'NW ADEW Group' (06/07/2011) and make necessary amendments	Project Manager	01 <sup>st</sup> July 2011	07 <sup>th</sup> July 2011
SR 5	(Final) Outline Business Case signed off by members of the 'NW ADEW Group' (via e-mail)	NW ADEW Consortium	08 <sup>th</sup> July 2011	14 <sup>th</sup> July 2011
SR 6	Outline Business Case presented to the 'Education & Other Related Services Regional Board' for approval	Chair of NW ADEW Consortium	15 <sup>th</sup> July 2011	15 <sup>th</sup> July 2011
<b>Stage 2 – Communicating the Outline Business Case to Stakeholders</b>			<b>16<sup>th</sup> July 2011</b>	<b>31<sup>st</sup> Dec 2011</b>
SR 7	Plan the communication methods as appropriate to the identified stakeholder groups (including collective engagement with unions)	Project Team	16 <sup>th</sup> July 2011	31 <sup>st</sup> Aug 2011
SR 8	Agree the communication methods with the 'NW ADEW Group' (date)	Project Manager	01 <sup>st</sup> Sept 2011	10 <sup>th</sup> Sept 2011
SR 9	Present the Outline Business Case to the Cabinets (post members event on -16 <sup>th</sup> Sept) in each of the NW Authorities, for agreement to (i) proceed with the Project Plan and (ii) to appoint a Chief Officer to manage the Regional Service	NW ADEW Consortium	01 <sup>st</sup> Sept 2011	30 <sup>th</sup> Sept 2011
SR 10	Undertake formal communication with stakeholders	Project Team	01 <sup>st</sup> Oct 2011	31 <sup>st</sup> Dec 2011
SR 11	Distribution of posts in scope notifications following discussions with those staff – all at the same time from the employer	LA HR Teams	01 <sup>st</sup> Dec 2011	31 <sup>st</sup> Dec 2011
<b>Stage 3 – Full Business Case</b>			<b>18<sup>th</sup> July 2011</b>	<b>31<sup>st</sup> Mar 2012</b>
SR 12	Expand on the full cost benefits analysis for the model(s) for governance and delivery (including sub-models for finance and staffing structures; feedback from the consultation on the Outline Business Case and ongoing engagement with the Unions)	Project Team	18 <sup>th</sup> July 2011	31 <sup>st</sup> Dec 2011
SR13	Develop and agree the process for appointing a Chief Officer	NW ADEW	18 <sup>th</sup> July 2011	1 <sup>st</sup> Sept 2011

<sup>10</sup> 'North Wales ADEW Consortium, Regional School Effectiveness and Improvement Service Project' documentation (v7)

Ref No.	Action	Action Owner	Start Date	Expected End
		Consortium		
SR 14	Undertake the appointment of the Chief Officer ( <i>appointment must be made by the end of October to start in January</i> )	NW ADEW Consortium	2 <sup>nd</sup> Sept 2011	31 <sup>st</sup> Oct 2011
SR 15	Present the Full Business Case to the 'NW ADEW Group' (date) and make necessary amendments	Project Manager	3 <sup>rd</sup> Jan 2012	13 <sup>th</sup> Jan 2012
SR 16	(Final) Full Business Case signed off by the 'Education & Other Related Services Regional Board'	Project Manager	16 <sup>th</sup> Jan 2012	20 <sup>th</sup> Jan 2012
SR 17	Present the Full Business Case to the Cabinets (post members event on - 16 <sup>th</sup> Sept) in each of the NW Authorities, for agreement to proceed with Stage 4 - Implementation	NW ADEW Consortium	21 <sup>st</sup> Jan 2012	17 <sup>th</sup> Feb 2012
SR 18	Local Finance teams to finalise the new arrangements (for the start of the 2012/13 financial year)	Project Team	18 <sup>th</sup> Feb 2012	31 <sup>st</sup> Mar 2012
<b>Stage 4 – Implementation of the Regionalised School Improvement Service</b>			<b>01<sup>st</sup> Jan 2012</b>	<b>31<sup>st</sup> August 2012</b>
SR 19	Chief Officer to lead on consultations with schools as to the functions of the Regional Service.	Chief Officer	01 <sup>st</sup> Jan 2012	
SR 20	<i>Operational Approach will be informed by the Full Business Case</i>			
SR 21	Four months consultation with individual staff on variances in contracts (covers formal hearing and appeal time)	Project Team	01 <sup>st</sup> Feb 2012	30 <sup>th</sup> May 2012
SR 22	Three months notice to staff	Project Team	31 <sup>st</sup> May 2012	31 <sup>st</sup> Aug 2012

# Project Risk Register <sup>11</sup>

**Note:** The risk register is a living document and will change throughout the life of the project. Correct as at July 2011.

<b>LIKELIHOOD</b>	Event is almost certain to occur in most circumstances	>70%	Almost Certain	A							
	Event likely to occur in most circumstances	30-70%	Likely	B							
	Event will possibly occur at some time	10-30%	Possible	C							
	Event unlikely and may occur at some time	1-10%	Unlikely	D							
	Event rare and may occur only in exceptional circumstances	<1%	Rare	E							
					5	4	3	2	1		
					Very Low	Low	Medium	High	Very High		
<b>Service Performance</b>		Minor errors or disruption		Some disruption to activities/customers		Disruption to core activities/ customers		Significant disruption to core activities. Key targets missed		Unable to deliver core activities. Strategic aims compromised	
<b>Reputation</b>		Trust recoverable with little effort or cost		Trust recoverable at modest cost with resource allocation within budgets		Trust recovery demands cost authorising beyond existing budgets		Trust recoverable at considerable cost and management attention		Trust severely damaged and full recovery questionable and costly	
<b>Financial</b>		<b>Cost (£)</b>		<£50k		£50k - £350k		£350k - £1 m		£1 m - £5 m	
										<b>IMPACT</b>	

Ref no.	Risk description	Consequence	Score / level of inherent risk	Risk reduction measures & controls	Score / residual risk score	Further Action	Action owner	Milestone Dates
RSEIS_R1	That the project cannot meet the level of expectation across the six North Wales Authorities	All Authorities do not sign up to the Outline Business Case. The Project fails in its objectives. WAG legislate.	<b>B1</b>	The Project Board consists of the NW ADEW group.	<b>C1</b>	Create bulletin to provide progress updates.	Consortium Coordinator and Project Manager	June 2011
RSEIS_R2	That the (initial) model of governance for school improvement may not be suitable for future service regionalisation e.g. Inclusion Service	The Project fails in its Key aims. Impacts on the ability to progress the full regionalisation agenda for Education Services. WAG legislate.	<b>B1</b>	The NW ADEW group has been engaging with an independent Governance Consultant – informing the direction of the governance model. The WLGA Secretariat is ensuring appropriate support and guidance from corporate support officers networks.	<b>C1</b>	Make sure that all relevant corporate support officers in all authorities are involved through their networks to ensure proper governance.	NW ADEW Consortia	July 2011

<sup>11</sup> ‘North Wales ADEW Consortium, Regional School Effectiveness and Improvement Service Project’ documentation (v7)

Ref no.	Risk description	Consequence	Score / level of inherent risk	Risk reduction measures & controls	Score / residual risk score	Further Action	Action owner	Milestone Dates
RSEIS_R3	That a regional service will not be able to meet Welsh Medium and bilingual needs across the region.	Deterioration of current service provision by some authorities. Not meeting Welsh Language policies. Missed opportunity to drive Welsh medium and bilingual developments in education communities across the region.	<b>B2</b>	The opportunity to contribute to local and national Welsh Language Strategies to drive Welsh-medium and bilingual development for education communities across North Wales has been identified in the Project Benefits (Measure of success through benefits realisation).	<b>B2</b>	Review of the Welsh language policies within each authority	NW ADEW Consortia – Bilingual T&F Group	July 2011
RSEIS_R4	The model of governance for school improvement may not meet National expectations	WAG then legislate	<b>C1</b>	The NW ADEW group has been engaging with an independent Governance Consultant – informing the direction of the governance model.	<b>D1</b>	To arrange a 1 day workshop with the Governance Consultant to further explore governance models and their relationship to the delivery model(s).  To have the input of the Governance Consultant in the OBC.	Consortium Coordinator  Project Manager	TBC  July 15 <sup>th</sup> 2011
RSEIS_R5	That the Outline Business Case(OBC) is not delivered by the 15 <sup>th</sup> July	The project ceases. WAG legislate.	<b>B1</b>	Project Team has been appointed to deliver the OBC. Project Plan is in place.	<b>B1</b>	To deliver the project according to the project plan, reviewing issues and risks regularly.	Project Manager	July 15 <sup>th</sup> 2011



Ref no.	Risk description	Consequence	Score / level of inherent risk	Risk reduction measures & controls	Score / residual risk score	Further Action	Action owner	Milestone Dates
RSEIS_R6	That there is no <i>political or corporate</i> buy-in within authorities for the regional agenda	All Authorities do not sign up to the Outline Business Case. The Project fails in its objectives. WAG legislate.	<b>B1</b>	Council Leaders and Chief Executives are members of the ' <i>North Wales Regional Board</i> '. Cabinet portfolio members and the NW ADEW consortium members sit on the ' <i>Education &amp; Other Related Services Regional Team</i> '.  Item is a regular agenda in local authorities at Senior Management Teams, Executive Groups, Scrutiny.	<b>C1</b>	Create bulletin to provide progress updates.  Chief Executives of Local Authorities present the Outline Business Case to Cabinet in September.	Consortium Coordinator and Project Manager	June 2011
RSEIS_R7	That there is a loss of local presence	The perception of an impersonal service with a lack of knowledge about local schools.	<b>B3</b>	The need to ensure a bilingual school effectiveness and improvement service available to the education communities across North Wales has been identified as a Key Aim of the project.	<b>B3</b>	To explore delivery models that satisfies the local needs.	Project Manager	July 15 <sup>th</sup> 2011
RSEIS_R8	That the initial phase will impede the cohesive delivery between School Improvement and related services (e.g. Inclusion)	May result in disjointed delivery, poorer outcomes for children and inspections.	<b>B2</b>	Raised awareness of the incremental approach to regionalisation to other services.	<b>B2</b>	Consider the pace of joining up various elements of services. Consult with colleagues on the OBC.		October 2011



