



To: Members of the Partnerships
Scrutiny Committee

Date: 8 March 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, 14 MARCH 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 - 14)

To receive the minutes of the Partnerships Scrutiny Committee held on Thursday, the 31st January, 2013 (copy enclosed).

5 CAPACITY OF ADULT SAFEGUARDING SERVICES (Pages 15 - 30)

To consider a report by the Head of Adult and Business Services (copy attached) which provided an update on the capacity of the Adult Safeguarding Service to deal with a potential increase in referrals.

9.35 a.m.

6 RESIDENTIAL CARE FEES 2013/14 (Pages 31 - 38)

To consider a report by the Business Service Manager (copy attached) which provided an update of the Regional Care Home Fee Setting Methodology and the impact on costs to the Authority.

10.10 a.m.

Comfort Break

7 SCRUTINY WORK PROGRAMME (Pages 39 - 64)

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.

10.55 a.m.

8 FEEDBACK FROM COMMITTEE REPRESENTATIVES

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

11.10 a.m.

9 PROPOSED EMERGENCY REGIONAL PLANNING SERVICE (Pages 65 - 106)

To receive a report by the Corporate Director: Economic and Community Ambition (copy attached) to consider and offer observations on the full business case for a regional emergency planning service prior to its submission to Cabinet with a view to ensuring that the proposed regional service will provide the required level of service for the Council and the County's residents.

11.20 a.m.

PART 2 - CONFIDENTIAL ITEMS

It is recommended in accordance with Section 100A (4) of the Local Government Act 1972 that the Press and Public be excluded from the meeting during consideration of the following item(s) of business because it is likely that exempt information (as defined in paragraphs 14 and 15 of Part 4 of Schedule 12A of the Act) would be disclosed.

10 TRANSFORMING TRANSPORT - REGIONAL PASSENGER TRANSPORT COLLABORATION PROJECT (Pages 107 - 168)

To receive a report by the Corporate Director: Economic, Community and Ambition (copy attached) to consider and offer observations on the outline business case for the creation of a regional passenger transport team prior to Cabinet considering the merits of whether the Council should proceed to participate in the proposed regional service.

11.55 a.m.

MEMBERSHIP

Councillors

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

Margaret McCarroll
Dewi Owens
Merfyn Parry
Bill Tasker
Huw Williams

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PARTNERSHIPS SCRUTINY COMMITTEE

Minutes of a meeting of the Partnerships Scrutiny Committee held in County Hall, Ruthin on Thursday, 31 January 2013 at 9.30 am.

PRESENT

Councillors Joan Butterfield, Meirick Davies, Alice Jones (Vice-Chair), Pat Jones, Margaret McCarroll, Dewi Owens, Merfyn Parry, Bill Tasker, Huw Williams and and Co-opted Members C. Burgess, G. Greenland, D. Houghton, N. Lewis and Dr D. Marjoram. Councillors J.R. Bartley, W.M. Mullen-James, D. Simmonds, E.W. Williams attended as Observers.

ALSO PRESENT

Corporate Director: Modernising and Wellbeing (SE), Head of Legal and Democratic Services (GW), Head of Education (KE), Head of Business, Planning and Performance (AS), Head of Adult and Business Services (PG), Commissioning and Evaluation Officer (JJH), Commissioning Officer (CW), Service Manager: Business and Carers (AHJ), Primary and Community Programme Services Manager (JE) and Carers Co-ordinator (AD) BCU Representatives, Scrutiny Coordinator (RE) and Administrative Officer (CIW).

1 APOLOGIES

Apologies for absence were received from Councillors Brian Blakeley and Ann Davies

In the absence of the Chair, Councillor B. Blakeley, the Vice Chair, Councillor E.A. Jones took the Chair for the meeting.

The Chair and Members of the Committee wished Councillors B. Blakeley and J.A. Davies a speedy recovery following their recent illness.

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 Special Partnerships Scrutiny Committee held on Thursday, 29th November, 2012 were submitted.

Matters arising:-

5. Update on Locality Working in Denbighshire, Dashboard Length of Stay – At the request of the Chair, the Corporate Director: Modernising and Wellbeing (CD:MW) agreed that further background information, including current and previous figures, with regard to the length of stay could be provided in respect of this issue.

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

(ii) The Minutes of a meeting of the Partnerships Scrutiny Committee held on Thursday, 20th December, 2012 were submitted.

Matters arising:-

5. BIG PLAN Performance Update – In reply to questions from the Chair, the Scrutiny Coordinator explained that issues raised pertaining to the take up of free school meals had been addressed in the Information Brief. She also confirmed that the Information Brief provided an update on the work being undertaken by the Rhyl Outreach Project with regard to alcohol related anti-social behaviour problems in town centres and other area in the County. Arising from the information received Councillor J. Butterfield felt it would be useful if a meeting could be facilitated with representatives from the Rhyl Outreach Project to discuss their work, achievements to date and any barriers to further improvement in this field. Consequently, the Committee nominated Councillor Butterfield to meet with Outreach representatives on the Committee's behalf and report back to the Committee in due course.

In reply to concerns raised by Councillor M.LI. Davies, it was agreed that the Scrutiny Coordinator pursue, with the relevant officer, the concerns expressed regarding the problems being experienced in Morley Road car park.

The CD:MW informed the Committee that there would be a formal launch of the North Wales Commissioning Hub on the 28th February, 2013. Members agreed that it was important that the Chair of the Council was also invited to attend such events in addition to the Chair of the relevant Committee and the Council Leader.

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

5 REGIONAL SCHOOL EFFECTIVENESS AND INCLUSION SERVICE

A copy of a report by the Head of Education, which detailed the progress with the establishment and running of the Regional School Effectiveness and Improvement Service (RSEIS), and the benefits realised from its establishment, had been circulated with the papers for the meeting.

The Head of Education (HE) introduced the report and explained that Cabinet had, in February 2012, approved the Full Business Case 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 could be commissioned by schools and Local Authorities. A copy of the report to Cabinet had been included as Appendix 1, with a copy of the full business case as Appendix 2.

The current total cost of delivering the existing statutory and advisory in-scope school improvement functions across the six North Wales Local Authorities had been outlined for Members. A potential all regional saving of £882k had been identified which could be re-invested in Education, or released as a cashable saving, depending on the needs of each Local Authority.

Members were informed that Gwynedd had been appointed as the Host Authority for the RSEIS. The Head of Legal and Democratic Services (HLDS) summarised the legal arrangements introduced to ensure a clear line of accountability to manage the Service and provided details pertaining to the establishment of a Joint Committee, outlining its remit and composition. He outlined the purpose of the Inter Authority Agreement which formalised the arrangements between the respective Authorities and set out clear parameters and boundaries.

Councillor E.W. Williams referred to views expressed by the Minister regarding timescales and emphasised that standards were more important than structures and that Denbighshire had set a good example as an Education Authority.

In response to concerns expressed that the high standards set and achieved by Denbighshire should not be constricted by the establishment of the RSEIS, the HE referred to the challenges and benefits arising from its introduction and provided an assurance that the standards and levels achieved in Denbighshire would not be impeded. She confirmed that the process would be monitored attentively and that the close working relationship and links which had been developed with Headteachers would continue. Concern was also expressed regarding the possible comparisons which could be made between the respective Authorities, particularly with regard to budgetary provision and standards, and the importance of accepting that some Authorities would want to maintain their current high standards and expectations. Councillor E.W. Williams explained that establishment of the RSEIS would increase capacity to cover a wider sphere of the School Improvement Programme and ensure a vast enhancement in education provision.

The HE agreed that further information would be supplied regarding Member input to a review being undertaken by Robert Hill. She explained that roles and functions would be transferred from local authorities with staff redeployed, together with the respective budgets, following the establishment of the RSEIS. The HLDS confirmed that the Partnership Scrutiny Committee would scrutinise partnership working and he explained that the Local Government Wales Measure had introduced the concept of joint scrutiny which could be adopted to monitor the RSEIS. The HE informed Members that Estyn would monitor the process and reference was made to the consortium working inspection and Local Authority involvement in Inspections. The Scrutiny Coordinator referred to the possible

availability of funding from the Welsh Government to undertake the groundwork required to establish joint scrutiny arrangements for projects such as the regional education service.

The HE responded to concerns expressed and provided an assurance that the standards set by Denbighshire would be maintained and progressed. She confirmed that a user group had been established which afforded Headteachers and School Governors the opportunity to meet with senior officers from RSEIS. The HE also highlighted the importance of the Standards of Attainment Report, presented annually to scrutiny, which sought improved outcomes for children. In reply to concerns regarding the timescales involved and the need to ensure that members of staff were afforded adequate time to adapt to any changes, Councillor E.W. Williams felt that such concerns could be conveyed to the respective Minister. Following further discussion, it was:-

RESOLVED –

- (a) to receive the report and note the progress achieved to date in establishing the new service, and*
- (b) that a further report be submitted in January, 2014 on the progress achieved with Service's establishment, problems or barriers encountered, and achievements to date.*

6 NORTH WALES CARERS INFORMATION AND CONSULTATION STRATEGY

A copy of a report by the Head of Adult and Business Services had been circulated with the papers for the meeting.

The report detailed the implementation of the new Carers Strategies (Wales) Measure 2010, the Carers Measure, as set out in the North Wales Carers Information and Consultation Strategy 2012 – 2015, and included an information note on the 24 hour support line for Carers in Denbighshire.

In accordance with the requirements of the Carers Measure the final draft of the Regional Strategy, Appendix 1, had been approved by Welsh Government. The report outlined of how the Regional Strategy would address the requirements of the Carers Measure, and it was explained that each of the six Local Authorities in North Wales would be required to scrutinise and approve the Strategy.

Local Health Boards had been designated as the 'lead authority' in the implementation of the Carers Measure Regulations. The North Wales Carers Leads Strategic Group (NWCSLG) had been established to develop the Regional Strategy. This Group would continue to meet and act as the partnership working group to take forward the actions outlined in the Regional Strategy. BCUHB had established a Carers Strategies (Wales) Measure Project Board, which included representation from Local Authorities and the third sector, to scrutinise the work of the NWCSLG and provide advice and assurance to the Health Board.

The Welsh Government had concluded that the Regional Strategy was proactive with a good focus on outcomes and underpinned by clear thinking about what might

need to be done differently to achieve them. The Strategy had demonstrated strong partnership working between the Health Board, six Local Authorities and Third Sector organisations. Areas for improvement had been highlighted and included the need for a separate chapter on young carers, strengthening some of the Key Actions for Year 3, clarification of how the Strategy would relate to Black and Minority Ethnic communities and other groups with protected characteristics and consolidation of the mental health element of the Strategy.

The effect of the new Measure was likely to result in an increased number of Carers identified and referred on for statutory assessment by the Local Authority. The potential for an increase in referrals would be monitored to consider capacity issues and implications for future services.

The Carers Co-ordinator provided a detailed summary of the salient points and Key Actions contained within the Strategy, Appendix 1 to the report. The Chair explained that Councillor J.A. Davies had recently been reappointed Carers Champion for Denbighshire.

The following responses were provided to issues and questions raised by Members:-

- the Carers Co-ordinator outlined the existing communication links and made particular reference to the remit of the North Wales Carers Leads Strategic Group. She detailed the measures in place to help address problems experienced by young carers and confirmed that further work would be undertaken through the Strategic Group. The CD:MW outlined the work being carried out in Denbighshire Schools and Children's Services to identify young carers and ensure a higher level of awareness, and she confirmed that further work would be undertaken through the regional commissioning of services.

- with respect to the provision of respite care for service users to assist carers, the HABS explained that the method of identifying individual carers could be examined and it was agreed that an item in respect of this matter could be included on the agenda for consideration by the Carers Forum. The CD:MW referred to the measure which encouraged the identification of carers but emphasised the need for resources to meet the demand. The Carers Co-ordinator referred to the remit of the BCUHB in directing users to the Carers Needs Assessment process. She confirmed that they were aware of the problems being encountered and this issue had been highlighted to Welsh Government by Local Authorities across Wales.

- the HABS explained that the overarching assessment of people requiring care, and their respective carers, was undertaken by Social Work Teams, and he confirmed that assessments were required to be undertaken on an annual basis.

- Health Service officers recognised the excessive work loads of nursing staff in Hospitals and confirmed that Health Service Carers Champions on hospital wards would comprise of a cross-section of staff from within the Service.

- the Carers Commissioning Officer provided details pertaining to the number of carers, as identified in the 2011 census. She provided details of the training

programme for social care staff and it was agreed that a copy of the documentation outlining the services provided could be circulated to Members.

- the HABS informed the Committee that the provision of equipment and adaptation work in service users' homes was done via the Disabled Facilities Grants (DFGs) scheme.
- confirmation was provided that all staff attending training sessions would receive a comprehensive standard performance evaluation form which would be examined and assessed.
- the HABS provided details of the composition of the Community Care Care Panel and the process adopted regarding the assessment undertaken by the respective Social Worker.
- In response to concerns raised by members regarding the need to ensure that patients discharged from hospital were accompanied by an adequate care plan, the Carers Co-ordinator explained that discharge planning would be an important element of the establishment of a formal referral pathway through the health journey and this was part of the strategy currently being introduced to improve the process. In reply to a suggestion that patients should not be discharged until they were subject to a care plan, the CD:MW explained that patients should have a discharge plan, which would encompass a care plan, and the proposed improvement of the strategy would ensure that the process would be more robust. The Committee agreed that the concerns expressed that adequate care plans were not always in place be noted, and that the HABS liaise with colleagues in the Health Service to examine possible ways of addressing the issues and concern raised by Members.

The HABS drew Members' attention to the information note which responded to a query regarding a 24 hour support line for Carers in Denbighshire. The Adult Social Care Services commission carer support services with six local third sector organisations which primarily provide information and one to one support to Carers, these included NEWCIS, Alzheimers Society and Hafal. The principal 24 hour call line for Wales was Community Advice and Listening Line (C.A.L.L.), together with, the Wales Dementia Helpline. Details of the services had been included in the Denbighshire Carers Information Pack and it was confirmed that the development of the Regional Strategy would help in promoting the support services for Carers identified by health staff.

It was explained that the cost of running a 24 hour telephone support line would 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 the level of investment, given that there were already services available at national level. Review of the Denbighshire Carers Information Pack would commence in January, 2013 and promotion of existing call lines could be considered as part of the review. The HABS agreed that the costs pertaining to the provision of care lines could be provided to members.

During the ensuing discussion Members supported the view that recommendation 3.2 in the report be amended to read that “the Partnerships Scrutiny Committee notes the information provided with regard to 24 Carer support lines”.

RESOLVED – *that the Committee:-*

*(a) 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, and
(b) notes the information provided with regard to 24 hour Carer support line, and the services in place to meet this need for Denbighshire carers.*

7 INDEPENDENT CARE PROVISION - COMMISSIONING AND MONITORING

A copy of a report by the Head of Adult and Business Services, 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, had been circulated with the papers for the meeting.

The Head of Adult and Business Services (HABS) introduced the report which assessed the quality and value of independent social care provision for service users in Denbighshire. It detailed the balance between external and internal provision and Appendix 1 detailed the percentage of internal and external care provision.

He explained that monitoring the quality of the service provided had changed and work continued on developing and agreeing a regional process. The process followed to monitor quality in Denbighshire had been summarised in the report and all contact with providers was utilised to inform contract monitoring. The process of contract monitoring visits was outlined and it was confirmed that Domiciliary Care monitoring was now being developed. It was explained that proactive contract monitoring visits were planned to start before the end of the financial year. In response to concerns raised by Members it was explained that a new electronic system of recording Contract and quality issues had been implemented to ensure that up to date information was readily available to officers as queries were received.

Confirmation was provided by the HABS that consideration would be afforded to the opinions and choice of the Service Users. If the quality of provision standards, or CSSIW regulatory requirements, were not met partnership working to improve the quality of service provision would be implemented as specified in the Welsh Government (WG) guidance in respect of partnership working with providers.

The HABS explained that as the number of care home placements reduced, with more people choosing to remain in their homes the viability of care homes would be threatened. Home closures had impacted on the workload of the team who monitored the process and ensured safe transfers to other care homes in accordance with WG Guidance. The Reviewing Team would be developed in 2013/14 which would 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 would continue to impact on the way in which contracts were monitored. Details of the consultation process adopted and measures introduced to reduce any risks had been included in the report.

In response to concerns raised regarding the self-assessment process and the importance of ensuring robust monitoring procedures, the Service Manager: Business and Carers (SM:BC) outlined the monitoring processes adopted by Denbighshire, which sought to collate all the relevant information available to assess the level and standard of service provision provided, the examination of CSSIW reports and the action taken through the contract review process to address any identified anomalies. It was confirmed that if providers failed to meet required standards a temporary suspension would be placed on all new cases and existing service users would be reviewed to ensure that their needs were being met.

In reply to a question the SM:BC provided details of the training available for both local authority and independent sector staff. She also responded to concerns raised and explained that it was not always practicable or possible for the same carer to attend to or undertake visits to an individual service user on a regular basis. However, the SM:BC agreed that it would be useful for all councillors to be advised on how to bring any concerns they may have with respect to the quality and level of care provided to residents in their wards by individuals or care providers to officers' attention.

Following further discussion, it was:-

RESOLVED – *that the Committee:-*

- (a) subject to the above observations, receive and note the contents of the report, and*
- (b) support the Service in its partnership working with the Independent Sector Care Providers.*

8 FAMILIES FIRST

A copy of a report by the Commissioning and Evaluation Officer which provided an update on the current position in relation to the commissioned and non-commissioned elements of the Families First Programme (FFP) in Denbighshire for the 2012-2014 financial period, had been circulated with the papers for the meeting.

