

To: Members of the Partnerships  
Scrutiny Committee

Date: 13 January 2017

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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, 19 JANUARY 2017** in **COUNCIL CHAMBER, RUSSELL HOUSE, RHYL**.

Yours sincerely

G. Williams  
Head of Legal, HR and Democratic Services

## **AGENDA**

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

#### **1 APOLOGIES**

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

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

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

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

#### **4 MINUTES OF THE LAST MEETING (Pages 5 - 14)**

To receive Minutes of the Partnerships Scrutiny Committee meeting held on 24 November 2016 (copy attached).

**9.35 a.m. – 9.40 a.m.**

**5 COMMUNITY HEALTH & SOCIAL CARE ARRANGEMENTS TO SUPPORT  
TIMELY HOSPITAL DISCHARGE** (Pages 15 - 36)

To consider a report by the Principal Manager (copy attached) to provide information about partnership arrangements within community health and social care services to monitor and address delays in arranging transfer of care, in particular from hospital.

**9.40 a.m. – 10.15 a.m.**

**6 REVENUES AND BENEFITS PARTNERSHIP AGREEMENT** (Pages 37 - 42)

To consider a report by the Contracts and Performance Manager (copy attached) to review the Authority's partnership with Civica in the delivery of Revenues and Benefits services to Denbighshire residents.

