



To: Members of the Performance  
Scrutiny Committee

Date: 10 May 2013

Direct Dial: 01824 712554

e-mail: dcc\_admin@denbighshire.gov.uk

Dear Councillor

You are invited to attend a meeting of the **PERFORMANCE SCRUTINY COMMITTEE** to be held at **10.00 am** on **THURSDAY, 16 MAY 2013** in **CONFERENCE ROOM 1A, COUNTY HALL, RUTHIN.**

A briefing session will be held, immediately before the meeting, at **9.30am** for **all Committee Members** on the Council's Quarterly Performance Reports at which a representative from the Wales Audit Office will be present.

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 APPOINTMENT OF VICE CHAIR

To appoint a Vice Chair of the Performance Scrutiny Committee for the ensuing year.

### **3 DECLARATION OF INTERESTS**

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

### **4 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.

### **5 MINUTES OF THE LAST MEETING** (Pages 5 - 10)

To receive the minutes of the Performance Scrutiny Committee held on 11 April, 2013 (copy enclosed).

### **6 YOUR VOICE COMPLAINTS PERFORMANCE - QUARTER 4** (Pages 11 - 18)

To consider a report by the Head of Customers and Education Support (copy enclosed) which presented an analysis of the customer feedback policy `Your Voice` for Quarter 4 of 2013/14

**9.35 a.m.**

### **7 ANNUAL COUNCIL REPORTING FRAMEWORK** (Pages 19 - 52)

To consider a report by the Corporate Director: Modernisation and Wellbeing (copy enclosed) which detailed the self-assessment of social care in Denbighshire and identified improvement priorities for 2013/14.

**10.10 a.m.**

### **Comfort Break**

### **8 SCRUTINY WORK PROGRAMME** (Pages 53 - 72)

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.**

### **9 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

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

**11.10 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 Paragraph 14 of Part 4 of Schedule 12A of the Act) would be disclosed.

**10 CEFNDY ENTERPRISES (Pages 73 - 126)**

To consider a report by the Head of Adult and Business Services (copy enclosed) in respect of Cefndy Enterprises.

**11.25 a.m.**

**MEMBERSHIP**

**Councillors**

Bill Cowie  
Meirick Davies  
Richard Davies  
Colin Hughes  
Geraint Lloyd-Williams

Peter Owen  
Dewi Owens  
Arwel Roberts  
Gareth Sandilands  
David Simmons

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## PERFORMANCE SCRUTINY COMMITTEE

Minutes of a meeting of the Performance Scrutiny Committee held in Conference Room 1a, County Hall, Ruthin on Thursday, 11 April 2013 at 10.00 am.

### PRESENT

Councillors Bill Cowie, Meirick Davies, Richard Davies, Huw Hilditch-Roberts, Colin Hughes (Chair), Arwel Roberts (Vice-Chair) and Gareth Sandilands

Observers: Councillors Raymond Bartley, Jason McLellan and Huw Williams.

### ALSO PRESENT

Corporate Improvement Manager (TW), Audit Manager (BS), Head of Planning and Public Protection (GB), CCTV Supervisor (GS), Corporate Improvement Officer (NK), Democratic Services Manager (SP) and Committee Administrator (SLW)

#### 1 APOLOGIES

Apologies for absence were received from Councillors Geraint Lloyd-Williams, Dewi Owens and the Corporate Director: Economic and Community Ambition, Rebecca Maxwell.

#### 2 DECLARATION OF INTERESTS

No declaration of personal or prejudicial interest had been raised.

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

No urgent matters had been raised.

#### 4 MINUTES OF THE LAST MEETING

The minutes of the Performance Scrutiny Committee held on 21 February, 2013, were submitted.

Councillor Meirick Lloyd Davies requested that actions be added to minutes where appropriate for ease of reference. It was suggested and agreed that a footnote be added where appropriate.

**[ SP to action ]**

**RESOLVED** that the minutes of the meeting held on 21 February, 2013 be received and approved as a correct record.

#### 5 CORPORATE PLAN QPR: QUARTER 3 2012/13

[A pre-meeting training session had been held for Committee Members on the Corporate Plan Performance Measures, to aid with their scrutiny of this item]

The Corporate Improvement Manager (CIM) submitted a report (previously circulated) presenting the Corporate Plan Quarterly Report 2012-2017. The purpose of the report was for the council to understand the progress of its contribution to the delivery of the Corporate Plan outcomes. Regular reporting was an essential monitoring requirement of the Corporate Plan to ensure that the Council exercised its duty to improve.

The Chair confirmed a meeting had recently taken place between himself, the Vice-Chair and the CIM to peruse the report prior to the meeting.

Within the Plan, each indicator and performance measure had been given a coloured status which described the current position. Each outcome also had "improvement activities" which were projects and actions designed to contribute to the delivery of the outcome. These were monitored by providing a "delivery confidence". The same four colours were used for the Delivery Confidence Status.

The report had highlighted areas of concern to the Committee as follows:

4.1.1 – the work to formalise plans for dropped kerbs had not progressed and had, therefore, been flagged as "red" (priority for improvement). It had been agreed at Council to action work to be carried out where dropped kerbs were needed and not to delay. The Head of Environmental Services would be requested to circulate a progress report to Committee members on the development of the dropped kerbs.

4.1.2 – the percentage of pupils leaving school without an approved qualification had been flagged as "red". Continued efforts were required from the service to improve this to an "acceptable" status.

4.1.3 – fixed penalty notices for dog fouling had been flagged as "red". The issue was raised that the fixed penalty notices were not being applied throughout the whole of the county. It was recommended fixed penalty notices should be applied throughout the county.

4.1.4 – also identified as a "red" was the percentage of initial core group meetings held within 10 days of the initial child protection conference. Performance had to improve by approximately 10% to ensure "acceptable" status. It was recommended the Head of Children's Services be requested to circulate a progress report to members of the Performance and Partnerships Scrutiny Committees in respect of initial core group meetings being held within 10 days of the first child protection conference.

4.1.5 – The timely determination of householder planning applications had been identified as "red". The Development Control Manager, Paul Mead, was currently assessing changes to the Planning Committee in a way which would improve the decisions.

Points 4.1.6 and 4.1.7 were noted.

Councillor Huw Hilditch Roberts stated that he could not endorse this report as he felt the process for collecting and evaluating information was not a true reflection of actual performance.

The CIM clarified that for the indicators and measures, the evaluations were robust. The issues raised by Councillor Hilditch Roberts included how activities were monitored and assessed and evaluations in the report might not indicate the project had been completed but was an assessment of whether activities were progressing on track or not. The progress of activities was evaluated by officer(s) responsible for the activity. It was recommended by the Committee that the process be reviewed in order to maximise the transparency, validity and evidence-base of the Quarterly Update Reports.

The Committee agreed that the lead contacts of the Committee should be using their role to question and challenge the services on any areas or issues where performance was a concern. The Chair agreed to assist when appropriate.

**RESOLVED that :**

- (i) The Committee request Cabinet and Corporate Improvement Officers to review the process for monitoring and assessing the status and progress of activities (which currently depend on the evaluation of the officer(s) responsible for the activities) and to consider the depth of information on the outcomes in order to maximise the transparency, validity and evidence-base of the quarterly update reports.*
- (ii) The Committee agrees that, as the Performance Scrutiny members had been nominated as lead contacts with individual services, the lead contacts should use this role to question and challenge those services on any areas or issues where performance was a concern. The chair of the Committee to assist when appropriate.*
- (iii) The Head of Environmental Services be requested to circulate a progress report to Committee members regarding the development of dropped kerbs.*
- (iv) The Head of Children's Services be requested to circulate a progress report to members of the Performance and Partnerships Scrutiny Committees in respect of initial core group meetings being held within 10 days of the first child protection conference.*

**[ RhE to pursue above ]**

## **6 REVIEW OF SERVICE CHALLENGE PROCESS**

The Corporate Improvement Manager (CIM) submitted a report (previously circulated) presenting the Draft Proposal for Improving the Service Challenge Process.

The new Service Challenge processes had been discussed by CET (Corporate Executive Team) and SLT (Senior Leadership Team). A presentation had also been before Council Briefing.

The new proposal would be a more detailed annual process. It was proposed that the Chief Executive, all Corporate Directors, Lead Members and Scrutiny representative Members attend every Service Performance Challenge Assessment Panel. A representative of the Welsh Audit Office would also be involved. The new process would be based on self-evaluation. The Service Challenge would be supported by Members of the Corporate Improvement Team.

The discussion covered the following:

- Roles and Responsibilities
- Documents to support the service self-assessment
- Process timeline and
- Meeting schedule.

***RESOLVED*** that Members accepted and agreed the draft proposals for a new Service Challenge process, which would include:

- (i) A more detailed review with a renewed focus on self-evaluation*
- (ii) An annual rather than a bi-annual programme with increased flexible links with the business and budget planning process*
- (iii) The development of a new and separate process for agreeing efficiencies.*

***[ TW to note the above resolution ]***

**At this juncture (11.20 a.m.) there was a 5 minute comfort break**

**The meeting re-convened at 11.25 a.m.**

## **7 PROVISION OF CCTV IN DENBIGHSHIRE**

The Head of Planning and Public Protection (H:P&PP) submitted a report (previously circulated) presenting information regarding the operation of the Council's CCTV function and its partnership working with other agencies, including North Wales Police.

The H:P&PP introduced Graham Smith, CCTV Supervisor (CCTV:S). The CCTV control room was based in Rhyl Police Station.

The Council used public space CCTV provision as part of Denbighshire's contribution to activities under the Crime and Disorder Act 1998. The service provided by Denbighshire County Council was highly regarded by North Wales Police as providing an excellent and essential service.

Council Officers staff the CCTV control room, working shifts to provide 24 hour cover, 7 days a week, 365 days per year. The control room consists of 10 staff comprising of 1 full-time CCTV supervisor, 5 full-time and 4 part-time CCTV operators. 2 full-time operators left in 2012 and were not replaced due to the need to make significant savings in the region of £113,000 by 2014/15.

58 permanent cameras cover Rhyl, 18 cover Prestatyn and 4 cover Rhuddlan.



The control room also has remote access to CCTV at Lon Parcwr, Ruthin, Highways Depot, Kinmel Park Depot and the Marsh Road , Rhyl Recycling Centre as well as 4 external school cameras.

The CCTV control room can also remote connect to view the Town Council owned CCTV system in Llangollen. Denbigh Town Council also has a CCTV system.

There are 6 re-deployable cameras which can send limited quality pictures back to the control room via the airwaves. The 6 re-deployable CCTV cameras are due for renewal over the next 6 months. A management decision had been taken not to renew the cameras and to encourage Council departments and outside agencies to make their own arrangements for Re-deployable CCTV with the CCTV control room willing to accept and monitor the pictures for a modest charge.

There were a number of CCTV recorded offences during 2012. The H:P&PP agreed to email a breakdown of incidents to all members of the Committee for clarity.

The CCTV Department also provide secondary services for the Council by being the Emergency Out of Hours Customer Service Contact Centre. (ie:the Council's main point of contact after 6 p.m. weekends and public holidays).

