



To: Members of the Partnerships
Scrutiny Committee

Date: 1 November 2013

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Dear Councillor

You are invited to attend a meeting of the **PARTNERSHIPS SCRUTINY COMMITTEE** to be held at **9.30 am** on **THURSDAY, 7 NOVEMBER 2013** in **COUNCIL CHAMBER, RUSSELL HOUSE, CHURTON ROAD, RHYL.**

Yours sincerely

G. Williams
Head of Legal and Democratic Services

AGENDA

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

1 APOLOGIES

2 APPOINTMENT OF VICE CHAIR

To appoint a Vice Chair of the Committee for the remainder of 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 Partnerships Scrutiny Committee held on 26 September 2013 (copy enclosed).

6 FAMILIES FIRST (Pages 13 - 28)

To consider a report by the Commissioning and Evaluation Officer (copy enclosed) detailing the providers' progress to date in delivering their services, the Families First Action Plan, and Outcome 4 of the BIG Plan. Appendix 2 to this report is confidential.

9.40 a.m. – 10.10 a.m.

7 NORTH WALES FIRE AND RESCUE AUTHORITY IMPROVEMENT OBJECTIVES FOR 2014/15 AND BEYOND (Pages 29 - 52)

To participate in the Fire and Rescue Authority's consultation on its plans for Fire and Rescue Services in North Wales for 2014/15 and beyond (copy of consultation document enclosed).

