



To: Members of the Partnerships
Scrutiny Committee

Date: 4 June 2013

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Dear Councillor

You are invited to attend a meeting of the **PARTNERSHIPS SCRUTINY COMMITTEE** to be held at **2.00 pm** on **MONDAY, 10 JUNE 2013** in **CONFERENCE ROOM 1A, COUNTY HALL, RUTHIN.**

Yours sincerely

G. Williams
Head of Legal and Democratic Services

Committee Members are reminded there will be a pre-meeting briefing for all Committee Members at 1.00 p.m. in Conference Room 1A, County Hall, Ruthin.

AGENDA

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

1 APOLOGIES

2 ELECTION OF VICE-CHAIR

To appoint a Vice-Chair for the Committee for the 2013/14 municipal 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 - 12)

To receive the minutes of the meeting of the Partnerships Scrutiny Committee held on 25 April 2013 (copy enclosed).

2.05 p.m. – 2.15 p.m.

6 UPDATE ON HEALTHCARE RECONFIGURATION

To receive a verbal report with the update on Healthcare Reconfiguration including the progress achieved to date with the establishment of a Joint Health and Social Care Board for Denbighshire.

2.15 p.m. – 2.35 p.m.

7 DEVELOPMENT OF A SINGLE POINT OF ACCESS FOR HEALTH AND SOCIAL CARE IN DENBIGHSHIRE (Pages 13 - 24)

To consider a report by the Partnership Project & Development Manager (copy enclosed) to scrutinise partnership working with Health with respect to service modernisation and efficiency, and the aim of improving customer service by establishing a single point of access to health and social care services.

2.35 p.m. – 2.55 p.m.

8 INTRODUCTION OF THE MENTAL HEALTH MEASURE WALES IN DENBIGHSHIRE (Pages 25 - 32)

To consider a report by the Associate Chief of Staff, BCU, detailing the introduction of the Measure in North Wales and the joint working relationships between Health and Social Care in Denbighshire in developing and delivering mental health services.