The Head of Business Planning and Performance (HBPP) introduced the report which provided information regarding the evaluation and monitoring of 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.

The HBPP summarised the Strategic Overview including link to Denbighshire – The Big Plan, which had been outlined in the report, and referred to the tables

provided which detailed the Non Commissioned and Commissioned Services and the respective funding comparisons for 2012/13 and 2013/14.

Denbighshire had been the first Authority in North Wales to commission 7 of the 9 elements of the Programme. Delays in respect of the Family Support and Disability elements of the Programme had been outlined in the report. The Families First Programme, in its entirety, was nearly in place and the Programme would soon demonstrate its impact for families. A central point of access/referral had been established within Denbighshire through a dedicated Families First Integrated Family Support Co-ordinator. In addition the Families First Panel would consider, on a fortnightly basis, referrals received by the Integrated Family Support Co-ordinator and identify the most suitable service response. As from April 2013 there would be a requirement to use the Joint Assessment Family Framework (JAFF) as the primary referral, assessment and planning tool for working with families supported through the FFP. Work had been undertaken with the multi-agency panels (MAP) within the schools and agreement reached that referrals via the MAPs would be responded to immediately.

The report detailed the benefits and results of implementing the FFP and the adoption of other good practice. The Families First Training Programme, Appendix 1, had been funded through the Workforce Development, Training and Support element together with the Disability Training element. Training topics had been identified as top priority by service providers for the early stages of the implementation of the FFP.

The Commissioning and Evaluation Officer (CEO) explained that the FFP was a key contributor to the Big Plan: "Outcome 4 - Vulnerable Families in Denbighshire were supported to live a life free from poverty, where they could be independent and flourish", and it was confirmed that the Project Board's decision to re-tender for the Family Support and Disability Elements, following consideration of several alternatives brought via an Exceptions Report, had created an impact on delivery of the entire programme. Members welcomed the comprehensive report which focused on integrated, commissioned services.

In response to concerns raised the HBPP outlined the reasons for adopting a formal commissioning approach and explained that there would be clear expectations and recourse for action if outcomes were not realized or achieved. He also provided confirmation that, in addition to Internal Audit Services, the Welsh Government would exercise funding controls and monitor expenditure. It was:

RESOLVED – *that the Committee:-*

- (a) subject to the above observations, receive the report and note the progress to date in the delivery of the Families First Programmed, and*
- (b) receive an update report on the delivery of the Families First Programme at its October, 2013 meeting.*

9 SCRUTINY WORK PROGRAMME

A copy of a report by the Scrutiny Coordinator seeking the Committee to review its draft Forward Work Programme (FWP) and provided an update on relevant issues had been circulated with the papers for the meeting. Attached as appendices to the report were the Cabinet's forward work programme and a table summarising recent Committee resolutions and advising Members on progress with their implementation.

The Committee considered its draft Forward Work Programme for future meetings, as detailed in Appendix 1, and the following amendments and additions were agreed:-

- an item in respect of the Regional School Effectiveness and Improvement Service be included for January, 2014, and an update report on Families First Programme be included for October, 2013.

- Members agreed that the four business items scheduled for submission to the meeting in June, 2013 be rescheduled for considered at the July, 2013 meeting.

- The Committee agreed that the meeting scheduled for June be held on Monday 10th June, 2013 at 2.00 p.m. This meeting would be the regular six monthly meeting with Health Board representatives. It was agreed that the two items deferred at the November, 2012, meeting with Health representatives - Update on Children's Services and Child and Adolescent Mental Health Services (CAMHS) (the progress achieved in addressing CAMHS assessment delays and further progress in relation to CAMHS services) – be considered at that meeting.

The Scrutiny Coordinator was requested to enquire whether a report on Prosthetics, the provision and maintenance of artificial limbs to adults and children (including information on access to the service, any delays encountered or limitations applied and complaints procedures) could be provided and discussed at that meeting.

RESOLVED – *that, subject to the above, the Committee's forward Work Programme be approved.*

Meeting ended at 12.55 p.m.

Report to:	Partnerships Scrutiny Committee
Date of Meeting:	14th March 2013
Lead Member/Officer:	Lead Member for Social Care, Adult and Children's Services/ Head of Adult and Business Services
Report Author:	Protection of Vulnerable Adults Coordinator
Title:	Capacity of Adult Safeguarding Services

1. What is the report about?

To provide an update on the capacity of the Adult Safeguarding Service to deal with a potential increase in referrals.

2. What is the reason for making this report?

To reassure Members that there is sufficient capacity with Adult Services to cope with the continued increase in Protection of Vulnerable Adult referrals.

3. What are the recommendations?

That Members consider the report, comment on its contents and acknowledge the important nature of a corporate approach to the Protection of Vulnerable Adults and the responsibility of the Council to view this as a key priority area.

4. Report details

- 4.1 Since the appointment of a full time POVA co-ordinator in September 2006 there have been significant changes to the POVA workload in general. There has been a significant increase in the number of referrals, an increasing awareness of abuse and the investigation and pursuit of alleged cases of abuse has become increasingly time-consuming and demanding.
- 4.2 As a consequence of these factors a POVA assistant post was established in June 2010, and whilst this was a welcomed addition to the service and certainly had a positive effect on the management of the POVA workload in general it became clear that this current model of working was unsustainable.
- 4.3 A task and finish group was established in May 2012 to consider options and recommend a model for the future management of adult safeguarding within Denbighshire. The group considered models of working from across Wales and parts of England, recommendations from CSSIW Inspection of Adult Protection in Denbighshire March 2010, and the recommendations from the POVA audit May 2012.

4.4 Adult Protection Activity 01/01/2012 – 01/01/2013

The attached appendices show some of the key data for protection of vulnerable adult work within Denbighshire during this period.

Appendix 1 shows the breakdown between gender and age of those referred during a twelve month period. The highest group affected by abuse were females aged over 65 which is inline with the All Wales data from 2010-2011, which also identifies that older women are the most common victims of alleged abuse. Denbighshire data from two similar time periods: January 2011/2012 and January 2012/2013, supports these findings but also shows that an increase of 4 % within this gender and age group during 2012/2013.

Appendix 2 indicates the outcome of POVA referrals during 2012 – 2013 which shows that 8% of referrals were disproved i.e. no evidence of abuse, 9% were inconclusive, 6% where abuse was proved, 6% where evidence showed abuse was likely to have taken place on balance of probability. Of these referrals 56% required no formal investigation under the POVA procedures. There are a number of reasons for this for example the vulnerable adults' choice not to take matters any further or no evidence to substantiate that the threshold had been met to proceed under POVA. However, in all cases safeguarding measures were discussed and explored with the vulnerable adult and appropriate strategies implemented to reduce further potential risks.

Appendix 3 shows where the alleged abuse has occurred. In Wales the majority of abuse occurs in the vulnerable adult's own home. During the period of 2012 -2013 in Denbighshire there is a slight increase of 4% from the previous period of alleged abuse occurring in people's own homes. There is also a decrease from 21% last year to 13% in 2012 – 2013 in alleged abuse happening in residential homes but a rise of 8% within nursing home settings.

Appendix 4 shows alleged perpetrators of abuse during 2012 – 2013. Paid carers account for 31% of alleged perpetrators – this includes 11% of residential care staff, 15% nursing care staff and 5% of domiciliary care staff. By far the largest categories were friends/acquaintances (22%) and relatives (wife, husband, daughter, and son) (26%)

4.5 Training

Denbighshire continues to provide adult protection training to in house staff and all external agencies. Corporate training combining Adult and Child Protection Awareness aimed at those who may have contact with vulnerable children or adults periodically is also on offer.

4.6 Performance Indicators

Every year local authorities provide Welsh Government with statistics for Adult Protection, which are used to produce performance indicators (PIs). For 2011 – 2012 the indicator which demonstrates the risk to adults at risk has been removed or

reduced was achieved in 87.35 % of cases. For the first three quarters of 2012 – 2013 a removal or reduction of risk has been achieved in 100% of cases. This is also an important PI for Denbighshire, as it is one of the overall PI targets selected to show how good Denbighshire is as a whole.

4.7 Developments

- Nationally, the draft Social Services and Wellbeing (Wales) Bill is currently being consulted on in the National Assembly. Within it there is proposed greater statutory responsibility on all agencies in working towards the protection of vulnerable adults in Wales and placing it on a more comparable footing to child protection.
- Locally, a task and finish group has concluded with recommendations which have been approved by the senior management team and the introduction of a new model for the management of adult safeguarding within Denbighshire. See appendix 5 flow chart & appendix 6 POVA team
- Currently the Designated Lead Manager (DLM) role is undertaken by the POVA co-ordinator and assistant. Within the new model the POVA co-ordinator will allocate POVA referrals to the relevant team manager who will then take on the DLM role and follow through the usual process of strategy discussion through to strategy meeting(s) and case conference. Throughout this process the POVA co-ordinator will have access to the progress of the case via Paris and will also be available to provide any support/guidance to individual DLMs
- The final decision in relation to the closure of a POVA case will lie with the POVA Co-ordinator - this is to ensure due process has been followed and risk assessments completed as well as ensuring all relevant information is inputted onto PARIS. The POVA Co-ordinator will retain the DLM role for cases of alleged abuse within hospital settings and for individuals within residential and nursing homes that have been placed by other authorities.
- Significant work has been carried out to ensure that accurate records are kept on Paris in relation to POVA work, which will enable relevant reports to be created to inform ongoing developments.

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

The POVA service directly contributes to the priority 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?**

The service is already featured within existing budgets.

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

See Appendix 7 attached

8. What consultations have been carried out?

The Task & Finish Group included staff who are directly involved in the POVA process.

9. Chief Finance Officer Statement

There are no financial implications arising directly from this report.

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

The new model shares out the DLM role thus providing greater capacity to manage the ongoing POVA workload. One of the biggest challenges will be to ensure a consistent approach throughout the POVA process, and to this end the POVA Co-ordinator will have a pivotal role in monitoring progress and ensuring an overview of the whole safeguarding process.

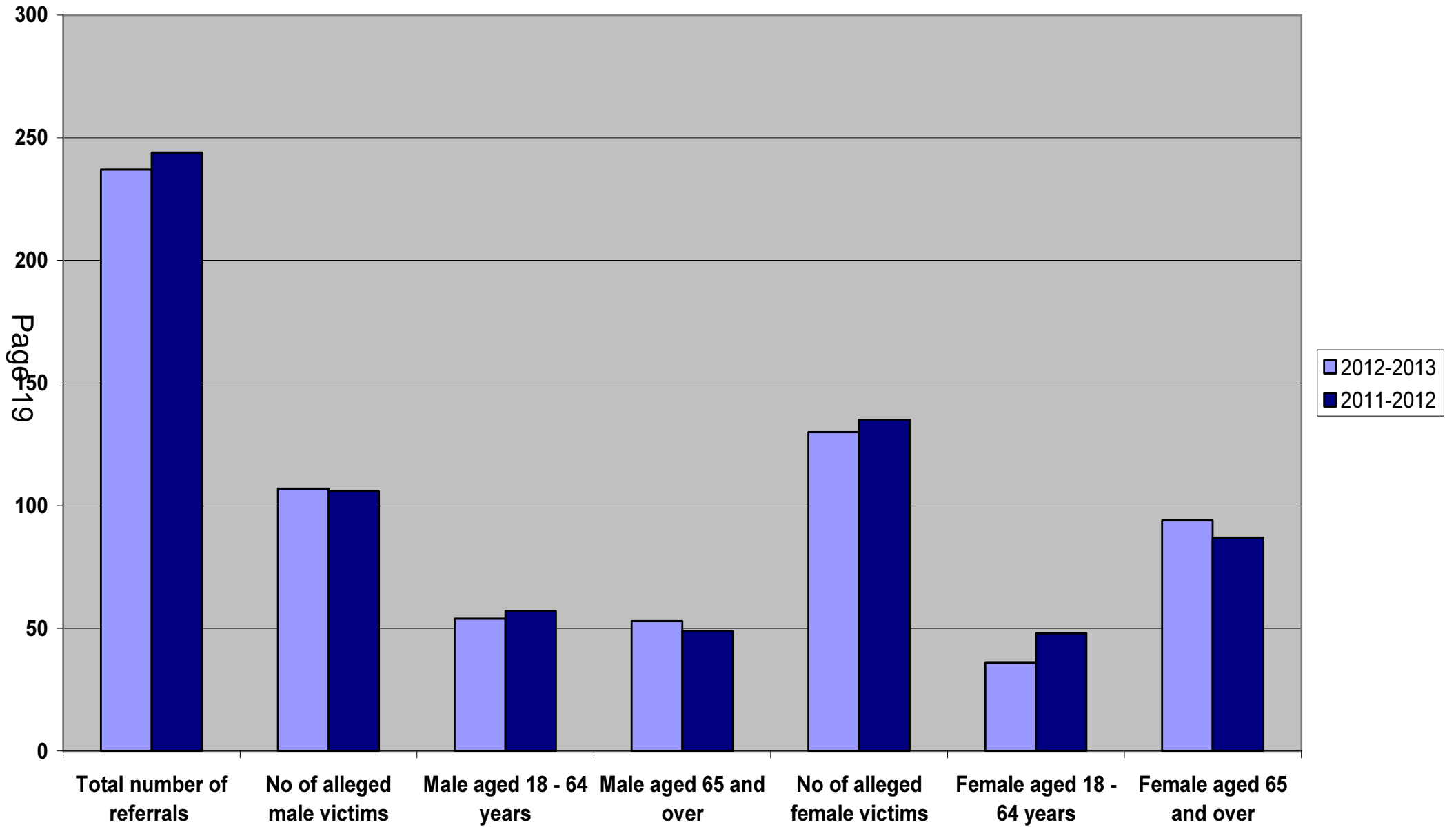
11. Power to make the Decision

Arrangements for managing the protection of vulnerable adults are set out in *In Safe Hands (2000)*, a guidance document from Welsh Government. This places duties on Local Authorities and relevant partners to investigate and monitor adult protection issues.

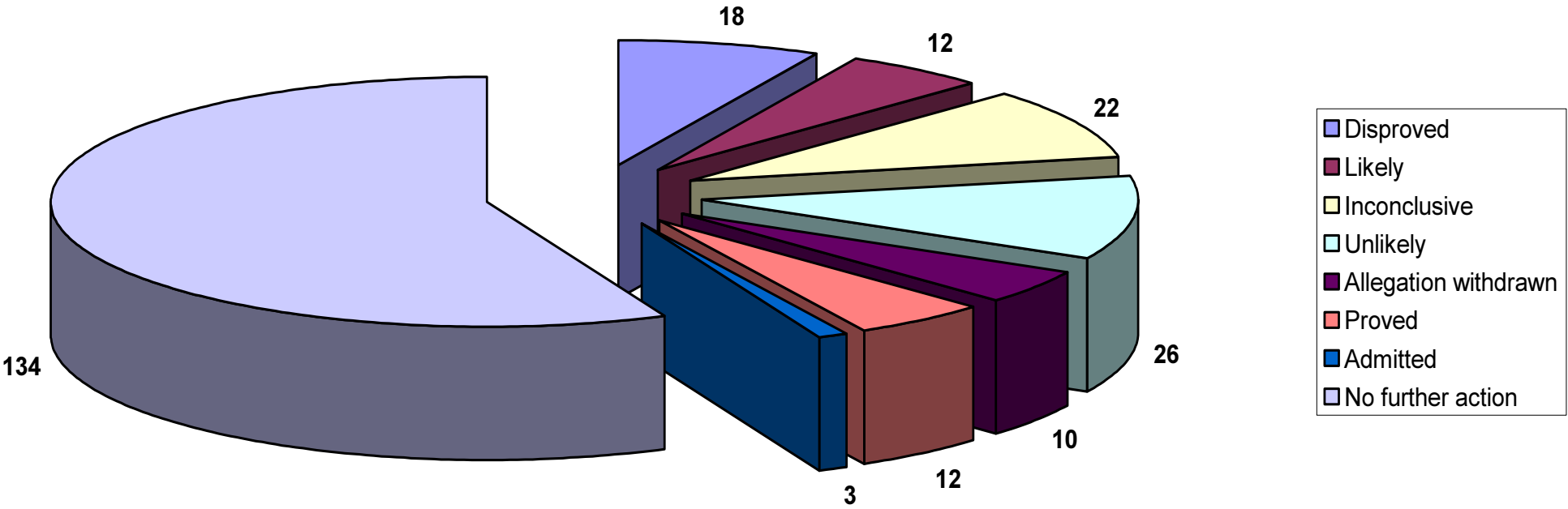
Article 6.3.4(b) of the Council's Constitution stipulates scrutiny's role with respect to the performance of Council Services.