**10.15 a.m. – 10.55 a.m.**

~~~~~ **BREAK 10.55 a.m. – 11.10 a.m.** ~~~~~

**7 COMMUNITIES FIRST IN DENBIGHSHIRE** (Pages 43 - 52)

To consider a joint report by Communities First and the Strategic Planning Team Manager (copy attached) to provide an update of the possible phasing out of the Communities First programme.

**11.10 a.m. – 11.50 a.m.**

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

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

**11.50 a.m. – 12.00 p.m.**

**9 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

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

**12.00 p.m. – 12.10 p.m.**

## **MEMBERSHIP**

### **Councillors**

Councillor Jeanette Chamberlain-  
Jones (Chair)

Pat Jones  
Gwyneth Kensler  
Pete Prendergast

Arwel Roberts  
Bill Tasker  
Huw Williams

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## **PARTNERSHIPS SCRUTINY COMMITTEE**

Minutes of a meeting of the Partnerships Scrutiny Committee held in Conference Room 1a, County Hall, Ruthin LL15 1YN on Thursday, 24 November 2016 at 9.30 am.

### **PRESENT**

Councillors Jeanette Chamberlain-Jones (Chair), Raymond Bartley, Pat Jones, Gwyneth Kensler, Arwel Roberts and Huw Williams

Lead Members Bobby Feeley and David Smith attended at the request of the Committee

**Observer:** Councillor Meirick Lloyd Davies

### **ALSO PRESENT**

Corporate Director: Communities (NS), Head of Community Support Services (PG), Service Manager: North Locality (CCN), Supporting People Team Manager (KN), Service Manager: Strategic Development (GG), Public Protection Manager (EJ), Corporate Graduate (LW) Scrutiny Co-ordinator (RE), and Committee Administrators (SLW and SJ)

Gareth Evans, Project Director, Betsi Cadwaladr University Health Board (BCUHB)  
Stephanie O'Donnell, Project Manager, BCUHB

#### **1 APOLOGIES**

Apologies for absence were received from Councillors Pete Prendergast and Bill Tasker

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

None.

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

None.

#### **4 MINUTES OF THE LAST MEETING**

The minutes of the Partnerships Scrutiny Committee held on 6 October 2016 were submitted.

Matters Arising:-

Page 9 – Item 5 – the Scrutiny Co-ordinator confirmed that the Police and Crime Commissioner had been invited by the Scrutiny Chairs and Vice-Chairs Group to attend Communities Scrutiny Committee on 2 February 2017. The Police and Crime Commissioner had accepted the invitation.

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

## **5 NORTH DENBIGHSHIRE COMMUNITY HOSPITAL / HEALTH FACILITY PROJECT**

The Chair, Councillor Jeanette Chamberlain Jones, welcomed Gareth Evans, Project Director and Stephanie O'Donnell, Project Manager, from Betsi Cadwaladr University Health Board (BCUHB) to the meeting to update the Committee on the progress to date with the development of a community hospital/health facility for the north Denbighshire area, on the site of the former Royal Alexandra Hospital, Rhyl.

Utilising a PowerPoint presentation they briefed members on the history behind the project and the steps which had been taken to date to bring the Health Board to the position they were currently at of finalising the Outline Business Case (OBC) for submission to the Welsh Government (WG) in early 2017. During the presentation both representatives outlined the proposed service model that would be developed on the site. The model under consideration would focus on urgent and same day care, outpatient services near to service-users' homes, integrated physical and mental health services for older people and would include access to prevention services to improve the well-being of local residents. The Health Service was planning to deliver these prevention services via a partnership approach with the local authority, community and third sector organisations.

Details were given on the proposed service scope at the new facility, which would include:

- Same day care centre (including minor injuries unit (MIU) and a range of services to support local primary care);
- Outpatient clinics;
- Inpatient beds;
- Therapies and assessment units;
- Intravenous therapy suite;
- Diagnostics;
- Therapy services;
- Community Dental Services;
- Child and Adolescent Mental Health Services (CAMHS);
- Sexual Health Services;
- Older Persons Mental Health Outpatient Service;
- Single Point of Access (SPoA)/Integrated Health and Social Care working base; and
- Community Hub (which would include a café facility, access to the voluntary sector, meeting rooms etc.)

An aerial map of the site (the Campus) was shown to members along with the proposed floor plans for each of the three floors which would make up the new building, which would be located on the site of the current Glantraeth Ward building. The range of services that would be available at the new facility, as well as the proactive approach to delivering intervention services was expected to:

- reduce the impact on the Accident and Emergency (A&E) Unit at Ysbyty Glan Clwyd;
- reduce the strain on wards at Ysbyty Glan Clwyd and community hospitals in the wider area, which currently accommodated Denbighshire coastal area residents prior to discharge;
- create a sustainable same day service that would reduce demand locally on primary care;
- enhance and improve self-management of health and well-being needs through education, information and the availability of prevention services in conjunction with the local authority and third sector providers;
- provide facilities that would enable carers to remain on-site and aid the rehabilitation process for the patient;
- reduce lengthy hospital in-patient stays through rehabilitation e.g. building up the patients' confidence in undertaking day to day tasks;
- provide a range of outpatients services as locally as possible and reduce the need for outpatients to travel further afield to access appointments etc.;
- optimise the use of valuable resources by better integration of multi-agency teams etc.; and
- improve the recruitment and retention of staff through the fact that they would be based in a brand new, modern facility delivering innovative health services.

Responding to members' questions Health Board representatives:

- advised that the third and final stage of the process, once the WG approved the OBC, would be to proceed to develop the Full Business Case (FBC) and deliver the project;
- confirmed that all partners were committed to the project's delivery;
- advised that the facility would include provision for a 28 in-patient bed unit (comprising of 22 single en-suite rooms and 6 shorter stay beds for reablement/assessment purposes);
- explained that a centre of excellence for Community Dental Health Services for Conwy and Denbighshire would be developed on site as part of the project. However, the Community Dental Services facility would not include an Orthodontic Service;
- confirmed that the SPoA Service would be based on the campus;
- advised that they were currently in the process of exploring the feasibility of unadopting Alexandra Road with a view to incorporating the road into the campus;
- confirmed that it was the Project Board's intention to present the OBC to the Health Board at its meeting on 8 December 2016. BCUHB would then submit the OBC to the WG during January 2017 for its approval. WG scrutiny of the OBC was expected to take 10 to 12 weeks. Once that had been approved BCUHB would proceed to the Full Business Case (FBC) stage, which would again take approximately another 10 to 12 weeks. If the FBC could be approved during the summer of 2017 and planning permission granted (on which a Planning Consultant was currently working with Denbighshire's Planning Department) it was hoped that work could begin on site in early 2018 with a view to commencing the delivery of services from the new facility in early 2020;

- confirmed that the facility would have a Minor Injuries Unit (MIU) as part of a larger Same Day Care Centre service, which would deliver a far wider range of service than just minor injuries with a view to supporting the primary care provision in the north Denbighshire area;
- advised that the open space central courtyard illustrated in the plans was an architectural obligation relating to natural lighting requirements of a building of the size proposed in the plans;
- acknowledged that the project had not been progressed in recent years, this was due to the structural constraints of the former Royal Alexandra Hospital building due to it being a listed building, and in recent times due to an internal restructuring exercise with BCUHB's Board. Nevertheless, considerable strides had been made in recent months. The Project Manager and the Council's Corporate Director: Communities had been instrumental in progressing the project recently;
- confirmed that the availability of reablement/assessment beds at the new facility would ease bed shortages at Ysbyty Glan Clwyd. A new process was currently being explored by BCUHB on how to improve and speed up the process for ensuring 'safe discharges';
- advised that, based on current population numbers, Local Development Plan (LDP) population predictions, recognised predicted population growth data, coupled with the reablement agenda a 28 bed in-patient unit was deemed sufficient to meet future demand for in-patient services;
- explained that the 6 bed reablement/assessment unit could accommodate carers to stay with the patient – this conformed with the emerging reablement philosophy which advocated the important part carers played in the reablement process;
- confirmed that discussions had already taken place with the Carers Strategy Group with respect of the benefits of having carers/family members stay in hospital with people suffering from dementia, as per the aims of 'John's Campaign';
- confirmed that the SPoA Service was funded almost entirely from the Intermediate Care Fund (ICF) money given by WG for the purpose of delivering integrated health and social care services with a view to supporting individuals to remain independent for as long as possible;
- confirmed that the Health Board had a statutory duty to deliver services through the medium of Welsh, and did so wherever possible. The Board acknowledged the importance to the well-being of dementia patients of having services delivered to them in their first language;
- advised that GP practices in Rhyl, St. Asaph and other practices in the area along with the Healthy Prestatyn and Rhuddlan Iach facility, were already engaging with the Health Board in relation to the campus' development. These GP practices would be expected in due course to attend to their patients at the hospital facility and use the facility for step-up/step-down purposes;
- advised that as some patients from the Rhyl area were currently admitted to Denbigh Infirmary it was anticipated that once the new in-patient bed unit was open this would ease the pressure on that hospital. However, as Denbigh Infirmary had specialist respiratory beds, some patients from the Rhyl area would continue to be admitted there;



- explained that whilst community ophthalmology services would be available on the campus, the main eye hospital service would remain at Abergele Hospital; and
- explained that all current temporary buildings on the Royal Alexandra Hospital site would be demolished and cleared to make way for additional car parking on the site. Public transport to the site would also form part of the service development work for the project as would the workforce planning for the facility. A workforce strategy would be delivered and every attempt would be made to ensure that staffing the new facility would not create a void at other Health or social care locations.

Prior to the conclusion of the discussion members asked Health Board officials to enquire whether funding could be secured to produce a historical booklet on the Royal Alexandra Hospital, similar to the one recently published about the former H M Stanley Hospital in St. Asaph, which had been very well received.

The Committee thanked the representatives for attending and for answering their questions. It was:

**RESOLVED** that subject to the above observations to receive the presentation, note the progress made to date, and support the work underway to deliver the new Community Hospital and Health Facility for the north Denbighshire area in Rhyl.

At this juncture, it was agreed to vary the order of the Agenda in order to accommodate the Lead Member for Public Realm, Councillor David Smith, who had to leave the meeting for a previously arranged meeting.

## **6 CCTV PARTNERSHIP**

The Lead Member for Public Realm, Councillor David Smith, introduced the report (previously circulated), updating members' on the governance arrangements in place for the partnership and outlining its effectiveness in delivering the CCTV service since its formation in April 2016.

In his introduction he outlined the reasons behind the Council's decision to withdraw from providing this non-statutory service. He emphasised the role it had played in facilitating the establishment of the partnership and supporting its work in delivering a service which was widely regarded as a valuable service by residents and businesses alike. The report detailed the extent of the service provision, including statistics on the use made of recorded footage by the Police to combat crime and anti-social behaviour, with 50% of the footage retrieved being used to secure prosecutions. Although feedback received to date had been positive there was also an acknowledgement that there was an overreliance on Denbighshire as the Lead Partner, and employer of the CCTV Co-ordinator. This reliance was unsustainable in the long-term. Therefore, work had recently been undertaken to explore a number of potential service models, both public and private sector models, details of which were contained in the report. The CCTV Partnership Board would be considering a range of potential options for future service provision at its next meeting in December 2016.

Responding to members' questions the Lead Member and Public Protection Manager advised that:

- whilst the service currently provided was a reduced service, as it was not monitored on a 24 hour basis, all partners regarded it as a valuable service for the three towns it served;
- North Wales Police service who contributed £16K towards the CCTV Service (which was its standard contribution to all local authorities for CCTV services) was of the view that there had not been a visible increase in the number of crime and disorder incidents in the area since the introduction of the 'reduced' service;
- collaborative arrangements with private business, or potential revenue arrangements with large developers who were seeking planning applications, could be explored for the purpose of financing and sustaining a service for the future;
- if sustainable funding streams could be secured, and with new technologies becoming available on a regular basis, the Board could explore the potential of rolling the service out to other areas of the county e.g. Denbigh, Ruthin, Llangollen;
- in future the potential of having a 'wireless' CCTV system could be explored. This option would probably be more cost effective than a Fibre Optic option, particularly in rural areas; and
- North Wales Police had mobile CCTV cameras which could be mobilised to rural areas to try and combat rural crime.

At the conclusion of the discussion the Committee:

**RESOLVED** that:

- (i) *subject to the above observations, to support the Council's role within the Partnership and the Partnership's retention; and*
- (ii) *that a progress report be presented to the Committee, at its March 2017 meeting, on the measures taken to secure the Service's long-term future, including potential options for rolling the CCTV service out to other areas of the county.*

## **7 STRATEGY FOR SUPPORTING INDEPENDENCE IN DENBIGHSHIRE**

The Lead Member for Social Care (Adults and Children's Services), Councillor Bobby Feeley, introduced the report (previously circulated) detailing the Council's corporate approach to enabling the county's residents to maintain their independence and well-being in their own home.

Copies of the draft strategy and the Well-being Impact Assessment (WIA) on the Strategy were attached to the report for members' attention. The Head of Community Support Services explained the reasons why a corporate approach to delivering the strategy and the requirements of the Social Services and Well-being (Wales) Act 2014 were required.

Responding to members' questions the Head of Community Support Services and the Service Manager: Strategic Development:

- explained the objective of the 'Talking Points' project and its potential benefits to service-users. The project was very much in its infancy at present, but as it developed and became better established it was anticipated that the voluntary sector would take ownership of the work;
- advised that the community-based Welsh language outreach service provided at Y Waen, near St. Asaph, had been established some years ago and was held in high regard by those who attended and their carers. Community Support Services provided a financial contribution towards the running of this project, although it did not directly commission services from the organisation, or directly refer individuals there. Nevertheless, individual social workers may signpost individuals to the services available there. The Older People's Commissioner for Wales had visited the centre last year and concluded that the services provided there fitted in with the new prevention duties placed on local authorities under the Social Services and Well-being Act;
- confirmed that the Single Point of Access (SPoA) Service did employ members with Welsh language skills. All vacancies within Community Support Services were recruited in accordance with the Corporate Recruitment Policy, which made provision for posts which were deemed essential or desirable to have Welsh language skills;
- explained that part of the work involved with the Community Navigator project was to try and find out via established organisations such as community councils what groups or organisations operated within their communities. This would enable Community Support Services to signpost individuals to those groups for activities to enhance their health and well-being, and reduce the risk of isolation and loneliness;
- outlined the role and responsibilities of a 'Social Care Practitioner' and how a practitioner could help support an individual's reablement and enhance their self-confidence in their own abilities to undertake day to day tasks once again;