Ref no.	Risk description	Consequence	Score / level of inherent risk	Risk reduction measures & controls	Score / residual risk score	Further Action	Action owner	Milestone Dates
RSEIS_R9	That the rationalisation of the service will result in redundancies	Financial impacts e.g. redundancy costs - may not have been built into the initial budget proposals.	<b>B2</b>	Initial discussions have taken place within the project team to consider options for fully retraining opportunities and costs, redeployment and pay protection costs, VR and EVR costs.	<b>B2</b>	As part of the 'Full Business Case' agree with all 6 authorities how the costs will be met (part of cost benefits analysis on proposed models)	NW ADEW Consortia	December 31 <sup>st</sup> 2011
RSEIS_R10	That there is not full engagement by all 6 authorities during consultation periods	Timescales for implementation are not met. The Project fails in its objectives. WAG legislate.	<b>B1</b>	The Project Doc. holds a 'Responsibility and Communication Matrix' to highlight the when and what is expected in terms of involvement in the progress through the project stages. Within the Project Plan the timescale for the formal consultation on the Outline BC has been extended to allow for any potential conflicting priorities and delays in consultation arrangements.	<b>C1</b>	Create bulletin to provide progress updates.  To utilise established forums for consultation purposes where appropriate.	Consortium Coordinator and Project Manager  Project Manager	June 2011 (and then ongoing)
RSEIS_R11	That issues of terms and conditions are not harmonised.	Equal pay claims. Disaffected workforce.	<b>C2</b>	The Project team has identified the need to carry out a full analysis of differences across the 6 authorities (inc. such items as pay protection, travel costs, pension, holiday entitlement, sick pay entitlement, salary etc).	<b>C2</b>	Sub group to be set up to carry out this work across 6 authorities utilising the HR Quality assurance group.	HR Project Team Member	Dec 2011

Ref no.	Risk description	Consequence	Score / level of inherent risk	Risk reduction measures & controls	Score / residual risk score	Further Action	Action owner	Milestone Dates
RSEIS_ R12	That this project duplicates the developments of the NW Support Service Board.	Duplication of services and general confusion	C2	The Project Team recognises that the remit of this 1st project (within a programme of works) is to deliver a school effectiveness and improvement service regionally, followed by subsequent projects to bring in (separately) MIS, HR, Finance and other education services e.g. inclusion.	C2	Ensure link is established and timetables synchronised between the two boards.  Scope the HR requirements of the School improvement service and separately scope the HR requirements of the 6 authorities schools	'RSEIS' Project Manager and 'Support Service Regional Board'  TBD	March 2012
RSEIS_ R13	That the professionals and the unions do not perceive the regional service as accessible	Disaffected workforce. May result in industrial action. Impacts on the quality of the service delivery and in turn standards.	C2	The Project Team recognises the importance of communicating effectively with key stakeholders (see communication matrix section 5), and the need to manage the change with those most directly affected.	C2	For the HR Team member to meet with the NW ADEW Group to present the HR aspects of change management within the context of the Project Plan	HR Project Team Member	

Page 27

## Responsibility and Communications Matrix <sup>12</sup>

### Notes:

- (i) 'SR' is the reference from the Project Plan (see Appendix 6).
- (ii) Methods of communication will be decided from a range of effective tools (including but not restricted to; existing meeting structures; special meetings; e-mails; formal bulletins; focus groups; questionnaires; formal facilitated stakeholder consultations) dependant on the factors of stakeholder type, information to communicate, cost effectiveness and time.

### Key:

X – Execute, T – Contribute, C – Consult, E – Engage, I – Inform, A – Authorise, D – Decision (executive decisions)

### Stakeholders

	NW Regional Board	Education and Other Related Services Board	Project Sponsor	NW ADEW Consortium	Cabinet	Customer Scrutiny	LA Local Senior Teams (e.g. Exec Team, RRG)	Consortium Co-ordinator	Lead Finance Officer for NW Authorities	Project Team	Unions	Schools	School Improvement Officers	Local Finance Teams	Local HR Teams	QATs	NW Support Services Board
<b>Stage 1 - Outline Business Case</b>																	
SR 1				T				I	E	X				T	T	E	
SR 2			I	X				I	I	I							
SR 3								E	E	X				T	T		
SR 4			I	E, T				I	E	X				T	T		
SR 5			I	A				I	I	X							
SR 6	I	D	I	X			I	I	I	I						I	I
<b>Stage 2 – Communicating the Outline Business Case to Stakeholders</b>																	
SR 7								E		X	T					E	
SR 8			I	A				I		X	I						
SR 9	I	I	I	X	D	E	A	I	I	I						I	I

<sup>12</sup> 'North Wales ADEW Consortium, Regional School Effectiveness and Improvement Service Project' documentation (v7)

	NW Regional Board	Education and Other Related Services Board	Project Sponsor	NW ADEW Consortium	Cabinet	Customer Scrutiny	LA Local Senior Teams (e.g. Exec Team, RRC)	Consortium Coordinator	Lead Finance Officer for NW Authorities	Project Team	Unions	Schools	School Improvement Officers	Local Finance Teams	Local HR Teams	QATs	NW Support Services Board
SR 10								T		X	C	I, C	I, C	I	I	I	I
SR 11				X			I	T		T	I		I	I	T	I	
<b>Stage 3 – Full Business Case</b>																	
SR 12								T	E	X	E	E	E	T	T	E	
SR 13		A		X				I		T							
SR 14		A		X, D				I		T							
SR 15			I	E, T				I	E	X				T	T		
SR 16		A	I	X				I	I	T							
SR 17	I	I	I	X	D	E	A	I	I	I	I					I	I
SR 18			I	I			I	I	E	T				X	T	E	
<b>Stage 4 – Implementation of the Regional School Improvement Service</b> <i>(Dependant on development of stage 4)</i>																	
SR 19																	
SR 20																	

<b>Report to:</b>	<b>Partnerships Scrutiny Committee</b>
<b>Date of Meeting:</b>	<b>31<sup>st</sup> January 2013</b>
<b>Lead Member/Officer:</b>	<b>Head of Adult &amp; Business Services</b>
<b>Report Author:</b>	<b>Commissioning Officer (Carers)</b>
<b>Title:</b>	<b>North Wales Carers Information &amp; Consultation Strategy</b>

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## **1. What is the report about?**

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

**In addition**, this report also provides an **information note** (Page 4) in response to members' recent query in regard to a 24 hour support line for Carers in Denbighshire.

## **2. What is the reason for making this report?**

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

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

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

## **3. What are the Recommendations?**

That the Committee:

- 3.1 supports the North Wales Carers Information and Consultation Strategy, 2012-2015 and the partnership approach with Betsi Cadwaladr University Health Board (BCUHB) and the third sector in regard to its implementation.
- 3.2 considers the information provided in regard to a 24 Carer support line, and concurs that currently there are adequate services in place to meet this need for Denbighshire Carers.

## **4. Report details.**

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

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

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

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

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

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

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

**The key objectives of the Regional Strategy are:**

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

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

- Identification and Signposting of Carers
- Carers Needs Assessments
- Information provision
- Communication and consultation with Carers
- Staff Training and Carers Training
- Monitoring the effect of the Carers Measure

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

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

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

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

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

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

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

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

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

## **7. What consultations have been carried out?**

Consultation on the development of the Regional Strategy has been via existing Carer forums and networks, and have been co-ordinated by the NWCSLG. Consultation with

Carers and representatives from the third sector will continue with the implementation of the Regional Strategy.

## **8. Chief Financial Officer's Statement**

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

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

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

## **10. INFORMATION NOTE: Carers 24 Hour Support Line**

Denbighshire Adult Social Care Services commission carer support services with six local third sector organisations. Three of these, namely NEWCIS, Alzheimers Society and Hafal, primarily provide information and one to one support to Carers. In general, these services operate weekdays between 9.00 and 5.00 pm

The principal 24 hour call line for Wales is **C.A.L.L. (Community Advice and Listening Line)**. This is a Wales Government funded service that offers emotional support and information/literature on Mental Health and related matters to the people of Wales, and this includes support to Carers. The statistics for this service show that 1713 calls were received from Denbighshire residents in 2012. It is difficult, however, to analyse how many callers were Carers.

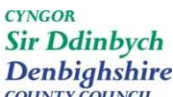
More specifically, the **Wales Dementia Helpline** (operating under C.A.L.L.) offers emotional support to anyone, of any age, who is caring for someone with Dementia as well as other family members or friends. In 2012, 35 calls were received from Denbighshire residents.

Details of all these services, are widely promoted within Denbighshire, and are included in the Denbighshire Carers Information Pack. The development of the Regional Strategy will also help in promoting these support services for Carers identified by health staff.

Enquiries made on the cost of running a 24 hr telephone support line revealed this to be in the region of £100K annually. More detailed work would be required to assess the potential uptake of a local, county based service, but it would be difficult to justify considering this level of investment, given that there are already services available, albeit at national level. Review of the Denbighshire Carers Information Pack is commencing in January 2013. Promotion of existing call lines could be considered as part of the review.