The fact the unit employs only 10 members of staff led to problems during times of sickness absence and holidays. The implications were, cameras were not being monitored for several short temporary periods but were all left recording, and arrangements were put in place to allow out of hours phone calls during these periods to be seamlessly transferred to a pre-approved third party facility, in Conwy County Borough Council.

The H:P&PP referred to the project for developing a North Wales regional CCTV service which now appeared not to be viable. The Committee endorsed the retention of both CCTV provision and control centre in Denbighshire.

**RESOLVED** that:

- (i) The Committee supports the existing CCTV arrangements within the CCTV Team and recommends that consideration also be given to how other towns in Denbighshire could access CCTV services in the future.*
- (ii) The Head of Planning and Public Protection be requested to circulate a breakdown into areas of offences and incidents recorded by CCTV; and*
- (iii) A update report by the Head of Planning and Public Protection on the CCTV service be presented at the October 2013 meeting.*

**[ RhE to pursue the above ]**

## **8 SCRUTINY WORK PROGRAMME**

A report by the Scrutiny Co-ordinator was submitted (previously circulated) seeking Members' review of the Committee's future work programme.

The Corporate Improvement Manager (CIM) informed the Committee an additional risk had been identified since the last review. The Corporate Improvement Officer (CIO) clarified that Denbighshire County Council were working with the Welsh Government regarding the modernising school plan. The risk would be if the funding was not aligned with the project plan. This was Phase 1

***RESOLVED*** that the forward work programmes be accepted and noted.

## **9 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

None.

**The meeting concluded at 12.30 p.m.**

**Report to:** Performance Scrutiny Committee  
**Date of Meeting:** 16 May 2013  
**Lead Member / Officer:** Head of Customers and Education Support  
**Report Author:** Corporate Complaints Officer  
**Title:** Performance standards revealed through the Complaints process

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

To present analysis of the feedback received via Denbighshire County Council's customer feedback policy 'Your Voice' for Quarter 4 of 2012/13.

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

To provide information regarding any performance issues identified by 'Your Voice', and to make recommendations to address these accordingly.

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

3.1 That the Committee note and comment on the performance of services.

## **4 Report details**

### Highlights

The Council responded to **95%** (163 / 172) of recorded complaints in accordance with the 'Your Voice' timescales in Quarter 4. The corporate target is 95% and this is the first time it has been achieved. This is up from the previous quarter (91%).

660 complaints were recorded during 2012/13 – an increase of 12% on the previous year.

Of these 600 (91%) were responded to within the 'Your Voice' timescales. Although below the corporate target, it is a significant improvement on the performance for 2011/12 when 78% (460 / 587) of complaints were responded to within timescale.

The authority also received 192 compliments during quarter 4. Over the year, 820 compliments were recorded.

### Complaint response times

The overall performance of the Council has improved in the last quarter.

No service areas were highlighted as RED in quarter 4.

Of the 9 service areas that received complaints in quarter 4, over half (5) responded to all of their complaints within the corporate target.

Environmental Services continue to perform well, having consistently achieved or exceeded the corporate target in each quarter of 2012/13. This is despite them receiving the highest volume of complaints.

Environmental Services are the only 'corporate' service to receive more compliments than complaints. They account for over a quarter of all compliments received by the Authority.

The performance for Highways improved to 85% of complaints responded to within timescale.

Stage 1 complaints is where the issue is in terms of failing to respond within 10 working days – with 94% responded to within timescale. This is an improvement on previous quarters (see table in B4).

#### Complaint handling

The number of stage 2 complaints reduced during this quarter. It is too early to say whether this reflects improved complaint investigation at stage 1 and will require monitoring over coming periods.

The number of complaints investigated at stage 3 has increased in each quarter; from just over 2% of complaints considered by the Authority in Q1 to 3.5% in Q4. These should be reviewed to determine whether there is a specific reason for this increase and whether any assistance can be offered to the services.

#### Analysis of feedback

Following the recommendation of the Committee at the meeting on 21 February 2013, a sample of feedback received during Q4 from Environmental Services and Highways was undertaken.

**Environmental Services** recorded 67 complaints - all at stage 1. 61 of these were categorised as being 'Service' related. Further:

- 20 complaints were about the 'Quality of service';
- 12 complaints concerned 'Non-delivery of service';
- 8 complaints related to 'Length of time for service'.

In summary:

- 24/67 complaints concerned missed collections; 18 were upheld, 4 upheld in part and 2 not upheld.
- 8/67 related to non-delivery of bins/bags; 5 were upheld and 3 upheld in part.

53 Compliments were also received, with:

- 10 for collections;
- 6 for replacement requests;
- 4 for the X2 scheme;
- 3 for the recycling centre (all relating to Rhyl);
- 2 for staff effort during the bad weather;
- 2 general service;
- 1 for staff for the Christmas collection.

**Highways** recorded 26 complaints. 'Service' accounted for 20 of these. Further:

- 9/26 were about lack of gritting/snow clearance;
- 4/26 concerned lack of response to their enquiry;
- other issues included: the price of parking; the action of a bailiff; the painting of double yellow lines at Loggerheads; and alleged damage following council works.

33 Compliments were also received, with:

- 5 for gritting/snow clearance;
- 4 for the prompt response to enquiries;
- 3 for pot hole repairs; and
- 3 for road cleaning

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

An excellent Council, close to its community.

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

None – existing role of Corporate Complaints Officer.

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

Monthly reporting to Senior Executive Team.

**8 Chief Finance Officer Statement**

Not applicable.

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

By not dealing with complaints effectively, the reputation of the Council may suffer.

**10 Power to make the Decision**

Article 6.3.4(b) of the Council's Constitution sets out the Committee's powers with respect to scrutinising performance in general and the performance of certain service areas.

**Contact Officer:**

Corporate Complaints Officer

Tel: 01824 706197

# Appendix A – ‘Your Voice’ information

## A1 Your Voice’ reporting periods

A1.1 The following periods are used for reporting data in regards ‘Your Voice’:

- Quarter 1: 1-Apr to 30-Jun
- Quarter 2: 1-Jul to 30-Sep
- Quarter 3: 1-Oct to 31-Dec
- Quarter 4: 1-Jan to 31-Mar

## A2 Complaint response timescales

A2.1 The ‘Your Voice’ feedback policy states that the following timescales should be adhered to when responding to complaints:

- Stage 1: **10** working days
- Stage 2: **25** working days
- Stage 3: **15** working days

## A3 ‘Your Voice’ performance measures

A3.1 A traffic light system will be used to highlight performance in relation to response timescales to complaints. Performance is rated according to:

<b>Red</b>	Less than 80% of complaints responded to within timescale
<b>Orange</b>	when more than 80% but less than 90% of complaints responded to within timescale
<b>Yellow</b>	when more than 90% but less than 95% of complaints responded to within timescale
<b>Green</b>	more than 95% of complaints responded to within timescale

A3.2 To assist with identifying whether a service area’s performance has changed from the previous period(s), the following key has been developed:

Symbol	Indication
▲	Improvement in performance
▼	Decline in performance
◀	No change in performance
–	No data for period for comparison

## Appendix B – ‘Your Voice’ Quarter 4 2012/13 data

### B1 Overall complaint response times for the current year

Service Area	Quarter 1 (12/13)				Quarter 2 (12/13)				Quarter 3 (12/13)				Quarter 4 (12/13)			
	Recd	Within	%	Status	Recd	Within	%	Status	Recd	Within	%	Status	Recd	Within	%	Status
Social Services Adults	14	11	79%	▲ R	11	9	82%	▲ O	12	10	83%	▲ O	7	6	86%	▲ O
Social Services Children	16	15	94%	▲ Y	16	12	75%	▼ R	10	7	70%	▼ R	6	5	83%	▲ O
Business Planning and Performance	0	0	n/a	– –	0	0	n/a	– –	0	0	n/a	– –	0	0	n/a	– –
Legal and Democratic Services	1	1	100%	– –	1	1	100%	◀ G	1	1	100%	◀ G	0	0	n/a	– –
Customers and Education Support	4	4	100%	◀ G	2	1	50%	▼ R	10	10	100%	▲ G	9	9	100%	◀ G
Environment	26	25	96%	◀ G	44	42	95%	▼ G	64	64	100%	▲ G	67	67	100%	◀ G
Finance and Assets	7	5	71%	▼ R	8	6	75%	▲ R	4	3	75%	◀ R	5	5	100%	▲ G
Housing and Community Development	25	20	80%	▲ O	17	13	76%	▼ R	25	25	100%	▲ G	19	17	89%	▼ O
Regeneration	1	1	100%	◀ G	3	3	100%	◀ G								
Planning and Public Protection	16	16	100%	▲ G	11	10	91%	▼ Y	24	24	100%	▲ G	15	15	100%	◀ G
Highways and Infrastructure	22	21	95%	▲ G	34	32	94%	▼ Y	18	9	50%	▼ R	26	22	85%	▲ O
Communication, Marketing and Leisure	9	9	100%	▲ G	11	10	91%	▼ Y	10	10	100%	▲ G	15	15	100%	◀ G
School Improvement	1	1	100%	– –	0	0	0%	– –	0	0	0%	– –	0	0	n/a	– –
Other	1	1	100%	– –	4	1	0%	– –	0	0	0%	– –	0	0	n/a	– –
<b>Total</b>	<b>143</b>	<b>130</b>	<b>91%</b>	<b>▲ Y</b>	<b>166</b>	<b>144</b>	<b>87%</b>	<b>▼ O</b>	<b>179</b>	<b>163</b>	<b>91%</b>	<b>▲ Y</b>	<b>172</b>	<b>163</b>	<b>95%</b>	<b>▲ G</b>

### B2 Corporate response times according to each complaint stage for the current year

Q1	Count	Within	%
Stage 1	131	119	91
Stage 2	8	7	88
Stage 3	3	3	100
PSOW*	1	1	100
	<b>143</b>	<b>130</b>	<b>91</b>

Q2	Count	Within	%
Stage 1	154	133	86
Stage 2	8	8	100
Stage 3	4	3	75
PSOW*	0	0	
	<b>166</b>	<b>144</b>	<b>87</b>

Q3	Count	Within	%
Stage 1	161	146	91
Stage 2	13	12	92
Stage 3	5	5	100
PSOW*	0	0	
	<b>179</b>	<b>163</b>	<b>91</b>

Q4	Count	Within	%
Stage 1	156	147	94
Stage 2	6	6	100
Stage 3	6	6	100
PSOW*	4	4	100
	<b>172</b>	<b>163</b>	<b>95</b>

\*Public Services Ombudsman for Wales



### B3 Compliments received during the current year

Service Area	Q1	Q2	Q3	Q4	Total
Social Services Adults	68	147	82	58	355
Social Services Children	10	8	13	18	49
Social Services Corporate	0	0	0	0	0
Business Planning and Performance	0	0	0	0	0
Legal and Democratic Services	1	1	0	0	2
Customers and Education Support	2	2	5	9	19
Environment	42	44	73	53	212
Finance and Assets	0	0	0	1	1
Housing and Community Development	24	4	15	13	56
Regeneration	1	1	0	0	2
Planning and Public Protection	7	4	8	6	25
Highways and Infrastructure	12	20	10	33	75
Communication, Marketing and Leisure	10	10	4	0	24
School Improvement	0	0	0	0	0
Other	0	0	0	0	0
	<b>177</b>	<b>241</b>	<b>210</b>	<b>192</b>	<b>820</b>