- emphasised the need to move away from a welfare reliance state to a state that enabled people, by building their confidence, and addressing the issue of loneliness and isolation;
- confirmed that the Strategy document was an internal officer focussed document, a more succinct easy-read document would be produced for residents' information in due course;
- explained the four conditions that had to be met for an individual to be eligible to access managed care and support to meet personal outcomes, and the process for assessing the conditions. They explained that there was an Appeal Process if an individual disagreed with their assessment and how that process was undertaken by a different assessor; and
- advised that a service-user's ability (including financial ability) to achieve their social care outcomes had to be considered when they applied for services. However, WG had capped the rate that local authorities could charge for managed care and support at £60 per week. Benefits such as Attendance Allowance (AA) and Disability Living Allowance (DLA) were included as resources available to the individual to achieve their outcomes as those benefits were paid for the purpose of helping them to enhance their welfare and well-being.

With respect to the draft Strategy and draft 'How Do I Access Care and Support in North Wales?' leaflet, members asked that the following amendments be considered:

- page 27 of the draft strategy (page 65 of the agenda pack) – the term 'Denbighshire's Volunteer Kinetic' should be replaced with a term that better explained the service/organisation;
- page 31 of the draft strategy (page 69 of the agenda pack) references to Bodelwyddan and St. Asaph should be amended to reflect the entire county, or the initiatives should be rolled-out to the entire county as it was a county-wide strategy. Officers did advise that this work would be extended to other areas of the county during the forthcoming year;
- front cover of the leaflet (page 75 of the agenda pack) the sentence at the bottom of the page to read "Information is available in other languages...upon request" rather than "Information can be made available in other languages...upon request";

At the conclusion of the discussion the Committee:

**RESOLVED** that:

- (i) subject to the above observations and consideration of the suggested amendments, to support the Strategy; and*
- (ii) endorse the corporate approach to meeting the needs of citizens who may require support, thereby preventing the need for statutory intervention in their lives.*

## **8 DENBIGHSHIRE SUPPORTING PEOPLE - LOCAL COMMISSIONING PLAN 2017-18**

The Lead Member for Social Care (Adults and Children's Services), Councillor Bobby Feeley, introduced the report and the draft Local Commissioning Plan 2017-18 together with the associated WIA (previously circulated).

The Lead Member advised that the Supporting People (SP) Grant, which was ring-fenced by WG for the delivery of SP services, had been subject to cuts in recent years. The SP grant money delivered a number of the requirements of the Housing Act (Wales) 2014, the Social Services and Well-being Act (Wales) 2014 and the Well-being of Future Generations (Wales) Act 2015. She advised that latest indications from WG were that the SP Grant for 2017-18 had been protected from a further cut. However, when the draft Plan had been drawn up a cut of at least 5% had been anticipated for the forthcoming year, therefore pages 19 to 31 of the draft Plan outlined proposed service development, decommissioning and remodelling proposals based on the anticipated cuts. If the grant was maintained at its current level these decommissioning/remodelling proposals would not need to be implemented unless they would be in the interests of the service-users.

Responding to members' questions the Lead Member, Head of Service and Supporting People Team Manager advised that:

- the term 'wet provision' related to a safe environment for individuals suffering from severe drug or alcohol addiction to 'take' their addictive substance up to

- a managed tolerance level. At present the local authority's services were not geared to deal with individuals suffering from severe addiction;
- the SP Grant was a separate 'standalone' grant, ring-fenced for SP services, it was not part of the Council's Revenue Support Grant (RSG) and consequently the Council did not have any control over cuts to the grant from central government. All the Council could do was to manage the impact of those cuts on SP services;
  - the proposed service development, decommissioning and remodelling proposals outlined in the SP Local Commissioning Plan were there as a contingency in anticipation of an approximate 5% cut to the grant for 2017-18. If the grant allocation was unchanged cuts would not have to be implemented, nevertheless cost negative service improvements would as a matter of course be considered;
  - the process for providing and auditing grants to voluntary sector (third sector) providers was extremely thorough and robust; and
  - there was no evidence that Denbighshire suffered adversely from a greater number of individuals that presented themselves in need of SP help who were deemed to be '...with no local connection...' than other areas. It was just that the authority now had a better audit process and the question on local connection was now being asked to all individuals who contacted the Council for help.

Committee members requested that:

- they be provided with a list of third sector providers who delivered SP services in Denbighshire; and
- the graphic illustration relating to the 'Hidden problem of Homelessness' on pages 8 and 9 of the draft commissioning plan (pages 104 & 105 of the agenda pack) be accompanied by a graph and the relevant numbers in each category;

At the conclusion of an in-depth discussion the Committee:

**RESOLVED** that

- (i) Cabinet be advised of Scrutiny's views that, having reviewed the Supporting People Local Commissioning Plan for 2017-18, it wished to register its concerns that the Supporting People grant had been subject to year on year cuts from Welsh Government for a number of years; and
- (ii) whilst acknowledging that contingency plans had been made within the Supporting People Local Commissioning Plan for 2017-18 to accommodate further cuts, if the Supporting People Grant monies was maintained at its current level that the funding remain within the Supporting People services to maintain the services provided.

## **9 SCRUTINY WORK PROGRAMME**

A copy of a report by the Scrutiny Co-ordinator, which requested the Committee to review and agree its Forward Work Programme and provided an update on relevant issues, had been circulated with the papers for the meeting.

A copy of the "Member's proposal form" template had been included at Appendix 2, Cabinet's Forward Work Programme had been included as Appendix 3, and a table summarising recent Committee resolutions and advising on progress with their implementation had been attached at Appendix 4.

The Committee considered its draft Forward Work Programme for future meetings.

19 January 2017

The visit to Communities First Offices in Marsh Road, Rhyl no longer to take place. Agreed to invite the Lead Members.

2 March 2017

CCTV update to be included on the work programme.

6 April 2017

Enquiries to be made on whether with BCUHB an update could be provided on the progress with the Tawelfan inquiry.

***RESOLVED*** that subject to the above the Forward Work Programme be approved.

#### **10 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

No feedback.

**The meeting concluded at 12.15 p.m.**

|                             |                                                                                                        |
|-----------------------------|--------------------------------------------------------------------------------------------------------|
| <b>Report to:</b>           | <b>Partnerships Scrutiny Committee</b>                                                                 |
| <b>Date of Meeting:</b>     | <b>19<sup>th</sup> January 2017</b>                                                                    |
| <b>Lead Member/Officer:</b> | <b>Lead Member for Social Care (Adults and Children's Services)/Head of Community Support Services</b> |
| <b>Report Author:</b>       | <b>Principal Manager</b>                                                                               |
| <b>Title:</b>               | <b>Community health &amp; social care arrangements to support timely hospital discharge</b>            |

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

This report provides information about partnership arrangements within community health and social care services to monitor and address delays in arranging transfers of care, in particular from hospital. It references some key findings from a senior management joint review in relation to the issues affecting 'flow' in the whole health and social care system, which will influence joint planning going forwards. It also includes an overview of activity and the use of the Intermediate Care Fund to ease the pressure on hospital beds and achieve better outcomes for Denbighshire citizens.

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

Concerns have been raised by an Elected Member that Denbighshire County Council was preventing effective discharge from hospital for older people due to the structural arrangements and processes in place. This report is intended to show that discharge from hospital is a process and not an isolated event. It should involve the development and implementation of a multi-disciplinary plan involving the patient and their carer(s) as equal partners to facilitate the transfer of an individual from hospital to the next stage of care. The In-Patient Team as well as community services provided by both health and social care have a vital role to play in this complex system and it is important that we continue to work together to review the structural and operational arrangements to ensure we are as effective as possible.

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

That Members consider the contents of this report and comment as appropriate

## **4. Report details**

### **4.1 Overview of issues from Senior Management**

At the beginning of December, senior managers from BCU, Conwy Borough Council and Denbighshire County Council spent three days considering the significant issues which the health and social care system face. It is likely a full report will be produced shortly. There are internal improvements that the Betsi Cadwaladr University Health Board (BCU) will be making, however there are some common issues which we need to tackle as partners. These include:

- Lack of capacity in certain areas of the workforce, poor processes and the need for staff development and support. This needs co-ordinated attention.
- The need to modernise services consistent with a shared vision as some of the traditional models of care for older frail individuals are no longer fit for purpose. We need a greater level of discussion on the alternative options for models of care and to plan for these. Arranging a North Wales Conference on new models has been suggested.
- A strong message from the Independent Sector about sustainability e.g. the difficulty of staff recruitment and retention; the level of funding; the reduced number of self-funders, the amount of regulation and inspection; and the increased cost of continence products and equipment. Suggested actions included the need to review our ability to deliver equipment and consumables to Nursing Homes; to promote a more co-ordinated and proportionate approach to inspection regimes; to work with Coleg Llandrillo and other Further Education establishments on how we introduce students studying Health and Social Care into a practical setting with placements in the Sector; and we need to work with the Sector to promote a positive image.

Some plans are already in formation. For BCU this is likely to include increasing Community Nursing support from 8am to 10pm to 24 hours per day, 7 days per week and thoroughly considering end of life care, including Treatment Escalation Plans and increasing 'hospice at home' services.

For Community Support Services, the plans include working with the Independent Sector to establish 'patch-based' commissioning and promoting the use of Support Budgets

## **4.2 Support for Timely Discharge**

There has been a consistent focus on supporting hospital discharge by partners within health and social care. There are weekly meetings to consider any blockages in the system for specific individuals who have been identified as being medically fit for discharge. We continue with the monthly audit for delayed transfers of care (DTCOC).

4.2.1 The Single Point of Access (SPOA) continues to be the referral point for the majority of health and social care community services and is available at the weekend. SPOA Operators continue to have access to a range of IT systems to be able to deal with any enquiries. The coordinators within SPOA remain clear about their responsibilities for facilitating discharge. The Reablement Coordinator, for instance, is now based within SPOA and this enables a more responsive Reablement service. The District Nurse in SPOA has a more active role in relation to discharge as he attends the bed meetings and reports back to the SPOA Multi-disciplinary team meetings. The Social Worker continues to monitor and review all referrals for people not previously known to Social Services. She also chases missing information from referrals for hospital discharge; the Adaptations and Equipment Coordinator is made aware of any demands for community equipment or housing adaptations that needs progressing to facilitate or support discharge and works closely with Care and Repair and the Built Environment. There is also a 3<sup>rd</sup> Sector post which has a key role in supporting discharge and preventing admission.



4.2.2 There are currently two complementary developments that have been initiated by health and social care.

Within the Locality Teams in Social Services, it was proving difficult for staff to accommodate rapid response work in relation to community crises, managed care and support for people with complex needs in the community at the same time as prioritising responses to requests for hospital discharge. A decision was taken to create a 'step-down' cluster from the existing Locality establishment to facilitate a smooth transition from hospital (including the Enhanced Care Service) to an appropriate discharge destination for each individual with the appropriate level of support and follow on intervention. The cluster came together in September 2016. There has been an initial settling in period, the establishment of working protocols and relationship building and they are now starting to become effective in their role.

Within BCU a new step-down team is being created, also from existing staffing within the hospital. The Step Down Team Manager was a post advertised to all professions across health and social care and the successful applicant was a manager from Community Support Services with an Occupational Therapy background who started in mid-December. It is hoped this will enhance the partnership working for timely discharges.

4.2.3 Other initiatives to address pressures in the system include:

- A study by occupational therapists between March and August 2016 to identify community equipment that had the potential to minimise manual handling by carers in a wide range of care situations. One particular item was effective. See appendix 1 for further details.
- One Denbighshire GP Cluster has appointed an Advanced Nurse Practitioner to work with Care Homes in Central and South Denbighshire, in an attempt to prevent inappropriate hospital admission

### **4.3 Intermediate Care Fund**

The Intermediate Care Fund has also been used to support discharge. It funds approximately £500,000 for SPOA; £100,000 for falls prevention processes; and £80,000 for early supported discharge for people who have had a stroke. This year it is also paying the rent for a 'step-down' flat in Prestatyn in the Extra Care Housing complex; an increase in community support including a team of community navigators; additional Health and Social Care Support Workers; the creation of a longer term domiciliary care team in the South of the County; a social worker and team manager in the step down cluster and part funding a housing officer in the BCU step down team.

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

The partnership working in relation to hospital discharge will contribute to supporting "Vulnerable people are protected and are able to live as independently as possible" in Denbighshire's Corporate Plan 2012-2017.

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

It is expected that work in this area and any proposals for the future will have a positive effect on service delivery. There will be no additional costs unless funded by

grants such as the Intermediate Care Fund. Preventing inappropriate or avoidable admission and getting the discharge process right and at the right time is likely to reduce dependency on social care services

#### **7. What are the main conclusions of the Well-being Impact Assessment?**

The plans for timely hospital discharge largely affect older people and their need to access to good quality community health and social care services. The approach used by Denbighshire Social Services is in line with the Social Services and Well-being Act and aims at empowering communities to become more resilient and manage their own health and well-being. As shared plans develop, there will be a need for more thorough impact assessments. Having a robust workforce development plan is crucial. See appendix 2.

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

The contents of this report have been prepared in consultation with colleagues in BCU. The planning for most of the services referred to has been discussed in partnership fora such as Partnership Thursday, the Denbighshire Joint Locality Forum; the Central Area Integrated Services Board and various unscheduled care meetings and workshops.

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

Not required

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

The risks to the delivery of safe healthcare within North Wales are major, which is why CSS prioritise and work closely with colleagues in BCU on this subject. The lack of care workers is a risk to the safety of vulnerable people in Denbighshire. Actions for being effective includes the need for a major culture change within the organisations as well as managing the expectations of the general public.