**Contact Officer:** Commissioning Officer (Carers)      Tel: 01824 706658





# North Wales Carers Information and Consultation Strategy

2012 - 2015

## Contents Page

<b>1. Introduction.....</b>	<b>4</b>
<b>2. Definition of a Carer.....</b>	<b>5</b>
<b>3. Vision.....</b>	<b>5</b>
<b>4. Scope.....</b>	<b>5-6</b>
<b>5. Carers Profile.....</b>	<b>6-7</b>
<b>6. Legislation.....</b>	<b>7</b>
<b>7. Impact of Caring.....</b>	<b>7-10</b>
<b>8. Core Principles for Working with Carers.....</b>	<b>10-11</b>
<b>9. Aims of the Information and Consultation Strategy.....</b>	<b>11</b>
<b>10. Objectives.....</b>	<b>11-12</b>
<b>11. What are the Current Organisational Arrangements for the Benefit of Carers in North Wales?.....</b>	<b>12</b>
<b>12. How does this Strategy link with other National and Local Policies/Strategies?.....</b>	<b>12-13</b>
<b>13. Where do we need to be?.....</b>	<b>14-17</b>
<b>14. Information provision.....</b>	<b>17-20</b>
<b>15. Communications and Consultation.....</b>	<b>20-21</b>
<b>16. Training.....</b>	<b>21-23</b>
<b>17. Implementation.....</b>	<b>23-25</b>
<b>18. Monitoring.....</b>	<b>25-26</b>
<b>References.....</b>	<b>27</b>

**Appendices.....28**

Appendix 1 – Legislation.....29-33

Appendix 2 - Information Leaflet.....33-36

Appendix 3 - List of Carer Support Agencies.....37

Appendix 4 – Baseline: Carers Information requirements.....38-40

Appendix 5 - Training Framework.....41-43

Appendix 6 - Performance Framework.....44

## 1. Introduction

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

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

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

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

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

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

## **2. Definition of a Carer**

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

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

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

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

(Welsh Government 2012)

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

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

## **3. Vision**

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

## **4. Scope**

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

The strategy is relevant to:-

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

## **5. Carers Profile**

### **5.1 National Profile**

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

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

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

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

### **5.2 North Wales Profile**

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

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

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

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

## **6. Legislation**

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

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

## **7. Impact of Caring**

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

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

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

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

*"I feel isolated...."*

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

## 7.1 Adult Carers

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

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

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

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

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

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

## 7.2 Young Carers




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

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

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

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

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



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

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

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

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

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

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

## **8. Core Principles for Working with Carers**

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

- Carers are equal partners in care

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

(Skills for Care 2011)

## **9. Aims of the Information and Consultation Strategy**

The five key aims of this strategy are to ensure:

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

## **10. Objectives**

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

**10.2** Carers will 'be identified at the earliest opportunity.

**10.3** Carers will be given sufficient timely information<sup>2</sup> according to their individual needs.

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

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

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

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

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

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

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

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

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

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

## 12.1 National Strategies

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

## 12.2 Local Strategies/Policies

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

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

### 13. Where do we need to be?

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

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

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

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

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

#### 13.1 Identification and Signposting of Carers

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

### **Key Actions: Identification and Signposting of Carers**

#### **Year 1**

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

#### **Year 2**

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

## **13.2 Referral for Carer Support**

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

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

### **13.2.1 Carers Needs Assessments**

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

### **Key Actions: Carers Needs Assessments**

#### **Year 1**

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

#### **Year 2/3**

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

### **13.2.2 Sharing of Carers Needs Assessments**

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

### **Key Actions: Sharing of Carers Needs Assessments**



## **Year 2**

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

## **14. Information provision**

Each of the carers support organisations<sup>3</sup> in North Wales provides an information pack to carers when they access their services. These packs vary in content, but all contain information on carer's right to a Carers Needs Assessment and what additional support is available in the area, such as financial help, respite care and short breaks.

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

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

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

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

This will be addressed by

### **Key Actions: Information provision**

#### **Year 1**

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

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



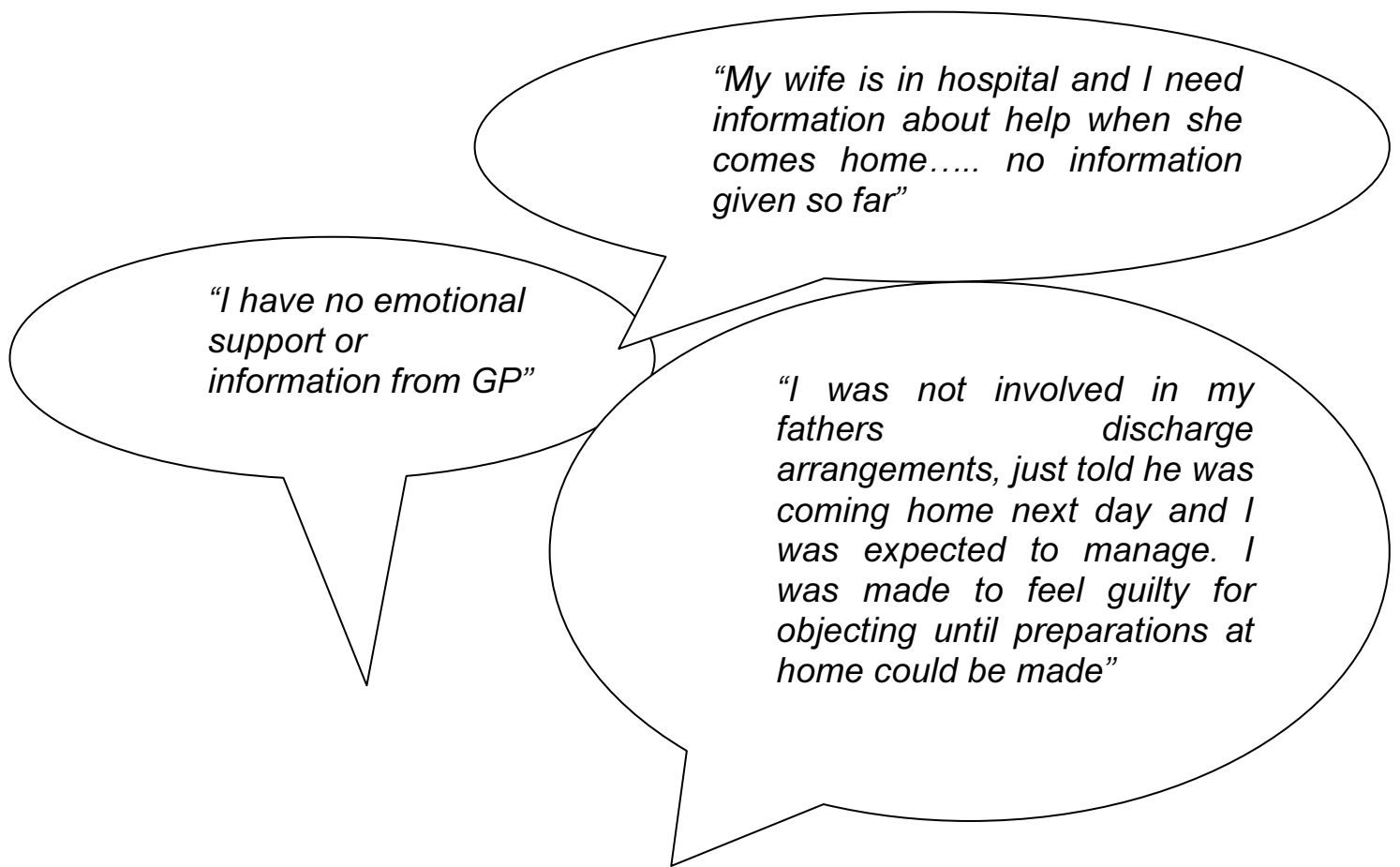
## 14.1 Information Provision by Health Services

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

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

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

*“My partner has been diagnosed with cancer, I feel like I*



The Health Board will address this by:

### **Key Actions: Information Provision by Health Services**

#### **Year 1**

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

#### **Year 2**

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

### Year 3

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

## 15. Communications and Consultation

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

This will be addressed by: Page 100

## **Key Actions: Communications and Consultation**

### **Year 1**

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

### **Year 2**

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

## **16. Training**

A comprehensive training framework is essential to ensure that:

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

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

### **16.1 Staff Training**

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

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

### **Year 1**

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

### **Year 2**

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

### **Year 3**

- Evaluate training framework

## **16.2 Carers Training**

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

This will be addressed by:

## **Key Actions: Carers Training**

### **Year 1**

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

### **Year 2**

- Develop and deliver training framework for carers

### **Year 3**

- Evaluate training programme

## **17. Implementation**

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

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

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

The BCULHB Carers Strategies (Wales) Measure 2010 Project Board (which includes representation from local authorities and the third sector) will scrutinise the work of the NWCSLG and provide advice and assurance to the

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

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

### **17.1 Staff Infrastructure for Implementation**

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

#### **Key Actions: Staff Infrastructure for Implementation**

##### **Year 1**

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

##### **Year 2**

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



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

## **18. Monitoring**

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

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

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

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

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

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

This will be facilitated by: (see overleaf)



## References

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

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

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

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

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

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

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

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

## **Appendices**

## Legislation

### **A1.1 Carers Strategies (Wales) Measure 2010**

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

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

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

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

### **A1.2 Carers (Recognition and Services) Act 1995**

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

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

### **A1.3 Carers and Disabled Children’s Act 2000**

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

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

### **A1.4 Community Care (Delayed Discharges) Act 2000**

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

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

### **A1.5 Carers (Equal Opportunities) Act 2004**

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

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

### **A1.6 Children Act 1989**

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

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

### **A1.7 Children and Young Persons Act 2008**

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

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

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

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

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

### **A1.9 Education Act 2002, Section 175**

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

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

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

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

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

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

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

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

### **A1.12 Mental Health (Wales) Measure 2010**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### **A1.14 Work and Families Act 2006**

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

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



## **Carer Information Leaflet – Title to be decided**

### **Who is a Carer?**

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

### **Taking Care of Yourself**

Think about you!