2.55 p.m. – 3.15 p.m.

~~~~~ **BREAK (3.15 p.m. – 3.30 p.m.)** ~~~~~

**9 CHILD AND ADOLESCENT MENTAL HEALTH SERVICES (CAMHS)**

To receive a verbal report on the progress achieved in addressing CAMHS assessment delays and further progress in relation to CAMHS services.

**3.30 p.m. – 3.50 p.m.**

**10 UPDATE ON LOCALITY WORKING**

To receive a verbal presentation with an update on locality working.

**3.50 p.m. – 4.10 p.m.**

**11 UPDATE ON HEALTH PROTECTION ISSUES**

To receive a verbal presentation by Public Health Wales with an update on Health Protection issues.

**4.10 p.m. – 4.30 p.m.**

**12 SCRUTINY WORK PROGRAMME (Pages 33 - 54)**

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.

**4.30 p.m. – 4.50 p.m.**

**13 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

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

**4.50 p.m. – 5.00 p.m.**

**MEMBERSHIP**

**Councillors**

Jeanette Chamberlain-Jones  
Bill Cowie  
Ann Davies  
Meirick Davies  
Alice Jones  
Pat Jones

Margaret McCarroll  
Dewi Owens  
Merfyn Parry  
Bill Tasker  
Huw Williams

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## PARTNERSHIPS SCRUTINY COMMITTEE

Minutes of a meeting of the Partnerships Scrutiny Committee held in Conference Room 1a, County Hall, Ruthin on Thursday, 25 April 2013 at 9.30 am.

### PRESENT

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

**Observers:** Councillors Bill Cowie and Gwyneth Kensler

### ALSO PRESENT

Corporate Directors: Economic and Community Ambition (RM) and Modernisation and Wellbeing (SE), Senior Engineer, Flood Risk Management (WH), Community Engagement Manager (DD), Scrutiny Coordinator (RE) and Committee Administrator (KEJ) together with Keith Ivens and Mark Pugh from Natural Resources Wales (NRW).

#### 1 APOLOGIES

Councillors Joan Butterfield and Bill Tasker

#### 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 Partnerships Scrutiny Committee held on 14 March 2013 were submitted.

**Accuracy** – Page 7 – Item No. 5 Capacity of Adult Safeguarding Services – For clarity members agreed that the reference to paid carers be amended to reflect that 31% of abuse allegations had been made against paid carers.

**Matters Arising** – Page 6 – Item No. 5 Capacity of Adult Safeguarding Services – Councillor Ann Davies expressed concern that confirmation was still awaited on whether the POVA leaflet quoting the wrong telephone number had been included in the Carer's Pack provided by NEWCIS and whether those leaflets had been recalled and amended. The Scrutiny Coordinator advised that requests for an urgent response had been made and the Corporate Director Modernisation and Wellbeing (CDMW) agreed to take up the matter personally. Councillor Alice Jones referred to her concerns expressed regarding abuse allegations and threshold criteria and reported upon a meeting she and Councillor Ann Davies had attended with the CDMW and Head of Adult Services with respect to care monitoring. The

CDMW advised that as a consequence Adult Services would be exploring the possibilities of carrying out spot checking of care agencies. Councillor Jones highlighted the need for additional funding to monitor care agencies and the Chair suggested that the matter be discussed further at their July meeting when social care matters would be considered.

**RESOLVED** that, subject to the above, the minutes of the meeting held on 14 March 2013 be approved as a correct record.

## **5 FLOOD INVESTIGATIONS: NOVEMBER 2012 INCIDENTS**

The Corporate Director Economic and Community Ambition (CDECA) presented a report (previously circulated) updating members on progress with investigations into the flooding events across Denbighshire in November 2012 and sought members' views on potential emerging recommendations. The terms of reference and commission for investigation had been attached to the report. A full report would be submitted to Council following completion of the investigations.

The report detailed the significant flooding which occurred at 12 separate locations involving approximately 500 properties. The Council's investigation was being supported by Natural Resources Wales (NRW) with independent experts having been commissioned to carry out the investigation at Glasdir, Ruthin due to the complexities at that location. Work was being coordinated by the Flood Investigation Working Group and two Stakeholder Briefings had been provided which included summaries of findings to date and emerging recommendations. Details of interim action to address identified flood risks had also been provided.

The CDECA provided some further context to the report advising of recent legislation governing flood risk management and the Council's responsibilities as Lead Local Flood Authority in that regard. Overall initial findings suggested that –

- it was an exceptional weather event (flood risk rating of close of 1:200) with high river levels, persistent rainfall and already saturated ground resulting in river banks being breached and flood defences overtopped
- Dwr Cymru/Welsh Water confirmed that water had not been released from Llyn Aled and Llyn Aled Isaf Reservoir and therefore had not been a contributory factor
- river levels records demonstrated that the tide was not the cause of flooding at Rhuddlan and St. Asaph

She also verbally updated the committee on progress with the investigations into each of the 12 separate locations subject to flooding. Members questioned various aspects of the investigation process in order to satisfy themselves that all avenues were being explored and also sought clarification on the responsibilities of all those involved in both managing and maintaining flood defences. Mr. Keith Ivens and Mr. Mark Pugh, NRW provided further information regarding the technical points covered during the investigation together with the role of NRW as part of that process and their responsibilities on flood risk in terms of preparation, maintenance and responding to incidents. During the detailed debate the following action points were raised –

- residents in other parts of Ruthin had also been refused insurance cover or faced significantly higher premiums due to historical flood events and members asked that the effectiveness of the Ruthin Flood Alleviation Scheme be brought to the attention of the insurance industry with a view to ensuring flood risk was also assessed appropriately within those areas
- due to under-capacity and restrictions associated with culverts in the Llanbedr DC area members asked that the practicalities be explored of ensuring that all future planning applications for areas affected by surface water flooding included adequate sized culverts/gulleys within the plans prior to planning permission being granted
- reference was made to Rhyl's Flood Plan and resident Flood Wardens and it was suggested that this best practice initiative be extended to other parts of the county
- members requested that enquiries be made with the Welsh Government as the Trunk Road Agency on whether recent work undertaken on the A494 had affected the drainage channels for surface water
- it was suggested that NRW become more proactive in issuing evacuation alerts to residents in known flood risk areas
- officers be asked to explore the possibility of establishing a multi-agency group of all stakeholders, including the Council (officers and members), NRW, Dwr Cymru, land owners and fishing groups, to devise and implement a long-term management strategy for river maintenance from source (spring) to coast with a view to mitigating future flood risks, and
- agreed that a separate meeting be arranged between Councillor Alice Jones and the CDECA, Senior Engineer, Flood Risk Management, and NRW to discuss her specific concerns including the erosion of the river bank in St. Asaph and possible tidal effect on the flooding incident in November 2012. An information report back on that discussion be submitted prior to the committee's next meeting.

***[RM to progress the above action points]***

***RESOLVED*** that, subject to the above action points, the progress report on investigations into the flooding incidents in November 2012 be received and noted.

## **6 FLOOD RISK WITHIN DENBIGHSHIRE**

[This item was brought forward on the agenda with the consent of the Chair]

The Senior Engineer, Flood Risk Management (SE) submitted a report (previously circulated) and delivered a power point presentation on the sources and extent of flood risk within Denbighshire, the Council's duties and responsibilities as a Lead Local Flood Authority and sought members' support for the development of the Local Flood Risk Management Strategy.

The committee was advised that flood risk management was supported by the Welsh Government through grant aid. The reduction and changes to future funding provision was highlighted together with the need for innovative solutions and prioritising investment. The SE advised that the findings of the flood investigations

would inform the development of the Local Flood Risk Management Strategy. He responded to members' questions as follows –

- explained the criteria used to identify areas at risk of surface water flooding which showed there were no flood risk areas in Denbighshire
- elaborated upon the Local Flood Risk Management Strategy highlighting initial objectives and proposed measures to deliver those objectives, together with the opportunity to reduce flood risks faced by communities, and
- advised of the low number of sites within the Local Development Plan in flood risk areas and provided assurance that identified risks would be managed through the planning process.

Members discussed with officers and representatives from NRW the guidance contained within Planning Policy Wales Technical Advice Note 15 (TAN15) which related to development and flood risk and its application in practice. Councillor Ann Davies expressed concern that no flood risk had been identified during the planning process for earlier developments in Marsh Road, Rhuddlan which had been an area affected by flooding in November 2012. Councillor Alice Jones raised concerns regarding the robustness of the guidance contained in TAN15 and the findings of the Council's Strategic Flood Consequence Assessment carried out in 2007 in light of subsequent flooding events. The SE explained the cautionary approach in respect of developments in areas at risk of flooding summarising the planning processes and tests to ensure that proposed developments were appropriate and that consequences of flooding were acceptable. The findings of the flood investigations would provide further information in respect of specific areas such as Rhuddlan and Glasdir which may impact on future development proposals. Mr. Keith Ivens added that NRW's flood risk maps were updated every quarter and models were also reviewed following flooding events.

Councillor Alice Jones disputed the initial flood investigation findings into the incidents in November 2012 which had found that the tide had no effect on the flooding in Rhuddlan and St. Asaph advising that she had documentary evidence to the contrary. Mr. Keith Ivens understood that the tidal effect had not been seen as far as St. Asaph but advised that once modelling work had been verified more scenarios could be carried out using actual tidal data from the period in question to determine any impact. The issue would be further discussed with Councillor Jones outside of the meeting.

The Chair highlighted that the frequency and extent of flooding incidents would likely increase as a consequence of climate change and welcomed the development of a Strategy to manage flood risk within the county. In supporting the document the committee felt that the Strategy should be more widely circulated with a final draft submitted for scrutiny before submission to full Council.

**RESOLVED** that –

- (a) *the development of the Local Flood Risk Management Strategy be supported;*



- (b) *the draft Local Flood Risk Management Strategy be circulated for comments to all councillors, Town and Community Councils, and Member Area Groups (with local areas of interest highlighted for each individual Member Group area), and*
- (c) *following the public consultation process the final draft of the Local Flood Risk Management Strategy be submitted to the appropriate scrutiny committee as determined by the Scrutiny Chairs and Vice Chairs' Group prior to submission to full Council.*

**[WH to action above recommendations / RE to confirm which scrutiny committee will consider strategy]**

At this juncture (12.10 p.m.) the meeting adjourned for a refreshment break.