### B4 Summary of response times for 2012 / 13

Service Area	Full Year 2011-2012				Full Year 2012-2013			
	Recd	Within	%	Status	Recd	Within	%	Status
Social Services Adults	41	30	73%	– R	44	36	82%	▲ O
Social Services Children	39	23	59%	– R	48	39	81%	▲ O
Business Planning and Performance	1	1	100%	– G	0	0	n/a	– –
Legal and Democratic Services	6	3	50%	– R	3	3	100%	▲ G
Customers and Education Support	19	16	84%	– O	25	24	96%	▲ G
Environment	142	137	96%	– G	201	198	99%	▲ G
Finance and Assets	25	21	84%	– O	24	19	79%	▼ R
Housing and Community Development	79	33	42%	– R	86	75	87%	▲ O
Regeneration			0%	– –	4	4	100%	– –
Planning and Public Protection	97	85	88%	– O	66	65	98%	▲ G
Highways and Infrastructure	69	56	81%	– O	100	84	84%	▲ O
Communication, Marketing and Leisure	51	43	84%	– O	45	44	98%	▲ G
School Improvement	4	3	75%	– R	1	1	100%	▲ G
Other	1	0	0%	– –	5	2	40%	– –
	<b>587</b>	<b>460</b>	<b>78%</b>	– R	<b>660</b>	<b>600</b>	<b>91%</b>	▲ Y

### B5 Summary of performance at each complaint stage for 2012 / 13

YTD	Count	Within	%
Stage 1	602	545	91
Stage 2	35	33	94
Stage 3	18	17	94
PSOW*	5	5	100
	<b>660</b>	<b>600</b>	<b>91</b>

\*Public Services Ombudsman for Wales

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**Report To:** Performance Scrutiny Committee  
**Date of Meeting:** 16 May 2013  
**Lead Officer:** Corporate Director: Modernisation and Wellbeing  
**Report Author:** Early Intervention, Strategy and Support Service Manager  
**Title:** Annual Council Report: Social Services 2012/2013

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

- 1.1 Every Director of Social Services in Wales is required to produce an annual report which summarises their view of the effectiveness of the authority's social care services and priorities for improvement.
- 1.2 A draft annual report for 2012/2013 is attached as Appendix 1. The report is intended to provide the public with an honest picture of services in Denbighshire and to demonstrate a clear understanding of the strengths and challenges faced. The report is subject to further consultation and refinement and will need to be presented to Full Council by July 2013.

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

- 2.1 To provide Scrutiny with our self assessment of social care in Denbighshire and the identified improvement priorities for 2013/2014.

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

- 3.1 Scrutiny are asked to consider and comment on:
  - the Director's self assessment of social care in Denbighshire
  - improvement priorities for 2013/2014
  - whether the draft report provides a clear account of performance

## **4. Report details.**

- 4.1 The Annual Council Reporting Framework (ACRF) has four components:

### **① A detailed self assessment and analysis of effectiveness**

- 4.2 Performance has been assessed against a set of outcome statements developed by the Social Services Improvement Agency (SSIA). The outcome statements focus on service users and carers, as well as 'organisational capacity' including Corporate, Political and Leadership support.

### **② Evidence trail**

- 4.3 A significant volume of evidence has been collected to demonstrate the self

analysis and associated judgements. This information will be submitted to the Care and Social Services Inspectorate Wales (CSSIW).

### **③ Integration with business planning**

- 4.4 The improvement priorities we have identified through our self assessment have been integrated into our Service Business Plans and therefore mainstreamed into the authority's performance management framework.

### **④ Publication of an annual report**

- 4.5 In line with the guidance that governs the ACRF process the annual report has been written for the public. We are required to publish the annual report by 31 July 2013.
- 4.6 The report will form an integral part of the CSSIW performance evaluation of Denbighshire Social Services. The evaluation also informs the Wales Audit Offices assessment of Denbighshire County Council as part of the annual improvement report

### **Key messages and priorities from the ACRF process**

- 4.7 Our overall assessment is that Denbighshire Social Services succeeded in making real improvements in terms of both performance and quality over the past year. We can show that we have:
- supported families successfully at an early stage to help prevent problems escalating
  - provided early support and helped people to regain their confidence and ability to care for themselves e.g. after a fall.
  - supported people to live independently in the community and reduced the number of people admitted into Care Homes
  - provided looked after children with stable and caring homes
  - safeguarded children and vulnerable adults effectively
  - worked in partnership with other authorities and agencies
  - a stable workforce who are supported with their professional development
  - strong leadership driving forward the agenda
  - improved quality assurance processes
  - robust financial management which has delivered services within budget
- 4.8 However, there have been some real challenges for both Adult and Business and Children's Services. Appendix 2 provides an overview of the challenges and how we are responding.
- 4.9 The improvement priorities contained within the annual report recognise the need to continue to adapt and modernise our services in order to respond to the expectations and requirements of the Welsh Government's Social Services and Wellbeing Bill.

4.10 Key features of our approach to proactively remodel, and develop new service patterns to improve local services will include:

- the development of enhanced family support services with a 24/7 family support service;
- strengthened transition support to young people with disabilities who are moving from children services to adults services;
- implementation of the IFSS (Integrated Family Support Service) model;
- the development of additional Extra Care;
- developing a three-year plan to develop services to support carers;
- additional investment in reablement and approaches to support people to live independently without the need for ongoing social care;
- reduced sickness absence, a higher percentage of performance appraisals completed and improved response times for complaints.

4.11 The future of our services has to look different and so our commitment to modernisation will involve an increased investment in preventative and early intervention services to enable citizens to be independent, resilient and able. This approach will need to be underpinned by a range of services, activities and support networks that people can access in their own community. The delivery of this agenda will require cross-council/service and cross-sector solutions including community led initiatives.

4.12 We recognise that as we remodel and develop new services and approaches this will bring change and, inevitably, some change will not be popular. However, the financial climate means that tough decisions cannot be avoided. Our focus will be on making changes that deliver cost effective, sustainable services that ensure vulnerable people are protected and that people receive high quality services that provide dignity in care and good outcomes.

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

5.1 The priorities detailed within the ACRF directly contribute to priority 4: vulnerable people are protected and are able to live as independently as possible. Examples include:

- working with the Communication, Marketing and Leisure Service to support vulnerable people to live independently through joint initiatives;
- working with Housing, Internal Audit and Environmental Services to streamline processes for Disabled Facility Grants;
- ensuring families that are facing challenges or have complex needs will receive targeted support, with the aim of keeping families together;
- working with partner agencies to ensure vulnerable children and families are identified and supported at an early stage to prevent problems arising and escalating.

5.2 Activity identified within the annual report is/ and will continue to directly contribute to, and benefit from, the delivery of both the Economic Ambition and Modernising the Council programmes.

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

- 6.1 The actions identified within the report are aimed at delivering service improvements, improving outcomes and meeting local needs better within the context of achieving challenging financial efficiencies.

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

- 7.1 A full EqIA will be done following a further period of consultation on the draft.

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

- 8.1 We have drawn on feedback from service users and carers about our services as part of our existing quality assurance system.
- 8.2 We have drawn on findings of the positive CSSIW inspections in 2012/2013 along with good practice research that has been commissioned by the Welsh Government such as the National Review of Outcomes for Children and Young People.
- 8.3 The draft assessment will subject of consultation with Health, CSSIW and colleagues in Flintshire as part of a peer review process in which we will each undertake an analysis and review of each others self assessment.

## **9. Chief Finance Officer Statement**

- 9.1 Additional funding has been identified to support the delivery of priorities in the Corporate Plan, including one year Welsh Government budget protection for social services. This allocation will fund the associated priorities in the ACRF. It is crucial that costs to implement additional ACRF actions are delivered within the resources identified and that planned efficiencies are achieved.

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

- 10.1 Detailed risk registers have been developed for the Adult and Business Service and for the Children and Family Service. As the ACRF has been mainstreamed into the work of the Services the associated risks and actions to mitigate and manage them are captured in the risk register.

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

- 11.1 Statutory Guidance on the Role and Accountabilities of the Director of Social Services issued under Section 7 of Local Authority Social Services Act 1970.
- 11.2 Article 6.3.4(b) sets out scrutiny's powers with respect to performance monitoring and policy objectives.

**Contact Officer:** Principal Manager (Business Support) Adult & Business Services  
Tel: 01824 706641

## **Introduction**

This is my annual report about Social Services in Denbighshire. The report looks at performance in 2012/13 and sets out our priorities for 2013/14. The report provides a detailed assessment of how effective services are for adults and children and families.

## **How effective are our services**

My overall assessment is that Denbighshire Social Services has succeeded in making real improvements in terms of both performance and quality over the past year.

The commitment and hard work of our workforce is exceptional and as a result we have been able to deliver positive outcomes for people. We can show that we have:

- supported families successfully at an early stage to help prevent problems escalating
- provided early support and helped people to regain their confidence and ability to care for themselves e.g. after a fall.
- supported people to live independently in the community and reduced the number of people admitted into Care Homes
- provided looked after children with stable and caring homes
- safeguarded children and vulnerable adults effectively
- worked in partnership with other authorities and agencies
- a stable workforce who are supported with their professional development
- strong leadership driving forward the agenda
- improved quality assurance processes
- robust financial management which has delivered services within budget

We set some ambitious challenges last year and I am pleased that we were able to take these forward. Specific achievements include successfully re-investing resources into family support and opening an Intensive Supported Independent Living Scheme (ISIL). The ISIL provides accommodation and intensive support for people with learning disabilities and people with physical disabilities. The ISIL consists of 3 bungalows with up to 4 tenants in each bungalow and provides an effective approach to supporting people to live more independently in the community. The scheme has enabled 3 young adults to move from residential settings into their own home.

A key action that was not delivered in 2012/13 was the development and delivery of an integrated disability service for children and young people and their families. However, we will see this new service in place in 2013/14. Staff sickness levels also remained higher than we would want to see.

During 2013/14 we will be launching an ambitious programme to modernise social care in Denbighshire. This will involve new, and remodelled, approaches to social care that are cost effective and sustainable within the context of a challenging financial environment and demographic pressures.

Status: Draft for consultation  
Date: 3 May 2013

In line with the Welsh Government's Social Services and Enhancing Wellbeing Bill our commitment is to develop services that give citizens real control and a stronger voice over the way they are supported. This will include a clear focus on supporting people to maintain their independence through targeted preventative and early intervention services which provide recovery, restoration and can demonstrate a reduction in the need for ongoing care. Providing high quality services that protect and support vulnerable people and children will remain a core feature.

*Sally Ellis*  
Corporate Director Modernisation and Wellbeing  
(Statutory Director of Social Services)



## **The Changing Face of Social Services**

To be able to respond to the changing and increasing demands being placed on Social Services there is a need think about the social care agenda more broadly.