10.10 a.m. – 10.40 a.m.

~~~~~ **BREAK** ~~~~~

**8 CONWY & DENBIGHSHIRE LOCAL SAFEGUARDING CHILDREN BOARD (LSCB) ANNUAL REPORT AND UPDATE ON THE INTEGRATION OF THE NORTH WALES LOCAL SAFEGUARDING CHILDRENS BOARDS (Pages 53 - 120)**

To consider a report by the Business Manager, Conwy & Denbighshire LSCB (copy enclosed) presenting Conwy & Denbighshire Local Safeguarding Children Board's annual report and updating members on progress made towards the integrations and collaboration of the North Wales Local Safeguarding Children Boards.

**10.50 a.m. – 11.20 a.m.**

**9 TRANSFORMING TRANSPORT - REGIONAL PASSENGER TRANSPORT COLLABORATION PROJECT UPDATE (Pages 121 - 128)**

To consider a report by the Corporate Director: Economic and Community Ambition (copy enclosed) updating the Committee on progress with the Regional Passenger Transport Collaboration project.

**11.20 a.m. – 11.50 a.m.**

**10 SCRUTINY WORK PROGRAMME (Pages 129 - 146)**

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.

**11.50 a.m. – 12.10 p.m.**

## **11 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

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

**12.10 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

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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, 26 September 2013 at 9.30 am.

### **PRESENT**

Councillors Jeanette Chamberlain-Jones (Chair), Ann Davies, Meirick Davies, Pat Jones, Margaret McCarroll, Dewi Owens, Bill Tasker and Huw Williams

### **ALSO PRESENT**

Corporate Director Modernisation and Wellbeing (SE), 14 – 19 Network Co-ordinator (JG), LSB Development Officer (BM), Scrutiny Coordinator (RE), and Democratic Services Officer (KE).

Councillor Gwyneth Kensler and Councillor David Smith

#### **1 APOLOGIES**

Apologies for absence were received from Councillors Bill Cowie, Alice Jones and Merfyn Parry and from Co-opted Members Gill Greenland, Debra Houghton and Nicola Lewis.

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

None

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

None.

#### **4 ELECTION OF VICE CHAIR**

As there had been no CVs submitted for the Vice-Chair role it was agreed to postpone nominations until the next meeting.

#### **5 MINUTES OF THE LAST MEETING**

The Minutes of the Partnerships Scrutiny Committee held on Thursday 18 July 2013 were submitted.

#### **Matters Arising:**

Clarification was sought as to whether the Welsh Government (WG) 'Visible and Viable Places Scheme' was the fund that Denbighshire County Council had recently been unsuccessful in securing a bid for Rhyl Town Centre. It was confirmed that it was that further discussions were taking place with WG regarding possible funding streams.

It was questioned why Denbighshire CAMHS was being relocated from Ysbyty Glan Clwyd to the Royal Alexandra Hospital, Rhyl? Officers undertook to make further enquiries regarding this matter.

**RESOLVED** that the minutes of the meeting held on 18 July 2013 be approved as a correct record.

## **6 HIGHER EDUCATION IN NORTH EAST WALES**

The Chair welcomed back Professor Michael Scott, Vice-Chancellor of Glyndwr University to update the committee following a recent review on Higher Education – particular in relation to working with local businesses (apprenticeships) and the impact on the local economy.

Professor Scott felt that the timing was significant as the report by Sir Adrian Webb had just been published. Although it was too soon to comment he felt that there would be few surprises. It was expected that the report would be discussed in detail in December.

Professor Scott reported that it had been a successful year with a review by the professional accreditation body which gave a glowing report as did a review of foundation degrees.

Although the change in financing saw a drop in student numbers last year – 645 from Denbighshire - they increased again this academic year. Approximately 22% of Denbighshire's students go on to undertake Higher Education at Glyndwr University.

The University continues to undertake ground breaking research in the production of mirrors for the world's largest telescope. In September the University achieved the required level of accuracy for polished mirrors, a world first – 10 nanometers. This accuracy is still to be verified by the European Southern Observatory but the hope is that this could lead to manufacturing, including jobs and apprenticeships in Denbighshire.

Other research projects attracting international attention are the diamond cutting templates – producing screen protectors for computer tablets etc - and investigating new production techniques for manufacturing solar energy cells.

The Chair thanked Professor Scott for his presentation and opened the floor to questions.

Concern was raised over the headlines in the morning's newspaper that reported the alleged poor ranking of the university in the UK overall. Professor Scott explained that the rankings were misleading as the requirement to submit the information was voluntary. There were establishments within Wales who had not input the data – they may have performed worse. There was a possibility that all those institutions who failed to supply the information in the UK did less well than those who supplied them which could skew the results that the newspaper were reporting on.

There followed a discussion regarding the range of courses offered at the University, impact of increased course fees and the prospects for graduates. The majority of graduates gained employment in Wales, 94.2% of graduates gained employment within 6 months. The average starting salary for graduates was the second highest in Wales.

Glyndwr University was the first university to differentiate between course costs, the highest fees being for engineering at £8000. Currently the Welsh Government subsidised the fees of Welsh domiciled students, suggestions had been made that the subsidy should only be paid for Welsh domiciled students studying at a Welsh university in future.

**RESOLVED** the Committee asked Professor Scott if he would provide a further written report to them, for information purposes, outlining the following information:

1. *current and future developments for the University locally;*
2. *the educational services delivered for Denbighshire students*
3. *data on Denbighshire student enrolment and qualifications (including progression e.g. apprenticeships, employment or FE)*
4. *information on how the College works with Denbighshire schools and further education establishments which educate Denbighshire residents;*
5. *financial information i.e. funding and spending;*
6. *partnership arrangements with other educational establishments and industry*
7. *the University's current priorities, and its long-term vision and ambitions*
8. *information on how the University's core business is developed and tailored to meet and support the evolving needs of North East Wales' economic development ambition*
9. *the implications to Glyndwr University of the conclusions of Sir Adrian Webb's review, including the proposal that the University and Coleg Cambria should federate, and how the University is proposing to respond to the review's findings*

## **7 COLEG CAMBRIA**

The Chair introduced David Jones, Principal of Coleg Cambria to provide an overview of the newly merged college, its current and future developments for the college locally.

Coleg Cambria was formed by the merger of Deeside, Yale and Llysfasi colleges and began operating on 1<sup>st</sup> August 2013. Referring to a presentation (previously circulated) Mr Jones emphasised the importance of the 12 merger commitments and their aspirations to become an internationally recognised college of excellence.

To that end the college has been invited to become a member of the 157 Group – 30 of the largest colleges of further education committed to promoting and maintaining the highest standards of education and management. In total 1,848 Denbighshire students were receiving their education at Coleg Cambria.

The college has partnerships with local networks which has developed excellent work based learning opportunities. There are 275 people on apprenticeship schemes in Denbighshire with programs in 126 companies.

The college has strong school links, 173 students attend Llysfasi from schools every week where there is a growing provision for agriculture, animal care, construction, motor vehicle and salon services courses. The college also works in partnership with Denbighshire County Council who have a learning coach based at Llysfasi and promote Potential - assisting learners with difficulties due to their background – and Llwyddo'n Lleol, an enterprise development opportunity in the community. Coleg Cambria also worked closely with Glyndŵr University.

The biggest industry in Wales is farming and agriculture. Llysfasi has recently undergone extensive building developments of a new milking facility and agricultural teaching block. The college are committed to getting Llysfasi prominently featured at the Royal Welsh Show.

Members enquired whether Coleg Cambria was working with the National Graphene Institute at the University of Manchester. Mr Jones advised that they were not at present, but in his capacity as Chair of Deeside Enterprise Zone he was aware of the Institute's work.

Mr Jones did raise concerns on the possible detrimental effect on Llysfasi's Welsh ethos if Coleg Cambria was not in future responsible for delivering Welsh courses for adult learners.

The committee complimented Mr Jones on the work of the college and expressed their pride at having such a quality land focussed college in their locality.

## **8 COMMUNITY SAFETY PARTNERSHIP - COMMUNITY SAFETY ACTION PLAN 2012/12 AND 2013/14**

The Community Safety Partnership Manager highlighted the main areas covered by the update report (previously circulated) particularly with regard to the CSP priority areas which showed an encouraging reduction in incidents including:

- Violent crime down 6.5%
- Violence against the person down 6.1%
- Violence under the influence of alcohol down 2.7%

Discussion took place around the priority areas of the report:

- The Chair questioned whether the changes to welfare system and the implementation of the bedroom tax in particular impacted on crime figures. The CSP Manager responded that focus has been on opportunist burglary



and robbery for that reason, the incidents of both crimes had reduced. The statistics are monitored at quarterly meetings where emerging trends are identified and intervention methods implemented when needed.

- Attention was drawn to Serious Sexual Offences which had shown a reduction by 1.8% (2 victims fewer) in Denbighshire but still ranked the highest in a comparative table of counties of similar demography. There has been a campaign in schools raising awareness of sexual offences, including the Cat's Paw Theatre Forum whose performance highlights what is and is not acceptable behaviour.
- Antisocial incidents in the environment, particularly licenced premises have dropped. It was felt that the implementation of better practices, inspection by Licencing Officers and the accompaniment of a uniformed police officer at premises all contributed to this.
- Domestic violence victims reduced by 55 in 2012/13. This was attributed partly to a pilot scheme of referral to Multi-Agency Risk Conferences (MARACs) where earlier intervention at lower level appeared to prevent escalation.

Funding for CSP and its associated projects have historically been delivered by way of a grant from the Home Office. These funds are now in control of the new Police and Crime Commissioner who will assess applications for funding against other North Wales CSPs.

In response to Members' questions the CSP Manager agreed to raise with officials from the Police Service the feasibility of establishing a helpline for burglary victims and for making 'the use of alcohol' question on the incident report forms a mandatory question.

***RESOLVED** that, subject to receiving a response to the above questions, the committee notes the contents of the performance report and agrees to continue to monitor the priorities and outcomes.*

## **9 SCRUTINY ARRANGEMENTS FOR THE JOINT CONWY & DENBIGHSHIRE LOCAL SERVICE BOARD**

The Local Service Board Development Officer presented a report (previously circulated) requesting the Committee to make a decision on which option to employ within Denbighshire for the future scrutiny of the Conwy & Denbighshire LSB.

The options given were:

- Option 1: Utilise existing separate Partnerships Scrutiny Committees
- Option 2: Utilise existing separate Partnerships Scrutiny Committees with cooption
- Option 3: Develop a new joint Conwy and Denbighshire LSB Scrutiny Committee with no co-option (Sub-Committee of the Partnerships Scrutiny Committees)

- Option 4: Develop a new joint Conwy and Denbighshire LSB Scrutiny Committee with co-option (Sub-Committee of the Partnerships Scrutiny
- Option 5: Option 3 & 4 but independent from the existing local authority system

The LSB Development Officer explained that Conwy had already agreed to implement Option 2 and that it was the preferred option.

A discussion around the merits of a joint committee ensued, it was felt by some committee members that it was the obvious and most cost effective mechanism for scrutinising a shared board would be a joint scrutiny committee, as this and would avoid duplication in being scrutinised twice.

Other members recollected previous joint ventures where conflict in priorities of the separate Authorities had caused issues and the difference in Local Member numbers had caused an imbalance.

It was felt that the choice was academic given that Conwy had already made their decision. It was formally proposed to implement Option 2. The proposal was agreed by the majority of the Committee.

With respect of the organisations represented on the LSB who should be invited to nominate members to serve as co-opted members on the Partnerships LSB Scrutiny Committee, it was decided to defer any decision on this matter until a later date pending the conclusion of the current WG consultation on the Designated Persons Order and that the LSB Development Officer liaise with the Scrutiny Coordinator and other officers on who could potentially be invited to serve as co-optees.

The Committee, by a majority:

***RESOLVED that –***

*(i) in principle the preferred option for scrutinising the Joint Conwy and Denbighshire Local Service Board from Denbighshire's perspective would be to utilise the existing Partnerships Scrutiny Committee with co-opted members without voting rights from amongst the Joint Local Service Board's member organisations; and*

*(ii) a further report be presented to the Committee at a later date on the preferred number of co-opted members that should serve on the Joint LSB Scrutiny Committee, and which LSB organisations should be represented on the scrutiny committee.*

## **10 SCRUTINY WORK PROGRAMME**

The Scrutiny Coordinator (SC) introduced a report (previously circulated) regarding the Partnerships Committee's forward work programme and highlighted where decisions were required from the Group.

Items scheduled for November included:

1. Families First
2. Regional Commissioning Hub for high cost low volume placements
3. Regional Passenger Transport Service
4. Heritage and Arts Service

It was agreed that the Lead Members should be invited to attend for items 1 and 3, attendance for item 2 should be left to the Lead Member's discretion and the Lead Member was not required to attend for item 4. It was therefore:

***RESOLVED*** that subject to the above to approve the Committee's forward work programme.

## **11 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

Councillor Pat Jones had visited Ty Mor, a house in the community for people with mental health problems. Councillor Jones commented on how impressed she was with the project, with the service users' treatment and dignity and particularly how inclusive the surrounding neighbourhood were of the project.

It was felt that this unit should be promoted for its good practice in other areas where there has been planning objections from local residents due to stereotypical ideas of mental health care in the community.

The Chair gave a verbal report on a recent Service Challenge meeting for the Children and Family Service that she had recently taken part in.

Meeting concluded at 12:40pm

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**Report To:** Partnerships Scrutiny Committee

**Date of Meeting:** 7<sup>th</sup> November 2013

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

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

**Title:** Families First

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

- 1.1 To evaluate and monitor the providers' progress to date in delivering their services, the Families First Action Plan, and Outcome 4 of the BIG Plan.

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

- 2.1 To provide 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.

**3. What are the Recommendations?**

- 3.1 The Partnerships Scrutiny Committee comment on the delivery progress for the 2012-13 period together with receiving up to date information regarding programme activities during the current financial period in relation to the Families First Programme in Denbighshire.

**4. Report details**

**4.1 Strategic Overview**

Families First is an innovative programme that promotes the development by local authority areas of effective multi-agency systems and support, with a clear emphasis on prevention and early intervention for families, particularly those living in poverty. Families First together with Flying Start, Communities First and the Integrated Family Support Service are helping deliver the Welsh Government's vision for a citizen model of accessible, seamless service delivered in the community by skilled people working together to ensure better matching of provision to individual needs. Within Denbighshire, funding of £1.2M (2012-13) and £1.3M (2013-14) has been allocated to support Non Commissioned, and Strategically Commissioned Services as per Families First Guidance.

**4.2 Families First – Project Progress**

This Report summarises provider delivery and outcome information for the 2012-13 period, together with additional information regarding projects which were set up later than the April 2012 start date, together with up to date details on what has

been happening during the 2013-14 period so far. Please find attached as **Appendix 1** - Families First Programme in Denbighshire.

#### 4.3 **Processes and procedures to capture better outcomes for service users and effective and efficient use of the financial resources**

Work continues to take place to evaluate, capture, and improve systems. Information within this section intends to inform and assure Partnerships Scrutiny of good practice and processes to ensure robust governance, performance, contract monitoring, and future commissioning.

4.3.1. **March 2013** – evaluation of the Team around the Family Referral and the Families First Panel Referral Processes. Based upon the current model, please find attached example from the 2012-13 period of the difference made to one family (**Appendix 2 – Example of Family Case Study** – this appendix is restricted from public disclosure by virtue of paragraphs 12 and 13 of Part 4 of Schedule 12A of the Local Government Act 1972).

4.3.2. **April 2013** - formulation of a Denbighshire Monitoring and Evaluation Framework and Guidance Framework (covering contract, finance and performance information and monitoring).

4.3.3. **August 2013** - all Families First Projects advised of dates for two monitoring visits to be made per annum by the Commissioning and Evaluation Officer.

4.3.4. **September 2013** – CYPSP (Children and Young People’s Strategic Partnership Group) disbanded. In its place a new Denbighshire Families Operational Group (*title to be confirmed*) held its first meeting to ensure effective operational interface between key programmes such as Families First, Flying Start and Communities First including the management of interdependencies of activity within action plans and between programmes. This Group will act in a strategic role for the Families First Programme in Denbighshire.

4.3.5. **September 2013** – receipt by Welsh authorities of revised Progress Reporting Template from Welsh Government in relation to capturing performance information.

4.3.6. **By October 2013** - Monitoring Visit 1 made to all Families First Projects by Commissioning and Evaluation Officer.

4.3.7. **October 2013** - Networking Event for Families First Providers to exchange information on what they do, ideas in relation to requirements, what’s working well, what isn’t etc.

4.3.8. **November 2013** – reconvening of the Families First Project Board (whose remit is to ensure that the process secures the best use of resources to deliver positive outcomes that meet the needs of citizens, communities and service users)

4.3.9. **November/December 2013** - Further development of the JAFF (Joint Assessment Family Framework) – Wrexham and Denbighshire are working with a

firm called Capita One and are in the final stages of implementing an electronic version of the JAFF for operational use.

#### **4.4 Good Practice in relation to delivery, progress and outcomes for Families First**

##### **4.4.1. Families First Learning Sets**

Regional Learning Sets have been established across the areas of Team around the Family, Parenting, Performance and Commissioning, and Disability, provides opportunities for a forum for people to share experiences, identify commonalities and differences and to take action in their local authorities on the basis of learning from the set.

The Learning Sets:

- Identify particular activities for a broad work plan to provide a focus for Learning Set discussion, taking into account the regional working project plan.
- Identify the learning to emerge from discussions, noting how this learning can be used to the benefit of partners across all local authorities. This learning will depend upon the collection and sharing of evidence.
- Ensure that regular feedback and progress reporting can be shared among group members and appropriate action taken to inform the learning programme.

##### **4.4.2. Sub-regional Commissioning Project**

Denbighshire's involvement in this Project (Children and Family Services and Families First funding) has highlighted some key benefits which include:

- ✓ Improving the consistency of services across North Wales.
- ✓ A sub regional service should produce financial savings for each partner.
- ✓ Streamlining of referral systems can make processes more efficient for referring agencies.
- ✓ The process may result in a rise in standards and sharing of innovative practice, although there is a risk that the service falls to the lowest common denominator which needs to be managed.
- ✓ Can set minimum standards across North Wales.
- ✓ Streamlining the services for health and other regional bodies

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

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

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

- 6.1 **Timescale regarding re-commissioning** – The Programme is within the final six months of the first iteration with all contracts/service level agreements currently ceasing on 31<sup>st</sup> March 2014. The multi-agency Families First Project Board is being reconvened in early November 2013 to project manage the commissioning process

in a timely fashion and make recommendations to the Denbighshire Family Operational Group (*title to be confirmed*).

**Contact Officer:** Commissioning and Evaluation Officer Tel: 01824 706291



## APPENDIX 1 – FAMILIES FIRST PROGRAMME IN DENBIGHSHIRE

| <b>NON COMMISSIONED SERVICES</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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| <p><b>Team Around the Family (TAF)</b> – delivering since Families First Pioneer Phase – Oct 2011</p> <p>A lot of energy has been invested in further establishing the TAF Team (based within Children and Family Services) following its conception during the FF Pioneer Phase. Further developments have been in establishing and overseeing the Families First Panel (multi-agency) which meets on a fortnightly basis (every second Tuesday, same time, same venue which has helped embed the process into their “business as usual”), managing the JAFF (Joint Assessment Family Framework - based upon a domains based approach to producing an 'all wales families first picture of distance travelled for families') pilot and dealing with the increasing demand on the whole operational Families First process.</p> <p>89 families were offered and accepted support during the 2012-2013.</p> <p>The part funded Parenting Co-ordinator is now in post and based within the TAF Team. Priorities include completion of the Parenting Strategy, and the coordination of the Parenting Operational Group (POG). The Group’s priorities will include defining of 'parenting' amongst all professionals in Denbighshire, updating the mapping exercise undertaken by the previous Parenting Co-ordinator in respect of parenting provision across Denbighshire, monitoring the quality of parenting programmes currently being delivered in Denbighshire, taking learning from the Families First Parenting Learning Set and applying in practice where appropriate</p> |
| <p><b>Family Information Service</b> – delivering since April 2012</p> <p>The implementation of the FIS website (Database funded through Families First) has created further collaborative working between other services such as Youth Service and Single Point of Access through Adult Services. This means that the FIS under the Families First remit is becoming known for being the single point of access for information for children, young people and families</p> <p><u>Referrals from FIS</u><br/> Welfare Rights – 300 per year<br/> Young Carers- no referrals – 80 people signposted<br/> Youth Support – 12 referrals<br/> Action for Children – information and signposting to approx 100 people</p> <p>Families First also provides funds for an Outreach Worker which has contributed towards referrals made to the Integrated Family Support (IFS) Coordinator (who oversees the TAF/Panel process)</p> <p>1664 contacts with families via outreach<br/> 1471 contacts with families via telephone/email<br/> 4323 FIS website hits<br/> 2480 parent information points</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <p><b>Workforce Development, Training and Support</b> – delivering since September 2012</p> <p>Families First Training Programme targets staff who are/potentially are directly working with and supporting vulnerable families both as part of and wider than Families First Programme. This training funding has been combined with Disability training funding to deliver one Families First Training Programme.</p> <p>Courses included Motivational Interviewing, Raising Welsh Awareness, Multi-agency Introduction to Domestic Violence, Reducing Accidents in Early Years Childcare Settings, Reducing Home Accidents, Results Based Accountability, safeguarding, together with a bespoke disability awareness training including Makaton for Professionals, Epilepsy Awareness, PECS Awareness for Parents/Carers/ Professionals. Attendees included childcare providers,</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

**APPENDIX 1 – FAMILIES FIRST PROGRAMME IN DENBIGHSHIRE**

Families First Providers, Flying Start, Health, parents and carers.

| COMMISSIONED SERVICES |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| Service Elements      | Successful Applicant                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Play</b>           | <p>Oaktree Play (Consortium Bid) – delivering since <b>April 2012</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                       | <p>The recruitment of the <u>Play Coordinator</u> (September 2012) helped in the process of ensuring sufficient play opportunities for children living in poverty or deemed vulnerable</p> <ul style="list-style-type: none"> <li>• The Mudiad Ysgolion Meithrin (MYM) Coordinator appointed in September 2012, activities include:                             <ul style="list-style-type: none"> <li>• Each setting to receive a visit once every term</li> <li>• To raise awareness of the referral scheme within the settings</li> <li>• To arrange training event on a termly basis</li> <li>• To liaise with Health Visitors and other health professionals to promote awareness</li> <li>• Liaise with parents, setting staff and health professionals to appropriately place a child</li> <li>• To work alongside the Advisory Teacher ‘Additional Learning Needs (ALN) Foundation Phase</li> </ul> </li> </ul> <p>6 MYM <u>early identification referrals</u> (through the medium of Welsh)</p> <ul style="list-style-type: none"> <li>• Tegan <u>drop in play sessions</u> x 6 weeks (summer) over 4 areas (complimenting open access) 30 children attending each session.</li> <li>• Open Access Play during evenings for 4 areas within Denbighshire 10 children in each. Open Access Play Provision during Summer Scheme for 4 areas 20 children in each area. Support for disabled children 2-5 yrs in childcare, 10 children supported for 10 hrs per week. Older children with disabilities through schools are being highlighted and signposted into mainstream play provision. Appointment of Co-ordinator. Training for Play workers x 10 on inclusion. Training for play workers x 10 on child participation. Training for childcare workers on children with additional needs ie Makaton.</li> </ul> <p><u>Disabled children receiving 1-1 support in mainstream play provision:</u></p> <ul style="list-style-type: none"> <li>• 6 Children were supported to attend before/after school clubs or holiday clubs</li> <li>• 26 Children supported in playgroup, nursery or wrap around care.</li> <li>• A further 15 children have been able to benefit from the additional adult support in settings and participate in small group work to support language development.</li> </ul> <p>Support for children with additional needs has been provided across the County with a higher level of need Prestatyn and Rhyl.<br/>During Q4 new resources have been created to support the use of Makaton in pre-school and early years settings for children with additional needs.</p> <p>The <u>Den Project</u> ran 3 detached Play Projects that initially were run in Rhyl,</p> |

**APPENDIX 1 – FAMILIES FIRST PROGRAMME IN DENBIGHSHIRE**

| <b>COMMISSIONED SERVICES</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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|                              | Meliden and Prestatyn.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Income Maximisation</b>   | Welfare Rights (Consortium Bid) – delivering since <b>April 2012</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                              | <p>Advice line callers - 809<br/>                     Referrals for home visits or office interviews - 357<br/>                     Referrals for multi debt - 50<br/>                     State benefits and tax credit gains - £2,032.620<br/>                     People with improved financial position - 801<br/>                     Households out of economic poverty - 189<br/>                     Adults plus children out of economic poverty - 431<br/>                     Young people under 25 out of economic poverty - 114<br/>                     Households out of fuel poverty - 64<br/>                     Adults plus children out of fuel poverty - 202<br/>                     Young people under 25 out of fuel poverty - 36<br/>                     Talks with teams or community groups - 29</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Family Resilience</b>     | Betsi Cadwaladr University Health Board (BCUHB) - Consortium Bid – delivering since <b>April 2012</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                              | <p>13 families referred for a family group conference<br/>                     4 family group conferences held<br/>                     10 women attending confidence building course<br/>                     11 parents attending 'Domestic Abuse: Recovering Together' (DART) Programme<br/>                     5 parents attending 'Caring Dads, Safer Children' (CDSC) Programme</p> <p>52 mothers/parents attending baby massage groups<br/>                     Women screened for post natal depression 142 at 8 weeks and 96 at 8 months<br/>                     56 listening visits provided<br/>                     16 children/young people attending 'Friends' sessions<br/>                     59 children/young people attending 'Seasons' sessions<br/>                     19 Professionals attending training sessions to "support children to learn skills to deal with loss"<br/>                     183 professionals and 10 parents attended Bibliotherapy drop in sessions<br/>                     294 of book prescriptions provided or issued</p> <p>100% families who have maintained safe accommodation where there has been a history of domestic abuse<br/>                     Approx 65% parent/children/young people have improved relationships with significant peers<br/>                     Approx 76% families demonstrating improved family relationships</p> |
| <b>Parenting</b>             | Action for Children (Consortium Bid) – delivering since <b>April 2012</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                              | <p>6 0 - 11s Parenting Programmes run<br/>                     113 0 - 11s Parenting Programmes referrals received<br/>                     56 0 - 11s Parents enrolled on parenting programme<br/>                     61 0 - 11s Parenting Programmes home visits<br/>                     7 Living with Teenagers and 1 Nurturing Teenagers programmes run<br/>                     47 Living with Teenagers or Nurturing Teenagers programme referrals received<br/>                     44 Parents enrolled on Living with Teenagers or Nurturing Teenagers programme<br/>                     4 Nurturing Teenagers support phone calls made<br/>                     2 Nurturing Teenagers home visits made<br/>                     24 1-1 support referrals received</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

**APPENDIX 1 – FAMILIES FIRST PROGRAMME IN DENBIGHSHIRE**

| <b>COMMISSIONED SERVICES</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                              | <p>All parents supported with between sessions phone calls</p> <p><u>Living with Teenagers Programme Evaluations - Example from a Summer term programme</u></p> <p>100% scored that they had felt some improvement had been made in managing behaviour more effectively</p> <p>100% reported improvement in their ability to cope regardless of their children's behaviour</p> <p>100% reported they were extremely satisfied with the support, communication and concern they received from workers about their issues.</p> <p>100% of parents would recommend the group to others</p> <p><u>Nurturing Programme Evaluations Example Form</u></p> <p>Out of 5 parents' evaluations -</p> <p>All parents reported a score of 4 or 5 on a scale of 1-5 on the group making a positive difference to their family.</p> <p>All parents reported feeling more positive about their children</p> <p>All parents reported that they had been successful in dealing with the issues that they had brought to the programme.</p> <p>All parents reported an increase in confidence in managing difficult behaviour.</p> <p>All parents reported that the course had increased their knowledge of a child's needs and how to manage them</p> <p>All parents assessed themselves as having increased their confidence, parenting skills and communication skills as well as having improved their well-being and ability to maintain positive relationships in the home.</p> |
| <b>Young Carers</b>          | <p><b>Action for Children</b><br/> <i>(+ an additional £41,374 provided annually for this service through Children and Family Services</i><br/>                     – delivering since <b>April 2012</b></p> <p>100 Young carers supported</p> <p>67 group sessions (82 young people)</p> <p>13 holiday outings (100 young carers plus their families)</p> <p>37 home visits</p> <p>69 referrals received</p> <p>43 assessments completed</p> <p>11 referrals awaiting assessment (at 31/03/2013)</p> <p>10 awareness raising sessions with professionals</p> <p>15 awareness raising sessions with pupils</p> <p>15 TAF family meetings attended</p> <p>21 School Multi-Agency Panel meetings attended</p> <ul style="list-style-type: none"> <li>• 71% young carers with increased knowledge of how to keep safe and well (Bespoke YC star)</li> <li>• 71% young carers demonstrating improvement in their learning/personal development (Bespoke YC star)</li> <li>• 71% young carers emotional well-being has improved (Bespoke YC star)</li> <li>• 76% young carers have increased their confidence and self-esteem (Bespoke YC star)</li> </ul>                                                                                                                                                                                                                                                                                                              |

**APPENDIX 1 – FAMILIES FIRST PROGRAMME IN DENBIGHSHIRE**

| <b>COMMISSIONED SERVICES</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                              | <ul style="list-style-type: none"> <li>• 65% young carers with improved relationships with peers and family/key adults (Bespoke YC star)</li> <li>• 82% young carers with improved social skills (including communication skills) (Bespoke YC star)</li> <li>• 71% young carers demonstrating improved practical life skills (Bespoke YC star)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Childcare Provision</b>   | <p><b>Family Information Service – delivering since April 2012</b></p> <p>76 assisted places grant applications received<br/>64 Emergency funds grant applications received<br/>3 referrals between special educational needs play consortium</p> <p>Of the 25 child minder enquiries</p> <ul style="list-style-type: none"> <li>• 9 are CYOPO5 qualified (training for setting up as a child minder)</li> <li>• 5 are 'Care and Social Services Inspectorate Wales' (CSSIW) registered</li> <li>• Further two sat CYPOP5 qualification in May 2013 (<i>Post reporting period</i>)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                              | <p><b>Denbighshire Youth Support Consortium (Consortium Bid) – delivering since April 2012</b></p> <p>81% Young people demonstrating healthier lifestyles<br/>77% Young people have higher aspirations/motivation for themselves<br/>89% Young people have improved their basic skills<br/>75% Young people have succeeded in getting and keeping a job or a place on a training / college course<br/>93% Young people are better prepared for work / have addressed significant barriers to working<br/>90% Young people have increased their school attendance<br/>93% Young people feel more confident and have a more positive experience of the learning environment</p> <p>91% Young with improved mental well-being/emotional resilience<br/>89% Young people express improvements in self-worth/self-identity<br/>77% Young people are more competent / confident in living independently<br/>78% Young people living in housing which is more appropriate and secure<br/>88% Young people with reduced risk taking behaviour and improved safety<br/>89% Young people that have increased knowledge/awareness and skills to navigate intimate personal relationships<br/>94% Young people with improved relationship and support from family/key adults/peers<br/>75% Young people feel more valued, heard and included and are active in their communities</p> |
| <b>Family Support</b>        | <p><b>Hafan Cymru – delivering since Nov 2012</b></p> <p>23 families referred to the service<br/>3 Programmes run in period (one to one on-going, IYP)<br/>7 referrals from TAF<br/>15 referrals from Panel<br/>1 direct referrals (IFS coordinator informed)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

**APPENDIX 1 – FAMILIES FIRST PROGRAMME IN DENBIGHSHIRE**

| <b>COMMISSIONED SERVICES</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <p>18 cases open<br/>2 cases closed</p> <p>Based upon the 2 cases closed (remembering that this was for the period Nov 2012 – March 2013)</p> <p><b><u>Family support/relationships</u></b><br/>1 Family = 50 % families enabled to develop sustained relationships with family, support networks, neighbours, and professionals.</p> <p><b><u>Parenting</u></b><br/>1 family =50/% of parents with improved levels of skill and confidence in parenting.<br/>1 family=50% of parents with improved ability to deal with child’s challenging behaviour.</p>                                                                                              |