Contact Officer:
POVA Coordinator
Tel: 01824-706675

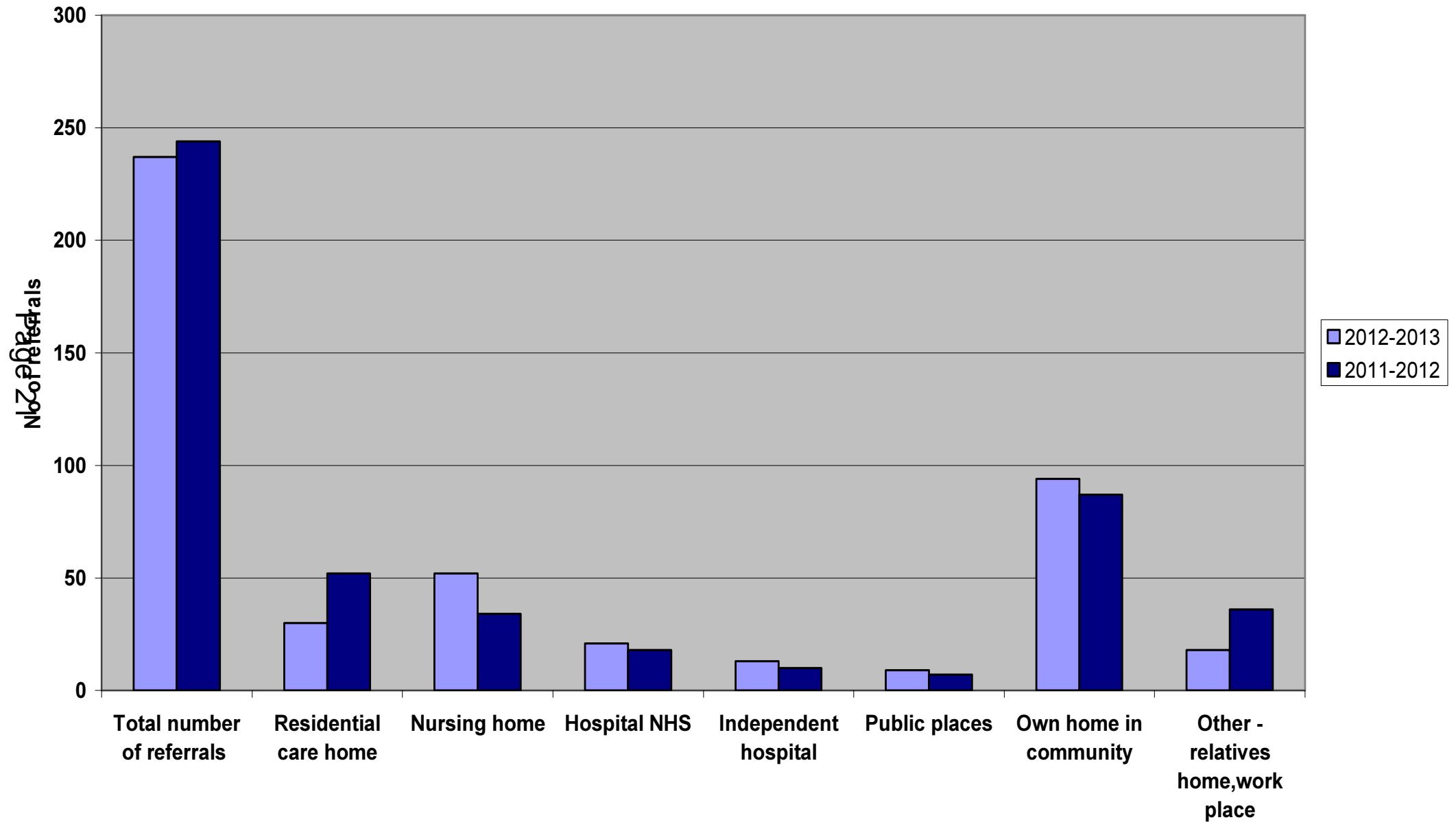
Total number of referrals
Appendix 1



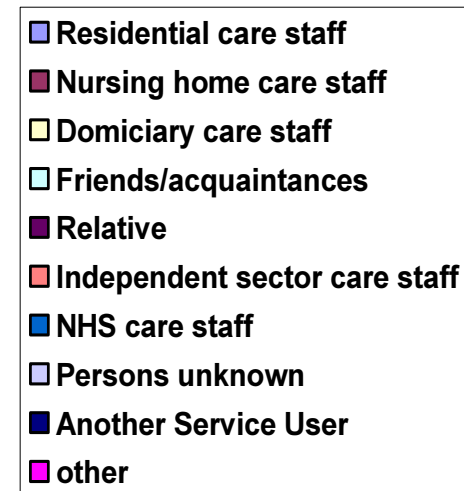
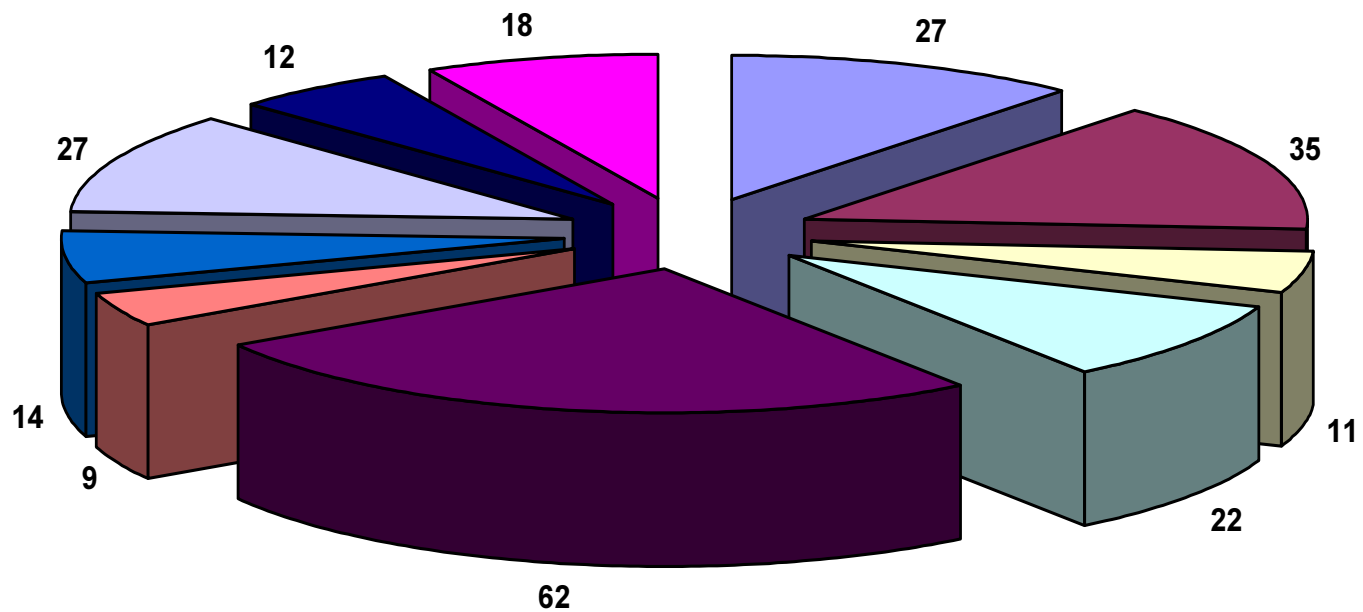
Status of Allegation 2012 - 2013
Appendix 2



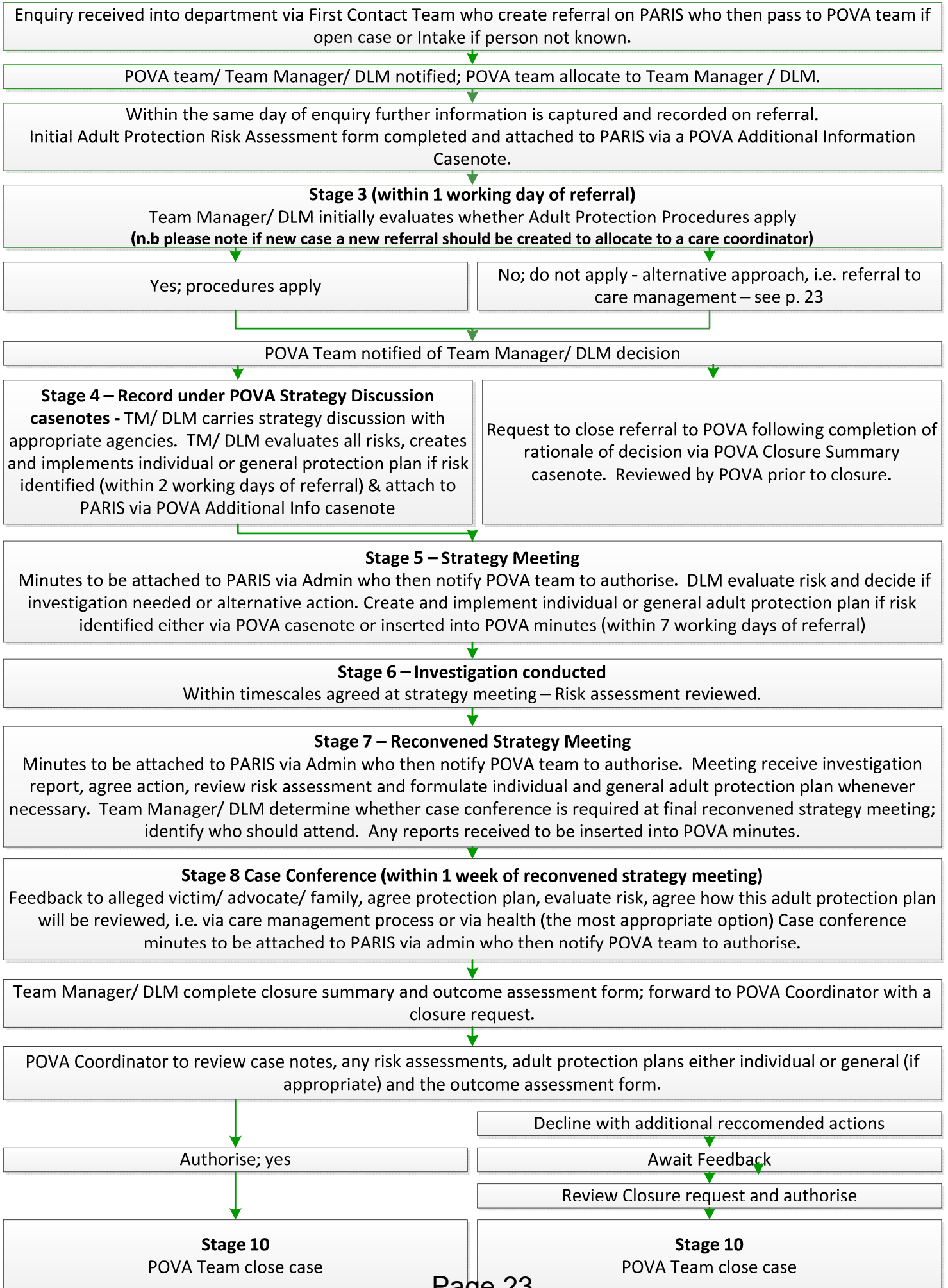
Where the abuse occurred
Appendix 3



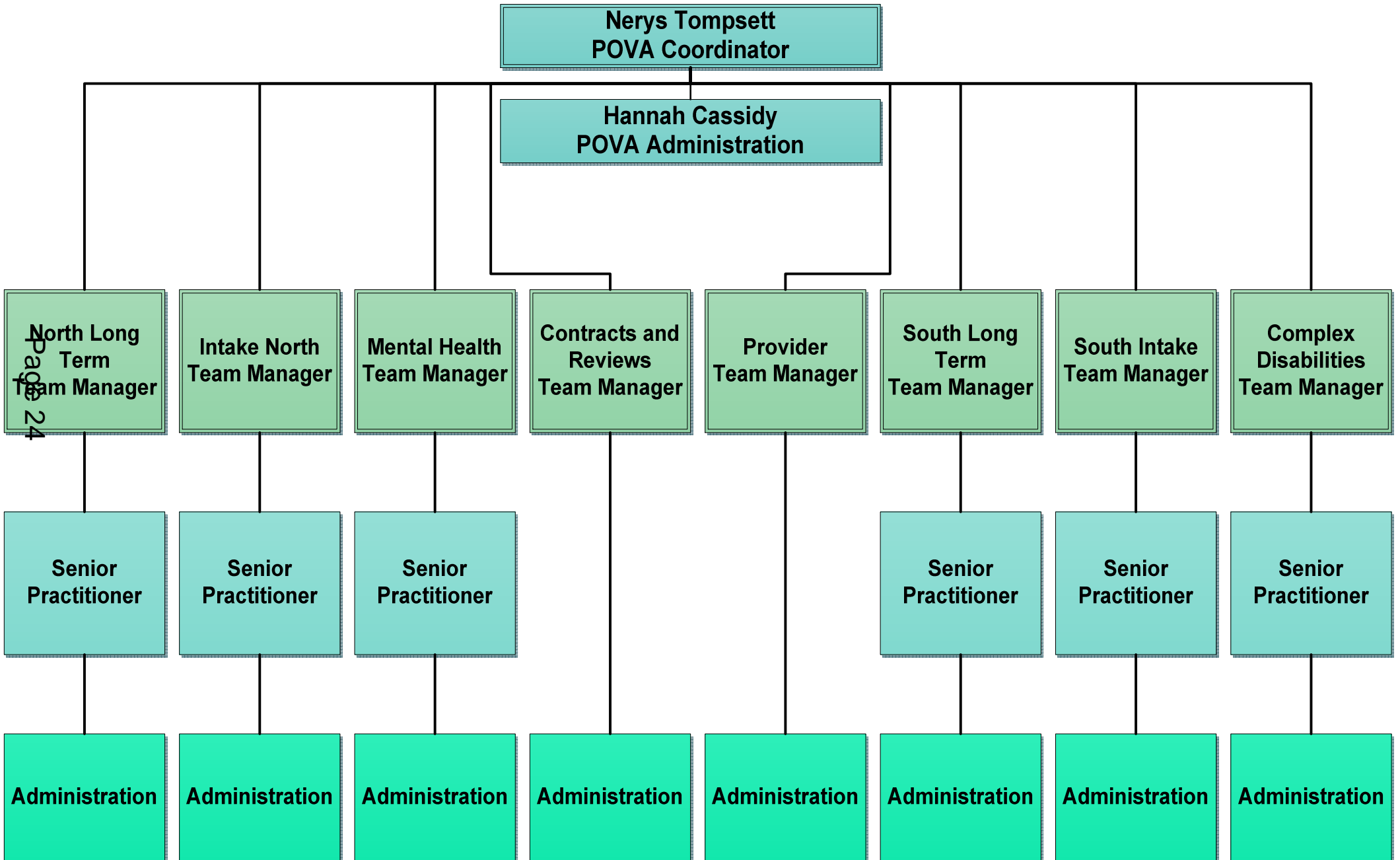
Alleged Perpetrators 2012 - 2013
Appendix 4



DENBIGHSHIRE POVA PROCEDURE – APPENDIX 5



APPENDIX 6



Appendix 7
Protection of Vulnerable Adults (POVA)
Model for the future management of adult
safeguarding within Denbighshire
18 Feb 2013

Equality Impact Assessment

Protection of Vulnerable Adults (POVA) Model for the future management of adult safeguarding within Denbighshire

Contact: Nerys Thompsett

Updated: 18.02.13

1. What type of proposal is being assessed?

A service review or re-organisation proposal

2. Please describe the purpose of this proposal

Protection of Vulnerable Adults (POVA) - Model for the future management of adult safeguarding within Denbighshire. To ensure sufficient capacity of the Adult Safeguarding Service to deal with a potential increase in referrals.
(Scrutiny report March 2013 to reassure Elected Members of this capacity)

3. Does this proposal require a full equality impact assessment?

(Please refer to section 1 in the toolkit above for guidance)

No

No. Safeguarding Adults work supports any adult 18 years and above, who is or may be eligible for community care services to retain: independence, well being choice and to assess their human right to live a life that is free from abuse and neglect.

4. Please provide a summary of the steps taken, and the information used, to carry out this assessment, including any engagement undertaken

(Please refer to section 1 in the toolkit for guidance)

Analysis of all Wales data for trends & Denbighshire performance against PI.
CSSIW Inspection and Audit recommendations.
Task & Finish Group included staff who are directly involved in the POVA process.
Supports draft Social Services and Wellbeing (Wales) Bill.

5. Will this proposal have a positive impact on any of the protected characteristics?

(Please refer to section 1 in the toolkit for a description of the protected characteristics)

Race/Gender/Disability/Age/Sexual Orientation: Positive impact : The service provides the framework for developing and implementing procedures to safeguard all adults from abuse therefore all communities have access to this framework. The guidance does not discriminate and all adults have access to the framework to safeguard adults.

6. Will this proposal have a disproportionate negative impact on any of the protected characteristics?

There is no evidence at present that the service has a negative consequence on each of the equality groups. The service and guidance does not discriminate and all adults have access to the framework to safeguard adults.

7. Has the proposal been amended to eliminate or reduce any potential negative impact?

No	Safeguarding Adults work supports any adult 18 years and above, who is or may be eligible for community care services to retain: independence, well being, choice and to assess their human right to live a life that is free from abuse and neglect.
----	---

8. Have you identified any further actions to address and / or monitor any potential negative impact(s)?

Yes	To date religion and sexual orientation is not specifically recorded. However, if this had an impact on how an investigation was undertaken this would be highlighted and recorded in the planning process.
-----	---

Action(s)	Owner	Date
Monitor through investigation if any equality impact needs to be highlighted and recorded in the planning process	Nerys Thompsett	Ongoing through investigation

9. Declaration

Every reasonable effort has been made to eliminate or reduce any potential disproportionate impact on people sharing protected characteristics. The actual impact of the proposal will be reviewed at the appropriate stage.

Review Date:	Feb 2014
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Name of Lead Officer for Equality Impact Assessment	Date
Nerys Thompsett	18.02.13

Please note you will be required to publish the outcome of the equality impact assessment if you identify a substantial likely impact.

