

To: Members of the Partnerships
Scrutiny Committee

Date: 16 June 2017

Direct Dial: 01824 712554

e-mail: democratic@denbighshire.gov.uk

Dear Councillor

You are invited to attend a meeting of the **PARTNERSHIPS SCRUTINY COMMITTEE** to be held at **9.30 am** on **THURSDAY, 22 JUNE 2017** in **CONFERENCE ROOM 1A, COUNTY HALL, RUTHIN.**

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 (Pages 5 - 6)

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

3 APPOINTMENT OF VICE-CHAIR (Pages 7 - 8)

To appoint a Vice-Chair of the Partnerships Scrutiny Committee for the municipal year 2017/18 (role description attached).

4 URGENT MATTERS AS AGREED BY THE CHAIR

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

5 MINUTES OF THE LAST MEETING (Pages 9 - 14)

To receive minutes of the Partnerships Scrutiny Committee meeting held on 6 April 2017 (copy attached).

6 DENBIGHSHIRE CCTV PARTNERSHIP (Pages 15 - 18)

To consider a report by the Head of Planning and Public Protection (copy enclosed) updating members on the CCTV Partnership and seeking support for its retention.

9.40 a.m. – 10.10 a.m.

7 DENBIGHSHIRE CARERS STRATEGY 2016 - 19 (Pages 19 - 86)

To consider a report by the Commissioning Officer for Carers Services (copy enclosed) providing an update on the Denbighshire Carers Strategy and seeking members' views and support thereon.

10.10 a.m. – 10.40 a.m.

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

**8 DIRECTOR OF SOCIAL SERVICES ANNUAL REPORT 2016 - 2017**  
(Pages 87 - 166)

To consider a report by the Principal Manager: Support Services (copy enclosed) presenting a draft of the Director of Social Services Annual Report 2016 – 2017 for scrutiny prior to its submission to the Care and Social Services Inspectorate for Wales.

**11.00 a.m. - 11.30 a.m.**

**9 SCRUTINY WORK PROGRAMME** (Pages 167 - 198)

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

**11.30 a.m.**

**PART 2 - CONFIDENTIAL ITEMS**

No Items.

**MEMBERSHIP**

**Councillors**

Joan Butterfield  
Jeanette Chamberlain-Jones  
Gareth Davies  
Tony Flynn  
Huw Jones  
Pat Jones

Christine Marston  
Melvyn Mile  
Andrew Thomas  
Rhys Thomas  
Huw Williams

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## LOCAL GOVERNMENT ACT 2000

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### Code of Conduct for Members

### DISCLOSURE AND REGISTRATION OF INTERESTS

I, *(name)*

a \*member/co-opted member of  
*(\*please delete as appropriate)*

**Denbighshire County Council**

**CONFIRM** that I have declared a \***personal / personal and prejudicial** interest not previously declared in accordance with the provisions of Part III of the Council's Code of Conduct for Members, in respect of the following:-  
*(\*please delete as appropriate)*

Date of Disclosure:

Committee *(please specify)*:

Agenda Item No.

Subject Matter:

Nature of Interest:

*(See the note below)\**

Signed

Date

\*Note: Please provide sufficient detail e.g. 'I am the owner of land adjacent to the application for planning permission made by Mr Jones', or 'My husband / wife is an employee of the company which has made an application for financial assistance'.

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- (vi) **Role:** **Scrutiny Member/Chair**  
**Salary:** Band 3 (Chair only)

*Please note: items highlighted are specific to the role of Chair*

### 1. PRINCIPAL ACCOUNTABILITIES

- To Full Council

### 2. PURPOSE OF ROLE

- Providing leadership and direction
- To participate fully in the activities of the Scrutiny Committee, the development and delivery of its work programme and any associated task and finish groups.
- To assist in the development and monitor impact of Council policy
- To hold the executive to account, monitoring performance and service delivery and challenge decisions through the call in arrangements where appropriate.
- To develop a forward work programme of the committee.
- To report on progress against the work programme to Council, and others as appropriate
- To provide confident and effective management of meetings to facilitate inclusivity, participation and clear decision making ensuring that meeting objectives are met, and the code of conduct, standing orders and other constitutional requirements are adhered to.
- To act as a focus for liaison between the council, community and external bodies in relation to the scrutiny function.
- To encourage effective contributions from all committee members in both committee and task and finish groups
- To assess individual and collective performance within the committee and liaise with the relevant Group Leader to progress training and development opportunities.
- Fulfil the accountabilities of the elected member role.

### 3. VALUES and EXPECTATIONS

- To be committed to the values of Denbighshire County Council and the following values in public office:
  - Pride
  - Integrity
  - Respect
  - Unity
  - Attend all relevant meetings
  - Carry out business electronically i.e. meetings and communication, wherever possible
  - To attend mandatory training as specified in the code of conduct and the constitution.
  - To participate in an annual development review to continually improve the performance of the member and the Council.

- To explain and account for personal performance as a County Councillor on a regular basis, particularly through the publication of an Annual Report on the Council's web site.



## PARTNERSHIPS SCRUTINY COMMITTEE

Minutes of a meeting of the Partnerships Scrutiny Committee held in Conference Room 1a, County Hall, Ruthin on Thursday, 6 April 2017 at 9.30 am.

### PRESENT

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

Lead Member Councillor Bobby Feeley attended at the request of the Committee

Observer: Councillor Meirick Lloyd Davies and Councillor Bobby Feeley

### ALSO PRESENT

Corporate Director: Communities (NS), Head of Finance (RW), Scrutiny Co-ordinator (RE), and Committee Administrator (SJ)

#### 1 APOLOGIES

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

#### 2 DECLARATIONS OF INTEREST

No declarations of interest.

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

No urgent matters.

#### 4 MINUTES OF THE LAST MEETING

The minutes of the Partnerships Scrutiny Committee held on 02 March 2017 were submitted.

**RESOLVED** that the minutes of Partnerships Scrutiny Committee on 02 March 2017 be received and approved as a correct record.

#### 5 DEVELOPMENT OF HEALTH AND SOCIAL CARE POOLED BUDGETS

Introducing the report (previously circulated) the Corporate Director: Communities (Statutory Director of Social Services) informed the Committee that the work underway to develop regional pooled budgets for North Wales, under the direction of the North Wales Regional Partnership Board (NWRPB), was still very much in its infancy. Whilst Section 33 of the National Health Service (Wales) Act 2006 had created a legislative framework to facilitate the creation of pooled health and social care budgets, these provisions had not been widely used. Consequently, the

Welsh Government (WG) had in Section 9 of the Social Services and Well-being (Wales) Act 2014 made regulations requiring the establishment of pooled budgets for specific functions, these being:

- Care home accommodation
- Family support functions; and
- Functions exercised jointly as a result of an assessment carried out under Section 14 of the 2014 Act, or any plan prepared under Section 14A of the same Act.

If appropriate pooled budgets could also be established to meet the costs of delivering other joint health and social care services.

Whilst the requirement to establish pooled budgets for family support functions and jointly exercised functions had come into effect from 6 April 2016, the pooled budget for care home accommodation functions would not become mandatory until 1 April 2018. Agreements were already in place to facilitate the delivery of joint services in areas such as Integrated Family Support Services, the North Wales (Central) service covered Conwy and Denbighshire. This practice would just need to be formalised in a legal agreement. The Corporate Director explained that work was currently underway to establish which services, outside of the mandatory pooled budget services, could potentially benefit from a pooled budget approach. Whilst the Health Board and local authorities were required by law to develop pooled budgets for the specified service areas, other organisations were not precluded from being partners in a pooled budget. However, the driver for integration and pooled budgets should be needs identified within local Population Needs Assessments. The NWRPB had established a Regional Pooled Budgets Project Group to develop a North Wales Integration Agreement for the approval of all six local authorities in the region and the Health Board. At present the Project Group, chaired by Denbighshire's Director of Social Services and supported by the Council's Section 151 officer and Deputy Monitoring Officer, was exploring a number of areas for their suitability for pooled budget arrangements, as well as the viability of including current pooled budgets within future formal arrangements i.e. equipment stores etc.

Options on how best to deliver and govern 'pooled budgets' were currently being tested and quality assured by applying them to smaller budget commitment areas. The results of this options appraisal would be presented to the NWRPB at its meeting in June 2017, for it to determine how best to proceed. For care home accommodation pooled budget purposes individuals' health and social care needs would be subject to the same assessment processes as at present. A pilot project was due to be undertaken in Gwynedd to test out the legal aspects of care home accommodation pooled budget arrangements. Legal aspects would be subject to thorough testing with a view to ensuring that one or more partners were not able to over utilise the pooled budget to alleviate their own budgetary pressures. To safeguard against such practices robust governance arrangements would need to be established and embedded if pooled budgets were to realise their full potential. Despite the need to ensure that all safeguards were robust prior to the establishment of pooled budgets the concept behind their establishment were

commendable, as their creation would secure more buying power for commissioning bodies whilst at the same time focussing on the citizen's needs.

The Lead Member for Social Care (Adults and Children's Services) highlighted to the Committee that the WG's recent White Paper 'Reforming local government: Resilient and renewed' emphasised the need to work effectively on a regional basis to deliver quality services with a greater focus on prevention rather than intervention. The UK Parliament's Health Committee was currently examining the effectiveness of NHS England's 'Sustainability and Transformation Plans (STPs)' and their success in keeping people healthier for longer and improving their care. Whilst Denbighshire was proactively embracing this change in approach there was still some way to travel on the transition journey.

Responding to members' questions officers advised that:

- All services delivered via pooled budgets would require to conform to the new Welsh language standards. From a procurement basis a regional 'pooled budget' would improve the buying power and widen the procurement base for specialist services in the service-user's language of choice;
- Quality monitoring and regulation of service delivery would continue to apply as at present;
- They would not enter into any 'pooled budget' contract that would compromise current service quality. Wherever possible the aim would be to continually improve services and deliver better outcomes for the individuals concerned; and
- One of the key areas which would require clarification as part of any pooled budget agreement would be to have clear arrangements in place for end of year surplus/deficit budgets, their utilisation/funding.

Members thanked officers for explaining the pooled budgets concept and its associated risks to the Committee. At the conclusion of the discussion the Committee:

**Resolved:**

- (i) to confirm that, as part of its consideration, it had read, understood and taken account of the Well-being Impact Assessment (appendix 1);***
- (ii) it had noted the scale of resource expended across the region on services for older people, some of which may form the basis of future pooled budget arrangements;***
- (iii) noted the issues and risks highlighted from a financial governance perspective which would need to be evaluated;***
- (iv) it had considered the resource requirements needed to complete the above within the timescales set out in the Act and potential costs and funding sources to deliver it;***
- (v) that a report be presented to members in September 2017 outlining local arrangements already in place for setting, governance and utilisation of pooled budgets in relation to the provision of social care equipment; and***

- (vi) ***that a further report be presented to members in November 2017 on the progress made in relation to developing pooled health and social care budgets, including proposed pooled budget models.***

## **6 NORTH WALES SAFEGUARDING BOARDS**

The Corporate Director: Communities in response to the Committee's request following consideration of the regional Safeguarding Boards first Annual Report in mid-2016, gave a verbal progress report on a number of issues raised by the Committee at that time. She advised that the first annual report, since adult safeguarding had been placed on the same statutory footing as the safeguarding of children, had been produced jointly by the North Wales Safeguarding Children's Board (NWSCB) and the North Wales Safeguarding Adults Board (NWSAB) and published as one report. However, in future both boards would be required to publish separate reports.

During her presentation the Corporate Director informed the Committee that:

- Denbighshire was now the host authority for the business functions of both Safeguarding Boards as well as all other regional social services collaborative projects. All vacant posts had been subject to a recruitment campaign. Nevertheless, there would always be vacant posts at some point in time due to staff moving on. As Safeguarding posts were regional specialist posts, the majority of which required Welsh language skills in addition to other specialist skills, the pool of potential applicants was smaller. Recruitment into one post could potentially lead to a vacancy elsewhere. At present, following the departure of the Business Manager to a post elsewhere, a temporary Business Manager was in place pending the recruitment of a permanent post holder;
- Finance for the Boards' work for both the 2016/17 and 2017/18 had been agreed. However, there was some uncertainty in relation to future funding due to the fact that the Board had built up some reserves with a view to cover potential shortfalls. From 2018 onwards partner organisations' financial contributions towards the Boards' finances would be set as per a formula set out in Regulations;
- All regional and sub-regional groups etc. established by the Safeguarding Boards had specified terms of reference. Membership of those groups were subject to change based on the nature of the work they were tasked to undertake at any specific time;
- The independent chair of the Child Practice Review Group had been a voluntary (3<sup>rd</sup>) sector employee. As that person had recently retired the chair's role would be reviewed;
- With respect to the standardisation of policies, protocols and procedures in relation to elected home education the Regional Safeguarding Children's Board was of the view that the WG had not given adequate support to local authorities and Boards in this particular area of work. The NWSCB did not have concerns about those children who were registered with local authorities as 'elected home educated pupils' their concerns lay with the ones who were not known to the authorities. Citing a recent tragic case in Pembrokeshire members were requested, as part of their Corporate

Safeguarding responsibilities role, to report to Social Services any cases they were uneasy about;

- Denbighshire's Chief Executive had been appointed as the Chair of the Child Sexual Exploitation (CSE) Executive Group;
- The NWSAB did not have the powers to report on care home non-compliance matters to Care and Social Services Inspectorate Wales (CSSIW)
- Regular training on child and adult protection awareness was provided to all staff who had patient/client contact, be they care, health, Police or other staff. Specialist training was provided to those who required specific skills in a particular area;
- Board members were not remunerated for their roles on the Boards, they were salaried for their regular employment duties. It was only the Boards' Business Unit staff that were salaried. Some Board Members served on both the NWSCB and the NWASB, the objective of this was to ensure that all areas of concern were covered and none were missed;
- Board members' attendance at meetings and their organisations' commitment to the Boards' work was closely monitored; and
- Modern day slavery was a problem in North Wales as in other regions of the UK, albeit a hidden problem as a recent incident in Flintshire had highlighted. Local knowledge and intelligence was crucial in identifying such incidents.

Responding to members' questions the Corporate Director advised that:

- The Council's current policy with respect to Disclosure and Barring Service (DBS) checks for county councillors was that they were a requirement for councillors who served as school governors and some other specified duties. They were not mandatory for all county councillors;
- Welsh language skills were regarded as advantageous skills for social care posts both in Denbighshire and regionally, for some posts they were an essential requirement;
- All complaints relating to child or adult protection were dealt with by the Director of Social Services. HR would refer any such cases reported via the Council's Whistleblowing Policy for investigation through the appropriate child or adult protection procedure; and
- It was unlikely that parents would elect to educate their child(ren) at home solely for the purpose of being able to take them on family holidays during 'term' time, and consequently not incur a Fixed Penalty Notice (FPN). There were usually valid reasons why parents elected to educate children at home.

Members thanked the Corporate Director for her update and for answering their questions. It was:

***Resolved:*** - *to receive the report on the progress made to date with the development of the regional Safeguarding Boards and their work to safeguard vulnerable children and adults in Denbighshire.*

**At this juncture (10.50 a.m.) there was a 15 minute break.**

**The meeting reconvened at 11.05 a.m.**

## **7 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 the 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 confirmed its draft Forward Work Programme for future meetings and the following additions were agreed:-

14 September 2017-  
Local arrangements for existing Pooled Budgets.

02 November 2017-  
Regional Pooled Budgets

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

## **8 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

No feedback.

As the meeting was the Committee's last scheduled meeting prior to the local authority elections the Chair thanked members for their contribution to its work during the current Council's term of office. She wished all members who were seeking re-election well in the forthcoming elections and conveyed the Committee's gratitude to officers who had supported the Committee's work throughout the above period.

**The meeting concluded at 11.25 a.m.**

**Report to:** Partnerships Scrutiny Committee

**Date of Meeting:** 22<sup>nd</sup> June 2017

**Report Author:** Graham Boase Head of Planning and Public Protection  
Emlyn Jones Public Protection Manager

**Title:** Denbighshire CCTV Partnership

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

- 1.1 This report relates to the Denbighshire CCTV Partnership which commenced on the 1<sup>st</sup> of April 2016.

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

- 2.1 The report is to provide Members with an update on the CCTV Partnership, the governance arrangements in place for the Partnership, its effectiveness in delivering a service and work being undertaken by the Partnership to develop a more sustainable future.

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

- 3.1 It is recommended that Members discuss the contents of the report, support the Council's role within the Partnership and continue to support the retention of the Partnership.