Social Services increasingly face serious challenges that include financial constraints, increased demand and shifting public expectations. This is at a time when the demography of our society is changing with:

- an ageing society with many more people in middle years with significant disabilities
- an increasing number of children with significant disabilities who rightly have high expectations of services
- changing family and community structures with continuing high rates of family breakdown

Like many authorities we are seeing increases in the number of:

- looked after children and those on the child protection register
- people with a learning disability
- older people with complex care needs and whose support needs are extensive
- carers who need support to help them continue to support vulnerable people

It is clear that responding to the demands with traditional models of social care is not an appropriate or sustainable response to meeting the needs and expectations of vulnerable people. The need for change has been identified within Denbighshire County Council's Corporate priorities.

### **Delivering the Council's priorities**

Denbighshire's Council's priorities for 2012/17 include a commitment to:

- ensuring vulnerable people are protected and are able to live as independently as possible; and
- modernising the council to deliver efficiencies and improve services for our customers.

In 2013/14 our focus will be on a specific set of projects to modernise our services. We have established a 5 year programme to modernise social services including some new, some tested, and some radical ways of working. The changes will redefine the responsibility of individuals, families and communities for maintaining their own health and wellbeing and require a change in culture that provides a greater focus on promoting resilience, independence, self care and community support.

Changing the way we work, even when this is for positive reasons, can be challenging. We recognise that the level of change required will involve

difficult decisions about the way some services are delivered and that these will not always be popular. We will have to pay attention to managing this change effectively and ensure that we are effective in listening and involving staff, elected members and communities in the modernising programme.

### **Working with others**

We take great pride in our positive track record for delivering improvement and for our commitment to partnership working based upon respect for others.

The modernising Social Services programme and commitment within the Council priorities to support vulnerable people is making us look more closely to home and to work much more in partnership with our own Council services such as housing, leisure and community services, education and countryside services.

In 2012/13 we have established the North Wales Commissioning Hub that is starting to see some real improvements in the commissioning of services for people with complex needs (adults and children). Building on the North Wales Adoption Service we have established a joint adoption panel with Conwy Social Services.

As the Betsi Cadwaladr University Health Board (BCU) has continued to embed there have been times when the pace of partnership working and service development has not been as quick as we would have liked. This continues to be challenging for all but what does remain is a commitment from all parties to work in collaboration to achieve positive outcomes for our citizens. The recent commitment to develop the Single Point of Access across health and social care, and the fact that BCU are partners in the Regional Commissioning Hub provide good evidence for this.

In November 2012, parts of St Asaph, Ruthin, Rhuddlan and a number of other communities, were devastated by floods. Both during the emergency response, and in the ongoing recovery process, Social Services staff worked in excellent partnership with partners across the Council, the Environment Agency, and 3<sup>rd</sup> sector colleagues. Much has been learnt about the processes for safeguarding vulnerable residents and maintaining independence during events like this.

### **The progress in detail**

The following sections provide a more detailed analysis of:

- how people can access support
- our performance for services to adults and services to children and families
- the difference we are making, and
- our top priority areas for service development and improvement in 2013/14

## **Providing an effective and timely first response**

Our First Contact Team provides a single point of access to our services. They carry out initial screening to find out what needs the individual might have and refer them to the appropriate team or relevant external agencies.

Often we are able to signpost people to information/advice and everyday support in their own communities. Accessing community support is an integral part of leading an independent and fulfilling life. Based on sample data our First Contact Team are able to signpost a quarter of people who contact Social Services to community based services.

## **Single point of Access**

Last year we were selected as a pilot to develop a single point of access to social and health care services. This service will provide a single number that the public can use to make contact and get support from a range of agencies when in need of help.

With funding from the Social Services Improvement Agency we have worked with Health and third sector colleagues to develop the model for our Single Point of Access which will go live this Autumn. Developing this service has taken longer than we initially anticipated but we are now in the final stages leading up to the implementation. Excitingly, the work will also now be used to inform the development of a Single Point of Access across North Wales.

## **Supporting Children and Families**

### **What we are about**

We aim to ensure vulnerable children:

- are safeguarded
- live with secure, stable loving families
- have opportunities for success, and
- are enabled to grow and develop into healthy, well rounded adults.

### **The Services we provide**

We recognise the importance of providing the right support to children and families at the right time. This involves working closely with other agencies to combine our effort so that we:

- help prevent problems arising
- respond early before problems escalate, and
- provide effective support when intensive help is needed from statutory services.

The services we provide include:

- information, advice and signposting people to help and support
- supporting families to care for their children safely and to reduce the risk of family breakdown
- helping children in need, children with disabilities and young carers
- supporting looked after children and care leavers
- providing stable, secure placements through fostering and adoption, and
- child protection to ensure vulnerable children are safe.

### **Supporting Families in a timely and effective way**

Every year families, professionals and the general public contact us with concerns about children and young people and in 2012/2013 we received 7345 of these contacts. The needs of these children and young people will be very different with some needing low level short term support and others needing to come into the care of the local authority.

We have worked hard to develop our early intervention services so that we are able to support families who need help but do not require social services input. Through the Team Around the Family and Families First services we can respond to family's needs as early as possible and help to stop problems and issues growing. The Team Around the Family works closely with families to identify what issues they want to address, to build on strengths that exist in the family and to put in place support that helps the family to manage their

own situation going forward. In addition to the Team Around the Family we have a meeting every two weeks with the agencies delivering early intervention services that helps us to make sure we respond to families at the right time and with the right services. In 2012/13 Team Around the Family worked with 89 families which included 191 children/ young people.

**"Would just like to thank a member of the Team Around the Family for helping me get some order in my family. Just to be a happy unit is amazing and fantastic"**

For some of the families who come to our attention whose needs are more serious we work closely with teachers, health visitors, and the police to share information and concerns about children and families. Through our meetings with them we agree what action is needed to support the family and who will take the lead. This approach helps to ensure that families who need help get early support from the most appropriate agency and that we (social services) are able to target who we work with.

**"The service provided felt 'impartial' which allowed me to be more open and honest. I did not get the impression that my family had been judged or pigeon holed prior to our first meeting, which made me feel positive about speaking to my Support Worker"**

We have worked hard this year to build a strong relationship between the Team Around the Family and early intervention services and the statutory Children and Family Services to make sure that for those families whose needs can fluctuate their experience through the different services is smooth.

These ways of working are helping us to ensure that we target the right services to families. One of the measures we use to help build a picture of how well services are targeted is to look at our re-referral rates. All authorities have children and families re-referred for help. However, in 2010/11 our re-referral rate of 29% was much higher than other authorities in Wales. We are pleased that the measures we have taken to support families early on have helped to reduce our re-referral rate to just over 19%. This performance compares well to other authorities in Wales.

### **Helping children in need, children with disabilities and young carers**

**"Thank you so much Sue for sharing our journey, for all your time, care & support. You have made a huge difference to our lives - to me, to us as a family.... You became part of our lives 11 1/2 years ago... We met when our world had been up ended then blown apart, over the years you have helped me gather some of the pieces up, held them for me, helped me slowly put them back together - they don't fit exactly back but with your help we've managed to piece together some semblance of recognisable normality..." (Parent of Clic Sargent Service User)**

Status: Draft for consultation  
Date: 3 May 2013

In 2011/12 we undertook a big piece of work to identify those vulnerable families whose needs are most likely to escalate. Through this activity we identified the needs and common themes in the lives of 723 families. In 2012/13 we have used the information from this study to develop our early intervention services for children and their families.

The restructure of the whole service has concentrated on the quality of our practice and services we provide and we are very pleased with how well the new structure has been established and we are now really starting to see the improvements in the ways in which we work with children and the outcomes we are able to achieve for them.

During this year we have undertaken a detailed review of our intensive family support services to see how well they respond to the needs of our families, both in terms of the availability of the services as the families need them and also the issues the services address. Following on from this review we have been able to reconfigure our services so that in 2013/14 we are able to extend our family support service to be a seven day a week provision, develop a new support foster care service that will help us to support families in crisis with a view to enabling children to remain with their families.

Services for children with disabilities focus on maximising their development and wellbeing and supporting them to live within their community. In 2012/13 we worked with our colleagues in education to identify and understand in more detail the needs of 365 of our children with disabilities and their families. A number of aspects in the lives and experiences of the children and families were explored and the results will be used to shape a range of much improved and informed 'whole family' services from 2013/14 onwards. For example we will be looking at how we promote and enable the independence of young people with disabilities through increased and improved access to social, leisure and youth opportunities.

As reported in our report in 2011/12 we had intended to set up a regional North Wales Young Carer service ready for 2013/14. Agreement has now been reached by 3 of the 6 local authorities in North Wales to set up a joint service from 2014 onwards. In the meantime we have been working very closely with colleagues in education to ensure we have a more joined up approach to how we identify and respond to the needs of young carers and this work will continue in 2013/14.

### **Looked after children and care leavers**

Looked after children are children and young people who are in the care of the local authority because of a care order made by the court or by agreement with their parent(s). Often these children are referred to as being 'in care'.

Overall we have seen a slight reduction in the number of looked after children with 158 looked after children on the 31st March 2013 compared to 162 on the 31<sup>st</sup> March 2012. However, this figure does not reflect that we have had a

significant number of children entering the care system, and a significant number of children leaving care during the year.

Last year 79 children became looked after compared to 50 children in 2011/12. For each child coming into care there are a range of activities that we must undertake which include allocating each child a social worker, developing a care plan, ensuring they have an appropriate placement and that they are visited and reviewed in timely manner.

**“Like I was put in care when I was 11 and I felt like no-one wanted me, but coming into a nice home makes it easier. Giving a child/young person opportunities they may never had. The security of knowing there will always be food, clothes and a bed and most importantly always love”**

The headline figure of our looked after population remaining stable also masks the volume of work we have undertaken to ensure that looked after children are able to leave care with appropriate arrangements in place.

The Council acts as a ‘corporate parent’ for looked after children to make sure their education, health and well-being is promoted, that they take full advantage of opportunities and reach their full potential. This commitment continues with these children as they develop into young adults and prepare for their move to independence and out of the care of the local authority and in 2012/13 we supported 77 care leavers. During this year we have also carried out a detailed piece of work with our care leavers and the workers who directly support them to review how well the services we provide to care leavers. The results of this work helped to shape the design of the new 3 year care leavers personal advisor service that will commence in 2013/14. Some of the changes we will make will include more focussed support on the development of independence skills with more targeted work with foster carers and a review of the processes by which we make payments to care leavers.

### **Fostering and adoption**

In order to ensure we are able to provide permanent, stable, secure and loving families for our looked after children/ young people we work hard to make sure we have well trained, well supported and committed foster carers who are able to meet the range of needs of our looked after children. In 2012/13, and continuing into 2013/14, we have invested heavily in the training and development of our foster carers, particularly our longstanding foster carers and kinship carers (carers who are relatives of the young people they look after), to make sure they have the skills and experiences required to provide caring and stable homes for our children and young people. In addition, we have invested resources into developing a new emergency foster care service.

**“We have very much enjoyed fostering and feel we have grown in confidence and experience. We now feel more able to accommodate more challenging placements and are always eager to learn new skills and take on board any evidence and comments regarding our development as carers” (Foster Carer)**

It is important that we continue to recruit foster carers in order to provide a range of placements to meet the differing needs of our looked after children. We have therefore worked closely with our corporate communications and marketing service to develop a new brand and marketing strategy for foster care recruitment that will be launched in Spring 2013/14.