Agenda Item 6

Report to: Partnerships Scrutiny Committee

Date of Meeting: 14th March 2013

Lead Member/Officer: Lead Member for Social Care, Adult and Children's Services/ Head of Adult and Business Services

Report Author: Business Service Manager

Title: Residential Care Fees 2013/14

1. What is the report about?

The report is an update of the Regional Care Home Fee Setting Methodology and the impact on costs to the Authority.

2. What is the reason for making this report?

To inform Members of regional developments and the impact of the application of the methodology on costs for 2013/14.

3. What are the Recommendations?

That Members consider the report, provide observations and continue to support the regional approach to fee setting as agreed by Cabinet in February 2012.

4. Report details.

- 4.1 Last year a very detailed report was presented to Scrutiny explaining the new methodology, the process followed and the cost impacts. During recent months that same methodology has been revisited and inflationary increases have been applied to the components within the fees. Those increases vary between 1.8% for salaries, for instance, and 9% for energy costs. On average the increase in fees will be approximately 2.4%.
- 4.2 The work this year was carried out by a team of Finance Officers from Wrexham, Flintshire and Denbighshire County Council. They have considered inflation and referred to the annual application from the Care Forum. They have also worked individually with the Heads of Service in their authorities to calculate the cost of these fee increases and the budgetary impact.
- 4.3 The effect on standard fees is detailed in the table below. Fees for Nursing Homes exclude the NHS contribution which currently stands at £120.56 per week.

CATEGORY	2012/13	2013/14
Residential	£439.96	£450.51
EMI Residential	£481.91	£493.22
Nursing	£494.17	£505.70
EMI Nursing	£517.74	£529.69

- 4.4 There are currently 420 people residing in care homes that fall under these standard rates. In addition, there are some 90 people with non-standard rates due to historical arrangements or high levels of need.
- 4.5 The numbers of people in care homes is reducing as the Council continues to be successful in providing community-based alternatives. At 31 March 2012 there were 544 people and by 1 April 2013 it is forecast that there will be 500 people.

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

Ensuring that the fees we pay cover the full cost of delivering quality services supports vulnerable people in our community. It also ensures that staff employed in the sector are appropriately paid for the work they do thus supporting the local economy.

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

The 510 people in care homes equates to an annualised cost of £14.3m. Based on current occupancy of care homes, an average 2.4% increase in fees would equate to £343k. However, the forecast of 500 people would produce a more modest rise of £56k. This is manageable within the budgeted inflation uplift for Adult Services.

7. What are the main conclusions of the Equality Impact Assessment (EqIA) undertaken on the decision? The completed EqIA template should be attached as an appendix to the report.

There is no Equality Impact in respect of this methodology of calculating Care Home Fees, see attached document (Appendix 1) The standard fees set by this process can be easily amended to take into account the individual needs of a resident or the specific additional costs of a particular care home which meets those needs.

8. What consultations have been carried out?

Representatives from Denbighshire, Wrexham and Flintshire County Councils have worked together on the fee process and have consulted with a Senior Policy Officer from Care Forum Wales. The methodology has subsequently been agreed by the Isle of Anglesey County Council and Gwynedd County Council. Conwy County Council are currently involved in the work and are considering the adoption of the methodology.

Care home owners and managers will be invited to individual meetings during March to ensure that these fees meet their costs. Letters sent out to providers will also offer to give consideration to audited accounts which demonstrate higher expenditure than used in these calculations.

The methodology was presented to Scrutiny and to Cabinet in February 2012 and was agreed at that time.

9. Chief Finance Officer Statement

The proposed fee increase is arrived at after following a reasonable methodology. The model used to calculate the fees has taken account of numerous factors and

recognised areas where costs may have increased. It is important that community alternatives and extra care options continue to be developed to try to reduce reliance on residential care provision.

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

- 10.1 There is a risk that more people will require residential care than planned for but the provision of preventative and re-abling services are continuing to reduce people's reliance on intensive support.
- 10.2 There is also a risk that individual care homes will present audited accounts that show eligible expenditure that is higher than the fee rates. This is mitigated by the application of the methodology as agreed with Care Forum Wales.

11. Power to make the Decision

Welsh Government has issued statutory commissioning guidance to Local Authorities under Section 7 of the Local Government Act. The effect of this is that Local Authorities have to take all legitimate costs of provider services into account in setting a fee and also to have a clear rationale set out.

Article 6 of the Council's Constitution

Contact Officer:

Business Service Manager

Tel: 01824 706556

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Appendix 1
Care Home Fees
09 February 2013

Equality Impact Assessment

Care Home Fees

Contact: Anne Hughes-Jones, Adult and Business Services
Updated: 09/02/2013

1. What type of proposal is being assessed?

A new procedure

2. Please describe the purpose of this proposal

A methodology of setting care home fees for the majority of residents.

3. Does this proposal require a full equality impact assessment?
(Please refer to section 1 in the toolkit above for guidance)

No	The fees are for the majority of placements but can be easily amended to take into account additional needs of individuals and specific individual fees would be negotiated and agreed in those cases.
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4. Please provide a summary of the steps taken, and the information used, to carry out this assessment, including any engagement undertaken
(Please refer to section 1 in the toolkit for guidance)

<Type here>

5. Will this proposal have a positive impact on any of the protected characteristics?
(Please refer to section 1 in the toolkit for a description of the protected characteristics)

<Please summarise any likely positive impact and identify which protected characteristics will benefit>

6. Will this proposal have a disproportionate negative impact on any of the protected characteristics?

<Please summarise any disproportionate negative impact and identify which protected characteristics will be affected>

7. Has the proposal been amended to eliminate or reduce any potential negative impact?

<Please Select>	<If yes, please provide detail>
-----------------	---------------------------------

8. Have you identified any further actions to address and / or monitor any potential negative impact(s)?

<Please Select>	<If yes please complete the table below. If no, please explain here>
-----------------	--

Action(s)	Owner	Date
<Please describe>	<Enter Name>	<DD.MM.YY>
<For additional actions, insert row below>	<Enter Name>	<DD.MM.YY>

9. Declaration

Every reasonable effort has been made to eliminate or reduce any potential disproportionate impact on people sharing protected characteristics. The actual impact of the proposal will be reviewed at the appropriate stage.

Review Date:	09/02/2014
--------------	------------

Name of Lead Officer for Equality Impact Assessment	Date
Anne Hughes-Jones	09/02/2013

Please note you will be required to publish the outcome of the equality impact assessment if you identify a substantial likely impact.

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Report to: Partnerships Scrutiny Committee

Date of Meeting: 14 March 2013

Report Author: Scrutiny Coordinator

Title: Scrutiny Work Programme

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:

- 3.1 considers the information provided and approves, revises or amends its forward work programme as it deems appropriate; and
- 3.2 nominates representatives from amongst its membership to serve on the Service Challenge Groups for the 'Customers' and 'Strategic Human Resources' services.

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. One such proposal form has been received for consideration by the Committee. This request, which can be seen at appendix 2, relates to Deeside College/Coleg Llysfasi's role in delivering education within Denbighshire and in partnership with the Council. Members are asked to consider this request. If the item is accepted on to the Committee's forward work programme for July members are asked to determine whether they wish to reschedule any of the other items already listed for that meeting to a future meeting, or to receive them in an alternative format.

Changes to the Forward Work Programme

4.7 Two requests for the Committee to consider reports ahead of their presentation to Cabinet were received prior to the current meeting. The first request sought the Committee to consider the full business case for the proposed Regional Emergency Planning Service prior to its submission to Cabinet for a decision on 19 March. As the current meeting was the only meeting of this Committee at which pre-decision

scrutiny could take place the Chair and Vice-Chair permitted the item to be scheduled into the meeting's business agenda. Consequently, the report on Local Primary Mental Health Support Services, originally scheduled for the current meeting, has been rescheduled for the Committee's next meeting with representatives of the Betsi Cadwaladr University Health Board (BCUHB) on Monday, 10 June 2013. This will be a more appropriate meeting for a discussion on the topic as it is a meeting dedicated to discussing health service related matters.

4.8 The second request related to the Regional Passenger Transport Collaboration Project. As the outline business case for this proposed service required pre-decision scrutiny prior to Cabinet's consideration of the proposals in May, and as this Committee's next meeting in April has already been set-aside for flooding matters, the Chair and Vice-Chair agreed to permit its inclusion on the current meeting's business agenda. In order to accommodate this request the item on Regional Collaboration on Economic Development has been deferred until September, when it is anticipated more detailed information on this subject will be available.

4.9 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 3.

4.10 Progress on Committee Resolutions

A table summarising recent Committee resolutions and advising members on progress with their implementation is attached at Appendix 4 to this report.

4.11 Service Challenge Groups

The Committee has already appointed a number of members to serve as representatives on the Council's Service Challenge Groups. A complete list of all scrutiny representatives on these Groups can be seen at Appendix 5 to this report. When those appointments were made 'Customers' was included in the Education Services' Service Challenge Group and the Committee appointed Councillor Brian Blakeley as its representative. However, as 'Customers' now forms part of one of the Council's seven corporate priorities for the period 2012-17, for the purpose of the Service Challenge process 'Customers' has been separated from the Education Services. On that basis the Committee is asked to nominate a Member to serve as its representative on the 'Customers' Service Challenge Group.

4.12 Members will also see from the attached list that the Committee is yet to appoint a representative to serve on the Service Challenge Group for the Strategic Human Resources (HR) Services. In order that scrutiny has full representation on these Groups when the next set of Service Challenge meetings commence the Committee is asked to

nominate a representative to serve on the Strategic HR Service Challenge Group.

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 7 March 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 14 March.

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
Email: dcc_admin@denbighshire.gov.uk

Tel No: (01824) 712554

8Note: 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
25 April	1	Flood Risk Areas within Denbighshire (follow-up report to the one presented in June 2011) <i>Representative from Natural Resources Wales to be invited</i>	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
Monday 10 June 2pm	1	Update on Children's Services			BCUHB	Rescheduled from November 2012
	2	Child and Adolescent Mental Health Services (CAMHS)	The progress achieved in addressing CAMHS assessment delays and further progress in relation to CAMHS services		BCUHB	Rescheduled from November 2012
	3	Local Primary Mental Health Support Services	To monitor the implementation of the new Joint Scheme for the Provision of Local Primary Mental Health Support	Early identification of any shortcomings with the Scheme, resource or/and financial pressures will assist partners	Sally Ellis and BCU	July 2012 (rescheduled from March 2013)

Meeting	Item (description / title)		Purpose of report	Expected Outcomes	Author	Date Entered
			Services, the Service's effectiveness, usage levels and associated costs	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		
	4	Prosthetics	The provision and maintenance of artificial limbs to adults and children (including information on access to the service, any delays encountered or limitations applied and complaints procedures)		BCUHB	January 2013
Thursday 18 July	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) performance in delivering its integrated strategic plan	(i) an evaluation of the effectiveness of the Joint LSB's performance in delivering its plan; (ii) identification of areas of weakness/slippages and	Emma Horan	December 2012

Meeting	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
			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)
	5 <i>Deeside College/Coleg Llysfasi</i> [Education]	<i>To consider current and future developments for the college locally, and as a new merged college with Yale College</i>	<i>An understanding of the College's role within Denbighshire and the Council along with an opportunity to have an input into future developments</i>	<i>College Principal/Hywyn Williams/John Gambles</i>	
26 September	1 Higher Education in North East Wales (For September/October 2013)	To provide an update of the progress made and recent developments following the Review of Higher Education in North Wales	Monitoring of the provision of higher education in North East Wales and the progress made following the Review, particularly in relation to work	Mark Dixon / Professor Michael Scott	September 2012

Meeting		Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
		[Education]		undertaken with local businesses (e.g. apprenticeships) and the impact on the local economy.		
	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 [Crime and Disorder Scrutiny]	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
	4	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	Rebecca Maxwell/Peter McHugh	July 2012 (rescheduled February 2013)
7 November	1	Families First	To evaluate and monitor the providers' progress to date in delivering their services, the Families First Action Plan and outcome 4 of the BIG Plan	A thorough analysis of the projects' delivery to date will ensure all commissioned projects are on target to deliver the expected outcomes in line with their tender objectives and ensure better outcomes for service users and effective and efficient use of the financial resources provided	Alan Smith/Diane Hesketh/Jan Juckes-Hughes	January 2013

Meeting		Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
19 December						
6 February 2014	1	Regional School Effectiveness and Improvement Service [Education]	To detail the progress achieved following the establishment of the RSEIS, the benefits realised to date from its establishment, any problems or issues encountered since its establishment which are yet to be resolved and any proposals to expand the Service's remit	Evaluation of the effectiveness of the RSEIS to date in delivering economies of scale and specialist support to complement the County's education service. Identification of slippages, risks, service gaps or future pressures with a view to recommending mitigating action	RSEIS Chief Executive/Karen Evans	January 2013
13 March						
10 April						

Future Issues

Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
Update following conclusion of inquiry undertaken by the National Crime Agency in to historic abuse in North Wales Children's' Care Homes	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.	Determination of whether any of the Council's safeguarding policies and procedures need to be revised in light of the NCA's findings	Sally Ellis	November 2012

Future Issues for Joint Scrutiny

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

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Information/Consultation Reports

Information / Consultation	Item (description / title)	Purpose of report	Author	Date Entered
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

04/03/13 - RhE

Note for officers – Committee Report Deadlines

Meeting	Deadline	Meeting	Deadline	Meeting	Deadline
25 April	11 April	10 June	24 May	18 July	4 July

Partnerships Scrutiny Work Programme.doc

PROPOSAL FORM FOR AGENDA ITEMS FOR SCRUTINY COMMITTEES			
NAME OF SCRUTINY COMMITTEE	Partnerships Scrutiny Committee		
DATE OF MEETING / TIMESCALE FOR CONSIDERATION	June / July 2013?		
TITLE OF REPORT	Deeside College/Coleg Llysfasi presentation on progress to date following the merger 3 years on (10 August – 13 August)		
PURPOSE	1. Why is the report being proposed? (see also the checklist overleaf)	To follow on from presentations by Glyndŵr and CLC (to Performance Scrutiny), Deeside College/Coleg Llysfasi is a major provider of education/training within DCC and beyond	
	2. What issues are to be scrutinised?	Current and future developments for the college locally, and as a new merged college with Yale College, Wrexham	
	3. Is it necessary/desirable for witnesses to attend e.g. lead members, officers/external experts?	Yes – Principal and one or two more from the College	
	4. What will the committee achieve by considering the report?	An understanding of the role of the College within DCC	
	5. Score the topic from 0 – 4 on aims & priorities and impact (see overleaf)*	Aims & Priorities	Impact
	3	4	
ADDITIONAL COMMENTS			
REPORTING PATH – what is the next step? Are Scrutiny's recommendations to be reported elsewhere?	Possibly not?		
AUTHOR	College Principal / Hywyn Williams / John Gambles – May be a presentation?		

Please complete the following checklist:

	Yes	No
Is the topic already being addressed satisfactorily?		x
Is Scrutiny likely to result in service improvements or other measurable benefits?	x	
Does the topic concern a poor performing service or a high budgetary commitment?		x
Are there adequate resources / realistic possibility of adequate resources to achieve the objective(s)?	x	
Is the Scrutiny activity timely, i.e. will scrutiny be able to recommend changes to the service delivery, policy, strategy, etc?	x	
Is the topic linked to corporate or scrutiny aims and priorities?	x	
Has the topic been identified as a risk in the Corporate Risk Register or is it the subject of an adverse internal audit or external regulator report?		x

*The following table is to be used to guide the scores given:

Score	Aims & Priorities	Impact
0	No links to corporate/scrutiny aims and priorities	No potential benefits
1	No links to corporate/scrutiny aims and priorities but a subject of high public concern	Minor potential benefits affecting only one ward/customer/client group
2	Some evidence of links, but indirect	Minor benefits to two groups/moderate benefits to one
3	Good evidence linking the topic to both aims and priorities	Moderate benefits to more than one group/substantial benefits to one
4	Strong evidence linking both aims and priorities, and has a high level of public concern	Substantial community-wide benefits

SCORING

Aims & Priorities

4	Possible topic for Scrutiny – to be timetabled appropriately	Priority topic for Scrutiny – for urgent consideration
3		
2	Reject topic for Scrutiny – topic to be circulated to members for information purposes	Possible topic for Scrutiny – to be timetabled appropriately
1		

0	1	2	3	4
			Impact	

Cabinet Forward Work Plan

Appendix 3

Meeting		Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
19 March	1	Finance Update Report	To update Cabinet on the current financial position of the Council	tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Capital Plan	To consider the Council's Capital Plan	Yes	Cllr Julian Thompson-Hill / Paul McGrady
	3	Recommendations of the Strategic Investment Group 2013 / 14	To consider the recommendations		Cllr Julian Thompson-Hill / Paul McGrady
	4	Young Carers North Wales Contract	Seeking approval to develop a north Wales contract	Yes	Cllr Bobby Feeley / Rhian Allen
	5	Emergency Planning	To consider a report on Emergency Planning procedures	tbc	Cllr David Smith / Rebecca Maxwell
	6	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	tbc	Scrutiny Coordinator
16 April	1	Finance Update Report	To update Cabinet on the current financial position of the Council	tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	WG Consultation on 2014-2020	DCC's response to the	Yes	Cllr Hugh Evans /