| <b>Disability</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Ysgol Tir Morfa and Ysgol Plas Brondyffryn – delivering since July 2012</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <p><b>Disability Training Programme</b> – Delivery of this element is via the two special schools within Denbighshire, Tir Morfa and Plas Brondyffryn. It forms part of and compliments a comprehensive Workforce Development Training Programme (see <i>Workforce Development, Training and Support Section</i>) ensuring co-ordination of all training to avoided duplication of courses and resources, and actively encouraged providers to reach out to parents/carers to access training. Opportunities to jointly commission regionally/sub-regionally for some courses may present themselves; and talks are underway with other Authorities.</p> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Barnardo’s</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <p><b>Buddying Scheme - delivering since Feb 2013</b><br/>Recruitment; induction and training of any new staff, including establishing a baseline of confidence and skills.<br/>Analysis of existing provision.<br/>Develop publicity and promotional materials.</p> <p>22 referrals from April – June 2013<br/>6 referrals from July and September 2013</p>                                                                                                                                                                                                                                                                                             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Home/Community Based Play Development for Disabled Children</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <p><b>CAMHS (Child &amp; Adolescent Mental Health Service)</b><br/>- <b>delivering since Feb 2013</b><br/>Although this project into Denbighshire is in its infancy, anecdotally:</p> <p>80% (n=4) families are viewed as being better equipped in supporting their children’s learning and development.<br/>60% (n=3) of the children are being reported by parents to have improved behaviour following PADA’s input.<br/>60% (n=3) children are showing an improvement in their ability to communicate – this is as a direct result of introducing augmentative communication systems.<br/>60% (n=3) have experienced further nursery/play group provision as a result of this services involvement.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |



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By virtue of paragraph(s) 12, 13 of Part 4 of Schedule 12A  
of the Local Government Act 1972.

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## Our plans for fire and rescue services in North Wales

Information and public consultation on proposed  
improvement objectives for 2014-15 and beyond

**Public Consultation**  
**16<sup>th</sup> September 2013 to 9<sup>th</sup> December 2013**



## CONTENTS

|                                                 | Page |
|-------------------------------------------------|------|
| Introduction                                    |      |
| Introduction                                    | 4    |
|                                                 |      |
| Background                                      |      |
| Recent background                               | 6    |
| The Authority's 2012 Consultation               | 8    |
| Actions being undertaken in 2013-14             | 10   |
|                                                 |      |
| Future Plans                                    |      |
| The Authority's 2013 Consultation (for 2014-15) | 11   |
| The Authority's consultation questions          | 17   |
|                                                 |      |
| Appendices                                      |      |
| Key information about North Wales Fire & Rescue | 18   |
| Reference information                           | 20   |
|                                                 |      |

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Fire and Rescue Service Headquarters  
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Website [www.nwales-fireservice.org.uk](http://www.nwales-fireservice.org.uk)

## INTRODUCTION

The risks that face North Wales Fire and Rescue Authority are changing. Like many other public sector organisations the Authority faces the prospect of meeting a potential increase in demand, but with less money.

In much the same way as individuals look to re-evaluate the way they live and to revise their plans for the future, so the Authority too is having to reconsider how it provides and delivers its services so as to put it in the best possible position to deliver high quality and effective services in North Wales over the next 20 or 30 years.

The Authority's aim is to provide continuously improving services in the most effective and efficient way it can with the money it has available. This usually involves introducing new and innovative ways of doing things.

One important aspect of that continuous improvement is the emphasis the Authority places on close collaboration with other public sector organisations. In this way, the Authority is able to bring about numerous genuinely effective improvements in outcomes (e.g. by working with a range of other North Wales organisations to identify and support vulnerable people) and in efficiency (e.g. by working with North Wales Police in the Joint Communications Centre, in managing our buildings and premises, and in tackling the problem of arson and deliberate fire setting).

The Authority is fully committed to increasing collaboration wherever it can. It is actively engaged in the work of the Local Service Boards in North Wales, and works very closely with the other two Welsh Fire and Rescue Authorities. The National Issues Committee is an excellent recent example of the three Welsh Fire and Rescue Authorities coming together to drive forward the collaborative agenda across Wales.

Since the Authority's inception in 1996 it has built up a good understanding of the risk profile and business needs in the area it covers. During that time it has overseen a welcome reduction in the number of fires in the area and a steady decline in the number of people being injured by fire.

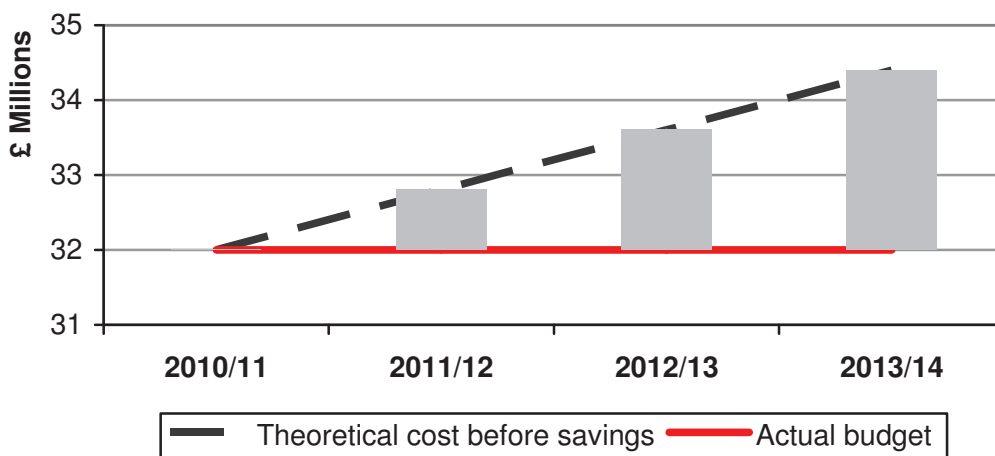
The challenge now is to maintain that record of success at a time of unprecedented challenges and potential demands on services. It is difficult to predict with absolute certainty the changes that will take place over the next decade, but it is possible to make a reasonable assessment of the likely pressures and move to alleviate those before they become too difficult to overcome.

We are committed to making North Wales a safer place to live, work and visit. We hope you will consider our proposals and let us know your views – whether you agree with them, or whether you can offer up better alternatives.

## RECENT BACKGROUND

### Savings made by the Authority

The national economic downturn and the outcomes of the Comprehensive Spending Review in November 2010 gave an indication of the level of cuts to public services that could be expected. Consequently, in December 2010, the Authority took the decision to freeze the annual budget available for running the Service at £32million for the next three years.



What this meant in real terms was that any cost increases that happened during those years (e.g. due to inflation or rises in fuel costs) would have to be paid for from within the existing budget: so every year around £800,000 would need to be taken away from some parts of the Service in order to pay for unavoidable cost increases. In total, by the end of the third year (2013/14), annual savings of £2.45million had to be achieved.



## RECENT BACKGROUND

### How were the savings achieved?

#### In 2011/12

- £200,000 released by taking a very detailed look at specific budget lines and agreeing that what had originally been planned should either be stopped altogether or scaled down.
- £50,000 cut from the Community Fire Safety budget.
- £90,000 cut from the Support Staff budget.
- £460,000 cut from the operational management budget by restructuring the Officer Cover arrangements.
- £30,000 cut from the Control budget by restructuring its staffing arrangements.

#### In 2012/13

- Individual budget lines were again cut or scaled down, releasing a further £150,000.
- Another £50,000 cut from the Community Fire Safety budget.
- Another £90,000 cut from the Support Staff budget.
- £500,000 released from the operational firefighters' pay budget by changing the way their shifts were rostered but without reducing the number of firefighters forming an emergency crew.

#### In 2013/14

- Individual budget lines were cut or scaled down for a third time, releasing a further £70,000.
- Another £50,000 cut from the Community Fire Safety budget.
- Another £180,000 cut from the Support Staff budget.
- A further £500,000 released from the operational firefighters' pay budget, by changing the way their shifts were rostered (as above).

## THE AUTHORITY'S 2012 CONSULTATION

### 2013-14 Draft Proposals for Consultation

Last Autumn (2012) the Authority ran a public consultation on its draft Improvement Objectives for 2013-14.

What the Authority proposed for 2013-14 was:

**A. to continue to pursue its two Improvement Objectives of:**

1. preventing accidental dwelling fire deaths and injuries
2. reducing the Service's running costs

and in addition:

**B. to undertake two new projects that would feed in to Authority's Improvement Objectives for 2014-15 by:**

1. devising a 3-year financial plan for 2014/15 onwards
2. exploring alternative ways of providing fire and rescue services in North Wales.

The two new projects came about because the Authority's detailed assessment of the risks facing its future operations had indicated that it would need to prepare itself for threats in three areas:

- a rising demand for services;
- an increasingly unpredictable workload; and
- the effects of financially challenging times.

## THE AUTHORITY'S 2012 CONSULTATION

### 2012 Consultation Response

The Authority received around 170 different comments, views and questions from the public consultation. The response was predominantly supportive of what it was proposing, with 74% of responses agreeing with its choice of priorities for 2013-14.

In the 2012 consultation, the Authority had outlined some of the difficulties it faced in maintaining fire cover in predominantly rural areas. In order to inform its future strategy, one question had asked the public to think about how they might react if they were forced to make a difficult choice between:

- a) keeping a fire station open because it was near to their home, but accepting that despite best efforts it was not going to be available for several hours a week, or
- b) having a fire station that was always ready to respond, but accepting that it was several miles further away from their home.

A clear majority (around two-thirds of the responses), said that if forced to choose they would prefer option b), but several were reluctant to accept that this sort of choice should have to be made.

A number of responses acknowledged the need to reduce costs, increase efficiency and reduce inefficiency, but not at the expense of 'front line services' which they felt should be protected above all else. Interestingly, the majority of the efficiency and cost-savings suggestions being put forward were things that the Authority had already tackled, such as reducing management and support costs (see page 7).

## ACTIONS DURING 2013-14

### 2013-14 Planned Actions

Having considered the consultation responses, the Authority put its plans into action for achieving its Improvement Objectives during this current financial year.

In addition to reducing the budget by a further £800,000 (see previous section), the Authority has plans in place for this year to:

- deliver a Community Safety/Risk Reduction Strategy
- continuously monitor the incidence and causes of dwelling fires
- involve partner organisations in learning lessons from dwelling fires to reduce the likelihood of recurrence
- examine the factors that may contribute to making some people more vulnerable to fires than others, cross-referenced where appropriate to the protected characteristics under the Equality Act 2010
- review the Service's current arrangements with partner organisations for the delivery of home fire safety checks and referrals of particularly vulnerable people.
- monitor the Service's adherence to the commitments made through the new Dwelling Fires Response Charter.

More details about these actions and what measurable outputs and outcomes can be expected are contained in the Authority's Combined Improvement and Risk Reduction Plan 2013-14 that was published in March 2013.

## THE AUTHORITY'S 2013 CONSULTATION

The Authority is now entering the next phase of its planning. The risks facing the Authority remain, and there are still some long-term challenges to address.

The Authority is proposing three Improvement Objectives for adoption in 2014-15.

The first Improvement Objective is carried over from previous years, reflecting the Authority's continuing commitment to the prevention of fire deaths and injuries.

The second Improvement Objective reflects a different approach to financing the Service as it comes to the end of a three-year budget freeze.

The third Improvement Objective reflects the Authority's recognition of the need to provide sustainable and affordable fire and rescue services in North Wales in the longer term.

## THE AUTHORITY'S 2013 CONSULTATION

### Proposed Improvement Objective 1

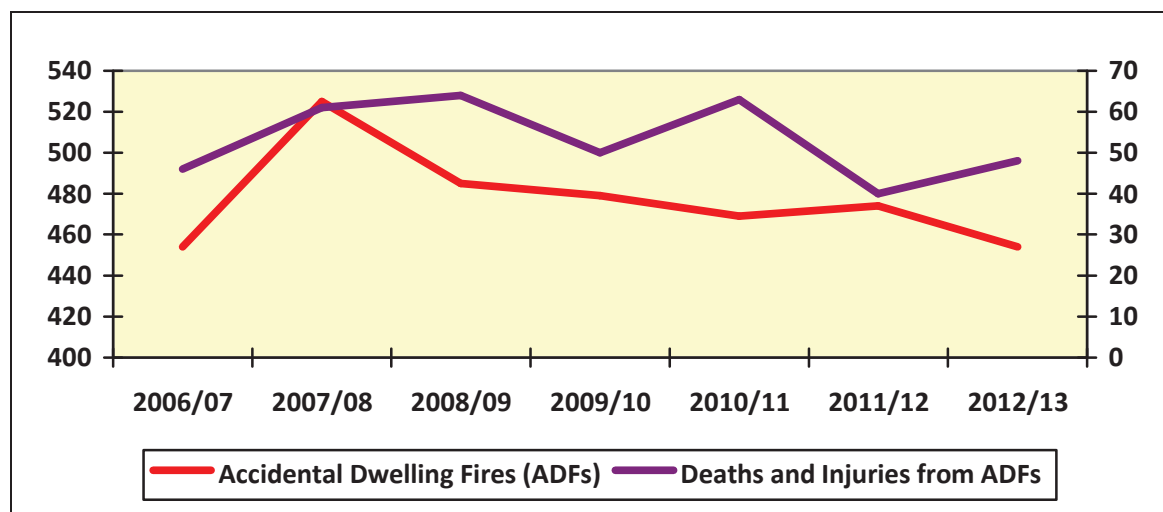
To help to keep people and communities safe by preventing deaths and injuries from accidental fires in living accommodation.

#### Why is this being proposed?

Because keeping people safe is the Authority's primary concern, but also it makes better sense to prevent incidents from happening than to simply react every time they do.

Apart from the positive human impact of safer communities, they cost less too, because for every fire injury prevented there will be an associated cost saving in other areas of public service.

But despite some remarkable successes in reducing the overall incidence of fires in recent years, deaths and injuries in dwelling fires in North Wales remain a concern for the Authority.



For many years the Authority has been reminding people that prevention is better than cure, and it still believes that. The Authority is committed to keeping its annual target of delivering 30,000 Home Fire Safety Checks to householders in North Wales, but the demographics of North Wales and the identified behaviours mean that prevention activity may need to increase in order to keep pace.

## THE AUTHORITY'S 2013 CONSULTATION

### Proposed Improvement Objective 2

**To implement a 3-year financial plan for 2014/15 to 2016/17 that funds the current level of service, but that aims to limit the cost of doing so to the equivalent of an extra £1 per year per head of population.**

#### Why is this being proposed?

Since 2010/11, the budget has remained the same, and the Service running costs have fallen. This has been achieved through what can be termed 'internal' cutbacks, with very few noticeable changes on the outside. For the majority of service users, they will probably not have noticed much difference.

However, the point has now been reached where continuing to freeze the budget would have a very noticeable impact on the fire and rescue services provided in North Wales, which the Authority is not minded to pursue. This is why the Authority is proposing to change its approach for the period of its next 3-year budget plan.

**The Authority is proposing to increase the annual budget by just enough to maintain the current level of service, with a safeguard that the level of annual increase should equate to no more than an additional £1 per year per head of population in North Wales.**

## THE AUTHORITY'S 2013 CONSULTATION

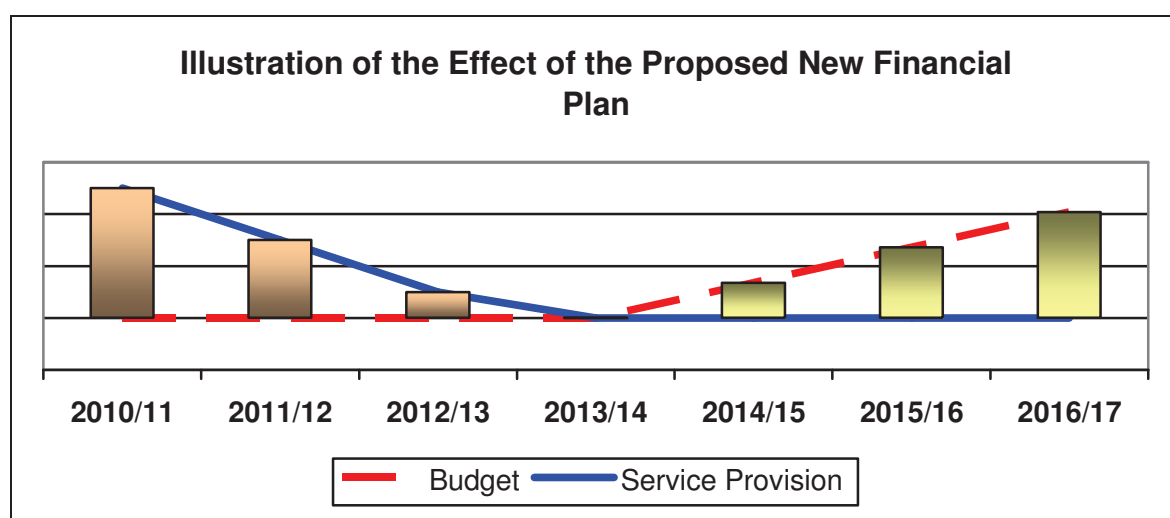
### Theoretically, what would further cuts mean?

If the Authority did not make this increase, and decided instead to freeze the budget for another 3 years, this would mean reducing the Service's running costs by another £3.3million on top of the £2.45million already taken out over the period of the last 3-year financial plan.

- **To achieve £3.3million of savings would mean having to:**
- close 7 retained fire stations, and therefore permanently shed 100 firefighter posts **AND**
- remove one wholetime fire engine from service in Wrexham (the only fire station in North Wales that has two), and therefore permanently shed 28 firefighter posts **AND**
- remove the retained fire appliances and therefore permanently shed 100 firefighter posts from the wholetime fire stations in Holyhead, Caernarfon, Bangor, Llandudno, Colwyn Bay, Rhyl, Queensferry and Wrexham, leaving just one fire engine on each station.

Having kept the budget at the same level since 2010/11, the Service delivery costs have been reduced by £2.45million.

Going forward, the proposal is that the level of service should remain the same, even if it means increasing the budget slightly to fund that.





## THE AUTHORITY'S 2013 CONSULTATION

### How much would that add to the cost?

The Authority knows well that all public services are having to limit their spending, and that the fire and rescue service is not immune to the effects of such a harsh financial climate.

The additional budget for the Fire and Rescue Authority would come from the six county councils in North Wales. To this end, it is making an undertaking to aim to limit the extent of the budgetary impact on constituent authorities to a maximum equivalent of an additional £1 per year per head of population.

For information, according to figures published by the Welsh Government:

The budgeted revenue expenditure for North Wales Fire and Rescue Authority for 2013/14 equated to **£46 per head** of population<sup>1</sup>.

The mid-year population estimate for North Wales in 2012/13 totalled 688,417 rising to a projected 698,664 by 2016/17<sup>2</sup>.

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<sup>1</sup> SDR 97/2013 Local Authority Budgeted Revenue Expenditure 2013-14, Table 2.  
<http://wales.gov.uk/docs/statistics/2013/130618-local-authority-budgeted-revenue-expenditure-2013-14-en.pdf>

<sup>2</sup> [www.StatsWales.Wales.gov.uk](http://www.StatsWales.Wales.gov.uk) Population projections by local authority and year.

## THE AUTHORITY'S 2013 CONSULTATION

### Proposed Improvement Objective 3

**To ensure that North Wales gets the best possible level of service within financial constraints, use a variety of management solutions to optimise fire and rescue cover in the area.**

#### Why is this being proposed?

In its public consultation last year, the Authority explained some of the difficulties of providing fire and rescue services in predominantly rural areas. In North Wales, the majority of fire stations are crewed exclusively by firefighters working the Retained Duty System (RDS), where crew members are paid an annual retainer and fees for attending incidents.

The vast majority of RDS staff are genuinely committed to the work, but it is becoming increasingly difficult to attract and retain staff who are able to both provide fire cover and hold down a full time job with their primary employer. This duty system suited previous generations very well as people generally stayed within their communities without travelling far for either work or leisure, and companies could afford to employ large numbers of staff. Now, however, primary employers are under pressure to operate with as few employees as possible, making it less likely that they can afford to allow their staff to leave their place of work to attend an emergency incident for the Fire and Rescue Service.

Members of the Service have been looking at different ways of providing fire and rescue services, and have visited a number of Fire and Rescue Services in other parts of the UK to see what alternatives are in operation elsewhere. The reports coming back have been mixed, with several new alternatives being simply too new to gauge the full implications of adopting them.

**Taking long term sustainability and affordability of services as guiding principles, the Authority is proposing that this work of finding suitable alternative options for providing fire and rescue services in North Wales should continue to develop.**

## PLEASE TELL US WHAT YOU THINK

We would like to encourage anyone with an interest in North Wales Fire and Rescue to tell us what they think about our proposed Improvement Objectives for 2014-15.

Please send your comments:

**By Post to:**

North Wales Fire and Rescue Authority  
Fire and Rescue Service Headquarters  
Ffordd Salesbury  
St Asaph Business Park  
St Asaph  
Denbighshire, LL17 0JJ

**By e-mail to:**

[futurefire@nwales-fireservice.org.uk](mailto:futurefire@nwales-fireservice.org.uk)

You can also visit

[www.nwales-fireservice.org.uk](http://www.nwales-fireservice.org.uk)

[@northwalesfire](https://twitter.com/northwalesfire) on Twitter

[www.facebook.com/northwalesfireservice](https://www.facebook.com/northwalesfireservice)

# APPENDICES

## KEY INFORMATION ABOUT NORTH WALES FIRE AND RESCUE

### GWASANAETH TÂN AC ACHUB GOGLEDD CYMRU NORTH WALES FIRE AND RESCUE SERVICE Lleoliad y Gorsafoddd / Station Locations



## KEY INFORMATION ABOUT NORTH WALES FIRE AND RESCUE

|                                       | 2011-12         | 2012-13         |
|---------------------------------------|-----------------|-----------------|
| Revenue budget                        | £31.933 million | £31.772 million |
| Grants received                       | £2.692 million  | £2.299 million  |
| Capital expenditure                   | £4.491 million  | £2.865 million  |
| Fire stations                         | 44              | 44              |
| Fire engines                          | 54              | 54              |
| People employed as at 31 March        | 983             | 900             |
| Fires attended                        | 3,165           | 2,349           |
| Non-fire emergency incidents attended | 990             | 1,204           |
| False alarms attended                 | 3,566           | 3,249           |
| Home Fire Safety Checks delivered     | 28,472          | 22,201          |

More information is provided on our website, or alternatively you can contact us at the address given on the contents page.

## REFERENCE

### Useful external sources of information:

[www.statswales.wales.gov.uk](http://www.statswales.wales.gov.uk)

<http://www.infobasecymru.net/IAS/>

### Duties and Key Legislation

Fire and Rescue Authorities operate within a complex legislative and regulatory framework that includes:

- The Fire and Rescue Services Act 2004
- The Regulatory Reform (Fire Safety) Order 2005
- The Civil Contingencies Act 2004
- The Local Government Measure 2009
- The Welsh Fire and Rescue National Framework 2012 Onwards

### Financial contributions

Revenue spending is financed by contributions from the six constituent local authorities in proportion to their population. For 2012-13 and 2013-14 the proportions were:

| Authority                      | Contribution<br>2012/13<br>£ | Population<br>Estimates<br>2013 | 2013/14<br>Contribution<br>£ | % Change |
|--------------------------------|------------------------------|---------------------------------|------------------------------|----------|
| Conwy County Borough Council   | 5,206,959                    | 112,988                         | 5,198,570                    | -0.16%   |
| Anglesey County Council        | 3,219,270                    | 69,903                          | 3,216,231                    | -0.09%   |
| Gwynedd Council                | 5,525,827                    | 119,713                         | 5,507,985                    | -0.32%   |
| Denbighshire County Council    | 4,569,316                    | 99,840                          | 4,593,630                    | +0.53%   |
| Flintshire County Council      | 6,981,590                    | 151,165                         | 6,955,089                    | -0.38%   |
| Wrexham County Borough Council | 6,269,049                    | 136,938                         | 6,300,506                    | +0.50%   |
| <b>Total</b>                   | <b>31,772,011</b>            | <b>690,547</b>                  | <b>31,772,011</b>            |          |

(Changes per unitary authority reflect changes in the population.)

## REFERENCE

### Spending plans for 2013-14:

|                        | Budget<br>2012/13<br>£ | Budget<br>2013/14<br>£ |
|------------------------|------------------------|------------------------|
| Employees              | 23,048,716             | 22,945,848             |
| Premises               | 1,279,800              | 1,310,347              |
| Transport              | 1,148,051              | 1,178,052              |
| Supplies               | 3,009,194              | 2,979,346              |
| Agency                 | 319,000                | 322,000                |
| Support Services       | 323,700                | 377,960                |
| Capital Financing      | 2,923,050              | 2,946,623              |
| <b>Total</b>           | <b>32,051,511</b>      | <b>32,060,176</b>      |
| Income                 | -279,500               | -288,185               |
| <b>Net expenditure</b> | <b>31,772,011</b>      | <b>31,772,011</b>      |

## REFERENCE

### Staffing

| As at 31/03/2013                                                                                                                                                                                                                                                                     | Posts         | FTE           | HC         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|------------|
| <b>Wholetime operational staff</b><br><i>74% of these posts are based on fire stations. The remainder are senior management posts and specialist posts including training and prevention work.</i>                                                                                   | 242           | 254           | 254        |
| <b>Retained operational staff</b><br><i>All these posts are based on fire stations.</i>                                                                                                                                                                                              | 557           | 406.5         | 467        |
| <b>Control staff</b><br><i>86% of these posts are entirely based in the control room. The remainder are middle and senior management posts including Control training and business continuity management.</i>                                                                        | 28            | 28.75         | 32         |
| <b>Non-operational staff</b><br><i>These posts cover a range of functions including fleet management, buildings maintenance, ICT, finance and payroll, training, human resources, corporate communications and administration. 31% are in fire safety and community fire safety.</i> | 145.57        | 137.42        | 147        |
| <b>Totals</b>                                                                                                                                                                                                                                                                        | <b>972.57</b> | <b>826.67</b> | <b>900</b> |

FTE = Full Time Equivalent      HC = Headcount of employees

### Staff sickness and injuries

In 2012/13:

- A total of 1,267 days or shifts were lost due to short term sickness absence, and 3,263 days or shifts were lost due to long term sickness absence. This equates to 10.5 days or shifts per person (excluding Retained Duty System staff.)
- There were 7 ill-health retirements during the year.
- 29 firefighters were injured at operational incidents. None received fatal injuries or major injuries reportable under RIDDOR. These 29 (total) injuries accounted for a total of 559 normal duty days being lost to sickness absence.



## REFERENCE

### **Fire Stations**

There are 44 fire stations in North Wales.

- 3 wholetime shift stations
- 5 day crewed stations
- 36 retained stations

### **Fire appliances**

There is one retained fire appliance and crew at every fire station except Pwllheli where there are two (45).

There is also one wholetime fire appliance in each wholetime shift and day crewed station, except Wrexham where there are two (9).

### **Activity levels**

In 2012/13 the service:

- Handled 15,740 calls for assistance of which 6,802 required an attendance.
- Attended 2,349 fires, 1,204 non-fire emergencies and 3,249 false alarms.
- Delivered 22,201 Home Fire Safety Checks, gave 525 safety talks in schools and 8 elsewhere, and attended 17 publicity events.
- Conducted 867 fire safety audits of premises.
- Extricated people from vehicles at 74 incidents.

### **Quality of service**

In 2012/13 the service:

- Attended 15% of all primary fires in less than 5 minutes, 51% between 5 and 10 minutes, 23% between 10 and 15 minutes and 11% in over 15 minutes.
- Attended 19% of all dwelling fires in less than 5 minutes, 50% between 5 and 10 minutes, 21% between 10 and 15 minutes and 10% in over 15 minutes.
- Delivered 7,742 home fire safety checks to particularly vulnerable people, these having been specifically arranged following a referral from one of our partner organisations.
- Recorded that 91% of accidental dwelling fires were confined to the room where the fire started.

## REFERENCE

### Outcomes

|                    | 2010/11 | 2011/12 | 2012/13 |
|--------------------|---------|---------|---------|
| Fires              | 3,289   | 3,156   | 2,349   |
| Primary fires      | 1,346   | 1,296   | 1,143   |
| Dwelling fires     | 535     | 530     | 493     |
| Non-domestic fires | 229     | 215     | 147     |
| Secondary fires    | 1,623   | 1,609   | 887     |
| Fire deaths        | 10      | 8       | 8       |
| Fire injuries      | 97      | 64      | 60      |

|                               |                                                                                                                                                                              |
|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Report To:</b>             | <b>Partnerships Scrutiny Committee</b>                                                                                                                                       |
| <b>Date of Meeting:</b>       | <b>7 November 2013</b>                                                                                                                                                       |
| <b>Lead Member / Officer:</b> | <b>Head of Children and Family Services/<br/>Lead Member for Social Care and Children's Services</b>                                                                         |
| <b>Report Author:</b>         | <b>Business Manager, Conwy &amp; Denbighshire Local<br/>Safeguarding Children Board (LSCB)</b>                                                                               |
| <b>Title:</b>                 | <b>Conwy &amp; Denbighshire Local Safeguarding Children<br/>Board Annual Report and update on the integration of<br/>the North Wales Local Safeguarding Children Boards.</b> |

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

1.1 Conwy & Denbighshire Local Safeguarding Children Board's (LSCB) annual report is attached to this covering report (Appendix 1). The Annual Report is in two sections. Section one provides a brief overview of the functioning of the Conwy and Denbighshire Local Safeguarding Children Board (LSCB), including its governance and financial arrangements. This section also provides a summary of the LSCB's key priorities for 2012-13, and its achievements against those priorities. Sections 4.2 to 4.5 of this covering report summarise the key points from the Annual Report.

1.2 A further report is provided (Appendix 2) to keep Members informed of the progress made towards the integrations and collaboration of the North Wales Local Safeguarding Children Boards.

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

2.1 This report provides the local authority with the information it needs in order to be able to discharge its responsibility for ensuring that the LSCB is properly established and working effectively. Section 4.24 of the Welsh Assembly Government's guidance 'Safeguarding Children: Working Together Under the Children Act 2004' states:

"Each local authority should take lead responsibility for the establishment and effective working of Local Safeguarding Children Boards, although main constituent agencies are responsible for contributing fully and effectively to the work of the LSCB."

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

3.1 That the Committee scrutinises the report and makes recommendations on any issues that arise.

#### **4. Report details.**

- 4.1 The LSCB focused its attention on achieving against four key priorities during 2012-13, with work continuing on two further priorities identified in the previous year. It achieved what it set out to do on 74% (14) of its tasks, with a further 21% (4) underway. Performance was affected by delay in carrying out the planned consultation exercises, which meant that the results from the exercises could not be translated into action within the planned timescale. No progress was made on 5% (1) task to begin making improvements to Domestic Abuse provision. Work is continuing on all incomplete tasks.
- 4.2 Membership of the LSCB is good, and membership has been stable over the past year. At 68%, attendance by Board members or their deputies was below the 75% target, and below that of last year. This was mainly due to poor engagement of Housing, and long-term sickness of one Board member. Attendance at the sub-groups was below target at 69%, but this showed an improvement compared to previous years. Attendance is monitored and reported on regularly in order to identify and resolve any attendance issues.
- 4.3 The LSCB asked for contributions of £60,000 from partners during 2012-13. After some negotiation, and support from Elected Members, all agencies agreed to pay the amount requested except Wales Probation. Wales Probation limited their contribution to a nationally set percentage of the LSCB's budget, and contributed £273 less than the £1,800 requested from them.
- 4.4 The LSCB conducts an annual self-assessment process. The self-assessment conducted in November 2012 showed continued improvement compared to previous years, and areas of weakness were identified as actions for the 2013-14 business plan.
- 4.5 A significant feature of the first half of 2013-14 has been the continuing development of regional approaches to the work of the LSCB. The Regional Safeguarding Children Board (RSCB) quickly agreed four areas of work that could benefit from a regional approach, and decided that regional subgroups should be established to take this work forward. The regional subgroups are:
- Child Practice Reviews
  - Communications and Consultation
  - Policies and Procedures
  - Training and Workforce Development
- Discussions are continuing on the role and governance of the Regional Board and its relationship to local arrangements.

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

Safeguarding Children is a high priority for everyone. An effective Local Safeguarding Children Board contributes to this aim by ensuring agencies work together to keep

children safe from abuse and neglect. This area of work contributes to Denbighshire's Big Plan outcome 7: keeping people safe,

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

The Local Safeguarding Children Board is a statutory partnership, and is funded by contributions from its statutory partners.

## **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.**

Any changes to services arising as a result of LSCB activity or decisions are implemented by constituent agencies, where the equality impact assessment will be made.

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

This report is a mechanism for consultation with scrutiny.

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

The Local Safeguarding Children Board is a statutory partnership, and is funded by contributions from its statutory partners

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

The biggest risk for the LSCB and the local Authority is the danger of a serious incident which finds that the LSCB or one or more of its partner agencies have failed in their duty to safeguard children. Whilst in social care there is no such thing as zero risk, the work of the LSCB is directed at ensuring that partner agencies take all reasonable steps to safeguard children.

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

Section 4.24 of the Welsh Assembly Government's guidance 'Safeguarding Children: Working Together Under the Children Act 2004' states:

"Each local authority should take lead responsibility for the establishment and effective working of Local Safeguarding Children Boards, although main constituent agencies are responsible for contributing fully and effectively to the work of the LSCB."

Articles 6.1 and 6.3.4(d) outlines Scrutiny's powers and responsibilities with respect to the LSCB.

### **Contact Officer:**

Conwy and Denbighshire LSCB Business Manager  
Tel: 07768 043315

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## 1. Chair's introduction

- 1.1 The Local Safeguarding Children Board (LSCB) across Conwy & Denbighshire has a crucial role to play in ensuring children's welfare is safeguarded and, as necessary, children are protected from significant harm
- 1.2 The LSCB holds to account partner agencies and partnerships in delivering the safeguarding and child protection agendas. It sets standards for performance and monitors their effectiveness.
- 1.3 The LSCB has begun to think differently about working in partnership to safeguard children. The child protection system used to ask us to 'spot it and pass it on', but safeguarding is not a referral process. The new approach is a challenge to all services to prevent it happening, reduce the risks faced by a child, and facilitate an improvement in circumstances for the child and family. This approach recognises that a large portion of potentially concerning circumstances are predictable and build over time, and that a whole system approach is needed to address a child's developmental needs, parenting capacity and family and environmental factors.
- 1.4 Safeguarding is a shared responsibility; and it is broader than protection from significant harm. Safeguarding and promoting children's welfare involves sharing information, collaboration and understanding, and constructive relationships between all agencies. This different approach is reflected in this year's annual report, which places greater emphasis on the work done by all agencies and partnerships with safeguarding responsibilities to contribute to keeping children safe.

## 2. Summary

- 2.1 This year the annual report is in two sections:
  - **Section 1** of the report provides a brief overview of the functioning of the Conwy and Denbighshire Local Safeguarding Children Board (LSCB), including its governance and financial arrangements. The report also provides a summary of the lessons learned from reviews and consultation, the LSCB's key priorities for 2012-13, and its achievements against those priorities. The challenges remaining for 2013-14 and the LSCB's priorities for that year are outlined, and Section 1 closes with a brief summary of progress to date for 2013-14.
  - **Section 2** provides a summary of the safeguarding children progress and challenges reported to the LSCB by its partners, and by the other strategic partnerships with safeguarding responsibilities, as one of the mechanisms for providing support and challenge to the agencies and partnerships who share the responsibility for keeping children safe from abuse and neglect.

A glossary is provided at Appendix 5 to the report. This explains the common terms and abbreviations used throughout the report.

## SECTION 1

### •••FUNCTIONING OF THE LSCB•••

#### **3. Key priorities 2012-13**

3.1 The Executive Board, sub-group Chairs and representatives from strategic partnerships with safeguarding responsibilities considered a range of issues before deciding on the LSCB's priorities for 2012-13. The issues were taken from partners' annual reports to the LSCB, the results of staff consultation, performance information from partners, regional and national issues, and the results of the Welsh Government's Self Assessment and Improvement Tool (SAIT). Following wide discussion of these items, and the issues members brought on the day, the following priorities were identified for 2012-13:

##### **Priorities 2012-13**

- 1 Children exhibiting Inappropriate Sexualised Behaviour are identified early and offered help, and children at risk of harm from other children are protected
- 2 The LSCB is assured that all available actions have been taken to reduce risks to children from unsafe staff
- 3 A common understanding of thresholds for intervention supports vulnerable families and helps identify children in need of protection
- 4 Children are safer because partnerships with safeguarding responsibilities work together to safeguard children

*And, continuing from 2011-12*

5. Children experiencing difficulties due to their parents'/carers' drug & alcohol, mental health or domestic violence problems are identified so that concerns do not escalate from safeguarding to child protection issues
  6. To ensure that the direction, work and review of the LSCB is informed by consultation and participation with children, young people, their parents and carers
- 3.2 Actions were allocated to the LSCB's various task groups and included in the 2012-13 business plan. Information about the progress the LSCB has made against its business plan can be found in paragraph 7 of this report.

#### **4. Governance and Accountability Arrangements**

- 4.1 Current membership of the LSCB meets or exceeds the membership prescribed for LSCBs in the Welsh Statutory Instrument 2006 No. 1705 (W.167). In addition to the prescribed and recommended members of the Board, the two Lead Elected Members for Children from Conwy and Denbighshire sit on the Board.