The North Wales Adoption Service has continued to embed however the national shortage of prospective adopters continues to be an issue affecting the region and as such has restricted progress in recruiting a sufficient range of adopters that can be matched with our children who are suitable for adoption. Adding to this pressure has been the implementation of new legislation that requires care proceedings to be completed within 26 weeks.

### **Safeguarding and Child Protection**

One of Social Services' key responsibilities is to protect children from harm and take action to protect any child who is found to have suffered abuse, or whose welfare is likely to suffer without further intervention or services. We try to do this in partnership with families, and where appropriate, keep children in their own homes.

In our assessment last year we cited our confidence in having efficient and well developed systems in place to keep vulnerable children and young people safe. In 2012/13 we have maintained our robust processes for dealing with child protection with 99% of initial child protection conferences held within 15 working days of the strategy discussion and 99% of child protection reviews carried out within timescales.

We have focussed our efforts on improving our engagement and consultation with children who have been subject to the child protection process in order to better understand the impact (positive/ negative) it has had on their safety. In 2012/13 we undertook a comprehensive consultation activity with this group of children and as a result of the findings we will be taking forward a number of activities that will include exploring options as to how we can increase the participation of children in child protection conferences.

In November 2012, further allegations of historical child abuse led to the establishment in North Wales of Operation Pallial and the Macur review. We have satisfied ourselves that we do comply with the recommendations of previous Inquiries and, with other North Wales authorities, are ensuring appropriate support and counselling services are available for victims coming forward as a result of the recent investigations.



## How does our performance compare?

Based on national performance indicators our assessment of performance is summarised as:

Strengths	Challenges
<ul style="list-style-type: none"> <li>○ making a decision on referrals within one working day</li> <li>○ the percentage of referrals which are repeat referrals</li> <li>○ ensuring that the child is seen as part of the initial assessment</li> <li>○ undertaking initial child protection conferences within 15 working days of the strategy discussion</li> <li>○ open cases are allocated to qualified social workers</li> <li>○ completing core assessments within 35 working days</li> <li>○ placing looked after children in appropriate placements so that they do not experience unnecessary placement moves</li> <li>○ supporting children and young people to ensure attendance in school whilst being looked after</li> <li>○ maintaining contact with young people aged 19 who were in care on their 16<sup>th</sup> birthday</li> <li>○ child in need reviews are carried out within the statutory timescales</li> </ul>	<ul style="list-style-type: none"> <li>○ completing looked after reviews within statutory timescales</li> <li>○ undertaking initial core group meetings being held within 10 working days of the initial child protection conference</li> <li>○ undertaking statutory visits to looked after children in accordance with regulations</li> <li>○ ensuring plans for permanence for looked after children are in place at the point of their second review</li> </ul>

## Delivering an efficient, high quality and well managed service

We have invested heavily in the development of the children's services workforce over the past year with a clear focus on providing our staff with a range of skills and improving quality. We now have an established and stable workforce that continues to gain in experience and as a result we have good staff retention rates with no agency staff.

**“The Support Worker was professional and approachable... listened and did not dismiss my comments. The whole process felt positive – I got the impression that no matter what the outcome of the assessment something could be done to help us”**

Sickness continues to be a serious issue for us and despite our efforts and commitments we have not succeeded in reducing the high absence rates. The average sickness rate in 2012/13 was 14.27 days per employee compared to a target of 8.61 days per employee. This is an area that will require even more focussed efforts in 2013/14 including the introduction of a fortnightly absence review meeting.

Throughout the past year we have improved our quality assurance and performance management processes with a more robust focus on practice and quality. In particular we have:

- developed and improved our case file auditing to be more outcome focussed i.e. to see whether our interventions made a child's life better
- improved processes for consultation and engagement with service users;
- integrated performance and quality data together to provide a better picture of how well we are doing;

### **Looking forward—our top priorities for 2013-14**

The changing face of Social Services for the future requires us to think differently about how we deliver services. There is a need to modernise our services to enable us to find the long term efficiency savings needed whilst continuing to provide good services for children and families needing Social Services intervention.

The main focus of our energies for 2013/14 will be as follows:

#### **1. Vulnerable families provide stability and safe care for children**

To achieve this we will:

- implement a 24/7 Family Support Service;
- implement a new Foster Care Support Service;
- implement the North Wales pre-court protocol;
- strengthen our working with Housing Services to develop accommodation for vulnerable families;
- work with Adult and Business Support Services to develop a family focus in key areas – as opposed to services focussing on 'children' or 'adults'

#### **2. Looked after children are provided with permanent, stable, secure and loving families and become independent adults**

To achieve this we will:

- develop a detailed profile of our fostering service to include demand, areas of need, service delivery and gaps in services;
- develop our services and support to children placed with parents;
- commission a new regional advocacy service;

- strengthen our working relationship with Housing Services to develop accommodation for care leavers

### **3. Vulnerable children are protected**

To achieve this we will:

- implement the IFSS (Integrated Family Support Service) model;
- explore new models for child protection conferences;
- implement a 'lessons learnt' process so that we can reflect and learn from practice to help improve our systems and quality of work

### **4. Children with complex additional needs are enabled to live stable, secure and inclusive family lives**

To achieve this we will:

- work in partnership with other agencies to develop services for children with disabilities;
- review and restructure our Occupational Therapy service;
- undertake a review of the Disability Facilities Grant process;
- introduce a person centred approach to our work

### **5. The Children and Family service is efficient, of high quality and well managed**

To achieve this we will:

- reduce the service sickness absence levels;
- increase the percentage of staff who have an annual performance appraisal
- enhance our use of information and intelligence to shape our services;
- agree with our partner agencies how we fund and deliver complex packages of care;
- deliver our Customer Service Standards;
- develop mobile and flexible working within the service
- improve our ability to deliver services through the medium of Welsh
- improve our effectiveness in dealing with complaints

## **Adult and Business Services**

### **What we are about**

We want to ensure that vulnerable people are protected and able to live as independently as possible. For most people this means working with them so that they can continue to live in their own home.

### **The services we provide**

The type of service we offer depends on a person's needs. Depending on their situation we could offer someone:

- information and advice
- advice about benefits and how to claim them
- signposting to services available in their community
- support that helps people to regain or develop their skills and confidence to take care of themselves
- special equipment and home adaptations
- care and/or support in a person's home
- short breaks
- day services
- care in a residential or nursing home for people with specific high level care needs

### **Prevention and early intervention**

Research shows that having positive connections with other people is an important part of people's wellbeing. We have a range of services that have been developed to build networks and support to help people live in their community without reliance on statutory social care services. In 2012/13 we have extended the range of community initiatives that support this agenda, to include:

- memory cafes for people with dementia
- open forums where older people can listen and be involved in meetings hosted by different speakers covering a wide range of topics
- a series of seminars for older people focussing on values, peace, positivity, compassion, cooperation, self care, resilience and hope

We continue to work closely with Library and Leisure Services who provide a range of services that help support vulnerable people through:

- activities for older people such as chair based exercises
- arts based provision for vulnerable people e.g. 'lost in arts' for people with dementia and their carers and 'hidden talents' music classes for people with learning disabilities

Status: Draft for consultation  
Date: 3 May 2013

- library services e.g. reading groups to meet and share experiences and a mobile library service that provide books, advice and support to 226 people who are housebound

### **Promoting independence**

We have developed our services to provide a strong focus on supporting people to maintain or regain their independence.

We have an effective Intake Service which aims to respond promptly when people seek help. The service has a clear focus on how we can support people to regain and maintain their independence. Last year our Intake and Reablement Service assisted 1786 people to retain their independence by delivering advice and short term intensive support. Positively 72% of people no longer needed a package of care after short term support.

Examples of how the service supported people to lead an independent life include:

### **Reablement**

Reablement is short-term support which is designed to develop people's confidence to manage as many tasks as possible on their own rather than having other people do things for them.

In 2012/13 our reablement team provided a support programme to 337 people. This included supporting:

- 49 people in ways that prevented hospital admission
- 219 people to return to their own home from hospital
- 5 people in ways that prevented a residential placement
- 8 people to return to their own home from residential care

The outcomes for people receiving this service were very positive. On completing their reablement support programme:

- 216 people required no further services
- 119 people transferred to our long term locality Teams as they needed ongoing domiciliary care – of which:

58 people required a decrease level of support  
56 people required the same level of support  
5 people had an increased level of support

Surveys completed by people who have received reablement showed that at the end of the reablement service:

- 93% who responded were treated with dignity & respect
- 94% who responded felt more able to remain living independently in own home

During the year the reablement team provided a quick response when support was needed, but there were times when it proved a real challenge to respond to the level of demand. There are significant pressures on the availability of hospital beds across Wales. Locally there is particular pressure to ensure that social care arrangements are in place to enable people to be discharged from hospital into the community. This means working swiftly and in partnership with Health to assess people and to put in place care arrangements that have a focus on helping people to regain their independence. Within this context the pressures on reablement are likely to remain.

In addition there have been a small number of cases where the independent sector have not been available to provide domiciliary care when the reablement support was due to finish. This meant the reablement team had to hold the cases longer than they needed to. Given the pressures on reablement a further £100k investment for developing reablement has been prioritised for 2013/14.

## **Telecare**

Telecare is a range of equipment that uses sensors and an alarm system which is plugged into the telephone socket. This alerts a carer or a response centre when a person needs help or something has been detected such as gas or smoke.

In 2012/13 we provided an additional 486 people with Telecare. There are now over 1300 with Telecare in Denbighshire.

In 2012 we asked everyone who has Telecare what they thought about their service. We had 530 responses which showed:

- 97% of people said Telecare helped them to remain independent
- 98% of people said that they feel safer and more secure at home with Telecare

People told us:

“It has saved my life”  
“A wonderful service, always there when needed.”  
“I believe everyone should have Telecare, it has certainly given me peace of mind.”  
“Very good advice available, improves my confidence to cope.”

243 carers and family members responded to our Telecare survey and:

- 99% said Telecare equipment has been useful.
- 98% felt that the Telecare service has helped the person they care for live independently at home.

Carers and family told us:

“It puts my mind at rest knowing that there is help there if needed, especially if I am not there.”  
“When I leave I know that if anything went wrong she has back up.”

In October 2012 the Telecare Team won an Excellence Denbighshire award in recognition of the service they provide. This award reflects the hard work of staff and focus on providing an excellent customer focused service.

## **Equipment**

We have a Community Equipment Service (CESI), which is a formal partnership with the Betsi Cadwaladr University Health Board (BCU). The service provides and manages a wide range of equipment to help people live safely at home. In 2012/13 we provided 1,756 people with of equipment.

The service user “has asked that I contact you to thank you again for the brilliant work you did with her when installing and showing her how to use the electric bath seat. She said this has been life changing for her.”

In 2013/14 we will develop a scheme to provide Direct Payments for equipment and minor adaptations. We anticipate that the scheme will reduce the waiting times for people who require small items of equipment and minor adaptations to their homes.