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

Section 7 of the Council's Constitution of the Council's Constitution outlines Scrutiny's powers with respect to policy development and review and the Authority's performance in meeting policy objectives.

**Contact Officer:**  
Principal Manager  
Tel: 01824 706501

**Sara Stedy Equipment Review (March – August 2016)**

*Sarah Rice, Adaptations / Equipment Coordinator, DCC*



The Sara Stedy is a simple and effective standing aid used to support the moving and handling of citizens who have mobility and transferring difficulties. It enables those more mobile citizens to stand up independently or with minimal support. The Sara Stedy helps to minimise manual handling by carers in a wide range of care situations. It is relatively simple and safe to use and operate by both the user and carers alike. The Sara Stedy is often significant in reducing care packages, enabling citizens to remain in their own homes with minimal support.

This report was set out to evaluate the effectiveness of the Sara Stedy 'standing transfer' aid over a set period – 6 months. The data is analysed in **appendix 1** and included 22 referrals for Sara Stedy.

Of those issued, 7 Sara Stedy transfer aids were deemed unsuitable after the first assessment, but this was due to a number of reasons, usually general deterioration in the Citizens condition and an inability to use the equipment safely.

The Sara Stedy can be used to trigger a number of positive outcomes in care situations:-

### **1. Facilitates hospital discharge.**

The Sara Stedy is relatively easy to operate. Where appropriate, informal carers and relatives can be taught to use the equipment, before a discharge is arranged, enabling them to support 'loved ones' to manage at home as quickly and as independently as possible after a period of hospital admission.

When there is a need for a package of care from an agency, formal carers are often already familiar and comfortable using the Sara Stedy which may speed up the discharge process.

During this study period, the Sara Stedy facilitated discharge from hospital for 9 citizens.

### **2. Reduces risk of falls / Promotes safety.**

Falls are an increasing problem for Citizens who have mobility and transfer difficulties. The Sara Stedy can be greatly beneficial for those Citizens whose ability to move and transfer fluctuates during the day. Where this is the case, the Sara Stedy is used for safety, only as and when required, e.g. only in the evening where the user is more tired and prone to falls, or in certain environmental locations where transfers are more difficult. The provision of a Sara Stedy in these situations is preventative and reduces the risk of a hospital admission and surgery. Costs of which are significant.

During this study period, the Sara Stedy reduced the risk of falls and promoted safer handling for 14 citizens.

### **3. Enables single handed care.**

The Sara Stedy is simple to use and designed to enable single handed care. This obviously depends on the ability of the citizen to stand with minimal assistance and maintain balance during transfers / for personal care etc.

During this study period, the Sara Stedy enabled single handed care support for 10 citizens. Of these cases:-

- 4 Citizens received single handed **formal** care only
- 4 Citizens received single handed **formal** care plus single handed **informal** care at other periods during the day

- 2 citizens received single handed **informal** care only

#### 4. Reduces real time care package costs.

Sometimes it is possible to reduce an existing package of formal care by using a piece of equipment to manage the transfer more safely and efficiently. The Sara Stedy has been designed to reduce the number of handlers needed in a care situation and whilst this is not possible in every situation, the cost impact of providing a simple piece of equipment, is clearly evident.

During this study period the impact of providing a Sara Stedy demonstrated a reduction in package of formal care support for just 2 citizens. Of these cases:-

A. One citizen had their formal care reduced from 2 – 1, four times a day (seven days a week) –  
Calls with Agency A are:-

- One hour in the morning (£13.76 per hour) – x1 daily = £ 13.76
- Three half hour calls during the day. (£ 7.88 per half hour) = £ 23.64
- Cost of one Agency carer per day = £ 37.40
- Cost of one Agency carer per seven day week = £ 261.80
- Cost of one Agency carer after 26 weeks (six months) = £6806.80
- Minus cost of a Sara Stedy Standing Aid = £ 990.00
- **Cost Savings over six month period will be** = **£ 5816.80**

B. One citizen had their formal CHC funded care reduced from 2 – 1, twice a day, seven days a week, during the two half hour lunch and tea time calls (*The morning and evening calls remained double handed*)

Calls with Agency B are:-

- Two half hour calls during the day. (£ 9.31 per half hour) = £ 18.62
- Cost of one Agency carer over seven day week = £ 130.34
- Cost of one Agency carer after 26 weeks (six months) = £3388.84
- Minus cost of a Sara Stedy Standing Aid = £ 990.00
- **Cost Savings over six month period will be** = **£ 2398.84**

The cost value of equipment is clearly evident with savings for the above two cases being significant and this would obviously increase if the care package continues unchanged over the next few review periods.

#### 5. Reduces risk of informal carer breakdown.

Whilst the real time cost savings are easily measurable, the unseen cost of informal care is also important especially where that care is close to breakdown. Moving and handling equipment is a preventative measure and reduces risk of injury to carers and citizens alike. The Sara Stedy can greatly facilitate Informal Carers in their caring role, reducing the amounts of hands on support required, reducing strain on Carers who are struggling with moving and handling and enabling greater levels of independence for the Citizen.

During this study period, the impact of providing a Sara Stedy demonstrated a reduction in the risk of informal carer breakdown for 8 citizens. Many of these informal carers were struggling before the Sara

Stedy was provided, in some cases using unsafe handling practises e.g. 'drag lift and using equipment that is designed for two carers rather than one.

## **6. Increases Well Being / Confidence.**

The Sara Stedy is a simple aid to independence. In some cases, Citizens benefit from a period of rehabilitation (at home or in the community) and can go from using a hoist where they are totally dependent, to a Sara Stedy, where they can become more active in their care. During these periods, Citizens often develop a greater sense of well-being and control, developing confidence in daily activity which, with further rehabilitation, can sometimes reduce the need for care intervention or the equipment itself.

During this study period the impact of providing a Sara Stedy demonstrated an increase in well-being and confidence for 12 citizens.

## **Conclusion:**

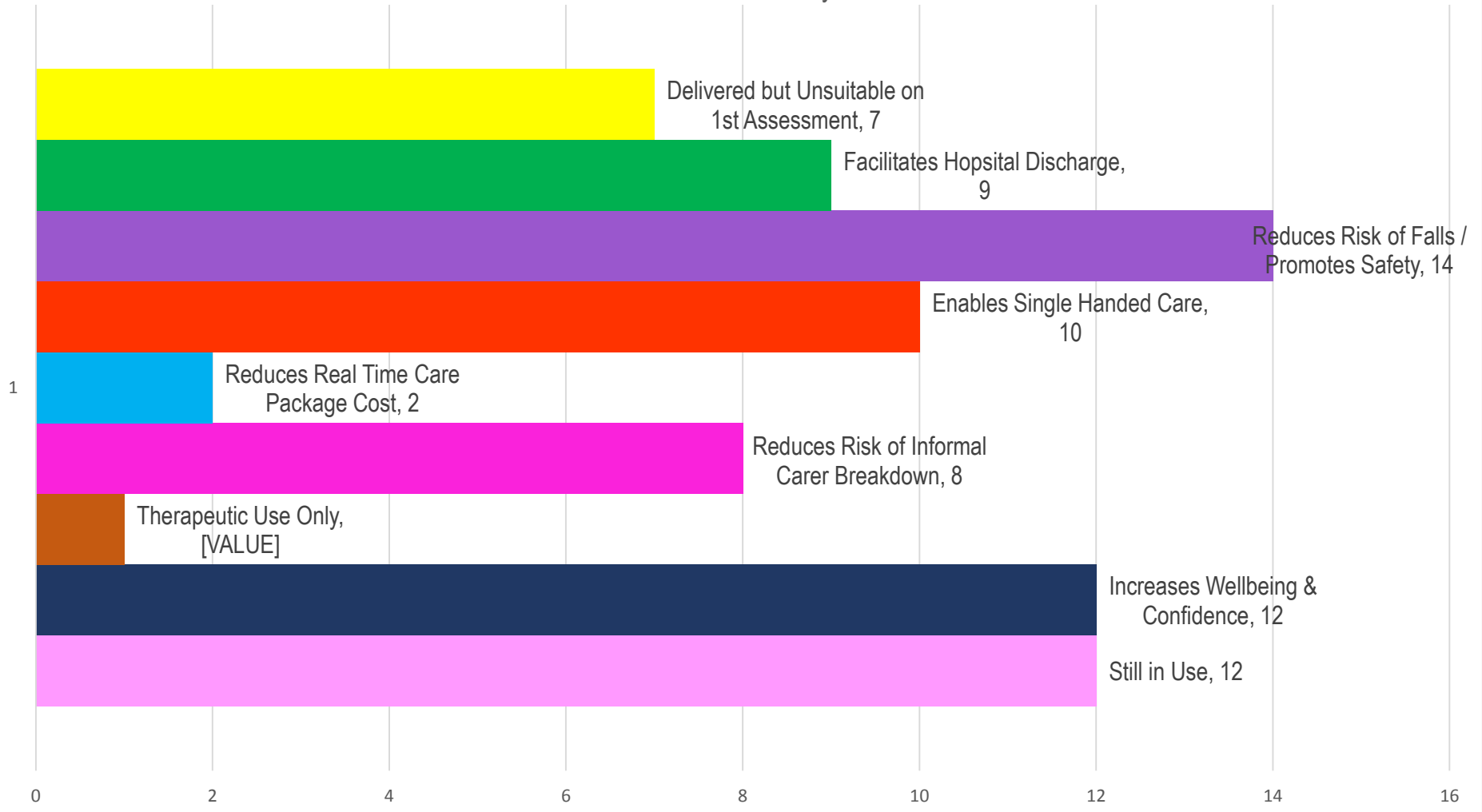
This study highlights the positive benefits of this equipment. The Sara Stedy is an extremely effective and essential piece of moving and handling kit, which is generally endorsed by Therapists, Carers and our Citizens alike.

Real time cost savings can be easily measured for those cases where formal care has been reduced, but there is equally a huge unseen 'preventative' cost saving in the support that the Sara Stedy offers for the ever increasing number of informal carers. These Carers support our vulnerable citizens and this equipment enables them to continue in their caring role, which is often without additional support from the agency staff.

## Sara Steady Equipment Review

Based on 6 Months Activity - March - August 2016

Total Number of Sara Steady's Reviewed was 22



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# Hospital Discharge

## Wellbeing Impact Assessment Report

This report summarises the likely impact of a proposal on the social, economic, environmental and cultural well-being of Denbighshire, Wales and the world.

|                                      |                                                                                    |
|--------------------------------------|------------------------------------------------------------------------------------|
| Assessment Number:                   | 146                                                                                |
| Brief description:                   | Support from health and social care community services to support timely discharge |
| Date Completed:                      | 03/01/2017 10:57:11 Version: 1                                                     |
| Completed By:                        | Cathy Curtis-Nelson                                                                |
| Responsible Service:                 | Community Support Services                                                         |
| Localities affected by the proposal: | Whole County,                                                                      |

# IMPACT ASSESSMENT SUMMARY AND CONCLUSION

Before we look in detail at the contribution and impact of the proposal, it is important to consider how the proposal is applying the sustainable development principle. This means that we must act "in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs."

## Score for the sustainability of the approach

Could you do more to make your approach more sustainable?

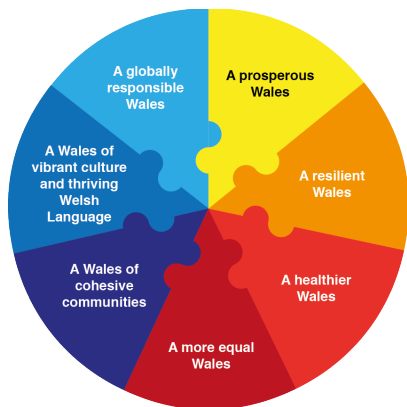
(2 out of 4 stars)



Actual score: 13/ 24.

## Summary of impact

Wellbeing Goals



|                                                               |          |
|---------------------------------------------------------------|----------|
| A prosperous Denbighshire                                     | Neutral  |
| A resilient Denbighshire                                      | Neutral  |
| A healthier Denbighshire                                      | Positive |
| A more equal Denbighshire                                     | Positive |
| A Denbighshire of cohesive communities                        | Positive |
| A Denbighshire of vibrant culture and thriving Welsh language | Neutral  |
| A globally responsible Denbighshire                           | Positive |

## Main conclusions

All activities described in the report about hospital discharge are aimed at ensuring people do not remain in hospital longer than is absolutely necessary. This means ensuring we have a robust social care workforce and excellent communication systems between health and social care. It also means that we need to invest in preventative approaches and initiatives that prevent people going into hospital away from their families when it is not necessary. Resilient health communities are what we are aiming for.

# THE LIKELY IMPACT ON DENBIGHSHIRE, WALES AND THE WORLD

## A prosperous Denbighshire

|                           |                            |
|---------------------------|----------------------------|
| Overall Impact:           | Neutral                    |
| Justification for Impact: | The developments are small |

### **Positive consequences identified:**

It is essential that more health and social care staff are trained and recruited and feel they have an important role to play

A skills-based approach is appropriate

Communication between health and social care staff is essential.

### **Unintended negative consequences identified:**

### **Mitigating actions:**

## A resilient Denbighshire

|                           |         |
|---------------------------|---------|
| Overall Impact:           | Neutral |
| Justification for Impact: |         |

### **Positive consequences identified:**

CESI already have an excellent recycling rate for community equipment

### **Unintended negative consequences identified:**

### **Mitigating actions:**

## A healthier Denbighshire

|                           |                                                                                    |
|---------------------------|------------------------------------------------------------------------------------|
| Overall Impact:           | Positive                                                                           |
| Justification for Impact: | More investment in community health services will reduce pressure on hospital beds |

### **Positive consequences identified:**

Maintaining people at home safely and independently with the help of health and social care community services is the core of the report

Part of the prevention work relates to participation and involvement in local communities e.g. the Community Navigators and Talking Points

It has been recognised that a closer relationship with mental health services is necessary at one end of the scale and the importance of the 3rd Sector Coordinator and the provision of information for wellbeing is essential at the other

It has been recognised that the capacity in community health services is poor

### **Unintended negative consequences identified:**

### **Mitigating actions:**

## A more equal Denbighshire

|                           |                                                          |
|---------------------------|----------------------------------------------------------|
| Overall Impact:           | Positive                                                 |
| Justification for Impact: | Better access to health and social care for older people |

### **Positive consequences identified:**

The majority of people in hospital are older people and any improvement in services in the community to help them maintain their independence and safety will be positive

### **Unintended negative consequences identified:**

### **Mitigating actions:**

## A Denbighshire of cohesive communities

|                           |                                                               |
|---------------------------|---------------------------------------------------------------|
| Overall Impact:           | Positive                                                      |
| Justification for Impact: | People should not be in hospital unless absolutely necessary. |

### **Positive consequences identified:**

Being in hospital when it is avoidable increases the risks of infection and dependency creation. Timely hospital discharge is essential

Encouraging responsibility to manage on health and well-being is an approach used.

### **Unintended negative consequences identified:**

### **Mitigating actions:**

## A Denbighshire of vibrant culture and thriving Welsh language

|                           |                                                                                                                                                             |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Overall Impact:           | Neutral                                                                                                                                                     |
| Justification for Impact: | It is difficult to recruit staff across health and social care now and therefore employing a higher ratio of welsh language speakers is not always possible |

### **Positive consequences identified:**

All services aspire to the Welsh language standards

### **Unintended negative consequences identified:**

### **Mitigating actions:**



## A globally responsible Denbighshire

|                           |                                                                                                  |
|---------------------------|--------------------------------------------------------------------------------------------------|
| Overall Impact:           | Positive                                                                                         |
| Justification for Impact: | Better processes and responses from social care mean people can be discharged in a timely manner |

### **Positive consequences identified:**

Right to a family life (by not being in hospital)  
Social care adjusts practice to support the objectives of BCU

### **Unintended negative consequences identified:**

### **Mitigating actions:**

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**Report to:** Partnerships Scrutiny Committee

**Date of Meeting:** 19<sup>th</sup> January 2017

**Lead Member / Officer:** Lead Member for Finance, Corporate Plan and Performance/  
Head of Finance and Section 151 Officer

**Report Author:** Contracts and Performance Manager

**Title:** Revenues and Benefits Partnership Agreement

---

## 1. What is the report about?

To review the authority's partnership with Civica in the delivery of Revenues and Benefits services to Denbighshire residents. This report focusses on the service delivery, the development of new business opportunities in line with DCC policy and the realisation of Financial/Commercial benefits, whilst supporting the Welsh language.

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

To provide information regarding the delivery of Revenues and Benefits services by Civica on behalf of Denbighshire County Council, in the following areas,

- New business/Commercial opportunities;
- Service delivery;
- Financial expectation met;
- Welsh language provision.

## 3. What are the Recommendations?

That the Committee reviews the information provided, makes observations and determines whether it is reassured that the partnership is working effectively in the four key areas, listed in paragraph 2 above.

## 4. Report details

### New Business / Commercial opportunities

A number of different types of opportunities have been pursued through the partnership.

A number of Welsh authorities have been contacted by Civica over the last 18 months on a range of service delivery options such as Revenues and Benefits and one North Wales Authority is relatively advanced in their discussion resulting in a joint DCC/Civica meeting with their Cabinet in early December. Feedback was positive and further discussions are planned for early 2017. Other authorities have

demonstrated a range of interest from investigative discussion, through to site visits at the Elwy Centre in Rhyl.

There is potentially a national/regional option that Civica are investigating. Welsh Government are at the early stages of investigating the options around local tax raising powers with the four regional areas, such as Land Fill and Inheritance Tax. Civica are proposing that if successful in any tender process Rhyl would become the centre for this service delivery.