## **4. Report details**

- 4.1 The Denbighshire CCTV Partnership began on the 1<sup>st</sup> of April 2016 for a 12 month trial period. The partnership involves Rhyl Town Council, Rhuddlan Town Council, Prestatyn Town Council, North Wales Police (NWP) and Denbighshire County Council as a lead partner. The partnership has now completed its first 12 months and all partners have committed for a further minimum of 12 months.
- 4.2 The Partnership was formed following the decision made by the Council to remove the CCTV budget as part of the Freedoms and Flexibilities budget process. Officers worked with the relevant Town Councils and NWP to explore options for maintaining a CCTV service in the three towns despite the withdrawal of County Council core funding. The new CCTV Partnership is funded by financial contributions from the three Town Councils, NWP and income from both some DCC services that have CCTV cameras in place for security reasons and also a couple of external third parties.
- 4.3 There is a legal agreement in place for the Partnership, signed by all partners.
- 4.4 A CCTV Partnership Board was established and it was chaired by the Council's Lead Member for Public Realm. The Board meets quarterly.

- 4.5 A CCTV Coordinator is in post. This is a full time post, funded by the Partnership, but employed by DCC, as “Lead Partner”. This post is responsible for coordinating the service, dealing with daily requests from partners/agencies, maintaining the systems and working with contractors to repair and maintain equipment etc, thus working closely with all Partners.
- 4.6 All CCTV cameras in the 3 towns were retained and have continued to record 24/7 i.e it is no longer 24/7 monitoring.
- 4.7 The new Partnership is delivering a valuable and important service in the three towns. The feedback from all Partners has been positive to date. NWP have identified no visible increase in crime and disorder in the three towns since the commencement of the partnership and the new way of providing a CCTV service. Licensed premises related crime and shoplifting rates have remained comparable to previous years. NWP believe that CCTV is important to the prevention and detection of crime in the area.
- 4.8 Although the feedback to date has been positive, there is an appreciation within the Board that the current arrangements are not sustainable. This was a 12 month trial and it was accepted and understood by the partners that further work would need to be done to develop a more sustainable, medium term service delivery option. It has also become evident that there is still an overreliance on the Lead Partner (DCC).
- 4.9 The Board have considered two aspects in relation to the future of CCTV in Denbighshire. These are the day to day running of a CCTV service and also the ICT of the CCTV system.

#### Day to day running of the service

- 4.10 The Board wanted to ensure that CCTV had a more sustainable and resilient future. After considering several options, they agreed to start working with Cheshire West and Chester Council (CWCC) to undertake the day to day management of the service for the Partnership. This means that the pictures from all CCTV cameras in Rhuddlan, Rhyl and Prestatyn will be beaming over to Chester. CWCC have a 24/7 CCTV service and will then provide a reactive monitoring service on behalf of the Partnership where they will react to any incidents 24/7, have immediate communication routes with North Wales Police and also provide some limited monitoring. This is an improvement to the current service delivered.
- 4.11 The Board are currently working closely with CWCC to plan the future service including developing a service level agreement and working procedures. This is in full consultation with North Wales Police who are part of the Partnership Board.
- 4.12 Once the service is established with Cheshire West and Chester, we will contact the City and Town Councils to see whether they wish to join the Partnership. This would involve City and Town Councils paying any initial one off costs and an annual contribution to the Partnership.

#### The ICT/Server

- 4.13 The current server in the control room at Rhyl Police Station is old and is many years beyond its serviceable lifetime. It was clear to the Board that to secure a more sustainable and resilient CCTV system it was necessary to replace the server. This would reduce the risk of a failing server which would prevent any further CCTV service.



Replacing the server will cost in the region of 80k. The Board have explored numerous funding options including grant bids, of which 1 decision is still pending.

4.14 The Board has also recently agreed a camera rationalisation/prioritisation programme. A report was recently presented to the Board (see Appendix 1) to seek agreement for a future camera repair programme. The reason for the report was to seek agreement from the Board on implementing a new camera prioritisation and maintenance programme which reflects the financial contributions by the three Town Councils and the priority of importance of those cameras in preventing and reducing crime and disorder.

4.15 The report helped to prioritise 32 cameras within Rhyl, Prestatyn and Rhuddlan based on their crime and disorder priority and community importance. The other 48 cameras will be categorised as lower priority and if they break down would not be repaired or replaced. This will help to prioritise the Board's limited financial resources.

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

5.1 The operation of a CCTV service directly contributes towards the corporate priorities of protecting the vulnerable within our communities, keeping our streets clean and tidy and economic development.

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

6.1 All costs relating to the CCTV Partnership are met by the Partners. There are no significant implications for any other DCC service.

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

7.1 An impact assessment is not required since there is no required decision or change.

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

8.1 There are no specific consultations beyond the Partners. Reports have been previously presented to Partnerships Scrutiny Committee. This update report was requested by Scrutiny Members.

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

9.1 The Council agreed in 2014 to the withdrawal of the CCTV base budget from 2016/17. However, a creative partnership solution has meant that the provision of the service has remained in a different form. The risks highlighted around the ICT equipment should be kept under review.

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

10.1 There are risks to the CCTV Partnership which are primarily the server and IT equipment. As detailed in the report, the CCTV Board are working to address these risks.

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

Section 7.4.2(b) sets out scrutiny's powers with respect of reviewing performance in relation to policy objectives and particular service areas.

**Contact Officer:**  
Public Protection Manager  
Tel: 01824 706350

**Report to:** Partnerships Scrutiny Committee

**Date of Meeting:** 22<sup>nd</sup> June 2017

**Lead Member / Officer:** Lead Member for Well-being and Independence  
Head of Community Support Services

**Report Author:** Commissioning Officer for Carers Services

**Title:** Progress Report - Denbighshire Carers Strategy 2016–19

## 1. What is the report about?

The report provides members with an update on the implementation of the Denbighshire Carers Strategy [Appendix 1] which was received for information by Scrutiny in January 2017. The Strategy was developed during 2016 by the multi-agency Denbighshire Carers Strategy Group. The Strategy sets out how the Denbighshire Carers Strategy Group will continue to work together to further develop support to Carers in Denbighshire in a way that addresses the local needs of Carers, within the context of new legislation and demographic changes.

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

To provide information regarding progress on the development of the Strategy. The Strategy is under-pinned by new legislation, specifically the Social Services & Well Being (Wales) Act 2014 (SSWBA) and the Well Being of Future Generations (Wales) Act 2015.

The new SSWBA requires a change in culture that provides a greater focus on promoting resilience, independence, self-care and community support. It recognises that Carers themselves have a preventative role, and gives them equivalent rights to other citizens in order to support and maintain this role in respect of the care and support of others. In progressing the requirements of the SSWBA, it has been important to include the support needs of Carers in the development of Denbighshire's new asset based approach to assessing and meeting needs, as opposed to doing this in isolation.

Progress against the Strategy is documented in a Strategy Action Plan [Appendix 2] which captures actions for strategic and third sector partners to develop support for Carers in Denbighshire, and ensure compliance with new statutory legislation.

## 3. What are the Recommendations?

- 3.1 That scrutiny members consider the report and provide comments as appropriate in relation to how partners in Denbighshire are continuing to work together to further develop support to Carers in Denbighshire, within the context of increasing demand, new legislation and demographic changes.
- 3.2 That scrutiny members continue to support and promote the achievements of the Strategy in order for Denbighshire Community Support Service (CSS) to meet its

statutory obligations in regard to Carers, in partnership with statutory and third sector partners.

- 3.3 That the Committee confirms that it has read, understood and taken account of the Well-being Impact Assessment (Appendix 3) as part of its consideration.

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

- 4.1 The Strategy Action Plan is mapped against the outcomes for citizens in the SSWBA and places a focus on compliance with the Act. It is also mapped against Betsi Cadwaladr University Health Board (BCUHB) Key Priorities for Central region. The Action Plan has been updated (see Appendix 2), however, the following provides more detail of the broader development areas:
- 4.2 Denbighshire 'Talking Points', a Denbighshire CSS initiative in response to the Act, is helping to ensure that Denbighshire communities are 'carer aware'. They are currently located in eight communities across the County, and provide citizens with information and advice ranging from local/community based support to specialist and statutory assistance. Talking Points are supported by social care staff and third sector organisations - primarily Community Navigators commissioned by the authority, North East Wales Carers Information Service (NEWCIS), Alzheimer's and Hafal. There is good evidence of joint working at the Talking Points to proactively identify Carers and engage them in What Matters conversations. Carers can also make an appointment at Talking Points for a more in depth assessment of their needs.
- 4.3 The development of the DEWIS Information Portal has also been key to providing greater access to information for citizens, including Carers, and includes a specific domain entitled "Looking After Someone". Locally, work has been done with third sector partners, in particular those who are funded by the local authority, to ensure that details of their services are entered onto the website.
- 4.4 Carers Week 12 – 18 June 2017 will be promoted across all Talking Points in Denbighshire to increase the awareness of Carers in our communities and to provide appropriate information, advice and assistance.
- 4.5 Denbighshire CSS's new asset based approach to assessing need is applied equally to Carers as to all other citizens, and Information Advice and Assistance (IAA) is provided irrespective of the level of care provided. Carers are now engaged in conversations about What Matters to them and how they can be supported to achieve their out well-being outcomes.
- 4.6 The Single Point of Access (SPoA) has been a key development to provide citizens with Information, Advice & Assistance including Carers. SPoA staff have been up-skilled to actively identify Carers with the support of a Carers Champion based in SPoA, and a triage system developed to ensure that a proportionate approach is taken to provide Carers with the appropriate level of support. Work is ongoing across the service to ensure that the level of conversation is proportionate to an individual's support needs.

- 4.7 Operational staff have undergone training on the new Act which has included a focus on the enhanced rights of Carers.
- 4.8 The Act places a significant focus on the use of support budgets (direct payments) to give individuals greater choice and control over the support they need. 'One off' grants (a form of support budget) have been available to Carers in Denbighshire for many years, however, work is ongoing to consider how the provision of support budgets can be developed further to enable well-being outcomes to be achieved through different ways of working. A Support Budget Project Team and a number of Task & Finish Groups have been established to enable staff to feel confident in incorporating support budgets into the support planning processes. (This work is linked to the Regional Direct Payments and Disabled Facilities Grant work.) One area of development has been a more flexible short break service provided by Crossroads North Wales that enables Carers to bank hours over a two month period if they so wish.
- 4.9 Denbighshire is committed to working in partnership with the third sector to support Carers, (including NEWCIS, Alzheimers, Hafal and Mind) and provide grants to fund their services. We are currently reviewing our processes for funding the third sector to ensure that all services meet the requirements of the SSWBA.
- 4.10 A North Wales Regional Carers Business Manager came into post in March this year. This is a twelve month post hosted by Denbighshire and based within the Regional Collaboration team. Carers are a priority group for the North Wales Regional Partnership Board, and the remit of the post will be to further develop the Population Assessment in relation to Carers. A regional business plan will be drawn up by the beginning of October 2017 which will focus on:
- Mapping Carers services across North Wales
  - Gathering Carer stories across the region
  - Improving partnership working
  - Better co-ordination of services and reduction in duplicate spending
  - Looking at regional funding opportunities
  - Identifying regional finance strategies for the future
  - Aligning investments with what Carers say

Commissioning Officer for Denbighshire Carers Services, and members of the Carers Strategy Group are working in partnership with the Regional Carers Business Manager to inform this work.

- 4.11 The North East Wales Carers Information Services (NEWCIS) have recently secured Big Lottery Funding to develop services for Carers in Flintshire and Denbighshire. The main developments will include welfare rights advice, advocacy, and a Carer respite scheme using facilities at Extra Care Housing Schemes in both counties. Discussions are currently underway to pilot this service at Llys Awelon, Ruthin to provide Carers with 3 – 4 nights respite either with or without the cared for person.

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

The Carers Strategy specifically contributes to the corporate priority in relation to ensuring that "vulnerable people are protected and are able to live as independently as possible". Carers make a valuable contribution to our communities in supporting

the individuals they care for to remain independent. The continued development of the Strategy will seek to ensure that Carers themselves do not become vulnerable as a result of their caring role, and are supported to remain independent.

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

Any increase in demand on services will need to be managed within current budgets. A measure of success of the new Act is likely to be a reduction in the number of Carers requiring a more in-depth assessment if they are effectively supported at the onset of their caring role. It is important that the impact on preventative services such as those provided by the third sector is monitored, and services re-aligned to meet demand.

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

The main conclusions of the well-being impact assessment completed in January 2017 (Appendix 3) were that the Strategy will have a positive impact across all of the well-being goals, and this is reflected by the sustainable development score. The Strategy is particularly aligned with the new Social Services & Well Being (Wales) Act 2014, and the requirements of the new Act in relation to Carers who now have equal rights to the person they care for. The Strategy seeks to ensure that Denbighshire meets its new legal obligations to Carers, and achieves this by a meaningful partnership approach. This approach, together with Denbighshire's own asset based approach to meeting the requirements of the new Act, will ensure that all Carers will receive information, advice and assistance to help them achieve their own well-being outcomes. This in turn will have a positive impact on those for whom they care, and potentially the wider community. An updated assessment has not been undertaken for this progress report.

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

A consultation process has not been carried out for the purpose of this progress report.

**9. Chief Finance Officer Statement**

A Chief Finance Officer Statement is not required for this update report.

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

The achievements of the Strategy rely heavily on partnership working which is overseen by the Carer Strategy Group to ensure progress continues.

**11. Power to make the Decision**

Scrutiny's powers with respect to this matter are set out in Section 21 of the Local Government Act 2000 and Section 7.4.2(b) of the Council's Constitution

**Contact Officer:**

Commissioning Officer – Carers

Tel: 01824 706658

# Denbighshire Carers Strategy

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*June 2016 – June 2019*

**This Strategy has been developed in partnership between**

Denbighshire Community Support Services  
Denbighshire Education & Children's Services  
Betsi Cadwaladr University Health Board  
Denbighshire County Council Carers Champion  
NEWCIS  
Alzheimers Society  
Carers Trust North Wales - Crossroads Care Services  
WCD Young Carers  
Families First in Denbighshire  
Age Connects North Wales Central  
Mary Dei  
Denbighshire Learning Disability Forum  
Vale of Clwyd MIND  
The Neuro Therapy Centre  
Hafal  
British Red Cross

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## *APPENDIX 1: Action Plan*



# 1. Definition of a Carer

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1.1 **Carers** play a pivotal role in supporting vulnerable people to live at home. They often support people with complex and long term care needs, and this can be a challenging and demanding role

1.2 The new Social Services & Well Being (Wales) Act 2014 defines a Carer as “a person who provides or intends to provide care for an adult or child”.

1.3 The Act goes on to state that “in general, professional carers who receive payment should not be regarded as Carers for the purpose of the Act, nor should people who provide care as voluntary work. However, a local authority can treat a person as a Carer even if they would not otherwise be regarded as a Carer if they consider that, in the context of the caring relationship, it would be appropriate to do so. A local authority can treat a person as a Carer in cases where the caring relationship is not principally a commercial one.”

# 2. Purpose of the Strategy

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2.1 The purpose of this Strategy document is to set out how the Denbighshire Carers Strategy Group will continue to work together to further develop support to Carers in Denbighshire in a way that addresses the local needs of Carers, within the context of increasing demand, new legislation and demographic changes.

# 3. What is influencing the way we support Carers in Denbighshire?

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**3.1 The new Social Services & Well Being (Wales) Act 2014 (the Act)** came into force on 1<sup>st</sup> April 2016. The Act re-defines the responsibility of individuals and families for maintaining their own health and wellbeing, and requires a change in culture that provides a greater focus on promoting resilience, independence, self-care and community support. It will transform the way social services are delivered, promoting people’s independence to give them stronger voice and control.

**3.2** It also introduces a duty on local authorities to promote the development, in their area, of not for private profit organisations to provide care and support, and support for carers, and preventative services. These models include social enterprises, co-operative organisations, co-operative arrangements, user led services and the third sector.

**3.3** The Act recognises that Carers have a key role in the preventative service approach within a local authority area, and that Carers themselves provide a form of

preventative services. Local authorities should therefore help ensure that carers are able to live their own lives as independently as possible. This includes being aware of carers' own health and well-being needs and outcomes, and the services available locally to support those needs and outcomes, in order to support and maintain the carers preventative role in respect of care and support of others.

### **3.4** More specifically, the new Act will:

- Simplify and consolidate the law in relation to Carers, and, for the first time, gives them equivalent rights to the person they care for.
- Ensure that Carers can access a wider range of appropriate services in a more flexible way, including access to comprehensive information in relation to all types of support and services that can be accessed without a need for formal assessment.
- Create a duty for local authorities to carry out Carers' needs assessments where a Carer appears to have support needs.
- Require for assessments to be proportionate to ensure that more energy is focused on delivering community based support, and support from third sector organisations.
- Require local authorities to provide advocacy support for individuals including Carers. This provision will include independent professional advocacy as well as informal advocacy.