## **7 RECOVERY FROM NOVEMBER 2012 FLOODS PROGRESS REPORT**

The Corporate Director Modernising and Wellbeing (CDMW) presented a report (previously circulated) updating the committee on progress with recovery from the November 2012 floods and sought members' views on the findings of an initial debrief report on this first phase of the recovery process.

An overview of the work undertaken to support communities affected by the floods was provided including the work of the Corporate Recovery Group and sub groups to ensure continued support. A structure for managing recovery and an update on those groups' activities had been attached to the report. Voluntary organisations had also secured funding from the Big Lottery Fund to be used to maintain a range of welfare services to the flooded communities.

The Recovery Phase 1 debrief report (attached as a confidential appendix to the main report) covered the period immediately following the floods up to the end of December 2012. The CDMW referred to the debrief process and elaborated upon the findings and reasoning behind each of the six main recommendations arising from the report which covered the following elements –

- R1 – Procedural Guidance
- R2 – Learning and Development
- R3 – Establishment of Hubs
- R4 – Contact Lists
- R5 – Information Management
- R6 – Communications

The committee paid tribute to the work carried out by staff in responding to the flooding incidents both during and after the event and asked that their appreciation be conveyed to all those involved. Members also commended the approach in evaluating the recovery work undertaken in order that lessons were learnt and procedures drawn up for future major incidents. During the ensuing debate the CDMW responded to members' questions and comments as follows –

- acknowledged the delay in responding to some flooding incidents due to the initial lack of information received which would be addressed in future through improvements to information management systems
- confirmed that procedures for dealing with various aspects of the recovery phase would be developed in order to work across different types of settings
- reported upon the development of clear evacuation systems in terms of sheltered housing accommodation situated in flood risk areas
- elaborated upon the difficulties of sharing information between agencies in order to track those receiving help/advice
- agreed with the need to increase capacity of the Customer Relationship Management System (CRM) during such incidents and look into the possibility of contingency cover for CRM calls in extremely busy periods caused by unforeseen emergencies.

Members also discussed with the CDMW how the Council would respond to major incidents/emergencies in large rural areas. Councillors Merfyn Parry and Alice Jones referred to the recent snow which had affected the farming community in particular. They highlighted the isolation of some of those affected and both the emotional and financial impact which continued to be experienced. Consequently the committee asked whether similar support could be offered to those affected by snow in terms of addressing emotional wellbeing and financial needs through the targeted provision of information and advice; drop in sessions; community meeting together with specific support for agricultural businesses affected and their activities.

**RESOLVED** that –

- (a) *the progress report on recovery from the November 2012 floods be received and noted;*
- (b) *the CDMW be asked to explore the possibilities of contingency cover for CRM calls in extremely busy periods caused by unforeseen emergencies, and*
- (c) *the CDMW be asked to consider the provision of emotional and business support to those residents in rural areas who had been affected by the recent snow.*

**[SE to progress recommendations (b) and (c)]**

## **8 SCRUTINY WORK PROGRAMME**

The Scrutiny Coordinator submitted a report (previously circulated) seeking members' review of the committee's future work programme and providing an update on relevant issues. A draft forward work programme (Appendix 1); proposals for future agenda items (Appendices 2a & 2b); Cabinet's forward work programme (Appendix 3) and Progress with Committee Resolutions (Appendix 4) had been attached to the report.

The Scrutiny Coordinator reported upon changes to the work programme since its preparation and sought the committee's views on managing their future workload and various matters requiring their attention. During discussion the committee –

- noted that the committee's Chair would be appointed by the Labour Group and that expressions of interest for Vice Chair would be sought prior to formal election at the next meeting
- agreed to convene a pre-meeting briefing immediately before the June meeting with Betsi Cadwaladr University Health Board (BCUHB) and to submit any questions to the Scrutiny Coordinator by 22 May
- agreed that the Chair, Corporate Director Modernisation and Wellbeing and Scrutiny Coordinator discuss the prioritisation of items for the meeting with BCUHB in June and the practicalities of holding an additional meeting in October to deal with forward work programme pressures
- agreed that the report on Heritage and Arts Assets be moved from December to the November meeting
- approved the committee's representatives for the In-House Provider Visits.

**RESOLVED** that –

- (a) *subject to the above the work programme as detailed in Appendix 1 to the report be approved, and*
- (b) *the following members be appointed the committee's representatives for the In-House Provider Visits as follows –*

*Awelon, Ruthin & Dolwen, Denbigh – Councillor Ann Davies*

*Cysgol y Gaer, Corwen – Councillor Dewi Owens*

*Ty Mor, Rhyl – Councillor Pat Jones*

*Hafan Deg, Rhyl – Councillor Margaret McCarroll*

**[RE to action above]**

## **9 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

No reports from committee representatives had been received.

The meeting concluded at 1.40 p.m.

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|                               |                                                                                                        |
|-------------------------------|--------------------------------------------------------------------------------------------------------|
| <b>Report To:</b>             | <b>Partnerships Scrutiny Committee</b>                                                                 |
| <b>Date of Meeting:</b>       | <b>10<sup>th</sup> June 2013</b>                                                                       |
| <b>Lead Member / Officer:</b> | <b>Lead Member for Social Care: Adults and Children's Services/Head of Adult and Business Services</b> |
| <b>Report Author:</b>         | <b>Partnership Project and Development Manager</b>                                                     |
| <b>Title:</b>                 | <b>Development of a Single Point of Access for Health &amp; Social Care in Denbighshire</b>            |

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

The report provides background information and details of work to date on the development of a Single Point of Access for Health and Social Care Services for adults in Denbighshire.

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

To provide information for the Scrutiny Committee regarding the development of a new Single Point of Access (SPA) for community health and social care services in Denbighshire. The service is due to go live at the end of October 2013.

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

That the Scrutiny Committee considers the report, provides observations and supports the development of a Single Point of Access.

## **4. Report details.**

### ***Background***

- 4.1 Denbighshire was successful in a bid in 2011 to become a demonstrator site for the Social Services Improvement Agency (SSIA) Transforming Services for Older People Programme. The SPA project aims to develop a new, effectively co-ordinated single point of access, single point of assessment and care co-ordination for preventative and rehabilitative work for adults across Denbighshire. It includes the provision of information, signposting to general community services and the integration of a specified and developing range of intermediate care and short term health and social services. The SSIA funding has been used to employ a Project Manager and support project activities such as workshops and meetings.
- 4.2 The Social Services (Wales) Bill introduces changes to services which are being spearheaded by the SPA project by, for example, placing a statutory duty on Local Authorities and Health Boards to provide information to support self-

care and management. This development is in line with objectives set by national Health policy documents such as 'Setting the Direction' and the BCU Service Redesign plans, the implementation of which will place a greater emphasis on universal and community services to promote better self-care and developing alternatives to secondary care.

#### **Activities to Date**

- 4.3 A Project Team and two sub-committees were established and a Project Manager was appointed. There have been challenges to gaining momentum on the project but these are now being addressed through the Denbighshire Health and Social Care Board, which is now being used as the governing body for the project.
- 4.4 The Project Team has agreed a project plan which develops a single point of access (single phone number, fax number and referral point) for all referrals into adult health and social care community services in Denbighshire by October 2013. The form and function of the service model (Appendix 1) and the make-up of the service (Appendix 2) has been further explored and agreed by the Project Team.
- 4.5 An important development of the Single Point of Access is the creation and ongoing maintenance of a comprehensive directory of services. This will include details of not only statutory sector and voluntary sector services, but community initiatives that support citizens' wellbeing in the broadest terms. The directory is being developed as part of the project and a 3<sup>rd</sup> Sector Coordinator post will have direct responsibility to ensure that the directory of services is maintained and updated so that information is current and accurate.

#### **Future Work**

- 4.6 Key milestones that need to be completed over the months ahead include:
  - I. Resources identified by partners and Section 33 agreement drafted, agreed and signed
  - II. Estate identified for the integrated team – with appropriate telephony and IT access (access to all appropriate health and social services databases)
  - III. Single Phone Number and Fax Number established for all referrals
  - IV. Referral protocols agreed and activated
  - V. Team roles (job descriptions and person specifications) agreed and appointed
  - VI. Equality impact assessment completed (*workshop 8<sup>th</sup> July*)
  - VII. Quality Framework and reporting mechanisms in place (*workshop 16<sup>th</sup> July*)
  - VIII. Information Sharing (WASPI) agreement and associated protocols in place
  - IX. Staff fully trained
  - X. Voluntary Sector Involvement post commissioned, and appointment made
  - XI. Formal connections with Family Information Service established (memorandum of agreement drafted to host the directory of services)

- XII. Database of services complete
- XIII. Customer Relationship Management (CRM) system in place
- XIV. Publicity campaign planned and implemented

### ***Regional Developments***

- 4.7 A recent bid to the Welsh Government Regional Collaboration Fund, drafted by Denbighshire CC in partnership with the other North Wales Local Authorities, BCU and the Voluntary Sector, entitled *Transforming Access to Community Based Health & Social Care Services Across North Wales (Single Point of Access)*, has been successful. Building on the SPA model in Denbighshire, the three-year programme will support the establishment of Single Points of Access to Adult Health and Social Care across North Wales. The programme allows for set-up costs for the Single Points of Access, funds a comprehensive evaluation framework to evidence the success of the initiative, and provides funding for pilot projects associated with the Single Point of Access which could include voluntary, statutory or private sector initiatives which support the vision for the developments of Single Points of Access. This important development will help to evidence the contribution that the SPA is able to make to an effective Health and Social Care service for the citizens of North Wales.

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