Civica are looking to further develop their relationship with Denbighshire through 2017 and are looking to work closely with Finance and the Modernising Board to develop a range of proposals that could realise savings for DCC and could act as wider regional opportunities.

It is acknowledged that even with such a strong focus on new opportunities the uptake of business from Welsh Authorities has been slower than originally envisaged, this is due to a number of factors around the authorities' funding and potential changes to regional boundaries/reorganisation. Civica have been proactive in keeping Denbighshire updated with progress on their talks and formally provide an update at the quarterly strategic board.

#### Service delivery

All KPI's (Key Performance Indicators) are reviewed daily weekly and monthly internally by Civica and reported at the monthly Operational/Performance Board. Regular weekly meetings take place and any areas of concern within the month are shared at those meetings. Service Level Agreements (SLAs) are achieved as per the contract and any exceptions are reported on. Monthly quality assurance meetings with action plans and additional training (if applicable) are presented and sample checking of documentation is carried out by the authority. There is also a quarterly Strategic Board where performance is reviewed and other issues raised.

Proactive solutions to ensure a customer centric approach to council tax collection including e-billing and weekly direct debits to help our most vulnerable customers are being trialled and Civica are engaging with the Citizens Advice Bureaux (CAB) to ensure customers receive a holistic approach to debt management. Continuous improvement is an objective for all Civica colleagues and ideas are shared with other Civica Partnerships to ensure service delivery remains on track.

Civica also play an active role in DCC lead groups, with other third party organisations, supporting residents impacted by welfare reform changes ensuring we have a joined up strategic and operational approach. Civica's performance is not only managed within the predefined KPIs, we also work regionally with other authorities to compare performance in the wider context.

#### Financial expectation

The original agreement intended to release savings of £80k in 2015/16, followed by an additional £140k in 2016/17. This phasing of the saving over the two years was due to the payment of £140k to Civica in 2015/16 to pay for transitional costs. These savings have been achieved in full in terms of budget. However, there has been

additional one-off costs incurred which have been paid for from a variety of sources including service underspends and reserves. The most material items are listed below:

- £59k was spent with Civica on a new Debtors System,
- The building work on Russell House to accommodate the new 'Elwy Centre' cost £175k – it is hoped this investment will help Civica attract further work referred to elsewhere in this report.

#### Welsh Language provision

Civica works to the same Welsh language standards as Denbighshire County Council, all communications and customer engagement from the service are bilingual where relevant. Civica have been engaged with the authority's "Welsh language champions" to look at offering training courses and events to non-Welsh speaking colleagues to promote the language. There is also activity being undertaken to encourage colleagues who have lost confidence in their Welsh language to use it more readily in the work environment.

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

The development of the Civica partnership supports the priority of modernising the council to deliver efficiencies and improve services for our customers. This has been achieved in a number of areas such as the highly effective and proactive work carried out around supporting residents impacted by a range of welfare reform changes such as the benefit cap.

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

The partnership has been live since April 2015, all relevant services were engaged prior and during the implementation of this project. Impact is minimal as we are now in the operation phase of delivery. Any changes to service delivery requirements are captured through a formal change request process which is agreed by both parties and evaluated by section 151 officer before progressing.

#### **7. What are the main conclusions of the Well-being Impact Assessment? The completed Well-being Impact Assessment report can be downloaded from the website and should be attached as an appendix to the report**

A Well-being Impact assessment is not required as this is an update on an existing project, rather than a new programme of work.

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

The presentation of this report is in response to a request from Cabinet in December 2014 (at the point of approval) to review the fore mentioned areas through a scrutiny group once the new service had time to "bed in".

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

This innovative arrangement has worked well. Service standards have remained high and the budget savings proposed will be achieved. The partnership has also helped the council to develop a range of new initiatives and broaden its approach to wider community agendas, such as tackling poverty and welfare reform. While the new business generation has been slower than had been anticipated, a number of proposals are in development and if successful, have the potential to generate additional revenue for the council.

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

Risks to service delivery are highlighted and managed through the operation risk register (appendix 1). The register is reviewed formally on a monthly basis at the partnership operations board by both DCC and Civica. Any areas of significant risk or exceptions are escalated after the formal monthly review. Internal audit reviewed the governance around this area in December 2016 and are assured it is robust.

**11. Power to make the Decision**

Section 21 of the Local Government Act 2001 confers powers on scrutiny committees to review decisions and the Council's performance in delivering its functions, whilst Section 7.2 to 7.4 of the Council's Constitution details the scrutiny committees' remits and powers with respect of undertaking review work.

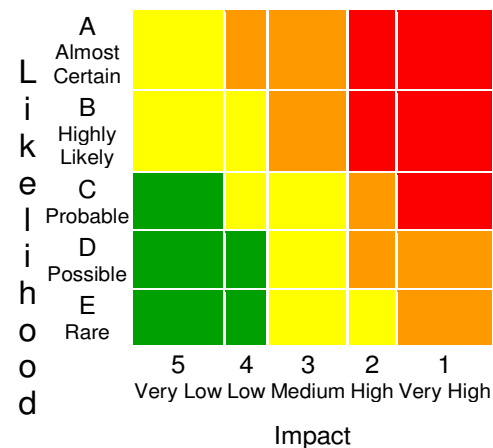
**Contact Officer:**

Contracts and Performance Manager

Tel: 01824 712660

| Risk Register for the Civica Contract |                                                                                                                                                         |              |        |               |                     |                           |                                                                                                                                                                                                  |               |        |               |
|---------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------|---------------|---------------------|---------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|--------|---------------|
| ID                                    | Risk                                                                                                                                                    | Current Risk |        |               | Status<br>Open / Cl | Owner                     | Controls / Mitigation                                                                                                                                                                            | Residual Risk |        |               |
|                                       |                                                                                                                                                         | Likelihood   | Impact | Severity RAYG |                     |                           |                                                                                                                                                                                                  | Likelihood    | Impact | Severity RAYG |
| 1                                     | The required savings are not achieved through the partnership.                                                                                          | D            | 3      | Y             | Open                | Ops Board                 | Regular Operations Meetings including Finance colleagues to monitor and manage the expectations of the contract                                                                                  | E             | 3      | Y             |
| 2                                     | The growth opportunities through the Elwy centre are not realised                                                                                       | C            | 3      | Y             | Open                | Richard Weigh/Paul Barnes | The Strategic Board monitor and challenge Civica to ensure progress is being made on the development of the Elwy Centre                                                                          | C             | 3      | Y             |
| 3                                     | Our relationship with Civica breaks down                                                                                                                | D            | 1      | A             | Open                | Paul Barnes               | A range of meetings and boards ensuring effective working relationship for both organisations                                                                                                    | E             | 1      | A             |
| 4                                     | The performance significantly drops and KPIs are not met leading to significant financial and reputational impact                                       | D            | 2      | A             | Open                | Paul Barnes               | Monthly performance reports from Civica / Monthly Operational Board Meetings                                                                                                                     | E             | 2      | Y             |
| 5                                     | The performance significantly drops and KPIs are not met leading to minimal financial or reputational impact                                            | D            | 4      | G             | Open                | Paul Barnes               | Monthly performance reports from Civica / Monthly Operational Board Meetings                                                                                                                     | D             | 4      | G             |
| 6                                     | Civica becomes insolvent                                                                                                                                | E            | 1      | A             | Open                | Steve Gadd                | Annual accounts received from Civica                                                                                                                                                             | E             | 1      | A             |
| 7                                     | Any local government reorganisation results in contractual problems                                                                                     | D            | 2      | A             | Open                | Richard Weigh             | Monitoring the political situation                                                                                                                                                               | D             | 2      | A             |
| 8                                     | Data security is weak resulting in a potential data breach                                                                                              | D            | 2      | A             | Open                | Civica                    | Training and supervision of staff                                                                                                                                                                | E             | 2      | Y             |
| 9                                     | There is ineffective client monitoring of the contract                                                                                                  | D            | 2      | A             | Open                | Paul Barnes               | Monthly performance reports from Civica / Monthly Operational Board Meetings                                                                                                                     | E             | 2      | Y             |
| 10                                    | The negative impact of Civica not being able to attend the regional Revenue & Benefits meetings                                                         | B            | 3      | A             | Open                | Paul Barnes               | Paul Barnes attends                                                                                                                                                                              | D             | 4      | G             |
| 11                                    | The potential for reputational risk with the outsourcing of the Bailiffs service                                                                        | D            | 2      | A             | Open                | Operations Board          | Will be monitored monthly through the Operational Board. Working with Citizens Advice Denbighshire to ensure a robust process. The contractors will attend the Strategic Tackling Poverty Group. | D             | 3      | Y             |
| 12                                    | The provision of timely and accurate financial information from Civica to DCC Finance at year end                                                       | B            | 2      | R             | Open                | Civica                    | Meeting between DCC & Civica colleagues to confirm timelines and process. Proposed running of half yearly close down. Frequent reconciliation of accounts.                                       | D             | 2      | A             |
|                                       | The transfer of staff is not well managed                                                                                                               |              |        |               | Closed              |                           |                                                                                                                                                                                                  |               |        |               |
|                                       | There are delays to the refit and development of 3 <sup>rd</sup> floor Russell House for Civica colleagues                                              |              |        |               | Closed              |                           |                                                                                                                                                                                                  |               |        |               |
|                                       | Ensure visibility of new staffing responsibilities and structures for colleagues moving from DCC to Civica through intranet and other relevant channels |              |        |               | Closed              |                           |                                                                                                                                                                                                  |               |        |               |
|                                       | Civica are unable to recruit bailiffs to vacant positions                                                                                               |              |        |               | Closed              |                           |                                                                                                                                                                                                  |               |        |               |

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**Report to:** Partnerships Scrutiny Committee

**Date of Meeting:** 19 January 2017

**Lead Member/Officer:** Anti-Poverty Lead for the Council/  
Head of Business Improvement & Modernisation

**Report Author:** Rhys Burton – Programme Manager, Communities First,  
Cooperative  
Gavin Roberts – Cluster Manager, Communities First,  
Cooperative  
Strategic Planning Team Manager, Denbighshire County  
Council

**Title:** Communities First in Denbighshire

## 1. What is the report about?

- 1.1 Partnerships Scrutiny Committee received a report during the summer which detailed progress made with the Communities First programme in Denbighshire for 2015/16. This report seeks to provide a further update to the end of quarter 2 (September 2016). Section 1 of Appendix 1 provides an overview of the projects being undertaken and of the outcomes achieved.

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

- 2.1 As requested by Members, the report provides information on the progress to date with the work of Communities First in Denbighshire, the number of projects with which it is involved, the number of people helped into work/sustainable employment and funding allocated to it.

## 3. What are the Recommendations?

- 3.1 The recommendation is for the Partnerships Scrutiny Committee to comment on the contents of the attached report (Appendix 1).

## 4. Report Details

- 4.1 Communities First is the Welsh Government's community focussed tackling poverty programme. The programme provides funding for Lead Delivery Bodies within local authority areas known as Communities First Clusters to narrow the economic, education/skills and health gaps between our most deprived and more affluent areas. It has three strategic objectives helping to achieve these outcomes:
- Prosperous Communities.
  - Learning Communities.
  - Healthier Communities.

The programme has 52 Communities First Clusters which between them work with all of the communities which are eligible for inclusion in the programme.