**3.5** A new **national 'eligibility framework'** will determine whether assessed Carers with greater support needs will meet the criteria for services as set out in the new framework. Carers with eligible needs will have a support plan centered on outcomes they have identified themselves. It will also set out the support to help them achieve the outcomes identified. Support plans will be subject to regular reviews by local authorities, and re-assessment of needs if their circumstances change.

**3.6 The Refreshed Carers Strategy for Wales 2013** – This strategy set out key themes and actions for Welsh Government, and a framework within which agencies across Wales can work together to deliver services and support to Carers. Although local authorities were encouraged to adopt the key themes of the strategy, this has now been overtaken by the requirements of the new Act. Welsh Government will be re-drafting the All Wales Strategy during 2016 in line with the new Act.

**3.7 Together for Mental Health** is a Welsh Government Strategy that recognises the importance of mental health and well-being for all people.

**3.8 Well Being of Future Generations (Wales) Act 2015** – The key purposes of the Act are to set a framework within which specific Welsh public authorities will be required to ensure the needs of the present are met without compromising the ability of future generations to meet their own needs. The Act sets out well-being goals which authorities are to seek in order to improve people's well-being both now and in the future. A Future Generations Commissioner for Wales will advocate for future generations and will advise and support Welsh public authorities in carrying out their duties under the new Act. The requirements of the Act will be particularly pertinent

to Carers in ensuring that all authorities will respond to the needs of Carers to improve their own well-being.

### **3.9 Welsh Language (Wales) Measure 2011**

Organisations across the public sector have a responsibility to comply with the Welsh Language (Wales) Measure 2011 which allows the creation of new Standards to ensure Welsh speakers can receive services in Welsh. Therefore Local Authority Social Services Departments have a statutory responsibility to ensure that peoples' well-being outcomes are supported, and that their care and support needs, including their language need, are accurately assessed and met. The requirements of the Measure link in with the requirements of the SSWB Act.

The SSWB Act's definition of well-being includes 'securing rights and entitlements'. For Welsh speakers, securing rights and entitlements will mean being able to use their own language to communicate and participate in the care as equal partners. The Codes of Practice under the Act require local authorities to ensure Welsh language services are built into service planning and delivery and that services are offered in Welsh to Welsh speakers without them having to request it as required by the "Active Offer".

### **3.10 Locally (within Denbighshire):**

3.10.1 Denbighshire local authority is seeing an increase in demand for services against a backdrop of financial constraints. It therefore needs to change the way services are provided if it is to successfully respond to the needs of vulnerable people, as well as meeting the requirements of the new Social Services & Well Being (Wales) Act.

The need for change has been identified within the council's Corporate Plan for 2012/17, which includes the following priorities:

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

3.10.2 **Denbighshire's Wellbeing Plan** (Single Integrated Plan) has a strong focus on wellbeing and enabling people to become resilient and independent. This plan is a key strategic document demonstrating the commitment of all public and third sector partners to work together to achieve positive outcomes for the citizens of Denbighshire.

3.10.3 Denbighshire Community Support Services **Market Position Statement** provides an analysis of services that focuses specifically on the information that providers of services need to know. It will help them to decide how to respond and develop as an organisation. It is intended to give detailed information to providers (and potential providers) to help them to shape the way in which they provide support to adults and their Carers. This is a fluid document that will be updated on a

regular basis to reflect changes, eg statistics, local and national policies and legislation.

**3.10.4 Denbighshire's Approach to the Social Services and Well Being Act – Asset Based Approach.** As previously noted, the new Act will change the way councils and care services work. In Denbighshire, staff in Community Support Services will be working with citizens, right in the heart of their communities, promoting wellbeing and choice by:

- Having meaningful conversations with them
- Working with citizens to support them to take control of their lives
- Supporting citizens and communities to build on their strengths and abilities to identify individual solutions
- Connecting citizens with what matters to them

This approach will ensure that the council are embracing the ethos of the new Act and ensuring that it meets the requirements of the Act

**3.10.5 Denbighshire Education & Children's Services** - A new 'Education Health and Well Being Group' was established in May 2015 and replaces the Emotional Health Steering Group, Healthy Schools Steering Group and the Sexual Health Group. The group will be key to

The Group's main purposes are:

- To work in partnership to provide a coordinated and consistent approach to improving the health and well-being outcomes of children and young people in Denbighshire.
- To have an overview of health and well-being activities and interventions across education in Denbighshire to avoid duplication.
- Make use of health intelligence and evidence based practice to inform service delivery, training and resource development.
- Coordinated training programme.
- Development of new strategies and policies.
- Monitoring of health and well-being e.g. bullying.
- The health and well-being of Denbighshire's young carers.
- Governance for the healthy schools scheme.

There is representation on the Group from the Intake and Intervention team, together with Families First/Education and Children's Services.

**3.10.6 Third Sector in Denbighshire**

Locally, the third sector is well placed to help transform the way that public services in Denbighshire meet present and future demands in line with the new Act, and to support the statutory sector in achieving business and policy objectives.

The third sector has historically provided generic and specialist services to support Carers in Denbighshire. Locally, grant funding from both the local authority and the health board has allowed the sector to develop services that can support Carers throughout their caring journey. Carers value and trust the services available and see them as less stigmatising than statutory services. The third sector's ability to draw down funds from external sources to develop additional services is an added value that benefits both Carers and statutory funders.

Denbighshire Community Support Services (Adults) has recently developed a Third Sector Strategy that will set out how it intends to work with the sector over the next five years, and includes an outline of the current legislative framework, the principles, the priorities, and the funding in relation to third sector services. It also includes an explanation of the framework within which Denbighshire CSS will fund or procure services for adults and/or Carers from the third sector.

### **3.11 Regionally - Betsi Cadwaladr University Health Board (the Health Board)**

#### **3.11.1 BCUHB North Wales Central (Conwy & Denbighshire) Operational Plan 2016 – 2019**

Under the umbrella of the Health Board, a Central Plan for Conwy & Denbighshire area is being developed through engagement with partners and staff, and listening to the population on their views in relation to "Living Healthier and Staying Well". The Plan will translate the Health Board's Corporate Priorities to a local level, and will set out the strategic direction and priorities for the coming 3 years. Each year there will be a detailed action plan setting out what we will do to achieve this Plan and the Health Board's strategic direction will be reviewed at the beginning of Year 3. Annually the Health Board will report on performance against this plan.

Following local consultation and engagement with the public the following key themes have been identified for Central area:

1. Improving Health & Wellbeing and health inequality.
2. Working in Partnership
3. Improving Outcomes of Care
4. Respecting the individual and respect dignity.
5. Listening and Learning from the experiences of the individual.
6. How we use our resources.
7. How we support, train and develop our staff

The development of a new community hospital for North Denbighshire, is a currently a key priority for Central area. The design and development of the new hospital will be challenging and rewarding as it affords an opportunity to put in place a community

resource at the heart of one of the most deprived areas of the country. Underlying the work is the vision of a health and well-being centre, where teams from Health, social services and the voluntary sector can work together in an effective, integrated way to serve the community. This development will act as a nexus of health and well-being for the locality for generations to come. BCUHB want to encourage an improvement in the overall well-being of local residents for the long term.

Integral to the design will be a number of opportunities for carers:

- Engagement with third sector organisations whilst designing and developing the business case and ensure carers' needs are reflected
- Ensuring there is space for third sector workers in the complex of buildings
- Integrated Single Point of Access, including Carers Champions, based on site and working with other teams to ensure carers' input to rehabilitation.
- Building needs of carers into the design of new Ward, so that Carers can spend time with the cared for,
- Focus on Older People's Mental Health in the provision of Day and Community services, as well as the design of the Ward.
- BCUHB's philosophy will be to encourage carers' input to care and rehabilitation.

**3.11.2 Carers Measure (Wales) 2010.** For the first time, this legislation placed statutory requirements on the Health Service to identify Carers, provide them with information about their rights, support services and training, and to consult with them particularly in regard to the care and treatment of the person they care for. Implementation of the Measure was led by the Health Boards in Wales. The Measure, however, was repealed when the new Social Services and Well Being (Wales) Act came into force in April 2016.

In order to ensure a smooth transition from the requirements of the Carers Measure to the implementation of the new Act, Welsh Government have allocated transitional funding for the next two years (2016/17 and 2017/18). The funding has been allocated on the understanding that proposals are developed, setting out how health, local authorities and the third sector will work in partnership to support Carers under the Act by:

- Strengthening the partnership approach at local level.
- Creating opportunities to enable third sector to fully participate in the delivery.
- Setting out how partners will plan and deliver the increased responsibilities for health and the new responsibilities for local authorities.
- Ensure the transitional funding is used as the means to embed the practice of mainstreaming Carers needs, so that it becomes common practice

### **3.11.3 Betsi Cadwaladr University Health Board – Third Sector Strategy**

This strategy was agreed in 2015 and sets out the Health Board's ambition and intent, to develop and strengthen its relationship with the third sector and to set out the operational arrangements necessary for effective collaborative working, so as to enhance the lives of and improve outcomes for individuals, communities and the

population of North Wales. The development of this strategy is consistent with, and is intended to support the implementation of the Health Board's three year plan. To this end, the aims are relevant to all third sector organisations whose purpose, aims and objectives support the Health Board to achieve its stated purpose. This includes all third sector organisations regardless of whether they receive funding from the Health Board or not.

## 4. How should partners in Denbighshire work together to meet the requirements of new legislation and changing demand?

---

4.1 The Carers Strategy Group is committed to building on existing partnership working in order to respond to demand, meet the requirements of the new legislation, and achieve outcomes for Carers.

4.2 One of the most distinct provisions of the Act in Wales concerns the promotion of third sector organisations to provide care, support and preventative services. Locally, the third sector is well placed to help transform the way that public services in Denbighshire meet present and future demands in line with the Act, and to support statutory services to achieve their business and policy objectives.

4.3 Regulations under the new Act will be used to improve efficiency and effectiveness of service delivery. Local authorities and local health boards will be required to jointly undertake a population assessment of needs for care and support. Including support for Carers and preventative services, and the range and level of services in place to meet these needs. Regional Partnership Boards will be established to take this forward. The membership of the boards will include third sector, user and Carer representation. Statutory guidance will set out the requirement for Regional Partnership Boards to prioritise the integration of services for specific user groups. This will include Carers.

4.4 Denbighshire County Council Community Support Services needs to fund services that will promote the wellbeing of Carers and support them to continue caring. This will be set against the need to respond to budgetary pressures that local authorities are facing across Wales, and therefore investment in sustainable services will be key to meeting the demand for services.

4.5 By working in partnership, Denbighshire County Council, Betsi Cadwaladr University Health Board and the Third Sector in Denbighshire need to use combined resources to maximise opportunities to develop and maintain quality services:

- that are flexible and accessible across the county, and meet the individual needs of Carers
- that, as far as possible, are sustainable long term
- that encourage engagement with, and access to, community based activities that support both the Carer and cared for person

- that improve the health and well-being of Carers
- that enable Carers to continue caring, including the provision of information, advice, peer support, training, access to individual advocacy (where needed), and short breaks away from the caring role.

## 5. How Many Carers are there in Denbighshire?

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5.1 The number of Carers is increasing. According to the 2011 Census, the total Carer population of Denbighshire was 11,630.

5.2 There has been a rise in the number of Carers providing 50 or more hours of care per week to 3,392, and approximately two-thirds of these Carers are over 50 years old <sup>Census 2011</sup>. It is these Carers who are likely to have more intensive caring roles and who may have greater support needs due to their own health and social care needs. In Denbighshire, the most substantial register of Carers is held by NEWCIS who had 2801 Carers registered at the end of March 2016. <sup>NEWCIS Annual Report 2015/16</sup>.

5.3 896 of the Carer population are younger Carers, under 24 years of age. Of these, 125 provide over 50 hours of care per week <sup>Census 2011</sup>. There are currently 229 young Carers aged 18 years or under in Denbighshire who are registered with WCD Young Carers. According to BBC Research however, 8% of children under the age of 18 years are young carers, giving Denbighshire a young carer population of approximately 1560 which is significantly higher than the Census statistics. In addition, the 2011 Census found that there were nearly 10,000 young carers aged 5–7 in England and Wales. Furthermore, the figures showed an 83% increase since 2001 in the number of 5–7 year olds providing unpaid care (UK Census, 2011). As at June 2016, 26 young carers aged 5 – 7 are known to WCD Young Carers.

5.4 These demographic trends are reflected in the increasing number of people living with long term conditions including learning disabilities, dementia and mental health conditions, and a general growth in the older population.

5.5 Approximately 5,754 Carers live in Rhyl and Prestatyn. In the South of the County, the greater numbers of Carers reside in the Denbigh, Ruthin and Llangollen areas. <sup>Census 2011</sup>



## 6. How have Carers in Denbighshire been supported up until now?

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### 6.1 Denbighshire Community Support Services (Adults):

6.1.1 Much of the support that Carers need can be provided via a statutory assessment of the cared for person and the provision of information, advice and assistance or preventative and rehabilitative services. This assessment, and care and support plan will focus on outcomes to be achieved and innovative ways to achieve them such as attendance at local groups providing day time opportunities – however, if there is no other way, then services such as domiciliary care will be provided by social services. In addition, the provision of respite services in the form of short term care in a residential setting, and sitting services can be delivered to the cared for person to provide carers with a break from the caring role.

6.1.2 A wide range of support for Carers in Denbighshire is grant funded to third sector organisations who have a long and valued history of supporting Carers. They provide preventative services that can support Carers throughout their caring journey. The services funded include:

- NEWCIS Carer Well Being Post – generic support service for adult Carers including information, signposting, one to one support, support groups, peer support, training and social events.
- Alzheimers Carer Support Worker – support for Carers of adults with a diagnosis of dementia including one to one support, information and training.
- Alzheimers ‘Singing for the Brain’ sessions – music therapy for adults with dementia
- MIND Social Opportunities Scheme - for adults with a Mental Health condition who are supported by a family Carer.
- The Neuro Therapy Centre – support and range of specialist services for individuals with neurological conditions and their Carers.
- Hafal Family Support Service – support for Carers of adults with mental health conditions including one to one support, information and support groups.

All host organisations also provide Carers with a voice in the planning and development of services. All services have an open referral process and are available to all Carers living in Denbighshire or who care for persons living in Denbighshire. .

6.1.3 As well as helping to meet the needs of Carers and the local authority’s policy objectives and priorities, this approach supports the third sector to undertake its own objectives and priorities.

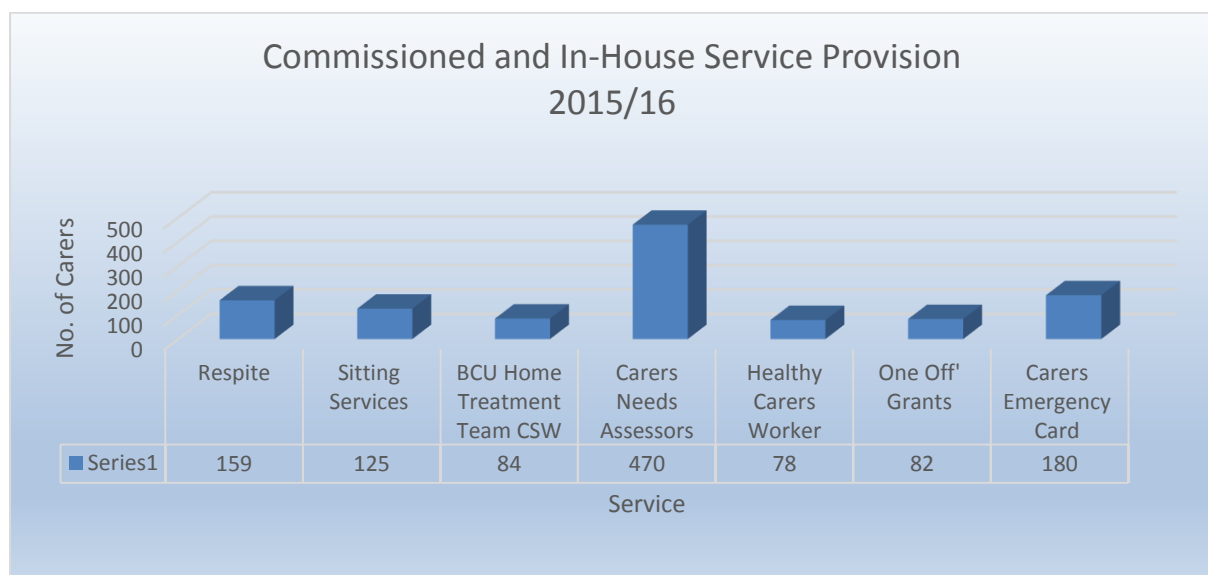
6.1.4 During 2015/16, 3,229 Carers accessed Carers services that are grant funded with the third sector. It should be noted, however, that some Carers may be accessing more than once service and may be double counted within this figure.