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
		ESF and ERDF Structural Funds Programmes	consultation to be ratified by Cabinet		Rebecca Maxwell / Sian Morgan Jones
	3	Town and Area Plans	To receive a progress report on expanding the Town Plans into wider Area Plans		Cllrs Hugh Evans & Huw Jones / Rebecca Maxwell
	4	Adoption of LDP Steering Group	To consider the adoption of LDP Steering Group	tbc	Cllr Eryl Williams / Angela Loftus
	5	Corporate Plan QPR: Quarter 3 2012/13	To monitor the Council's progress in delivering the Corporate Plan 2012 -17	tbc	Cllr Barbara Smith / Tony Ward
	6	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	tbc	Scrutiny Coordinator
14 May	1	Finance Update Report	To update Cabinet on the current financial position of the Council	tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Outsourcing ICT Services to Schools	To give an overview of the tendering process, evaluation and scoring and request the final decision from Cabinet.	Yes	Cllr Eryl Williams / Jackie Walley / Stephanie O'Donnell
	3	Review of Faith Based Education Provision	To consider proposals for provision in the north of the county.	Tbc	Cllr Eryl Williams / Jackie Walley

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
	4	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
June	1	Follow-up report on Outsourcing ICT Services to Schools	Possible follow-up report with additional information on the tendering process, evaluation and scoring and request the final decision from Cabinet.	Yes	Cllr Eryl Williams / Jackie Walley / Stephanie O'Donnell
	2	Mental Health Partnership	to ask Cabinet to consider and agree to a new partnership between the Council and BCU to deliver Adult Mental Health services to the citizens of Denbighshire.		Phil Gilroy/Cllr Bobby Feeley
	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	Ruthin Area Primary Schools Review	To seek approval for starting a formal consultation period with Ruthin Primary schools	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
	5	Corporate Plan QPR: Quarter 4 2012/13	To monitor the Council's progress in delivering the Corporate Plan 2012 -17	Tbc	Cllr Barbara Smith / Tony Ward
	6	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
July	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
September	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Annual Performance Review 2012/13	To review the draft Annual Performance Review for 2012-13 and to recommend the report for adoption by full Council		Cllr Barbara Smith / Tony Ward
	3	Corporate Plan QPR: Quarter 1 2013/14	To monitor the Council's progress in delivering the Corporate Plan 2012 -17	Tbc	Cllr Barbara Smith / Tony Ward

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
	4	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
October	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
November	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
December	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Corporate Plan QPR: Quarter 2 2013/14	To monitor the Council's progress in delivering the Corporate Plan 2012 -17	Tbc	Cllr Barbara Smith / Tony Ward
	3	Items from Scrutiny Committees	To consider any issues	Tbc	Scrutiny Coordinator

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
			raised by Scrutiny for Cabinet's attention		
January	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
February	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
March	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Corporate Plan QPR: Quarter 3 2013/14	To monitor the Council's progress in delivering the Corporate Plan 2012 -17	Tbc	Cllr Barbara Smith / Tony Ward
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for	Tbc	Scrutiny Coordinator

Cabinet Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
			Cabinet's attention		
April	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
May	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
June	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Corporate Plan QPR: Quarter 3 2013/14	To monitor the Council's progress in delivering the Corporate Plan 2012 -17	Tbc	Cllr Barbara Smith / Tony Ward
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator

Cabinet Forward Work Plan

Note for officers – Cabinet Report Deadlines

<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>	<i>Meeting</i>	<i>Deadline</i>
<i>February</i>	<i>5 February</i>	<i>March</i>	<i>5 March</i>	<i>April</i>	<i>2 April</i>

Updated 27/2/2013 - KEJ

Cabinet Forward Work Programme.doc

Progress with Committee Resolutions

Date of Meeting	Item number and title	Resolution	Progress
31 January 2013	5. Regional School Effectiveness and Inclusion Service	<p>RESOLVED –</p> <p>(a) <i>to receive the report and note the progress achieved to date in establishing the new service, and</i></p> <p>(b) <i>that a further report be submitted in January, 2014 on the progress achieved with Service's establishment,</i></p>	Report scheduled into the Committee's forward work programme for February 2014 (as the Committee does not have a meeting scheduled for January)

		<i>problems or barriers encountered, and achievements to date.</i>	
	6. North Wales Carers Information and Consultation Strategy	<p>RESOLVED – that the Committee:-</p> <p>(a) 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</p>	<p>The Committee's comments with respect to this Strategy were reported to Cabinet at its meeting on 19 February. The following link will take you to the report to Cabinet on the Council's website: https://moderngov.denbighshire.gov.uk/ieListDocuments.aspx?CId=281&MId=4501&Ver=4&LLL=0</p> <p>The Committee's concerns with regards to the adequacy of current hospital discharge care plans were highlighted in the report.</p>

		<p><i>its implementation, and</i> (b) notes the information provided with regard to 24 hour Carer support line, and the services in place to meet this need for Denbighshire carers.</p>	
	<p>8. Families First</p>	<p>RESOLVED – <i>that the Committee:-</i> (a) subject to the above observations, receive the report and note the progress to date in</p>	<p>Report scheduled into the Committee’s forward work programme for November 2013 (the</p>

		<p><i>the delivery of the Families First Programme, and (b) receive an update report on the delivery of the Families First Programme at its October, 2013 meeting.</i></p>	<p>Committee does not have a meeting scheduled for October)</p>
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Service:	Communities	Partnerships	Performance
Housing & Community Development – Peter McHugh	Cllr Bob Murray	Cllr Dewi Owens	Cllr Colin Hughes and Cllr. Gareth Sandilands (Regen)
Children & Family Services – Leighton Rees	Cllr Win Mullen-James	Cllr Dewi Owens	Cllr. Peter Owen
Adult & Business Services – Phil Gilroy	Cllr Bob Murray	Cllr. Alice Jones	Cllr Colin Hughes
Environmental Services – Steve Parker	Cllr Cefyn Williams	Cllr Dewi Owens	Cllr. Richard Davies
Legal & Democratic Services – Gary Williams	Cllr. James Davies	Cllr Brian Blakeley	Cllr. Colin Hughes
Business Planning & Performance – Alan Smith	Cllr. Cheryl Williams	Cllr Brian Blakeley	Cllr Colin Hughes
Education and Customers & Education Support – Karen Evans & Jackie Walley	Cllr Huw Hilditch-Roberts	Cllr Brian Blakeley	Cllr Arwel Roberts
Customers – Jackie Walley	Cllr. Carys Guy-Davies	tba	Cllr. Richard Davies
Communication, Marketing & Leisure – Jamie Groves	Cllr Joseph Welch	Cllr Brian Blakeley	Cllr. Geraint Lloyd Williams
Finance & Assets – Paul McGrady	Cllr Rhys Hughes	Cllr Merfyn Parry	Cllr. Ian Armstrong
Highways & Infrastructure – Stuart Davies	Cllr Huw O Williams	Cllr Merfyn Parry	Cllr Arwel Roberts and Cllr. Peter Owen
Regeneration – Steve Parker, Graham Boase, and Peter McHugh	Cllr Win Mullen-James	Cllr. Margaret McCarroll	Cllr. Gareth Sandilands
Planning & Public Protection – Graham Boase	Cllr. Huw O Williams	Cllr. Meirick LI Davies	Cllr. Meirick LI Davies
Strategic Human Resources – Linda Atkin	Cllr. Huw Hilditch-Roberts	tba	Cllr. Huw Hilditch-Roberts

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Report to: Partnerships Scrutiny Committee

Date of Meeting: 14th March 2013

Lead Member: Lead Member for Public Realm

Report Author: Corporate Director for Economic & Community Ambition

Title: Proposed Regional Emergency Planning Service

1. What is the report about?

Work has been underway among the 6 North Wales Councils since 2010 to evaluate the benefits of establishing a regional Emergency Planning service. The report summarises that work and sets out the recommendations of the final business case to move to establish a Regional service.

2. What is the reason for making this report?

A report with the final business case for a regional emergency planning service will be presented to Cabinet for approval on 19th March. Partnership Scrutiny is invited to consider the recommendations and make comment to assist Cabinet in its decision.

3. What are the Recommendations?

That Partnerships Scrutiny Committee considers the information provided and comments on the recommendations to be presented to Cabinet.

4 Report details

4.1 At its meeting on 19th March 2013, Cabinet will be asked to endorse the recommendations of a final business case on the creation of a Regional Emergency Planning service.

4.2 Emergency Planning is a discrete but essential service. A summary of the current arrangements is set out in Appendix 1. Given growing responsibilities over recent years the services have come under strain. Resilience and best use of resources are challenges to be met.

4.3 With this in mind, the Chief Executives of the six councils commissioned the development and testing of a business case for a single service, with sub-regional teams, and an officer presence within each authority to ensure local expertise and knowledge and local service continuity.

4.4 The Welsh Government – Local Government Compact has since included emergency planning as a recommended regional collaborative service.

4.5 The final business case (attached at Appendix 2) is based on a full analysis of the costs and benefits of establishing a Regional Service, and recommends adopting a regional service with: -

- a sub-regional structure – two hubs covering 3 Councils each
 - one hub led by a Regional Manager and the other by a Deputy
 - an Emergency Planning Officer in each local authority
 - common policies, processes and plans and shared resources in a single management structure.
- 4.6 The locally placed officer would be responsible for: -
- a) Engagement with managers, employees and elected members in their host authority
 - b) Supporting risk identification locally
 - c) Putting emergency plans into action
 - d) Developing local business continuity plans
- 4.7 The sub-regional hub officers would:-
- a) deliver plans
 - b) provide training
 - c) develop and deliver test exercises
 - d) work with the Local Resilience Forum
 - e) provide administrative and management support.
- 4.8 The regional service would be commissioned and overseen by an operational board of commissioning officers. Periodic performance reports would be made to the constituent authorities for accountability.
- 4.9 The business case identifies that the new model will bring greater resilience and improved specialisation, more consistency, better sharing of best practice, capacity and capability. It will also allow better liaison with other key responders through the Local Resilience Forum and will provide more capacity for working with service managers across each local authority to strengthen response arrangements.
- 4.10 The proposals suggest overall savings ultimately of up to £75,000 at around 10% of cost. Further savings may be possible from reduced duplication. Once the service is established consideration will have to be given to the potential of joint services with Police, Fire and Health.
- 4.11 The proposal needs to take account of the Compact agreement to establish a local authority shared service in 2013 and consider the establishment of a joint service serving local authorities, Police, Fire and other partners by September 2015.
- 4.12 The Welsh Local Government Association has offered £35k from the Improvement Fund to assist North Wales in the management of transition to a regional service. Flintshire County Council is acting as the lead authority for the project.
- 4.13 Cabinet will be asked to support the recommendation to establish and join a Regional Emergency Planning service on the basis that:-
- a) the new service will be established on a cost neutral basis and will aim for annual savings of around 5% – 10% on existing costs (£35-£75,000 per annum)

- b) the service will be commissioned by a management board accountable to the constituent councils with regional oversight provided by the North Wales Safer Communities Board
- c) Flintshire will lead the transition to and will host the new service
- d) the cost of the new service will be recovered from the partners on the basis of population
- e) implementation will include transitional arrangements to ensure that no authority pays more than the current cost of the service
- f) the employment model will be decided as part of the transition plan
- g) current employees will be given prior consideration for posts in the new structure and the new service will be implemented in such a way as to maximise staff retention and redeployment.
- h) the Implementation Team will protect competition for the senior posts within the framework of prior consideration.
- i) each Local Authority will nominate a representative to an Implementation Team. The Implementation Team will assist in the appointment of the temporary Project Manager.

4.14 The project is working to the following timeline:-

- councils agree to join a regional service by end March 2013
- commencement of briefing and consultation of staff on the business case and proposals during February 2013
- each Council to nominate to an Implementation Team by February 2013
- a project manager is appointed to deliver the project by end March 2013
- Regional Manager and Deputy appointed by June/July 2013
- employment model agreed by June/July 2013
- creation of operational structure, operating processes, development of the detailed budget and identification of accommodation by September 2013
- development of Service Level Agreement and Partnership agreement by September 2013
- employee selection and confirmation of employment with the new entity made by September 2013
- new service operational from October 2013.

4.15 Cabinet will also be asked to delegate authority to approve the detailed transition arrangements to the new service and undertake all necessary tasks to establish the new service to the Chief Executive in consultation with the Lead Member.

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

This proposal contributes to the overarching intention for Denbighshire County Council to be an Excellent Council, Close to the Community. The recommendations will provide a more efficient, effective and resilient Emergency Planning service.

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

- 6.1 The implementation of the service will be designed to be cost neutral to all partners and will endeavour to deliver savings to each of the partners in a range of a 5% - 10% reduction.
- 6.2 There may be some Human Resource impact in managing transfers. Staff currently providing Emergency Planning in Denbighshire are employed by Flintshire County Council under the current shared service arrangements.
- 6.3 It is possible that a small number of employees across the 6 Councils may opt for early retirement or redundancy on a voluntary basis as a consequence of the re-organisation of this service. Any costs will be met from future savings.

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

Improving the quality of Emergency Planning will have a positive impact on vulnerable groups in society by reducing the potential for loss of home, possessions and harm that arise from emergencies.

8. What consultations have been carried out?

- 8.1 The Business case was developed with the Heads of Emergency Planning Services. It has been shared with the Chief Executives of the six North Wales Local Authorities. The North Wales Police and Fire Services and the Betsi Cadwaladr University Health Board have also been consulted.
- 8.2 The Business Case has been shared with the Public Service Leadership Group which oversees the national Compact.
- 8.3 Consultations will be held with Trades Unions within each local authority as relevant as the new service model is implemented.

9. Chief Finance Officer Statement

The proposal aims to provide a more effective and resilient Emergency Planning Service for the people of Denbighshire at no additional cost.

Modest annual savings of 5-10% have been targeted which will initially be used to meet possible set up costs relating to staff.

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

Section 10 of the Final Business Case includes a critical risk assessment.

11. Power to make the Decision

Section 2 of the Civil Contingencies Act 2004

Regulation 8 of the Civil Contingencies Act 2004 (Contingency Planning) Regulations 2005

Articles 6.1, 6.3.1 and 6.3.2(a) of the Council's Constitution sets out the Committee's powers and role with respect to this area

Contact Officer:

Corporate Director for Economic & Community Ambition

Tel: 01824 706061

Current Emergency Planning Service Arrangements in North Wales

1. The Emergency Planning Service is a discrete but essential service. In North Wales the configuration is five separate service units – separate services for each of Anglesey, Conwy, Gwynedd and Wrexham, with a shared service in Flintshire and Denbighshire. The total employer complement is 16.5 full time equivalent (FTE) with a combined net budget (in scope of the review) of £722,000.
2. Local Authorities are category 1 responders as defined by the Civil Contingencies Act 2004. The act sets out the duties of local authorities and emergency services in preventing, preparing for and responding to emergencies. Duties include:-
 - assessments of risks in the local authority area
 - maintaining emergency plans
 - business continuity arrangements
 - liaising with other public services who are category one responders e.g. Police, Fire and Health Services
 - advising businesses on business continuity arrangements.
3. The core functions of the service are: -
 - assessing risk
 - preparing plans (emergencies and business continuity)
 - liaising with emergency services
 - advising senior management on emergency planning
 - training employees and volunteers on emergency procedures and plans
 - planning resources for responding to an emergency.
4. The key respondent partners are organised on a regional basis e.g. North Wales Police and the Fire and Rescue Service.
5. To ensure coordination of emergency planning efforts by the category 1 responders, the North Wales Resilience Forum has been established on which local authorities have one representative (currently the Chief Executive at Conwy County Borough Council). The Forum aims to ensure a coordinated and integrated approach to collective emergency planning work.
6. The North Wales Resilience Forum is supported by a lower tier North Wales Co-ordinating Group which has a number of sub-groups looking at various issues (for example dealing with fatalities; training; recovery plans etc) and officers from local authority emergency planning units play a leading role in the activities of these sub-groups.
7. In the event of a major emergency, there is a process whereby co-ordination would be facilitated by a Strategic Co-ordinating Group (SCG) which would meet at the SCG Centre in Colwyn Bay. Each authority would be represented at this group at a senior level (usually a Chief Executive or Senior Director) supported by emergency planning unit staff from their own individual authorities.

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Appendix 2

A Collaborative Approach to Regional Emergency Planning

Final Business Case

January 2013

1 BACKGROUND

- 1.1 In September 2010, following some deliberation of the benefits of taking a more collaborative approach to the Emergency Planning Support function, the North Wales Chief Executives commissioned a piece of work to develop a collaborative model which would establish a single regional emergency planning service with two hubs, one led by a regional manager and the other led by a deputy, with a local presence in each authority.
- 1.2 Since that time, those involved with the Emergency Planning function have reviewed the business case and developed a model which would build on the current system and capitalise on benefits which might accrue by taking a more collaborative approach.
- 1.3 It is important to note also that the “Other Services Implementation Contract” in the Compact for Change agreed between Welsh Government and Welsh local government includes a commitment to regionalise the delivery of emergency planning service within 2 years and with other partners on a multi agency basis within 4 years where practicable.
- 1.4 This final business case lays out the business benefits which would accrue and outlines financial estimates for the implementation of the proposed solution.
- 1.5 Detailed financial analysis could only be undertaken once the project is in transition (e.g. detailed employee/employer exist costs).

2 EXECUTIVE SUMMARY

- 2.1 The Emergency Planning Support function for local authorities in North Wales is currently provided by five stand alone Emergency Planning Units typically staffed by between 1.5 and 3 people with two authorities (Denbighshire and Flintshire) having a joint arrangement.