- 4.2 In 2009-10, the LSCB Board set itself a target of 75% attendance at Board meetings. Attendance for statutory members, including agreed senior deputies, is shown in Table 1, below. Ten of the seventeen statutory Board members achieved over 75% attendance during the year; however, the average attendance rate was 68%. Poor attendance from Housing in both Conwy and Denbighshire contributed to this result. The Chair writes to all members each year regarding their attendance.
- 4.2 The structure of the LSCB remained stable during 2012-13, and is shown at Appendix 1. The Board's statutory partners are represented on the sub-groups, in addition to good support from voluntary and non-statutory agencies. For the LSCB's subgroups, average attendance in 2012-13 was 69%. This is an improvement compared to 2010-11 and 2011-



12, with statutory agencies achieving an average attendance rate of 60%, and 62% respectively in those years. . Attendance by agency is shown in the table below.

Table 1: Attendance at LSCB sub-groups by agency (ranked by percentage attendance)

| Statutory Agency   | Number of Representatives | Possible Attendances | Actual Attendances | Percentage Attendance |
|--------------------|---------------------------|----------------------|--------------------|-----------------------|
| CCBC Education     | 2                         | 21                   | 19                 | 90%                   |
| PHW                | 1                         | 16                   | 14                 | 88%                   |
| BCUHB              | 10                        | 50                   | 41                 | 82%                   |
| CCBC Youth Service | 2                         | 10                   | 8                  | 80%                   |
| CCBC C&FS          | 11                        | 59                   | 42                 | 71%                   |
| DCC C&FS           | 8                         | 42                   | 27                 | 64%                   |
| DCC PR             | 1                         | 5                    | 3                  | 60%                   |
| NW Police          | 2                         | 30                   | 17                 | 57%                   |
| DCC Education      | 1                         | 3                    | 1                  | 33%                   |
| YJS                | 3                         | 15                   | 5                  | 33%                   |
| Probation          | 3                         | 13                   | 4                  | 31%                   |
| <b>Total</b>       | <b>44</b>                 | <b>264</b>           | <b>181</b>         | <b>69%</b>            |

4.4 The LSCB offers support and challenge to its partners to account via:

- an annual audit against the requirements of section 28 of the Children Act 2004
- annual reports on their safeguarding activities from partners and relevant partnerships. Section 2 of this report summarises what was said in the reports that came before the Board's scheduled meetings during 2012-13.
- quarterly monitoring of an agreed set of safeguarding performance indicators provided by each partner.

4.4.1 The Board considers the information provided via these mechanisms and takes action as appropriate. Information on children in the child protection system showed:

- there has been a steady increase in the number of children on the child protection register since March 2011. Conwy shows a more stable picture when viewed over the longer term, from 2004. however, over this longer time period Denbighshire shows an increase of 8%.
- during 2012-13, 'emotional harm' was the most frequent category for children to be registered under across Conwy and Denbighshire. This differs from the picture for Wales as a whole where neglect is the most frequent category of registration.
- the most frequently identified risk faced by children on the register, as identified at initial child protection conferences, is domestic abuse, followed by alcohol misuse, then adult mental health and lack of basic parenting skills.

4.5 On 18<sup>th</sup> of October 2011, the Welsh Government released a written statement from Gwenda Thomas, Deputy Minister for Children and Social Services. Included in this statement was reference to reducing the number of Local Safeguarding Children Boards (LSCBs), and matching them to the proposed Public Service Delivery footprint of six. The statement also said:

'In advance of the legislation, my expectation is that LSCBs will begin planning for the change and move onto a collaborative model as soon as possible.'

4.5.1 The Association for Directors of Social Services (ADSS) Wales Safeguarding Policy Group and Welsh Local Government Association (WLGGA) agreed that two areas should pilot regional LSCB models in order to inform the writing of guidance following the enactment of the Social Services Bill in 2013. Accordingly, a pilot Regional Safeguarding Children Board was established in January 2013, ahead of the Welsh Government's requirement to do so. The pilot regional board did not affect the functioning of the LSCB during 2012-13.

## **5 Financial arrangements**

5.1 The LSCB adopted a revised, reduced expenditure plan for 2011-12, in recognition of the financial constraints on partner agencies, and this plan was maintained for 2012-13. The revised expenditure plan included just enough to cover the costs of the Business Manager, part-time administrative support, and the delivery of the Training Programme. In 2012-13, planned expenditure was expected to exceed the expected income from contributions by around £2,000, and this shortfall was to be met from the contingency fund, however, expenditure was less than planned, and the contingency fund did not need to be used for this purpose. The contribution requested from each partner was calculated using a formula developed during 2010-11, which set a percentage contribution for each of the LSCB's contributing partner agencies, and which was based on the average contribution made to English LSCBs. Table 2, below, shows the percentage contribution and the amount requested from each partner for 2011-12 and 2012-13.

**Table 2: Partners' Contributions to the LSCB.**

| LSCB Partner                 | Percentage contribution 2011-12 | Financial Contribution 2011-12 | Financial Contribution 2012-13 |
|------------------------------|---------------------------------|--------------------------------|--------------------------------|
| Denbighshire Social Services | 12.50%                          | £7,633                         | £7,500                         |
| Denbighshire Education       | 12.50%                          | £7,633                         | £7,500                         |
| Conwy Social Services        | 12.50%                          | £7,633                         | £7,500                         |
| Conwy Education              | 12.50%                          | £7,633                         | £7,500                         |
| Betsi Cadwaladr Local UHB    | 36%                             | £21,982                        | £21,600                        |
| North Wales Police           | 11%                             | £6,714                         | £6,600                         |
| Probation                    | 3%                              | £1,832                         | £1,800                         |
| <b>Total</b>                 | <b>100%</b>                     | <b>£61,060</b>                 | <b>£60,000</b>                 |

5.2 After some negotiation with BCUHB, all agencies did agree to contribute the amount requested, apart from Wales Probation Trust. As in the previous year, Wales Probation advised the LSCB that their level of contribution was set nationally at a payment equating to 2.5% of our actual budget up to a ceiling of £2,500, and that they were unable to pay more than £1,527. This meant that Wales Probation's contribution to the LSCB was £273 less than requested.

5.2 In return for their contribution, partners received:-

- assurance of the quality of safeguarding practice through multi-agency audits,
- regular performance information
- the driving through of the business plan, reflecting partners' priorities
- the delivery of a multi-agency training programme. Partners have not been charged for places on these training courses since 2011/12.
- Information on the activities/challenges within individual agencies in Conwy & Denbighshire in fulfilling safeguarding responsibilities as well as joint performance information
- Collective opportunity to influence and develop policies, procedures and practice
- Collective opportunity to ensure coordinated responses, for Conwy & Denbighshire, to safeguarding issues arising in Wales and across the UK

5.3 The LSCB closed the year with an underspend of £9,089, which included an underspend of £7,972 against salaries and staffing costs. Expenditure on salaries was less than expected because the post of administrative assistant was vacant for most of the year, and also as a result of changes to the essential car user and mileage allowances. The money set aside for training was also slightly underspent. The underspend was carried over into the 2013-14 contingency fund, which will be used to support an agreed 8% reduction in contributions to the LSCB. The costs for a pilot Child Practice Review were met from the contingency fund, which reduced from £42,802 at the start of the year to £36,185 as at 31<sup>st</sup> March 2013. Table 3 summarises the LSCB's finances for 2012-13.

Table 3: 2012-13 Operating resources and outturn

| Fund             | 2012-13 planned Expenditure | 2012-13 Actual expenditure | Balance as at 31 March 2013 |
|------------------|-----------------------------|----------------------------|-----------------------------|
|                  | £                           | £                          | £                           |
| General fund     | 53,559 <sup>1</sup>         | 46,180                     | 7,292cr                     |
| Training fund    | 10,000                      | 8,203                      | 1,797cr                     |
| Contingency fund | 0                           | 6,617                      | 36,185                      |

## 6 Key areas of progress/achievement

### 6.1 Training and Workforce Development

6.1.1 During 2011-12, the LSCB began to work towards creating a picture of all staff in the area for whom safeguarding training is relevant, and which of those had received single-agency training. The same exercise was repeated in March 2013; however, the response was not sufficient to be able to create an understanding of the safeguarding children workforce. The exercise is now being taken forward on a regional basis. .

Table 4: LSCB Training Courses and Attendance by Agency

|                                          | BCUHB      | CCBC all departments | DCC all departments | NW Police | Probation | YJS       | NW Fire & Rescue | Private Schools/Collages | Third Sector & Sport & Leisure | CAFCASS - WAG | Totals      |
|------------------------------------------|------------|----------------------|---------------------|-----------|-----------|-----------|------------------|--------------------------|--------------------------------|---------------|-------------|
| Child Protection                         | 0          | 88                   | 7                   | 0         | 1         | 2         | 1                | 12                       | 99                             | 0             | 210         |
| Compromised Parenting                    | 22         | 15                   | 14                  | 4         | 2         | 3         | 0                | 5                        | 10                             | 0             | 75          |
| Hidden Harm                              | 18         | 12                   | 15                  | 0         | 0         | 4         | 0                | 2                        | 10                             | 1             | 62          |
| Safeguarding Sexually Exploited Children | 7          | 13                   | 18                  | 5         | 0         | 1         | 0                | 5                        | 20                             | 1             | 70          |
| LSCB Annual Conference                   | 4          | 18                   | 23                  | 1         | 2         | 3         | 0                | 4                        | 23                             | 4             | 82          |
| <b>Totals</b>                            | <b>51</b>  | <b>146</b>           | <b>77</b>           | <b>10</b> | <b>5</b>  | <b>13</b> | <b>1</b>         | <b>28</b>                | <b>162</b>                     | <b>6</b>      | <b>499</b>  |
| <b>Percentage</b>                        | <b>10%</b> | <b>29%</b>           | <b>15%</b>          | <b>2%</b> | <b>1%</b> | <b>3%</b> | <b>0%</b>        | <b>6%</b>                | <b>32%</b>                     | <b>1%</b>     | <b>100%</b> |

6.1.2 The number of professionals attending LSCB training courses was 499, slightly more than 2011-12, when 486 LSCB training places were filled. Table 4 shows that the LSCB continued to support safeguarding training in the Third/ Voluntary Sector, with 32% of attendees on our training events coming from this sector; last year 30% of attendees came from that area.

6.1.3 We asked everyone who attended an LSCB event to complete an evaluation form, however a new evaluation form was introduced part-way through the year. The questions asked in the new form are shown in Table 5, below, together with a summary of the responses. The summary only includes those courses using the new evaluation forms, which excludes the first five 'Introduction to Child Protection' courses. The overall results and those of individual courses are considered by the LSCB's Training & Workforce Development subgroup.

Table 5: Attendee evaluation of LSCB training / events

|                                                                             | <b>Strongly Agree &amp; Agree</b> | <b>Neither Agree nor Disagree</b> | <b>Disagree &amp; Strongly Disagree</b> |
|-----------------------------------------------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------------|
| Q1. The course met my training/development needs                            | 94.70%                            | 3.43%                             | 1.87%                                   |
| Q2. I have learnt something new at this event                               | 95.95%                            | 3.43%                             | 0.62%                                   |
| Q3. My day to day practice will improve as a result of attending this event | 86.29%                            | 11.21%                            | 2.49%                                   |
| Q4. I was satisfied with the presentation style                             | 96.26%                            | 3.12%                             | 0.62%                                   |
| Q5. There was enough time for discussion                                    | 95.63%                            | 3.44%                             | 0.94%                                   |
| Q6. I would recommend this course to colleagues                             | 95.02%                            | 4.05%                             | 0.93%                                   |
| Q7. The event was well organised                                            | 97.51%                            | 1.56%                             | 0.93%                                   |
| Q8. The course met good standards of equal opportunities                    | 93.15%                            | 6.23%                             | 0.62%                                   |

6.1.3 During the year, the LSCB Training Group worked with Flintshire and Wrexham LSCB to develop an impact assessment process for LSCB training events. The introduction of the impact assessment was tied to the introduction of a new attendee evaluation form which was introduced part-way through the year. Just those events that used the new evaluations forms are included in the summaries given below.

We asked the managers of 141 staff who had attended LSCB events two questions, which are shown in Table 6, below, together with a summary of the results.

Table 6: Impact assessment of LSCB training and events

| We asked managers if, following the training event                 | The employee has demonstrated a greater understanding of the subject |                        | The employee uses the relevant learning from the event in their day to day practice |                        |
|--------------------------------------------------------------------|----------------------------------------------------------------------|------------------------|-------------------------------------------------------------------------------------|------------------------|
| Managers responded to the statement                                | agreed and /or strongly agreed                                       | disagreed <sup>1</sup> | agreed and / or strongly agreed                                                     | disagreed <sup>1</sup> |
| Introduction to Child Protection / Refresher (3 events assessed)   | 93%                                                                  | 0%                     | 91%                                                                                 | 2%                     |
| Compromised Parenting                                              | 97%                                                                  | 0%                     | 90%                                                                                 | 0%                     |
| Hidden Harm                                                        | 91%                                                                  | 3%                     | 88%                                                                                 | 6%                     |
| Safeguarding Sexually Exploited Children & Young People (4 events) | 100%                                                                 | 0%                     | 97%                                                                                 | 3%                     |
| Average for all impact assessed events                             | 95% <sup>2</sup>                                                     | 1% <sup>2</sup>        | 91% <sup>2</sup>                                                                    | 3% <sup>2</sup>        |

<sup>1</sup> No one 'strongly disagreed'

<sup>2</sup> Figures do not add to 100%: the remaining percentage neither agreed nor disagreed with the statements.

## 6.2 Audit and Quality Assurance

6.2.1 Practitioners from the LSCB's partners agencies undertook an audit to look at ten cases from each County (twenty in total) where the recommendation from the initial assessment was to proceed to a 'section 47' enquiry and the decision from the enquiry was to close the case with no further action. A 'section 47' enquiry is undertaken if there concerns that a child may be at risk of actual or likely significant harm, and the enquiry determines what, if any, action is needed to promote and safeguard the welfare of a child. Managers in Conwy & Denbighshire Children's Services agreed to take back the results of the audit and see how practice could be improved

6.2.2 All of the LSCB's partner agencies who are represented on the Board are asked to complete an annual 'section 28' audit. Section 28 of the children Act 2004 places a duty on key people and bodies to make arrangements to ensure that their functions are discharged with regard to the need to safeguard and promote the welfare of children. The LSCB's annual audit provides a useful checklist for agencies to help ensure that they fulfil their duties under the Act, and it assures the LSCB that its partners are meeting their responsibilities. Bearing in mind the move towards regional working, and the need for a coordinated North Wales request for information, the LSCB made the decision to review the responses to the 2012 audit from partners, rather than ask them to undertake a full audit. However, for the first time, independent schools operating in the two counties and commissioned voluntary organisations were asked to undertake a full audit. Feedback has been sent to all agencies.

### 6.3 Practice Development

6.3.1 The Practice Development Group sets up task groups, as necessary, to deliver the LSCBs priorities. In many instances, partner agencies set up task groups in response to their own identified needs. Where a partner's new or existing task group addresses an LSCB identified need, the Practice Development Group will continue monitor progress and ensure that the issue is addressed from the LSCB's perspective. During 2012-13, Betsi Cadwaladr University Health Board (BCUHB) led a task group on Sexually Harmful Behaviour, and progress made there was reported back to the LSCB.

6.3.2. During 2012-13, the Practice Development Group set up a task group to look at safe employment, and the task group reported to the Board in December 2012 on its 'cradle to grave' approach, and the work it had undertaken on recruitment.

6.3.3 The Practice Development Group also ensured that progress was made on improving the procedures for allegations against professionals; implementing the 'Framework For Analysis' case management tool across the two counties; responding to Welsh Government consultations on new and revised safeguarding procedures; and developing and monitoring action plans in response to the audits undertaken by the Audit Subgroup .

### 6.4 Communications and Consultation: the interface between practitioners, the public and the LSCB.

6.4.1 In January 2013 the LSCB's webpages were revised to create separate pages for parents, children and professionals. Unfortunately, a change in the regulations during 2012 has meant that we are unable to meaningfully compare the numbers of visitors to the LSCB's webpages with previous years. Conwy County Borough Council, the host authority for the webpages, informs us that within the Children and Families section, the LSCB's pages are the most viewed, along with the fostering pages. The LSCB also spread its message via facebook and twitter accounts.

6.4.2 The LSCB raised awareness of its role and the importance of safeguarding through having a presence at various events during the year, including distributing lip balms bearing the LSCB logo and NSPCC childline number at young people's pop concerts, and having a stand at the Denbighshire baton handover point of the white ribbon (domestic abuse) relay run. The LSCB's poster, giving the message that safeguarding is everybody's business, was printed and distributed to a wide variety of locations including doctor's surgeries, libraries, schools and supermarkets. Two newsletters were produced during the year and were circulated to all partner agencies for wide circulation within their organisations.

6.4.3 Consultation with children and families who had been through the child protection process took place in both counties. The consultation found that fathers felt excluded from the child protection process, and that the best outcomes for the child are achieved when practitioners are able to form a good and respectful relationship with the parents.

6.4.4 A 'Feeling Safe' survey was developed for use in schools, and the LSCB took part in a North Wales-wide e-safety consultation exercise. The surveys found that children were worried about bullying, and they also felt unsafe in the community around adults who are drunk or who swear. Consultation with staff took place at the annual conference in March 2013: staff were concerned that thresholds for intervention were too high, and that they did not have enough time to spend with children and families. Although all the planned consultation took place, several activities were delayed, which meant that the results of the consultation could not be acted upon as planned.

6.4.5 Two 'post-it/share-its' were received during the year. The 'post-it/share-it' is the LSCB's 'whistleblowing' mechanism, but is also a vehicle for sharing good practice: both 'post-it/share-its' shared good practice. The first was from a Health Visitor in Llandudno sharing positive feelings about joint working with a Conwy CBC Children's Social Worker, and the second from CAIS (a Voluntary Organisation working with drug and alcohol problems), noting the excellent joint working with Denbighshire Children's Social Services.

6.4.6 The LSCB set up two multi-agency Panels to hear complaints about conference decisions which the Chairs of the conferences had been unable to resolve. The panels in both cases found that the correct procedures had been followed. However, in one complaint, the Panel concluded that the category of registration ought to be reconsidered, therefore this aspect of the complaint was upheld and the Panel recommended that a conference be reconvened to reconsider the registration category. In the second complaint, which related to historical proceedings, the Panel decided to partly uphold the complaint the basis that there had been no progress between conferences.

## 6.5 Child Practice Review (previously Serious Case Review (SCRs) and Child Death Review

6.5.1 The Welsh Government introduced a new process for learning from cases in January 2103. The LSCB's Child Practice Review sub-committee manages this process, including the action plans arising, and also considers and monitors partners' relevant Internal Management Reviews (IMRs) and action plans.

6.5.2 One Concise Child Practice Review was completed during the year; the subject of which was the tragic suicide of a young person. The review was conducted as a pilot for the revised Child Practice Review process. No failings of multi-agency working were found, and there were many examples of good practice. Nevertheless, there were also opportunities for learning from the case and for improving practice.

6.5.3 Conwy & Denbighshire LSCB's **Child Death Review Panel** operates as a subgroup of the Child Practice Review sub-committee. Three panel meetings were held to discuss the deaths of children which took place within Conwy and Denbighshire between April 2012 and March 2013. A total of 18 deaths were discussed. 7 of which were brought for further consideration to the Child Practice Review Group. Table 7, below, summarises the child deaths considered.

6.5.4 Meetings were chaired by the Named Doctor Safeguarding Children BCUHB and were attended by North Wales Police, representatives from Education (Conwy and Denbighshire), Child Protection Co coordinators for both counties, Senior Nurse Safeguarding Children, Safeguarding Nurse for Ysbyty Glan Clwyd, Lead Doctors Child Protection Conwy and Denbighshire, Welsh Ambulance Service, Designated Nurse Public Health Wales.

6.5.5 Although the Procedural Response to Unexpected Death in Children (PRUDiC) process was only officially launched across North Wales on May 1<sup>st</sup> 2013, Conwy and Denbighshire agreed to run the PRUDiC process during 2012/13. The PRUDiC process was implemented in 7 times and involved 9 children and their families. Each PRUDiC process involved three meetings (initial information planning meeting within 24 hours, case discussion meeting within 5 days and final case discussion meeting after receipt of the final post mortem results 3 – 6 months.) In all cases the multiagency partners felt that the PRUDiC process had been worthwhile and had assisted in the smooth running of the case and the care and provision of support to both the bereaved family as well as staff members.

Table 7: Children discussed at Child Death Review Panel 2012-13

| Causes of death                            | Number of cases | Comments                                                               |
|--------------------------------------------|-----------------|------------------------------------------------------------------------|
| Extreme prematurity<br><30 weeks gestation | 5               |                                                                        |
| Severe congenital abnormalities            | 2               |                                                                        |
| Terminal illness                           | 2               | Final care pathway plans in place                                      |
| Infection                                  | 1               | PRUDiC implemented                                                     |
| House fire                                 | 3               | PRUDiC implemented & considered by Child Practice Review Sub-committee |
| Overlay/co-sleeping                        | 3               | PRUDiC implemented & considered by Child Practice Review Sub-committee |
| Road Traffic Accident<br>(pedestrian)      | 1               | PRUDiC implemented                                                     |
| Suicide                                    | 1               | PRUDiC implemented and Child Practice Review undertaken                |

## 7. Progress against the Business Plan

7.1 The Business Plan End of Year Update is attached at Appendix 2 to Section 1 of this report. Table 8, below, shows the number and percentage of actions completed/ slightly behind schedule/ where no progress has been made at the end of the year, and compares 2012-13 performance with that of previous years. Performance has mainly been affected by the delay in carrying out the planned consultation exercises.

7.2 At the end of 2012-13 five actions remained incomplete. 74%% (14) of the LSCBs actions were complete and marked as Green, 21% (4) were underway and were marked as amber. No progress had been made on one planned action: Business Plan reference 5a. " By December 2012, the Board will be provided with the information it needs to make recommendations to improve provision for domestic abuse". The report is behind schedule. The Practice Development group tried to progress this action via the MARAC (Multi-Agency Risk Assessment Conference for domestic abuse) Steering Group, but this did not progress beyond discussion as the Steering Group felt that this fell beyond its remit. All incomplete actions have been carried over for continued attention during 2013-14.



Table 8: Progress against the Business Plan

| RAG status | Status                                      | 2009-10 Business Plan |                       | 2010-11 Business plan |                       | 2011-12 Business plan |                       | 2011-12 Business plan |                       |
|------------|---------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|            |                                             | Number of actions     | Percentage of actions | Number of actions     | Percentage of actions | Number of actions     | Percentage of actions | Number of actions     | Percentage of actions |
| Green      | Completed                                   | 27                    | 43%                   | 23                    | 79%                   | 26                    | 84%                   | 14                    | 74%                   |
| Amber      | In progress/ slightly behind schedule       | 15                    | 28%                   | 5                     | 17%                   | 4                     | 13%                   | 4                     | 21%                   |
| Red        | No progress / significantly behind schedule | 17                    | 29%                   | 1                     | 4%                    | 1                     | 3%                    | 1                     | 5%                    |
| Total      |                                             | 58                    | 100%                  | 29                    | 100%                  | 31                    | 100%                  | 19                    | 100%                  |

## 8. LSCB effectiveness

8.1 The Welsh Government expects all LSCBs to conduct an annual self-assessment against the agreed self assessment and improvement tool (SAITv6). The self assessment tool considers performance against five dimensions:

- establishing the Board's strategic direction;
- establishing effective governance;
- building capacity;
- delivering outputs; and
- improving safeguarding outcomes for children.

Within the SAIT's dimensions are 21 standards, and each standard has graded bands of achievement, from 0 to 3. The LSCB scores itself according to which band it falls into, allocating a fractional score, as relevant, if a band is partially achieved.

8.2 Conwy & Denbighshire LSCB conducted its fourth self-assessment in November 2012. The scores are shown in Table 9, compared with previous years. This shows that the LSCB has consistently improved year on year.

- a) No scores were reduced compared to 2011.
- b) For 16 of the 21 standards, the LSCB showed an improved score compared to 2011. Five standards scored the same as in 2011:
  - i. terms of reference for the LSCB: this already scored 3.
  - ii. membership of the LSCB: this was not scored more highly because of poor attendance at some sub groups.
  - iii. systems to ensure safe recruitment: although the LSCB is undertaking work in this area, we have not yet developed a safe recruitment strategy.

- iv. having a robust process for reviewing and learning from SCRs - although we meet all the criteria to reach standard 3, changes to the SCR process are not reflected in the SAIT, and we still have scope to improve our CPR processes.
  - v. roles and responsibilities of the Chair: proposals for reviewing the role of members and the Chair were considered by SMG, but it was not felt that the Board was sufficiently mature at the time to proceed with the proposals.
- c) Three standards scored less than 2:
- i. safe recruitment, see b iii, above
  - ii. resourcing the Board – although the LSCB has produced a funding formula, it has not been agreed by all partners,
  - iii. demonstrating improvements to the outcomes for children receiving child protection services – the LSCB had no sub-group with responsibility for systematically auditing outcomes for children who have received a core assessment and those subject to a child protection plan.

The three standards scoring below 2 were identified as priorities for action for the LSCB for 2013-14.

Table 9 – Self Assessment and Improvement Tool Scores 2009-12

| Year                                                                                                         | 2009         | 2010       | 2011       | 2012       |
|--------------------------------------------------------------------------------------------------------------|--------------|------------|------------|------------|
| <b>Total Score</b>                                                                                           | 23           | 33.25      | 41.50      | 52.05      |
| <b>Percentage of standards band 2 or above</b>                                                               | 10%          | 38%        | 67%        | 86%        |
| <b>How confident do you feel about the prospects for the LSCB to become more effective? (group response)</b> | Not recorded | Moderately | Moderately | Moderately |

## 9 Risk

- 9.1 The Board keeps its risk register under regular review, and a revised register, which identified three new risks, was agreed at the end of 2011-12. One further risk was added in December 2012, the risk “that unsafe employment practices put children at risk from adults who work with children”. A safe employment task group is helping to address the risk.

## 10 Priorities for 2013-14

- 10.1 Priorities for 2013-14 were discussed at the LSCB’s Away Day in November 2012, taking into account:
- issues raised via partners’ and partnerships’ annual reports to the LSCB,
  - the results of the SAIT exercise (paragraph 8) and of the Section 28 audit (paragraph 6.2.2),
  - staff consultation,
  - issues raised by representatives on the day.

10.2 Those attending the away-day identified their priorities from the issues presented to them, and those issues with the greatest support were accepted as the LSCB's priorities for the 2013-14 financial year. The identified priorities directed the LSCB's 2013-14 business plan. Priorities for 2013-14 are shown below:

#### Priorities 2013-14

- 1 Children exhibiting sexually harmful behaviour are identified early and offered help, and children at risk of harm from other children are protected due to improved identification and intervention. (continued from 2012-13)
- 2 Children who have lived, or who are living with domestic abuse have improved experiences and outcomes because a local domestic abuse action plan is developed which addresses their needs.
- 3 Children who are vulnerable or at risk of child sexual exploitation are better safeguarded due to greater awareness, improved multi-agency information gathering and sharing, and more effective responses.
- 4 Home educated children are safeguarded through improved shared information and monitoring
- 5 Children at risk from offenders / parents who have viewed child abuse images are safeguarded
- 6 That the business plan also addresses issues raised via the SAIT process, in particular where performance falls below band 2
  - a) To continue resourcing the Safe Employment task group
  - b) To address the LSCB's long-term funding issues
  - c) That SMG consider how best to demonstrate improvements to the outcomes for children receiving child protection services
  - d) That the LSCB maintains an issues log.

### **11. 2013-14 update**

11.1 A significant feature of the first half of 2013-14 has been the continuing development of regional approaches to the work of the LSCB. The pilot Regional Safeguarding Children Board, dropped the term 'pilot' from its name in response to a Welsh Government request that progress be made towards establishing the regional Boards ahead of the legislation, and is now referred to as the RSCB.

11.2 At the beginning of August, members of the North Wales Local Safeguarding Children Boards met with the consultant commissioned by the Welsh Local Government Association in order to consider the issues around the establishment of a regional board. An away-day is scheduled for early October, when it is hoped that the RSCB will gain further clarification of the differing expectations of agencies that operate across North Wales compared to those that operate within local authority boundaries, and a view on how the structures and functions of the Local and Regional Boards will complement each other.

11.3 The LSCB has recognised that the regional Safeguarding children board structure reduces the clarity around who is ultimately accountable for the safety of children, and may not best support the statutory Directors of Social Services in the discharge of their core accountabilities. A new risk has been entered on to the LSCB's risk log to reflect this, and Denbighshire's statutory Director of Social Services has arranged a meeting to 'stress test' regional structures. The outcomes from this meeting will inform further regional development.

11.4 The Regional Safeguarding Children Board (RSCB) quickly agreed four areas of work that could benefit from a regional approach, and decided that regional subgroups should be established to take this work forward. The regional subgroups are:

- Child Practice Reviews
- Communications and Consultation
- Policies and Procedures
- Training and Workforce Development

Regional subgroups have been meeting during 2012-13. Local subgroups have also continued to meet, although where relevant, local work has gradually migrated over to the regional subgroups for them to take forward on a regional basis. However, many local subgroups are continuing to deliver local projects. Local Training subgroups have been asked to continue until March 2014 in order to deliver their local training plans, as a regional training plan will not be in place before then. Priorities 1 to 4 of Conwy & Denbighshire LSCB's 2013-14 priorities (see paragraph 10.2, above) are being taken forward regionally, and the LSCB receives regular reports on progress.

**SECTION 2****•~•PARTNERS AND PARTNERSHIPS CONTRIBUTIONS TO SAFEGUARDING CHILDREN•~•****(Partners reporting during the 2012-13 reporting schedule).****12. Betsi Cadwaladr University Health Board (BCUHB)**

- 12.1 Health professionals –particularly GPs, health visitors, school nurses and those working in maternity, child and adolescent mental health, adult mental health, alcohol and drug services and unscheduled care settings – are in a unique position to identify and, where appropriate, support those children and families with safeguarding issues.
- 12.2. Betsi Cadwaladr University Health Board (BCUHB) has a Safeguarding Training Strategy to ensure that all staff receive safeguarding training at the appropriate level in line with the Intercollegiate Training document. The strategy includes not only child protection but also domestic abuse and POVA (Protection of Vulnerable Adults) training covering all areas of safeguarding in line with Welsh Government guidance and documents. All training is evaluated and changes are made as appropriate. Individual Clinical Programme Groups (CPGs) are responsible for ensuring compliance of staff members with the training strategy.
- 12.3. BCUHB has a Safeguarding Children Supervision Procedure in place for staff. The six monthly supervision of Health Visitors and School Nurses is audited annually.
- 12.4. In accordance with the All Wales Child Protection Procedures and internal policy, six cases of suspected Professional Abuse were investigated.