6.1.5 In addition, the following Carers services have been developed in Denbighshire in the past 5 years:

- ✓ Dedicated Carers Needs Assessment service commissioned with the third sector
- ✓ Carers Emergency Card Scheme
- ✓ Carers 'One off' grant scheme for an item or service that meets a Carer's assessed need.
- ✓ Healthy Carers' Worker post based with Community Support Services (adults)
- ✓ Adult Mental Health Services - Carer Support Worker with the Home Treatment Team based at the Ablett Unit, Glan Clwyd Hospital

These services were initially developed with Welsh Government grant funding, which was ring fenced locally for Carers' services once it was subsumed into the local authority's budget for social services.

6.1.6 Sitting services that provide Carers with a regular short break from the caring role are commissioned with both the third and independent sector on an individual basis via the authority's care brokerage process. The service is currently a non-chargeable service to the Carer. Longer periods of respite in residential settings are also provided to give Carers a break. This is a chargeable service to the cared for person.



6.1.7 Over the past two years, short term funding has been made available to develop new and innovative community based services and activities to support

Carers that will be sustainable in the long term, or will achieve long term benefits for Carers to enable them to continue caring for longer. These include:

- Community Carer Support Project – commissioned with the third sector to raise awareness of Carers with community groups/businesses/local colleges, and encourage Carer inclusion in community activities and local initiatives.
- Progression Support Workers – commissioned with a local social enterprise to provide support for adults with learning disabilities and autism to live more independently in the community. Individuals must be living in the family home to be eligible for the service.
- Carers Champions – commissioned with the third sector to support the development of the new integrated social services & health locality clusters, and ensure that staff are more Carer aware, and to develop their knowledge of local Carers' services. One of the Champions is based with the Single Point of Access.

6.1.8 The new **Denbighshire Single Point of Access** provides access to information, advice and assistance to promote the health, well-being and independence of adults. This is a key service that will also enable people, including Carers, to access a wide variety of support available from the third sector and in their own communities. There is a Carers Champion based in the Single Point of Access to provide knowledge and expertise within SPoA for staff and Carers contacting the service.

**6.2 Children & Family Services** – Until April 2014, the six North Wales Local Authorities commissioned Young Carers projects individually.

6.2.1 Provision for a Young Carers in Denbighshire via a sub-regionally commissioned three year contract (2014-2017) was awarded to “Powys Carers’ Services” T/A WCD Young Carers by Denbighshire, Conwy and Wrexham in partnership with Betsi Cadwaladr University Health Board.

6.2.2 Funding for this service for Denbighshire is provided via Children and Family Services together with Families First. Key benefits include: financial efficiencies, consistency & efficiency in service provision, Lead Commissioner (Conwy), one tender process, improved communication and information sharing between agencies, reduced reporting requirements on the service provider, larger service may have a stronger voice in service change and delivery.

6.2.3 Each Local Authority has a statutory duty to identify and assess young carers under the Children Act 2004 Wales and Children Act 1989. Other considerations must be given to ensure that information is available for Young Carers and they are aware of their rights under relevant legislation and guidance which also includes: Carers and Disabled Children’s Act 2000 and the Carers Measure 2010.

6.2.4 The current service exceeds statutory requirements by providing information and advice to both young carers, awareness and information in statutory services, referral management, access to Young Carers’ Assessment of Need, provision of flexible short break services which are responsive to carer needs and circumstances, individual support and advocacy work, school holiday activity schemes, awareness raising programmes in schools and across statutory and voluntary agencies to promote the Service, promote the participation of young carers in the development of services, individual and group sessions.

6.2.5 The previous service model remained in place for the first 5 months of 2014, during which a restructuring exercise took place to reconfigure the service to an Outreach Worker model. A significant change in the new model is the offer of individual support sessions as part of a specific support plan. These sessions enable Outreach Workers to provide tailored emotional and practical support to Young Carers.

6.2.6 The Outreach Worker model enables Outreach Workers to support Young Carers through the following activities:

- Young Carer assessments
- Peer support groups
- Individual support to young carers
- Contribution to family meetings and multi-agency meetings
- Liaison with youth services, education, housing, children's services, mental health services, substance misuse services and primary and secondary health care
- Referral and signposting to appropriate agencies and activities

### **6.3 Betsi Cadwaladr University Health Board:**

6.3.1 Historically, the third sector have also received funding from health to support Carers via their voluntary sector budget. Over the past three years, opportunities have arisen via Carers Measure monies made available by Welsh Government to support the development of the North Wales Carers Information and Consultation Strategy.

6.3.2 The following services funded by health are available to support Carers in Denbighshire:

Voluntary Sector Budget:

- Crossroads Carers Respite Service – providing respite to Carers who have health problems of their own – undergoing or recovering from treatment or an illness, or attending health appointments.
- Primary Care Facilitator Posts – working to raise awareness of Carers with GP Practices and support the referral route for Carers within primary care.
- Information and support for Carers of adults with mental health conditions.
- Joint commissioning arrangement for the WCD Young Carers Service

Carers Measure funding:

- Dedicated Carers officer post based with BCUHB to manage the implementation of the Carers Measure
- Additional capacity for primary care facilitator posts based with the third sector
- Training for health staff including development of learning modules and training video produced with local Carers.
- Information leaflet for Carers in health settings

- Additional activities, carers groups and respite opportunities, and training for Young Carers.
- Funding for MaryDei social enterprise in Denbigh and surrounding areas, to continue community development approach in finding hidden carers and supporting Carers generally.
- Consultation events to identify the needs of Carers from a health perspective.

#### Dementia Funding:

- Dementia Support Service commissioned with Crossroads to provide information, advice, training, peer support, 1:1 support and assistance to people with dementia, their carers and families.

6.3.3 At the time of writing this strategy, Welsh Government have announced additional funding across Wales to support Carers in relation to the transition from the repeal of the Carers Measure to the implementation of the new SSWB Act. Further guidance is awaited on the allocation of these funds which will be managed by the health boards but it is important that partners work jointly with BCUHB and with Carers to establish priorities for utilising these additional monies.

#### 6.4 Third Sector:

6.4.1 As previously indicated, the third sector have the ability to apply to external funding sources to develop new and innovative services that complement their core functions and address local needs. Examples of these in recent years include:

- NEWCIS Life Skills project supporting Carers back into employment and volunteering opportunities and funded by the Big Lottery
- A joint initiative by the Carers Trust and North Wales Pharmacies to provide comprehensive information to Carers on medication management.
- WCD Young Carers – Carers Trust/Openwork Foundation grants to fund support and activities and after school groups for young carers under 8 years.
- WCD Young Carers – Carers Trust TAS Round 4 grant to work in partnership with the Outward Bound Trust to hold a 5 day residential aimed at young adult carers who are NEET or at risk of becoming NEET. 7 Denbighshire young carers have been offered a place.
- WCD Young Carers – Grants of up to £150 for individual young Carers via Rank Carers Emergency Support fund and Pears Explore More! Support fund.
- WCD Young Carers – Denbigh Rotary Club funding for 2 day residential break for 12 young carers from the Denbigh area.
- The 'Reaching Out' Programme commenced in 2015 and is a collaboration of third sector organisations supporting people with serious mental illness in Wales and their Carers. The programme is funded until 2018 and focuses on the support needs of this group of Carers.
- Mary Dei carer led social enterprise supporting adult carers of all ages. Their community hub is a Vintage Clothes shop in Denbigh. They arrange all kinds of community events to raise awareness of the needs and rights of carers and to raise funds. Their activities are attractive to young people enabling them to access and refer young carers to appropriate services. Recently secured

funding from the Freeman Evans Trust, to establish a Carers Space above the Shop in Denbigh. This will enable them to develop more carer-led activities and support.

## 7. National Developments

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7.1 The new **DEWIS Cymru** website was launched in June 2016. It aims to provide quality information about social care and wellbeing for the citizens of Wales. The website contains a fully searchable database of over 850 resources from across North Wales, which can assist people with their wellbeing needs. It will therefore play a crucial role in helping citizens to access information about resources and services available in their community, and will be a key tool for practitioners when helping people to consider what resources are available to them as part of the “what matters” conversations.

7.2 **Family Point Cymru** is a Website to connect parents and anyone responsible for a child or young person to key services in Wales. You can find local and national support and information and up to date news for your family.

After a year of scoping and development, Family Point Cymru is now available across Wales, offering families a simple way to find information and access to services via the website, phone, text and instant message.

Experienced info-line advisers not only have a wealth of knowledge about services in Wales for families and young people, they have the skills to provide advocacy support if required.

## 8. Acknowledgement - The Denbighshire Carers Strategy Group

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8.1 This Strategy has been developed in partnership with the Denbighshire Carers Strategy Group. This group is a forum of representatives from a wide range of carer organisations. It has a key role in helping to shape relevant local and regional strategies, and other key documents in relation to Carers, as well as the strategic development of services for Carers.

8.2 The group is representative of purchasers and providers of Carers services across all Carer groups, and members ensure that the needs and views of Carers in Denbighshire are taken into consideration by decision makers at local and regional levels. Members consult and communicate with their respective Carer groups/forums in order to represent the views of Carers on the group, share information and experiences in relation to services for Carers, and influence policy development in

relation to Carers by responding to consultation procedures at both a local and national level.

8.3 Members of the group also work in partnership with the statutory and voluntary sector on a regional (North Wales) and sub-regional basis, to develop a regional approach to supporting Carers, ensuring that the interests of Denbighshire Carers are taken into account.

8.4 The Strategy Group was established almost 18 years ago, and provides a good forum for partnership working between the sectors and across different client groups.

## 9. How do we involve Carers in the development of support and services?

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9.1 The new SSWB Act requires that involvement of individuals should happen at all stages of the design and operation of services. Essential to fulfilling this duty will be an approach which is based on co-production principles. This means an approach which:

- Recognises people as assets, and as having a positive contribution to make to the design and operation of services
- Supports and empowers people to get involved with the design and operation of services
- Empowers people to take responsibility for, and contribute to, their own well-being
- Ensures that practitioners work in partnership with people to achieve personal outcomes at an individual and service level
- Involves people in designing outcomes for services.

9.2 In partnership with the Betsi Cadwaladr University Health Board, all local authorities in North Wales are required to undertake a population needs assessment by the end of March 2017. A broad range of individuals, groups and organisations **must** be involved in this process, and have an opportunity to articulate what they perceive the needs in an area are, including the needs of carers, and what services are needed to meet those needs, including in terms of preventative services.

9.3 Currently, there are several ways that Carers can have an input into the development of support and services. This ranges from gathering evidence and information through contract monitoring arrangements with service providers, social services feedback questionnaires, and consultation with Carers. The opportunities for consultation with Carers can happen in several ways:

- Denbighshire Carers Strategy Group – comprises officers from voluntary organisations that support and represent Carers, and provides an effective means of consultation with the Carer groups and forums across a wide spectrum of caring roles.

- Caniad North Wales service user and carer involvement service for substance misuse and mental health. This service is managed jointly by Cais and Hafal and provides opportunities for service users and Carers to be involved in the development and planning of services.
- Betsi Cadwaladr University Health Board North Carers Reference Group is a recently established forum with Carer representation from across the region. The aim of the group is to offer advice and feedback to the Health Board on the impact of services on Carers and to help create a culture of carer involvement at all levels within the Health Board.

9.4 It is important that the current arrangements and opportunities for engagement are fully utilised and further developed in order to meet the requirements of the new Act.



## 10. How will we know that the Strategy is making a difference to the lives of Carers in Denbighshire?

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### ***Well Being Outcomes***

#### **WHAT IS WELL-BEING?**

“I know and understand what care, support and opportunities are available to me and I get the help I need, when I need it, in the way I want it”

10.1 The new Social Services & Well Being (Wales) Act will improve well-being for people who need care and support, and carers who need support. “Well-being” relates to all areas of a person’s life and is defined in relation to a person regarding any of the following:

#### **Outcome 1: PHYSICAL & MENTAL HEALTH & EMOTIONAL WELL-BEING**

“I am happy and I am healthy”

#### **Outcome 2: PROTECTION FROM ABUSE & NEGLECT**

“I am safe and protected from abuse and neglect”

#### **Outcome 3: EDUCATION, TRAINING & RECREATION**

“I can learn and develop to my full potential and I can do the things that matter to me”

#### **Outcome 4: CONTRIBUTION TO SOCIETY**

“I can engage and participate and I feel valued in society”

#### **Outcome 5: DOMESTIC, FAMILY & PERSONAL RELATIONSHIPS**

“I belong and I have safe and healthy relationships”

#### **Outcome 6: SECURING RIGHTS & ENTITLEMENTS**

“My rights are respected, I have voice & control, I am involved in making decisions that affect my life, my individual circumstances are considered. I can speak for myself or have someone who can do it for me, and I get care through the Welsh language if I need it.

### **Outcome 7: SUITABILITY OF LIVING ACCOMMODATION**

“I have suitable living accommodation that meets my needs”

### **Outcome 8: SOCIAL & ECONOMIC WELL-BEING**

“I am supported to work, I have a social life and can be with people that I choose, I do not live in poverty and I get the help I need to grow up and be independent”

10.2 The new Act will place a far greater focus on the outcomes achieved for individuals who require care and support, and Carers who need support. The assessment review process will capture the progress made by an individual in achieving his or her identified goals and outcomes. Customer satisfaction and customer experience are very important elements of ensuring quality services are being provided, and Denbighshire local authority will continue to use its ‘Have your say’ questionnaire which asks customers (service users and Carers) about their experiences of the support they receive.

10.3 This approach will be reflected in the contractual and monitoring requirements with providers of services in Denbighshire including third sector provider organisations providing services for Carers – all contracts will include outcomes for Carers.

## **11. Action Plan [Appendix 1]**

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11.1 This sets out areas of development that will continue to improve the support available to Carers in Denbighshire. The Denbighshire Carers Strategy Group will oversee the development of the Strategy Action Plan, and will regularly monitor progress against the Plan.

11.2 The actions outlined will ensure that support for Carers in Denbighshire:

- meets the requirements of new legislation
- supports the new approach to supporting independence
- will be consistent with other local authorities in Wales
- will be consistent with the priorities of the Welsh Government

And, most importantly, meets the needs of Carers living in Denbighshire.

**Denbighshire Carers Strategy**

**June 2016 – June 2019**

**ACTION PLAN**

This action plan is integral to the Denbighshire Carers Strategy which was developed jointly between Denbighshire Local Authority, Betsi Cadwaladr University Health Board and third sector partners who have an interest in supporting Carers in Denbighshire. The action plan is a living document and as such will be subject to change as and when required.

The actions have been identified by members of the Carers Strategy Group, and evidenced by the needs of Carers they support.