- 2.2 Across North Wales therefore, 16.5 FTEs are involved in the provision of Emergency Planning support at an overall cost of £885,000 representing a figure of £1.29 per head of population.
- 2.3 A self-appraisal of the current arrangements by the emergency planning community shows that current arrangements exhibit:-
- Duplication and repetition of tasks;
 - Lack of harmonisation and resilience;
 - Inconsistency of response (suggesting a lack of systematic dissemination of best practice); and
 - Lack of integration and inter operability.
- 2.4 Effort is being expended by staff employed in these units in developing plans and protocols which are effectively the same from authority to authority, and whilst individual detail and implementation methods may vary between authorities, greater collaboration would reduce duplication.

Proposals contained in the business case

- 2.5 The proposed model would create a single emergency planning support function for local authorities in North Wales formed around two hubs – one in the East and one in the West.
- 2.6 A Civil Contingency Officer would be located at each authority who would be responsible for:-
- general liaison of emergency planning and recovery planning;
 - supporting local authorities in risk identification;
 - ensuring that strategies, plans, and exercises developed by the hubs are converted into local action at local authority level; and
 - ensuring that local authorities develop their business continuity plans.
- 2.7 These individuals would be supported by officers/ assistants located at the two hubs charged with developing plans in particular areas and ensuring that we promote best operating practice.
- 2.8 The service would be managed by a manager located at one sub-regional hub area and they would have a deputy who, in order to ease administration and facilitate the distribution of workload, would be located at the other hub area.
- 2.9 Commissioning the required service would need to remain with individual authorities (as they would still be responsible individually for

meeting their statutory duties) and the purpose of the new service would be to ensure that each authority was in the optimum state of readiness to cope with an emergency; thus each authority would be able to agree their requirements at an appropriately senior level.

- 2.10 The business case leaves the exact nature of the commissioning arrangements to the next stage in the process.

Business benefits

- 2.11 The Emergency Planning Officer review identifies that there would be a number of advantages which would arise were we to change to a more collaborative model of delivery:-

- Improved resilience for partner councils due to the team's size (effectiveness);
- Improved focus of available resource by sharing specialist support and common tasks (efficiency);
- Ensuring greater consistency of response and dissemination of best practice amongst authorities (effectiveness); and
- Improved communication channels between the LRF individual authorities (effectiveness).

- 2.12 In the longer term there may also be some benefit both in effectiveness and efficiency in merging the secretariat of the North Wales Resilience Forum with the Unit. This has not been considered as part of this review as it was outside of its remit.

Financial benefits

- 2.13 The proposed model would reduce the staffing complement from 16.5 to 14.

- 2.14 Whilst this may be a conservative estimate of the available reduction, no further savings are proposed before greater assurance of our readiness for emergencies.

- 2.15 Whilst more detailed costing will be required as part of the next stage e.g. on grading assumptions, it is estimated at this stage that that as a result of the reduced staffing and consequent gradings the ongoing saving from the model could be around £75,000 with a further £12,500 accruing after disturbance and protection arrangements had expired (estimated three years).

- 2.16 The distribution of the £75,000 saving if the cost of the new model were distributed according to population are shown below although the business case also offers an alternative financing model which ensures a cost neutral position for Flintshire.

	Current Budget *	Distribution of costs (**)	(Saving)/ Cost
Conwy	133,760	106,010	(27,750)
Denbighshire (***)	104,460	93,030	(11,430)
Flintshire (***)	125,160	142,150	16,990
Gwynedd	138,200	112,510	(25,690)
Wrexham	134,970	127,640	(7,330)
Ynys Mon	85,330	65,540	(19,790)
Total	721,880	646,880	(75,000)

(*) excluding recharges

(**) following immediate savings of £75,000

(***) Denbighshire's contribution assumed to meet the Flintshire support recharge 50:50

- 2.17 It is possible that a small number of employees may opt for early retirement or redundancy on a voluntary basis as a consequence of the re-organisation of this service. There will be some Human Resource impact in managing transfers and ensuring that advantageous terms and conditions of transferring staff are protected in the TUPE process.
- 2.18 Any costs will be met from future savings.

3 BACKGROUND INFORMATION ON THE EMERGENCY PLANNING FUNCTION

- 3.1 Local Authorities are category 1 responders as defined by the Civil Contingencies Act 2004. The act sets out the duties of local authorities and emergency services in preventing, preparing for and responding to emergencies. Duties include:-

- Assessments of risks in the local authority area
- Maintaining emergency plans
- Business continuity arrangements
- Liaising with other public services who are category one responders e.g. Police, Fire and Health Services
- Advising businesses on business continuity arrangements.

- 3.2 The Emergency Planning Support function for local authorities in North Wales is currently provided by five stand alone Emergency Planning Units typically staffed by between 1.5 and 3 people with two authorities' (Denbighshire and Flintshire) support function being provided under a joint arrangement.
- 3.3 The typical Emergency Planning support function involves an Emergency Planning manager with one or two assistants who endeavour to ensure that an authority has adequately planned ahead to prepare for the occurrence of an event, which would be classed as an emergency, along with the other statutory functions.
- 3.4 This entails detailed work on specific areas of activity (such as preparing plans, preparing exercises, mapping out resources etc) and will invariably involve ensuring that council services are themselves ready to respond in the event of an emergency, and facilitating individual service ability to do so.
- 3.5 It is not only local authorities which have duties under the Civil Contingencies Act – the emergency services; health organisations and environment agency are all category 1 responders and must co-operate to enhance the ability to respond to deal in an optimum way with an emergency.
- 3.6 To ensure coordination of emergency planning efforts by the category 1 responders, the North Wales Resilience Forum has been established on which local authorities have one representative (currently the Chief Executive at Conwy County Borough Council). The Forum aims to ensure a coordinated and integrated approach to collective emergency planning work.
- 3.7 The North Wales Resilience Forum is supported by a lower tier North Wales Co-ordinating Group which has a number of sub-groups looking at various issues (for example dealing with fatalities; training; recovery plans etc) and officers from local authority emergency planning units play a leading role in the activities of these sub-groups.
- 3.8 In the event of a major emergency, there is a process whereby co-ordination would be facilitated by a Strategic Co-ordinating Group (SCG) which would meet at the SCG Centre in Colwyn Bay. Each authority would be represented at this group at a senior level (usually a Chief Executive or Senior Director) supported by emergency planning unit staff from their own individual authorities.

- 3.9 The current staffing establishment of the emergency planning support function for local authorities across North Wales is shown in table 1.

Table 1
Emergency Planning establishments 2011/12

	Manager	Assistants	Total
Conwy	1	2	3
Denbighshire	1	5	6
Flintshire			
Gwynedd	1	2	3
Wrexham	1	2	3
Ynys Mon	0.5	1	2
Total	4.5	12	16.5

- 3.10 The costs of the Emergency Planning Function are shown in table 2 below.

Table 2
Emergency Planning budgets 2011/12

	Employees	Other	Recharges	Income	Total	Pop (*)	Per head **
Conwy	114,920	18,840	1,590		135,350	112,347	£1.20/£1.19
Denbighshire		137,390			137,390	98,589	£1.19/£0.92
Flintshire	200,430	32,300	65,850	(140,500)	158,080	150,637	
Gwynedd	121,270	16,930	29,060	-	167,260	119,227	£1.40/£1.16
Wrexham	103,420	31,550	28,800	-	163,770	135,263	£1.21/£1.00
Ynys Mon	78,670	6,660	38,130	-	123,460	69,460	£1.78/£1.23
Total	618,710	243,670	163,430	(140,500)	885,310	685,523	£1.29/£1.05

(*) population figures used are the are used in the 2011/12 SSA for RSG distributional purposes

(**) Lower figure excluding recharges

- 3.11 Across North Wales therefore, 16.5 FTEs are involved in the provision of Emergency Planning support at an overall cost of £885,000, representing a figure of £1.29 per head of population.

4 THE CASE FOR CHANGE

- 4.1 A view has been expressed by some senior officers that effort is being expended by staff employed in these units in developing plans and protocols which are effectively the same from authority to authority and whilst individual detail and implementation methods may vary between authorities, there seems to be an argument that greater collaboration could lead to reduced duplication.

- 4.2 Experience at Strategic Coordination Group level has highlighted instances when having six individual authorities, each with their own plans with varying responses to particular issues and each requiring their own support tasks to be undertaken 6 times, has not been effective nor efficient.
- 4.3 For example, at a Pandemic Flu exercise back in 2009 (Exercise Taliesin) a key question was asked during the exercise over local authority plans for educating children in the event that their schools were temporarily closed. Each of the senior officers present had to reference six different plans.
- 4.4 Experience at that exercise also highlighted that each authority having its own support function was inefficient and indeed during the exercise, authorities re-modelled the support function available on an ad-hoc basis in order to make better use of the support which individual authorities had brought with them.
- 4.5 More recently this has led to the development of a new process for local authority liaison arrangements which centres around greater a single liaison function if a Strategic Coordination Group were called and liaison support required. We are already following a collaborative approach in this defined area of activity.
- 4.6 To test the hypothesis that a more collaborative approach would be more effective and efficient, the Emergency Planning managers from the six authorities conducted a self-appraisal of the current arrangements and they were asked to identify in what way they considered a more collaborative approach would change the situation. The result of that appraisal is shown in Appendix 1.
- 4.7 The key issues identified in this appraisal are:-
- Duplication and repetition of tasks;
 - Lack of harmonisation and resilience;
 - Inconsistency of response (suggesting a lack of systematic dissemination of best practice); and
 - Lack of integration and inter operability.
- 4.8 It should be recognised that local authorities can be faced with many difficulties when it comes to emergency planning which are not necessarily constraints for other organisations.

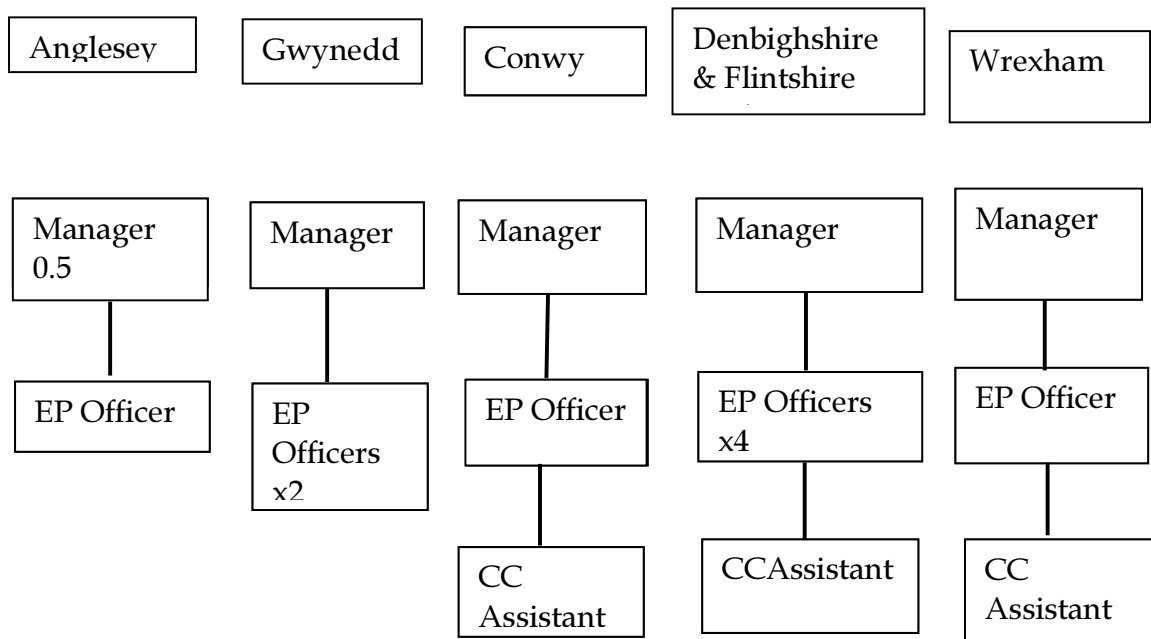
- 4.9 In particular, discussion with Emergency Planning managers highlighted the problem they face of the historical perception of the role of Emergency Planning function. Every one of the Emergency Planning managers identified to greater or lesser degrees the challenge of services owning emergency planning as part of business continuity.
- 4.10 There is also the challenge of immediacy. In times of increasing pressure on resources it is difficult to give priority to an issue which rarely, if ever, happens.
- 4.11 Authorities are embedding an empowering culture into their command and control culture which in itself can prove problematic.
- 4.12 The Emergency Planning Officer review suggests therefore that there would be a number of advantages from a collaborative model of delivery. These can be seen in Appendix 1. The main benefits are:-
- Improved resilience for partner councils due to the team's size. (effectiveness);
 - Improved focus of available resource by sharing specialist support and common tasks (efficiency);
 - Ensuring greater consistency of response and dissemination of best practice amongst authorities (effectiveness);
 - Improved communication channels between the LRF and individual authorities (effectiveness).

5 OPTIONS

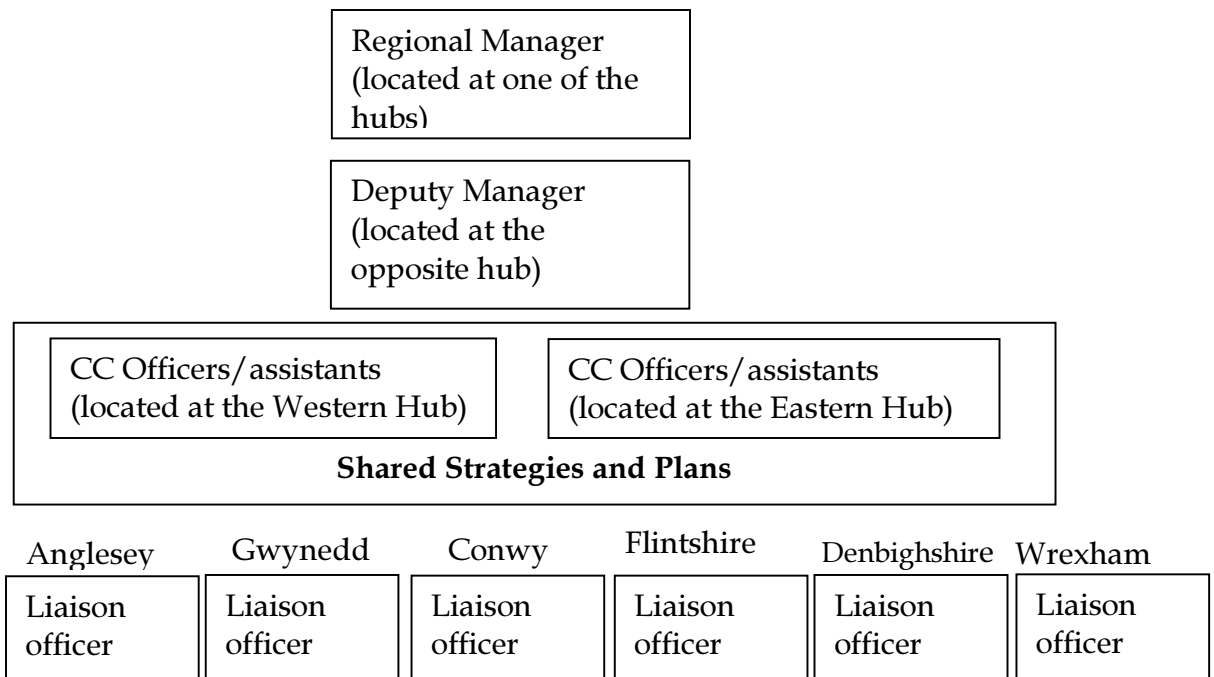
- 5.1 The key driver from the original commission was to make better use of the resource currently utilised for emergency planning.
- 5.2 This entails getting better results for the expenditure incurred or getting the same results for less resource (or a combination of both).
- 5.3 The Chief Executives considered 4 options:-
- Retain the existing provision;
 - Develop three emergency planning units pairing two neighbouring authorities;
 - Develop two emergency planning units each covering three local authorities; and
 - Develop a single regional group with outposted officers.

- 5.4 The paper considered by the Chief Executives contained an analysis of the strengths and weaknesses of the options.
- 5.5 Having considered the paper, the Chief Executives commissioned this business case to examine the viability of establishing a single regional service centred around two hubs – one for the East and one for the West with the manager of the service located in one area and the deputy in another.
- 5.6 This is effectively a hybrid of the last two options noted in 5.3 above and this business case centres completely on the commissioned option.
- 5.7 A summary of the proposed operating model and staffing structure for the new model is set out below.

Current organisational chart



New Organisational Chart



5.8 The proposed model would locate a Civil Contingency Officer at each authority who would be responsible for:-

- General liaison for emergency planning and recovery planning;
- Supporting local authorities in risk identification;
- Ensuring that strategies, plans, and exercises developed by the hubs are converted into local action at local authority level; and
- Ensuring that local authorities developed their business continuity plans.

5.9 These individuals would be supported by officers/assistants located at the two hubs which would be charged with developing plans in particular areas and ensuring that we identify, and promote best practice.

5.10 All officers would be overseen by a regional manager located at one hub area and they would have a deputy who, in order to ease administration and facilitate the distribution of workload, would be located at the other hub area.

5.11 The general model would need to ensure that the linguistic characteristics of the service provided for Gwynedd and Ynys Mon Councils could be fully conducted in Welsh and a bilingual service would have to be available for all areas should they require such a service.