- 12.5. Recruitment into the Safeguarding Team structure is well underway. It is anticipated that all posts will be appointed to by end of 2013. This will include additional senior safeguarding posts as well as a new domestic abuse post. These posts are designed to support the CPGs with their responsibilities regarding compliance with the National as well as Local Safeguarding agenda. In addition to this there is representation from all of the CPGs at the BCUHB Safeguarding Children Operational Forum and the Safeguarding People at Risk Subcommittee.
- 12.6. BCUHB's annual report made reference to the key objectives for safeguarding within the health board. These are measurable and have attached timescales. BCUHB is fully compliant with Welsh Government Healthcare Standard 11 – Safeguarding for which it has a separate action plan which measures compliance and effectiveness.

### **13. Children and Young People's Partnerships (CYPP)**

#### **13a. Conwy CYPP**

13.1 Priority Area 11 of the Children and Young People's Partnership Plan is "Safeguarding for all Children and young people" Core Aim Group 3 (CAG 3) is the lead group for this priority. The CYPP took the following actions in support of the LSCB's priorities during 2012-13:

- a) Revised the 'Safeguarding Audit Tool for Voluntary Organisations and Community Groups' in response to feedback from a 'Learning Exchange' event, and in light of the new Protection of Freedom Act May 1<sup>st</sup> 2012.
- b) Developed a mechanism for reporting the training delivered and planned by the LSCB training sub-group to the CYPP's Core Aim 3 group.
- c) Raised awareness of positive and safe internet use for children and young people.
- d) Developed resources to highlight inappropriate sexualised behaviour to young people, including a DVD produced by Ysgol Emrys Ap Ewan, and delivered sessions by Hafan Cymru to 1,471 young people
- e) Worked towards establishing the Team Around the Family, which will act as a one stop shop for families to access information, advice, services or childcare
- f) Commenced service delivery under a pilot Integrated Family Support Service (IFSS) – which will provide integrated health and social services 2support to families where there are drug, alcohol, domestic abuse or violent behaviour, or mental health problems.
- g) Funded specific projects through Conwy's Families First programme, to develop new ways of working to support vulnerable families, including a project which looked at where preventative substance misuse and alcohol services should target their services. The initial recommendations were to work with Team Around the Family and focus support at the 'trigger' points such as bereavement or separation.
- h) The Chair of the CYPP's Core Aim Group 3 took part in a meeting to discuss the '10,000 Safer Lives' project, which aims to ensure all relevant service providers and organisations are able to identify the signs of domestic abuse and are able to effectively support individuals who experience domestic abuse. The project is aimed at medium to standard risk domestic abuse cases, which do not reach the threshold for services delivered via the Multi-Agency Risk Assessment Conference (MARAC) process.
- i) Promoted positive and safe internet use' training delivered by 'Wisekids' arranged jointly by Conwy Voluntary Services Council (CVSC) and the CYPP. The training focused on raising awareness of internet safety and literacy issues such as online grooming, cyber bullying, inaccurate information, etc and the knowledge and strategies to manage these issues.
- j) Set up a group to work on actions in the The Welsh Government's ' "Talk to Me" Action Plan to Reduce Suicide and Self Harm'.
- k) Completed a training strategy for the delivery of Emotional Health and Wellbeing training for professionals.

13.2 The CYPP asked for more clarity around what the LSCB expected from the partnership.

### 13b. Denbighshire CYPP

13b.1 Denbighshire delivered the following actions in support of the LSCB's priorities:

- a) The Youth Support consortia, within Denbighshire's Families First programme, includes a healthy sexuality post, whose remit includes awareness raising and the promotion of safer practices in relation to sexual health.
- b) Families First implemented safer employment practice in contracts for all commissioned elements. In addition, the Voluntary Sector Safeguarding Self-assessment Toolkit, which includes a section on safe employment, was shared generously with partners.
- c) The 'Families Matter' and 'Hidden Harm' strands of the Conwy and Denbighshire Children and Young People's Substance Misuse Service contribute towards the LSCB's priority to support children who are affected by their parents' ability to parent being compromised by problems with alcohol, drugs, domestic abuse or mental health.
- d) The Families First programme is part of the solution to prevent harm happening reduce the risks and facilitate an improvement in circumstances for families. It is an holistic approach and therefore all providers of Families First services, commissioned or otherwise, have a responsibility to identify children experiencing difficulties. The Team around the family, Family Support and family resilience consortia in particular have a role to play here. The Family resilience consortia for example are able to offer to support to a variety of families including those experiencing domestic abuse in the home or parents suffering with mental health problems.
- e) The Families First programme supports vulnerable families. The Families First Panel identify a co-ordinated package of support for identified families via the commissioned Families First consortia. More vulnerable families are referred to the Team Around the Family. If the needs of the family are serious enough and/or there is a child protection concern the case will be referred via the appropriate child protection routes. A clear map of support available to vulnerable families is provided within the Families First Action Plan. A process map sets out the referral process and the thresholds for intervention within the programme.
- f) Seven out of nine strategically commissioned Families First elements (play; income maximisation; parenting; young carers; childcare; youth support) have been delivering since April 2012. Delivery of the Family Support element commenced November 2012. The two remaining elements are due to be out for tender in December 2012 – they are (3) Buddy Service and (4) Home/Community Based Play Development for disabled children.

13b.2 The CYPP also informed the LSCB of the work it had done on the multi agency Anti Bullying strategy and work underway to improve the response to childhood injuries and the Welsh Government's "Talk to Me" suicide and self-harm reduction strategy.

13b.3 The partnership drew the Board's attention to the potential impact of partnership re-structures and delivery mechanisms locally, as several partnerships across both counties were being reviewed.

13b.4 The CYPP had identified the needs of young carers as a priority area to be addressed in the coming year.

## 14. Adult Services

Local authorities provide services to adults who may have caring responsibilities for children who may be in need. Children may be caused distress or be harmed in families where the adults have mental health problems, misuse substances or are in a violent relationship. This means that when staff are providing services to adults they should be asking whether there are children in the family and considering whether the children need help or protection from harm.

### 14a. Conwy County Borough Council Adult Services

14a.1 Conwy Adult Services reported in December 2013, and provided the following information:

- a) Child protection awareness training is mandatory for all staff in adult Services. The Transitional Team, who deal with young adults moving from receiving children's Social Services to Adult Services as they turn eighteen, undertake a more in-depth course on child protection.
- b) Cases of concern are discussed at the Protection of Vulnerable Adults (POVA) multi-agency committee, and any links with child protection issues are discussed and reviewed.
- c) There had been closer working between Adult Services and Children's Services due to an increasing number of cases where joint input is required, in particular in relation to cases where parents have a substance misuse or learning difficulty.
- d) Conwy undertook an internal management review of a case involving Adult Learning Disabilities services and Children's services, in order to learn how to improve the relationship between the two services. The review found that practitioners in adult services were not always fully conversant with the processes within Children's Services, and this made appropriate input difficult at times.
- e) The IT system had been further developed to allow linkages between cases known to Adult Services and Children's Services
- f) There had been joined-up working around children with parents who have a Learning Disability.

14a.2 Conwy Adult Services was continuing to undertake the following work in support of the LSCB's priorities:

- a) Working with organisations in Third sector to identify the increased risk of trafficking of vulnerable young adults.
- b) Continuing to work closely with Community Development Services in relation to Children in Transition who may require physical intervention strategies due to the level of challenge.
- c) Promoting e-safety with young adults with autism
- d) Monitoring the numbers of repeat referrals for young adults who may be being targeted for sexual exploitation due to their vulnerability. Working with professionals from Health around behaviour Management strategies where false reporting occurs to minimise the impact of this on others.
- e) Providing self harm training as part of the 'Talk To Me' suicide reduction campaign.
- f) Engaging in the discussions around Integrated Family Support Service (IFSS) in respect of Adult Service's response to parents who have alcohol or substance misuse, mental health, or domestic abuse problems, which results in compromised parenting
- g) Participating in the pre-birth and post-birth assessments for parents with a learning disability by using Parent Assessment Manual Software (PAMS), agreement all adult Learning Disabilities workers will be PAMS trained by 2015.
- h) Ensuring that adult services where appropriate are working closely with Children's services to ensure safeguarding issues are addressed.

14a.3 Conwy Adult Services considered that the benefits of working with a family as a whole need to be addressed strategically.



## 15b. Denbighshire County Council Adult Services

15b.1 Local authorities provide services to adults who may have caring responsibilities for children who may be in need. Children may be caused distress or be harmed in families where the adults have mental health problems, misuse substances or are in a violent relationship. This means that when staff are providing services to adults they should be asking whether there are children in the family and considering whether the children need help or protection from harm. The LSCB asked Adult Services in Conwy and Denbighshire to report to the Board on the actions they were taking to safeguard children. In September 2012, Denbighshire Adult Services reported to the LSCB on its long standing priorities in relation to safeguarding children. The priorities had been identified mainly via lessons learnt both locally and nationally from case examples ranging from serious case reviews to ongoing issues raised through day to day practice. In addition, the service provided information on the actions it was taking in support of those priorities. The priorities and actions were as follows:

- a) • Safeguarding of children whose parents have mental health issues or are dependant on drugs and / or alcohol. - Adult Services looked forward to the new, revised, North Wales protocol for supporting children when working with parents with severe mental illness and / or substance misuse becoming available. The 'Supporting Children, Supporting Parents: A North Wales Multi-Agency Protocol' was reviewed in December 2012.
- b) • Parents with a learning disability and the tension between the needs of the child and the parents' needs. - Work had started to look at the development of a protocol for joint working in relation to parents with a learning disability. A working group is looking at developing a model for using with parents who have a learning disability, which incorporates an agreement with parents - with clear links to safeguarding any children involved.
- c) • Young carers – it was recognised that there was a need to develop a joint approach to meet the needs of the adult and child within the family. - A draft protocol had been developed in relation to the Assessment Process for Young Carers
- d) • The development of adult placement schemes and their interface with fostering placements. - An agreement had been developed in relation to sharing risk assessments between adult placements and foster placements in order to safeguard both children and vulnerable adults, where both schemes operate within the same household and share the same carers The agreement is being closely monitored by respective team managers and issues arising are dealt with promptly.

15b.2 Denbighshire Adult Services recognised that whilst there had been areas of progress as indicated above, there were remaining challenges and further work was needed to review and ratify protocols as well as monitor their implementation.

## **16. Education /Lifelong Learning**

Educational settings, including independent schools, have a crucial role to play in identifying welfare concerns, additional needs and indicators of possible abuse and neglect, at an early stage. Denbighshire Lifelong Learning reported in December 2011, so their report is not included here.

### **16a. Conwy County Borough Council Education**

16a.1 Conwy County Borough Council Education department gave an account of its safeguarding work to the LSCB at its meeting in July 2012. The Education Social Work Service reported that it was focussing on the following actions in support of safeguarding children:

- a) to identify all new staff coming into Education Services and for them to attend Child Protection Training over and above what we already offer as a rolling programme of training to all staff.
- b) to undertake Criminal ~Records Bureau (CRB) checks for all nominated Child Protection (CP) Governors.
- c) to improve the quality of referrals to Children's Social Services where there are concerns about a child suffering abuse or neglect
- d) to offer specific training to all school CP Co-ordinators in respect of investigations into allegations against a professional ('Part 4 Investigations').

16a.2 The Education Social Work (ESW) Service noted the difficulties faced by schools staff when trying to arrange cover in order to attend safeguarding training. The service also noted the financial restraints that limited the amount of training they could provide for schools.

16a.3 In the year ahead, the ESW service planned to work with the Conwy Domestic Abuse Forum to identify how many children with a history of domestic violence were being supported by agencies, including Education, particularly in rural areas. The service also planned to analyse the frequency of referrals to school counsellors which have an element of domestic abuse.

## **17. Youth Services**

In common with educational settings, the youth Service is well placed to identify welfare concerns, additional needs and indicators of possible abuse and neglect at an early stage.

### **17a. Conwy County Borough Council Youth Service**

17a.1 Conwy Youth Services reported to the LSCB that it had considered two of the local and national priorities namely internet safety and the sexualisation of children and young people. This had led to the following activity:

- a) a planned programme of sessions to be delivered in schools and youth clubs to young people on keeping safe on the internet and safety in the use of social media.
- b) a programme of training for staff with 'Wisekids', an organisation that promotes positive and safe internet use, was completed during 2011/12.
- c) staff attended training on the sexual exploitation of young people.
- d) staff received training by Social Services on the protocols associated with the referral of young people in danger of sexual exploitation.

17a.2 Conwy CBC Youth Service identified the following areas for improvement, for attention in the coming year:

- a) Include safeguarding as a separate standing item from health and safety on team meeting agendas.
- b) Improve on the dissemination of serious case reviews highlighting key themes and issues with staff.
- c) Extend our child protection training to include ancillary staff – administrative and cleaning staff.
- d) improve its internal monitoring of referrals to Social Services and/or appropriate agencies and track the results.
- e) in partnership with the newly established Young Persons Substance Misuse Service (YPSMS) [Barnados] provide training for staff on the latest information on substances in the area, and ensure that all staff are conversant with the YPSMS assessment and referral tool following training.

### **17b. Denbighshire County Borough Council Youth Service**

17b.1 Denbighshire Youth Services reported their concerns over the access to drugs and alcohol for 14-17 yr olds (Llangollen, Rhyl). They reported that access to cannabis seemed common and attitudes to using were accepted and casual. New and emerging drugs in Rhyl were also accessible and in use by young people. Youth Work programmes raised awareness of substance misuse and alcohol in terms of having healthier lifestyles. Youth workers engage with young people regarding legal highs and challenge young people use, and alcohol and tobacco kits had been purchased for use in each locality.

17b.2 The Service reported that bullying of young people by young people remained a general issue. This also included young people's behaviour that may not be recognised as bullying behaviour. Youth workers address bullying with young people who present as either victims or perpetrators. Denbighshire Youth Service was involved in the new Prestatyn community bullying strategy, and aimed to consult young people on a county-wide strategy.

17b.3 Another concern related to some young people who have low self esteem which may be related to situations where they self harm. The Service recognised that it is difficult to link these behaviours with causes, but recognised challenging family / domestic circumstances can be contributory factors.

17b.4 Denbighshire Youth Services informed the LSCB of its activities aimed at encouraging young people to have safer relationships, in order to support their informed choice around sexual activity. The Service had also implemented the Rhyl Football League as a positive diversionary activity to support engaging young people who otherwise may be at risk.

## **18. Conwy & Denbighshire Youth Justice Service (YJS)**

18.1 Youth Justice Teams are responsible for the supervision of children and young people subject to pre court interventions and statutory court disposals. Given their multi agency membership, they are well placed to identify those children and young people known to relevant organisations as being most at risk of offending and to undertake work to prevent them offending. Children and young people sentenced or remanded to custody often have a diverse range of complex needs. Conwy and Denbighshire YJS feel that specific consideration must therefore be given to safeguarding this particular group.

18.2 A number of children who are supervised by the YJS will also be children in need and some of their needs will require safeguarding. It is therefore necessary for there to be clear links between YJS, children's services, Education and the LSCB both at strategic level and at a child-specific operational level.

18.3 The YJS has a 'high risk and safeguarding' procedure. A internal multi agency panel meets twice monthly to review children and young people who are a risk to others and a risk to themselves in terms of their vulnerability. Operational managers chair the panel and they co-sign the Risk of Serious Harm Assessment and Plan or Vulnerability Management Plan. The panel reviews all documentation and may decide to refer up to other forums, for example the Multi Agency Public Protection Arrangements (MAPPA), which manage offenders; or the Multi Agency Risk Assessment Conference (MARAC), which manages high risk domestic abuse cases, as appropriate.

18.4 Sexually harmful behaviour remained a priority for the YJS, and they reported that they were working closely with all relevant agencies to address ongoing cases. Just as importantly, they were also trying to form a prevention strategy to help identify problematic behaviours at the earliest opportunity and address those behaviours in a constructive manner. The YJS sit on a number of local and regional sub groups mapping out this agenda and hoped to make significant progress during 2013. Inappropriate sexualised behaviour still remains an issue for schools, particularly around how young people use technology such as face book and pictures messages. YJS also reported that they had had a number of cases where young women said they had not given consent for sexual activity, but young males believed that they had. A majority of these cases are dropped by the police. However, YJS suggested that specific work needed to happen within schools around legalities and consent amongst adolescents.

18.5 YJS also drew the LSCB's attention to changes in legislation, which had resulted in stricter criteria having to be met before young people could be remanded. In addition, when a young person is remanded, they become 'Looked After' by the local authority, and as such are entitled to 'leaving care' support after 13 weeks. YJS advised that although restricting young people entering custody on remand is a good measure, the likely effect is an increase in the number of children remanded to local authority accommodation. A further significant change from the 1<sup>st</sup> April 2013 will be that the cost for any youth Remand will fall onto the local authority.

## **19. Conwy & Denbighshire Community Safety Partnership (CSP)**

19.1 Risks to children associated with parents who misuse drugs and alcohol, and the emotional and sometimes other abuse suffered by children living with domestic abuse are amongst the most common risks faced by children on the child protection register. Conwy & Denbighshire CSP is the lead partnership on drugs, alcohol, domestic violence and safer communities. The community safety partnership reported to the LSCB in July 2012, and reported that it had identified the following priorities in support of safeguarding children:

- a) To deliver/maintain the Independent Domestic Violence Adviser (IDVA) Service
- b) To promote attendance at the MARAC
- c) To deliver the Co-ordinated Action Against Domestic Abuse (CAADA) Domestic Abuse, Stalking and Honour Based violence ( DASH) Risk Identification Checklist ( RIC) training
- d) To continue to support financially, and monitor the performance of the Safer Homes initiative, which aims to increase the security of the homes of survivors of domestic abuse, and reduce the fear of repeat incidents.
- e) To raise awareness, and deliver events and training on drug abuse / substance misuse
- f) To ensure that there is adequate provision of Substance Misuse services for young people In Conwy and Denbighshire.
- g) To launch the new dedicated Children and Young People Substance Misuse service in Conwy and Denbighshire.
- h) To support the work of the Prevent And Deter (PAD) team within the Youth Justice Service (YJS)- to financially support the work of the teams to prevent youth offending in Conwy and Denbighshire, and to monitor the youth offending rates in both counties.
- i) To continue to support the work of Dangerpoint in preventing accidents at home and preventing crime and criminal damage.
- j) To ensure that all service providers commissioned by the Substance Misuse Action Team (SMAT) have appropriate safeguarding arrangements in place. This has been identified as a priority due to the production of Welsh Assembly Government National Core Standards for Substance Misuse Services in Wales. In particular Standard 16 'Organisations comply with national child protection guidance within their own activities and in dealing with other organisations'

19.2 The CSP noted their concern relating to the number of children and young people who were abusive to their parents and carers. Although this issue was considered by the LSCB Board at its business planning day, other, more pressing priorities were chosen as the issues to be addressed by the LSCB during 2013-14.

19.3 The LSCB was concerned that there appeared to be no overarching strategy for domestic abuse, which brought together the various projects and initiatives in place. The Board agreed that the development of a local Conwy & Denbighshire Domestic Abuse Action Plan should be a priority for the Board during 2013-14.

## **20. North Wales Fire & Rescue Service**

20.1 North Wales Fire & Rescue Service delivers approximately 30,000 Home Fire Safety Checks each year, many of these are at premises where there is potential vulnerability of both children and adults, and personnel are in a good position to spot children who may be at risk of abuse or neglect.

20.2 Fire & Rescue educationalists visit all schools at 3 key stages. Amongst others, there are schemes to educate young persons (3-11) who have developed an unhealthy attraction with fire and for older children who have been identified as fire starters (11-17)

20.3 The Service reported its safeguarding children priorities for 2012-13:

- a) To continue with all current education delivery in relation to fire safety in the home and consequences of deliberate fire setting.
- b) To set up a robust timetable for visiting youth clubs in hot spot areas to deliver training/awareness sessions.
- c) To ensure all relevant personnel have the necessary security checks
- d) To produce a Service policy in relation child safeguarding.
- e) To deliver training to the entire Service in relation to the policy, especially the method of referring any form of child neglect or abuse. Most training had taken place, and the Service reported that referrals had been made since the inception of this policy.

20.4 The Service reported that deliberate fires/anti social behaviour remained an issue across North Wales. Often these fires are caused by young people. The Service asked if the LSCB could assist with highlighting the young persons earlier, and it was agreed that contact should be made with the Integrated Family Support co-ordinator, who would be able to advise and support further.

**21. NSPCC**

21.1 The NSPCC had identified the following priorities for 2012-13:

- a) Working with children, young people and their families who have lived with or witnessed Domestic abuse. This work is delivered through the Domestic Abuse Recovering Together programme (DART) . Through the DART programme 16 mothers and their children were able to reframe their relationship and unpack their experiences of Domestic Abuse.
- b) Working with perpetrators of domestic abuse and family conflict through our parent education programme CDSC (Caring Dads Safer Children). This programme also has an element for Partner support & children's assessment attached to it to ensure that behavioural change is monitored and substantiated by partners & children as well as what's observed within the 17 week programme. Caring Dads Safer Children received 19 referrals from the Conwy and Denbighshire area during the year.
- c) Supporting children and young people who are experiencing difficulties due to their parents and carers suffering from mental health issues. This work is done through the Family SMILES group work programme.
- d) Working with Parents /Carers who suffer from mental health issues. This will be through the Family SMILES. As above this programme is also evaluated
- e) Support and listen to children and young people who Looked After are including children who are in Kinship care. This is done through the NSPCC's Connecting with Children in Care: Face to Face programme
- f) To continue to work in partnership with local agencies to ensure safeguarding responsibilities work together to support vulnerable children and young people
- g) To continue to ensure that staff are highly trained in safeguarding children, young people and their families by providing training through the NSPCC's National Training Centre.
- h) To continue to recruit staff safely and ensure that the necessary actions are taken to reduce the risks to children. All staff employed by the NSPCC (Services for Children and Families) are Registered Social Workers and/or Qualified Registers Therapists who are all CRB (Enhanced) checked every 3 years.
- i) in partnership with BCHUB to continue to deliver the Non Accidental Head Injury Service that educates new parents on the impact of Baby Shaking Syndrome and preventing Non Accidental Head Injury. Working together with BCHUB the NSPCC inducted over 350 Midwives and health care professionals across North Wales in the Non Accidental Head Injury Programme during the year.
- j) To continue to provide joint services to vulnerable families across Denbighshire as part of Families First Consortium. This will continue until March 2014.

21.2 The NSPCC reported that there was a gap in service for children and young people who have been abused, and that there was a risk that current staffing levels could not meet the demand: for every 9 referrals made to the service, only 5 could be accepted.

21.3 Looking ahead, the NSPCC intended to look at how they could better support children living with domestic abuse and ensure that they could access a distinct service. A new therapeutic service for post sexual abuse recovery work ' Letting the Future In'. the service will be available for children and young people aged 4 to 17 who are affected by sexual abuse, and who have been the subject of a single or multi-agency investigation, or where children's services have taken protective action although a child may have chosen not to make a formal statement to the police.

## **22. Public Health Wales**

22.1 The work of the staff in Public Health Wales (PHW) may take them into schools, communities and homes, but differs from the work of other NHS organisations in that there are no in-patients or long-term clients, but staff are involved in screening, health protection, research and the promotion of good health. Recommendations from Serious Case Reviews across Wales are shared with the Named Nurse Safeguarding Children by the Safeguarding Children Service. The Named Nurse then addresses any identified training needs within Public Health Wales.

22.2 Public Health Wales has a Safeguarding Children Training Strategy which specifies that training is mandatory for all staff and which has included training to the Board. In addition, multi-agency training is made available to staff via the Named Nurse webpage, the e-bulletin and is cascaded to link staff in teams where training is deemed appropriate.

22.3 PHW also reported that the following policies and protocols were in place or were being developed:

- a) A Safeguarding Children Strategy and Training Strategy have been approved.
- b) A Safeguarding Children Policy has been developed, as have supporting procedures in: Recognition, Referral and Record-Keeping, Case Conference and Clinical Safeguarding Supervision.
- c) A Professional Abuse Policy has been developed and is about to go out for consultation.
- d) A Protocol for Staff working with Sexually Active Young People is being developed.

## **23. Wales Ambulance Service Trust (WAST)**

23.1 The ambulance service comes into contact with children and families during critical incidents. When staff are trained to be aware of safeguarding issues, they can identify children in need of safeguarding and pass this information on to children's social services.

23.2 The Trust has a safeguarding team, which supports Trust staff in the operational aspects of safeguarding, and the Head of Safeguarding takes the organisational strategic lead on all safeguarding related matters. The Safeguarding Team strives to support WAST staff in achieving both their individual responsibilities and that of the organisation in safeguarding people. This has been achieved by sharing topical information in regular safeguarding bulletins in addition to education and training programmes. The Trust provided the LSCB with a summary of training delivered and the percentages of staff in different positions who were trained in child protection awareness and more specific safeguarding issues such as children who pose a risk to themselves and domestic abuse. The Trust's Safeguarding Team also provides supervision for staff on safeguarding matters, on a needs-led basis, for example, following the death of a child.

23.3 WAST's Safeguarding Team looked into 37 'adverse incidents' – where an occasion for safeguarding a child did not go as well as it could have - during 2011-12. The team shared the learning from these events across WAST via information bulletins in addition to staff and managers with a tailored approach to individual learning. Where appropriate, education packages were amended to reflect the necessary changes required to improve practice.

23.4 Across Wales the Trust made 2311 referrals to children's social services in 2011-12. In North Wales, the number of safeguarding children referrals per 10,000 population from WAST was highest in Denbighshire, followed by Flintshire and then Conwy. Across Wales, and also reflected in the North Wales data, alcohol misuse was the most significant feature of referrals, although the data was not able to distinguish between children who had been drinking and children who had been put at risk by adults drinking. In response to the large number of referrals relating to children who had been drinking, the Trust had developed a supporting guidance tool, which helped staff identify which children needed to be referred and which did not. Domestic abuse was the second highest identified concern for safeguarding children in referrals from WAST.



## **24. Wales Probation Trust (WPT)**

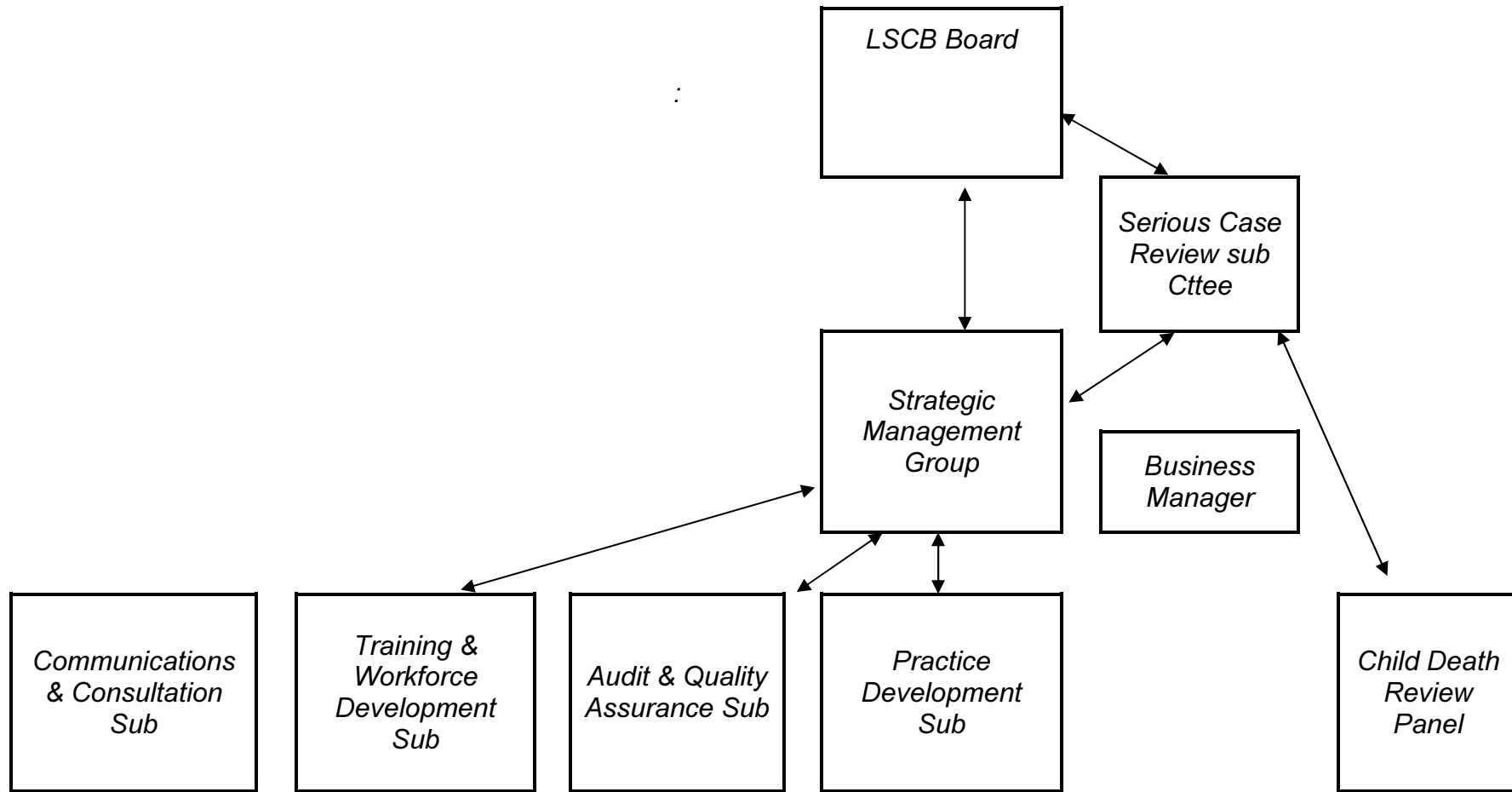
24.1 While Probation Trusts are primarily responsible for working with adult offenders, they need to give careful consideration to provision and services that may also involve children. Where an adult offender is assessed as presenting a risk of serious harm to children, a risk management plan and supervision plan are developed which contain specific objectives to manage and reduce the risk of harm to children. Probation also considers how planned interventions might bear on parental responsibilities and whether the planned interventions could contribute to improved outcomes for children known to be in an existing relationship with the offender.

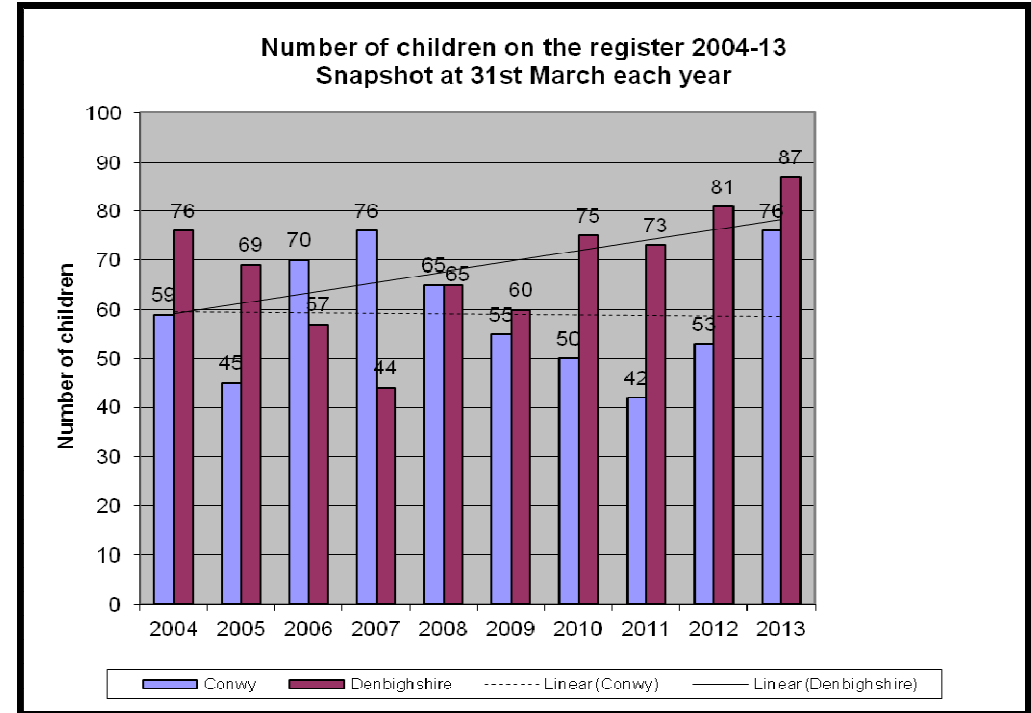
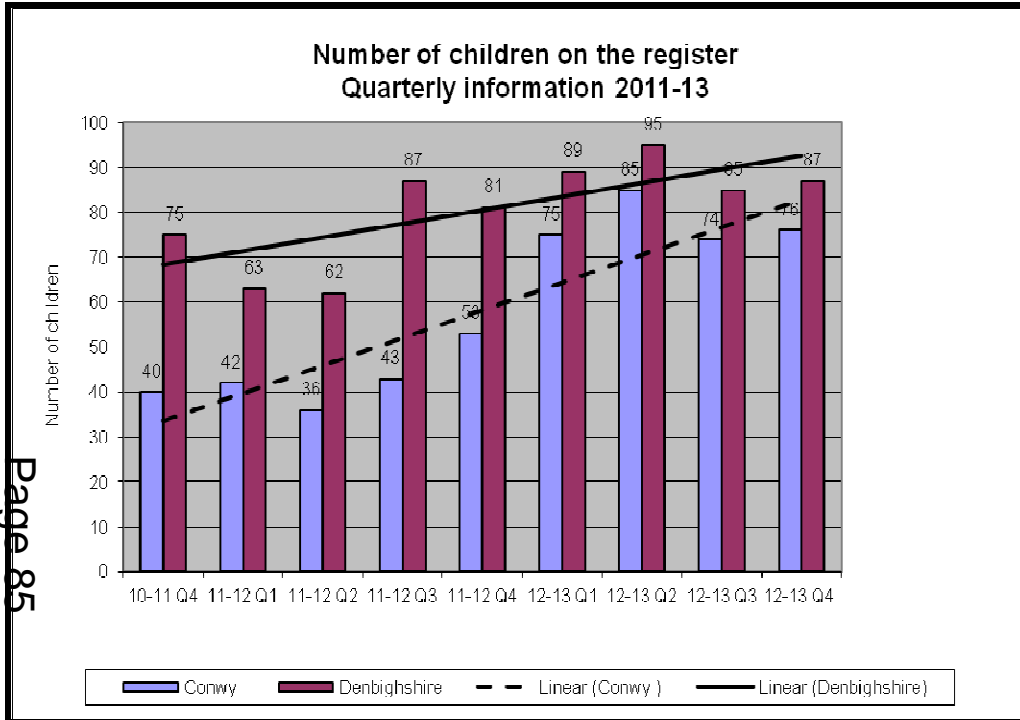
24.2 All Serious Further Offences (SFOs) are subject to a rigorous review by the Wales Probation Trust which is overseen by the National Offender Management Service (NOMS) Offender Management and Public Protection Group. On a local basis serious further offences involving the safeguarding of children are reported to the LSCB. The lessons from serious further offences investigations are disseminated throughout Wales via an SFO Newsletter and local action plans. Learning from SFOs was incorporated into a Trust-led all Wales project entitled "Excellence in Rehabilitation and Public Protection" of which there is a Safeguarding Children workstream.

24.3 The Safeguarding Children workstream is planned to encompass the following areas of practice:

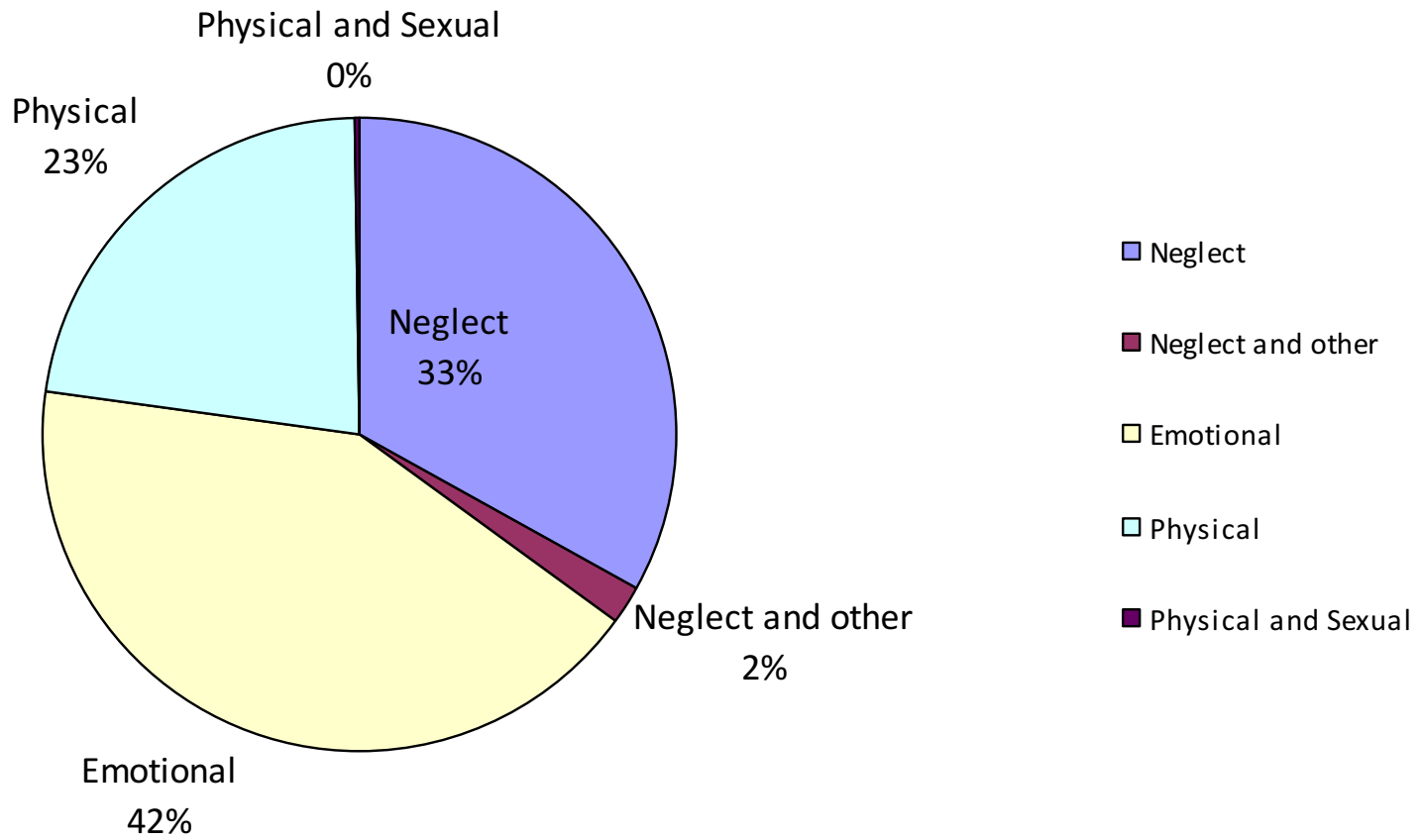
- a) Ensure that the safeguarding Practice Direction, including good quality delivery of safeguarding practice, is implemented consistently across Wales in order to demonstrate a high quality standard of working
- b) Develop a package of safeguarding training material for all staff and management
- c) Ensure that staff fully understand and implement their responsibilities for safeguarding
- d) Attend consistently at LSCBs and Adult Safeguarding Boards, working with other agencies to promote the safeguarding agenda
- e) Ensure Wales Probation is meeting its statutory obligations and duty to safeguard and promote the welfare of children, young people and vulnerable adults across Wales
- f) Ensure that WPT takes a consistent approach to furthering the development of Integrated Family Support Services (IFSS) by contributing to establishing IFSS across Wales, including establishing Boards, Integrated Family Support Teams, and working with stakeholders and partners to promote good practice, reducing costs to statutory services and wider communities
- g) Ensure WPT is contributing to the Troubled Families agenda, including working with children and families affected by parental imprisonment and to contribute to an evaluated community support model for the children and families of offenders
- h) Work with the prison estate to reduce the likelihood of reoffending and revolving door culture through working with children and families affected by parental imprisonment
- i) Ensure that Wales Probation is prepared for the new legislation being introduced in 2013 to support the protection of vulnerable adults
- j) Adapt the learning from serious case / child practice reviews, Domestic Homicide and POVA reviews to develop and ensure good practice

24.4 The report from the Local Delivery Unit noted that a key challenge in the coming year would be to ensure effective collaboration between the North Wales Regional Safeguarding Children's Board and the sub- regional LSCBs and their sub-groups. The report noted that there were tensions around ensuring inclusive representation at an appropriate level, efficiency of attendance, and the pooling resources / budgets whilst ensuring that local agendas and differences are recognised..

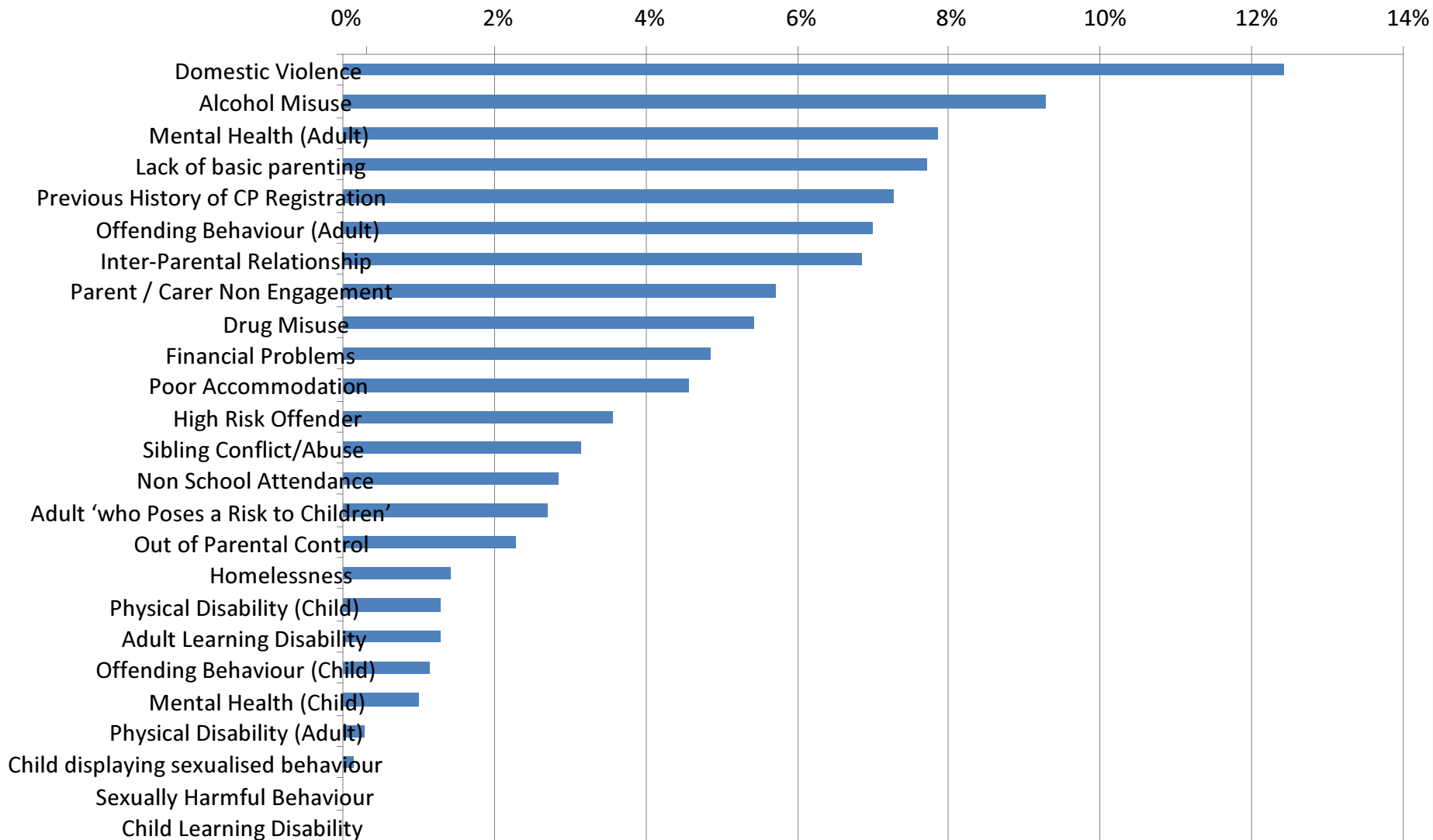




### Conwy & Denbighshire Category of Registration 2012/13



Conwy & Denbighshire: Risks faced by children as identified at initial child protection conferences during 2012-13



Progress against the Business Plan 2012-13

| Priority 1 - Children exhibiting Inappropriate Sexualised Behaviour are identified early and offered help, and children at risk of harm from other children are protected. SAIT standard 2. |                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                     |                                                                                        |              |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|--------------|
| Ref                                                                                                                                                                                         | Actions & Milestones                                                                                                                                                                                                                                                                                                                                                                        | Resources                                                                           | Progress                                                                               | status       |
| Page 88<br>1a                                                                                                                                                                               | <p>The LSCB resources a task group which will consider current provision for children exhibiting Inappropriate Sexualised Behaviour, and to develop a model for future provision</p> <p>By <b>April 2012</b>, a revived task group is established.</p> <p>Report to Board by <b>December 2012</b>,</p> <p><b>March 2013</b>, actions included in LSCB partner agencies' annual reports.</p> | <p>Youth Justice Service / CAMHS plus other representatives</p> <p>PD subgroup*</p> | <p>Report came to December Executive Board meeting. Action continues into 2013-14.</p> | <b>GREEN</b> |

**Priority 1 - Children exhibiting Inappropriate Sexualised Behaviour are identified early and offered help, and children at risk of harm from other children are protected.** SAIT standard 2.

| Ref           | Actions & Milestones                                                                                                                                                                                                                                                                             | Resources                                                      | Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | status       |