The actions are mapped against the outcomes for citizens in the new Social Services and Well Being (Wales) Act 2014, and also the key themes of the Betsi Cadwaladr University Health Board’s Plan for the Central Region (Conwy & Denbighshire).

| <b>Social Services and Well Being (Wales) Act Outcomes:</b>                                                                                                                                                                                                                                                                                                                                            | <b>BCUHB Priorities for North Wales Central Region (Conwy and Denbighshire) :</b>                                                                                                                                                                                                                                                                                  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>1. Physical &amp; Mental Health &amp; Emotional Well-Being</li> <li>2. Education, Training &amp; Recreation</li> <li>3. Contribution to Society</li> <li>4. Domestic Family &amp; Personal Relationships</li> <li>5. Protection from Abuse &amp; Neglect</li> <li>6. Securing Rights &amp; Entitlements</li> <li>7. Social &amp; Economic Well-Being</li> </ol> | <ol style="list-style-type: none"> <li>1. Improving Health &amp; Wellbeing and health inequality.</li> <li>2. Working in Partnership</li> <li>3. Improving Outcomes of Care</li> <li>4. Respecting the individual and respect dignity.</li> <li>5. Listening and Learning from the experiences of the individual.</li> <li>6. How we use our resources.</li> </ol> |

|                                        |                                                |
|----------------------------------------|------------------------------------------------|
| 8. Suitability of Living Accommodation | 7. How we support, train and develop our staff |
|----------------------------------------|------------------------------------------------|

### List of abbreviations:

|                 |                                             |               |                                                       |
|-----------------|---------------------------------------------|---------------|-------------------------------------------------------|
| <b>DCSG</b>     | Denbighshire Carers Strategy Group          | <b>WCD</b>    | Wrexham, Conwy & Denbighshire Young Carers Service    |
| <b>NEWCIS</b>   | North East Wales Carers Information Service | <b>SSWBA</b>  | Social Services & Well Being (Wales) Act              |
| <b>DCSS</b>     | Denbighshire Community Support Services     | <b>CAB</b>    | Citizens Advice Bureau                                |
| <b>CCO</b>      | Carers Commissioning Officer – Denbighshire | <b>MIS</b>    | Management Information System                         |
| <b>E&amp;CS</b> | Education & Children’s Services             | <b>NWSSIC</b> | North Wales Social Services Improvement Collaborative |
| <b>BCUHB</b>    | Betsi Cadwaladr University Health Board     |               |                                                       |

| Development Area                                                     | Action                                                                                                                                                                                   | SSWB Outcomes | BCUHB Priorities | By Whom                                            | By When          | Progress                         |
|----------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|------------------|----------------------------------------------------|------------------|----------------------------------|
| 1.North Wales Population Needs Assessment                            | Establish links with responsible officers to ensure that organisations in Denbighshire are engaged in the process, and the PNA includes and reflects the needs of Carers in Denbighshire | All           | All              | All / Sarah Bartlett, Regional PNA Project Manager | July/August 2016 | Stakeholder mapping in progress. |
| 2.Ensure Carers understand the ethos and provisions of the new SSWBA | Review current information available to Carers, (across all sectors) ensuring that the messages fit with the new Act and Denbighshire’s approach                                         | All           | 1, 2, 4          | All                                                | July 2016        |                                  |

| Development Area                                                                                                                                   | Action                                                                                                                                                                                                        | SSWB Outcomes | BCUHB Priorities | By Whom                                | By When           | Progress |
|----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|------------------|----------------------------------------|-------------------|----------|
|                                                                                                                                                    | <p>Training for Third Sector Staff on the new Act.</p> <p>Arrange information and awareness raising sessions for Carers via groups and forums – possible use of Care Council for Wales training material.</p> | All           |                  | DCSG                                   | September onwards |          |
|                                                                                                                                                    |                                                                                                                                                                                                               | All           |                  | All                                    | September onwards |          |
| 3.Ensure health and social care staff understand the implications of the new SSWBA in regard to Carers                                             | <p>Review current training modules and develop integrated training for LA and health cluster staff and complex disabilities team.</p> <p>Further development of training for health staff</p>                 | All           | All              | CCO/DCC Workforce Development          | September 2016    |          |
|                                                                                                                                                    |                                                                                                                                                                                                               |               |                  | BCUHB – Carers Measure Project Manager |                   |          |
| 4. Ensure staff in education services understand the implications of the new SSWB in regard to Carers, and in particular in regard to Young Carers | <p>Carers and Young Carers to be included in relevant policies and procedures.</p> <p>Awareness raising with relevant staff.</p>                                                                              | 1,2,3         | 1                | WCD/E&CS Lead officers/CCO             | Oct – Dec 2016    |          |
|                                                                                                                                                    |                                                                                                                                                                                                               |               |                  | WCD                                    |                   |          |
|                                                                                                                                                    |                                                                                                                                                                                                               |               |                  | WCD                                    |                   |          |

| Development Area                                                                                         | Action                                                                                                           | SSWB Outcomes | BCUHB Priorities | By Whom                                | By When        | Progress |
|----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|---------------|------------------|----------------------------------------|----------------|----------|
|                                                                                                          | Target Health & Well Being Groups in schools to identify Young Carers and refer for support                      |               |                  |                                        |                |          |
| 5. Ensure DCSS staff for adult services incorporate the needs of young carers in working practice        | Develop good practice guidance and operational process for DCSS adult services staff                             | All           | 1,2,4,5          | CCO / E&CS Lead Officer / SPoA Manager | Oct – Dec 2016 |          |
| 6. Ensure Carers know how to access information and support for themselves and the person they care for. | Promoting access to Talking Points, Clinics (complex disabilities), DEWIS, Third Sector organisations and SPoA.  | All           | 1, 2, 4          | All                                    | Ongoing        |          |
|                                                                                                          | NEWCIS Lottery Bid –includes Increased capacity for Well Being Officers to provide one to one support for Carers | All           | 1, 2, 4          | NEWCIS                                 | 2015 – 2018    |          |
|                                                                                                          | Delivery of ‘Reaching Out’ Programme for Carers of adults with serious mental health. (All Wales)                | All           | 1, 2, 4          | Hafal & Caniad                         | 2016 Campaign  |          |
|                                                                                                          | Mary Dei – further development of community                                                                      | All           | 1, 2, 4          | Mary Dei                               | Ongoing        |          |

| Development Area                                                                              | Action                                                                                                                                      | SSWB Outcomes | BCUHB Priorities | By Whom                                | By When               | Progress |
|-----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|---------------|------------------|----------------------------------------|-----------------------|----------|
|                                                                                               | based approach to identify, inform, advocate and involve Carers in Denbigh & surrounding areas.                                             |               |                  |                                        |                       |          |
| 7. Ensure communities in Denbighshire are 'Carer aware'                                       | Agree priorities for NEWCIS Community Support Project                                                                                       | All           | 1, 2, 4          | NEWCIS/CCO                             | May 2016              |          |
|                                                                                               | Promotion of Talking Points in Denbighshire                                                                                                 |               | 1, 2, 4          | DCSS Talking Points Co-ordinator / All | Ongoing               |          |
|                                                                                               | Mary Dei – further development of community based approach to identify, inform, advocate and involve Carers in Denbigh & surrounding areas. |               | 1,2,4            | Mary Dei                               | Ongoing               |          |
| 8. Assessing the needs of adult Carers in line with the ethos and requirements of the new Act | Review DCC policy and procedures in line with requirements of new Act.                                                                      | All           | 1, 2, 4, 5       | CCO/DCSS Senior Man & Policy Officers  | September 2016        |          |
|                                                                                               | Piloting the use of What Matters 2 to identify outcomes and support needs of Carers.                                                        | All           | 1,2,4,5          | CCO/MIS Officers/ Carers Champions     | July – September 2016 |          |
|                                                                                               |                                                                                                                                             | All           | 1,2,4,5          |                                        |                       |          |

| Development Area                                                                                                                           | Action                                                                                                                                                                                                                                                                                                                                  | SSWB Outcomes         | BCUHB Priorities                             | By Whom                                                                                                       | By When                                                                 | Progress |
|--------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------------------------------------------|---------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|----------|
|                                                                                                                                            | <p>Agree process for Carers eligible for formal support plan, including review process.</p> <p>Evaluate the effectiveness of the Carers Champions pilot and agree a model/service specification for the future.</p> <p>Review Carer Assessment tools and processes currently in use by CMHTs, in line with requirements of new Act.</p> | <p>All</p> <p>All</p> | <p>1, 2, 4, 5, 6, 7</p> <p>1, 2, 4, 5, 7</p> | <p>CCO/DCSS Senior Man &amp; Policy Officers/MIS Officers</p> <p>CCO/NEWCIS</p> <p>CCO/CMHTs/Hafal/Caniad</p> | <p>End September 2016</p> <p>June – August 2016</p> <p>January 2017</p> |          |
| 9. Assessing the needs of Young Carers in line with the ethos and requirements of the new Act                                              | Joint working with current provider to ensure processes are in place in line with the new Act.                                                                                                                                                                                                                                          | All                   | 1, 2, 4, 5                                   | E&CS Lead Officer / WCD                                                                                       | July 2016                                                               |          |
| 10. Ensure involvement of the carer in the assessment of the person with care needs, and consider the appropriateness of joint assessments | <p>Review DCC policy and procedures in line with requirements of new Act</p> <p>Explore the benefits and feasibility of adopting a family conference model to</p>                                                                                                                                                                       | All                   | 1, 2, 3, 4, 6, 7                             | <p>CCO/DCSS Policy Officers</p> <p>DCSG/DCSS Senior Officers</p>                                              | <p>September 2016</p> <p>October 2016</p>                               |          |



| Development Area                                                                                | Action                                                                                                                                           | SSWB Outcomes       | BCUHB Priorities | By Whom                                                      | By When                                  | Progress |
|-------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|------------------|--------------------------------------------------------------|------------------------------------------|----------|
|                                                                                                 | situations within adult services where appropriate.                                                                                              |                     |                  |                                                              |                                          |          |
| 11. Assessing the needs of young carers in line with the ethos and requirements of the new Act. | Review DCC policy and procedures in line with requirements of new Act<br><br>Map process for referral of young Carers for assessment and support | All                 | 1, 2, 3, 4, 6, 7 | E&CS lead officers/WCD/CCO<br><br>E&CS lead officers/WCD/CCO | July – Sept 2016<br><br>July – Sept 2016 |          |
| 12.Support for Carers in Primary Care                                                           | Continued funding for third sector primary care facilitator posts.<br>Agree priorities for posts for funding period                              | 1, 2, 3, 4, 5, 6, 7 | 1, 2, 3, 4, 7    | BCUHB/GP practices/Third Sector                              | July – September 2016                    |          |
| 13. Royal Alex Community Hospital Project                                                       | Involvement of Carers and Third Sector organisations in the design and development of services                                                   | 1, 3, 4, 5, 6, 7    | All              | BCUHB                                                        | Summer 2016 onwards                      |          |
| 14. Development of Ty Nant (Prestatyn LACH) Primary Care Project                                | Involvement of Carers and Third Sector in the planning and development of services                                                               | 1, 3, 4, 5, 6, 7    | All              | BCUHB                                                        | Summer 2016 onwards                      |          |
| 15.Access to independent professional advocacy for Carers                                       | Ensure commissioning arrangements for adults will include provision for Carers.                                                                  | 1,4,5,6,7           | 1, 2, 4,         | CCO/DCC Commissioning Officer – adults                       |                                          |          |

| Development Area                                                                         | Action                                                                                                                                                              | SSWB Outcomes | BCUHB Priorities | By Whom                       | By When                      | Progress |
|------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|------------------|-------------------------------|------------------------------|----------|
|                                                                                          | NEWCIS – Submission of Lottery Bid to include formal /regulated advocacy service<br><br>Explore gap in service for young carers not involved in statutory services. |               |                  | NEWCIS<br><br>DCSG            | June 2016<br><br>Autumn 2016 |          |
| 16.Counselling services for Carers                                                       | NEWCIS – Submission of Lottery Bid to include counselling service for Carers<br><br>Explore statutory provision of counselling services for Carers                  | 1,4,5         | 1, 2, 4          | NEWCIS<br><br>DCSG            | June 2016<br><br>Autumn 2016 |          |
| 17.Ensure Carers have access to a range of training opportunities to support caring role | Agree joint approach Joint with workforce development, Health, CCO and 3 <sup>rd</sup> Sector.                                                                      | 2             | 1, 3, 5          | All/DCC Workforce Development | Oct – Dec 2016               |          |
| 18.Welfare Rights Information and Support                                                | NEWCIS – Submission of Lottery Bid to include information and support on Welfare rights issues                                                                      | 1,6           | 1                | NEWCIS                        |                              |          |
| 19. Increase capacity to support Young Carers (1:1 and group sessions)                   | Submit three year funding bid to Children in Need                                                                                                                   | All           | 1                | WCD                           | June 2016                    |          |

| Development Area                                                                   | Action                                                                                                                                                                                                            | SSWB Outcomes | BCUHB Priorities | By Whom                                      | By When                                                           | Progress |
|------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|------------------|----------------------------------------------|-------------------------------------------------------------------|----------|
| 20.Support for Carers of individuals of substance misuse                           | Map support currently available and identify any gaps in support                                                                                                                                                  | All           | 1, 2, 5          | CCO / Caniad/<br>Substance Misuse team       |                                                                   |          |
| 21.Meeting the assessed needs of Carers                                            | Development of support budgets for Carers.<br><br>Further develop the provision of flexible sitting services by the independent sector.<br><br>Review of DCC Policy and Procedure on Assessment and Meeting Needs | 1,2,3,4,7     | 1                | CCO/DCC<br>Commissioning – adults            | July 2016 onwards<br><br>July 2016 onwards<br><br>July – Oct 2016 |          |
| 22.Support for Carers when caring ends                                             | Evaluation of ‘bereavement support’ model commissioned with NEWCIS                                                                                                                                                | 1,2,3,4,6     | 1, 5             | NEWCIS / CCO                                 | End June 2016                                                     |          |
| 23. Support for Carers wanting to gain employment, re-train or re-enter workforce. | Development of North Wales Opus Project                                                                                                                                                                           | 1,2,3,6,7     | 1, 4             | Ann Weir, DCC<br>Comm<br>Development Officer | Due to commence April-Jun 2016                                    |          |
| 24.Volunteering Opportunities for Carers                                           | Support development of Volunteering Co-ordinator Post                                                                                                                                                             | 1,2,3,7       | 1, 2, 5, 6, 7    | NEWCIS                                       | May 2016 onwards                                                  |          |

| <b>Development Area</b>       | <b>Action</b>                                                     | <b>SSWB Outcomes</b> | <b>BCUHB Priorities</b> | <b>By Whom</b> | <b>By When</b> | <b>Progress</b> |
|-------------------------------|-------------------------------------------------------------------|----------------------|-------------------------|----------------|----------------|-----------------|
| 25. 'Tackling Poverty' Agenda | Ensure support for Carers including advice on finance and housing | 1,4,5,6,7,8          | 1                       | CCO, WCD, CAB  | Autumn 2016    |                 |

**Denbighshire Carers Strategy**

**June 2016 – June 2019**

**ACTION PLAN**

**Update May 2017**

This action plan is integral to the Denbighshire Carers Strategy which was developed jointly between Denbighshire Local Authority, Betsi Cadwaladr University Health Board and third sector partners who have an interest in supporting Carers in Denbighshire. The action plan is a living document and as such will be subject to change as and when required.

The actions have been identified by members of the Carers Strategy Group, and evidenced by the needs of Carers they support.

The actions are mapped against the outcomes for citizens in the new Social Services and Well Being (Wales) Act 2014, and also the key themes of the Betsi Cadwaladr University Health Board’s Plan for the Central Region (Conwy & Denbighshire).