6 BENEFITS

- 6.1 The Emergency Planning Managers consider that the proposed model would have the potential to realise all of the benefits noted in 4.13 above.
- 6.2 It is clear to see the way in which the proposed model could lead to improved effectiveness in terms of resilience (due to a larger operating unit) and dissemination of best practice (as all authorities would be following the same practice).
- 6.3 In the longer term there may also be some benefit in effectiveness and efficiency from merging with the secretariat of the North Wales Resilience Forum.
- 6.4 It is clear to see how the new model could lead to efficiency savings by avoiding duplication.
- 6.5 The model would reduce the staffing complement from 16.5 to 14.
- 6.6 There is no doubt that reducing duplication should lead to a release of the staffing resource needed to fulfil current activities.
- 6.7 The staffing model is based on developing shared strategies and training through 4 FTEs. Taking into account that this activity is currently undertaken 5 times (assuming that Denbighshire and Flintshire's planning operations are already integrated) then one could raise an argument that this could potentially be reduced to 20% of the FTEs currently undertaking the work.
- 6.8 However, there will still be some degree of tailoring for individual authorities and coordination. Thus, on a superficial analysis a reduction of 2.5 FTEs is a realisable target.
- 6.9 Whilst we currently have a response capability across all authorities, there remains some question as to whether all authorities are implementing the actions and planning activities they should be doing in order to fully comply with best practice.
- 6.10 Initially therefore there could be some work in ensuring consistency of ability to respond across all authorities.

- 6.11 In the short term, therefore, the Emergency Planning Managers believe that the proposed reduction in resource implied by the new model should not be reduced further until such time as the new unit had managed to get all authorities up to speed and that only then should the new manager be charged with the aim of achieving further financial savings (as a longer term objective).
- 6.12 In essence this revolves around what the partner authorities want to achieve from this proposal – is it to ensure that the service is made more resilient and improved, or is it to get the current level of service at a reduced cost. This is a matter for each authority to determine but the EP Managers themselves recognise that there is some way to go before we can all be fully satisfied that our emergency readiness is as it could be.
- 6.13 There is some comparative data for a unit of this size. For example we are aware that in East Riding, they provide the EP support for 4 unitary authorities with an establishment of 14. However in Cleveland, they provide a service for 4 unitary authorities with an establishment of 10.

7 COSTS AND FINANCIAL BENEFITS

- 7.1 Any change will involve ongoing financial costs and benefits along with one off costs of change.
- 7.2 In terms of hosting the new model, staff would need to be transferred to a host authority and the relevant pay grade for the posts would be dependent upon that authority's pay evaluation mechanism.
- 7.3 In order to inform the decision making process, the proposed model has been fed through a council job evaluation mechanism. Based on outline job descriptions it is estimated that as a result of the staffing and the consequent gradings the ongoing saving from the model could be around £75,000 with a further £12,500 accruing after disturbance and protection arrangements had expired (say after three years).
- 7.4 This assumes that no central recharges or other operating costs could be saved. It also assumes that there would be no additional unforeseen costs e.g. ICT or at least that these could be subsumed in other compensating savings which have not been taken into account.
- 7.5 As the loss of one or two staff rarely result in authorities being able to realise reductions in central support services any adjustments in these costs have been assumed to be effected at marginal cost (i.e. an authority

- hosting the function would only be recompensed for the marginal cost of any movements in posts).
- 7.6 The cost of change would depend greatly on the appointments made and any resultant redundancies.
- 7.7 An evaluation of the nature of the revised jobs suggests that whilst the post of manager and deputy manager would be appointed from the current pool of emergency planning managers, those who were unsuccessful could be offered posts in the hub, which would not be classed as suitable alternative employment and as such they could claim constructive dismissal.
- 7.8 Various permutations have been calculated and on the information available the upper range of this cost could be of the order of £175,000.
- 7.9 Distributing the reduced service cost on the basis of population (which is the basis for the distribution of this element of the RSG) would result in the following budgetary effects. An alternative is shown which ensures that no authority pays more than they currently do (the protection being distributed to other authorities based on population).

Table 3
Assumed immediate and longer term budgetary savings

	Current Budget *	Distribution of costs (**)	(Saving) / Cost	Alternative
Conwy	133,760	106,010	(27,750)	(24,180)
Denbighshire (***)	104,460	93,030	(11,430)	(8,300)
Flintshire (***)	125,160	142,150	16,990	-
Gwynedd	138,200	112,510	(25,690)	(21,900)
Wrexham	134,970	127,640	(7,330)	(3,030)
Ynys Mon	85,330	65,540	(19,790)	(17,590)
Total	721,880	646,880	(75,000)	(75,000)

(*) excluding recharges

(**) following immediate savings of £75,000

(***) Denbighshire's contribution assumed to meet the Flint support recharge 50:50

- 7.10 It is likely however that the first two years savings would be required to meet the one off costs of change, and the savings would only accrue from year 3 onwards.

8 GOVERNANCE

- 8.1 As the new Unit would be delivering a service to six authorities there would need to be a provision whereby those authorities were able to feed into the commissioning process and hold the unit to account for performance. Clear commissioning arrangements at the outset will be essential.
- 8.2 Under the current arrangements, the governance arrangements are of course direct and straightforward.
- 8.3 More often than not, the Emergency Planning Manager is answerable to a senior officer in an authority and will be subject to the usual commissioning and performance management arrangements for that authority.
- 8.4 The governance arrangements for the revised model would need to be somewhat more sophisticated, and yet would need to be commensurate to the size of the service.
- 8.5 Commissioning services would need to remain with individual authorities (as they would still be responsible individually for meeting their statutory duties) and the purpose of the Unit would be to ensure that each authority was in the optimum state of readiness to cope with an emergency and thus each authority would need to be able to discuss their requirements at an appropriately senior level.
- 8.6 The Manager of the Unit would need to be answerable to a senior officer in the host authority.
- 8.7 Accordingly, one possible model is one whereby the host authority agreed to provide the service to all other authorities (backed up by a formal service level agreement) with the senior officer in the host authority along with the regional manager meeting the other senior officers from the other authorities on a periodic basis to discuss requirements and performance could be an appropriate model. In particular, they would need to agree far enough beforehand the demands to be placed on the service and the consequent resource implications.
- 8.8 Some consideration would also need to be given in the service level agreement to the day to day lines of communication between various officers in the new unit and commissioning officers at local authority level

along with the arrangements for cost sharing and scope for additional work to be carried out for an authority at an additional cost.

- 8.9 For example the governance process outlined above might need to be supplemented by less formal meetings between the manager or his deputy at local level as required.

9 IMPLEMENTATION TIMELINE

- 9.1 Following agreement of the proposal there will need to be a more detailed costing undertaken once a host authority is known; detailed job descriptions formulated and the appropriate manager and deputy appointed.

- 9.2 Thus there needs to be a decision based on the factors highlighted in this outline case before we can proceed further (or any further work defined in order to come to a decision).

- 9.3 The following timeline is proposed -

Commencement of briefing and consultation of staff on the business case and proposals.	February 2013
Each Council to nominate to an Implementation Team.	February 2013
Councils agree to join a regional service.	End of March 2013
Appoint a project manager to deliver the project.	End of March 2013
Appoint Regional Manager and Deputy.	June/July 2013
Notice of Transfer.	End of July 2013
Creation of operational structure, operating processes, development of the detailed budget and identification of accommodation.	September 2013
Development of Service Level Agreement and Partnership agreement.	September 2013
New service operational.	October 2013

10 CRITICAL ASSUMPTIONS AND RISK ASSESSMENT

10.1 There are a number of critical assumptions and risks which need to be taken into account. These are highlighted below along with possible mitigating actions.

	Risk	Probability	Mitigating actions
1	Focus on the change process results in less focus on the delivery of the service.	Medium	The relatively short period of implementation and the number of staff involved in major change should in itself be a mitigating factor. However it must be recognised that any upheaval can result in a lower level of service – the new regional manager’s change management abilities must be paramount in mitigating this risk.
2	The anticipated service benefits are not realised.	Low	The size of the new service must result in greater resilience and reduced duplication. If it does not the relative small size of the service could be undone without too much difficulty.
3	Moving to a central service makes it even more difficult to get services to plan accordingly	High	This will depend upon the new unit’s ability to inspire and facilitate. One commentator from another authority already operating such arrangements has warned against “confused chains of command” and another has commented that central teams unfamiliar with individual authority working practices can lead to difficulties. The location of liaison officers at each individual authority is a key mitigating factor along with the governance arrangements which will involve a senior commissioning officer from each authority and the regional manager / deputy.
4	A deterioration in communication between the	Medium	The location of liaison officers at each individual authority is a key mitigating factor along with the need

	emergency planning community and services arises as a result of the centralisation		to establish strong governance arrangements with clear lines of communication which will involve a senior commissioning officer from each authority and the regional manager / deputy.
5	Liaison Officers become isolated and follow a "local" agenda as opposed to the agreed programme	Medium	<p>There is some evidence from other collaborative ventures that liaison officers became isolated and started to go "native".</p> <p>This would be mitigated by the fact that the line management for these individuals would be the Regional Manager or his/her deputy and they would have to have appropriate performance management arrangements in place to ensure that this did not happen.</p> <p>Strong commissioning and governance arrangements would also have to be in place to ensure that Liaison Officers were not deviated from the agreed programme.</p>
6	The loss of senior staff members leads to a reduction in the capability of the facilitation resource.	Unknown as yet	
7	The reduction in resource is too great.	Low	Data from areas such as East Riding and Cumberland suggest that the proposed solution is reasonable.
8	Authorities unable to deal with a commissioning approach and the service deteriorates due to loss of direct control.	Medium	<p>If an authority considers that it is insufficiently mature to manage such an arrangement then it should not subscribe.</p> <p>However differing priorities and political drivers could lead to friction and reduced buy in to the EP function in general.</p> <p>Simple and clear governance procedures should mitigate this risk.</p>

9	Costs are greater than anticipated	Low	A prudent approach has been taken to the costs but nevertheless there may be some hidden costs and some key information is unavailable until such time as more detailed job descriptions are available, and those applied through the host authority's job evaluation procedure. The gateway review by Chief Executives once this process has been undertaken should mitigate this risk.
10	Liaison Officers could find their pay grades changed as a result of the host authority's pay evaluation process putting them out of step in comparison with those with whom they work at an individual authority.	Low	This could work both ways. In practice, it is inconceivable that pay rates would be significantly different but it would be an unavoidable consequence of working for a different organisation. The only other mitigating action would be to choose a different operating model.
11	Greater concentration of expertise creates greater risk of loss should an individual officer retire / move on.	Low	This risk is already faced by individual authorities. A larger unit should facilitate the ability to have better workforce planning thus reducing the risk.

- 10.2 There is also a risk of course of not undertaking the project. It would directly undermine one element of the compact for change and one would have to ask whether the current 6 authority flavours of response is sustainable in the long term.

NORTH WALES EMERGENCY PLANNING REVIEW

SERVICE TASK STATUTORY	CURRENT PROVISION	JOINT PROVISION
Control of Major Accident Hazards (COMAH) Regs, Pipeline Safety Regs; Radiation Emergency Preparedness and Public Information Regulations (REPPIR)	Each authority has well developed plans updated according to an agreed common approach. The individual Emergency Planning Units ensure that their plan matches the common template and the local authority has officers who are able to discharge their emergency response duties through the respective plans.	One emergency planning officer would act as lead officer for the six local authorities on each specific planning topic. This provides consistency and harmonisation with Category 1 organisations across North Wales and the Regulator resulting in a more resilient approach.
Mass Fatalities; Risk Assessment	A single plan covers North Wales but this entails the involvement of officers from each of the emergency planning units to develop the work, resulting in repetitive and duplicated actions.	One emergency planning officer would act as lead officer for the six local authorities. This removes duplication and provides a more resilient approach. Local planning liaison will be needed to address county logistical issues.
Warning & Informing; Business Continuity Promotion	Each authority has developed an individualistic approach to deal with their needs. This results in a considerable amount of duplication across North Wales. There has been collaboration on the production of information leaflets.	A common model would be developed and applied across all the communities in North Wales. This removes duplication and provides a more harmonised and resilient approach.
Nuclear Site Liaison (Wylfa & Trawsfynydd EPCC)	Gwynedd & Ynys Môn have collaborated and liaised in developing plans, but site specific arrangements necessitate some duplicated actions.	Specialization would be developed providing more resilience. These skills could also be provided to support colleagues across Wales if necessary as part of regional collaboration.

Business Continuity, Fuel Plan, Severe Weather plans & Health	Each authority has developed plans updated according to local circumstances. The individual Emergency Planning Units ensure that each local authority has officers who are able to discharge their emergency response duties through the respective plans. This inconsistent approach results in each local authority possibly responding in a different manner to very similar circumstances.	A common approach would be developed with the Primary Liaison Emergency Planning Officer for each of the authorities to take into account local needs. This removes duplication and provides improved resilience. There will remain a need to embed business continuity within each authority's culture.
Flood Partnerships Reservoir Inundation, Resilient Communications	Existing flood partnerships have arisen due to local experience of flooding, currently only formalised in two authorities. The dissemination of this learning has not been extended to those areas where actual flooding has not yet regularly occurred, but the risk exists. Local flood plans are tailored to the specifics of the locality.	One emergency planning officer would act as lead working closely with the Primary Liaison Emergency Planning Officer for each of the authorities, to ensure that flood partnerships are developed across all risk areas, and flood plans, although specific to their area, follow a common template.
Community Resilience & Voluntary Sector	Each authority has developed an individualistic approach to deal with their needs in relation to community resilience. There has been collaboration in engagement with the voluntary sector.	One emergency planning officer would act as lead officer for the six local authorities. A common approach would be developed with the Primary Liaison Emergency Planning Officer for each of the authorities to take into account local risks. This enhances consistency and resilience.
Learning & Development, Training Needs Identification	Each authority has developed an individualistic approach to deal with their needs. The individual Emergency Planning Units provide the focus for ensuring that each local authority has officers who are able to discharge their emergency response duties by providing local training and exercising. Whilst there is a North Wales provision through the Resilience Forum	A common approach would be developed with the Primary Liaison Emergency Planning Officer for each of the authorities to take into account local needs. This would feed the local needs into the North Wales Resilience Forum Learning and Development Group. This removes duplication and provides resilience, whilst reflecting client needs in the training programme. The provision of training could also be

	<p>this provides only a limited capacity for generic training and does not meet all the local needs. This results in a considerable amount of duplication at the local level.</p>	<p>undertaken in partnership with other Cat 1 responders as part of the developing NWRP Strategy</p>
<p>Pollution of Controlled Waters, Marine Pollution, Events & Safety Advisory Group, Port Authority & Airports, Animal Health, Eisteddfod & Agricultural shows</p>	<p>Each authority has well developed plans updated according to national guidelines and local circumstances. The individual Emergency Planning Units ensure that each local authority has officers who are able to discharge their emergency response duties through the respective plans</p>	<p>A regional approach would be developed with the Primary Liaison Emergency Planning Officer for each of the authorities, taking into account local needs and risks, with the lead officer liaising with the Category 1 responders and event organisers to ensure a harmonised and compatible approach.</p>
<p>SERVICE TASK NORTH WALES RESILIENCE FORUM</p>	<p>CURRENT PROVISION</p>	<p>JOINT PROVISION</p>
<p>Learning & Development; Warning & Informing; Industrial Hazards; Pollution; Mass Fatalities; Risk Assessment; Logistical Preparedness; Telecomms; Voluntary Sector; Infectious Diseases; Flooding; Humanitarian Assistance; Recovery</p>	<p>Each local authority can provide a representative to one or more of the task groups that meet on a regular basis. This may lead to a considerable duplication of effort. However a sensible approach is taken with rationalization of representation at meetings, and subsequent cascade arrangements need to be effectively managed to disseminate information and tasking.</p>	<p>One emergency planning officer would act as lead officer for the six local authorities on a specific task/risk group. This removes duplication and provides a resilient approach and will allow for greater development of 'in-depth' knowledge on a particular topic.</p>

Advantages of two hub service delivery in supporting partnership councils:

- Improved resilience activity to partnership councils due to team size (recognising the limitations of this statement in the event of a widespread incident).
- Improved focus of available resources through hub unit providing shared specialist support to partnership councils
- Based on the underpinning principles of a joint unit that has operated effectively and successfully for 5 years between Denbighshire and Flintshire
- Reflects current out-of-hours duty arrangements
- Potential for eventual cost savings due to reduction in managers and support resources
- officers will provide local focus and gateway into specialist emergency planning support from a larger team for individual authorities
- Refines and simplifies support of NWRP Task Groups and other partners
- More consistent arrangements with respect to CCA duties with Category 1 & 2 Responders across North Wales
- Provides a single point of contact for strategic issues at LRF/SCG level
- Harmonisation of best practices across all Authorities
- Improved resilience for emergency response

Original report considered by Chief executives of North Wales authorities
which gave rise to the commission.

REVIEW OF NORTH WALES LOCAL AUTHORITY EMERGENCY PLANNING SERVICE

1.0 SCOPE

The Chief Executives have made a commitment to review the best use of existing emergency planning resources across the region to improve readiness for emergencies. The Chief Executives group were not fixated with efficiencies and are open minded about the scope for a regional unit or sub-regional units supported by local specialist placements in local authorities.

A parallel review of the North Wales Resilience Forum (NWRF) structures and resources is to take place, noting the keenness the new Chief Constable to review partnerships and their productivity, and recognising the overall resourcing of the North Wales Resilience Forum and emergency planning across the region.

The NWRF review is a part of a broader North Wales Partnerships Review that is currently being undertaken by North Wales Police in conjunction with partners. NWRF members agreed to wait for the WAO Report in CCA Implementation (likely to be in October 2010) and the CCA Enhancement Programme to be completed (possibly by the end of 2010) before any significant changes are made to NWRF structure or mechanics of operation. Therefore the emergency planning review is not in a position to include the outcome of the NWRF review.