- 4.2 The North Denbighshire Cluster consist of 8 Lower Super Output Areas (LOSAs) in Rhyl and Upper Denbigh. Each cluster is managed by a Lead Delivery Body (LDB) which is responsible for ensuring that the programme is well-managed, that funding is used to deliver the agreed outcomes and that communities are fully involved. The LDB for the Denbighshire cluster is the Cooperative.
- 4.3 Communities First in Denbighshire currently has 1,152 participants across 14 projects. 798 delivery sessions have been undertaken and 390 volunteer hours have been given so far during 2016/17. Section 1 of Appendix 1 provides more detail in relation to the outcomes that have been achieved during the first two quarters of 2016/17, across the different projects.
- 4.4 On 11 October 2016, the Cabinet Secretary for Communities and Tackling Poverty (Carl Sargeant) stated "I am minded to phase out the Communities First programme while establishing a new approach to meet the challenges of the future". The Welsh Government have also launched a programme of engagement with stakeholders on the Welsh Government's proposed new approach to building resilient communities. It is anticipated that more will be known of the future of Communities First following this consultation, which closes mid-January 2017.

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

- 5.1 The work of the Communities First Programme contributes to and compliments the work of the other Tackling Poverty Programmes delivered by the Council; (i) Families First, (ii) Flying Start and (iii) Supporting People; jointly reporting to the Tackling Poverty Group and ultimately contributing to the delivery of the Well-being Plan.

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

- 6.1 The Communities First North Denbighshire Cluster was awarded £666,020 by Welsh Government for 2016/17. Much of this goes towards staffing costs and for work commissioned to deliver projects. It is anticipated that there will be a significant reduction in funding whether the programme is phased out or not. There is currently no indication of the level of any funding cut.

## **7. What are the main conclusions of the Well-being Impact Assessment? The completed Well-being Impact Assessment report can be downloaded from the website and should be attached as an appendix to the report.**

- 7.1 A Well-being Impact Assessment will be completed once confirmation is received about whether or not the programme will cease and if it is to cease, the plans for phasing out, including timescales and budgets and therefore implications.

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

- 8.1 Partnerships Scrutiny Committee regularly receives reports on the progress of the Communities First programme in Denbighshire.

8.2 Once Welsh Government announce the decision regarding the future of the programme along with associated timeframes and budget, formal exit strategies will be devised and shared with appropriate stakeholders.

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

9.1 A statement from the Chief Finance Officer is not required for this report.

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

10.1 The main risk is the uncertainty about whether the programme will be phased out and the resulting impact on those Denbighshire residents supported by the projects, should it cease.

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

11.1 Local Government Act 2000, Section 21.

11.2 Section 7.4.2 (e) of the Council's Constitution outlines Scrutiny's powers with respect to scrutinising the performance of other public bodies operating within the Council's area and inviting reports from them on their activities and performance.

### **Contact Officer:**

Strategic Planning Team Manager

Tel: 01824 708079

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**Subject: North Denbighshire Communities First 2016**

**Report Author: Gavin Roberts (Cluster Manager)**

The purpose of this report is to inform the Partnerships Scrutiny Committee of the progress being made within Communities First for the first 2 quarters of the 2016/17 financial year. It is also to provide details of how the work of Communities First has contributed towards Denbighshire County Council's Tackling Poverty Board recommendations including:

- Plan how to prevent residents becoming susceptible to the prevalent causes of poverty.
- Plan how we can boost the prevalence of those factors that lead people out of poverty.
- Consider a vision for providing support mechanisms in place for Social housing tenants in the county, and whether current structures/processes are conducive to achieving this
- Consider the poverty premium and how advice for residents in poverty could help mitigate against its effects (interdependency with advice and support work)
- Report on the gap in health and education outcomes for those living in poverty, and recommend further mitigating actions
- Consider the Challenges outlined by managers of the Nationally-funded programmes. How can they support one another to address them

Work supported by Communities First in Denbighshire is specifically intended for those within a defined cluster area against outcomes set by the Welsh Government. Cluster delivery does not require project work to be undertaken across all outcome measures, but Communities First clusters are required to identify which outcome measures they intend to target and for the Lead Delivery Body (i.e. the managing body) to annually agree these with Welsh Government.

Communities First is one of the programmes under the Welsh Government's Anti-Poverty Strategy for Wales and has been awarded £666,020 for work in the North Denbighshire Cluster in 2016/17. Much of the costs for the North Denbighshire Cluster are for staff costs and for work commissioned to other local partners. This award is significantly lower than the funding awarded to the other 3 tackling poverty programmes. Communities First does link with the other tackling poverty programmes and is involved in regular conversations regarding closer partnership working, referral routes between programmes and discussions regarding future alignment recommendations.

For the year April 2016 – March 2017 Communities First is delivering 14 projects with 1158 individuals taking part in a wide variety of activities. 806 sessions have been delivered to date with a current total of 406 hours of volunteer contribution.

As highlighted in the recently written **Barriers to Employment** report it reported that the number of working age people who were claiming one or more key DWP benefits

within the Rhyl Wards totalled 4180 individuals. It is hoped that the scrutiny committee acknowledge that Communities First is working with a large number of these individuals. It should also be noted that the programme is working with those individuals who are deemed to be the hardest to reach and furthest away from entering the jobs market and team members are dealing with all types of community matters such as education issues, low level skills and work experience, mental health, debt/money management issues etc. A large proportion of our work is not measured by Welsh Government as we are requested to submit results based on prescribed Welsh Government outcomes.

Communities First activities are delivered under 3 main themes – these being:

- Education & Learning
- Prosperous Communities; and
- Health & Wellbeing

### **Learning activities with the Community in Quarters 1 & 2**

#### **Headline Data**

- 61 individuals accessed Community learning activities
- 50 individuals felt more positive about learning as a result of these activities
- 97 parents involved in family learning activities
- 51 parents felt more engaged with school as a result of these activities
- 51 parents feel more confident supporting their children
- 159 pupils involved in aspirations raising activities
- 84 pupils with a better understanding of the importance of school

The learning officer has supported individuals with their **Basic Skills** to date and 100% of those individuals rated the support as excellent. More referrals were received both internally and from external agencies such as the Job Centre. One to one sessions continue to be the preferred method of support for the individuals in question and it is envisaged that we will receive more referrals in the second half of the year as the support on offer is beginning to be noted by external agencies.

**Aspirations** work with local universities has continued to be a very successful part of the programme. It is highly valued by the cluster primary schools and the universities (Bangor, Chester and new this year, Liverpool John Moore's). The main aim of this programme is to provide information to the children and parents about universities in order to make higher education a more attractive and realistic goal. Many of these families have no idea that higher education is a possibility or how they could support their child to aim for university. By targeting this programme at year 6 children it is hoped that they will enter the crucial, early years of high school with an "aspiration" that will have a positive influence on their commitment to study.

On the 16th February 2017 one full day of university based activities has been organised at Rhyl Town Hall and each of the five cluster primary schools will be bringing Year 6 pupils to the event to take part in sessions on i) The learning journey from primary school to university; ii) Academic life at university; iii) Student life at university and iv) General university quiz.

The **Youth Diversion** project continues to engage with young people across West Rhyl, but also in South West Rhyl, South East Rhyl and Upper Denbigh – with the aim of diverting them away from anti-social behaviour or crime. All areas are affected by above average or high levels of poverty. Sessions delivered included i) Evening Drop-in sessions provided twice per week in West Rhyl; ii) Weekly afternoon drop-in for young people aged 16+ in West Rhyl; iii) Weekly detached youth work session (Friday evenings) across targeted areas in Rhyl and iv) Sports outreach sessions delivered together with DCC leisure services in the West End and Bruton Parc areas of Rhyl

## **Prosperous activities with the Community in Quarters 1 & 2**

### **Headline Data**

- 107 individuals received support through our Job Clubs
- 35 individuals entered employment
- 48 individuals completed an employment related course
- 104 individuals have accessed digital inclusion support
- 10 have gained basic IT skills
- 99 participants are able to use the internet for online services
- 148 individuals received support with income maximisation
- 119 individuals reducing/managing debt

The **Next Steps** Project remains an integral part of our delivery and offers a holistic in-depth drop-in sessions for those with concerns around a range of issues including: training, employment, benefits, housing, food poverty, debt, financial management and health as a barrier to employment and learning.

Linking closely with the **Rhyl Urban Smallholding (RUSH)** project developed by the Senior Community Inclusion Officer, participants are now able to access project in order to develop their skills, qualifications and confidence.

The project links the work of the Prosperous Officer, the Youth Mentor and the Income Maximisation Officer to create a joined up approach to delivery. The staff also work closely with the DWP “Communities for Work” workers and provides the C4W workers with a place to meet participants within a community setting whilst also accessing the wider resource and training opportunities available through the Next Steps project.

**Foodbank** referrals continue to grow as has the public awareness of our work – which has resulted in an increase in the number of food donations we receive from organisations and community groups. Our Foodbank accepts referrals from a wide range of local agencies / community groups as well as those customers we identify from within our own thematic work. The reason for Foodbank referrals vary widely, the main underlying need for this service is because of the delays in benefit payments and the struggling to pay priority bills

Our holistic **Income Maximisation** service delivered by our commissioned partner, Citizens Advice Denbighshire provides a wrap-around community member focused service and provides a one stop multi agency referral hub to partner agencies such as the Benefits Advice Shop to leverage the outcomes.

The role of the Income Maximisation Officer helps to remove any financial barriers to work and helps participants see that work pays; maximising income and debt resolution are essential parts of this.

The service is delivered at a range of community venues including the Food Bank and job clubs, this results in a holistic wrap-around service tailored to individual participant circumstances.

We are continuing to work with DCC's Planning and Public Protection Services (Built Environment) and other partners to develop the **IN2 Construction** project which is a programme designed to enhance the employment prospects of unemployed individuals living in Denbighshire. The programme offers individuals the opportunity to access classroom based learning to gain their CSCS Labourer card and a two week on-site work experience placement. DCC's Energy Conservation Project Officer has highlighted repeatedly about how valuable the engagement and involvement with ourselves at Communities First has been and how this has enhanced the whole £5.5 million Energy Conservation Program within Denbighshire.

During this reporting period we supported the **Wales Illegal Money Lending Unit** to develop an event to raise awareness of the dangers of illegal money lenders that are operating in the area.

### **Health activities with the Community in Quarters 1& 2**

#### **Headline Data**

- 114 GP (Clarence House) Referrals to 6 month Social Prescribing Project supporting lonely/isolated people
- New Pilot commenced September 2016 at Clarence House supporting people with low to moderate mental health needs to access appropriate support other than tranquilisers (90 people referred in first 40 days)
- 342 individuals accessed Streetgames/US Girls programmes
- 31 girls aged 11-18 regularly attending US Girls Youth Club in Rhyl
- 19 people have taken part in FoodWise a weight management programme with two clients losing over 3 stones each

The **Cob Roundhouse Project** – has achieved Round 2 funding of £26,900 funding from the Co-operative in October 2016 and in partnership with Denbighshire Countryside Services and North Wales Wildlife Trust the site at Glan Morfa will be further developed

The **Social Prescribing Project** was a collaboration between Clarence House Surgery, Communities First (Co-op Group) and the British Red Cross. The project began in May 2016 and ran through to the end of October. Over the course of the project 114 individuals were referred into the project. A high percentage of those referred in (over 90%) accepted the service. Individuals were signposted to a wide range of organisations to support them including Parabl, Silver Line, Royal Voluntary Service, North Wales Women's Centre, CAB, NEWCIS, Vision Support, SSAFA, Parkinson's, CRUSE and the DCC Falls Service.



**Street Games** had moved into new areas of Rhyl and opportunities to develop new Street Clubs continue. The “Us Girls” programme has run a weekly club (every Tuesday evening) where the young girls can come together and be involved in a variety sports and social activities as well as delivering sessions on building their self-esteem and confidence.

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|                         |                                        |
|-------------------------|----------------------------------------|
| <b>Report to:</b>       | <b>Partnerships Scrutiny Committee</b> |
| <b>Date of Meeting:</b> | <b>19 January 2017</b>                 |
| <b>Lead Officer:</b>    | <b>Scrutiny Co-ordinator</b>           |
| <b>Report Author:</b>   | <b>Scrutiny Co-ordinator</b>           |
| <b>Title:</b>           | <b>Scrutiny Work Programme</b>         |

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

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

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

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

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

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

## **4. Report details**

- 4.1 Section 7 of Denbighshire County Council's Constitution sets out each Scrutiny Committee's terms of reference, functions and membership, as well as the rules of procedure and debate.
- 4.2 The Constitution stipulates that the Council's scrutiny committees must set, and regularly review, a programme for their future work. By reviewing and prioritising issues, members are able to ensure that the work programme delivers a member-led agenda.
- 4.3 For a number of years it has been an adopted practice in Denbighshire for scrutiny committees to limit the number of reports considered at any one meeting to a maximum of four plus the Committee's own work programme report. The aim of this approach is to facilitate detailed and effective debate on each topic.
- 4.4 In recent years the Welsh Government (WG) and the Wales Audit Office (WAO) have highlighted the need to strengthen scrutiny's role across local government and public services in Wales, including utilising scrutiny as a means of engaging with residents and service-users. Going forward scrutiny will be expected to engage better and more frequently with the public with a view to securing better decisions which ultimately lead to better outcomes for citizens. In future the WAO will measure scrutiny's effectiveness in fulfilling these expectations.

- 4.5 Having regard to the national vision for scrutiny whilst at the same time focussing on local priorities, the Scrutiny Chairs and Vice-Chairs Group (SCVCG) has recommended that the Council's scrutiny committees should, when deciding on their work programmes, focus on the following key areas:
- budget savings;
  - achievement of the Corporate Plan objectives (with particular emphasis on the their deliverability during a period of financial austerity);
  - any other items agreed by the Scrutiny Committee (or the SCVCG) as high priority (based on the PAPER test criteria – see reverse side of the 'Member Proposal Form' at Appendix 2) and;
  - Urgent, unforeseen or high priority issues