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| <b>Social Services and Well Being (Wales) Act Outcomes:</b>                                                                                                                                                                                                                                                                                                                                                                                            | <b>BCUHB Priorities for North Wales Central Region (Conwy and Denbighshire) :</b>                                                                                                                                                                                                                                                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>1. Physical &amp; Mental Health &amp; Emotional Well-Being</li> <li>2. Education, Training &amp; Recreation</li> <li>3. Contribution to Society</li> <li>4. Domestic Family &amp; Personal Relationships</li> <li>5. Protection from Abuse &amp; Neglect</li> <li>6. Securing Rights &amp; Entitlements</li> <li>7. Social &amp; Economic Well-Being</li> <li>8. Suitability of Living Accommodation</li> </ol> | <ol style="list-style-type: none"> <li>1. Improving Health &amp; Wellbeing and health inequality.</li> <li>2. Working in Partnership</li> <li>3. Improving Outcomes of Care</li> <li>4. Respecting the individual and respect dignity.</li> <li>5. Listening and Learning from the experiences of the individual.</li> <li>6. How we use our resources.</li> <li>7. How we support, train and develop our staff</li> </ol> |

**List of abbreviations:**

|                 |                                                    |               |                                                        |
|-----------------|----------------------------------------------------|---------------|--------------------------------------------------------|
| <b>DCSG</b>     | Denbighshire Carers Strategy Group                 | <b>WCD</b>    | Wrexham, Conwy & Denbighshire Young Carers Service     |
| <b>NEWCIS</b>   | North East Wales Carers Information Service        | <b>SSWBA</b>  | Social Services & Well Being (Wales) Act               |
| <b>DCSS</b>     | Denbighshire Community Support Services            | <b>CAB</b>    | Citizens Advice Bureau                                 |
| <b>CCO</b>      | Carers Commissioning Officer – Denbighshire        | <b>MIS</b>    | Management Information System                          |
| <b>E&amp;CS</b> | Education & Children’s Services                    | <b>NWSSIC</b> | North Wales Social Services Improvement Collaborative  |
| <b>BCUHB</b>    | Betsi Cadwaladr University Health Board            | <b>SCiP</b>   | Social Care in Partnership [NW Training Collaborative] |
| <b>WCD</b>      | Wrexham, Denbighshire & Conwy Young Carers Service |               |                                                        |

| Development Area                                                     | Action                                                                                                                                                                                   | SSWB Outcomes | BCUHB Priorities | By Whom                                                     | By When                                  | Progress                                                                                                                                                             |
|----------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|------------------|-------------------------------------------------------------|------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.North Wales Population Needs Assessment                            | Establish links with responsible officers to ensure that organisations in Denbighshire are engaged in the process, and the PNA includes and reflects the needs of Carers in Denbighshire | All           | All              | All /<br>Sarah Bartlett,<br>Regional PNA<br>Project Manager | July/August 2016<br><br>March 17 onwards | Needs assessment completed & submitted to WG by March 17.<br><br>Working in partnership with new regional Carers Business Manager to develop Regional Business Plan. |
| 2.Ensure Carers understand the ethos and provisions of the new SSWBA | Review current information available to Carers, (across all sectors) ensuring that the messages fit with the new Act and Denbighshire's approach                                         | All           | 1, 2, 4          | All                                                         | June 2017                                | DCC leaflets & website revised<br><br>New module for Carers on DEWIS complete & live.<br><br>Carers Wales booklet Carers & New Act used locally                      |

| Development Area | Action                                                                                                                                          | SSWB Outcomes | BCUHB Priorities | By Whom    | By When                                        | Progress                                                                                                                                                                                                                                     |
|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|---------------|------------------|------------|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                  | Training for Third Sector Staff on the new Act.                                                                                                 | All           |                  | All / SCiP | September 16 onwards<br><br>January 17 onwards | Third Sector partners & BCUHB working on updating information<br><br>Training delivered by SCiP and well attended by Third Sector staff. Some organisations eg NEWCIS, Crossroads have arranged own training. Monitor further training needs |
|                  | Arrange information and awareness raising sessions for Carers via groups and forums – possible use of Care Council for Wales training material. | All           |                  | All        |                                                | Third Sector Partners to arrange via forums/groups. Development of Regional Leaflet for citizens – awaiting completion                                                                                                                       |



| Development Area                                                                                       | Action                                                                                                                                           | SSWB Outcomes | BCUHB Priorities | By Whom                          | By When        | Progress                                                                                                                                                    |
|--------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|---------------|------------------|----------------------------------|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3.Ensure health and social care staff understand the implications of the new SSWBA in regard to Carers | Review current training modules and develop integrated training for LA and health cluster staff, reablement team, and complex disabilities team. | All           | All              | CCO/DCC<br>Workforce Development | Nov/Dec 16     | Training module for reablement staff completed & training delivered.                                                                                        |
|                                                                                                        |                                                                                                                                                  |               |                  |                                  | May 17         | Training module for cluster staff & complex needs deferred to pending decisions on use of current What Matters forms to enable more proportionate assessing |
|                                                                                                        | Further development of training for health staff                                                                                                 |               |                  | BCUHB – Carers Lead Officer      | Nov 16 onwards | New BCUHB Carers Project Officer came into post Nov 16, & progressing work with training for health staff.                                                  |
| 4. Ensure staff in education services understand the                                                   | Carers and Young Carers to be included in relevant policies and procedures.                                                                      | 1,2,3         | 1                | WCD/E&CS Lead officers/CCO       | Dec 2016       | Agreed associate membership of Families First Officer and WCD                                                                                               |

| Development Area                                                                               | Action                                                                                                                                               | SSWB Outcomes | BCUHB Priorities | By Whom                                | By When      | Progress                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|------------------|----------------------------------------|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| implications of the new SSWBA in regard to Carers, and in particular in regard to Young Carers | <p>Awareness raising with relevant staff.</p> <p>Target Health &amp; Well Being Groups in schools to identify Young Carers and refer for support</p> |               |                  | <p>WCD</p> <p>WCD</p>                  |              | <p>representation on the once per half term "Health and Well Being Group (School Settings 3 – 18)".</p> <p>Linking work on the Carers Strategy Action Plan, particularly around Young Carers, with the work of the above group (now included in Terms of Reference for the Group.</p> <p>Draft Young Carers Pathway for Support going to above Group for consideration 17 May</p> |
| 5. Ensure DCSS staff for adult services incorporate the                                        | Develop good practice guidance and operational                                                                                                       | All           | 1,2,4,5          | CCO / E&CS Lead Officer / SPoA Manager | Jan – Mar 17 | Young Carers Pathway for Support – draft developed. To be                                                                                                                                                                                                                                                                                                                         |

| Development Area                                                                                         | Action                                                                                                                                                                               | SSWB Outcomes | BCUHB Priorities | By Whom | By When              | Progress                                                                                                                                                                                                                                                                                                                                        |
|----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|------------------|---------|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| needs of young carers in working practice                                                                | process for DCSS adult services staff                                                                                                                                                |               |                  |         |                      | included in guidance for DCSS staff.                                                                                                                                                                                                                                                                                                            |
| 6. Ensure Carers know how to access information and support for themselves and the person they care for. | Promoting access to Talking Points, [Clinics for complex disabilities*], DEWIS, Third Sector organisations and SPoA.<br><br>[*Complex disabilities clinics have now merged with TPs] | All           | 1, 2, 4          | All     | Oct 16<br><br>Oct 16 | Carers are offered appointment for assessment at Talking Points.<br><br>Increase in number of Comm Navigators. All inducted in process for Carers assessments, third sector support & services for Carers<br><br>Range of Carer information available in Talking Points.<br><br>Carers Week in June will be promoted across all Talking Points. |

| Development Area | Action                                                                                                             | SSWB Outcomes | BCUHB Priorities | By Whom        | By When       | Progress                                                                                                                                                                               |
|------------------|--------------------------------------------------------------------------------------------------------------------|---------------|------------------|----------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                  | NEWCIS Lottery Bid –to include increased capacity for Well Being Officers to provide one to one support for Carers | All           | 1, 2, 4          | NEWCIS         | Apr 17        | <p>Joint working with NEWCIS to improve pathway for Carers between Talking Points, NEWCIS and Single Point of Access.</p> <p>Bid successful. Additional services commenced 1/4/17.</p> |
|                  | Delivery of 'Reaching Out' Programme for Carers of adults with serious mental health. (All Wales)                  | All           | 1, 2, 4          | Hafal & Caniad | 2016 Campaign | Hafal, Denbighshire piloting amended resource pack for Carers based on SSWBA.                                                                                                          |

| Development Area                                        | Action                                                                                                                                      | SSWB Outcomes | BCUHB Priorities | By Whom    | By When | Progress                                                                                                                                                                                                                                |
|---------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|---------------|------------------|------------|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                         | Mary Dei – further development of community based approach to identify, inform, advocate and involve Carers in Denbigh & surrounding areas. | All           | 1, 2, 4          | Mary Dei   |         | Currently considering delivery of future services.                                                                                                                                                                                      |
| 7. Ensure communities in Denbighshire are 'Carer aware' | Agree priorities for NEWCIS Community Support Project                                                                                       | All           | 1, 2, 4          | NEWCIS/CCO | Mar 17  | NEWCIS Community Project ended 31 March 17. Evaluation completed. Agreement reached on sustainable elements of project inc. links with community based Carer links, Carers Leisure Card & Carer awareness training module for colleges. |

| Development Area                                                                              | Action                                                                                                                                                                                                    | SSWB Outcomes | BCUHB Priorities            | By Whom                                                       | By When        | Progress                                                                                                                                                                                                                |
|-----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----------------------------|---------------------------------------------------------------|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                               | <p>Promotion of Talking Points in Denbighshire</p> <p>Mary Dei – further development of community based approach to identify, inform, advocate and involve Carers in Denbigh &amp; surrounding areas.</p> |               | <p>1, 2, 4</p> <p>1,2,4</p> | <p>DCSS Talking Points Co-ordinator / All</p> <p>Mary Dei</p> | Ongoing        | <p>Progress as highlighted in Action 6</p> <p>Currently considering future delivery of their services.</p>                                                                                                              |
| 8. Assessing the needs of adult Carers in line with the ethos and requirements of the new Act | Review DCC policy and procedures in line with requirements of new Act.                                                                                                                                    | All           | 1, 2, 4, 5                  | CCO/DCSS Senior Man & Policy Officers                         | September 2016 | North Wales Regional Policy in relation to Assessment & Eligibility for Managed Care & Support for adults, children & carers - developed jointly by all 6 LAs & BCU. Completed Sep 16. No separate policy for Carers as |

| Development Area | Action                                                                               | SSWB Outcomes | BCUHB Priorities | By Whom                                            | By When                 | Progress                                                                                                                                                                                                                              |
|------------------|--------------------------------------------------------------------------------------|---------------|------------------|----------------------------------------------------|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                  | Piloting the use of What Matters 2 to identify outcomes and support needs of Carers. | All           | 1,2,4,5          | CCO/MIS Officers/<br>Carers Champions              | July – September 2016   | previously. Policy will be available on DCC website.<br><br>WM2 now being used by all practitioners to assess Carers. Working well to identify outcomes for Carers.                                                                   |
|                  | Agree process for Carers eligible for formal support plan, including review process. | All           | 1,2,4,5          | CCO/DCSS Senior Man & Policy Officers/MIS Officers | July 2017<br><br>Apr 17 | Current guidance being reviewed. Guidance will link to regional policy on Assessment & Eligibility for Managed Care & Support.<br><br>Scrutiny at Carers Panel in line with asset based approach resulting in innovative solutions in |

| Development Area | Action                                                                                                           | SSWB Outcomes | BCUHB Priorities | By Whom    | By When            | Progress                                                                                                                                                                                                                                                                                                    |
|------------------|------------------------------------------------------------------------------------------------------------------|---------------|------------------|------------|--------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                  | Evaluate the effectiveness of the Carers Champions pilot and agree a model/service specification for the future. | All           | 1, 2, 4, 5, 6, 7 | CCO/NEWCIS | June – August 2016 | <p>partnership with Carers.</p> <p>Further work ongoing across the service to ensure more proportionate levels of assessment.</p> <p>Evaluation of Carers Champions pilot, and service specification completed. Tender process also complete for new 3 year contract. New service will commence 1/7/17.</p> |



| Development Area                                                                              | Action                                                                                                       | SSWB Outcomes | BCUHB Priorities | By Whom                         | By When  | Progress                                                                                                                                                                                                                        |
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|                                                                                               | Review Carer Assessment tools and processes currently in use by CMHTs, in line with requirements of new Act. | All           | 1, 2, 4, 5, 7    | DCSS/CCO/CMHTs/<br>Hafal/Caniad | Mar 17   | Work will be incorporated into modernisation of MH services (3 workshops held in Apr & May), and linked with Hafal 'Reaching Out' programme. WG guidance on interface between SSWBA & Mental Measure is also currently awaited. |
| 9. Assessing the needs of Young Carers in line with the ethos and requirements of the new Act | Joint working with current provider to ensure processes are in place in line with the new Act.               | All           | 1, 2, 4, 5       | E&CS Lead Officer /<br>WCD      | Jan 2017 | Work has been ongoing between the Commissioning Group and the current provider since May/June 2016 to implement processes to gather information required by LAs for reporting in line with the New Act. This                    |

| Development Area                                                                                                                           | Action                                                                                                                            | SSWB Outcomes | BCUHB Priorities | By Whom                   | By When | Progress                                                                                                                                                                                                                                                       |
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|                                                                                                                                            |                                                                                                                                   |               |                  |                           |         | information is now available.                                                                                                                                                                                                                                  |
| 10. Ensure involvement of the carer in the assessment of the person with care needs, and consider the appropriateness of joint assessments | Review DCC policy and procedures in line with requirements of new Act                                                             | All           | 1, 2, 3, 4, 6, 7 | CCO/DCSS Policy Officers  | Jun 17  | <p>NW Regional Policy developed (see 8 above) for adults, children &amp; carers.</p> <p>DCC 'Rolling Programme' in place to support staff in implementing new Act (Topics: Assessment &amp; Eligibility Criteria; Support Budgets; Continuing Health Care)</p> |
|                                                                                                                                            | Explore the benefits and feasibility of adopting a family conference model to situations within adult services where appropriate. |               |                  | DCSG/DCSS Senior Officers | Jan 18  | <p>Delayed due to demands and priorities on implementation of new Act.</p>                                                                                                                                                                                     |

| Development Area                          | Action                                                                                                                  | SSWB Outcomes       | BCUHB Priorities | By Whom                         | By When             | Progress                                                                                                                                                                                                                 |
|-------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|---------------------|------------------|---------------------------------|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 11.Support for Carers in Primary Care     | Continued funding for third sector primary care facilitator posts.<br><br>Agree priorities for posts for funding period | 1, 2, 3, 4, 5, 6, 7 | 1, 2, 3, 4, 7    | BCUHB/GP practices/Third Sector | Sep 2017            | BCUHB leading on review of posts. Funding agreed to Oct 17 pending completion of review. Possible shift to new Community support model (Primary Care & Community Hospitals)                                              |
| 12. Royal Alex Community Hospital Project | Involvement of Carers and Third Sector organisations in the design and development of services                          | 1, 3, 4, 5, 6, 7    | All              | BCUHB                           | Summer 2016 onwards | BCU Senior Project Officers attended Carer Strat Group x 2 meetings to inform outline business case. Now progressing to full business case.<br><br>BCU will maintain contact with group for input as project progresses. |
| 13. Development of Ty Nant (Prestatyn     | Involvement of Carers and Third Sector in the                                                                           | 1, 3, 4, 5, 6, 7    | All              | BCUHB                           | Summer 2016 onwards | Some peripheral involvement of third sector partners.                                                                                                                                                                    |

| Development Area                                          | Action                                                                                                                                                                         | SSWB Outcomes | BCUHB Priorities | By Whom                                                     | By When                                   | Progress                                                                                                                                                                                                                                                |
|-----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|------------------|-------------------------------------------------------------|-------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| IACH) Primary Care Project                                | planning and development of services                                                                                                                                           |               |                  |                                                             |                                           | Seeking steer via Denbighshire Partnership Thursday.                                                                                                                                                                                                    |
| 14.Access to independent professional advocacy for Carers | <p>Ensure commissioning arrangements for adults will include provision for Carers.</p> <p>NEWCIS – Submission of Lottery Bid to include formal /regulated advocacy service</p> | 1,4,5,6,7     | 1, 2, 4,         | <p>CCO/DCC Commissioning Officer – adults</p> <p>NEWCIS</p> | <p>Apr 16</p> <p>Aug 17</p> <p>Jun 17</p> | <p>Commissioning of service for over 65 complete &amp; operational.</p> <p>Commissioning options for service for under 65's under discussion. Option to refer Carers to new NEWCIS service.</p> <p>NEWCIS bid successful. Service commenced 1/4/17.</p> |

| Development Area                   | Action                                                                       | SSWB Outcomes | BCUHB Priorities | By Whom | By When     | Progress                                                                                                                                                                                                    |
|------------------------------------|------------------------------------------------------------------------------|---------------|------------------|---------|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                    | Explore gap in service for young carers not involved in statutory services.  |               |                  | DCSG    | Autumn 2016 | Young Carers eligible to access services of Young Advocate Officer (CADMAS – Conwy and Denbighshire Mental Health Advocacy Service) who are part of the Youth Support Consortium - link via Families First. |
| 15.Counselling services for Carers | NEWCIS – Submission of Lottery Bid to include counselling service for Carers | 1,4,5         | 1, 2, 4          | NEWCIS  | Jun 2016    | NEWCIS bid successful but will not include provision of counselling.                                                                                                                                        |
|                                    | Explore statutory provision of counselling services for Carers               |               |                  | DCSG    | July 2017   | CCO currently mapping service provision. Highlighted                                                                                                                                                        |

| Development Area                                                                         | Action                                                                                         | SSWB Outcomes | BCUHB Priorities | By Whom                       | By When   | Progress                                                                                                                               |
|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|---------------|------------------|-------------------------------|-----------|----------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                          |                                                                                                |               |                  |                               |           | as a gap for Carers in Regional Population Assessment.                                                                                 |
| 16.Ensure Carers have access to a range of training opportunities to support caring role | Agree joint approach Joint with workforce development, Health, CCO and 3 <sup>rd</sup> Sector. | 2             | 1, 3, 5          | All/DCC Workforce Development | July 17   | CCO currently mapping service provision.<br><br>Carers are able to access relevant DCC training courses.                               |
| 17.Welfare Rights Information and Support                                                | NEWCIS – Submission of Lottery Bid to include information and support on Welfare rights issues | 1,6           | 1                | NEWCIS                        | Jun 16    | NEWCIS lottery bid successful. Service commenced 1/4/17.<br><br>Carers are accessing newly contracted CAB services with good feedback. |
| 18. Increase capacity to support Young Carers (1:1 and group sessions)                   | Submit three year funding bid to Children in Need                                              | All           | 1                | WCD                           | June 2016 | Bid successful.<br>Funding for additional groups & outreach workers including                                                          |