2.0 TERMS OF REFERENCE

2.1 To review the current arrangements for delivering the Local Authority Emergency Planning function in North Wales, and identify options for future arrangements in order to provide the service in the most effective and efficient way possible

2.2 The reviewed service options must fully meet all statutory requirements and provide an appropriate level of support to the communities and responding partners in North Wales

2.3 The service options should be provided within current resources

3.0 BACKGROUND

3.1 Local Authorities in North Wales have a good track record of collaborating on civil contingencies work since 1996. This includes collaborative working between

Local Authorities on specific issues, sharing of out-of-hours duty arrangements. Solid cooperation is ensured through the 'North Wales Local Authorities Emergency Planning Collaborative Group'.

3.2 All local authorities are also heavily involved in supporting all NWRF work streams and this includes chairing many of the working groups.

3.3 It also must be noted that the North Wales Resilience Forum (NWRF), and associated components including the Partnership Team, is **not** a statutory body and has no powers to direct its members, but is a forum that facilitates the CCA requirement for member organisations to cooperate and share information in relation to Civil Contingency planning.

3.4 It is important to note when reviewing Local Authority Civil Contingencies arrangement that the pursuance of duties as outlined in the Civil Contingency Act 2004 is the responsibility of the individual organisation, this includes the assurance 'that Category 1 responders are able to perform their functions so far as necessary or desirable to respond to an emergency'. The planning for response and recovery is to be undertaken as an extension of local responders' day-to-day activities.

3.5 It is also important for Chief Executives to be aware that Central Government is now robustly pursuing a Community Resilience agenda that no doubt will require major input from Local Members and the Local Authorities in general.

4.0 SUGGESTED OPTIONS FOR SERVICE DELIVERY

See Annex 1 for strengths and weaknesses resilience analysis

See Annex 3 for current investment in local authority emergency planning service

See Annex 4 for structures of proposed options

See Annex 5 for outline risk assessment

4.1 OPTION 1 **Retain existing provision.**

Retain existing provision but develop joint/shared working in key areas such as training & exercising, pipeline & COMAH planning, Out of Hours cover. Support North Wales Resilience Forum Task Groups by agreeing lead authority for specific Task Group attachment.

4.2 OPTION 2 **Pairing neighbouring authorities**

Develop three emergency planning units covering two local authorities each, East, Central and West.

Support North Wales Resilience Forum Task Groups by agreeing lead unit for specific Task Group attachment, and then Unit manager determines appropriate officer allocation.

Utilise a similar SLA as the existing Denbighshire & Flintshire arrangement covering Flintshire and Wrexham, Denbighshire and Conwy, Anglesey and Gwynedd.

Collaborative working between the three Units would be agreed by the managers, for example: each Unit could lead on one or two of the following activities, developing a specialism and establishing common good practice across NW.

- Control of Major Accident Hazards (COMAH) & Major Accident Hazardous Pipelines (MAHP) and other industrial planning
- Emergency Exercising
- Gold, Silver and Bronze response to incidents
- Control Room operation and support staff
- Welfare, Rest Centre operation, Volunteer support and community resilience
- flooding and severe weather
- Mutual Aid and Cross Border arrangements
- Nuclear and pollution issues

The respective unit managers would agree specialist divisions to lead on generic work elements i.e. COMAH, MAHP, and Reservoirs etc, and also for representation on the appropriate LRF Task Groups. They would report to each of their executive management teams and attend management meetings and Member Scrutiny panels as required.

4.3 OPTION 3 Two groups of three neighbouring counties

Develop two emergency planning units covering three local authorities each, East and West.

Support North Wales Resilience Forum Task Groups by agreeing lead unit for specific Task Group attachment, and then Unit manager determines appropriate officer allocation.

Utilise a similar SLA as the existing Denbighshire & Flintshire arrangement covering Denbighshire, Flintshire and Wrexham to the East, and Anglesey, Conwy and Gwynedd to the West.

Collaborative working between the two Units would be agreed by the managers, for example: each Unit could lead on one or two of the following activities, developing a specialism and establishing common good practice across NW.

Control of Major Accident Hazards (COMAH) & Major Accident Hazardous Pipelines (MAHP) and other industrial planning
Emergency Exercising
Gold, Silver and Bronze response to incidents
Control Room operation and support staff
Welfare, Rest Centre operation, Volunteer support and community resilience flooding and severe weather
Mutual Aid and Cross Border arrangements
Nuclear and pollution issues

The respective unit managers would agree specialist divisions to lead on generic work elements i.e. COMAH, MAHP, and Reservoirs etc, and also for representation on the appropriate LRF Task Groups. They would report to each of their executive management teams and attend management meetings and Member Scrutiny panels as required.

4.4 OPTION 4 **Single Regional Group with outposted officers in satellite Counties**

Develop a single North Wales Local Authority Regional unit with outpost officers covering either 1 or 2 local authority areas each, and incorporate the Partnership Team within the unit.

Support North Wales Resilience Forum Task Groups by agreeing lead officer, from within unit, for each Task Group.

The Regional Unit may have a manager and deputy covering all 6 local authorities providing reporting links to their executive management teams and attending management meetings and Member Scrutiny panels as required.

5.0 CONCLUSIONS

Whilst four options are proposed as viable ways of delivering the service other methods i.e. external commissioning, were discounted as they were not realistic. Option 1 does not significantly develop the service, and option 4 may provide a service that is too remote for effective local control and Member reassurance. Options 2 and 3 provide an opportunity to modernise and improve the efficiency of the service whilst retaining a degree of local control and closer member engagement.

6.0 RECOMMENDATIONS

6.1 That the Chief Executives receive the report and consider the options presented

6.2 That the Chief Executives determine the most appropriate option for the delivery of the service

6.3 That the Chief Executives determine the time frame for the implementation of the preferred option and determine the lead officer(s) to manage the implementation process

ANNEX 1

STRENGTHS AND WEAKNESSES

Option 1 Maintain present arrangements	
Strengths	<ul style="list-style-type: none"><input type="checkbox"/> Familiarity, existing knowledge retained locally<input type="checkbox"/> Easier day to day management within authorities<input type="checkbox"/> More local accountability and community engagement than options 2 to 4<input type="checkbox"/> CCA and other statutory duties aligned with delivering authority
Weaknesses	<ul style="list-style-type: none"><input type="checkbox"/> Disparity in capabilities between authorities<input type="checkbox"/> Minimal improvement in NW RF support<input type="checkbox"/> Considerable duplication of effort across all statutory duties<input type="checkbox"/> Smaller team is less resilient (i.e. sickness, holidays, out of hours etc.)<input type="checkbox"/> Less consistent arrangements with other responders with respect to the CCA duties

Option 2 Pairing of neighbouring authorities	
Strengths	<ul style="list-style-type: none"><input type="checkbox"/> Based on an existing SLA model (Denbighshire & Flintshire)<input type="checkbox"/> Some LA services already working to this structure i.e. Conwy/Denbighshire Highways<input type="checkbox"/> Matches up with current NWP Business Units, West, Central & East<input type="checkbox"/> Improved resilience due to team size<input type="checkbox"/> More locally accountable than Options 3 & 4<input type="checkbox"/> Improved resilience due to increased team size<input type="checkbox"/> Cost saving
Weaknesses	<ul style="list-style-type: none"><input type="checkbox"/> Logistical issues i.e. ICT etc<input type="checkbox"/> More remote from the democratic process and accountability current service<input type="checkbox"/> Potential conflict of interests in wide area emergencies<input type="checkbox"/> Some duplication of effort remains<input type="checkbox"/> Cost of relocation of staff & accommodation

Option 3 Two groups of three neighbouring authorities	
Strengths	<ul style="list-style-type: none"><input type="checkbox"/> More accountable than Option 4 providing local focus<input type="checkbox"/> Reduction in duplication of managers and support staff<input type="checkbox"/> Improved resilience due to team size<input type="checkbox"/> Improved focus of available resources<input type="checkbox"/> Denbighshire & Flintshire Joint Unit already in place<input type="checkbox"/> Reflects out-of-hours duty arrangements<input type="checkbox"/> Further Improved resilience due to increased team size<input type="checkbox"/> Cost savings

Weaknesses	<input type="checkbox"/> Logistical issues i.e. ICT etc <input type="checkbox"/> Cost of relocation of staff & accommodation <input type="checkbox"/> Some duplication of effort remains <input type="checkbox"/> More remote from the democratic process and corporate accountability than current service <input type="checkbox"/> Accountability to local Members <input type="checkbox"/> Potential conflict of interests in wide area emergencies <input type="checkbox"/> Current emergency management structures are different between authorities
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Option 4 Single North Wales Unit with outposted staff	
Strengths	<input type="checkbox"/> Opportunities to minimise duplication of managers and support staff <input type="checkbox"/> Focus of resources through central core team <input type="checkbox"/> Out posted staff will provide local focus <input type="checkbox"/> Cost savings <input type="checkbox"/> Further Improved resilience due to increased team size <input type="checkbox"/> More consistent arrangements with other responders with respect to CCA duties
Weaknesses	<input type="checkbox"/> Too remote from: <ul style="list-style-type: none"> • The democratic process • Accountability to local Members • The Communities <input type="checkbox"/> Too remote from the Local Authorities that have the statutory responsibilities <input type="checkbox"/> Accountability to local Members <input type="checkbox"/> Logistical issues i.e. ICT etc <input type="checkbox"/> Cost of relocation of large number of staff & accommodation <input type="checkbox"/> Out posted staff may become remote and insular <input type="checkbox"/> Differing reporting protocols to managers and Members <input type="checkbox"/> Biased service delivery <input type="checkbox"/> Loss of staff networking <input type="checkbox"/> Loss of corporate knowledge and expertise following loss of managers <input type="checkbox"/> Difficulties in managing staff appraisals/sickness etc

OPERATING MODEL FOR NORTH WALES REGIONAL LOCAL AUTHORITY EMERGENCY PLANNING SERVICE

1.0 Operational Model

There will be one Civil Contingencies Team which will cover two separate groupings of local authorities in the East and West of the region and will be centred around two hubs – one in the East and one in the West. The Team will deliver the service as required by statute, regulations and direction.

1.1 Co-operation

The Team will deliver its services and Civil Protection duties collaboratively as far as is appropriate to ensure that the Local Authorities are effectively represented on the North Wales Resilience Forum to facilitate the effective delivery of those duties that need to be delivered in a multi-agency environment.

The Civil Contingencies Team will ensure the exchange of good practice amongst client authorities and provide the expertise to ensure that authorities are available to fulfill their functions in an effective and efficient manner.

1.2 Information Sharing

The Team will facilitate information sharing between the Local Authorities and enable information to be shared with the appropriate local partners within the area to ensure the effective performance of the civil protection duties placed on the Authorities.

1.3 Resilience Risk Assessment

The Team will take lead responsibility for assessing risks on resilience issues and will ensure that risk assessments for the Local Authorities have been completed. The risk assessments will identify the sources of risk, assess their likelihood and impacts, and rank them in terms of their overall risk, and supply this information for inclusion in the Community Risk Register. This will support the corporate risk register of the Local Authorities.

1.4 Emergency Planning

The Team will develop, validate and maintain arrangements that provide an effective framework to enable the Councils to manage risks, and mobilise staff and resources in relation to a wide range of possible scenarios.

1.5 Response Training

All plans and procedures will include provisions for carrying out training and exercising of staff, North Wales Resilience Forum partners and other responding agencies to effectively embed the arrangements within the culture of the Authorities.

1.6 Business Continuity Management

The Team will promote and support business continuity within individual services and corporately, to ensure that business continuity management is embedded and tested within each Authority.

1.7 Business Continuity Advice and Assistance to Businesses and the Voluntary Sector

The Team will provide the Local Authorities with a business continuity advice and assistance strategy for small and medium sized enterprises and the voluntary sector. They will engage with key external partners (e.g. business representative groups, business support organisations and other Category 1 responders) in the delivery process.

1.8 Communicating with the Public

The Team will develop relevant information and advice in support of community resilience. They will engage with local agencies and lead responders for warning, informing and advising the communities.

1.9 Emergency Response

The Team will provide 24/7 emergency arrangements to support the Local Authorities response to major emergencies impacting on the communities within North Wales.

1.10 Voluntary Sector

The Team will make appropriate arrangements for the engagement of all relevant Voluntary Agencies in support of the emergency response preparedness, and will ensure response training and exercising of those organisations occurs on a regular basis.

1.11 North Wales Resilience Forum

The Team will engage with the North Wales Resilience Forum and support the work streams as appropriate.

2.0 Support for the Operational Model

2.1 Delivery of the Emergency Planning Service

The proposed structure is contained in the attached structure diagram. The grading of posts will be subject to the job evaluation process at the host authority.

It will consist of a central team centred around two hubs who will be responsible for those functions which can be developed in common and need not be done at individual authority level.

The extension of the relevant plans and strategies will then be for the Manager and his or her deputy to ensure with the assistance of the liaison officers and the central team.

The key interface will be via the liaison officers which will be located at each authority.

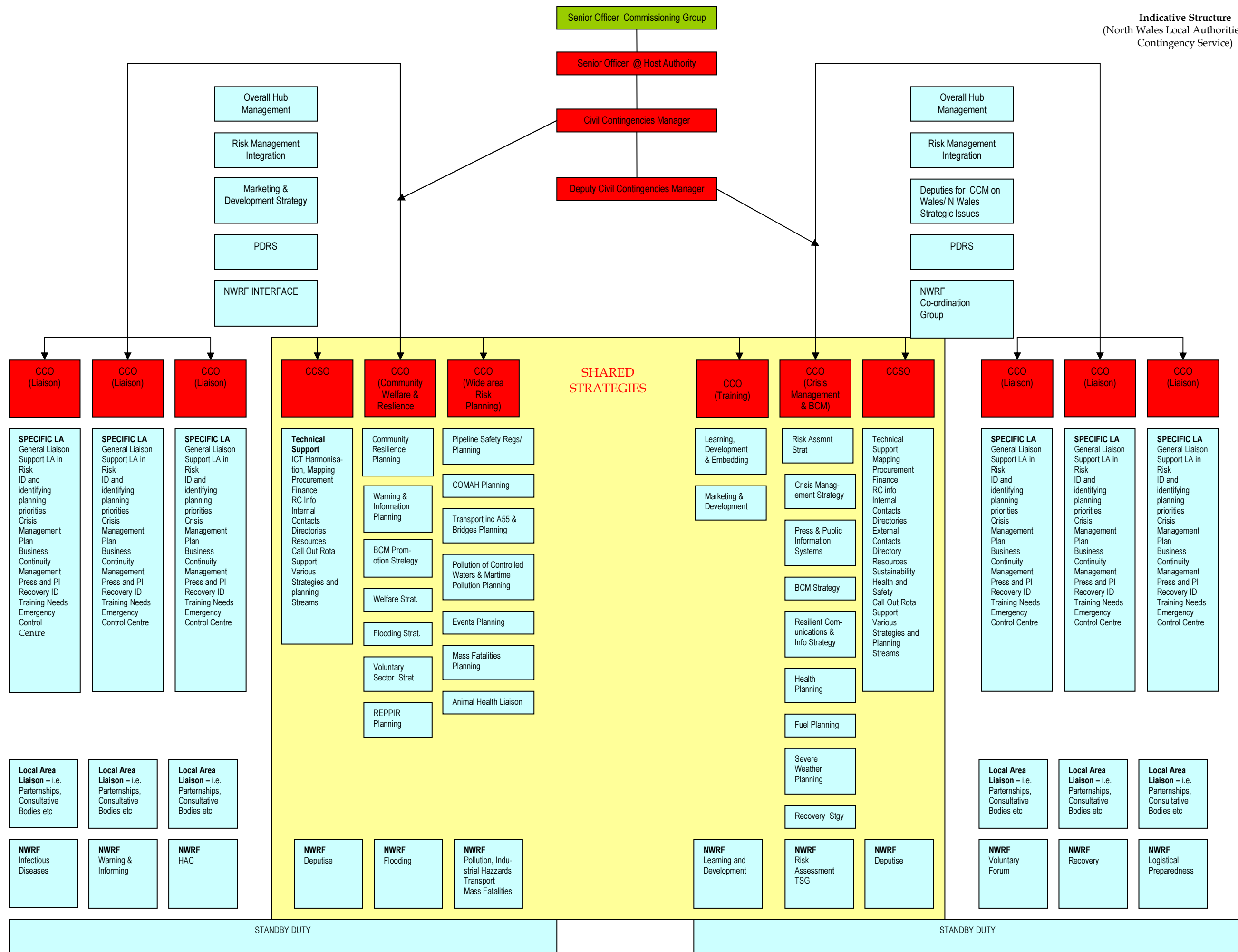
To enable the operational model to deliver the service the Local Authorities will need to provide corporate support in managerial, financial and resourcing terms. There will be a requirement for one Local Authority to host the Team, providing management, accommodation, and the other usual support services and one local authority in the opposite sub region will need to provide accommodation and some support service for the other hub. Individual authorities will need to provide accommodation for liaison officers.

The remaining Local Authorities will be required to engage with the Team to meet their civil contingency needs. They will be required to accommodate an emergency planning presence by providing desk and ICT facilities.

2.1 Governance

Governance of the Team will be achieved through the executive arrangements agreed between the providing and commissioning Authorities.

Terms and conditions for the service together with any financial recharges for the North East and North West Teams will be laid out in a formal Service Level Agreement between the six Local Authorities.



By virtue of paragraph(s) 14, 15 of Part 4 of Schedule 12A of the Local Government Act 1972.

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