|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Page 89<br>1b | <p>The LSCB ensures that children at risk of harm from ISB from other children are protected.</p> <p>From July 2012, partnerships with safeguarding responsibilities inform the Board what actions they are taking to help all children protect themselves from ISB via their annual reports</p> | <p>CYPP link Board Members</p> <p>HSCWB link Board Members</p> | <p>The CSP report to the Board July 2012 contained the following relevant references:</p> <ul style="list-style-type: none"> <li>• Teenage Relationship &amp; Sexual Violence: Partnership working between the CSP and Ysgol Emrys Ap Iwan. The School drama group produce and deliver educational plays based on sexual crime to help raise awareness amongst their peers. Currently working with local Youth media group to produce Welsh Language version with the potential to incl in future SLO education within schools.</li> <li>• Reduce offending amongst under 18s</li> <li>• Management of the night time economy</li> <li>• Controlling the night-time economy, ensuring that the insidious supply of alcohol to those already drunk, and that all the risk associated with 'binge drinking culture are mitigated accordingly</li> <li>• School Community Police Officer : Continuous engagement within Schools. As part of the core programme, Officers deliver sessions to all pupils on the impact of anti-social behaviour and crime.</li> </ul> <p>Actions addressing ISB/ Sexually Harmful Behaviour are included in the Conwy CYPP and Denbighshire CYPP reports to the December Board meeting.</p> | <b>GREEN</b> |

| Priority 2- The LSCB is assured that all available actions have been taken to reduce risks to children from unsafe staff. SAIT standard 10 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                             |                                                                                                                                                                                                                                                                                                                                     |        |
|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Ref                                                                                                                                        | ACTIONS & MILESTONES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | RESOURCES                                                   | PROGRESS                                                                                                                                                                                                                                                                                                                            | STATUS |
| 2a                                                                                                                                         | <p>The LSCB monitors partner agencies' procedures for safe recruitment and employment</p> <p>By <b>July 2012</b>, the Board is provided with information arising from in-depth consideration of partners' s28 audit responses around safe recruitment which allows the Board to be assured that procedures are in place and complied with, or that action plans are in place.</p>                                                                                                                                                                                                                                            | A &QA sub-group                                             | The Board considered a report on the section 28 audit at its meeting of 26 <sup>th</sup> September 2012.                                                                                                                                                                                                                            | GREEN  |
| Page 90<br>2b                                                                                                                              | <p>The LSCB resources a task group which will identify best practice in safe recruitment and employment , including commissioned/ contracted services</p> <p>By <b>April 2012</b>, a task group on safe employment is set up</p> <p>By <b>December 2012</b> , the Board is provided with the information it needs to be able to make recommendations on improving safe recruitment and working practice (to include Part IVs) .</p> <p>By <b>March 2013</b>, LSCB partner agencies' annual reports have begun to include information on what they are doing to respond to the Board's recommendations on safe employment</p> | Safe employment task group<br>Practice Development subgroup | The Board considered a report from the safe employment task group at its December 2012 meeting, and agreed the focus of the group's work. Work is ongoing. Although good practice is being shared amongst agencies, the Board's target to make recommendations on improving safe recruitment and working practice has not been met. | AMBER  |



Priority 2- The LSCB is assured that all available actions have been taken to reduce risks to children from unsafe staff. SAIT standard 10

| Ref | ACTIONS & MILESTONES                                                                                                                                                                                                                                                                                                                                     | RESOURCES                                             | PROGRESS                                                                                                                                                                                                                                                                                                                                                                                                | STATUS              |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| 2c  | <p>The LSCB works with the C&amp;YP Partnerships to improve safe employment practices in the voluntary sector</p> <p>From <b>September 2012</b>, via their annual reports, the C&amp;YP partnerships inform the Board about the actions they are taking to help the voluntary sector improve its recruitment and employment /volunteering practices.</p> | <p>CYPP link Board Members<br/>CYPP co-ordinators</p> | <p>The LSCB has worked jointly with the Children and young People's partnerships in both counties to further develop the 'Voluntary Sector Toolkit' , which was launched in March 2012. The revised document is to be re-launched via two events in October.</p> <p>Actions addressing safe employment were included in the Conwy CYPP and Denbighshire CYPP reports to the December Board meeting.</p> | <p><b>GREEN</b></p> |

**Priority 3 - A common understanding of thresholds for intervention supports vulnerable families and helps identify children in need of protection** SAIT standard 2 & 21

| Ref           | ACTIONS & MILESTONES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | RESOURCES                                                                                | PROGRESS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | STATUS              |
|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| Page 92<br>3a | <p>The LSCB resources a task group which will identify thresholds and access to different tiers of services (universal, targeted, statutory SSD) and the actions needed to develop a common understanding of them</p> <ul style="list-style-type: none"> <li>• By <b>April 2012</b>, the task group is established.</li> <li>• By <b>September 2012</b>, the Board is provided with the information it needs to be able to make recommendations on developing a common understanding of thresholds</li> <li>• By <b>December 2012</b>, LSCB partner agencies' annual reports have begun to include information on what they are doing to respond to the Board's recommendations on thresholds.</li> </ul> | <p>Operational Manager/<br/>Denbighshire C&amp;FS<br/>/Practice Development subgroup</p> | <p>The Framework For Analysis has been rolled out across Conwy &amp; Denbighshire, and training on its use has been provided for partners.</p> <p>The Framework For Analysis tool is a suite of documents comprising of:</p> <ul style="list-style-type: none"> <li>- 'Pathways to Services'</li> <li>- 'Graded Care Profile'</li> <li>- 'Assessment Tools - what to use when'</li> <li>- 'Parental Attributes - Potential For Change' Model</li> </ul> <p>The tool provides a framework that frontline workers in agencies can reference when considering how to respond to concerns they have identified. It provides clarity about the ways in which families are able to gain access to the appropriate level of support they need across a range of services and attempts to demystify the process and professional judgement making when social services respond to referrals. The tool aims to better support the multi-agency network in the assessment, care planning, intervention and review cycle throughout the duration of concerns being held about a child / family. It does this by providing a framework for multi-professional evaluation and decision making.</p> <p>The need for further training for partners, including the voluntary sector, has been identified.</p> | <p><b>GREEN</b></p> |

Priority 3 - A common understanding of thresholds for intervention supports vulnerable families and helps identify children in need of protection SAIT standard 2 & 21

| Ref | ACTIONS & MILESTONES                                                                                                                                                                                                                                                                                                                                                                                                              | RESOURCES                      | PROGRESS                                                                                                                           | STATUS              |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| 3b  | <p>The LSCB ensures that there are mechanisms in place to identify and support vulnerable families, children in need, and children in need of protection</p> <p>By <b>March 2013</b>, the Children &amp; Young Peoples' Partnerships, via their annual reports or another mechanism, will have reported on how Families First / IFSS is supporting vulnerable families and helping to identify children in need of protection</p> | <p>Board link CYPP members</p> | <p>Both the Conwy CYPP and Denbighshire CYPP reports to the December Board meeting included an update on Families First /IFSS.</p> | <p><b>GREEN</b></p> |

| Priority 4 - Children are safer because partnerships with safeguarding responsibilities work together to safeguard children SAIT standard 21 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |              |
|----------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Ref                                                                                                                                          | ACTIONS & MILESTONES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | RESOURCES  | PROGRESS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | STATUS       |
| Pa<br>Page 94                                                                                                                                | <p>The LSCB brings together key people from partnerships with safeguarding responsibilities, and including Adult Services, from both counties to discuss safeguarding issues.</p> <ul style="list-style-type: none"> <li>• By <b>June 2012</b> the meeting is arranged</li> <li>• By <b>December 2012</b>, the Board is provided with the information it needs to make recommendations on how partnerships can work together to safeguard children</li> <li>• Partnerships with safeguarding responsibilities report to the LSCB on their safeguarding activities via the annual rolling programme</li> <li>• By <b>March 2013</b>, partnerships' annual reports begin to include information on what they are doing to respond to the Board's recommendations.</li> <li>• The LSCB's annual report will include details on the collaborative joint events and common programmes of action undertaken with other Partnerships with safeguarding responsibilities</li> </ul> | LSCB Board | <p>The meeting took place on 7<sup>th</sup> September. A key decision from the meeting was that managers and co-ordinators from the partnerships should be invited to the LSCB's business planning day, and this was achieved at the meeting of 27<sup>th</sup> November 2012.</p> <p>Key issues and actions were included as an appendix to the SAIT and business planning report to the December Board meeting.</p> <p>The annual reports from both the Conwy CYPP and Denbighshire CYPP to the Board meeting of 19<sup>th</sup> December identified areas where they are supporting the LSCB's priorities.</p> | <b>GREEN</b> |

| Priority 5 Children experiencing difficulties due to their parents'/carers' drug & alcohol, mental health or domestic violence problems are identified so that concerns do not escalate from safeguarding to child protection issues SAIT standard 2 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ref                                                                                                                                                                                                                                                  | ACTIONS & MILESTONES                                                                                                                                                                                                                                                                                                                                                                                                                                                      | RESOURCES                                                                                                                                                                                                                                                                                                                               | PROGRESS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | STATUS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 5a<br>Page 95                                                                                                                                                                                                                                        | <p>The LSCB works with/ via the MARAC Steering Group to map current provision for domestic abuse, and develop a model for future provision</p> <p>By <b>December 2012</b>, the Board is provided with the information it needs to make recommendations to improve provision for domestic abuse.</p> <p>By <b>March 2013</b>, LSCB partner agencies' annual reports have begun to include information on what they are doing to respond to the Board's recommendations</p> | <p>Chair of MARAC / Practice Development sub-group</p>                                                                                                                                                                                                                                                                                  | <p>Closer ties have been established between the MARAC steering group and the LSCB</p> <p>The 1,000 Safer Lives project has been discussed at the Practice Development Group.</p> <p>The Practice Development group tired to progress this via the MARAC Steering Group, but this did not fall within its remit.</p> <p>The progress to date was discussed at the annual SAIT and business planning day, and it was agreed that this should continue as a priority for next year, with the Youth Justice Services Strategic Manager and domestic violence coordinator working with the LSCB and CSP to produce a Local Domestic Abuse Action Plan.</p> | <p><b>RED</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                                                                                                                                                                                                                      | 5b                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <p>The LSCB ensures that staff are aware of, and confident in using the revised NW Mental Health and Substance Abuse Protocol.</p> <p>By <b>March 2013</b>, the Board is provided with the information it needs to assess the awareness and confidence of staff in using the revised NW Mental Health and substance Abuse Protocol.</p> | <p>Practice Development subgroup / Communications &amp; Consultation sub-group</p> <p>Training sub-group</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p>The revised Mental Health Protocol was ratified at the beginning of December and was circulated for information at the December Board meeting.</p> <p>The new protocol was launched at the LSCB's annual Conference on 15<sup>th</sup> March 2013. The Training sub group has also been requested to ensure that a series of workshops raises awareness of the protocol.</p> <p>The action remains on amber because the delayed ratification of the protocol has meant that training has been delayed and the assessment of the awareness and confidence of staff has not yet been possible.</p> |

**PRIORITY 6 - TO ENSURE THAT THE DIRECTION, WORK AND REVIEW OF THE LSCB IS INFORMED BY CONSULTATION AND PARTICIPATION WITH CHILDREN, YOUNG PEOPLE, THEIR PARENTS AND CARERS(SAIT standards 8 & 15)**

| Ref | ACTIONS & MILESTONES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | RESOURCES                                          | PROGRESS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | STATUS |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| 6a  | <p>To review the results of consultation exercises with children and families who have been through the child protection process</p> <p>By <b>September 2012</b>, the results of consultation are reported to the Board.</p> <p>Issues concerning C&amp;YP are taken into account when developing the LSCB's 2013-14 business plan.</p> <p>By <b>December 2012</b>, LSCB partner agencies' annual reports have begun to include information on what they are doing to respond to the Board's recommendations</p> | <p>Communications &amp; Consultation sub-group</p> | <p>Children and families who had been through the child protection process were consulted during the year, and reports of the consultation produced. .</p> <p>The LSCB also conducted a survey in schools, asking how safe children felt in certain situations, and took part in a North Wales schools e-safety survey.</p> <p>A report on consultation and communication was considered by the Board at its March meeting.</p> <p>The consultation exercises were delayed for various reasons, and as a result, partner agencies have not been able to respond to the results of the consultation as planned.</p> | AMBER  |
| 6b  | <p>To work with the C&amp;YP partnerships to consult with children on the wider safeguarding agenda</p> <p>By <b>September 2012</b>, the Board will have sufficient information about the issues of concern to C&amp;YP, their parents and carers to make recommendations that begin to address those issues</p>                                                                                                                                                                                                 | <p>Communications &amp; Consultation sub-group</p> | <p>The LSCB also conducted a survey in schools, asking how safe children felt in certain situations, and took part in a North Wales schools e-safety survey.</p> <p>The consultation exercises were delayed for various reasons, and the board has not been able to make recommendations to begin to address the issues raised.</p>                                                                                                                                                                                                                                                                                | AMBER  |

| 7. THE LSCB CONTINUES TO IMPROVE ITS EFFECTIVENESS |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                               |                                                                                                                                                                                                                                 |        |
|----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Ref                                                | ACTIONS & MILESTONES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | RESOURCES                                                                                                     | PROGRESS                                                                                                                                                                                                                        | STATUS |
| 7a                                                 | <p>The Board is assured that its members fulfil their duties under s28 of the Children Act 2004. (SAIT standard 7)</p> <p>By <b>July 2012</b>, the Board is provided with the information it needs to form a judgement on whether the s28 audit process gives the LSCB the assurance it needs that partners are fulfilling their duties</p> <p>The Board receives an annual report from each partner agency which outlines the agency's safeguarding priorities and any remaining challenges and issues, plus the contribution they have made to the LSCB's priorities.</p> | <p>Audit sub / the Board</p> <p>Audit sub-group</p> <p>All LSCB partner agencies represented on the Board</p> | S28 report was considered by the Board on 26 <sup>th</sup> September 2012.                                                                                                                                                      | GREEN  |
| 7b                                                 | <p>The Board is assured that policies and procedures are being implemented in practice. (SAIT standard 19)</p> <p>The Board is kept informed of any significant issues arising from multi-agency audits.</p>                                                                                                                                                                                                                                                                                                                                                                | Audit sub / the Board                                                                                         | SMG have not identified any significant issues to be brought to the Board's attention. The results of audits have been passed to the Practice Development Group, which has developed action plans to address the issues raised. | GREEN  |

| 7. THE LSCB CONTINUES TO IMPROVE ITS EFFECTIVENESS |                                                                                                                                                                                                                                                                                                                                                                              |                                             |                                                                                                                                                                                                                                                                                                                                                                                                      |        |
|----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Ref                                                | ACTIONS & MILESTONES                                                                                                                                                                                                                                                                                                                                                         | RESOURCES                                   | PROGRESS                                                                                                                                                                                                                                                                                                                                                                                             | STATUS |
| 7c                                                 | <p>The Board is active in informing all members of the community of the role they can play in making their community safer.<br/>(SAIT standard 17)</p> <p>By <b>December 2012</b>, the Board is provided with the information it needs to allow Board members to make a judgement on how well the community is informed about their role in making their community safer</p> | Communication sub-group                     | <p>A revised poster has been produced for wide distribution<br/>Pages for children, and for parents and carers, have been created on the website<br/>The LSCB now has a facebook page and twitter account.<br/>The LSCB has had a presence at summer fairs, open days and concerts</p> <p>A report from the Communications and Consultation sub group is on the agenda for 4<sup>th</sup> March.</p> | GREEN  |
| 7d                                                 | <p>The LSCB actively promotes feedback to and from frontline staff about safeguarding policy and practice.<br/>(SAIT standard 18)</p> <p>By <b>December 2012</b>, the Board is provided with the information it needs to make a judgement on how well this objective has been achieved</p> <p>By <b>March 2013</b> the LSCB's annual conference has been delivered</p>       | <p>Communication sub-group</p> <p>£2.5k</p> | <p>Report on the agenda for 4<sup>th</sup> March 2013.</p> <p>The LSCB's 2<sup>nd</sup> annual conference is scheduled to take place on 15<sup>th</sup> March 2013. Opportunities for feedback from frontline staff have been built in to the conference format.</p>                                                                                                                                 | GREEN  |



| 7. THE LSCB CONTINUES TO IMPROVE ITS EFFECTIVENESS |                                                                                                                                                                                                                                                                                                                                  |                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |        |
|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Ref                                                | ACTIONS & MILESTONES                                                                                                                                                                                                                                                                                                             | RESOURCES                                                        | PROGRESS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | STATUS |
| 7e                                                 | <p>Key training/learning events are identified and delivered for all levels of staff</p> <p>By <b>May 2012</b>, the Board is provided with the information it needs to determine whether the LSCB's training programme meets the requirements of working together.</p> <p>The LSCB's 2012-13 Training programme is delivered</p> | <p>Training sub-group</p> <p>£7.5k</p>                           | <p>The Board considered the Training Annual Report and Training Strategy at its meeting on 24<sup>th</sup> May 2012 .</p> <p>The large event on 'Compromised parenting' took place on 19<sup>th</sup> September 2012.</p> <p>Barnardo's have been commissioned to deliver three training events on Safeguarding Sexually Exploited Children and young People. They have also been commissioned to deliver a large event on Hidden Harm.</p> <p>Training events have proceeded as planned, with additional training on Child Sexual Exploitation also taking place.</p> | GREEN  |
| 66<br>Page 99                                      | <p>The LSCB has a robust process for learning</p> <p>The Board is regularly updated on any reviews underway, progress against action plans, and learning</p>                                                                                                                                                                     | <p>Serious Case Review Sub-committee, PD , C&amp;C subgroups</p> | <p>The Board considered the action plan update at its meeting on 24<sup>th</sup> May 2012. Learning from NW LSCB's SCRs was reported to the board in July 2012.</p> <p>Learning from SCRs was included in the LSCB's newsletter.</p> <p>The LSCB has conducted a pilot Concise Child Practice Review</p> <p>The SCR/ CPR sub-committee considered a report from the first 'Case of Special Interest' in February 2013.</p>                                                                                                                                             | GREEN  |
| 7g                                                 | <p>Areas for collaboration and integration with the other NW LSCBs are identified and progressed.</p> <p>The WG is satisfied with the progress made towards integration and collaboration.</p>                                                                                                                                   | <p>LSCB Chair and Vice Chair</p>                                 | <p>The Board considered a report on North Wales Integration and Collaboration at its meeting on 24<sup>th</sup> May 2012.</p> <p>A NW Integration task group has met twice. Draft Terms of Reference have been discussed.</p> <p>An update report was provided for the December Board meeting. A further update is on the agenda for the March Board.</p>                                                                                                                                                                                                              | GREEN  |

| No  | RISK                                                                                                                                                                                                                | Risk Owner                                              | Impact / consequence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | SCORE without controls | Controls to manage risk                                                                                                                                                                                                                                                                                                                 | SCORE with controls |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| 1   | The risk that a Serious Case Review finds failure of multi-agency working                                                                                                                                           | LSCB Board<br><br>Board Executive Lead from each agency | Possible avoidable serious harm to child. Loss of reputation for agencies involved. Damaged public trust.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | C1                     | <ul style="list-style-type: none"> <li>• Single and Multi-agency audits</li> <li>• Staff training &amp; LSCB multi-agency training</li> <li>• Communication and promotion of policies and procedures</li> <li>• Holding agencies to account for their safeguarding activities</li> <li>• Cases of Special Interest procedure</li> </ul> | C1                  |
| 100 | The risk that the Board fails to hold member agencies to account, and the functioning and effectiveness of the LSCB is jeopardised by partners' unreliable commitment / excessive dependence on one or two partners | LSCB Board                                              | <p>Failure in a member agency affects the reputation of the LSCB and all its members. The LSCB fails in its statutory duty. Loss of reputation and public confidence. A child suffers avoidable significant harm.</p> <p>Multi-agency perspectives on issues is not achieved. Protocols and procedures are not suitable for all agencies, and may not be followed. Training courses do not meet all agencies requirements. Children and Families may not receive the services and support they need because practitioners do not know about services and procedures, or because they are not as good as they could have been with multi-agency input.</p> | B2                     | <ul style="list-style-type: none"> <li>• Partners' annual reports to the Board</li> <li>• Section 28 audit</li> <li>• Annual SAIT exercise</li> <li>• Trust and challenge</li> <li>• Monitoring of attendance at LSCB meetings</li> </ul>                                                                                               | C2                  |

LSCB Risk Register

| No | RISK                                                                                                                                                                                                                                                    | Risk Owner                                                           | Impact / consequence                                                                                                                                                                                                                                                                                                                                                                    | SCORE without controls | Controls to manage risk                                                                                                                                                                                                           | SCORE with controls |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| 3  | The risk that the Board is unable to agree the relative roles and responsibilities of the various partnerships with safeguarding responsibilities, and the risk that this is exacerbated by the different arrangements for the CYPP in the two counties | LSCB Board / Board members with partnership liaison responsibilities | There are gaps in the safeguarding children agenda, as partnerships assume other partnerships are responsible for the missing area of service/policy. There is overlap in service/ policy and resources are wasted. Practitioners and the public are confused about where to go and who is responsible for what. Opportunities for shared projects are missed. Poor inspection results. | B2                     | <ul style="list-style-type: none"> <li>Partnerships' annual report to the Board</li> <li>Implementation and review of the Overarching Safeguarding Policy</li> <li>Joint projects with other strategic partnerships</li> </ul>    | C3                  |
| 4  | The risk that Partners are unable to agree a permanent budget to support the work plan.                                                                                                                                                                 | LSCB Board                                                           | The objectives in the work plan are not achieved. Multi-agency working does not progress as quickly as it could. Sub-groups do not take place as planned. The business plan, attendance, the budget, etc. are not monitored and fall behind. SAIT standards are not met. Training courses are not delivered.                                                                            | B2                     | <ul style="list-style-type: none"> <li>Early identification and notification of the LSCB's required budget</li> <li>Report (2010) showing research and basis for formula used for calculating partners' contributions.</li> </ul> | C2                  |

## LSCB Risk Register

Appendix 4

| No | RISK                                                                                                                          | Risk Owner | Impact / consequence                                                                                                                                                                                                                                                                                                                                                                                      | SCORE without controls | Controls to manage risk                                                                                                                                                                                                        | SCORE with controls |
|----|-------------------------------------------------------------------------------------------------------------------------------|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| 5  | The LSCB is unable to demonstrate progress                                                                                    | LSCB Board | The objectives in the work plan are not achieved. Multi-agency working does not progress as quickly as it could. Sub-groups do not take place as planned. SAIT scores remain static. Progress takes place but there are no mechanisms in place to demonstrate this. Poor inspection findings                                                                                                              | C2                     | <ul style="list-style-type: none"> <li>• Sub-groups report to SMG every 2 months</li> <li>• Quarterly reports to the Board against the Business Plan</li> <li>• Performance indicators monitored over time</li> </ul>          | D2                  |
| 6  | The risk that poor co-ordination of sub-groups and lack of clarity over key tasks/ the outcomes sought hinders progress (new) | SMG        | The LSCB's business plan is not delivered. Training courses do not take place, or training does not meet the Board's requirements. Audits are not conducted and the Board does not know about the quality of practice. People remain ignorant of the Board and its role, and safeguarding is not promoted in the community. Good practice is not shared, opportunities for improving practice are missed. | C2                     | <ul style="list-style-type: none"> <li>• Sub-groups report on progress against their workplans to SMG every 2 months</li> <li>• Sub-group Chairs report issues for clarification or direction to SMG every 2 months</li> </ul> | D2                  |

Page 102

LSCB Risk Register

| No | RISK                                                                                                                          | Risk Owner              | Impact / consequence                                                                                                                                                                                                                                                                                                                                                                                      | SCORE without controls | Controls to manage risk                                                                                                                                       | SCORE with controls |
|----|-------------------------------------------------------------------------------------------------------------------------------|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| 7  | The risk that agencies' ability to respond to safeguarding/ child protection is compromised as a result of budget reductions' | LSCB statutory agencies | A child suffers avoidable significant harm. Failure in a member agency affects the reputation of the LSCB and its member agencies.                                                                                                                                                                                                                                                                        | C1                     | <ul style="list-style-type: none"> <li>• Standing item on the Board agenda</li> <li>• Regular updates from agencies to Practice Development Group.</li> </ul> | D1                  |
| 8  | The Board is unable to demonstrate improved outcomes for children (new)                                                       | Board                   | The changes that the LSCB makes do not have a positive effect on children's lives, but the LSCB does not know this because it has no mechanisms for demonstrating improved outcomes. The Board continues acting ineffectively. Or the changes made by the LSCB do have a positive effect on the lives of children, but the LSCB is unable to demonstrate this. Poor inspection results. Poor SAIT scores. | B3                     | <ul style="list-style-type: none"> <li>• Performance information is reported regularly to the Board and to the Practice Development Group</li> </ul>          | C3                  |

## LSCB Risk Register

Appendix 4