The project fully supports the Council Priority to ensure that vulnerable people are protected and able to live as independently as possible. Not only will the Single Point of Access ease access to health and social care services in the community, supporting a more integrated and efficient approach to supporting people's health and social care needs, but it will be a critical foundation for community and service development by gathering intelligence about our citizens' needs and priorities, supporting Denbighshire residents to maintain their own independence and maintain their contribution to society as long as possible.

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

- 6.1 The Project is being delivered in partnership with BCU and the Voluntary Sector who have supported the development in a variety of ways.
- 6.2 The DCC ICT service is represented on the Project Team and the Information & IT Task and Finish Group. The service is taking a lead in exploring and costing IT and telephony solutions for the service. The Strategic Assets Team has also helped to identify estate and is supporting the planning of the office to support the work of the SPA. The Legal department is supporting the collaborative work on developing a Section 33 Partnership Agreement.
- 6.3 A set-up budget is expected to be presented to the Project Team in June. The costs associated with set-up costs will be funded by the Regional Collaboration Programme, and the ongoing costs to service will be met by the Partners, as expressed in the Section 33 agreement currently being drafted. In Denbighshire CC's case, this will be from within existing resources.

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

An equality impact assessment workshop is scheduled for 8<sup>th</sup> July 2013. Key stakeholders are being invited to take part in the workshop and inform the development of the service.

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

No formal consultations have been carried out as part of this project, although partners and identified stakeholders are being included in project delivery.

**9. Chief Finance Officer Statement**

The costs of establishing and delivering the SPA must be contained within the resources available. The Section 33 Agreement must be approved by the Chief Finance Officer to ensure that all the cost implications, accounting and governance arrangements have been properly assessed. The impact of the wider regional scheme will become clearer as the project develops.

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

| Risk                                                                                                                                                    | Mitigating Actions                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1) Appropriate leadership and engagement from all partners – variety of organisational priorities causing difficulties on an individual and group level | <ul style="list-style-type: none"> <li>• Escalating through management structures when appropriate</li> <li>• No financial commitments to set-up or revenue costs be made until partners have identified and made available appropriate resources</li> </ul>                             |
| 2) Lack of available resources to enable the development of the new service                                                                             | <ul style="list-style-type: none"> <li>• Reallocation of existing resources to be foundation of all development work.</li> <li>• Further grant funding to be sought to support the development if necessary – Regional Collaboration Programme, Invest to Save proposals etc.</li> </ul> |

**11. Power to make the Decision**

Article 6.3 of the Council's Constitution

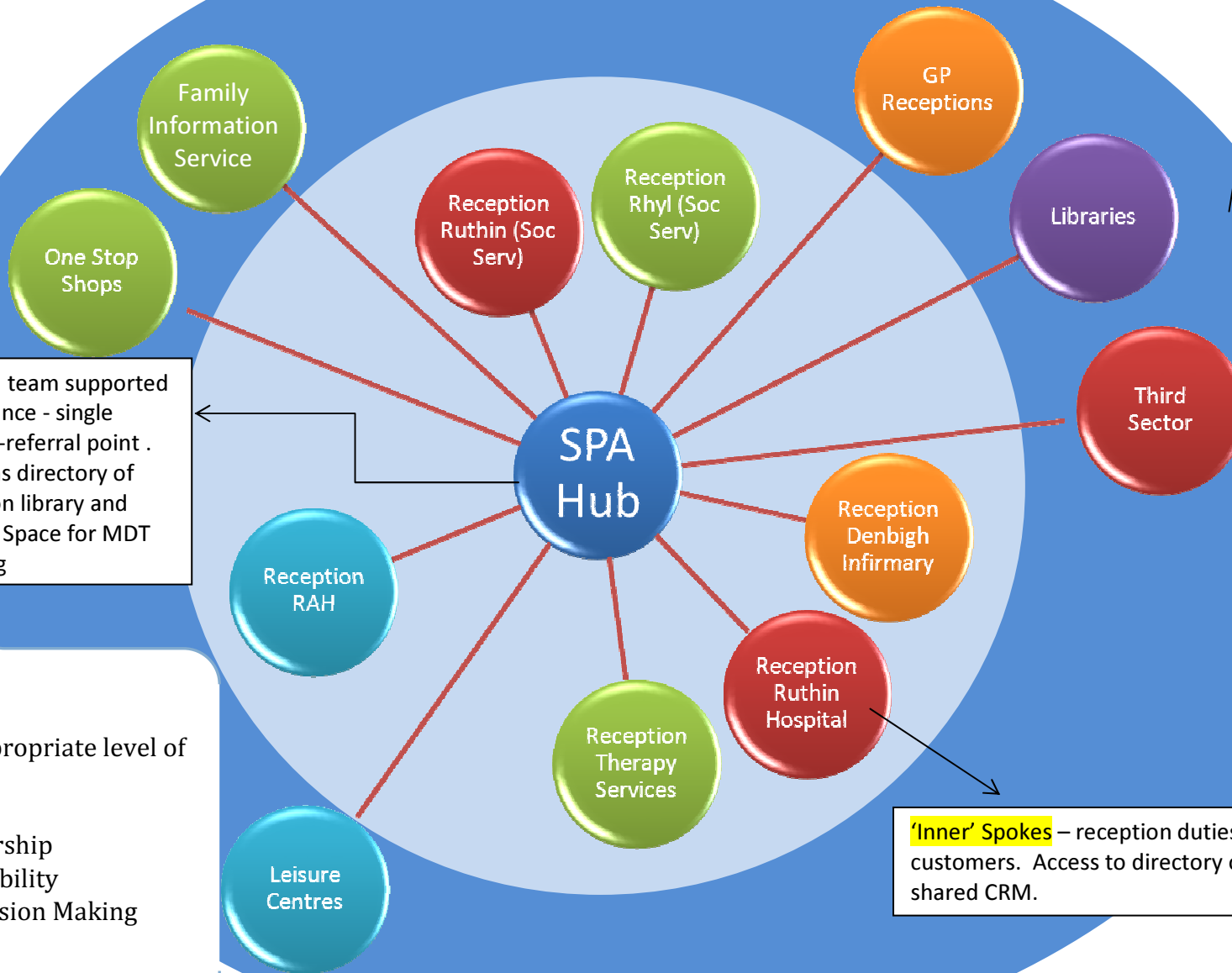
**Contact Officer:**

Partnership Project and Development Manager  
Tel: 01824 712870



# SPA in DENBIGHSHIRE

**'Outer' Spokes** - Links to other customer facing services (outer spokes). Access to directory of services (web) – (inc customer touchscreen units to capture activity) and information shared from Hub.



**SPA Hub** – co-located team supported by Professional presence - single phone number/fax/e-referral point . creates and maintains directory of services & information library and shared CRM system. Space for MDT meetings and training

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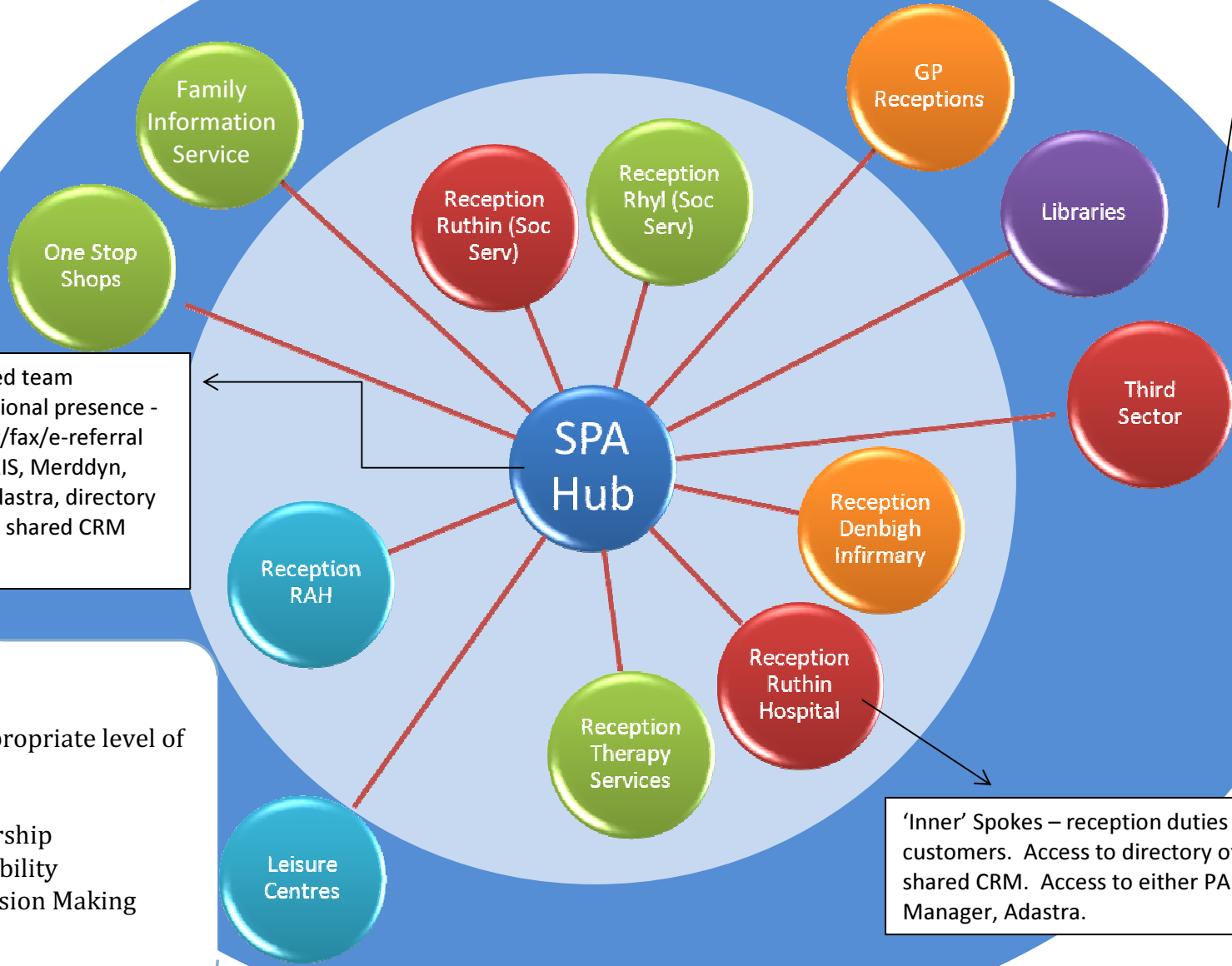
## PRINCIPLES:

- Quick Access to appropriate level of support
- Person-Centred
- Professional Leadership
- Collective Responsibility
- Consistency of Decision Making

**'Inner' Spokes** – reception duties responding to 'walk-in' customers. Access to directory of services (web) and shared CRM.

# HOW THE SPA LINKS TO SERVICES

Links to other customer facing services (outer spokes). Access to directory of services (web) – (inc customer touchscreen units to capture activity) and information shared from Hub.



Inner Hub – co-located team supported by Professional presence - single phone number/fax/e-referral point – access to PARIS, Merddyn, Therapy Manager, Adastra, directory of services (web) and shared CRM

'Inner' Spokes – reception duties responding to 'walk-in' customers. Access to directory of services (web) and shared CRM. Access to either PARIS or Merddyn, Therapy Manager, Adastra.

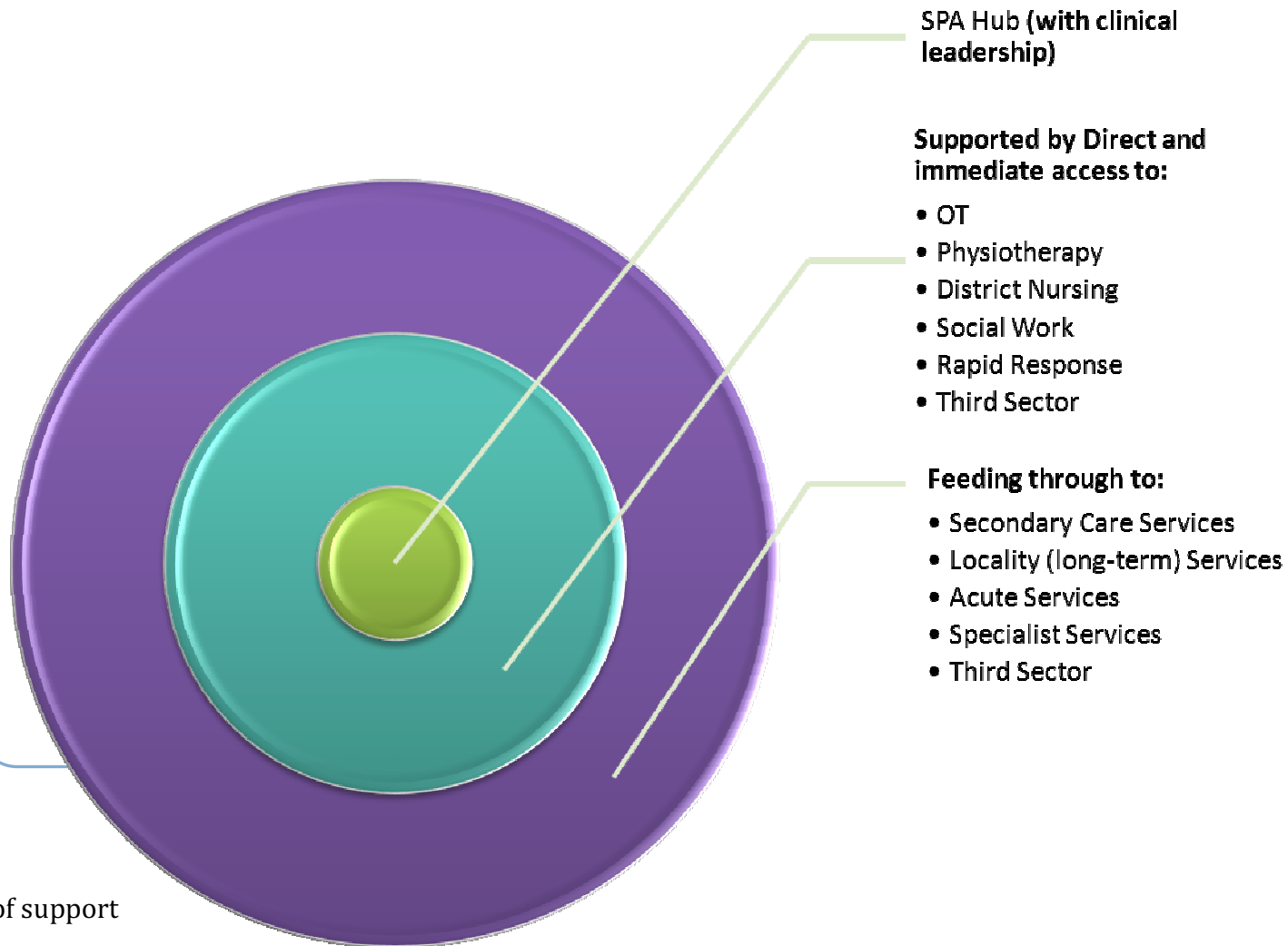
**PRINCIPLES:**

- Quick Access to appropriate level of support
- Person-Centred
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- Consistency of Decision Making

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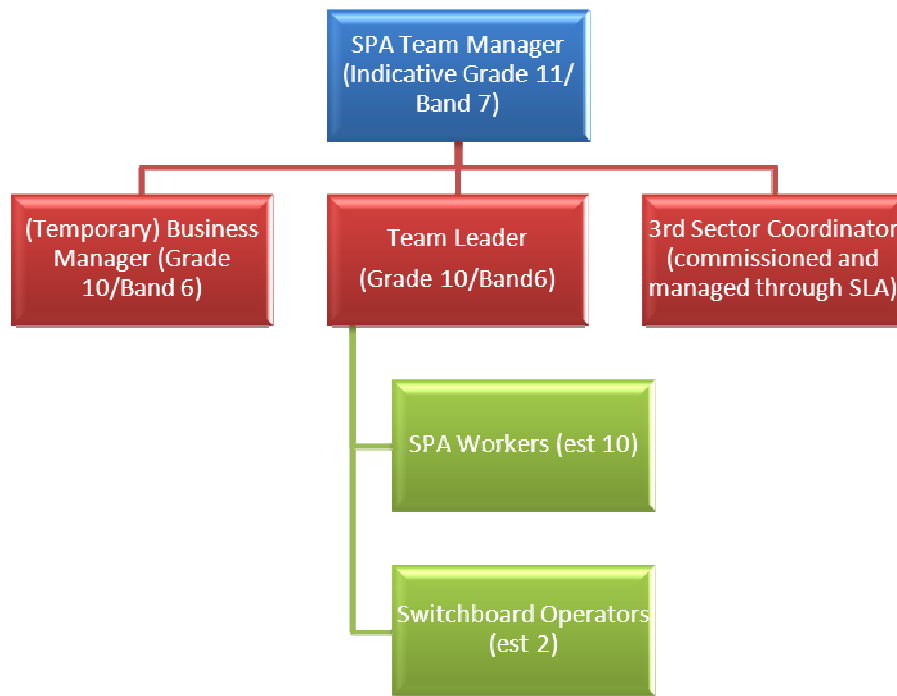
# ACCESS TO SERVICES THROUGH THE SPA HUB

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## PRINCIPLES:

- Quick Access to appropriate level of support
- Person-Centred
- Professional Leadership
- Collective Responsibility
- Consistency of Decision Making



### SPA Team Manager

To provide clinical leadership for the service. Possible consideration for a rotational post (12 month rotation?)

Supported by a virtual team of managers from clinical/professional teams, including back-filling for holidays/sick leave etc to ensure permanent presence.

To report to Partnership Management Group

Line management for Business Manager and Team Leader; management of 3<sup>rd</sup> Sector Coordinator

### Third Sector Coordinator

An integral post within the team to be commissioned from the Third Sector and managed through an SLA by the Team Manager.

To be responsible for:

Maintaining and updating directory of services

Website and development of information resources

Training for SPA workers and partnership organisations to raise awareness of Third Sector service provision

Involvement in MDT meetings to ensure 3<sup>rd</sup> Sector contribution is considered

Identifying and scoping gaps in service to inform commissioning strategies

### Team Leader

To be responsible for

HR and personnel management of SPA workers, ensuring continuity of service through spikes and troughs.

Training and development of SPA team

Statutory and legal responsibilities that are not clinical eg Health and Safety, information governance, complaints & praise

Business Manager

A temporary post to help establish the service.

To be responsible for:

Performance and quality monitoring and continuous improvement of the service

Publicity and marketing of the service

Service User/Carer involvement and engagement

Service development – moving towards extended service profile, opening hours etc

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**Report To:** Partnerships Scrutiny Committee

**Date of Meeting:** 10 June 2013

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

**Report Author:** Simon Pyke – Associate Chief of Staff, BCU

**Title:** Introduction of the Mental Health Measure Wales in Denbighshire

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## 1. What is the report about?

This report details how the Mental Health Measure for Wales has been introduced into Denbighshire as part of the overall introduction of the Measure into North Wales.

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

The Mental Health Measure for Wales placed legal responsibilities on Local Health Boards and Local Authorities in relation to the introduction of the four elements of the Mental Health Measure across Adults and Children and Young People.

1. Development of a Primary Care Mental Health Service
2. The introduction of Care and Treatment Planning
3. The right for discharged service users to ask for re-assessment
4. Development of Advocacy Services for both detained and informal patients within service.

## 3. What are the Recommendations?

That Scrutiny Committee considers the report, supports the development of services under the measure and recognises the good working relationships between Health and Social Care in delivering mental health services in Denbighshire and the associated changes in relation to the full age range.

## 4. Report details.

4.1 The Mental Health Measure has resulted in a significant change in the way services are delivered across North Wales and has led to a redesign and remodelling of services both in adult mental health services and children and young peoples mental health services. It should be recognised that this change has been undertaken in partnership with the six Local Authorities in North Wales. Changes in adult services are detailed below at points 4.1 to 4.7.5. Progress to date on the model for children and young people is detailed at appendix A attached. The service changes introduced across North Wales have been largely based on the development of the model that already existed in Denbighshire.

4.2 Major Changes to Service for Adults

- 4.2.1 *County Manager* – Each County, including Denbighshire, now has a dedicated Manager for Mental Health Services across Health and Social Care who is the Lead Manager for both Primary and Secondary Care Mental Health Services. A Mental Health Collaborative involving senior managers from the Health Board and the Local Authorities oversees the management of these joint services.
- 4.2.2 *Single Point of Access (SPoA)* – This has been introduced in Denbighshire to enable GPs to have a single point of referral for any Mental Health issue from Adults to Older Persons. There is still work ongoing to improve the consistency of this process but it has streamlined processes and enabled clinical engagement in the referral process. Consideration will be given to combining this arrangement with the wider Single Point of Access (which is subject to a separate report today) as this is developed more fully.
- 4.2.3 *E-Referrals* – These have been introduced across the Health Board for Mental Health Service referrals, including Denbighshire, and allows GPs to make referrals in a similar manner to other specialities. Although anecdotal feedback has been positive regarding this process, it is envisaged that the Health Board will conduct an audit of GP satisfaction with these changes.
- 4.2.4 *Access to Counselling* – A North Wales tendering process has been undertaken to agree a counselling service for access through GPs across North Wales as part of the introduction of the Measure. This is due to start at the end of April.
- 4.2.5 *Introduction of Primary Care Mental Health Services* – In some areas there has not been a dedicated Primary Care Mental Health Service and the introduction of this into those areas has helped focus the Community Mental Health Team's (CMHT's) to work with severe and enduring mental health problems and provide the dedicated service around Primary Care Mental Health issues. The model for Primary Care developed across North Wales has been mainly modelled on the existing service within Denbighshire. Three extra staff have been recruited to develop this model further within Denbighshire to allow a better input into each GP surgery and therefore across the whole of Denbighshire. The staff also have access to the consultant psychiatrist to discuss cases as required. Further work is also ongoing to develop a range of psychological therapies, particularly cognitive behavioural therapy, for the staff team to be able to deliver effectively across the county. Work is also ongoing to ensure that services are able to signpost service users to other support services relating to the life problems they may have.
- 4.3 Overall, there was wide variation in the way services were delivered in North Wales and this process has helped introduce a level of consistency whilst allowing for some local variation in service provision.
- 4.4 Performance Part 1 - This is the proforma on which information on Primary Care Mental Health Services is submitted to Welsh Government.



| Indicator |                                                                                                                                                                                                 |                                                                                                  | Denbighshire |