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

### **About this booklet**

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

### **Carer Support**

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

Denbighshire: North East Wales Carers Information Service:  
[http://www.bungalowsoftware.com/phone\\_symbol85.gif](http://www.bungalowsoftware.com/phone_symbol85.gif) ☎ 01745 331181

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

Conwy: Carers Outreach Service:  
☎ 01492 533714

Wrexham: Wrexham Carers Service:  
☎ 01978 318812

Gwynedd: Carers Outreach Service:  
☎ 01248 370797

Anglesey: Carers Outreach Service:  
☎ 01248 722828

## **Carer's Needs Assessment**

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

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

Denbighshire ☎ 01824 712900

Flintshire ☎ 01352 752525

Wrexham ☎ 01978 292066

Conway ☎ 01492 576333

Gwynedd ☎ 01286 682888

Anglesey ☎ 01248 752752

## Young Carers

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

Denbighshire Young Carers: ☎ 01745 331222

Flintshire Young Carers: ☎ 01352 755422

Wrexham Young Carers ☎ 01978 264040

Conwy Young Carers ☎ 01492 536091

Gwynedd & Ynys Môn Young Carers ☎ 01248 364614

## Crossroads Care North Wales

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

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

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

## National Organisations

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

☎ : 08448004361

e-mail: [info@carers.uk](mailto:info@carers.uk)

web site: [www.carers.org](http://www.carers.org)

**Young Carers**: is an online service for young carers run by the Carers Trust.  
[www.youngcarers.net](http://www.youngcarers.net)

**Carers UK**: offers information and advice on all aspects of caring.  
[www.carersuk.org](http://www.carersuk.org)

## Putting Things Right

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

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

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

E-mail: [ConcernsTeam.bcu@wales.nhs.uk](mailto:ConcernsTeam.bcu@wales.nhs.uk)

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

☎: 01248 384194

## **Betsi Cadwaladr Community Health Council (BCCHC)**

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

## **Appendix 3 List of carer support agencies**

### Baseline: Carers Information requirements

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

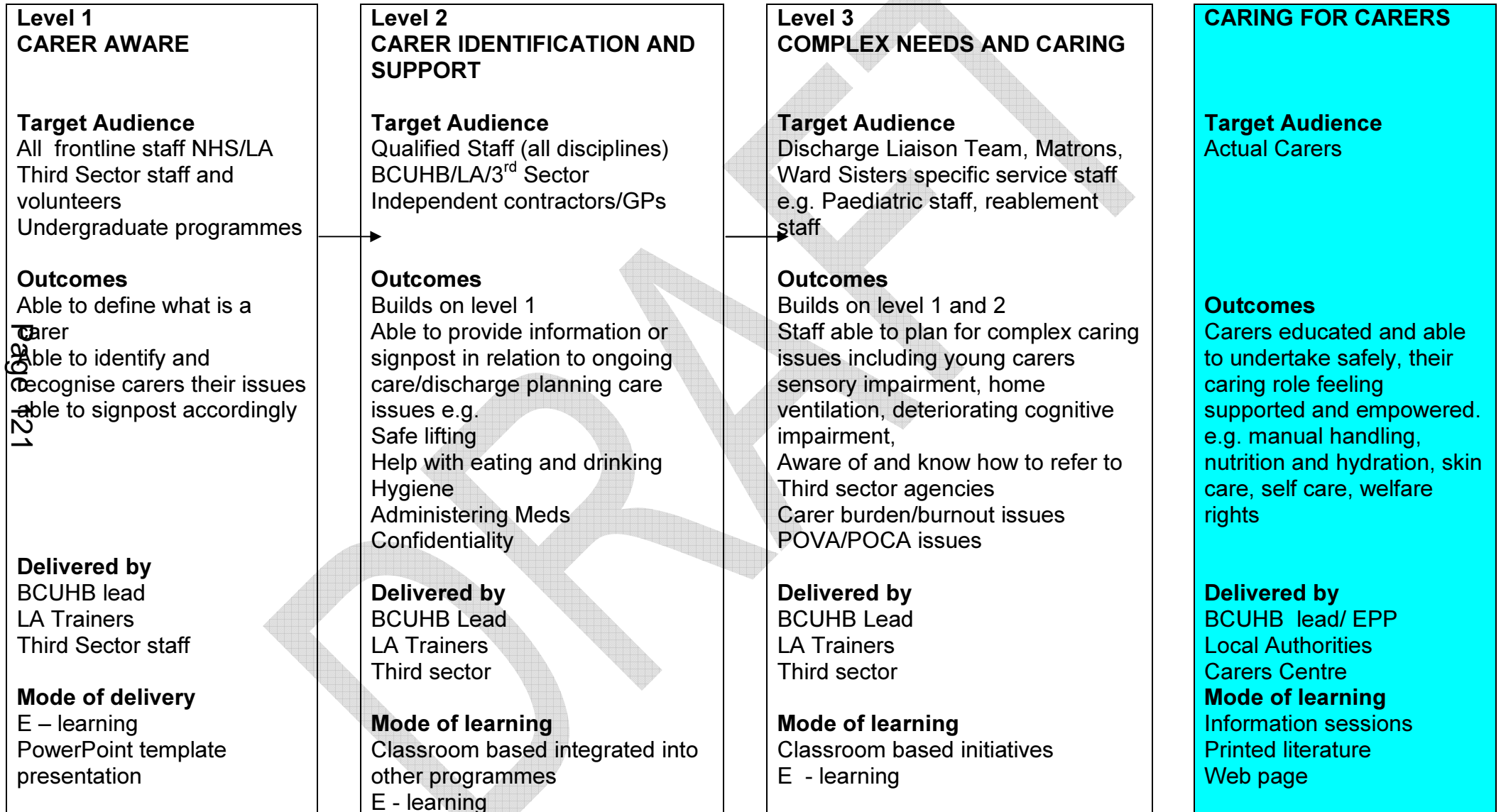
- ✓ Financial advice and support, including information about the availability of financial support through the benefits and tax credits system
  - ✓ Managing the financial and other affairs of cared for persons
  - ✓ Any other information and support available to help support carers in their caring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

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



## CARERS MEASURE – IDENTIFICATION, INFORMATION, SUPPORT AND CONSULTATION

### CARERS MEASURES - EDUCATIONAL FRAMEWORK<sup>4</sup>



<sup>4</sup> This framework has been adapted from the model used at Cardiff UHB

## NARRATIVE TO ACCOMPANY FRAMEWORK

### Level 1 Carer Aware

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

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

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

### Level 2 Carer Identification and support

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

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

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

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

### Level 3 Complex needs and caring

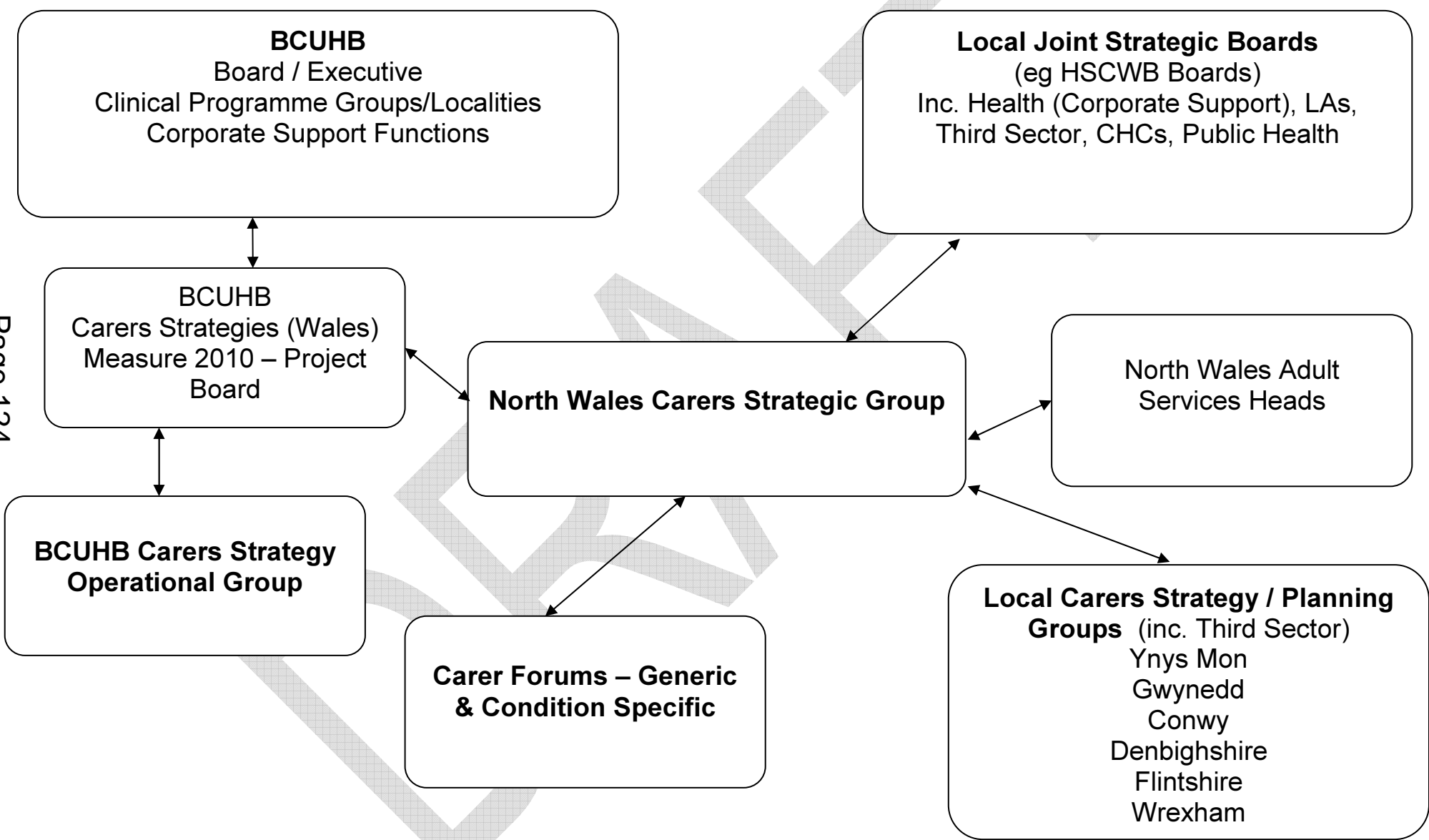
This programme would be for staff who are working closely with people who are undertaking complex caring roles. For example caring for those with physical and mental health issues requiring a high level of skill to maintain those cared for in their own environments.