#### 4.6 Scrutiny Proposal Forms

As mentioned in paragraph 4.2 above the Council's Constitution requires scrutiny committees to prepare and keep under review a programme for their future work. To assist the process of prioritising reports, if officers are of the view that a subject merits time for discussion on the Committee's business agenda they have to formally request the Committee to consider receiving a report on that topic. This is done via the submission of a 'proposal form' which clarifies the purpose, importance and potential outcomes of suggested subjects. No officer proposal forms have been received for consideration at the current meeting.

- 4.7 With a view to making better use of scrutiny's time by focussing committees' resources on detailed examination of subjects, adding value through the decision-making process and securing better outcomes for residents, the SCVCG has decided that members, as well as officers, should complete 'scrutiny proposal forms' outlining the reasons why they think a particular subject would benefit from scrutiny's input. A copy of the 'member's proposal form' can be seen at Appendix 2. The reverse side of this form contains a flowchart listing questions which members should consider when proposing an item for scrutiny, and which committees should ask when determining a topic's suitability for inclusion on a scrutiny forward work programme. If, having followed this process, a topic is not deemed suitable for formal examination by a scrutiny committee, alternative channels for sharing the information or examining the matter can be considered e.g. the provision of an 'information report', or if the matter is of a very local nature examination by the relevant Member Area Group (MAG). In future no items will be included on a forward work programme without a 'scrutiny proposal form' being completed and accepted for inclusion by the Committee or the SCVCG. Assistance with their completion is available from the Scrutiny Co-ordinator.

#### North Wales Safeguarding Boards

- 4.8 As the Corporate Director: Communities is unable to attend the current meeting the Chair permitted her request for the presentation of the above report to be deferred until a future meeting. Its presentation has now been scheduled for the Committee's meeting on 6 April 2017 (see Appendix 1).

#### Cabinet Forward Work Programme

- 4.9 When determining their programme of future work it is useful for scrutiny committees to have regard to Cabinet's scheduled programme of work. For this purpose a copy of the Cabinet's forward work programme is attached at Appendix 3.

## Progress on Committee Resolutions

- 4.10 A table summarising recent Committee resolutions and advising members on progress with their implementation is attached at Appendix 4 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 is scheduled to hold its next meeting on 17 January 2017. Any decisions taken by the Group, that impact on the Committee's work or work programme, will be reported verbally to the Committee at the meeting on 19 January.

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

Effective scrutiny will assist the Council to deliver its corporate priorities in line with community needs and residents' wishes. Continual development and review of a coordinated work programme will assist the Council to deliver its corporate priorities, improve outcomes for residents whilst also managing austere budget cuts.

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

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

### **8. What are the main conclusions of the Well-being Impact Assessment? The completed Well-being Impact Assessment report can be downloaded from the [website](#) and should be attached as an appendix to the report**

A Well-being Impact Assessment has not been undertaken in relation to the purpose or contents of this report. However, Scrutiny's through it work in examining service delivery, policies, procedures and proposals will consider their impact or potential impact on the sustainable development principle and the well-being goals stipulated in the Well-being of Future Generations (Wales) Act 2015.

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

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

Section 7.11 of the Council's Constitution stipulates that scrutiny committees and/or the Scrutiny Chairs and Vice-Chairs Group will be responsible for setting their own work programmes, taking into account the wishes of Members of the Committee who are not members of the largest political group on the Council.

**Contact Officer:**

Scrutiny Coordinator

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e-mail: [rhian.evans@denbighshire.gov.uk](mailto:rhian.evans@denbighshire.gov.uk)

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        |
|---------|-----------------------------------|-------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|---------------------|
| 2 March | <b>Cllr. Bobby Feeley</b>         | 1. Update on Maternity & Women's Services and the Sub Regional Neonatal Intensive Care Unit SuRNNIC Unit at Ysbyty Glan Clwyd | To outline the progress to date with the development of these services at Ysbyty Clwyd and the impact on Denbighshire's residents                                                                                                                                                                                                                            | Improving the health and well-being of Denbighshire's residents                                                                                                                            | BCUHB                               | July 2016           |
|         | <b>Cllr. Bobby Feeley</b>         | 2. GP Out of Hours Service                                                                                                    | To detail the responsiveness of the service – caller waiting times when telephoning, appointment waiting times, effectiveness of the service in keeping patients away from A&E and in referring people to the district general hospital if necessary. Also information on staffing levels, any problems identified and measures put in place to address them | Ensuring residents are protected and have access to required health services when they need them with a view to improving their life outcomes and easing pressures on social care services | BCUHB                               | By SCVCG March 2016 |
|         | <b>Cllr. Julian Thompson-Hill</b> | 3. Draft Local Assessment of                                                                                                  | To consult with the Committee on the draft                                                                                                                                                                                                                                                                                                                   | That the Committee provides its                                                                                                                                                            | Alan Smith/Vicky Roberts/Emma Horan | October 2016        |

| Meeting | Lead Member(s)            | Item (description / title)          | Purpose of report                                                                                                                                                                                                   | Expected Outcomes                                                                                                                                                                    | Author                          | Date Entered                             |
|---------|---------------------------|-------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|------------------------------------------|
|         |                           | Well-being<br><i>[WIA required]</i> | local assessment of Well-being                                                                                                                                                                                      | observations on the joint Public Service Board's (PSB) assessment and contributes towards the development of the new Well-being Plan                                                 |                                 |                                          |
|         | <b>Cllr. David Smith</b>  | 4. CCTV Partnership                 | To update members on the progress made with securing a sustainable future for CCTV service provision, including future funding options, rollout to other areas of the county and potential partnership arrangements | An effective and viable CCTV service that supports the delivery of the Council's priorities of developing the local economy, clean and tidy streets and protecting vulnerable people | Graham Boase/Emlyn Jones        | November 2016                            |
|         |                           |                                     |                                                                                                                                                                                                                     |                                                                                                                                                                                      |                                 |                                          |
| 6 April | <b>Cllr. Bobby Feeley</b> | 1. Single Point of Access (SPoA)    | To detail progress in developing the service, identifying any areas of concern and funding streams                                                                                                                  | Supporting seamless joint working with a view to increasing prevention activities to protect and support vulnerable people to live independently and safely within their communities | Phil Gilroy/Cathy Curtis-Nelson | April 2016                               |
|         | <b>Cllr. Bobby Feeley</b> | 2. North Wales Safeguarding Boards  | To outline the progress made with the development of the regional safeguarding                                                                                                                                      | To safeguard vulnerable children and adults in Denbighshire                                                                                                                          | Nicola Stubbins                 | July 2016<br>(rescheduled December 2016) |



| Meeting      | Lead Member(s) | Item (description / title)                                              | Purpose of report                                                                                                                                                                                                                                                                                 | Expected Outcomes                                                                                                                                                                                                                       | Author                                 | Date Entered   |
|--------------|----------------|-------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|----------------|
|              |                |                                                                         | boards and in filling vacant positions                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                         |                                        |                |
| 22 June      |                |                                                                         |                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                         |                                        |                |
| 14 September | <b>TBA</b>     | 1. Protection of Vulnerable Adults Annual Report 2016/17                | To consider the POVA annual report, and information in place to meet the statutory requirements of the Social Services and Well-being Act 2014 and an evaluation of the financial and resource impact of the Supreme Court's 2014 Judgement on deprivation of liberty on the Service and its work | An evaluation of whether the Authority is meeting its statutory duty with respect to adult safeguarding and has sufficient resources to undertake this work along with the additional work in the wake of the Supreme Court's judgement | Phil Gilroy/Alaw Pierce/Nerys Tompsett | September 2016 |
|              | <b>TBA</b>     | 2. Community Safety Partnership [Crime and Disorder Scrutiny Committee] | To detail the Partnership's achievement in delivering its 2016/17 action plan and its progress to date in delivering its action plan for 2017/18. The report to include financial sources and the progress made in spending the allocated funding.                                                | Effective monitoring of the CSP's delivery of its action plan for 2016/17 and its progress to date in delivering its plan for 2017/18 will ensure that the CSP delivers the services which the Council and local residents require      | Alan Smith/Vicki Roberts/Sian Taylor   | October 2016   |
|              |                |                                                                         |                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                         |                                        |                |

| Meeting     | Lead Member(s) | Item (description / title) | Purpose of report | Expected Outcomes | Author | Date Entered |
|-------------|----------------|----------------------------|-------------------|-------------------|--------|--------------|
| 2 November  |                |                            |                   |                   |        |              |
| 14 December |                |                            |                   |                   |        |              |

**Future Issues**

| Item (description / title)                                                                                                                | Purpose of report                                                                                                                                                                                                             | Expected Outcomes                                                                                                                                                     | Author                       | Date Entered             |
|-------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|--------------------------|
| HASCAS Report on Tawelfan (Spring 2017 date tbc dependent upon the report's publication)                                                  | To consider HASCAS' findings with respect to the failings in care and treatment of patients on the ward                                                                                                                       | The identification of lessons learnt from what happened at Tawelfan for the purpose of safeguarding the Council and residents against such failings in care in future | HASCAS/BCUHB/Nicola Stubbins | By SCVCG<br>October 2015 |
| 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                                  | Nicola Stubbins              | November 2012            |

**For future years**

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

**Information/Consultation Reports**

| <b>Information / Consultation</b> | <b>Item<br/>(description /<br/>title)</b> | <b>Purpose of report</b> | <b>Author</b> | <b>Date<br/>Entered</b> |
|-----------------------------------|-------------------------------------------|--------------------------|---------------|-------------------------|
|                                   |                                           |                          |               |                         |

21/11/16 - RhE

**Note for officers – Committee Report Deadlines**

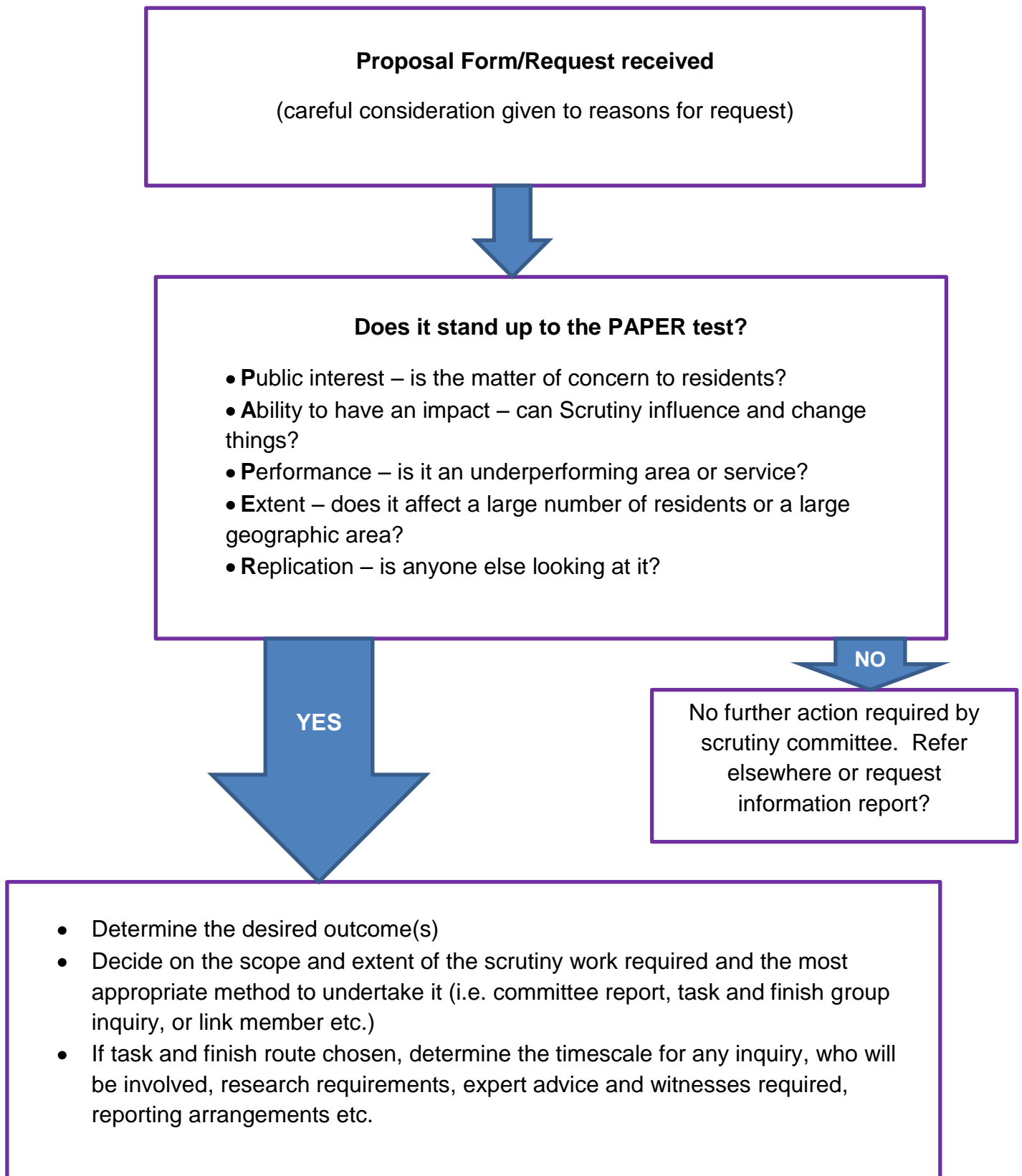
| <b>Meeting</b> | <b>Deadline</b>    | <b>Meeting</b> | <b>Deadline</b> | <b>Meeting</b> | <b>Deadline</b>    |
|----------------|--------------------|----------------|-----------------|----------------|--------------------|
|                |                    |                |                 |                |                    |
| 2 March        | <b>16 February</b> | 6 April        | <b>23 March</b> | 22 June        | <b>8 June 2016</b> |

Partnerships Scrutiny Work Programme.doc

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| <b>Member Proposal Form for Scrutiny Forward Work Programme</b>                                                                                                                        |               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| <b>NAME OF SCRUTINY COMMITTEE</b>                                                                                                                                                      |               |
| <b>TIMESCALE FOR CONSIDERATION</b>                                                                                                                                                     |               |
| <b>TOPIC</b>                                                                                                                                                                           |               |
| <b>What needs to be scrutinised (and why)?</b>                                                                                                                                         |               |
| <b>Is the matter one of concern to residents/local businesses?</b>                                                                                                                     | <b>YES/NO</b> |
| <b>Can Scrutiny influence and change things?</b><br>(if 'yes' please state how you think scrutiny can influence or change things)                                                      | <b>YES/NO</b> |
| <b>Does the matter relate to an underperforming service or area?</b>                                                                                                                   | <b>YES/NO</b> |
| <b>Does the matter affect a large number of residents or a large geographical area of the County</b><br>(if 'yes' please give an indication of the size of the affected group or area) | <b>YES/NO</b> |