| No | RISK                                                                                                                                                                                                          | Risk Owner | Impact / consequence                                                                                                                                                                                              | SCORE without controls | Controls to manage risk                                                                                                                                                                                                      | SCORE with controls |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| 9  | The risk that progress against the LSCB's business plan is disrupted as the regional integration and collaboration agenda diverts LSCB time from its core activities and delivery of its business plan. (new) | Board      | The objectives in the business plan are not achieved. Multi-agency working does not progress as quickly as it could. Sub-groups do not take place as planned. SAIT scores remain static. Poor inspection findings | B2                     | <ul style="list-style-type: none"> <li>Move at a pace that we can deliver and that does not cause disruption to the core business.</li> </ul>                                                                                | C2                  |
| 10 | The risk that the interface between Adult Mental Health and Children's Safeguarding services presents a barrier to identifying and supporting children in need/ in need of protection                         | Board      | Children affected by adult mental health issues are not identified and suffer serious harm or neglect as a result                                                                                                 | B2                     | <ul style="list-style-type: none"> <li>Adult Mental Health and Children's Services interface meetings to take place regularly</li> <li>Re-launch of the North Wales Protocol on Mental Health and Substance Abuse</li> </ul> | C2                  |
| 11 | The risk that unsafe employment practices put children at risk from adults who work with children                                                                                                             | Board      | Employment practices are below best practice and children are put at risk from adults who are not adequately supervised or screened.                                                                              | C1                     | <ul style="list-style-type: none"> <li>Safe employment task group established</li> <li>Best practice shared amongst partners</li> </ul>                                                                                      | C2                  |

Page 104

LSCB Risk Register

| No | RISK                                                                                                                                                                                                                                                                                                                                                                                                            | Risk Owner | Impact / consequence                                                                                                                                                                                                                        | SCORE without controls | Controls to manage risk                                                                                                                                               | SCORE with controls |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| 12 | <ul style="list-style-type: none"> <li><i>The risk that the regional structure reduces the clarity around who is ultimately accountable for the safety of children, and will not best support the statutory Directors of Social Services in the discharge of their core accountabilities, and exercise of their influence and leadership in relation to wider multi-agency safeguarding issues.'</i></li> </ul> |            | <ul style="list-style-type: none"> <li><i>the work of safeguarding children is compromised</i></li> <li><i>the motivation to safeguard children is diluted by accountability being unclear or shared.</i></li> </ul> <p><b>NEW RISK</b></p> |                        | <i>the role of the Statutory Directors of Social Services is considered by the RSCB and directly addressed in any future RSCB constitution or terms of reference.</i> |                     |

Risk Assessment Criteria





Page 106

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



| LSCB Risk Register |       |              |             |            |      |
|--------------------|-------|--------------|-------------|------------|------|
| Financial Cost (£) | <£50k | £50k - £250k | £250k - £1m | £1m - £5 m | >£5m |
| IMPACT             |       |              |             |            |      |

Corporate Risk Severity Key

|                                                                                   |                 |                                                                                                   |
|-----------------------------------------------------------------------------------|-----------------|---------------------------------------------------------------------------------------------------|
|  | <i>Minor</i>    | <i>Risk easily managed locally – no need to involve management</i>                                |
|  | <i>Moderate</i> | <i>Risk containable at service level – senior management and SLT may need to be kept informed</i> |
|  | <i>Major</i>    | <i>Intervention by SLT and / or CET with Cabinet involvement</i>                                  |
|  | <i>Critical</i> | <i>Significant CET and Cabinet intervention</i>                                                   |

## Annex 5 - Glossary

| Term                  | Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ADSS                  | Association for Directors of Social Services <b>BCUHB</b> – Betsi Cadwaladr University Local Health Board                                                                                                                                                                                                                                                                                                                                                      |
| BCUHB                 | Betsi Cadwaladr University Local Health Board                                                                                                                                                                                                                                                                                                                                                                                                                  |
| CAADA                 | Co-ordinated Action Against Domestic Abuse (CAADA) Risk Identification Checklist ( RIC)                                                                                                                                                                                                                                                                                                                                                                        |
| CAADA – DASH RIC      | Co-ordinated Action Against Domestic Abuse (CAADA) Domestic Abuse, Stalking and Honour Based violence (DASH) Risk Identification Checklist ( RIC)                                                                                                                                                                                                                                                                                                              |
| CAFCASS               | Children & Families Courts Advisory and Support Service                                                                                                                                                                                                                                                                                                                                                                                                        |
| CAIS                  | CAIS is a registered charity and voluntary sector provider of drug and alcohol services in Wales. CAIS helps people who are having problems with their alcohol or drug use, as well as offering support and information to their families and friends                                                                                                                                                                                                          |
| CCBC                  | Conwy County borough Council                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Child/ children       | A child is anyone who has not yet reached their 18 <sup>th</sup> birthday. ‘Children’ therefore means ‘children and young people’ throughout. The fact that a child has become sixteen years of age, is living independently, is in Further Education, is a member of the armed forces, is in hospital, is in prison or a young offenders institution does not change their status or their entitlement to services or protection under the Children Act 1989. |
| CP / Child Protection | Child Protection is a part of safeguarding and promoting welfare. This refers to the activity which is undertaken to protect specific children who are suffering or are at risk of suffering significant harm as a result of abuse or neglect.                                                                                                                                                                                                                 |
| CPG                   | Clinical Programme Group (BCUHB)                                                                                                                                                                                                                                                                                                                                                                                                                               |
| CPR                   | Child Practice Review                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| CRB                   | Criminal Records Bureau check                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| CSP                   | Community Safety Partnership                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| CSSIW                 | Care and Social Services Inspectorate Wales.                                                                                                                                                                                                                                                                                                                                                                                                                   |
| CYPP /CYPSP           | Children and Young People’s Partnership / Children and Young People’s Strategic Partnership.                                                                                                                                                                                                                                                                                                                                                                   |
| CVSC                  | Conwy Voluntary Services Council                                                                                                                                                                                                                                                                                                                                                                                                                               |
| DART                  | Domestic Abuse Recovery Together, NSPCC project working with abused parents and children                                                                                                                                                                                                                                                                                                                                                                       |
| DASH                  | Domestic Abuse, Stalking and Honour Based violence ( DASH)                                                                                                                                                                                                                                                                                                                                                                                                     |
| DCC                   | Denbighshire County Council                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| DVSC                  | Denbighshire Voluntary Services Council                                                                                                                                                                                                                                                                                                                                                                                                                        |
| ESW                   | Education Social Work                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| IFSS                  | Integrated Family Support Service, a Welsh Government scheme which brings together professionals from various backgrounds to provide intensive support to vulnerable families                                                                                                                                                                                                                                                                                  |
| IDVA                  | Independent Domestic Violence Advocate                                                                                                                                                                                                                                                                                                                                                                                                                         |
| IFSS                  | Integrated Family Support Service                                                                                                                                                                                                                                                                                                                                                                                                                              |
| IMR                   | Internal Management Review                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| LSCB                  | Local Safeguarding Children Board                                                                                                                                                                                                                                                                                                                                                                                                                              |
| MAPPA                 | Multi Agency Public Protection Arrangements                                                                                                                                                                                                                                                                                                                                                                                                                    |
| MARAC                 | Multi Agency Risk Assessment Conference                                                                                                                                                                                                                                                                                                                                                                                                                        |
| PAMS                  | Parent Assessment Manual Software                                                                                                                                                                                                                                                                                                                                                                                                                              |
| PAD                   | Prevent and Deter                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Part 4                | An investigation into an allegation of abuse of children by professionals/ staff                                                                                                                                                                                                                                                                                                                                                                               |

| <b>Term</b>              | <b>Explanation</b>                                                                                                                                                                                                                                                                                                                                                    |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| investigation            | members                                                                                                                                                                                                                                                                                                                                                               |
| Partnerships             | Term used to describe structures e.g. Health and Well Being, Children and Young People's Partnerships, Community Safety Partnerships.                                                                                                                                                                                                                                 |
| POVA                     | Protection of Vulnerable Adults.                                                                                                                                                                                                                                                                                                                                      |
| PRUDiC                   | Procedural Response to Unexpected Death in Children                                                                                                                                                                                                                                                                                                                   |
| SAIT                     | Self Assessment and Improvement Tool for LSCBs                                                                                                                                                                                                                                                                                                                        |
| RSCB                     | Regional Safeguarding Children Board                                                                                                                                                                                                                                                                                                                                  |
| SCR / SCR sub            | Serious Case Review / Serious Case Review sub-committee                                                                                                                                                                                                                                                                                                               |
| Section 28 audit         | Section 28 of the children Act 2004 places a duty on key people and bodies to make arrangements to ensure that their functions are discharged with regard to the need to safeguard and promote the welfare of children. The LSCB undertakes an audit of the actions taken by partners to fulfil their duties under the act.                                           |
| Section 47 / s47 enquiry | A 'section 47' enquiry is undertaken if there concerns that a child may be at risk of actual or likely significant harm. The decision to undertake a section 47 enquiry is made at a strategy meeting involving social services, police and relevant agencies. The enquiry determines what, if any, action is needed to promote and safeguard the welfare of a child. |
| SMG                      | The LSCB's Strategic Management Group                                                                                                                                                                                                                                                                                                                                 |
| WLGA                     | Welsh Local Government Association                                                                                                                                                                                                                                                                                                                                    |
| WG                       | Welsh Government                                                                                                                                                                                                                                                                                                                                                      |
| YJS                      | Youth Justice Service                                                                                                                                                                                                                                                                                                                                                 |
|                          |                                                                                                                                                                                                                                                                                                                                                                       |

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## Report of the Chair of the Regional Safeguarding Children Board

### **Integration and Collaboration of the North Wales Local Safeguarding Children Boards**

#### **1. Purpose of Report**

1.1 This report provides Elected Members with the background to the move towards greater integration and collaboration between the North Wales Safeguarding Children Boards, and the progress that has been made to date.

#### **2. Background**

2.1 On 18<sup>th</sup> of October 2011, the Welsh Government released a written statement from Gwenda Thomas, Deputy Minister for Children and Social Services. Included in this statement was reference to reducing the number of Local Safeguarding Children Boards (LSCBs), and matching them to the proposed Public Service Delivery footprint of six. The statement also said:

‘In advance of the legislation, my expectation is that LSCBs will begin planning for the change and move onto a collaborative model as soon as possible.’

2.2 The Deputy Minister’s written statement has since been integrated into the draft Social Services (Wales) Bill Consultation Document, issued on the 12<sup>th</sup> March 2012 which states:

“We intend to establish new Safeguarding Children Boards and Adult Protection Boards. These will merge in time, when it is safe to do so, to form Safeguarding and Protection Boards. The new structure will be based on the geographic areas of North Wales; Mid and West Wales; Gwent; Cardiff and Vale; Cwm Taf; and Swansea Bay.”

2.3 LSCBs in North Wales had already taken steps towards greater collaboration ahead of the Welsh Government declarations. Examples of this include:

- The North Wales Protocols Group
- Quarterly North Wales Business Managers meetings
- The recently disbanded North Wales Safeguarding Children Forum, formerly the North Wales Child Protection Forum.

2.4 In response to the communications from the Deputy Minister, the Chairs, Vice Chairs and Business Managers of the North Wales LSCBs met on two occasions to explore options for further collaboration and integration, and develop recommendations to be considered by the LSCBs.

### **3. The North Wales model : a regional approach that maintains the local perspective**

- 3.1 Three options were originally considered by the Chairs group:
- Option 1 - Maintain the status quo i.e. three North Wales LSCBs
  - Option 2 - A single North Wales LSCB
  - Option 3 - A two - tier LSCB

Appendix 1 lists the strengths and weaknesses of each model.

3.2 The strengths and weakness of each model were considered the Chairs group, and a decision was made to opt for a two-tier structure, which includes Regional and Local Safeguarding Children Boards. It was agreed that this option:

- maintained the ability to be responsive to local issues and cultural differences;
- minimised transition problems;
- reduced duplication;
- allowed evolution;
- offered the potential for reducing the demand on resources, both human and financial;
- offered the benefits of having the right people at both tiers, with a wider range of experience and specialisms;
- could be structured in various ways to allow a balance between local and regional agendas;
- provided added value as the Regional Board could create a higher profile and increase the LSCB's level of influence regionally and nationally;
- met the Welsh Government's proposals set out in the draft Social Services Bill (Wales) 2012;
- strengthened the existing North Wales agenda for collaboration.

3.3 The Chair's group produced a report to be considered by each of the three North Wales LSCBs. Each of the three North Wales LSCBs accepted the report and recommendations for the structure of Safeguarding Children Boards at their Board meetings during the summer of 2012. A diagram of the agreed structure can be found at Appendix 2.

3.4 The Association for Directors of Social Services (ADSS) Wales Safeguarding Policy Group and Welsh Local Government Association (WLGA) agreed that two areas should pilot regional LSCB models to inform the writing of guidance following the enactment of the Social Services Bill in 2013. The North Wales regional/local model was chosen as one of the pilot areas. Gwent, who are developing a fully regionalised model across five Local Authority areas, was chosen as the second pilot area. The models will be evaluated by a researcher from Sheffield University, paid for by a grant from the Welsh Government.

- 3.5 In the North Wales model, the Regional Safeguarding Children Board (RSCB) will:
- Formulate the regional strategic direction of the RSCB;
  - Determine and agree funding arrangements;
  - Establish relationships with other regional partnerships including the newly formed Adult Safeguarding Board;
  - Develop, agree and monitor the implementation of a regional business plan;
  - Decide on, and monitor the progress of Child Practice Reviews and their action plans;
  - Develop and ratify policies & procedures;
  - Determine a regional communications and consultation strategy, and a regional training and workforce delivery strategy and monitor its implementation
  - Receive communications from the LSCBs and the regional subgroups as relevant.

- 3.6 In this two-tier model, the Local Safeguarding Children Board (LSCB) will:
- Undertake Child practice Reviews as determined by the regional Child Practice Review Group
  - Monitor, challenge and improve local operational practice;
  - Hold local agencies and partnerships to account, via annual reports & performance information;
  - Maintain relationships with local partnerships;
  - Undertake themed case audits via local task and finish groups;
  - Identify issues to be dealt with or communicated to either the regional subgroups or the RSCB;
  - Identify good practice to be shared across North Wales
  - Maintain links and communication with the local safeguarding workforce;
  - Provide consultation responses to regional draft policies and protocols;
  - Develop and implement a local work plan.

#### **4. Progress towards implementing the North Wales model for Safeguarding Children Boards**

##### **4.1 The RSCB**

4.1.1 Once the three North Wales LSCBs had approved the model for integration and collaboration, a wider group met to agree the next steps. This group included representatives from the six Local Authorities, Police, Health, and Probation. The group met twice to consider governance; membership of the Regional and Local boards; the terms of reference for the Regional Board for the duration of the pilot; membership; terms of reference for the regional sub-groups; and Chairing arrangements.

4.1.2 The inaugural meeting of the North Wales Regional Safeguarding Children Board (RSCB) took place on 31<sup>st</sup> January 2013. Jenny Williams, Director of Social Services, Conwy, was confirmed as Chair of the Board, with Judith Williams, Local Delivery Unit Manager, Wales Probation, as Vice Chair. Membership of the Board was confirmed, and it was agreed that this should include representation from Education, Housing, the Voluntary Sector and Welsh Ambulance Services. The RSCB met again in March and May.

4.1.3 After discussion around governance and statutory responsibilities, it was agreed that accountability for safeguarding children remained with the local boards, who will report via the Directors of Social Services to the Elected Members in each local authority area. There was also discussion around the relationship between the Safeguarding Boards and the Local Service Boards, and it is recognised that this relationship will require further clarification in due course.

4.1.4 A group with representatives from each of the agencies that contribute to the North Wales LSCBs is meeting to discuss funding, business support and other expenditure options for the new structure in July.

4.1.5 A statement of purpose for the for the North Wales pilot Regional Safeguarding Children Board has been agreed and can be found as Appendix 3 to this report. The term 'pilot' has since been dropped from the title, to reflect the Welsh Government's desire for progress towards regionalisation ahead of the legislation.

## 4.2 Regional Subgroups

4.2.1 the RSCB agreed that regional subgroups should replace the local subgroups on four key areas of LSCB work. Subgroups have reported back on progress and risks to the RSCB. The risks that may arise as a result of this approach have been identified as:

- Loss of language sensitivity / need for simultaneous translation, which would be an additional cost to some LSCBs.
- Loss of engagement as subgroups become more distant
- Loss of committed individuals who have contributed to the LSCB for some time

However, the RSCB has identified the benefits of this as:

- Minimised duplication of time and effort
- Reduced call on staff time
- A more strategic approach
- Sharing of good practice across the region

Information on the progress made towards establishing the regional subgroups is given below.

### 4.2.2 Regional Child Practice Review (CPR) Subgroup

The regional group has clarified its aims and objectives, and has agreed that on-going investigations to be completed by Local CPR groups with any new cases to be referred to the Regional CPR Group. The subgroup has clarified that any additional costs will be met from the respective local Boards until regional funding arrangements are agreed.

- Chair: David Beard, Assistant Director, Children Services Barnado's Cymru
- Vice Chair: Rachel Shaw, Designated Nurse, Safeguarding Children, Public Health Wales

### 4.2.3 Regional Communications & Consultation Subgroup

The group has reviewed and amended the terms of reference for the group, including the membership, and have asked for a budget for the subgroup to be identified. The subgroup has begun to develop a regional communications and consultation strategy, work plan and events calendar.

- Chair: Lisa Surridge, Detective Inspector, North Wales Police
- Vice Chair: Cheryl Ozbilen, Independent Reviewing Officer, Flintshire Safeguarding Unit

### 4.2.4 Regional Policies & Procedures Subgroup

A great deal of discussion was had over whether this subgroup should include 'practice' within its remit. The terms of reference were revisited and it was agreed that this Sub Group should focus on Policies and Procedures. Deliberations within the LSCBs and the RSCB gradually clarified that the LSCBs would most likely maintain local practice improvement subgroups. A draft work plan has been developed, which is due to be finalised in July.

- Chair: Francine Salem, Head of Safeguarding, Wrexham County Borough Council
- Vice Chair: Sue Trehearn, Service Manager, Safeguarding and Practice Quality, Denbighshire County Council.

### 4.2.5 Regional Training & Workforce Development Subgroup

The aims and objectives of the group were clarified at an initial meeting, following which the Chairs of the existing LSCB Training Subgroups met to share information on their workplans, budgets and training priorities. There is a need for a regionally agreed, dedicated budget for training and workforce development. The Regional subgroup is



working towards a regional Training & Workforce Development Strategy and delivery plan for 2014-15. Therefore the local Training Subgroups will remain operational until the end of the 2013-14 financial year.

- Chair: Janet Morgan, Head of Governance, Efficiency and Transformation, Conwy CBC.
- Vice Chair: Joan Williams, Senior Nurse, Safeguarding, Ynys Môn.

### 4.3 The LSCBs

4.3.1 In this North Wales model, Local Executive Boards will continue to sit, and will discharge the functions outlined in paragraph 3.6, above. The membership of the local Boards may change, but current suggestions indicate that the seniority of representatives would still meet the requirements of the Local Safeguarding Children Boards (Wales) Regulations 2006.

4.3.2 The North Wales model maintains accountability with the LSCBs. LSCBs may agree to grant the RSCB authority to act on their behalf within current legislation, but there are currently no plans to do so. LSCB Chairs will retain responsibility for agreeing for Child Practice Reviews to be undertaken, and will retain responsibility for multi-agency practice within their area. As noted in paragraph 4.1.3, Directors of Social Services will retain responsibility for reporting to the Elected Members in their area. LSCBs will continue providing their annual reports to their local Elected Members; current proposals are for an additional covering report to be provided by the RSCB.

4.3.3 After some discussion and feedback from local subgroups and Boards, it has been agreed that local arrangements for Communications & Consultation, Policies & Procedures, and Child practice Reviews should continue with any current tasks until the late autumn, or until the corresponding regional group is able to take over. As noted in paragraph 4.2.5, Local Training Subgroups will continue until the end of the financial year, to give the Regional Training & Workforce Development Subgroup time to develop a coherent plan for 2014-15.

4.3.4 Once the regional subgroups are up and running, local infrastructure may differ across the region, but is likely to consist of the Executive Boards, an Audit and Quality Assurance Subgroup, and a local Practice Subgroup.

### 5. Next Steps

5.1 A task group met in early July to consider how the RSCB/ LSCB structure and its functions will be financed. The task group discussed funding formulas, expenditure plans, business support and the use of reserves.

5.2 The WLGA researcher conducted a workshop for members from all LSCBs at the beginning of August. The researcher will work with members of the pilot boards to identify not only how regional boards can conduct their business to achieve effective safeguarding outcomes for children and young people, but also what regulations and guidance will facilitate and support the regional boards develop safe systems and safeguard children. The project is designed to support the regional boards in their own development as well as providing information to the Welsh Government about guidance and regulation that will enable the boards to operate

5.3 Jenny Williams, Chair of the RSCB is also Chair of the National Safeguarding Policy group affiliated to the Association of Directors of Social Services Cymru (ADSSC). In this capacity, the Chair of the North Wales RSCB gave evidence to the Welsh Government's Social Services and Wellbeing Bill Committee on the development of regional safeguarding boards.

**Option 1. STATUS QUO**

**STRENGTHS**

- Continuity/familiarity/existing relationships/loyalties
- Less disruption
- Key people in place and easily contacted
- Local understanding: issues/geographical
- Ability to adjust service to local need
- Easier to hold people to account e.g. Statutory Director of Social Services
- Easier to monitor agency effectiveness
- Understanding/knowledge of local services

**WEAKNESSES**

- Cultural differences, different priorities
- Difficulties appointing Chairs/Vice-Chairs
- Difficulty ensuring impartiality of Chair / vice Chair
- Resourcing – skills and financial resources
- Capacity, staff time
- Duplication: information, training resources
- Lack of shared learning
- Not able to influence WG
- Lower profile locally and with WG

continued

**Option 2. A SINGLE NORTH WALES LSCB**

**STRENGTHS**

- Pooled budget
- Staff resource
- Consistency
- Potential greater effectiveness
- Higher level buy in
- Broader range of knowledge and experience
- Clarity on sub group activity
- Greater profile locally and with W.G.
- Shared learning
- Benefits to organisations operating on regional basis (BCUHB, Police, Voluntary Organisations, Probation etc)
- Independence of Chair/Vice-Chair
- Optimises business management
- Skills development as a result of more regular work (e.g. SCR's)

**WEAKNESSES**

- Relationships with other partnerships and LSB's
- Language/Communication
- Representation of local authorities agenda
- Cultural differences
- Remoteness from operational practice
- Disengagement due to remoteness
- Accountability (currently L.A's)/Governance
- Existing LSCB's differing strengths and weaknesses
- Translating policies to local circumstances
- Membership – size, having your voice heard
- Potential to be as resource intensive as status quo
- Sensitivity to range of Agendas
- Difficulties in holding a large number of agencies to account
- LSCB'S differing strengths and weaknesses

**3. Option 3 TWO TIER LSCB : ONE REGION, THREE HUBS**

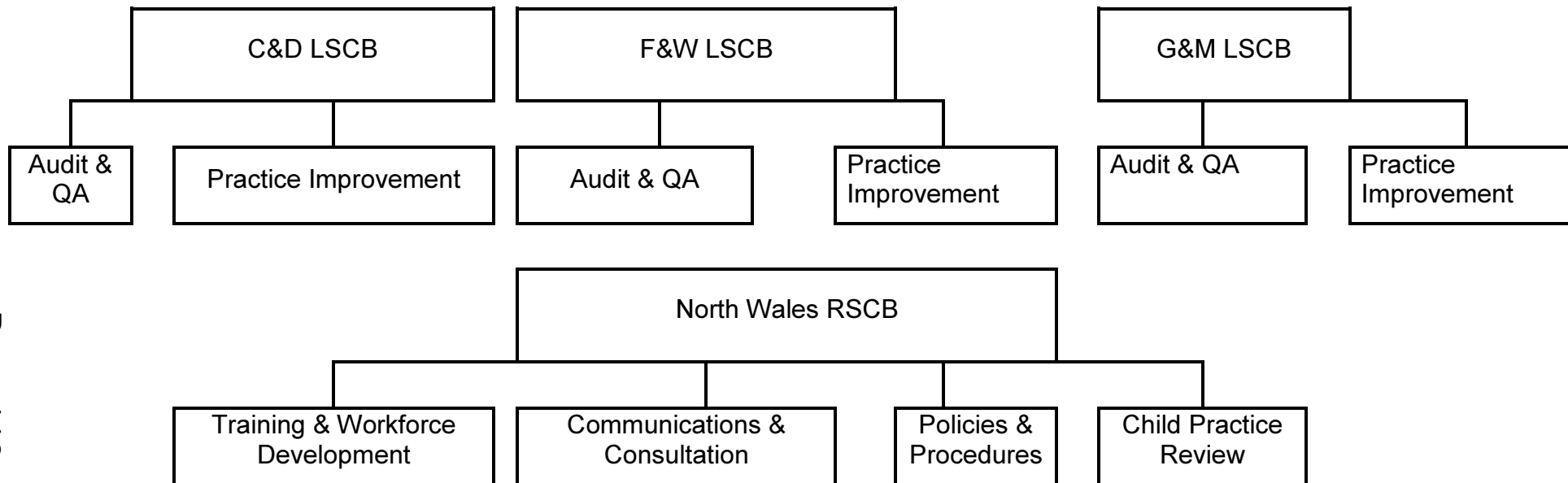
**STRENGTHS**

- Allows evolution
- Minimises transition problems
- Reduces duplication
- Strengthens membership contributions
- Could function as enabling local operational groups

**WEAKNESSES**

- Confusion about accountability
- Local becomes too operational
- Getting buy-in to both tiers
- Second Tier may not attract people of sufficiently high level
- Where does accountability sit?
- If Chair/Vice-Chairs on regional board, capacity issue

**APPENDIX 2: North Wales Safeguarding Children Boards Structure**



**N.W. SAFEGUARDING CHILDREN SHADOW BOARD**

**STATEMENT OF PURPOSE**

**AIM**

- To provide regional strategic co-ordination for what is done by each person or body represented on the Board for the purpose of safeguarding and promoting the welfare of children in the area of the six authorities by which it is established.
- To encourage greater participation and engagement for children and practitioners

**DURATION**

The shadow board is initially to operate for a twelve month period

**ACCOUNTABILITY**

The safeguarding responsibilities will remain with the three sub-regional Local Safeguarding Boarding Boards for the period of the pilot who will report to their respective Directors of Social Services and elected members.

**FUNCTIONS**

Four regional sub-groups have been established to co-ordinate the functions in relation to the following work areas for the region:

1. Training
2. Communication and Consultation
3. Child Practice Reviews
4. Practice and Procedures

Work plans will be devised for the sub-groups to oversee having regard to the Regional Boards' priorities as set out in the annual Strategic Plan.

**TASKS**

1. Prepare a Regional Safeguarding Children Board plan to consider key priorities.
2. To consider against what measures the project will be evaluated
3. To represent and promote North Wales Safeguarding at a national and regional level and provide feedback to inform the guidance on the Social Care and Wellbeing Bill
4. To consider budget and funding arrangements for LSCBs and SCBs and secure ongoing funding from statutory parties.
5. Consider quarterly reports from regional sub-groups on performance and exceptions and evaluate performance.