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

### **CARING FOR CARERS**

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

**Reporting Framework – Appendix 6**



Page 124

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

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<b>Report to:</b>	<b>Partnerships Scrutiny Committee</b>
<b>Date of Meeting:</b>	<b>31<sup>st</sup> January 2013</b>
<b>Lead Member / Officer:</b>	<b>Lead Member for Social Care and Children's Services/Head of Adult and Business Services</b>
<b>Report Author:</b>	<b>Business Service Manager</b>
<b>Title:</b>	<b>Independent Care Provision – Commissioning and Monitoring</b>

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## **1. What is the report about?**

This report is about the extent of external care provision commissioned in Denbighshire County Council and the ways in which the quality of that care is monitored.

## **2. What is the reason for making this report?**

The Committee requested a report assessing the quality and value of independent social care provision for service users in Denbighshire.

## **3. What are the Recommendations?**

The Committee is asked to provide observations and support the Service in its partnership working with the Independent Sector Care Providers.

## **4. Report details.**

### **4.1 The balance between external and internal provision**

For many years, Denbighshire County Council has externalised the majority of care provided. Appendix 1 shows the percentage of internal and external care provision. The contractual arrangements with providers have developed over those years and are more recently the subject of regional contracts.

### **4.2 An inclusive approach to contract monitoring**

Monitoring the quality of the service provided has also changed a great deal over recent years and work continues on developing and agreeing a regional process.

The process followed to monitor quality in Denbighshire County Council collates information from many sources to maximise the effectiveness of a small Contract Team. All contact with providers whether by Social Workers, Community Care Officers, CSSIW Inspectors, Voluntary Organisations or Health colleagues is used to inform contract monitoring. Their professional

opinions and evidence are collated prior to annual contract monitoring visits. More immediate problems are dealt with as and when they arise either by writing, visiting or calling the providers in to request responses to any failure in contract compliance. In the case of care homes this can also result in multi-disciplinary Escalating Concerns meetings or Protection of Vulnerable Adults (POVA) strategy meetings. In all cases, if providers are failing to meet required standards a temporary suspension will be placed on all new cases and existing service users will be reviewed to ensure that their needs are being met.

Contract monitoring visits were implemented 12 months ago. Before this time the Contract Team were only dealing with the procurement of services and subsequent trouble shooting the poor performance of a small minority of providers. Only now is the team finding the capacity to look at good performance and to work with providers to drive up quality. Prior to the visits the Contracts Officers collate professional opinions as previously stated. They also request a self-assessment from the providers themselves. This allows them to prioritise areas of concern during their visits.

Domiciliary Care monitoring is now being developed in a similar way. The Contracts Team already receive feedback from colleagues following care reviews. A self-assessment questionnaire has now been developed and proactive contract monitoring visits are planned to start before the end of this financial year. In the meantime, all Domiciliary Providers have been required to apply to a Regional Approved Provider List. The process involved in being approved requires each provider to input evidence of quality services. That evidence was assessed by Contracts Officers from each Local Authority. In Denbighshire 33 providers have been successful, 1 is still in the process of applying. Only 2 providers have failed the process. Those that fail or have failed to apply will receive no new work and consideration is being given to whether it is appropriate to change providers for existing service users.

During 2012/13 a new electronic system of recording Contract and quality issues has been developed and is being implemented. This will ensure that up to date information is readily available to officers as queries arise.

### **4.3 Listening to service users**

In all cases, consideration needs to be given to the opinions and choice of the Service Users. It is often the case that Service Users are adamant that they are happy with the service they receive and are unwilling to change providers. If the quality of provision does not meet our own standards or CSSIW regulatory requirements, it is important that we work in partnership to improve the quality of service provision rather than just stop commissioning services with them. This is not only good practice but is part of Welsh Government guidance in respect of partnership working with providers.

In 2012/13 Age Concern has been funded to provide a service which goes into care homes and encourages residents to speak for themselves. They set up groups within the homes where residents can express their own opinions



of the service they receive. The service started in July 2012 and, as yet, there is little feedback but it is anticipated that reports generated by Age Concern will shortly inform contract monitoring from the residents' own perspective.

#### **4.4 Taking action**

Our experience shows that the majority of the care provided is of a good standard. 38 care home visits have been undertaken and reports written which, for the most part, have been very positive (Appendix 2). Joint work has been undertaken with CSSIW Inspectors and quality has been driven up in several homes. For example, a recent joint visit to a home which had been causing concern has seen better staffing levels, improved cleanliness, new carpets, new décor and improved activities.

In recent months issues have arisen which have caused Members to question the effectiveness of contract monitoring. Several service users have died unexpectedly. On each occasion subsequent enquiries have shown that the care provider could not have prevented the death. Lessons have undoubtedly been learned, however.

As the number of placements made into care homes reduces and as more and more people choose to stay at home rather than retire to care homes in North Wales, the viability of homes is threatened. During the last 12 months, 4 homes have been forced to close. Such closures have an impact on the workload of the team who have to monitor the process and ensure safe transfers to other care homes take place using the WG Guidance.

#### **4.5 Developing our approach**

In 2013/14 a new Reviewing Team will be developed. This will involve Community Care Officers and Contract Officers working together to review care needs and monitor quality provision for all categories of care. Regional work on contracts and service specifications will also continue to impact on the way in which contracts are monitored.

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

The contract monitoring process contributes to ensuring that vulnerable people are protected and are able to live as independently as possible.

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

Whilst the monitoring process followed in Denbighshire is cost effective, it is the case that we have a smaller Contract team than other Local Authorities in the region. Both the regional work and forthcoming changes to CSSIW working is likely to cause increased workload and higher expectations. It will be necessary to monitor the impact of these changes to ensure adequate staffing levels to meet essential work.

### **7. What consultations have been carried out?**

When developing contract monitoring processes consultation has taken place with operational colleagues. The process involves collating information from care reviews where the opinion of the service user is also sought. The views of care providers have also been taken into account when developing the self-assessment form.

**8. Chief Finance Officer Statement**

N/A

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

The risk with a small Contract team and the anticipated changes is that priority has to be given to trouble shooting rather than proactive contract monitoring and the preventative work which can drive up quality. Managing home closures appropriately is also very resource intensive and if this trend continues it too will impact on the team's capacity. It is essential that this situation is monitored in the forthcoming year.

**10. Power to make the Decision**

Article 6 of the Council's Constitution

**Contact Officer:**  
Business Service Manager  
Tel: 01824 706556

## APPENDIX 1

### Externalisation of Services

<b>Number of Service Users Receiving:</b>	<b>Internal</b>	<b>External</b>	<b>£ value of external provision</b>	<b>% of external provision</b>
Domiciliary Care	21	651	4,001,569*	96%
Day Care/ Workops	148	49		25%
Care Homes	43 (+ 21 full payers)	510	12,121,520*	92%
Community Living	12	92	4,505,568*	88%

- These are the forecast spends for 2012/13

## APPENDIX 2

### Contract Monitoring January 2012 – January 2013

<b>Service type</b>	<b>Contract reviews</b>	<b>Concerns</b>	<b>comments</b>
Care Homes	38	6	3 now resolved
Domiciliary	35	2	Through regional APL process
Community Living	35	4	1 now resolved

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**Report To:** Partnerships Scrutiny Committee

**Date of Meeting:** 31<sup>st</sup> January 2013

**Lead Member/  
Officer:** Deputy Leader/  
Head of Business Planning and Performance

**Report Author:** Commissioning and Evaluation Officer, Partnerships and  
Communities Team, Business Planning and Performance

**Title:** Families First

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**1. What is the report about?**

- 1.1 To update the Partnerships Scrutiny Committee on the current position in relation to the commissioned and non-commissioned elements of the £1.2M Families First Programme in Denbighshire for the 2012-2014 financial period.

**2. What is the reason for making this report?**

- 2.1 To provide information regarding evaluation and monitoring the successful applicants' progress to date in implementing and delivering their services, the Families First Action Plan and Outcome 4 of Denbighshire - The BIG Plan
- 2.2 To inform the Partnerships Scrutiny Committee further to the previous report submitted re Families First (*12 July 2012*) 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 Partnerships Scrutiny Committee note and provide observations on the progress to date in the delivery of the Families First Programme.