| Development Area                                         | Action                                                           | SSWB Outcomes | BCUHB Priorities | By Whom                                          | By When           | Progress                                                                                                                                                                                                                    |
|----------------------------------------------------------|------------------------------------------------------------------|---------------|------------------|--------------------------------------------------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                          |                                                                  |               |                  |                                                  |                   | additional works for Rhyl & Prestatyn – commenced Nov 16                                                                                                                                                                    |
| 19.Support for Carers of individuals of substance misuse | Map support currently available and identify any gaps in support | All           | 1, 2, 5          | CCO / Caniad/ Denbighshire Substance Misuse Team | Oct 2017          | Links made with Denbighshire SMAT team. Carers Consultation event held. Questionnaire being drawn up to gain further evidence of support needs. Support model will then be agreed with Carers & funding sources identified. |
| 20.Meeting the assessed needs of Carers                  | Development of support budgets for Carers.                       | 1,2,3,4,7     | 1                | CCO/DCC Commissioning – adults                   | July 2016 onwards | Gradual progress with encouraging use of support budgets for Carers to allow greater choice & control to meet eligible needs. Support Budget Project team established to support                                            |

| Development Area | Action                                                                                | SSWB Outcomes | BCUHB Priorities | By Whom | By When           | Progress                                                                                                                                                                                                                                    |
|------------------|---------------------------------------------------------------------------------------|---------------|------------------|---------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                  | Further develop the provision of flexible sitting services by the independent sector. |               |                  |         | July 2016 onwards | <p>staff to be more confident in incorporating support budgets into support planning.</p> <p>Links with newly established DCSS Commissioning Cycle Group. Work Plan will consider support for providers to work to individual outcomes.</p> |
|                  | Review of DCC Policy and Procedure on Assessment and Meeting Needs                    |               |                  |         | July – Oct 2016   | <p>NW Regional Policy &amp; Procedure for adults, children &amp; Carers completed (see Action 8 above) .</p>                                                                                                                                |



| Development Area                                                                   | Action                                                             | SSWB Outcomes | BCUHB Priorities | By Whom                                | By When          | Progress                                                                                                                 |
|------------------------------------------------------------------------------------|--------------------------------------------------------------------|---------------|------------------|----------------------------------------|------------------|--------------------------------------------------------------------------------------------------------------------------|
|                                                                                    |                                                                    |               |                  |                                        | Sep 2017         | Current guidance being reviewed, including provision of support when cared for is funded by CHC.                         |
| 21.Support for Carers when caring ends                                             | Evaluation of 'bereavement support' model commissioned with NEWCIS | 1,2,3,4,6     | 1, 5             | NEWCIS / CCO /WFD                      | End June 2017    | Evaluation provided to DCC Workforce Development.<br>Sustainability of service being considered.                         |
| 22. Support for Carers wanting to gain employment, re-train or re-enter workforce. | Development of North Wales Opus Project                            | 1,2,3,6,7     | 1, 4             | Ann Weir, DCC Comm Development Officer | Jan 17           | Project officers recruited. Referral process commenced Feb 2017. Training on Carer awareness & services support offered. |
| 23.Volunteering Opportunities for Carers                                           | Support development of Volunteering Co-ordinator Post              | 1,2,3,7       | 1, 2, 5, 6, 7    | NEWCIS                                 | May 2016 onwards | NEWCIS Volunteer Co-ordinator now in post and actively recruiting                                                        |

| Development Area              | Action                                                            | SSWB Outcomes | BCUHB Priorities | By Whom       | By When     | Progress                                                                         |
|-------------------------------|-------------------------------------------------------------------|---------------|------------------|---------------|-------------|----------------------------------------------------------------------------------|
|                               |                                                                   |               |                  |               |             | Carers who wish to access volunteering opportunities.                            |
| 24. 'Tackling Poverty' Agenda | Ensure support for Carers including advice on finance and housing | 1,4,5,6,7,8   | 1                | CCO, WCD, CAB | Autumn 2017 | Meeting arranged with Paul Barnes, DCC Corporate Officer to discuss way forward. |



# Carers Strategy

## 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:                   | 91                                                                                                                                                                                                                                                                                                                                                          |
| Brief description:                   | Denbighshire Carers Strategy 2016-19 - this is a strategic approach to ensure that the authority is meeting its new statutory requirements in relation to Carers who provide or intend to provide care for an adult or child particularly in relation to the enhanced rights of Carers as set out in the new Social Services & Well Being (Wales) Act 2014. |
| Date Completed:                      | 29/12/2016 14:34:22 Version: 1                                                                                                                                                                                                                                                                                                                              |
| Completed by:                        | Carys Williams                                                                                                                                                                                                                                                                                                                                              |
| 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 some small changes in your thinking produce a better result?

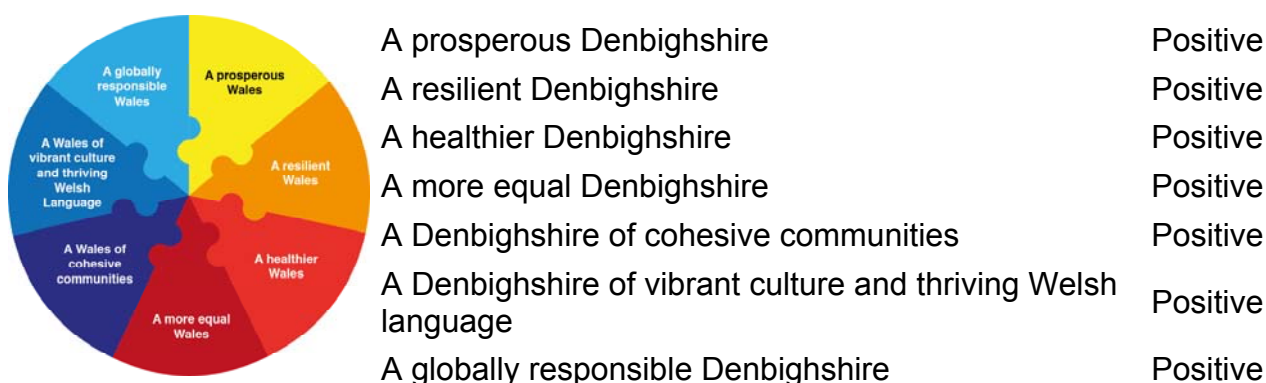


(3 out of 4 stars)

Actual score : 19 / 24.

### Summary of impact

#### Wellbeing Goals



### Main conclusions

The main conclusions are that the Strategy will have a positive impact across all of the well being goals, and this is reflected by the sustainable development score. The Strategy is particularly aligned with the new Social Services & Well Being (Wales) Act 2014, and the requirements of the new Act in relation to Carers who now have equal rights to the person they care for. The Strategy seeks to ensure that Denbighshire meets its new legal obligations to Carers, and achieves this by a meaningful partnership approach. This approach, together with Denbighshire's own asset based approach to meeting the requirements of the new Act, will ensure that all Carers will receive information, advice and assistance to help them achieve their own well being outcomes, and this in turn will have a positive impact on those for whom they care, and potentially the wider community.

## THE LIKELY IMPACT ON DENBIGHSHIRE, WALES AND THE WORLD

### **A prosperous Denbighshire**

|                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Overall Impact           | Positive                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Justification for impact | The Strategy reflects Denbighshire's approach in response to the new Acts, and focuses on the enhanced rights of Carers contained therein. It sets out actions in response to our statutory duties to Carers, and captures areas of service development by partners in both the statutory and third sectors. This will ensure that alongside meeting our statutory obligations to Carers, they will be supported to maintain their own health and well being and live fulfilled lives despite their caring role. This includes support to continue working or to re-enter the workforce with opportunities to re-train or take up volunteering opportunities. Effective support for Carers can also have a positive impact on the need for statutory assistance for the cared for person. |

#### **Positive consequences identified:**

Strategic approach to: Support for Carers to continue in employment Support for Carers to pursue life long learning opportunities Opportunities for further development of third sector organisations and social enterprises

Strategic approach to: Training for practitioners in supporting Carers Training for Carers to support and maintain their caring role Promoting life long learning opportunities for citizens who have a caring role, or support for citizens whose caring role has ended and they wish to re-train and re-enter the workforce.

Strategic approach to: Ensuring Carers are aware of, and understand their rights under new legislation Provision of information, advice & assistance via Denbighshire's new approach in response to the new Acts. Promotion of new initiatives including Single Point of Access, Talking Points, DEWIS All Wales Information Portal. Review of Denbighshire's Health & Social Care pages - Carers section

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

#### **Mitigating actions:**

### **A resilient Denbighshire**

|                          |                                                                                                                                                                                                                            |
|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Overall Impact           | Positive                                                                                                                                                                                                                   |
| Justification for impact | The Strategy underpins the need to support Carers in their local communities which is likely to have a positive impact if Carers can access support close to home without the need to travel across county to access same. |

#### **Positive consequences identified:**

Strategic approach to: Ensuring that as far as possible support is available to Carers in their own area without the need to travel across the county to access support, eg Talking Points, training opportunities, and support groups

**Unintended negative consequences identified:**

**Mitigating actions:**

Denbighshire's asset based approach to the requirements of the new Social Services & Well Being (Wales) Act 2014 will ensure that community based assets are considered as part of the solution to achieving outcomes for Carers.

**A healthier Denbighshire**

|                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Overall Impact           | Positive                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Justification for impact | The Strategy and the action plan contained within it, will have a very positive impact, first and foremost on the Carer population of Denbighshire as it seeks to promote the services that exist to support Carers to maintain their own health and well being and live fulfilled lives despite their caring role which, in turn, will have a positive impact on the person for whom they provide care. Denbighshire Community Support Services outreach locations 'Talking Points' are being developed further for locality staff to have conversations with people in their own community, including Carers, about their own needs and desired outcomes, providing an opportunity to 'drop-in' to ask for information about social care/support in the widest sense i.e. including from 3rd Sector Organisations. The project is linked closely to the Asset Based Community Development (ABCD), People to People project as the Outreach work provides an opportunity for wider community conversations about what is needed in the community and what can be offered by the community to improve individual and community well-being. |

**Positive consequences identified:**

Ensuring that Carers have access to information advice and assistance to support their own health and well being, including access to a range of preventative services. Promote use of Talking Points for Carers Assessments of Carers that identify well being outcomes and provision of support to achieve those outcomes.

Provision of information, advice and assistance to access services that provide dietary and nutritional advice, and information on food banks.

Provision of information on Denbighshire discount leisure card for Carers. Clear process for provision of support budgets for eligible Carers to enable them to take short term breaks to access leisure opportunities.

Promote use of Talking Points for Carers. Provision of information to Carers on preventative services that promote their emotional & mental well-being. Clear process for provision of support budgets to Carers to provide regular breaks from caring role. Explore provision of counselling services for Carers.

Promotion of services to support Carers to ensure that their own health is not compromised, including alternative care provision. Ensure that Carers who have their own identified health conditions are encouraged to manage their own health needs.

**Unintended negative consequences identified:**

**Mitigating actions:**

Progress against the Strategy action plan will be monitored by the Denbighshire Carers Strategy group which is a multi-agency group comprising representatives from third sector organisations that support Carers. The action plan will be a moving document that will be constantly reviewed and added to as any gaps or new opportunities are identified to support Carers. Monitor the activities of Talking Points in Denbighshire to ensure that Carers are making use of these facilities, and consider any actions to improve and develop the uptake.

**A more equal Denbighshire**

|                          |                                                                                                                                                                                                                                                                                                                                                                                                                          |
|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Overall Impact           | Positive                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Justification for impact | Community Support Services staff have an existing duty to ensure that all citizens are treated equitably; removing or minimising disadvantage, meeting the needs of different groups and encouraging participation. This duty is extended to contractual arrangements with organisations who are commissioned to provide services that support the authority's priorities or meet the authority's business requirements. |

**Positive consequences identified:**

The Strategy is intended to improve the well being of all Carers in Denbighshire irrespective of whether or not they have protected characteristics. There is a specific action to improve the level of support for Young Carers aged 8 years and under. Ensure that Carers encouraged to manage their own health needs. Joint working with partners in health to ensure that Carers are able to access health care and treatment despite their caring roles.

Increased numbers of Carers accessing benefits advice, and information on local and national grant funding streams.

**Unintended negative consequences identified:**

**Mitigating actions:**

Monitor progress against the Strategy Plan on a regular basis and include any new actions necessary to meet well-being outcomes for Carers. Work proactively with partners in health to develop actions identified in the Regional Population Assessment in relation to Carers.

**A Denbighshire of cohesive communities**

|  |          |
|--|----------|
|  | Positive |
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|                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Overall Impact           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Justification for impact | Denbighshire's new asset based approach in response to the requirements of the new Social Services & Well Being (Wales) Act 2014 will ensure that Carers will be supported to achieve their outcomes by considering what support is available to them within their own communities and how they can support each other. Individuals for whom the caring role has ended can provide invaluable support, knowledge and expertise to other Carers and this will be encouraged via third sector partners and the new Talking Points. |

#### **Positive consequences identified:**

Ensure that Carers receive appropriate training to manage the conditions of those they care for. Ensure that Carers are supported to cope with the emotional and physical strains of caring. Ensure that young Carers are supported, and that the adults they care for are well supported.

On going engagement with Carers via Denbighshire Carers Strategy, Talking Points. Asset based approach to achieving outcomes for Carers. Volunteering opportunities for Carers by third sector partners. Peer support opportunities via Carer groups and Talking Points.

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

#### **Mitigating actions:**

Regular monitoring of Strategy Action Plan by Carers Strategy Group and identify any new gaps or opportunities to further develop support for Carers within communities. Monitor activities in the Talking Points including uptake by Carers and consider any actions necessary to improve uptake.

### **A Denbighshire of vibrant culture and thriving Welsh language**

|                          |                                                                                                                                                                                                                                                                                                                                                               |
|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Overall Impact           | Positive                                                                                                                                                                                                                                                                                                                                                      |
| Justification for impact | Denbighshire's asset based approach to meeting the requirements of the new Social Services & Well Being (Wales) Act 2014 focuses on 'What Matters' to individuals and how they can be supported to maintain and achieve 'What Matters' to them. This approach provides a focus on an individual's cultural needs and how these can be maintained or enhanced. |

#### **Positive consequences identified:**

Ensure that DCC is compliant with the requirements of the new Social Services & Well Being (Wales) Act 2014 and the Welsh Language (Wales) Measure by making an active offer of an assessment in Welsh.

Ensure that commissioned services are compliant with the procurement rules in relation to promotion of the Welsh language.



Denbighshire's asset based approach will ensure that Carers will have meaningful conversations about 'What Matters' to them and how they can be supported to achieve identified outcomes. This will include a focus on their cultural needs and strengths.

**Unintended negative consequences identified:**

**Mitigating actions:**

Monitor progress against the Strategy Action Plan and identify any gaps and/or opportunities that arise to improve support for Carer to maintain their well being. Ensure that Denbighshire practitioners have effective 'What Matters' conversations with Carers to identify their assets and support them to achieve their well being outcomes.

**A globally responsible Denbighshire**

|                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Overall Impact           | Positive                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Justification for impact | The Strategy has been developed by Denbighshire Carers Strategy Group which is a multi-agency group with representatives from organisations whose main remit is to support Carers. The Strategy takes into account all the current national and local drivers, and the legislative requirements to supporting Carers. The Strategy Action Plan sets out what needs to be done in Denbighshire to ensure that we are meeting our statutory obligations and also captures how our third sector and health partners are planning to develop their own services. The Strategy therefore reflects a cohesive approach to supporting Carers in Denbighshire. |

**Positive consequences identified:**

Strategic approach to ensuring the Carers have equal rights including their rights to an assessment of their caring role, and access to services that will support their caring role. The Strategy supports a partnership approach to supporting Carers in Denbighshire. It recognises the strengths of the third sector to develop their own services and will guide and support these developments.

**Unintended negative consequences identified:**

**Mitigating actions:**

The Strategy Action Plan will be monitored by the Carers Strategy Group on a regular basis. The Action Plan is a moving document and any gaps and opportunities identified by the Group will be included during the three year life span of the Strategy.

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**Report to:** Partnerships Scrutiny Committee

**Date of Meeting:** 22 June 2017

**Lead Member / Officer:** Lead Member for Well-being and Independence and Lead Member for Children and Young People/**Corporate Director:** Communities

**Report Author:** Principal Manager: Support Services

**Title:** Director of Social Services Annual Report 2016-2017

---

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

- 1.1 Every Statutory Director of Social Services in Wales is required to produce an annual report which summarises their view of the effectiveness of the authority's social care services and priorities for improvement.
- 1.2 A draft annual report for 2016-2017 is attached at Appendix I. The report is intended to provide the public with an honest picture of services in Denbighshire and to demonstrate a clear understanding of the strengths and challenges faced

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

- 2.1 To enable Members to scrutinise the draft annual report prior to it being submitted to the Care and Social Services Inspectorate Wales (CSSIW)

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

- 3.1 That Members consider whether the report provides a clear account of performance in 2016-2017;
- 3.2 That Members consider whether the report raises any performance issues/concerns that require further scrutiny.