6. To ratify an annual business plan in partnership with the sub-regional LSCBs To prepare an overview of activity reports to accompany annual LSCB reports.
7. Improve participation/engagement
8. To ensure any lessons from Serious Case reviews are disseminated
9. Bring together policies and procedures
10. Arrange a self-assessment and improvement event

**Report To:** Partnership Scrutiny

**Date of Meeting:** 7 November 2013

**Lead Members:** Lead Member Public Realm

**Report Author:** Corporate Director: Economic & Community Ambition

**Title:** Transforming Transport – Regional Passenger Transport Collaboration project - Update

---

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

In May 2013, Cabinet took the decision to approve the Outline Business Case for the Regional Passenger Transport Collaboration project and support exploration of a phased approach to implementing a single integrated unit for the delivery of passenger transport services in North Wales. This report provides an update on progress.

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

This report provides an update on progress for Partnerships Scrutiny.

**3. What are the Recommendations?**

Partnerships Scrutiny is invited to note progress and comment accordingly.

**4. Report details.**

4.1 Shortly following approval of the Outline Business Case, a regional project manager was appointed to take forward the more detailed examination of the proposed regional model. The project manager post has been funded through European Social Fund (ESF). As a reminder, the Project Scope is attached at Appendix 1.

4.2 A revised project plan has been agreed by Strategic Directors from all 6 Councils. Instead of developing a comprehensive business case for collaboration on all transport issues, some areas for early implementation have been identified, as follows:

- A joint approach to CRB (DBS) checks
- A joint approach to Concessionary Fares and Concessionary Passes
- Review and joint procurement of passenger information to include time tables and other paper information, and electronic information including Real Time Information.

- 4.3 The areas were chosen on the basis of opportunities to improve efficiency and resilience across North Wales within service areas that were largely similar. The work is focusing on areas of best practices, anomalies and the potential scope for improvement in the chosen areas.

#### CRB (DBS) Checks

- 4.4 All authorities require CRB/DBS checks for drivers of school, college and social care transport, however, each authority obtains the checks separately. There are some cases where drivers are subject to multiple checks as a result. In investigating the processes in each authority it became clear that there was some inconsistency between schemes.
- 4.5 It is considered that there are clear benefits from a joint approach to CRB Checks. These include:-
- A more efficient system by procuring checks regionally
  - A more robust approach that avoids inconsistencies
  - An approach that frees up current staff to undertake other work within the department
  - A more consistent approach to eliminate 'loopholes' in the checking process
  - A more 'business friendly' approach for operators, eliminating the need for duplication of checks between authorities.

#### Concessionary Fares and Passes

- 4.6 In 2002, Welsh Government introduced an All Wales Concessionary Fare scheme and currently each authority administers the scheme separately.
- 4.7 Since the 1 April 2013 quarterly financial claims for the scheme are now being coordinated regionally by TAIH. In effect this has had the result of creating a seventh claims process each quarter. Operators also have to submit claims to each authority and in some cases are submitting six separate claims each time. It is believed there is scope to rationalise the number of claims and invoices produced by operators, and the consequent paper work for each authority.
- 4.8 It is proposed that proposals are developed for a new method of administering the regional concessionary fares scheme with a joint approach to managing the new method. Benefits from doing this are:-
- Reducing duplication in processing multiple claims from bus operators leading to efficiency for operators and local authorities.
  - One consistent approach across all 6 LAs will make the system more robust.
- 4.9 Each authority also process applications for new cards and administers the concessionary pass scheme in their area. There are currently over 161k passes in circulation in N Wales. All six authorities have at least one member of staff processing applications, administering the scheme and issuing passes for at least part of their time. Each authority also has, as part of the concessionary fares scheme, its own application



form and marketing literature, although the application process is virtually identical across all authorities

- 4.10 It is believed that there is scope for efficiency and better resilience through developing a single service delivery for the scheme. Potential benefits would include:-
- Consistency for users, with one application form and requirements could save a lot of time with queries.
  - Frees up some staff to be completing other tasks to add benefit to the service
  - Reduced need for equipment with consequential reduced maintenance costs

#### Passenger Information

- 4.11 The provision of travel information for bus users varies considerably across the region. Effective timetable and other information is crucial to encouraging modal shift and use of public transport and also that passengers have adequate information to support bus usage.
- 4.12 The provision of bus information at bus stops and bus timetables is not standardised and there are different systems and software for monitoring and developing information for users. There are also new opportunities to use technology to deliver consistent information through smart phones or other mobile devices, and a system that links all methods of information together to ensure consistency would be simpler and less costly to operate.
- 4.13 Whilst there has been significant investment in Real Time Information (RTI) in North Wales over the past decade, the current systems are now becoming old and technology has moved on since the systems in use were procured. There are currently two systems in place, one for Anglesey, Gwynedd and Conwy and one for Flintshire, Wrexham and Denbighshire. It is clear from the work done to date that neither of these systems is operating effectively. Existing maintenance contracts have (or are close to) ended and renewal of the contracts for equipment that no longer serves the use of passengers would not be an effective use of scarce resource.
- 4.14 As part of the wider review of passenger information, the use of RTI, as part of a mix of passenger information will be considered, and best practice across the UK and Europe reviewed to identify solutions for North Wales that are practical and affordable.

#### Other Potential Proposals

- 4.15 In addition to the projects listed above, the Transforming Transport project is also supporting further work on development of Community Transport options across North Wales and closer collaboration on Road Safety works and programmes.

#### Timescale

- 4.16 The original timescale for the project was as follows.

Approval to develop Final Business Case                      May 2013

Development of FBC  
Approval to Implement  
Implementation starts

May to Oct 2013  
Oct to Dec 2013  
January 2014

There has therefore been some slippage. An update report is due to be presented to Directors in early November.

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

Transport services are integral to a number of the priorities set out in the Corporate Plan, including Developing the Local Economy, Improving Performance in Education and Protecting Vulnerable People.

Collaboration opportunities can also help to deliver efficiencies and this will be tested as the Final Business Case is developed.

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

The current project work is funded through ESF, although officer time from all 6 Councils is also required to participate in workshops and develop proposals.

Full financial implications for all Councils will be explored as the Full Business Case is developed.

**7. What consultations have been carried out and has an Equality Impact Assessment Screening been undertaken?**

Officers from Passenger Transport Teams across all 6 Councils are participating in the workshops developing the proposals outlined in this report. Strategic Directors from all 6 Councils are monitoring progress and providing guidance as the project develops.

**8. Chief Finance Officer Statement**

There remain uncertainties around the costs and possible savings for this project. The Outline Business Case did not provide sufficient depth to enable a full financial assessment to be made. These issues need to be addressed as the Full Business Case is developed.

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

A Risk Assessment has been carried out through the Project Work to date and was detailed in the Outline Business Case

**10. Power to make the Decision**

s111 Local Government Act 1972  
s105(5) Local Government Act 1972

Local Authorities (Executive Arrangements) (Discharge of Functions) (Wales)  
Regulations 2002

Article 6.1 of the Council's Constitution

**Contact Officer:**

Corporate Director for Economic & Community Ambition

Tel: 01824 706061

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## **Appendix 1: Project Scope**

### **Transforming Transport Regional Collaboration**

#### Project Scope

The project has evolved over time, but the scope of the project was identified at an early stage and comprises the following elements.

- Public Transport (local bus services)
- Education Transport (School, SEN and post 16)
- Social Services Transport

The following areas were excluded from the scope of the project :-

- Eligibility Criteria
- Taxi Licensing
- Fleet Management

The current service is delivered by each of the six Local Authorities and the following key facts are relevant :-

- There are 46.6 FTE staff in scope
- The gross budget is in the region of £47m
- Salary costs are 3% of the total budget
- £24m is spent on education transport
- £7m is spent on bus service contracts
- £14.5m is Welsh Government grant funded.

The case for Change is based on enabling Authorities to:-

- Respond to the budget cuts generally impacting on Local Government
- Respond to the specific 25% cut in bus funding grants by the Welsh Government
- Maximise opportunities to improve service resilience, skill sets, capacity, procurement, efficiency in process and responsiveness to demand
- Respond to National initiatives such as the Simpson Compact.

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**Report to:** Partnerships Scrutiny Committee

**Date of Meeting:** 7 November 2013

**Report Author:** Scrutiny Coordinator

**Title:** Scrutiny Work Programme

---

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

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

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

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

**3. What are the recommendations?**

That the Committee 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
  - whether the relevant lead Cabinet member will be invited to attend (having regard to whether their attendance is necessary or would add value). (In all instances this decision will be communicated to the lead member concerned)
  - 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 form has been received for consideration by the Committee at the current meeting.
- 4.7 Regional Commissioning Hub for Low Cost High Volume Placements  
A progress report on this subject was originally scheduled for presentation to the current meeting. However, as the Hub's Annual Report is currently being compiled a request was received that the presentation of the report be deferred until December so that the Annual Report could be considered by the Social and Health Programme Board in November prior to being submitted to Scrutiny. The Chair consented to this request. Consequently the item has been rescheduled into the Committee's work programme for December.
- 4.8 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.



4.9 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. The Group met on 24 October and consequently two additional topics were allocated to Partnerships Scrutiny Committee. They are a report on the Rural Development Plan Partnership entered on the work programme for the meeting on 6 February 2014 and an item on the Joint Committee of the Area of Outstanding Natural Beauty which has been scheduled for the meeting on 13 March 2014. The Committee is asked to note these additions to its work programme.

**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?**

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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**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                                                                                                             | Lead Member(s)                                   | Item (description / title)                                                                          | Purpose of report                                                                                                                                                                                                    | Expected Outcomes                                                                                                                                                                                            | Author               | Date Entered                                             |
|---------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|-----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------------------------------------------------------|
| <i>19 December (if any items for November's meeting are deferred – consider rescheduling this item to November)</i> | <b>Cllr. Hugh Irving</b><br>(required)           | 1. Single Access Route to Housing – Common Allocations Policy (CAP)                                 | Pre-decision scrutiny of the detail contained within the CAP for those being placed on the single common waiting list.                                                                                               | To influence the final version of the CAP prior to its submission to Cabinet for approval and adoption                                                                                                       | Sue Lewis/Simon Kaye | July 2013<br>(rescheduled September 2013)                |
|                                                                                                                     | <b>Cllr. Bobby Feeley</b><br>(required)          | 2. A Framework for Delivering Integrated Health and Social Care For Older People with Complex Needs | To consider the draft Statement of Intent between the Council and the BCUHB for integration of health and social services prior to its submission to the WG for consideration.                                       | The development of a deliverable statement of intent between the Council and BCUHB which will improve outcomes and the quality of life for the county's older residents                                      | Sally Ellis          | September 2013                                           |
|                                                                                                                     | <b>Cllr. Bobby Feeley</b><br>(at own discretion) | 3. Regional Commissioning Hub for high cost low volume placements                                   | (i) Detail the progress to date with the establishment and running of the hub and the benefits realised to date from its establishment; and<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 | Vicky Poole          | December 2012<br>(rescheduled March 2013 & October 2013) |

| Meeting         | Lead Member(s)                                | Item (description / title)                                                           | Purpose of report                                                                                                                                                                                                                                                       | Expected Outcomes                                                                                                                                                                                                                                                             | Author                            | Date Entered  |
|-----------------|-----------------------------------------------|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|---------------|
|                 |                                               |                                                                                      |                                                                                                                                                                                                                                                                         | may need to be taken                                                                                                                                                                                                                                                          |                                   |               |
| 6 February 2014 | <b>Cllr. Eryl Williams</b>                    | 1<br>Regional School Effectiveness and Improvement Service<br><br><b>[Education]</b> | 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  |
|                 | <b>Cllr. Hugh H Evans</b>                     | 2<br>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 |
|                 | <b>Cllr. Eryl Williams/Cllr. Huw LI Jones</b> | 3.<br>Rural Development Plan Partnership                                             | To scrutinise the relationship between the Partnership and Denbighshire County Council/Cadwyn Clwyd and its achievements in delivering the                                                                                                                              | Identification of good practice and obstacles encountered in delivering the current                                                                                                                                                                                           | Joanna Douglass                   |               |

| Meeting  | Lead Member(s)            | Item (description / title) |                                                                      | Purpose of report                                                                                                                                | Expected Outcomes                                                                                                                                                                                                                  | Author                   | Date Entered          |
|----------|---------------------------|----------------------------|----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-----------------------|
|          |                           |                            |                                                                      | Rural Development Plan 2007-13                                                                                                                   | RDP to enable the development of effective mechanisms to deliver any future European/WG funded partnership projects                                                                                                                |                          |                       |
| 13 March | <b>Cllr. Huw LI Jones</b> | 1                          | AONB Joint Committee                                                 | To scrutinise the effectiveness of the Partnership                                                                                               | Observations on the governance, particularly on the scrutiny arrangements for the new AONB Joint Committee with Flintshire County Council and Wrexham county Borough Council                                                       | Lisa Jones               | By SCVCG October 2013 |
|          |                           |                            |                                                                      |                                                                                                                                                  |                                                                                                                                                                                                                                    |                          |                       |
| 10 April |                           |                            |                                                                      |                                                                                                                                                  |                                                                                                                                                                                                                                    |                          |                       |
|          |                           |                            |                                                                      |                                                                                                                                                  |                                                                                                                                                                                                                                    |                          |                       |
| May/June | <b>Cllr. David Smith</b>  | 1                          | Community Safety Partnership<br><b>[Crime and Disorder Scrutiny]</b> | To detail the Partnership's achievement in delivering its 2013/14 action plan and its progress to date in delivering its action plan for 2014/15 | 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              |

| Meeting   | Lead Member(s)             | Item (description / title) |                              | Purpose of report                                                                                                               | Expected Outcomes                                                                                                                                                                                                        | Author                         | Date Entered                                                                                                                     |
|-----------|----------------------------|----------------------------|------------------------------|---------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------|
|           | <b>Cllrs. Huw LI Jones</b> | 2                          | Heritage and Arts Service    | To give an update on the outcomes of the review and the proposals to be implemented to enhance the effectiveness 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 (transferred from Communities Scrutiny Committee March 2013 and rescheduled by SCVCG April 2013; deferred October 2013) |
|           |                            |                            |                              |                                                                                                                                 |                                                                                                                                                                                                                          |                                |                                                                                                                                  |
|           |                            |                            |                              |                                                                                                                                 |                                                                                                                                                                                                                          |                                |                                                                                                                                  |
| June/July | <b>Cllr. Hugh H Evans</b>  | 1                          | 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                     | <b>Cllr. Hugh H Evans</b>                                                                                                        |

**Future Issues**

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

|                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                      |             |               |
|-------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|-------------|---------------|
| <b>Next meeting with BCUHB:</b><br>(late 2013/early 2014)<br><br>Localities                                                               | To report on the progress with the development and roll-out of the localities service. The report to include the progress achieved with respect to co-location arrangements, the outcomes/impact framework, appointment of GPs locality leaders and buy-in by GPs to the HECS service and the work undertaken to support carers | Improved life experiences for service users and seamless working between Health and Social Care                                      | BCUHB/DCC   | June 2013     |
| Hygiene and Infection Control                                                                                                             | To receive facts and statistics with respect to the extent of hospital acquired infections within the Health Service in North Wales                                                                                                                                                                                             | Assurances that all possible steps are being taken to minimise the risk to patients of acquiring infections whilst in hospital       | BCUHB       | June 2013     |
|                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                      |             |               |
| 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 |

**For future years**

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|--|--|--|--|--|
|  |  |  |  |  |
|--|--|--|--|--|

**Information/Consultation Reports**

| <b>Information / Consultation</b>          | <b>Item (description / title)</b> | <b>Purpose of report</b>                                                                                                                                                                                                                                                                                                                 | <b>Author</b>           | <b>Date Entered</b> |
|--------------------------------------------|-----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|---------------------|
| Information Report (October/November 2013) | Glyndŵr University                | To consider current and future developments for the college locally and the educational services delivered for Denbighshire students (including data on student enrolment/qualifications; progression e.g. apprenticeships, employment or FE; how the College works with Denbighshire schools and further education establishments which | Professor Michael Scott | September 2013      |

|                                                                                                      |                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                |                                                        |
|------------------------------------------------------------------------------------------------------|-------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|--------------------------------------------------------|
|                                                                                                      |                                     | educate Denbighshire residents; financial information i.e. funding and spending; other partnership arrangements). The report also to include details of the College's vision and ambitions for the future.<br>Consideration of the requested information will assist members to determine whether the College is delivering a high quality of education which meets the needs of Denbighshire students and contributes to the County's economic development ambition.                                   |                                |                                                        |
| Information (November 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<br>(rescheduled June and September 2013) |
| Information (January/February 2014 – follow-up to the information report produced in September 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, the development of a partnership Service Level Agreement (SLA), along with details of the appointment of a Manager and Deputy Manager. Consideration of this information will 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 | September 2013                                         |

30/10/13 - RhE

**Note for officers – Committee Report Deadlines**

| Meeting     | Deadline          | Meeting         | Deadline               | Meeting  | Deadline           |
|-------------|-------------------|-----------------|------------------------|----------|--------------------|
| 19 December | <b>5 December</b> | 6 February 2014 | <b>23 January 2014</b> | 13 March | <b>27 February</b> |



Cabinet Forward Work Plan

Appendix 2

| Meeting            |   | Item (description / title)                                                    | Purpose of report                                                  | Cabinet Decision required (yes/no) | Author – Lead member and contact officer       |
|--------------------|---|-------------------------------------------------------------------------------|--------------------------------------------------------------------|------------------------------------|------------------------------------------------|
| <b>26 November</b> | 1 | Finance Report Update                                                         | To update Cabinet on the current financial position of the Council | Tbc                                | Cllr Julian Thompson-Hill / Paul McGrady       |
|                    | 2 | Establishment of an AONB Joint Committee                                      | To approve the establishment of a joint committee                  | Yes                                | Cllr Huw Jones / Lisa Jones / Howard Sutcliffe |
|                    | 3 | Items from Scrutiny Committees                                                | To consider any issues raised by Scrutiny for Cabinet's attention. | Tbc                                | Scrutiny Coordinator                           |
|                    | 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 | Procurement Business Case for a combined Denbighshire and Flintshire service. | To consider Business Case                                          | Yes                                | Cllr D I Smith / Paul McGrady                  |
|                    | 6 | Response to the Consultation on Town & Area Plans                             | To consider the response to the consultation on Town & Area Plans  | Tbc                                | Cllr Hugh Evans / Rebecca Maxwell              |
|                    | 7 | Approval of Contract Award for Sub-regional Young Carers' Service             | To award the contract                                              | Yes                                | Vicky Allen                                    |

Cabinet Forward Work Plan

| Meeting            | Item (description / title) |                                                   | Purpose of report                                                                                                             | Cabinet Decision required (yes/no) | Author – Lead member and contact officer            |
|--------------------|----------------------------|---------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-----------------------------------------------------|
|                    | 8                          | Business Rates Write-offs (Part 2)                | To authorise any business rates write offs                                                                                    | Yes                                | Cllr Julian Thompson-Hill / Paul McGrady / Ian Paul |
|                    | 9                          | Financial Position of the Scala (Part 2)          | To consider an update on the financial position of the Scala                                                                  | Tbc                                | Cllr Julian Thompson-Hill / Paul McGrady            |
|                    |                            |                                                   |                                                                                                                               |                                    |                                                     |
| <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                                |
|                    | 4                          | Response to the Consultation on Town & Area Plans | To consider the response to the consultation on Town & Area Plans                                                             | Tbc                                | Cllr Hugh Evans / Rebecca Maxwell                   |
|                    | 5                          | Public Realm Strategy                             | To approve the Council's Public Realm Strategy following the conclusion of the public consultation on its aims and objectives | Yes                                | Cllr. David Smith/ Hywyn Williams                   |
|                    |                            |                                                   |                                                                                                                               |                                    |                                                     |
| <b>14 January</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                              |
|--------------------|----------------------------|------------------------------------------------------------------------------------------------------------|------------------------------------|-----------------------------------------------------------------------|
| <b>2014</b>        |                            | current financial position of the Council                                                                  |                                    | Hill / Paul McGrady                                                   |
|                    | 2                          | West Rhyl Housing Improvement Project                                                                      | Tbc                                | Cllr Hugh Evans / Carol L Evans                                       |
|                    | 3                          | North Wales Schools and Public Buildings Contractor Framework (NWSPBC Framework) - Contractors Appointment | Yes                                | Cllr Julian Thompson-Hill / Tania Silva / Sion Evans / Stuart Andrews |
|                    | 4                          | Items from Scrutiny Committees                                                                             | Tbc                                | Scrutiny Coordinator                                                  |
|                    | 5                          | Procurement Business Case for Three Counties                                                               | Yes                                | Cllr D.I. Smith / Paul McGrady                                        |
|                    |                            |                                                                                                            |                                    |                                                                       |
| <b>18 February</b> | 1                          | Finance Report Update                                                                                      | Tbc                                | Cllr Julian Thompson-Hill / Paul McGrady                              |
|                    |                            |                                                                                                            |                                    |                                                                       |
|                    | 2                          | Items from Scrutiny Committees                                                                             | Tbc                                | Scrutiny Coordinator                                                  |
|                    | 3                          | Advocacy Provision for Children and young people in North                                                  | Tbc                                | Cllr Bobby Feeley / Michelle Hughes                                   |

Cabinet Forward Work Plan

| Meeting         |   | Item (description / title)            | Purpose of report                                                           | Cabinet Decision required (yes/no) | Author – Lead member and contact officer |
|-----------------|---|---------------------------------------|-----------------------------------------------------------------------------|------------------------------------|------------------------------------------|
|                 |   | Wales                                 | for vulnerable children and young people                                    |                                    |                                          |
| <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 |
|                 | 2 | Items from Scrutiny Committees        | To consider any issues raised by Scrutiny for                               | Tbc                                | Scrutiny Coordinator                     |

Cabinet Forward Work Plan

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

Note for officers – Cabinet Report Deadlines

| Meeting         | Deadline           | Meeting         | Deadline          | Meeting | Deadline |
|-----------------|--------------------|-----------------|-------------------|---------|----------|
|                 |                    |                 |                   |         |          |
| <i>November</i> | <b>12 November</b> | <i>December</i> | <b>3 December</b> |         |          |

Updated 22/10/2013 - KEJ

Cabinet Forward Work Programme.doc

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## Progress with Committee Resolutions

| Date of Meeting   | Item number and title                   | Resolution                                                                                                             | Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 26 September 2013 | 6. Higher Education in North East Wales | Please see resolution shown on the Minutes of the last meeting and included with the committee papers for this meeting | <p>The majority of the additional information was included in the document distributed by Professor Scott at the meeting or on the University's website. The student data for this year is currently being analysed and a further report will be forwarded to members in due course. The University is currently considering the recommendations of the Webb Review.</p> <p>The general information on progression of Denbighshire students across all further and higher education establishments is being compiled and should be available before the end of the year.</p> |

|  |                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                               |
|--|--------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
|  | <p><b>9. Scrutiny Arrangements for the Joint Local Service Board</b></p> | <p><b>Resolved:</b> - that</p> <p>(i) <i>in principle the preferred option for scrutinising the Joint Conwy and Denbighshire Local Service Board from Denbighshire's perspective would be to utilise the existing Partnerships Scrutiny Committee with co-opted members without voting rights from amongst Joint Local Service Board's member organisations; and</i></p> <p>(ii) <i>a further report be presented to the Committee at a later date on the preferred number of co-opted members that should serve on the Joint LSB Scrutiny Committee, and which LSB organisations should be represented on the scrutiny committee</i></p> | <p>Officers anticipate to be in a position to submit this report to members in early 2014</p> |
|--|--------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|