**4. Report details**

**4.1 Strategic Overview including link to Denbighshire – The Big Plan**

Families First is an innovative programme that promotes the development by local authority areas of effective multi-agency systems and support, with a clear emphasis on prevention and early intervention for families, particularly those living in poverty. Families First together with Flying Start, Communities First and the Integrated Family Support Service will help deliver the Welsh Government's vision for a citizen model of accessible, seamless service delivered in the community by skilled people working together to ensure better matching of provision to individual needs. A revised Families First Action Plan for 2012-13 to 2016-17 was submitted to the Welsh Government in November 2012 (comments still awaited). The funding of £1.2M has been allocated to support Non Commissioned, and Strategically Commissioned Services as per Families First Guidance.

#### 4.2 Non Commissioned Services

The **Team Around the Family** and the **Family Information Service** have been further enhanced and supported - the impact of this support will take time to be demonstrated. **Workforce Development, Training and Support** is being used in a Families First Training Programme to target Tier 1 staff who are/potentially are directly working with and supporting vulnerable families both as part of and wider than Families First Programme. This training funding has been combined with Disability training funding to deliver one Families First Training Programme. Spot purchasing of **Generic Advocacy** for 2012-13 has been made, as initially it was thought that this element would be commissioned regionally for 2013-14. Other authorities are currently at different stages of commissioning therefore Denbighshire will be looking at alternative commissioning arrangements from April 2013 onwards.

NON COMMISSIONED SERVICES	Funding 2012/2013	Funding 2013/2014
Team Around the Family (TAF)	£ 270,000	£ 300,000
Family Information Service	£ 40,000	£ 25,000
Workforce Development, Training and Support	£ 84,250	£ 74,250
Generic Advocacy (to be commissioned 2013-14)	£ 5,000	£ 25,000
<b>TOTAL</b>	<b>£ 399,250</b>	<b>£ 424,250</b>

#### 4.3 Commissioned Services

The outcome focused, strategically commissioned and family-focused approach model in Denbighshire is recognised across Wales as “leading the way”, and the Partnerships & Communities Team will be discussing Denbighshire’s Families First Model with the Welsh Government Evaluation Team who see it as a good example.

COMMISSIONED SERVICES		Funding 2012/2013	Funding 2013/2014
Service Elements	Successful Applicant		
Play (inc disability provision)	Oaktree Play (Consortium Bid) – delivering since <b>April 2012</b>	£ 117,378	£ 120,000
Income Maximisation	Welfare Rights (Consortium Bid) – delivering since <b>April 2012</b>	£ 60,000	£ 60,000
Family Resilience	BCUHB (Consortium Bid) – delivering since <b>April 2012</b>	£ 80,000	£ 80,000
Parenting	Action for Children (Consortium Bid) – delivering since <b>April 2012</b>	£ 130,000	£ 130,000
Young Carers	Action for Children (+ an additional £41,374 through CFS for 2012/13) – delivering since <b>April 2012</b>	£ 50,000	£ 50,000
Childcare Provision	Family Information Service – delivering since <b>April 2012</b>	£ 46,000	£ 46,000
Youth Support	Denbighshire Youth Support Consortium (Consortium Bid) – delivering since <b>April 2012</b>	£ 160,000	£ 160,000
Family Support	Hafan Cymru – delivering since <b>Nov 2012</b>	£ 110,000	£ 160,000

COMMISSIONED SERVICES		Funding 2012/2013	Funding 2013/2014
Disability (Funding available until April 2014)	<b>Training Programme</b> – Ysgol Tir Morfa and Ysgol Plas Brondyffryn – delivering since <b>July 2012</b>	£ 12,000	£ 23,000
	<b>Childcare Shadowing</b> – Family Information Service/Childcare – delivering since <b>July 2012</b>	£ 5,000	£ 5,000
Disability (Funding available until April 2014)	<b>Buddying Scheme</b> – CURRENTLY OUT TO TENDER ON SELL2WALES – delivery to commence <b>Feb 2013</b>	£ 20,000	£ 80,000
	<b>Home/Community Based Play Development for Disabled Children</b> – CURRENTLY ADVERTISED TO PARTNERS – delivery to commence <b>Feb 2013</b>	£ 6,000	£ 29,000
<b>TOTAL</b>		<b>£ 796,378</b>	<b>£ 943,000</b>

Denbighshire was the first authority in North Wales to commission 7 (out of 9 elements) from 1<sup>st</sup> April 2012. The Family Support element was subject to delay due to (a) the Tender not being awarded in April 2012, (b) the Families First Project Board deciding to amend the specifications, and (c) re-advertising. The Disability elements of the Programme have been subject to delay due to (a) the Tender not being awarded in April 2012, (b) the Families First Project Board making the decision to re-write the specifications, and (c) working with Denbighshire Procurement and Legal Departments to revisit the process and documentation.

From the funding awarded to Denbighshire, amounts have been paid in order to provide interim extension of Cymorth provisions until the Family Support and Disability elements were awarded.

#### 4.4 Early Stages of Programme Delivery

The Families First Programme, in its entirety, is nearly in place and the programme will soon begin to demonstrate the difference it is making for families. As the Programme embeds, contract monitoring, progress reports including evaluation, population and performance indicators, the Joint Assessment Family Framework (JAFF) within Denbighshire and regionally - based on the Common Assessment Framework (CAF), distance travelled tools, development of Regional Learning Sets, will all feed into “what difference” the programme is making to service users.

Within Denbighshire a central point of access/referral has been established through a dedicated Families First Integrated Family Support Co-ordinator (funded through Families First) who will be responsible for receiving referrals using the JAFF and identifying the most appropriate service response. In addition a fortnightly Families First Panel in which all commissioned Families First providers, TAF, Flying Start, Communities First and Genesis attend to consider the referrals received by the Integrated Family Support Co-ordinator and identify the most suitable service response. It is the intention that of 1<sup>st</sup> April 2013 they will all be required to use the

JAFF as the primary referral, assessment and planning tool for working with families supported through the Families First Programme

There has been a lot of work undertaken with the multi-agency panels (MAP) within the schools (facilitated by the secondary schools and incorporating the feeder primary schools) and agreement has been reached that referrals via the MAPs will be responded to immediately and not subject to waiting until the fortnightly panel in order to ensure every effort is made to safeguard a child/young person's place in school.

#### 4.5 **Good Practice**

In addition to being ahead of other authorities in implementing the Families First Programme, other good practice is showing results. Denbighshire is one of the first to encourage consortium working with each consortium (made up of differing partners) meeting on a regular basis to collectively discuss their area of the Families First Programme, sharing resources, arranging attendance at the Families First Referral Panel, this is also an opportunity for the Commissioning and Evaluation Officer to attend these meetings to highlight new information, monitor, and listen to any problem areas, events, or good practice. The Partnerships and Communities Team have organised several information sharing events where all providers have met and shared information on their service with their FF colleagues. These events were arranged at the providers' request, and have been warmly welcomed. A Family First Family Day has been arranged for Thursday 28 March 2013 at Rhyl Town Hall for service user families. The Families First Training Programme (*See example as Appendix 1*) is funded via the Workforce Development, Training and Support element together with the Disability Training element. Training topics were identified as top priority by service providers for the first few months of implementation of the Families First Programme, these included Outcome Star (a distance travelled by service users tool), RBA (Results Based Accountability – what difference did we make?), Motivational Interviewing (for people who are working with clients where there is ambivalence and resistance to change, in particular behavioural change), Introduction to Communication for People working with Children and Young People with Disabilities/ASD (Autistic Spectrum Disorder).

#### 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 risks are there and is there anything we can do to reduce them?**

- 6.1 **Timetable slippage** – The re-tendering of the Family Support and Disability Elements have had an impact on delivery of the entire programme. The Project Board's decision to re-tender was after consideration of several alternatives brought via an Exceptions Report. All elements will be in place by February 2013

**Contact Officer:**

Commissioning and Evaluation Officer

Tel No: 01824 706283





Sir Ddinbych / Denbighshire  
Families First Training: January/February/March 2013

Training	Date / Time	Venue
<p><b>Objects of Reference for Parents / Carers / Professionals</b> This course would be relevant for parents and professionals who are in contact with a young person with complex and profound difficulties. The course will be based upon a simple method of communicating at a number of levels involving an actual object that the child uses in an activity, indicating choices, perhaps through eye pointing or reaching and making stories more relevant and interesting. This need not be limited to objects, but could include sounds, smells and tactile sensory experiences.</p>	<p>Monday 14 January. Half Day session.  09.15 hrs – 12.15 hrs</p>	<p>Training Room, Ysgol Tir Morfa, Derwen Road, Rhyl, LL18 2RN</p>
<p><b>PECS Awareness for Parents / Carers / Professionals</b> The Picture Exchange Communication System teaches people with ASD and other communication deficits to initiate communication. PECS is designed to teach functional communication with an initial focus on spontaneity, using picture symbols to encourage individuals to communicate their wants and needs by exchanging the symbol with another person. This course will support parents and professionals to develop their communication with young people.</p>	<p>Thursday 31 January. 09.30 hrs – 16.00 hrs</p>	<p>Ysgol Plas Brondyffryn Primary site, Tyn Fron, Rhyl Road, Denbigh, LL16 3DP</p>
<p><b>Epilepsy Awareness</b> This course is suitable for all professionals who work with young people with Epilepsy. The course will provide information on Epilepsy and how to identify, observe and record a variety of seizures. <b>Please note this course is not client specific.</b></p>	<p>Thursday 7 February. Half Day session.  09.30 hrs – 12.00 hrs</p>	<p>Meeting Room, Ysgol Tir Morfa, Derwen Road, Rhyl, LL18 2RN</p>
<p><b>Raising Welsh Awareness (All Families First Service provider elements should have one representative attend please)</b> The course aims to identify the use of the Welsh Language and what this means in our work with Service Users through the consideration of the demography of Welsh, the historical roots of Welsh and current language use patterns, Welsh language policy in the context of care and dignity.</p>	<p>Wednesday 13 February 10.00 hrs – 15.00 hrs</p>	<p>Y Glannau, Morfa Hall, Bath Street, Rhyl, LL18 1SY</p>
<p><b>Timian</b> Timian training is for professionals who work with young people with challenging behaviours. The course is provided over three days, through theory and practice, covering definitions of behaviour, perceptions and causes of behaviour, non aversive strategies to manage behaviour, physical restraint and describing and recording behaviour.</p>	<p>Monday 18 / Tuesday 19 and Wednesday 20 February. Three day course. 09.30 hrs – 16.00 hrs daily</p>	<p>Meeting Room, Ysgol Tir Morfa, Derwen Road, Rhyl, LL18 2RN</p>
<p><b>Results Based Accountability (RBA)</b></p>	<p>Wednesday 20</p>	<p>Meeting Room 1,</p>