## **Supporting People with complex and/or long term care needs**

Whilst our emphasis is on prevention and early intervention, we recognise that an ageing population has complex, long term care needs that require responsive support tailored to individual needs. Where specialist/long term services are needed we are committed to ensuring that we provide high quality, responsive services, that focus on meeting people's needs in their own community wherever possible. At all stages our aim is to ensure that people are able to have a strong voice and control over their support arrangements. Progress in these areas can be summarised as follows:

- Providing high quality services

In 2012/13 we have:

- ✓ improved the timeliness of reviews so that we meet service users to discuss and review their needs, the services they receive and the quality of their support. We reviewed 1610 cases last year and 94% of these were within timescales
- ✓ developed standards to ensure that people are involved in their assessment, arrangements for their care and in reviewing services. We will

be rolling these standards out and monitoring how well we meet them in 2013/14

- ✓ started to develop information for the public about the quality of our services - we recognise that we need to refine and develop this approach further
- ✓ developed a questionnaire to establish service user and carer views and experience on the quality of services. We consulted with on the questionnaire at the end of 2012/13 and will be rolling it out in 2013

Our aim is to further develop our approach to quality in 2013/14. We will strengthen and improve contract monitoring processes through regional work on quality monitoring; by bringing together our reviewing and contracting staff to join up and enhance our oversight of the quality of care provision; we will also explore the potential of carrying out spot checks for domiciliary care. In addition we will be implementing rota visits which provide Elected Members an opportunity to visit our In House provider services and speak to service users and staff about the quality of services.

- Ensuring people have a strong voice and control

In our learning disability service we have developed and embedded a 'person centred' approach to our work. This approach means we listen and work with the person, their family and friends, to find out what is important to them and how we can best support them to improve the quality of their lives and reach their full potential.

People who were involved in a person centred review told us:

"I really felt I was being listened to." (Service user)

"Thank you for such a productive and enjoyable review at our home. We both felt that it was your approach and personality that produced such positive results, so thank you very much." (Parents)

"I thought a lot came out of the review and there was no doubt it showed us what was really important to him." (Independent Advocate)

Our aim is build on this work and develop an approach known as 'citizen directed support'. This approach is about people having choice and control over the support they need to live their life as independently as possible. The approach challenges the national focus on care management which can be bureaucratic with lots of forms to fill in and standardised ways of meeting people's needs.

Developing citizen directed support will require significant change for social services staff, providers and service users and families – but the change is worth making. We recognise that it may take a number of years to fully embed this approach. We will start the process in 2013/14 by completing a



Status: Draft for consultation  
Date: 3 May 2013

citizen directed support self assessment which has been developed by the Social Services Improvement Agency. The self assessment will help inform our plan to implement and manage this change over the coming years.

## **Dignity in Care**

We continue to champion dignity in care which is an integral part of ensuring high quality service provision. In October 2012 we held a Celebrating Age Festival. The festival involved speed dating for older people and a court trial with society in the dock to answer charges of ageism. The trial involved a judge, barristers and a jury and challenged ageism and negative stereotypes of ageing. We were pleased that three of our Dignity in Care volunteers were shortlisted for the WRVS Diamond Champion Award for their role in shaping and delivering Denbighshire's dignity in care training programme and other voluntary work they undertake. Our work on championing dignity for older people has also been shortlisted for a social care accolade.

## **Protecting Vulnerable Adults**

We have effective systems in place to make sure that vulnerable people are safeguarded. We work well with other agencies and last year 271 people from across the social care workforce attended POVA (Protection of Vulnerable Adults) training. We have posters that explain the types of abuse a vulnerable person may suffer and who can be contacted by anyone who has concerns.

In 2012/13 there were 97 vulnerable people referred to us where we undertook an investigation into their circumstances. We effectively worked with these people and agencies to ensure that the risk was fully managed. In all the risk was managed for 97% of referrals investigated. Where the risk wasn't managed plans and measures were put in place.

## **Carers**

We value the role that carers have and appreciate this can be a challenging and demanding role. We aim to improve the quality of life of carers and support them to achieve their potential so that they and the people they care for, can live fulfilled lives.

Over recent years there have been significant improvements in the range of support available to carers. We now commission carer support services with six local 3rd sector organisations including a Carers Needs Assessment Service run by NEWCIS.

Over the last 12 months we have played an active role in the North Wales Carers Strategic Group which has led the strategic approach to implementing the new Carers Measure (Wales) across North Wales. This has involved close work with BCU and the 3rd Sector to develop a North Wales Carers Information and Consultation Strategy 2012/15 which was approved by Welsh

Status: Draft for consultation  
Date: 3 May 2013

Government in January 2013. We will continue to work closely with BCU to implement the strategy action plan.

We remain committed to improving and developing support and services for carers and we will be investing additional resources for carer services over the next 3 years. In 2013/14 we will develop a three-year plan setting out how we will develop carer support, including availability of suitable respite care.

### **New Work Connections**

The New Work Connections (NWC) project supports people over the age of 16 who, through a range of disadvantages, are economically inactive or unemployed. The main group of people we work with are people who have social care needs and we believe that help with pursuing training and/or employment can often help to transform people's lives and reduce dependency on health and social care services. The project is led by Denbighshire and covers the four local authority areas of Anglesey, Conwy, Denbighshire and Gwynedd. This is a major collaboration project funded with an European grant and match funding from local authorities.

The Denbighshire project has engaged with 1619 participants as of March 2013 and we are aiming to help more people in 2013/14.

### **How does our performance compare?**

In terms of our business performance, we continue to demonstrate that we are delivering a good service in areas that matter to people receiving services:

<b>Strengths</b>	<b>Challenges</b>
<ul style="list-style-type: none"><li>• delayed transfers of care from hospital remain very low</li><li>• the numbers of people provided with reablement and not requiring an ongoing service continues to rise</li><li>• the numbers of new admissions to care homes continues to fall</li><li>• the number of reviews completed on time is the best it has ever been</li><li>• the number of people with CDS/Direct Payments continues to rise – but we recognise that more needs to done</li></ul>	<ul style="list-style-type: none"><li>• we need to continue to invest in services to support carers and ensure that they receive a timely service</li><li>• we need to look at how we can manage increasing demand for Occupational Therapy assessment</li><li>• we are providing a responsive reablement service but this is becoming more challenging as we aim to support more people and people with complex needs</li></ul>

The ability to manage within the resources available to us is very important and we delivered a balanced budget this year, having delivered efficiencies of some £875k. This has only been possible through working together as a service and it stands us in good stead for some of the financial challenges facing us in the next few years

## The Challenges (and Opportunities) Ahead

Unfortunately, there continue to be challenges facing the Council as a whole, and Adult Social Care in particular. There are clear pressures arising from an ageing society and the increases in demands for services that that brings. This is at the same time that resources available to Local Government are reducing. While a Comprehensive Spending Review from Westminster is not due until the end of this calendar year, it would not be unrealistic to assume that the funds available to the Council could be reduced by some £10m over the 3 years to 2017.

This will mean that some hard choices will have to be made but will mean that Adult Social Care has to embrace the philosophy embedded in *Sustainable Social Services* and the *Social Services & Wellbeing Bill* of reducing the reliance of people on ongoing care and support. We are fortunate this coming year in that, while we do need to find £475k efficiencies, the Council has prioritised these services in the Corporate Plan and linked funds to the Plan. In addition, Welsh Government has protected social services in their budget, meaning this year we can re-invest efficiency money into pump-priming initiatives to grow alternatives to long term support. Initiatives that will be funded through Corporate Plan allocation and Welsh Government protection include:

- additional Extra Care Housing to further reduce reliance on more expensive residential care
- improvements at Cysgod y Gaer to reduce energy costs
- development of alternative models of support for adults with learning disabilities to offset the changes and a reduction in Supporting People funds
- direct payments for equipment and minor adaptations
- mobile working solutions to enable a reduction in expensive office space
- working with leisure services to develop services that promote the wellbeing of vulnerable people living in communities
- additional support for carers
- additional reablement capacity
- investment in equipment at Cenfdy Healthcare.

## Delivering an efficient, high quality and well managed service

There are other challenges that we will be facing in ensuring that we can demonstrate that the Service that is efficient and effective. For example, our sickness absence rates continue to be a concern and there will be a greater emphasis on managing and supporting staff who are absent through sickness in this coming year.

## Looking forward—our top priorities for 2013-14

Theme	Priority Actions
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<p><b>Safeguarding</b> Making sure that vulnerable adults are protected from harm</p>	Introduce new arrangements for protecting vulnerable people, including consideration of regional/sub-regional Safeguarding Boards
	Work with Health to ensure that where we have joint responsibility for safeguarding vulnerable people in hospital, there will be robust safeguarding arrangements in place
<p><b>Personalisation:</b> People having choice and control over their lives and being able to live as independently as possible</p>	Implement ways of working that enable people to be as independent as possible while maintaining choice and control over their social care needs.
	Improve contract monitoring processes e.g. exploring spot checks for domiciliary care.
	Develop a workforce that can deliver the requirements of a modern social care service
	Embed Dignity in Care as a fundamental part of the way we work
	Deliver our Customer Service Standards and develop our services in response to feedback from people who use Services
	Develop a scheme to provide Direct Payments for equipment and minor adaptations
	Apply the lessons learnt from New Work Connections to shape future day services for working age adults
<p><b>Localisation</b> People's individual needs being met within their local communities</p>	We will work with Leisure Services to develop a strategy for independent living which will set out in detail how we will support people to live active and independent lives
	We will create additional capacity within the 3 <sup>rd</sup> sector and other DCC Services to support the well-being agenda
	Create additional Reablement capacity across Denbighshire to reduce dependency on on-going social care services
	Develop a three-year plan to support the development of services that support carers
	Develop plans for 3 additional Extra Care facilities in Denbighshire
	implement Denbighshire's volunteer scheme to provide opportunities for residents to become active members of their community
<p><b>Integration</b> Making sure that services work together to meet the needs of individuals using flexible resources to reduce dependence</p>	Implement new arrangements for accessing advice and information through a Single Point of Access
	We will continue to strengthen our working with Health by: a. clarifying and developing the role of health and social care support workers

	<p>b. developing guidance on social care and health responsibilities for delivering personal care</p>
	<p>We will improve partnership working with Children and Family Services to:</p> <p>a. develop a family focus in relevant service areas</p> <p>b. explore models for providing effective services for young people with disabilities who will need ongoing support from Adult Services</p>
	<p>We will continue to strengthen our working with Housing by:</p> <ul style="list-style-type: none"> <li>• developing a shared strategic approach to meeting the accommodation needs of vulnerable groups</li> <li>• clarifying and developing the role of wardens in supporting people to live independently</li> <li>• promoting the take up of telecare in local authority accommodation</li> </ul>
<p><b>Efficiency and Effectiveness</b> Making sure that adults have co-ordinated health and social care support to meet their needs</p>	<p>Review and re-engineer 3 key processes to ensure they deliver efficiencies as well as improve outcomes for individuals</p> <p>Develop mobile and flexible working within the service and reduce the office space we need</p> <p>We will streamline our financial processes to deliver efficiencies in</p> <p>Reduce sickness absence</p> <p>increase the % of staff who have an annual performance appraisal</p> <p>We will design an annual whole sector training plan that is based on identified training needs and priorities</p> <p>Improve our ability to deliver services through the medium of Welsh</p> <p>Improve our effectiveness in dealing with complaints</p>