|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|--------------|
| 1         | <b>The number of practitioners (WTE) in post as at the census date per 20,000 population (all ages)</b>                                                                                         | The total number of practitioners (WTE) as at reporting date                                     | 8.1          |
|           |                                                                                                                                                                                                 | The total locality population [see notes for population numbers]                                 | 93,700       |
|           |                                                                                                                                                                                                 | <b>Rate</b>                                                                                      | <b>1.7</b>   |
| 2         | <b>The number of assessments undertaken during the past month</b><br><br>[monthly count]                                                                                                        | Registered patients referred from primary care                                                   | 173          |
|           |                                                                                                                                                                                                 | Non-registered patients referred from primary care                                               | 0            |
|           |                                                                                                                                                                                                 | Patients referred from secondary care                                                            | 12           |
| 3         | <b>Waiting times for assessment by LPMHSS (in calendar days) against the target of 28 calendar days</b><br>[end of month census snapshot]                                                       | The number of patients referred waiting up to and including 28 days                              | 174          |
|           |                                                                                                                                                                                                 | The number of patients waiting 29 days & over and up to and including 56 days                    | 96           |
|           |                                                                                                                                                                                                 | The number of patients waiting 57 days and over                                                  | 144          |
| 4         | <b>Waiting times from assessment to intervention, where indicated (in calendar days)</b><br><br>[end of month census snapshot]                                                                  | The number of patients waiting up to and including 28 days                                       | 30           |
|           |                                                                                                                                                                                                 | The number of patients waiting 29 days and over and up to and including 56 days                  | 21           |
|           |                                                                                                                                                                                                 | The number of patients waiting 57 days and over                                                  | 10           |
| 5         | <b>The number of completed interventions during the month (i.e. individual episode discharges from LPMHSS, to include treatment, education, referral or information)</b><br><br>[monthly count] | The number of direct interventions provided by the LPMHSS                                        | 8            |
|           |                                                                                                                                                                                                 | the number referred or signposted to other services, other than secondary mental health services | 97           |
|           |                                                                                                                                                                                                 | The number of referrals to secondary care                                                        | 9            |

4.5 Performance Part 2 – The Mental Health Measure introduced a new Care & Treatment Plan (CTP) model and the transition to this has to be completed by June. The figure below represents the month nine figure, where the target should be 75%. Denbighshire has the highest transition rate of all the six counties.

| AMH          | Open Caseload | CTP | Transition % |
|--------------|---------------|-----|--------------|
| Denbighshire | 507           | 386 | 76%          |

#### 4.6 Performance Part 3

The first report regarding performance on providing re-assessment for discharged service users was due at the end of May, after the publication of this report.

## 4.7 Performance Part 4 – Advocacy Services

4.7.1 The Independent Mental Health Advocacy (IMHA) contract has been extended until 30th November 2015 (in line with the All Wales Framework).

4.7.2 The staffing levels have been increased from six to nine whole time equivalents.

4.7.3 All advocates within the service have achieved the Independent Advocacy Qualification (IAQ). 81% of IMHA's have attained the specialist IMHA module and the remainder have been enrolled to complete this year. Two advocates have attained the children and young people module and a further 4 advocates have been enrolled to complete this year. The Service also has two qualified Managers and two qualified assessors.

4.7.4 Two of the Advocacy Services have received the Quality Performance and Monitoring (QPM) Assurance Mark and are preparing to renew. The Third Service is in the final stages of obtaining the qualification.

4.7.5 A Training Liaison Officer post was commissioned for seven months (February - August 2012) to develop and deliver training and awareness raising, with particular emphasis on the extended Mental Health Measures (Wales) 2010, Part 4. This post within the IMHA Partnership was to specifically highlight the extension to the IMHA role in relation to individuals detained under section 4, 5(2) and 5(4) of the 1983 Act and informal inpatients receiving assessment and treatment for a mental disorder.

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

The introduction of the Measure is a priority both for BCU and Denbighshire County Council. It contributes to ensuring vulnerable people are protected and are able to live as independently as possible.

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

6.1 This service has been developed using existing resources and with extra funding that was available through Welsh Government specifically to support implementation of the Mental Health Measure so there has been no added cost to either Health or Social Care.

6.2 There is a potential for increased demand on other Local Authority services such as generic Social Services or Housing. This is being monitored and information will be available as part of the monitoring arrangements for the Measure locally.

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

The equality impact assessment was undertaken on an all Wales basis as part of the introduction of the Measure.

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

The consultation regarding the introduction of the Measure was undertaken by Welsh Government and the development of the local service was agreed through an

Implementation Group across North Wales which had Local Authority involvement through each of the six Counties including Denbighshire. The Measure was considered by Partnerships Scrutiny Committee on 12 July 2012.

**9. Chief Finance Officer Statement**

N/A

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

The main risk is in relation to increased demand through Primary Care and this is being monitored as part of the performance management arrangements to ensure that existing resources are targeted appropriately between primary and secondary care.

**11. Power to make the Decision**

Article 6.3 of the Council's Constitution

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## Appendix A

### **Implementation of the Mental Health (Wales) Measure in relation to Children and Young People; Denbighshire Position paper 24<sup>th</sup> May 2013**

For the Children and Young People Clinical Programme Group (C&YPCPG) two leads were appointed to take forward implementation. The Lead for Part 1 of the mental health measure is Sara Hammond Rowley Consultant Clinical Psychologist and Head of CAMHS Early Intervention and Prevention and the Lead for Part 2 and Part 3 of the mental health measure is Patrick Howells – Service Manager CAMHS (East) however this is currently being undertaken by Irfon Williams – Service manager CAMHS (West).

Work to date has been undertaken with the Denbighshire Head of Children's Social Services Leighton Rees, in the development and agreement of a regional mode. Key issues re implementation of the model for children and young people in Denbighshire include ;

- Meeting previous 16 week Annual Quality Framework NHS Wales waiting time target successfully by end March 2013
- Extensive work by 'Operations' to ensure robust reporting mechanisms within existing IT infrastructure are now in place for reporting Welsh Government
- Implementing the initial stages of the model which includes integrating functions – early intervention and prevention including professional consultations and training, and initial discussions with choice assessment appointments and brief interventions
- Not yet in GP practices but have linked in to several schools and other settings – there is however a need to discuss with Denbighshire Local authority how we can effectively link in to Education for multiagency planning and delivery of both universal and targeted interventions, this will be progressed
- Next steps are full implementation of the Part 1 model then also following up re Part 2 Care and treatment planning (CTP) training with Children's Social Services and Education – new lead for part 2 and 3 due to long term illness hence some delay
- Regional Collaborative and National Collaborative underway so regional and national consistency will increase including an audit across Wales of implementation of part 2
- Locally - CAMHS Will be going out to referrers in next 3 months to inform of new access route and criteria following which the model will be fully implemented which will include discussion with partners

A more detailed paper re mental health measure implementation for children and young people can be provided for the next committee meeting.

Caroline Winstone 24<sup>th</sup> May 2013

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**Report to:** Partnerships Scrutiny Committee

**Date of Meeting:** 10 June 2013

**Report Author:** Scrutiny Coordinator

**Title:** Scrutiny Work Programme

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

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

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

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

**3. What are the recommendations?**

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

**4. Report details.**

- 4.1 Article 6 of the Council's Constitution sets out each Scrutiny Committee's terms of reference, functions and membership, whilst the rules of procedure for scrutiny committees are laid out in Part 4 of the Constitution.
- 4.2 The Constitution of Denbighshire County Council requires scrutiny committees to prepare and keep under review a programme for their future work. By reviewing and prioritising issues, members are able to ensure that the work programme delivers a member-led agenda.
- 4.3 For a number of years it has been an adopted practice in Denbighshire for scrutiny committees to limit the number of reports considered at any one meeting to a maximum of four plus the Committee's own work programme report. The objective of this approach is to facilitate detailed and effective debate on each topic.