<p>The course aims to provide the context to outcome focussed planning and performance management, giving an overview of RBA, and understanding its potential for improving outcomes for people in Denbighshire.</p>	<p>February 09.30 hrs – 15.30 hrs</p>	<p>(Conference Room) Council Offices, 64 Brighton Road, Rhyl, LL18 3HN</p>
<p><b>Applied Suicide Intervention Skills (ASIST)</b> Vale of Clwyd Mind, in conjunction with Positive Choices, offers Applied Suicide Intervention Skills training; this is <b>2 day</b> workshop that offers intensive training for frontline workers and community members. <b>This is an external course: closing date for applications is: Monday 11 February</b></p>	<p>Thursday 21 and Friday 22 February. Times to be confirmed by provider.</p>	<p>Wrexham Football Club.</p>
<p><b>Multi Agency Training – Introduction to Domestic Abuse</b> This one day training events aim to identify the wide range of behaviours involved in domestic abuse and a common definition; learn to recognise different attitudes and myths in relation to domestic abuse and individual and organisational responses. Explore barriers to seeking help and strategies to reduce them, understand the relationship between the abuse of adults and that of children, and understand how people of all ages are affected by domestic abuse.  The day includes interactive training elements to explore the issues surrounding domestic abuse and a full set of associated hand outs for the day is included.</p>	<p>Wednesday 27 February. 09.30 hrs – 16.30 hrs</p>	<p>Meeting Room 1, (Conference Room) Council Offices, 64 Brighton Road, Rhyl, LL18 3HN</p>
<p><b>Outcomes Star</b> Introduction to the Star, to outcomes, development and purpose for this distance travelled tool. Guidance for using the Star, completing Star Charts, and learning how the journey of change can help inform intervention.</p>	<p>Thursday 7 March 09.30 hrs – 16.30 hrs</p>	<p>Y Glannau, Morfa Hall, Bath Street, Rhyl, LL18 1SY</p>
<p><b>Introduction to Communication for People working with Children and Young People with ASD</b> Introduction to communication in particular a “light touch” on Elklan, speech and language support for communicating with children and young people with ASD.</p>	<p>Friday 15 March Time to be confirmed (Half Day session)</p>	<p>Ysgol Plas Brondyffryn Primary site, Tyn Fron, Rhyl Road, Denbigh, LL16 3DP</p>
<p><b>Applied Suicide Interventions Skills (ASIST)</b> Vale of Clwyd Mind, in conjunction with Positive Choices, offers Applied Suicide Intervention Skills training; this is <b>2 day</b> workshop that offers intensive training for frontline workers and community members. <b>This is an external course: closing date for applications is: Monday 21 March</b></p>	<p>Thursday 21 and Friday 22 March. Times to be confirmed by provider.</p>	<p>The Interchange, Old Colwyn</p>
<p><b>In the Pipeline.....</b></p> <ul style="list-style-type: none"> <li>• Elklan for Practitioners (April)</li> <li>• How to Write and Support Individual Behaviour Plans and Individual Reactive Strategies (June)</li> <li>• Boardmaker for Parents and Carers (June)</li> <li>• Augmentative Communication (July)</li> <li>• Adapted Sports (May)</li> <li>• Inclusive Play (July)</li> <li>• Makaton for Parents (June)</li> <li>• Working with Down’s Syndrome (to be confirmed)</li> <li>• Reducing Home Accidents in Early years: Effective interventions</li> <li>• Reducing Accidents in Early Years Childcare Settings</li> </ul>		

- Mindfulness
- Alcohol and Substance Misuse / Awareness

### **Additional Information / Additional Information / Additional Information / Additional Information**

We will endeavour to promote any training courses / facilities that are brought to our notice, which can be extended to our service providers. Currently the information below is available. If you are interested in this training, please contact the providers directly. Thank you.

**Invitation from Probation and North Wales Police to receive free MAPPA Awareness Training.** MAPPA provides statutory Multi Agency Public Protection Arrangements to help to reduce the re-offending behaviour of sexual and violent offenders in order to protect the public, including previous victims, from serious harm. The aims and objectives of the awareness training are below. The session is facilitated by Mrs Carolyn Clark [Probation MAPPA coordinator] and DC Wendy-Jenks-Gilbert [North Wales Police ] and requires approx 2 ½ - 3 hrs to complete. Carolyn and Wendy and are keen to reach as wider audience as possible and are extremely flexible in terms of numbers attending and when and where the training is delivered; however a figure of between 20 and 30 delegates per session would be best. There are no specific dates set; if you are interested in attending, **please contact Wendy or Carolyn directly. Wendy: 01492 804194 Carolyn: 01745 588649**

### **Making Information Easy to Read and Understand, Level 2 - 5 February 2013 – Llandudno**

This course will help you develop your skills in making written and printed information more accessible for people with learning disabilities. You will learn how to apply your skills to more complex documents. This course will include a recap on the principles of making information easy to read and understand and then take delegates on to look at how they can develop and improve their skills.

For further information contact: **Email: [training@learningdisabilitywales.org.uk](mailto:training@learningdisabilitywales.org.uk), or telephone 029 2068 1174.**

### **TuneUp (Vale of Clwyd Mind Training in conjunction with Positive Choices)**

TuneUp is designed as a 'refresher' course for people who have already completed ASIST. TuneUp strives to review the key concepts and skills that participants learned in ASIST, including examining attitudes to suicide, reviewing risk, making safe plans and the use of the Suicide Intervention Model. TuneUp also provides participants an opportunity to reflect on their experiences of using the ASIST model, share this with other ASIST-trained community members and reacquaint themselves with resources and networks available to them. TuneUp is a half-day course that is open to anyone who has completed the ASIST workshop. The cost of the course is £54 and includes all training, materials and refreshments.

**Monday 11th February – 9am – 12pm – Eirianfa Community Centre, Denbigh**

**Tuesday 12th March – 9am – 12pm – Wellington Rd Community Centre, Rhyl**

***Please note that we are able to offer subsidised places, in-house courses and group discounts. For costs, enquiries and bookings please phone or email Julie Pierce (Mon – Thurs) on:- Mobile – 07775873342, Office – 01745 814699, Email – [juliepierce93@gmail.com](mailto:juliepierce93@gmail.com)***

**Brief Intervention for Smoking Cessation:** Stop Smoking Wales is pleased to offer a **free**, one-day brief intervention training course – a method of discussing smoking and quitting in a positive, non confrontational way to encourage smokers to think about giving up and enabling them to access specialist support when they are ready. This is suitable for all professionals who come into contact with smokers on a regular basis. The course is free.

**How to book a place:** Course dates and locations for June – September 2012 are listed below; if you would like any further information or have any queries, please contact Stop Smoking Wales on [stop.smoking@wales.nhs.uk](mailto:stop.smoking@wales.nhs.uk)

**28 January, Training Room 1, Abergele Hospital, Llanfair Road, Abergele, Conwy LL22 8DP**

**4 February, Seminar Room 1, The Quay Health Clinic, Fron Road, Connah's Quay, Deeside, Flintshire CH5 4PJ**

**21 March, Directorate Meeting Room, Bodfan Eryri Hospital, Caernarfon, Gwynedd, LL55 2YE**

Please note contents of the document are subject to change.

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**Report to:** Partnerships Scrutiny Committee

**Date of Meeting:** 31 January 2013

**Report Author:** Scrutiny Coordinator

**Title:** Scrutiny Work Programme

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**1. What is the report about?**

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

**2. What is the reason for making this report?**

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

**3. What are the recommendations?**

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

**4. Report details.**

4.1 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. 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 meet again on 24 January

2013. 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 on 31 January.