| <b>Is the matter linked to the Council's Corporate priorities</b><br>(if 'yes' please state which priority/priorities)                                                                 | <b>YES/NO</b> |
| <b>To your knowledge is anyone else looking at this matter?</b><br>(If 'yes', please say who is looking at it)                                                                         | <b>YES/NO</b> |
| <b>If the topic is accepted for scrutiny who would you want to invite to attend e.g. Lead Member, officers, external experts, service-users?</b>                                       |               |
| <b>Name of Councillor/Co-opted Member</b>                                                                                                                                              |               |
| <b>Date</b>                                                                                                                                                                            |               |

## Consideration of a topic's suitability for scrutiny



## Cabinet Forward Work Plan

| Meeting           | Item (description / title) |                                                                    | Purpose of report                                                                                                                                                   | Cabinet Decision required (yes/no) | Author – Lead member and contact officer                                                       |
|-------------------|----------------------------|--------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|------------------------------------------------------------------------------------------------|
| <b>24 January</b> | 1                          | Finance Report                                                     | To update Cabinet on the current financial position of the Council                                                                                                  | Tbc                                | Councillor Julian Thompson-Hill / Richard Weigh                                                |
|                   | 2                          | Final Budget Proposals 2017/18                                     | To consider the final budget proposals including the level of Council Tax before submission to Council                                                              | Tbc                                | Councillor Julian Thompson-Hill / Richard Weigh                                                |
|                   | 3                          | Update on options appraisals for In-house Care Services            | To consider and, if appropriate, make a decision on the potential options for future provision of the services identified in the report                             | Tbc                                | Cllr Bobby Feeley / Phil Gilroy                                                                |
|                   | 4                          | Housing Rent Setting & Housing Revenue and Capital Budgets 2017/18 | To seek approval from Cabinet for the proposed rent increase for council housing and to approve the Housing Revenue Account Capital and Revenue Budgets for 2017/18 | Yes                                | Councillors Julian Thompson-Hill & Barbara Smith / Jamie Groves / Geoff Davies / Richard Weigh |
|                   | 5                          | Ysgol Llanfair – Business Case                                     | To consider the options for investment in the new school for Ysgol Llanfair                                                                                         | Yes                                | Councillor Eryl Williams / Karen Evans                                                         |
|                   | 6                          | Rhyl Waterfront Development:                                       | For Cabinet to approve the                                                                                                                                          | Yes                                | Councillor Hugh Evans /                                                                        |

## Cabinet Forward Work Plan

| Meeting | Item (description / title) |                                                       | Purpose of report                                                                                                                                                                   | Cabinet Decision required (yes/no) | Author – Lead member and contact officer        |
|---------|----------------------------|-------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-------------------------------------------------|
|         |                            | Phase 1b commercial elements                          | funding model for the commercial elements of the Hospitality Phase                                                                                                                  |                                    | Rebecca Maxwell                                 |
|         | 7                          | Gypsy and Traveller Accommodation Assessment Update   | To consider the assessment update                                                                                                                                                   | Tbc                                | Cllr Hugh Irving / Angela Loftus                |
|         | 8                          | Bodynys Farm, Rhewl, Ruthin                           | To declare surplus to the requirements of the Agricultural Estate and agree disposal                                                                                                | Yes                                | Cllr Julian Thompson-Hill / Mair Jones          |
|         | 9                          | Proposed 3-16 Catholic School in Rhyl                 | To seek approval to proceed to formal consultation for the new 3-16 Catholic school in Rhyl and to recommend approval of the funding to commence the concept/ detailed design stage | Yes                                | Cllr Eryl Williams / Karen Evans                |
|         | 10                         | Land at Tirionfa, Meliden Road, Rhuddlan              | To declare surplus and enter into an agreement with an adjoining owner regarding the proceeds of sale                                                                               | Yes                                | Councillor Julian Thompson-Hill / David Mathews |
|         | 11                         | The Waterfront Development, Land at East Parade, Rhyl | To appropriate restrictive covenants on land required for The Waterfront Development, Rhyl                                                                                          | Yes                                | Councillor Julian Thompson-Hill / David Mathews |



## Cabinet Forward Work Plan

| Meeting            | Item (description / title) |                                                   | Purpose of report                                                                                       | Cabinet Decision required (yes/no) | Author – Lead member and contact officer            |
|--------------------|----------------------------|---------------------------------------------------|---------------------------------------------------------------------------------------------------------|------------------------------------|-----------------------------------------------------|
|                    | 12                         | Recommendations of the Strategic Investment Group | To recommend approval of 2017-18 capital bids to Council                                                | Yes                                | Councillor Julian Thompson-Hill / Richard Humphreys |
|                    | 13                         | Community Planning                                | To consider a new approach to community planning in the county as an alternative to Town and Area Plans | Yes                                | Councillor Hugh Evans / Alan Smith                  |
|                    | 14                         | Items from Scrutiny Committees                    | To consider any issues raised by Scrutiny for Cabinet's attention                                       | Tbc                                | Scrutiny Coordinator                                |
| <b>28 February</b> | 1                          | Finance Report                                    | To update Cabinet on the current financial position of the Council                                      | Tbc                                | Councillor Julian Thompson-Hill / Richard Weigh     |
|                    | 2                          | New Asset Management Strategy                     | Adoption of a new asset management strategy                                                             | Yes                                | Cllr Julian Thompson-Hill / Tom Booty               |
|                    | 3                          | Welsh Language Strategy                           | Consideration of a new Welsh Language Strategy                                                          | Yes                                | Councillor Huw Jones / Emllyn Jones                 |
|                    | 4                          | DCC Wellbeing Objectives                          | To consider a report on the Council's Wellbeing Objectives                                              | Tbc                                | Councillor Hugh Evans / Alan Smith                  |
|                    | 5                          | Items from Scrutiny Committees                    | To consider any issues raised by Scrutiny for Cabinet's attention                                       | Tbc                                | Scrutiny Coordinator                                |

## Cabinet Forward Work Plan

| Meeting         | Item (description / title) |                                              | Purpose of report                                                  | Cabinet Decision required (yes/no) | Author – Lead member and contact officer                                |
|-----------------|----------------------------|----------------------------------------------|--------------------------------------------------------------------|------------------------------------|-------------------------------------------------------------------------|
| <b>28 March</b> | 1                          | Finance Report                               | To update Cabinet on the current financial position of the Council | Tbc                                | Councillor Julian Thompson-Hill / Richard Weigh                         |
|                 | 2                          | Items from Scrutiny Committees               | To consider any issues raised by Scrutiny for Cabinet's attention  | Tbc                                | Scrutiny Coordinator                                                    |
| <b>25 April</b> | 1                          | Finance Report                               | To update Cabinet on the current financial position of the Council | Tbc                                | Councillor Julian Thompson-Hill / Richard Weigh                         |
|                 | 2                          | Corporate Plan Performance Report 2016/17 Q3 | To consider progress against the Corporate Plan                    | Tbc                                | Cllr Julian Thompson-Hill / Alan Smith                                  |
|                 | 3                          | Items from Scrutiny Committees               | To consider any issues raised by Scrutiny for Cabinet's attention  | Tbc                                | Scrutiny Coordinator                                                    |
| <b>6 June</b>   | 1                          | Finance Report                               | To update Cabinet on the current financial position of the Council | Tbc                                | Lead Member for Finance, Corporate Plan and Performance / Richard Weigh |
|                 | 2                          | Corporate Plan Performance Report 2016/17 Q4 | To consider progress against the Corporate Plan                    | Tbc                                | Lead Member for Finance, Corporate Plan and Performance / Alan Smith    |
|                 | 3                          | Items from Scrutiny Committees               | To consider any issues raised by Scrutiny for                      | Tbc                                | Scrutiny Coordinator                                                    |

**Cabinet Forward Work Plan**

| <b>Meeting</b> | <b>Item (description / title)</b> |                                | <b>Purpose of report</b>                                           | <b>Cabinet Decision required (yes/no)</b> | <b>Author – Lead member and contact officer</b>                         |
|----------------|-----------------------------------|--------------------------------|--------------------------------------------------------------------|-------------------------------------------|-------------------------------------------------------------------------|
|                |                                   |                                | Cabinet’s attention                                                |                                           |                                                                         |
| <b>18 July</b> | 1                                 | Finance Report                 | To update Cabinet on the current financial position of the Council | Tbc                                       | Lead Member for Finance, Corporate Plan and Performance / Richard Weigh |
|                | 2                                 | Items from Scrutiny Committees | To consider any issues raised by Scrutiny for Cabinet’s attention  | Tbc                                       | Scrutiny Coordinator                                                    |
|                |                                   |                                |                                                                    |                                           |                                                                         |

*Note for officers – Cabinet Report Deadlines*

| <i>Meeting</i> | <b><i>Deadline</i></b>   | <i>Meeting</i>  | <b><i>Deadline</i></b>    | <i>Meeting</i> | <b><i>Deadline</i></b> |
|----------------|--------------------------|-----------------|---------------------------|----------------|------------------------|
| <i>January</i> | <b><i>10 January</i></b> | <i>February</i> | <b><i>14 February</i></b> | <i>March</i>   | <b><i>14 March</i></b> |

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Cabinet Forward Work Programme.doc

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## Progress with Committee Resolutions

| Date of Meeting  | Item number and title                                            | Resolution                                                                                                                                                                                                                                                                                                                                                                                                    | Progress                                                                                              |
|------------------|------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|
| 24 November 2016 | 5. North Denbighshire Community Hospital/Health Facility Project | <b>RESOLVED</b> that subject to the above observations to receive the presentation, note the progress made to date, and support the work underway to deliver the new Community Hospital and Health Facility for the north Denbighshire area in Rhyl                                                                                                                                                           | Officers advised of the resolution                                                                    |
|                  | 6. CCTV Partnership                                              | <b>RESOLVED</b> that:<br>(i) subject to the above observations, to support the Council's role within the Partnership and the Partnership's retention; and<br>(ii) that a progress report be presented to the Committee, at its March 2017 meeting, on the measures taken to secure the Service's long-term future, including potential options for rolling the CCTV service out to other areas of the county. | Progress report scheduled into the Committee's forward work programme for its meeting on 2 March 2017 |
|                  | 7. Strategy for Supporting Independence in Denbighshire          | <b>RESOLVED</b> that:<br>(i) subject to the above observations and consideration of the suggested amendments, to support the Strategy; and<br>(ii) endorse the corporate approach to meeting the needs of citizens who may require support, thereby preventing the need for statutory intervention in their lives.                                                                                            | Lead Member and officers advised of the Committee's recommendation                                    |

|  |                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                   |
|--|------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <p><b>8. Denbighshire Supporting People – Local Commissioning Plan 2017-18</b></p> | <p><b>RESOLVED</b> that</p> <p><i>(i) Cabinet be advised of Scrutiny’s views that, having reviewed the Supporting People Local Commissioning Plan for 2017-18, it wished to register its concerns that the Supporting People grant had been subject to year on year cuts from Welsh Government for a number of years; and</i></p> <p><i>(ii) whilst acknowledging that contingency plans had been made within the Supporting People Local Commissioning Plan for 2017-18 to accommodate further cuts, if the Supporting People Grant monies was maintained at its current level that the funding remain within the Supporting People services to maintain the services provided.</i></p> | <p>Cabinet was advised of the Committee’s views at its meeting on 13 December 2016. Consequently Cabinet resolved to: “approve the Supporting People Local Commissioning Plan 2017 – 18 prior to its submission to the Regional Collaborative Committee and Welsh Government in January 2017”</p> |
|--|------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|