- 4.4 The Committee is requested to consider its draft work programme for future meetings as detailed in appendix 1 and approve, revise or amend it as it deems appropriate. When deciding on the work programme members are asked to take into consideration:
  - issues raised by members of the Committee
  - matters referred to it by the Scrutiny Chairs and Vice-Chairs Group
  - relevance to the Committee's/Council's/community priorities

- the Council's Corporate Plan and the Director of Social Services' Annual Report
  - meeting workload
  - timeliness
  - outcomes
  - key issues and information to be included in reports
  - officers and/or lead Cabinet members who should be invited (having regard to whether their attendance is necessary or would add value)
  - questions to be put to officers/lead Cabinet members
- 4.5 When considering future items for inclusion on the forward work programme members may also find it helpful to have regard to the following questions when determining a subject's suitability for inclusion on the work programme:
- what is the issue?
  - who are the stakeholders?
  - what is being looked at elsewhere
  - what does scrutiny need to know? and
  - who may be able to assist?
- 4.6 As mentioned in paragraph 4.2 the Constitution of Denbighshire County Council requires scrutiny committees to prepare and keep under review a programme for their future work. To assist the process of prioritising reports, if officers are of the view that a subject merits time for discussion on the Committee's business agenda they have to formally request the Committee to consider receiving a report on that topic. This is done via the submission of a 'proposal form' which clarifies the purpose, importance and potential outcomes of suggested topics. No such proposal forms have been received for consideration by the Committee at the current meeting.
- 4.7 Cabinet Forward Work Programme  
When deciding on their programme of future work it is useful for scrutiny committees to have regard to Cabinet's scheduled programme of future work. For this purpose a copy of the Cabinet's forward work programme is attached at Appendix 2.
- 4.8 Progress on Committee Resolutions  
A table summarising recent Committee resolutions and advising members on progress with their implementation is attached at Appendix 3 to this report.

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

Under the Council's scrutiny arrangements the Scrutiny Chairs and Vice-Chairs Group (SCVCG) performs the role of a coordinating committee. This Group is yet to meet during the new municipal year. Its first meeting is scheduled to be held on 27 June 2013.



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

No Equality Impact Assessment has been undertaken for the purpose of this report as consideration of the Committee's forward work programme is not deemed to have an adverse or unfair impact on people who share protected characteristics.

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

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

**9. What consultations have been carried out?**

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

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

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

**11. Power to make the decision**

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

**Contact Officer:** Scrutiny Coordinator  
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Email: [dcc\\_admin@denbighshire.gov.uk](mailto:dcc_admin@denbighshire.gov.uk)

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

| Meeting          |   | Item (description / title)                                                                       | Purpose of report                                                                                                                                                                                                                      | Expected Outcomes                                                                                                                                                                                                                                                                                                                                                          | Author                        | Date Entered                      |
|------------------|---|--------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-----------------------------------|
| Thursday 18 July | 1 | New Work Connections                                                                             | To monitor progress and performance in delivering the New Work Connections project from the perspective of positive sustainable outcomes for Denbighshire residents and from the Council's perspective as project lead sponsor         | (i) Improved long term employment prospects for local residents who acquire new skills and qualifications via the project. This in turn will assist the local economy and reduce poverty, deprivation and dependency on state benefits and council services.<br>(ii) Assurances that grant funding conditions are met will mitigate the risk of financial clawback by WEFO | Melanie Evans                 | July 2012                         |
|                  | 2 | BIG Plan: Performance Update                                                                     | To consider the Joint Local Service Board's (LSB) performance in delivering its integrated strategic plan                                                                                                                              | (i) an evaluation of the effectiveness of the Joint LSB's performance in delivering its plan;<br>(ii) identification of areas of weakness/slippages and measures to address them to improve outcomes for local residents                                                                                                                                                   | Emma Horan                    | December 2012                     |
|                  | 3 | Potential for Collaborative Domiciliary Care provision with respect to rural areas of the county | To outline the pressures encountered in the County's rural areas with respect to the provision of domiciliary care services and the potential for establishing a collaborative domiciliary care service (including services for people | The delivery of better quality services to residents in a more effective and efficient manner                                                                                                                                                                                                                                                                              | Phil Gilroy/Anne Hughes-Jones | April 2012 (rescheduled Dec 2012) |

| Meeting      | Item (description / title)                                                                           | Purpose of report                                                                                                                                                                                                                                                                                                                         | Expected Outcomes                                                                                                                                                                                                                             | Author                                        | Date Entered                        |
|--------------|------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|-------------------------------------|
|              |                                                                                                      | with learning disabilities) with other North Wales local authorities                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                               |                                               |                                     |
|              | 4 Social Care Matters                                                                                | To outline the proposed provisions contained in the Social Services and Wellbeing (Wales) Bill with respect to safeguarding and the protection of vulnerable adults. The report also to detail the latest position with respect to rota visits and the progress in addressing concerns raised with respect to domiciliary care monitoring | Ensuring that vulnerable people are protected and able to live as independently as possible                                                                                                                                                   | Sally Ellis/Phil Gilroy                       | March 2013 (rescheduled April 2013) |
| 26 September | 1 Higher Education in North East Wales<br><br>(For September/October 2013)<br><br><b>[Education]</b> | To provide an update of the progress made and recent developments following the Review of Higher Education in North Wales                                                                                                                                                                                                                 | Monitoring of the provision of higher education in North East Wales and the progress made following the Review, particularly in relation to work undertaken with local businesses (e.g. apprenticeships) and the impact on the local economy. | Mark Dixon / Professor Michael Scott          | September 2012                      |
|              | 2 Deeside College/Coleg Llysfasi<br><b>[Education]</b>                                               | To consider current and future developments for the college locally, and as a new merged college with Yale College (including data on student enrolment/qualifications; progression e.g. apprenticeships, employment or FE; how the College works                                                                                         | Assurances that the College is delivering a high quality education which meets the needs of Denbighshire students, contributes to the County's economic development and a better understanding of the College's role within Denbighshire and  | College Principal/Hywyn Williams/John Gambles | March 2013 (rescheduled April 2013) |

| Meeting | Item (description / title)                                                                        | Purpose of report                                                                                                                                                                                                                                                                                                           | Expected Outcomes                                                                                                                                                                                                                  | Author                       | Date Entered                          |
|---------|---------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|---------------------------------------|
|         |                                                                                                   | with Coleg Glynllifon; financial information i.e. funding and spending; other partnership arrangements). The report also to include details of the College's delivery plan going forward and whether all the benefits identified in the Deeside College/Coleg Llysfasi merger plans will have been achieved by August 2013. | the Council along with an opportunity to have an input into future developments                                                                                                                                                    |                              |                                       |
|         | 3 North East Wales Hub Food Waste Project (Information report?)                                   | To monitor the progress of the project in constructing the facility and working towards full service delivery.                                                                                                                                                                                                              | Identification of any slippages or risks with the Project's development and establishment                                                                                                                                          | Jim Espley                   | September 2012                        |