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

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

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

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

**8. What consultations have been carried out?**

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

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

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

**10. Power to make the decision**

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

**Contact Officer:**

Scrutiny Coordinator

Tel No: (01824) 712554

Email: [dcc\\_admin@denbighshire.gov.uk](mailto:dcc_admin@denbighshire.gov.uk)

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**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
14 March	1	Local Primary Mental Health Support Services	To monitor the implementation of the new Joint Scheme for the Provision of Local Primary Mental Health Support Services, the Service's effectiveness, usage levels and associated costs	Early identification of any shortcomings with the Scheme, resource or/and financial pressures will assist partners and the Council to mitigate any risks, improve the Scheme and outcomes for users, and potentially reduce the need for secondary mental health services in future	Sally Ellis and BCU	July 2012
	2	Regional Collaboration on Economic Development	To monitor the progress achieved with the establishment of a North Wales Economic Ambition Board and the development of an economic ambition strategy for the region	A confident and outward looking region which has a diverse high quality economy which provides a broad range of quality sustainable employment opportunities for residents and improves their lives	Mark Dixon	July 2012
	3	Capacity of the Protection of Vulnerable Adults Unit	To consider the capacity of the structure for Protection of Vulnerable Adults to deal with a potential increase in referrals	Identification of any shortfall/gaps in the Council's capacity to safeguard vulnerable adults and the formulation of recommendations to address any shortfalls and mitigate risks to all concerned	Nerys Tompsett	October 2012
	4	The cost of residential care to the Council	To detail the overall costs of residential care to the Council and the estimated costs going forward	Coordinated planning of residential costs with partner organisations for the future to assist the Council's financial planning with ever diminishing	Phil Gilroy/Anne Hughes-Jones	April 2012

Meeting	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
			resources		
25 April	1 Flood Risk Areas within Denbighshire (follow-up report to the one presented in June 2011)  Representative from Natural Resources Wales to be invited	Information on all areas within the County which are at risk from any type of flooding incidents and the plans in place to address the identified risks	Assurances that action has been taken or plans are in place to mitigate the risk of flooding to the identified communities and development of robust contingency plans	Wayne Hope	June 2011 (Transferred from Communities Scrutiny Committee July 2012)
	2 Denbighshire Flooding Incidents November 2012	To consider the findings of the inquiries into the flooding incidents in St. Asaph and Ruthin and the associated recommendations	To ensure that, where appropriate, the Council and other agencies have taken the necessary measures to reduce the likelihood of similar incidents in future.	Rebecca Maxwell/Sally Ellis/ Hywyn Williams /Relevant Heads of Service	December 2012
June	1 New Work Connections	To monitor progress and performance in delivering the New Work Connections project from the perspective of positive sustainable outcomes for Denbighshire residents and from the Council's perspective as project lead sponsor	(i) Improved long term employment prospects for local residents who acquire new skills and qualifications via the project. This in turn will assist the local economy and reduce poverty, deprivation and dependency on state benefits and council services. (ii) Assurances that grant funding conditions are met will mitigate the risk of financial clawback by WEFO	Melanie Evans	July 2012
	2 BIG Plan: Performance Update	To consider the Joint Local Service Board's (LSB)	(i) an evaluation of the effectiveness of the Joint LSB's	Emma Horan	December 2012

Meeting	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
		performance in delivering its integrated strategic plan	performance in delivering its plan; (ii) identification of areas of weakness/slippages and measures to address them to improve outcomes for local residents		
	3 Regional Commissioning Hub for high cost low volume placements	(i) Detail the progress to date with the establishment and running of the hub and the benefits realised to date from its establishment; and (ii) details of the scoping exercise on high cost dementia placements	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	Vicky Poole	December 2012
	4 Potential for Collaborative Domiciliary Care provision with respect to rural areas of the county	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	The delivery of better quality services to residents in a more effective and efficient manner	Phil Gilroy/Anne Hughes-Jones	April 2012 (rescheduled Dec 2012)
June/July <i>[possible 6 monthly meeting with BCUHB]</i>					
September/October	1 Higher Education in North East Wales	To provide an update of the progress made and recent	Monitoring of the provision of higher education in North East	Mark Dixon / Professor	September 2012

Meeting	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
	(For September/October 2013) <b>[Education]</b>	developments following the Review of Higher Education in North Wales	Wales and the progress made following the Review, particularly in relation to work undertaken with local businesses (e.g. apprenticeships) and the impact on the local economy.	Michael Scott	
	2 North East Wales Hub Food Waste Project	To monitor the progress of the project in constructing the facility and working towards full service delivery.	Identification of any slippages or risks with the Project's development and establishment	Jim Espley	September 2012
	3 Community Safety Partnership <b>[Crime and Disorder Scrutiny]</b>	To detail the Partnership's achievement in delivering its 2012/13 action plan and its progress to date in delivering its action plan for 2013/14	Effective monitoring of the CSP's delivery of its action plan for 2012/13 and its progress to date in delivering its plan for 2013/14 will ensure that the CSP delivers the services which the Council and local residents require	Siân Taylor	September 2012

**Future Issues**

Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
<i>(Potential Issue) Standards of care delivered by care agencies contracted by DCC  Chair meeting with the Head of Adult Services and the Contract Manager to discuss how this should be taken forward prior to allocation</i>	<i>To scrutinise the standards of care delivered by external care agencies contracted to deliver care on DCC's behalf. Representatives of care agencies to be invited to attend the discussion.</i>	<i>To ensure that all care agencies engaged by the Council to deliver care services to citizens on its behalf deliver services that are of a consistently high standard</i>	<i>Phil Gilroy</i>	<i>November 2012</i>

<i>Update following conclusion of inquiry undertaken by the National Crime Agency in to historic abuse in North Wales Children's' Care Homes</i>	<i>To update the Committee of the outcome of the National Crime Agency (NCA) investigation in to the abuse of children in the care of the former Clwyd County Council, and to determine whether any procedures require revision.</i>	<i>Determination of whether any of the Council's safeguarding policies and procedures need to be revised in light of the NCA's findings</i>	<i>Sally Ellis</i>	<i>November 2012</i>

**Future Issues for Joint Scrutiny**

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

**For future years**

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**Information/Consultation Reports**

<b>Information / Consultation</b>	<b>Item (description / title)</b>	<b>Purpose of report</b>	<b>Author</b>	<b>Date Entered</b>
Information (April 2013)	Programme and Project Boards	To outline the composition and membership of all Programme and Project Boards which the Council host or participate in, their funding structures, their membership and the elements of all Plans and Strategies which they are charged with delivering	Alan Smith	December 2012

16/01/13 - RhE

**Note for officers – Committee Report Deadlines**

<b>Meeting</b>	<b>Deadline</b>	<b>Meeting</b>	<b>Deadline</b>	<b>Meeting</b>	<b>Deadline</b>
14 March	<b>28 February</b>	25 April	<b>11 April</b>		

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Cabinet Forward Work Plan

Appendix 2

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
19 February	1	Financial Update Report			Cllr Julian Thompson-Hill / Paul McGrady
	2	Annual Report on the Housing Revenue Account / Housing Rent Increases			Cllr Hugh Irving / Peter McHugh
	3	BCU response to the consultation on “Healthcare in North Wales is changing”			Cllr Bobby Feeley / Sally Ellis
	4	Communications Strategy			Cllrs Hugh Irving & Huw Jones / Jamie Groves / Gareth Watson
	5	The North Denbighshire Day Services Review			Cllr Bobby Feeley / Phil Gilroy
	6	Carers’ Strategy			Cllr Bobby Feeley / Phil Gilroy
	7	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet’s attention.	Tbc	Scrutiny Coordinator
	8	Etape Cymru Cycling Event 2013			Cllrs Huw Jones and David Smith / Jamie Groves

Cabinet Forward Work Plan

<b>Meeting</b>	<b>Item (description / title)</b>		<b>Purpose of report</b>	<b>Cabinet Decision required (yes/no)</b>	<b>Author – Lead member and contact officer</b>
<b>19 March</b>	1	Financial Update Report			Cllr Julian Thompson-Hill / Paul McGrady
	2	Capital Plan	To consider the Council's Capital Plan	Yes	Cllr Julian Thompson-Hill / Paul McGrady
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	tbc	Scrutiny Coordinator
<b>16 April</b>	1	Financial Update Report			Cllr Julian Thompson-Hill / Paul McGrady
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	tbc	Scrutiny Coordinator
<b>14 May</b>	1	Financial Update Report			Cllr Julian Thompson-Hill / Paul McGrady
	2	Ruthin Schools Review			Cllr Eryl Williams / Jackie Walley
	3	Cefndy Healthcare: Future Direction & Impact of Potential loss of DWP funding	To consider options in light of risks from loss of DWP funding & need to maintain employment for vulnerable & disabled people		Cllr Bobby Feeley / Phil Gilroy / Deborah Holmes-Langstone
	4	Outsourcing ICT Services to Schools	To give an overview of the tendering process, evaluation	Yes	Cllr Eryl Williams / Jackie Walley /



Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
			and scoring and request the final decision from Cabinet.		Stephanie O'Donnell
	5	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
<b>June</b>	1	Follow-up report on Outsourcing ICT Services to Schools	Possible follow-up report with additional information on the tendering process, evaluation and scoring and request the final decision from Cabinet.	Yes	Cllr Eryl Williams / Jackie Walley / Stephanie O'Donnell

Note for officers – Cabinet Report Deadlines

Meeting	Deadline	Meeting	Deadline	Meeting	Deadline
<i>February</i>	<b>5 February</b>	<i>March</i>	<b>5 March</b>		

Updated 18/1/2013

Cabinet Forward Work Programme.doc

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## Progress with Committee Resolutions

Date of Meeting	Item number and title	Resolution	Progress
20 December 2012	5. BIG Plan Performance Update	<p><b>RESOLVED</b> – that the Committee:-</p> <p>(a) receive and note the contents of the report;</p> <p>(b) agrees that a further progress report be presented to the Committee in six months time, and</p> <p>(c) receives a report from the Head of Business, Planning and Performance outlining the composition and membership of all Programme and Project Boards which the Council host or participate in, their funding structures, membership and the elements of all Plans and Strategies which they are charged with delivering.</p>	Information report scheduled into the Committee's forward work programme and will be available in April 2013
	6. Regional Commissioning Hub for High Cost Low Volume Placements	<p><b>RESOLVED</b> – that the Committee:-</p> <p>(a) receives and notes the contents of the report.</p> <p>(b) agrees that a further report on the progress of the North Wales Commissioning Hub, including details of the scoping of high cost dementia placements, be included in the forward work programme for submission in six months, and</p> <p>(c) requests a report on the cost for Residential Care provision be included in the forward work programme</p>	<p>See Appendix 1 – report scheduled into the Committee's forward work programme for June 2013</p> <p>Report provisionally scheduled into the Committee's forward work programme for March 2013</p>