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## Challenges and Responses

Challenge	How we are responding
<p><b>Increasing numbers of Looked After Children</b></p> <p>Overall we have seen a slight reduction in the number of looked after children with 158 looked after children on the 31st March 2013 compared to 162 on the 31<sup>st</sup> March 2012. However, this figure does not reflect the true volume of activity and work associated with changes to the group of looked after children.</p> <p>Last year 79 children became looked after compared to 50 children in 2011/12. For each child coming into care there are a range of activities that we are required to undertake including allocating each child a social worker, developing a care plan, ensuring they have an appropriate placement, that they are visited regularly and there is a regular review of their case. Adding to this pressure has been the implementation of new legislation that requires care proceedings to be completed within 26 weeks.</p> <p>The headline figure of our looked after population remaining stable therefore masks the volume of work we have undertaken.</p>	<ul style="list-style-type: none"> <li>• we have invested in, and developed, our early intervention services (Team Around the Family and Families First services) so that we are able to support families as early as possible and help to stop problems and issues growing</li> <li>• we have reviewed our intensive family support service and will extend our family support service to be a seven day a week provision</li> <li>• we will develop a new support foster care service that will help us to support families in crisis with a view to enabling children to remain with their families.</li> </ul>
<p><b>Responding to pressures on Health</b></p> <p>There are significant pressures on the availability of hospitals beds across Wales. Locally there is particular pressure to ensure that social care arrangements are in place to enable people to be discharged from hospital into the community. This means working swiftly and in partnership with Health to assess people and to put in place care arrangements that have a focus on helping people to regain their independence.</p>	<p>We have excellent PI performance for ensuring that care is in place so that people are not delayed when they are ready to be discharged from hospital. During the year the reablement team provided a quick response when support was needed. In all the team supported 219 people being discharged from hospital and prevented 49 hospital admissions. However, there were times when it proved a real challenge to respond to the level of demand. We have developed a discharge policy with Health and will continue to work closely with them to manage this pressure.</p>

Challenge	How we are responding
<p data-bbox="188 237 976 269"><b>Assuring the quality of the services we commission</b></p> <p data-bbox="188 309 1173 491">We purchase a significant volume of services for vulnerable adults. We have well established approaches to monitoring the quality of care but recognise that more could be done particularly to ensure that positive outcomes are being delivered and that service users have a strong voice and control over their care. In 2012/13 we have:</p> <ul data-bbox="188 531 1173 1305" style="list-style-type: none"> <li data-bbox="188 531 1173 675">✓ improved the timeliness of reviews so that we meet service users to discuss and review their needs, the services they receive and the quality of their support. We reviewed 1610 cases last year and 94% of these were within timescales</li> <li data-bbox="188 715 1173 858">✓ developed standards to ensure that people are involved in their assessment, arrangements for their care and in reviewing services. We will be rolling these standards out and monitoring how well we meet them in 2013/14</li> <li data-bbox="188 898 1173 1010">✓ started to develop information for the public about the quality of our services - we recognise that we need to refine and develop this approach further</li> <li data-bbox="188 1050 1173 1193">✓ developed a questionnaire to establish service user and carer views and experience on the quality of services. We consulted with on the questionnaire at the end of 2012/13 and will be rolling it out in 2013</li> <li data-bbox="188 1233 1173 1305">✓ contributed to a review of how we can enhance quality monitoring across the North Wales region.</li> </ul>	<p data-bbox="1202 309 1973 379">Our aim is to further develop our approach to quality in 2013/14. We will:</p> <ul data-bbox="1202 419 2047 1390" style="list-style-type: none"> <li data-bbox="1202 419 2047 499">• strengthen and improve contract monitoring processes through regional work on quality monitoring</li> <li data-bbox="1202 499 2047 611">• bringing together our reviewing and contracting staff to join up, and enhance our oversight, of the quality of care provision</li> <li data-bbox="1202 611 2047 691">• explore the potential of carrying out spot checks for domiciliary care</li> <li data-bbox="1202 691 2047 802">• develop a 3 year plan for developing support for carers which could include a role in checking the quality of the service provided to the person they care for</li> <li data-bbox="1202 802 2047 946">• implement rota visits which provide Elected members an opportunity to visit our In House provider services and speak to service users and staff about the quality of services</li> <li data-bbox="1202 946 2047 1058">• continue to embed Dignity in Care as an integral part of our training programme for the whole social care workforce</li> <li data-bbox="1202 1058 2047 1281">• complete a citizen directed support self assessment which has been developed by the Social Services Improvement Agency. The self assessment will help inform a plan to move to a model of citizen directed support that provides service users greater voice and control over their care</li> <li data-bbox="1202 1281 2047 1390">• roll out a service user and care questionnaire and analyse and act on what people are saying about the quality of their care</li> </ul>



Challenge	How we are responding
<p><b>Remodelling services</b></p> <p>Social Services increasingly face serious challenges that include financial constraints, increased demand and shifting public expectations. This is at a time when the demography of our society is changing with:</p> <ul style="list-style-type: none"> <li>➤ an ageing society with many more people in middle years with significant disabilities who are able to live fulfilled lives.</li> <li>➤ an increasing number of children with significant disabilities who rightly have high expectations of services</li> <li>➤ families and communities becoming more fragmented</li> </ul> <p>Like many authorities we are seeing increases in the number of:</p> <ul style="list-style-type: none"> <li>➤ looked after children (see points above)</li> <li>➤ children on the child protection register (registrations peaked at 95 in the year ending at 87 children at year end)</li> <li>➤ people with a learning disability (numbers grew from 250 to 273 last year)</li> <li>➤ older people with complex care needs and whose support needs are extensive</li> <li>➤ carers who need support to help them continue to support vulnerable people</li> </ul> <p>It is clear that responding to the demands with traditional models of social care is not an appropriate or sustainable response to meeting the needs and expectations of vulnerable people. The need for change has been identified within Denbighshire County Council's Corporate priorities. However, delivering change, particularly for people already receiving services can be challenging – for individuals, families, staff, elected members and communities – but if we don't make changes then social care will be unsustainable.</p>	<p>We have made good progress in developing more targeted preventative and early intervention services which provide recovery, restoration and can demonstrate a reduction in the need for ongoing care examples include work with Leisure Services to provide activities for older people, reablement, Telecare, Extra Care and early intervention services through TAF and Families First. However, we will need to pick up the pace as we move forward with our programme to modernise social care.</p> <p>Changing the way we work, even when this is for positive reasons, can be challenging. We recognise that the level of change required will involve difficult decisions about the way some services are delivered and that these will not always be popular. We will have to pay attention to managing this change effectively and ensure that we are effective in listening and involving staff, elected members and communities in the modernising programme. As part of our planned approach we will be visiting MAG's to discuss the challenges and plans with local members. Securing their buy in will be key critical if we are to make effective change that will enable us to respond to pressures and meet efficiency savings.</p> <p>Providing high quality services that protect and support vulnerable people and children will remain a core feature</p>



**Report to:** Performance Scrutiny Committee

**Date of Meeting:** 16 May 2013

**Report Author:** Scrutiny Coordinator

**Title:** Scrutiny Work Programme

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

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

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

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

**3. What are the recommendations?**

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

**4. Report details.**

4.1 Article 6 of Denbighshire County 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 stipulates that the Council's scrutiny committees must 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 aim 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 taking into consideration:

- issues raised by members of the Committee

- matters referred to it by the Scrutiny Chairs and Vice-Chairs Group
  - relevance to the Committee's/Council's/community priorities
  - the Council's Corporate Plan and the Director of Social Services' Annual Report
  - meeting workload
  - timeliness
  - outcomes
  - key issues and information to be included in reports
  - officers and/or lead Cabinet members who should be invited (having regard to whether their attendance is necessary or would add value)
  - questions to be put to officers/lead Cabinet members
- 4.5 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 above the Council's Constitution 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 subjects. No such proposal form has been received for consideration at the current meeting.
- Wales Audit Office (WAO) Annual Improvement Report
- 4.7 The annual report on the Council's performance was rescheduled from the Committee's last meeting to the current one. However, as the Council has only recently received the draft version of the Annual Report from the WAO, the final published version was not available in time for submission to the current meeting. Consequently, with the Chair's permission, the Report has been rescheduled into the Committee's work programme for its June meeting. As a result, the Committee will have five items plus the work programme report for consideration at its June meeting. A similar situation will arise in September. Members are therefore asked to consider whether they are happy to proceed with this number of agenda items for the June and September meetings or whether they wish to reschedule any of the reports to a future meeting, or receive any of them as information or consultation reports outside of the formal meeting.

#### Cabinet Forward Work Programme

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

#### Progress on Committee Resolutions

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

### **5. Scrutiny Chairs and Vice-Chairs Group**

Under the Council's scrutiny arrangements the Scrutiny Chairs and Vice-Chairs Group (SCVCG) performs the role of a coordinating committee. The SCVCG met on 16 April and no items were referred to Performance Scrutiny Committee for consideration.

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

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

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

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

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

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

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

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

## **10. Power to make the decision**

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

### **Contact Officer:**

Scrutiny Coordinator

Tel No: (01824) 712554

Email: [dcc\\_admin@denbighshire.gov.uk](mailto:dcc_admin@denbighshire.gov.uk)

**Note: Any items entered in italics have not been approved for inclusion at the meeting shown 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
16 May (change from original date of 23 May)	1 Your Voice' complaints performance (Q4)	To scrutinise Services' performance in complying with the Council's complaints process	Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.	Jackie Walley/Steven Goodrum	July 2012
	2 Cefndy Enterprises (Part II)	To consider the organisation's: (i) performance in delivering its Business Plan for 2012/13; (ii) its business plan for 2013/14; (iii) the risks identified with respect to subsidy reduction/DWP funding and the consequential impact on the workforce and Council; and (iv) health and safety matters	Identification of any risks or shortcomings with respect to the organisation's health and safety measures, financial and resource viability going forward to ensure that it contributes towards the delivery of the Council's corporate priority of protecting vulnerable people and assist them to live as independently as possible	Phil Gilroy/Deborah Holmes-Langstone	January 2013 (Scheduled by SCVCG)
	3 Annual Council Reporting Framework	To consider the Director of Social Service's draft self-assessment of the Service's performance in 2012/2013 and areas for service development and improvement for 2013/14	Assurances that the self-assessment provides a recognisable picture of social care in Denbighshire and that identified areas for development and improvement are appropriately prioritised prior to the report's submission to full Council	Sally Ellis/Craig MacLeod	February 2013
20 June	1 Corporate Plan QPR: Q4 2012/13	To monitor the Council's progress in delivering the Corporate Plan 2012-17	Ensuring that the Council meets its targets, delivers its Corporate Plan and the Council's services in line with its	Tony Ward	July 2012