|         | 4 Community Safety Partnership <b>[Crime and Disorder Scrutiny]</b>                               | To detail the Partnership's achievement in delivering its 2012/13 action plan and its progress to date in delivering its action plan for 2013/14                                                                                                                                                                            | Effective monitoring of the CSP's delivery of its action plan for 2012/13 and its progress to date in delivering its plan for 2013/14 will ensure that the CSP delivers the services which the Council and local residents require | Graham Boase/Siân Taylor     | September 2012                        |
|         | 5 Regional Collaboration on Economic Development                                                  | To monitor the progress achieved with the establishment of a North Wales Economic Ambition Board and the development of an economic ambition strategy for the region                                                                                                                                                        | A confident and outward looking region which has a diverse high quality economy which provides a broad range of quality sustainable employment opportunities for residents and improves their lives                                | Rebecca Maxwell/Peter McHugh | July 2012 (rescheduled February 2013) |
|         | 6 Developing Scrutiny Arrangements for the Joint Conwy and Denbighshire Local Service Board (LSB) | To consider potential scrutiny arrangements for the Joint LSB                                                                                                                                                                                                                                                               | The formulation of proposals for future scrutiny of the Joint LSB                                                                                                                                                                  | Beverley Moore/Diane Hesketh | April 2013                            |

| Meeting    | Item (description / title)                                       | Purpose of report                                                                                                                                                                                                    | Expected Outcomes                                                                                                                                                                                                                                                                                | Author                                     | Date Entered                                                                            |
|------------|------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|-----------------------------------------------------------------------------------------|
| 7 November | 1 Families First                                                 | To evaluate and monitor the providers' progress to date in delivering their services, the Families First Action Plan and outcome 4 of the BIG Plan                                                                   | A thorough analysis of the projects' delivery to date will ensure all commissioned projects are on target to deliver the expected outcomes in line with their tender objectives and ensure better outcomes for service users and effective and efficient use of the financial resources provided | Alan Smith/Diane Hesketh/Jan Juckes-Hughes | January 2013                                                                            |
|            | 2 Regional Commissioning Hub for high cost low volume placements | (i) Detail the progress to date with the establishment and running of the hub and the benefits realised to date from its establishment; and<br>(ii) details of the scoping exercise on high cost dementia placements | Evaluation of the Hub's effectiveness in delivering efficiency savings with respect to the procurement of good value high cost placements and identification of any slippages, risks or future measures that may need to be taken                                                                | Vicky Poole                                | December 2012<br>(rescheduled March 2013)                                               |
|            | 3 Regional Passenger Transport Service                           | To consider the final business case for a proposed regional passenger transport service                                                                                                                              | To ensure that the business case for proposed service meets the need of local residents and the Council prior to its submission to Cabinet for approval                                                                                                                                          | Rebecca Maxwell                            | March 2013                                                                              |
|            | 4 Heritage and Arts Assets                                       | To give an update on the effectiveness of new business practices put in place under the review of the service                                                                                                        | Evidence based recommendations with a view to further improving the offer to the public with limited resources                                                                                                                                                                                   | Steve Parker/Samantha Williams             | Dec 2012<br>(transferred from Communities Scrutiny Committee March 2013 and rescheduled |

| Meeting         |   | Item (description / title)                                               | Purpose of report                                                                                                                                                                                                                                                       | Expected Outcomes                                                                                                                                                                                                                                                             | Author                            | Date Entered            |
|-----------------|---|--------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-------------------------|
|                 |   |                                                                          |                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                               |                                   | by SCVCG<br>April 2013) |
| 19 December     | 1 |                                                                          |                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                               |                                   |                         |
|                 |   |                                                                          |                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                               |                                   |                         |
| 6 February 2014 | 1 | Regional School Effectiveness and Improvement Service<br><br>[Education] | To detail the progress achieved following the establishment of the RSEIS, the benefits realised to date from its establishment, any problems or issues encountered since its establishment which are yet to be resolved and any proposals to expand the Service's remit | Evaluation of the effectiveness of the RSEIS to date in delivering economies of scale and specialist support to complement the County's education service. Identification of slippages, risks, service gaps or future pressures with a view to recommending mitigating action | RSEIS Chief Executive/Karen Evans | January 2013            |
|                 |   |                                                                          |                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                               |                                   |                         |
| 13 March        |   |                                                                          |                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                               |                                   |                         |
|                 |   |                                                                          |                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                               |                                   |                         |
| 10 April        |   |                                                                          |                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                               |                                   |                         |
|                 |   |                                                                          |                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                               |                                   |                         |
| May/June        | 1 | Community Safety Partnership<br>[Crime and Disorder Scrutiny]            | To detail the Partnership's achievement in delivering its 2013/14 action plan and its progress to date in delivering its action plan for 2014/                                                                                                                          | Effective monitoring of the CSP's delivery of its action plan for 2013/14 and its progress to date in delivering its plan for 2014/15 will ensure that the CSP delivers the services which the Council and local residents require                                            | Graham Boase/Siân Taylor          | May 2013                |

**Future Issues**

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

|                                                                                                                                           |                                                                                                                                                                                                                               |                                                                                                                                                                                  |             |               |
|-------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------|
| Update following conclusion of inquiry undertaken by the National Crime Agency in to historic abuse in North Wales Children's' Care Homes | To update the Committee of the outcome of the National Crime Agency (NCA) investigation in to the abuse of children in the care of the former Clwyd County Council, and to determine whether any procedures require revision. | Determination of whether any of the Council's safeguarding policies and procedures need to be revised in light of the NCA's findings                                             | Sally Ellis | November 2012 |
| Draft Flood Management Strategy [autumn 2013<br>SCVCG to determine the most appropriate scrutiny committee]                               | To consider the final draft version of the Strategy following public consultation                                                                                                                                             | Pre-decision scrutiny and the formulation of recommendations to County Council with respect to approving the Strategy and its subsequent maintenance and monitoring arrangements | Wayne Hope  | April 2013    |

**Future Issues for Joint Scrutiny**

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

**For future years**

|  |  |  |  |  |
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**Information/Consultation Reports**

| Information / Consultation | Item (description / title)          | Purpose of report                                                                                                                                                                                                                                                                                                                     | Author                         | Date Entered  |
|----------------------------|-------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|---------------|