Meeting	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
			aspirations and to the satisfaction of local residents		
	2 Corporate Risk Register	To consider the latest version of the Council's Corporate Risk Register following the latest formal review by CET	Identification of effective measures to address the high level risks	Tony Ward	January 2013
	3 Estyn Action Plan [Education]	To monitor the progress achieved to date in implementing the actions to address the 2 recommendations in the 2012 Estyn Inspection of the Quality of Education Services	Better quality services and better outcomes for pupils through early identification of any slippages in progressing actions, or in implementing mitigating measures to address risks identified	Karen Evans/Diane Hesketh	June 2012
	4 Review of Council Publications	To consider the findings of the review	The formulation of recommendations with respect to future Council publications and the most appropriate and effective communication methods for engaging with residents	Jamie Groves/Gareth Watson	February 2013 (transferred from Communities Scrutiny March 2013)
	5 WAO Annual Improvement Report	To consider the main annual report from the WAO about the performance of the Council	Consideration of the findings of the report and any associated recommendations will assist the Committee to propose measures that will support the Council on its continual journey of improvement and to deliver effective and efficient services to residents	Tony Ward	January 2013 (deferred March 2013/rescheduled May 2013)
19 September	1 Annual Performance Review Report 2012/13	To evaluate the performance of the council during 2012/13	Identification of trends or areas of poor performance leading to recommendations to address declining performance and	Tony Ward	July 2012



Meeting	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
			realise the Council's ambition to become an excellent authority		
	2 Licensing Matters	To consider the effectiveness of the new procedures for licensing following the implementation of the findings of the review of licensing matters conducted by the Internal Audit Department (with specific emphasis on taxi licensing and safeguarding responsibilities)	Monitoring of the new licensing policies and procedures to ensure that the processes are robust and effective in supporting the Council's compliance with all licensing and safeguarding legislation, and in mitigating risks to vulnerable groups who use services licensed by the Authority	Graham Boase/Nicky Jones	November 2012
	3 Provisional External Examinations and Teacher Assessments <b>[Education]</b>	To review the performance of schools and that of looked after children	Scrutiny of performance leading to recommendations for improvement	Julian Molloy	January 2013
	4 Corporate Plan QPR: Q1 2013/14	To monitor the Council's progress in delivering the Corporate Plan 2012-17	Ensuring that the Council meets its targets, delivers its Corporate Plan and the Council's services in line with its aspirations and to the satisfaction of local residents	Tony Ward	February 2013
	5 Your Voice' complaints performance (Q1)	To scrutinise Services' performance in complying with the Council's complaints process	Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.	Jackie Walley/Steven Goodrum	February 2013
24 October	1 Corporate Risk Register	To consider the latest version of the Council's Corporate Risk Register following the latest formal review by CET	Identification of effective measures to address the high level risks	Tony Ward	January 2013

Meeting		Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
	2	CCTV in Denbighshire	To consider progress on developing the Council's CCTV function in light of the Regional Collaboration project not being progressed. Consideration of reducing costs, increasing income and delivery of identified savings while progressing a more equitable distribution of CCTV throughout the County."	The development of an efficient and effective Service that serves the Council and residents well and delivers safer communities	Graham Boase/Emlyn Jones	April 2013
12 December	1.	Corporate Plan QPR: Q2 2013/14	To monitor the Council's progress in delivering the Corporate Plan 2012-17	Ensuring that the Council meets its targets, delivers its Corporate Plan and the Council's services in line with its aspirations and to the satisfaction of local residents	Tony Ward	February 2013
	2	Your Voice' complaints performance (Q2)	To scrutinise Services' performance in complying with the Council's complaints process	Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.	Jackie Walley/Steven Goodrum	February 2013
16 January 2014	1	Verified External Examinations and Teacher Assessments <b>[Education]</b>	To review the performance of schools and that of looked after children	Scrutiny of performance leading to recommendations for improvement	Julian Molloy	January 2013
	2	Corporate Risk Register	To consider the latest version of the Council's Corporate Risk Register following the latest formal review by CET	Identification of effective measures to address the high level risks	Tony Ward	January 2013
20 February	1	'Your Voice' complaints	To scrutinise Services'	Identification of areas of poor	Jackie	February

Meeting		Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
		performance (Q3)	performance in complying with the Council's complaints process	performance with a view to the development of recommendations to address weaknesses.	Walley/Steven Goodrum	2013
20 March	1.	Corporate Plan QPR: Q3 2013/14	To monitor the Council's progress in delivering the Corporate Plan 2012-17	Ensuring that the Council meets its targets, delivers its Corporate Plan and the Council's services in line with its aspirations and to the satisfaction of local residents	Tony Ward	February 2013
1 May						
June 2014	1	Your Voice' complaints performance (Q4)	To scrutinise Services' performance in complying with the Council's complaints process	Identification of areas of poor performance with a view to the development of recommendations to address weaknesses.	Jackie Walley/Steven Goodrum	February 2013
	2	Corporate Plan QPR: Q4 2013/14	To monitor the Council's progress in delivering the Corporate Plan 2012-17	Ensuring that the Council meets its targets, delivers its Corporate Plan and the Council's services in line with its aspirations and to the satisfaction of local residents	Tony Ward	February 2013
	3	Corporate Risk Register	To consider the latest version of the Council's Corporate Risk Register following the latest formal review by CET	Identification of effective measures to address the high level risks	Tony Ward	January 2013

**Future Issues**

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

**Information/Consultation Reports**

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

**Note for officers – Committee Report Deadlines**

Meeting	Deadline	Meeting	Deadline	Meeting	Deadline
16 May 2013	<b>2 May 2013</b>	20 June	<b>6 June</b>	19 September	<b>5 September</b>

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Cabinet Forward Work Plan

Appendix 2

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
25 June	1	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
	2	Finance Update Report	To update Cabinet on the current financial position of the Council		Cllr Julian Thompson-Hill / Paul McGrady
	3	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
	4	Cefndy Healthcare: Future Direction & Impact of Potential loss of DWP funding	To consider options in light of risks from loss of DWP funding & need to maintain employment for vulnerable & disabled people		Cllr Bobby Feeley / Phil Gilroy / Deborah Holmes-Langstone
	5	Ruthin Area Primary Schools Review	To seek approval for starting a formal consultation period	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
			with Ruthin Primary schools		
	6	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
	7	Final Budget Position and Revenue Outturn 2012/13	To update Cabinet on the final Budget Position and Revenue Outturn 2012/13	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	8	Review of LDP Steering Group	To seek approval for the proposed revised membership and terms of reference for the LDP Steering Group	Yes	Cllr Eryl Williams / Angela Loftus
	9	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
	10	Day Services	To update Cabinet on changes to day services provided for older people	Yes	Phil Gilroy/ Cllr Bobby Feeley
<b>30 July</b>	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
	3	Local Housing Strategy	To consider a report by	Tbc	Cllr Hugh Irving / Sue

Cabinet Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
		(Glyndwr University)	Glyndwr University		Lewis
	4	Local Housing Strategy	To consider the Local Housing Strategy	tbc	Cllr Hugh Irving / Sue Lewis
	5	North Wales Hospital – CPO			Graham Boase
	6	Adult Safeguarding	To consider future options for the arrangements for Adult Safeguarding	Yes	Cllr Bobby Feeley / Phil Gilroy
<b>3 September</b>	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
	4	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
<b>24 September</b>	1	Finance Report Update	To update Cabinet on the current financial position of	Tbc	Cllr Julian Thompson-Hill / Paul McGrady

Cabinet Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
			the Council		
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet’s attention.	Tbc	Scrutiny Coordinator
<b>29 October</b>	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
	3	Supplementary Planning Guidance Masterplan for the North Wales Hospital			Graham Boase
<b>26 November</b>	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
<b>17 December</b>	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady



Cabinet Forward Work Plan

<b>Meeting</b>	<b>Item (description / title)</b>		<b>Purpose of report</b>	<b>Cabinet Decision required (yes/no)</b>	<b>Author – Lead member and contact officer</b>
	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 raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
<b>14 January 2014</b>	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
<b>18 February</b>	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
<b>25 March</b>	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	To monitor the Council's	Tbc	Cllr Barbara Smith /

Cabinet Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
		2013/14	progress in delivering the Corporate Plan 2012 -17		Tony Ward
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator
<b>29 April</b>	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
<b>27 May</b>	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
<b>June</b>	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	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
			Corporate Plan 2012 -17		
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator

Note for officers – Cabinet Report Deadlines

<i>Meeting</i>	<b><i>Deadline</i></b>	<i>Meeting</i>	<b><i>Deadline</i></b>	<i>Meeting</i>	<b><i>Deadline</i></b>
<i>May</i>	<b><i>29 April</i></b>	<i>June</i>	<b><i>11 June</i></b>	<i>July</i>	<b><i>16 July</i></b>

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## Progress with Committee Resolutions

Date of Meeting	Item number and title	Resolution	Progress
11 April 2013	5. Corporate Plan QPR: Quarter 3 2012/13	<p><i>That :</i></p> <p><i>(i) The Committee request Cabinet and Corporate Improvement Officers to review the process for monitoring and assessing the status and progress of activities (which currently depend on the evaluation of the officer(s) responsible for the activities) and to consider the depth of information on the outcomes in order to maximise the transparency, validity and evidence-base of the quarterly update reports.</i></p> <p><i>(ii) The Committee agrees that, as the Performance Scrutiny members had been nominated as lead contacts with individual services, the lead contacts should use this role to question and challenge those services on any areas or issues where performance was a concern. The chair of the Committee to assist when appropriate.</i></p> <p><i>(iii) The Head of Environmental Services be requested to circulate a progress report to Committee members regarding the development of dropped kerbs.</i></p> <p><i>(iv) The Head of Children's Services be requested to circulate a progress report to members of the Performance and Partnerships Scrutiny Committees in respect of initial core group meetings being held within 10 days of the first child protection conference.</i></p>	<p>A session will be held immediately prior to the Committee meeting itself, at which a representative of the Wales Audit Office (WAO) will be present, for the purpose of discussing the Council's performance management and monitoring arrangements.</p> <p>All Committee members to note their responsibilities with respect to their role as lead contacts for the various Services and to seek the Chair's support if required.</p>

	<p><b>6. Review of Service Challenge Process</b></p>	<p><b>RESOLVED</b> that Members accepted and agreed the draft proposals for a new Service Challenge process, which would include:</p> <ul style="list-style-type: none"> <li>(i) A more detailed review with a renewed focus on self-evaluation</li> <li>(ii) An annual rather than a bi-annual programme with increased flexible links with the business and budget planning process</li> <li>(iii) The development of a new and separate process for agreeing efficiencies.</li> </ul>	<p>The Corporate Improvement Manager has been informed of the Committee's resolution.</p>
	<p><b>7. Provision of CCTV in Denbighshire</b></p>	<p><b>RESOLVED</b> that:</p> <ul style="list-style-type: none"> <li>(i) The Committee supports the existing CCTV arrangements within the CCTV Team and recommends that consideration also be given to how other towns in Denbighshire could access CCTV services in the future.</li> <li>(ii) The Head of Planning and Public Protection be requested to circulate a breakdown into areas of offences and incidents recorded by CCTV; and</li> <li>(iii) A update report by the Head of Planning and Public Protection on the CCTV service be presented at the October 2013 meeting.</li> </ul>	<p>The information will be circulated separately</p> <p>Update report scheduled into the Committee's work programme for 24 October 2013</p>

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