| Information (May 2013)     | Programme and Project Boards        | To outline the composition and membership of all Programme and Project Boards which the Council host or participate in, their funding structures, their membership and the elements of all Plans and Strategies which they are charged with delivering                                                                                | Alan Smith                     | December 2012 |
| Information (July 2013)    | Regional Emergency Planning Service | To report the progress to date with the establishment of a regional service and the transitional arrangements from the present service to the new regional service, in order to ensure the provision of a resilient and robust Emergency Planning Service that will meet the needs of local residents when emergency situations occur | Rebecca Maxwell/Mike Hitchings | April 2013    |



28/05/13 - RhE

**Note for officers – Committee Report Deadlines**

| Meeting | Deadline      | Meeting      | Deadline            | Meeting    | Deadline          |
|---------|---------------|--------------|---------------------|------------|-------------------|
| 18 July | <b>4 July</b> | 26 September | <b>12 September</b> | 7 November | <b>31 October</b> |

Partnerships Scrutiny Work Programme.doc

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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                          | Ruthin Area Primary Schools Review                                            | To seek approval for starting a formal consultation period with Ruthin Primary schools                                                                         | Yes                                | Cllr Eryl Williams / Jackie Walley                         |
|         | 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                          | 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   |

Cabinet Forward Work Plan

| Meeting        |    | Item (description / title)                                            | Purpose of report                                                           | Cabinet Decision required (yes/no) | Author – Lead member and contact officer |
|----------------|----|-----------------------------------------------------------------------|-----------------------------------------------------------------------------|------------------------------------|------------------------------------------|
|                | 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  | Items from Scrutiny Committees                                        | To consider any issues raised by Scrutiny for Cabinet's attention.          | Tbc                                | Scrutiny Coordinator                     |
|                | 9  | Day Services                                                          | To update Cabinet on changes to day services provided for older people      | Yes                                | Phil Gilroy/ Cllr Bobby Feeley           |
|                | 10 | Integrated Family Services                                            | To consider developments                                                    | Tbc                                | Cllr Bobby Feeley / Leighton Rees        |
|                | 11 | Vibrant and Viable Places - Funding bid for Rhyl Town Centre projects | To seek endorsement for the funding bid.                                    | Yes                                | Cllr Hugh Evans / Tom Booty / Sian Owen  |
|                |    |                                                                       |                                                                             |                                    |                                          |
| <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                     |

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> |
|--------------------|-----------------------------------|-----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|-------------------------------------------|-------------------------------------------------|
|                    | 3                                 | The former North Wales Hospital: a Compulsory Purchase Order          | To approve a compulsory purchase order for the former North Wales Hospital                                         | Yes                                       | Graham Boase                                    |
|                    | 4                                 | 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                                 | Vibrant and Viable Places - Funding bid for Rhyl Town Centre projects | To update members on progress.                                                                                     | No                                        | Cllr Hugh Evans / Tom Booty / Sian Owen         |
|                    | 5                                 | Items from Scrutiny Committees                                        | To consider any issues raised by Scrutiny for Cabinet's attention.                                                 | Tbc                                       | Scrutiny Coordinator                            |

Cabinet Forward Work Plan

| Meeting             |   | Item (description / title)                          | Purpose of report                                                                                                                                                     | Cabinet Decision required (yes/no) | Author – Lead member and contact officer |
|---------------------|---|-----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|------------------------------------------|
|                     |   |                                                     |                                                                                                                                                                       |                                    |                                          |
| <b>24 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 | Faith Based Provision                               | To note the findings of the formal consultation on the faith review and to consider whether to proceed to the publication of the proposal by way of statutory notice. | Yes                                | Cllr Eryl Williams / Jackie Whalley      |
|                     | 3 | Response to the Consultation on Town and Area Plans | To consider the response to the consultation on town and area plans                                                                                                   | Tbc                                | Cllr Hugh Evans / Rebecca Maxwell        |
|                     | 4 | 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                     |
|                     |   |                                                     |                                                                                                                                                                       |                                    |                                          |
| <b>26 November</b>  | 1 | Finance Report Update                               | To update Cabinet on the                                                                                                                                              | Tbc                                | Cllr Julian Thompson-                    |

Cabinet Forward Work Plan

| Meeting                |   | Item (description / title)            | Purpose of report                                                           | Cabinet Decision required (yes/no) | Author – Lead member and contact officer |
|------------------------|---|---------------------------------------|-----------------------------------------------------------------------------|------------------------------------|------------------------------------------|
|                        |   |                                       | current financial position of the Council                                   |                                    | Hill / Paul McGrady                      |
|                        | 2 | 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 |
|                        | 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                      | 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>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 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>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 |



Cabinet Forward Work Plan

| Meeting     | Item (description / title) |                                       | Purpose of report                                                           | Cabinet Decision required (yes/no) | Author – Lead member and contact officer |
|-------------|----------------------------|---------------------------------------|-----------------------------------------------------------------------------|------------------------------------|------------------------------------------|
|             | 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 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                     |

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Note for officers – Cabinet Report Deadlines

| <i>Meeting</i> | <i>Deadline</i> | <i>Meeting</i> | <i>Deadline</i> | <i>Meeting</i>       | <i>Deadline</i>  |
|----------------|-----------------|----------------|-----------------|----------------------|------------------|
|                |                 |                |                 |                      |                  |
| <i>June</i>    | <b>11 June</b>  | <i>July</i>    | <b>16 July</b>  | <i>September (3)</i> | <b>19 August</b> |

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Cabinet Forward Work Programme.doc

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## Progress with Committee Resolutions

| Date of Meeting | Item number and title                                      | Resolution                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Progress                                                                                                                                                                |
|-----------------|------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 25 April 2013   | 5. Flood Investigations: November 2012 Incidents           | <b>RESOLVED</b> that, subject to the above action points, the progress report on investigations into the flooding incidents in November 2012 be received and noted.                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Officers advised of the recommendations                                                                                                                                 |
|                 | 6. Flood Risk within Denbighshire                          | <b>RESOLVED</b> that –<br>(a) the development of the Local Flood Risk Management Strategy be supported;<br>(b) the draft Local Flood Risk Management Strategy be circulated for comments to all councillors, Town and Community Councils, and Member Area Groups (with local areas of interest highlighted for each individual Member Group area), and<br>(c) following the public consultation process the final draft of the Local Flood Risk Management Strategy be submitted to the appropriate scrutiny committee as determined by the Scrutiny Chairs and Vice Chairs' Group prior to submission to full Council. | Officers advised of the recommendations<br><br>Scrutiny Chairs and Vice-Chairs Group are due to discuss the allocation of this item at its next meeting on 27 June 2013 |
|                 | 7. Recovery from the November 2012 Floods: Progress Report | <b>RESOLVED</b> that –<br>(a) the progress report on recovery from the November 2012 floods be received and noted;<br>(b) the CDMW be asked to explore the possibilities of contingency cover for CRM calls in extremely                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                         |

|  |  |                                                                                                                                                                                                                                              |                                                                |
|--|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|
|  |  | <p><i>busy periods caused by unforeseen emergencies, and</i></p> <p>(c) <i>the CDMW be asked to consider the provision of emotional and business support to those residents in rural areas who had been affected by the recent snow.</i></p> | <p>Corporate Director requested to explore these proposals</p> |
|--|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|