## **4. Report details**

- 4.1 Overall, the report shows that Denbighshire County Council continues to provide good quality social services for children, adults and carers, and that we achieved some excellent performance in areas that are important to our communities. We also continue our transformation of social services in response to the challenges posed by reducing public sector funding at a time of increasing cost pressures, and the demands of the Social Services and Well-being (Wales) Act 2014 and the Regulation and Inspection of Social Care (Wales) Act 2016.
- 4.2 However, the report does identify a number of areas where we aim to further improve performance and the plans we have in place to address these issues.

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

- 5.1 The report specifically relates to our contribution to delivery on the following -two corporate priorities:
- Vulnerable people are protected and are able to live as independently as possible; and
  - Modernising the council to deliver efficiencies and improve services for our customers.

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

- 6.1 The production and publication of the report itself does not cost anything (except for officer time), and does not impact on other services. The future plans and actions identified for social services within the report will be delivered within existing budgets. However, some of the themes covered by the report, e.g. supporting independence and enhancing wellbeing, are corporate agendas rather than the responsibility of social services alone. For the council as a whole, this will mean ensuring that all our services, for example housing, highways, planning, environmental services and leisure, are designed to optimise independence.

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

- 7.1 The annual report itself does not require a Well-being Impact Assessment because it provides a retrospective evaluation of performance during 2016-2017, and the publication of the report has no potential impact on future generations. However, Well-being Impact Assessments will be undertaken in relation to any future plans or development of services which have been mentioned within this annual report, as and when required.

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

- 8.1 Feedback from service users and carers about our services forms part of our existing quality assurance system and as such has contributed considerably to the development of this report.
- 8.2 As with usual practice, the draft report will be circulated to partners (e.g. health, 3rd sector) for comment, prior to publication.

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

- 9.1 The cost implications of any emerging issues in the annual report must be considered within the context of the council's wider budget position.

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

- 10.1 There is a detailed risk register for both Community Support Services and for Education & Children's Services. As this is a report about Social Services in Denbighshire, any risks associated with the issues covered by this report (and actions to mitigate and manage them) are captured in the service risk registers.

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

- 11.1 Statutory Guidance (including the requirement to publish an annual report) is issued within the Code of Practice on the Role of the Director of Social Services under Part 8 of the Social Services and Well-being (Wales) Act 2014.
- 11.2 Section 7.4.2(b) of the Council's Constitution sets out scrutiny's powers with respect to performance monitoring and policy objectives.

**Contact Officer:**  
Director of Social Services  
Tel: 01824 706149

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**DENBIGHSHIRE COUNTY COUNCIL  
DIRECTOR OF SOCIAL SERVICES  
ANNUAL REPORT  
2016 - 2017  
DRAFT**

This document is also available in Welsh, and may be available in other formats on request.

## Language Signpost

Os oes angen mwy o wybodaeth arnoch, gofynnwch i rywun yr ydych yn eu hadnabod sydd yn siarad Cymraeg neu Saesneg ffonio 01824 706291. Rydym yn croesawu galwadau ffôn yn Gymraeg.

If you need further information, please ask someone you know who speaks English or Welsh to telephone 01824 706291. We welcome telephone calls in Welsh.

Jeżeli potrzebują państwo dalszych informacji, proszę poprosić kogoś, kto mówi po angielsku lub walijsku żeby zadzwonił pod numer 01824 706291

اگر آپ کو مزید معلومات درکار ہوں تو برائے مہربانی انگریزی یا ویلش زبان جاننے والے اپنے کسی واقف کار سے کہیں کہ وہ آپ کی جانب سے فون نمبر 01824 70 6291 سے رابطہ کریں۔

আপনার যদি আরো তথ্যের প্রয়োজন হয়, তাহলে আপনার জানা ইংরেজী অথবা ওয়েলশ ভাষা বলতে পারেন এমন কাউকে অনুগ্রহ করে 01824 706291 নম্বরে টেলিফোন করতে বলুন

Se você precisar de nova informação, por favor pergunte alguém você sabe quem diz o galês o'r inglês para telefonar 01824 706291

إذا كنت بحاجة إلى مزيد من المعلومات ، يرجى الطلب من شخص ما تعرف من يتحدث الإنجليزية أو الويلزية الهاتف 01824706291

如果您需要更多信息，请向你认识的人谁讲英语或威尔士电话：01824706291



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## 1. Introduction

The purpose of this annual report is to set out the local authority's improvement journey in providing services to people in Denbighshire. Some people will access information, advice and assistance and will be able to manage their own needs and some individuals and carers will receive care and support under the requirements of the Social Services and Well-being (Wales) Act 2014 and the Regulation and Inspection of Social Care (Wales) Act 2016. The report also demonstrates how Denbighshire has promoted well-being and accounted for the delivery of the Welsh Government's six quality standards of well-being outcomes, which are:

- 1) Working with people to define and co-produce personal well-being outcomes that people wish to achieve.
- 2) Working with people and partners to protect and promote people's physical and mental health and emotional well-being.
- 3) Protecting and safeguarding people from abuse, neglect or harm.
- 4) Encouraging and supporting people to learn, develop and participate in society.
- 5) Supporting people to develop safely and to maintain healthy domestic, family and personal relationships.
- 6) Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs.

The report will be of interest to:-

- Elected members and others involved in scrutiny processes
- People who are supported by Social Services
- The local authority's partners including both formal partners and others in the public, private and Third Sector who need to understand the local authority's programme and priority objectives
- Regulators (including the Wales Audit Office, CSSIW, Social Care Wales and the Statutory Commissioners)
- Welsh Government.

The report will also be of interest to the general public and people who have an interest in what their local authority is doing, how it is performing and how the money is being spent.

## 2. Director's Summary of Performance

I am pleased to present my Annual Report 2016-2017 for Denbighshire County Council. The purpose of this report is to outline how well we have delivered social services in the past year and what our priorities for improvement are for 2017-2018. The report provides a detailed assessment of how effective social services are for adults, children and families, and carers in Denbighshire. The Social Services and Well-being (Wales) Act and the Regulation and Inspection of Social Care (Wales) Act is shaping everything we are doing and this has continued through 2016-2017 and our key driver for this year has been to embed the requirements of these Acts.

I believe that we provide good quality social care services and this is demonstrated by evidence that we are improving outcomes for our citizens and communities.

We have continued to build upon our positive relationships working with partners in the statutory, independent and third sector on our journey to greater collaboration and integration.

Finally, I would like to thank all our staff and our partners for their continued hard-work, dedication and professionalism, and for the continued support from the political administration. Together I am confident that we are well placed to meet the challenges of 2017-2018 and the years ahead.

### **A summary of our priorities for next year:**

- Review SPOA and Talking Points and further develop them with existing and new partners
- Design and implement a project to ensure the consideration of Support Budgets is integral to the assessment and support planning process
- Develop an intervention and prevention strategy
- Continue to improve the quality of and range of Information, Advice and Assistance
- Continue to develop our project 'capturing the voices of children, young people and families' through the innovative use of digital and social media
- Develop integrated Community Resource Teams
- Further integrate service provision for children and young people with complex needs
- Continue to support the emotional wellbeing needs of looked after children and ensure looked after children have positive placement experiences
- Implement revised processes and structures to support safeguarding arrangements for adults at risk of, or experiencing harm and undertake a further test of change in relation to adult safeguarding process and structure
- Focus on those children and young people who are identified as having adverse childhood experiences
- Restructure the Intake and Intervention Service

- Implement a review and reassessment project for all people who receive long term managed care and support
- Review information that is available to Carers and ensure Carers have access to a range of training opportunities
- Improve the co-ordination of commissioning and evaluation of Parenting Programmes
- Work with partners to further develop and adopt a national recognition process for 'Dementia Friendly' community and commercial businesses and organisations
- Finalise our Homelessness Strategy



Nicola Stubbins  
Corporate Director Communities and Statutory Director of Social Services

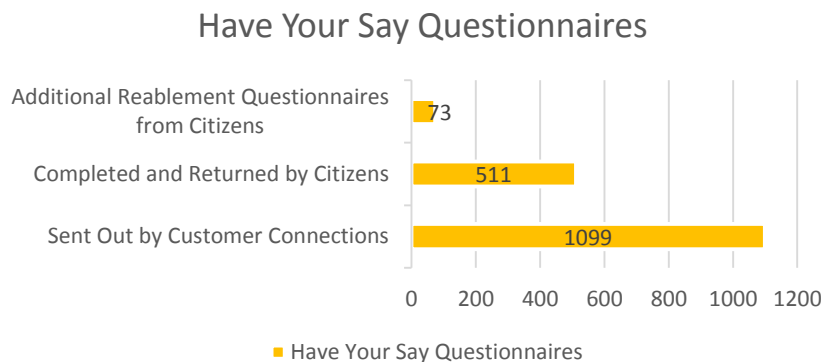
# Denbighshire County Council Social Services Annual Report



## 3. How Are People Shaping our Services?

### Community Support Services

People are shaping our services through participation in our Have Your Say – Citizen Satisfaction Survey.



**1099** Have your Say questionnaires were sent out from the Customer Connection Team last year with **511** responses received. A return rate of **46%**.

The Reablement Service sent the same questionnaire out to people who received reablement support and this prompted a further **73** responses. Please see section 4a for examples of good practice, areas for improvement and examples from the feedback we received:

The Social Services Complaints process includes recording of compliments and praise and feedback from citizens is incorporated through the complaints process and applied to a lessons learnt action plan. The Social Services Complaints Officer produces a quarterly report for the management team and highlighting the views of service users and their families. Action plans are drawn up to address areas of concern with an identified officer tasked to ensure the specific actions are put in place. Please refer to section 5c for detail on our performance in the handling and investigation of complaints and representations.

We have planning forums which have service user and carer representation such as the:-

- Mental Health Planning Forum
- Learning Disability Strategic Planning Group
- Carers Strategy Group
- Older Person's Reference Group

We also provide funding to a wide range of Third Sector organisations who consult with citizens on our behalf on a range of issues and provide feedback. These include:

- Age Connects – Forums / Hubbubs / Speak-Up project
- British Red Cross
- North Wales Deaf Association
- Vision Support
- Denbighshire County Forum for People with Learning Disabilities

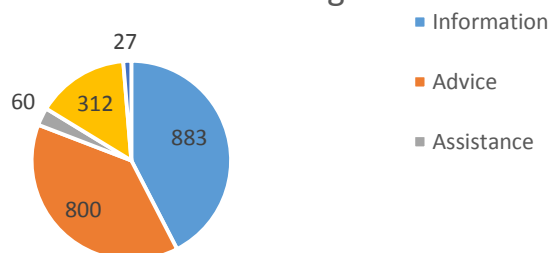
Citizens supported by Supporting People projects are invited to be interviewed as part of each strategic review. Citizens are additionally involved in the consultation on Supporting People’s plans for the coming year as captured in the Local Commissioning Plan.

Supporting People’s Service User Involvement Officer has undertaken numerous pieces of work to ensure that involvement is key to the decisions and directions the services takes. This has included developing a Service User Involvement Toolkit, which has been delivered bilingually to all providers for review, along with a feedback survey to allow for comments or suggestions.

In addition, **Talking Points** have been set up by staff to offer people a different way to find out what help and support might be available in their local community to improve their health and well-being. At Talking Points citizens have an opportunity to meet with someone who is knowledgeable about social care and well-being issues. They can also meet the new Community Navigators and find out what is going on in their area in a convenient, appropriate and welcoming venue. They can talk about the well-being outcomes they desire for themselves or others. The focus is to find out what is important to them so that they can live the life they choose in a safe and secure environment. Talking Points are also a place where people can volunteer to help their own communities. As a result of such engagement one citizen came to a meeting of Occupational Therapists, to give a personal account of their positive experience of using the service in Denbighshire and what a difference it has made to their lives.

Last year we reported that Talking Points were being established in our larger towns and communities and that we were working with people face to face to establish “what matters to them” as opposed to “what is the matter with them”. There are now nine established Talking Points which are going from strength to strength. Monthly Talking Points Performance Report Cards capture all activity.

No. of People Helped Through Talking Points Across Denbighshire



Over the last nine months we helped **1,011** citizens through **167** Talking Points across the county. We made **376** appointments with Social Services Staff. We received **634** drop-ins – people just calling in for some information or advice. We have prevented 699 citizens being referred into Social Services.

Citizens are involved in the early stage of commissioning services, in developing our **Commissioning Strategy** for Older People Services. We are actively seeking the views of Older People, to help us understand need, gaps and quality of our current service provision. We are also keen to hear what ideas citizens have.

## Education & Children's Services

We continue to be committed to involving citizens in shaping the services we provide. Our ongoing project 'capturing the voices of children, young people and families' has continued to improve the engagement of children, young people and families in our service delivery and our processes for capturing and responding to their feedback.

Children, young people and families are actively involved in this project and have driven the increased use of mobile technology and social media in our approach to engagement and involvement. This project is also linked to a task group that was set up by the Regional Safeguarding Children's Board (RSCB) Local Service Delivery Group looking at strengthening the voices of children and young people in safeguarding processes and activities. The project has led to the creation of the Kids in Care Club (KiC) young people's forum and a closed Facebook group for Foster Carers. The Facebook site currently has 16 members and has provided another avenue to obtain feedback and improved accessibility to key information such as training, notification of events and access to form templates.

The KiC Club has been instrumental in improving the type and quality of information we provide to children and families that we work with. The content of our Website contains new Fact Sheets for children and their families' as well new methods of providing feedback. They have contributed to the creation of profiles of each of our Independent Reviewing Officers (IROs) given to children when they come into care.

The Kids in Care Club also contributed to a session on ***What makes a good Foster Carer*** to gather their views and wishes about Foster Care Placements and defining the information that Foster Carers need to know about the children and young people who come to their homes. As part of this event the Group worked with a beat boxer to create a rap song emphasising what the children see as the essential characteristics of a good Foster Carers. This song is now used as part of our training and recruitment package for Foster Carers.

In October 2016 Denbighshire's Looked After Children Team were awarded a Certificate of Achievement at the British Association of Social Work Cymru (BASW) National Conference in recognition of their work with the KiC Club. The BASW Committee recognised that this enabled the Looked After Practice Group to hear the voice of the child and use this knowledge to influence practice. Councillor Bobby Feeley, Cabinet Lead Member for Social Care said *"Our Looked After Children's Team carry out some great work that has been recognised at a national level. We are proud of the Team's achievements and would like to wholeheartedly congratulate them on their success."*

The input from these children, young people and Foster Carers has changed our approach, resulting in an increase in feedback received from children, young people and their families. Our consultation documents for Looked After Children have become more focused on personal wellbeing outcomes which has strengthened relationships with the children, young people and families the Service works with.



The Service actively collects feedback from people who received support from Education & Children's Services through the use of several planned surveys; our 'Have Your Say' surveys, the Quality of Care survey and the annual Welsh Government qualitative survey. Feedback from the Have Your Say survey is collated and analysed every quarter in our Quality Assessment Framework Progress Report which is discussed at the Joint Management Team Meeting.

The Quality of Care survey is sent out in a number of different formats to Children, Young People, Parents, Foster Carers and Fostering Panel Members to gain their views on the quality of care provided by the Fostering Service. 34 surveys were completed and returned with the following feedback;

- The children and young people who responded were happy with the quality of care they receive, feel listened to and safe,
- Most of the Foster Carers are satisfied with the level of support they receive and find the training programme helpful to enable them to become more confident and informed, but some highlighted that they would like to see more emphasis on their development as Foster Carers and a review of the payment process,
- Panel Members recorded that of the quality of care offered to children and young people was of a high standard and that the level of knowledge and experience the Fostering Staff have of the Foster Carers is excellent.

In response to the feedback from Foster Carers an on-line training resource has been introduced for Foster Carers and the service has carried out an audit regarding the late recording on movement forms and how this impacts on the payment process. We are continuing to explore ways to further improve engagement with Foster Carers and adapt the bi-monthly Foster Care Forum to enable them make the most of development opportunities.

Last September we also circulated a new Welsh Government survey to those people who have received support from social services to ask for their views on how the services they received have helped them. We send surveys out to any child or young person aged 7 to 17 years old with a care and support plan, their parents and/or carers. A total number of 97 surveys were returned by parents/carers and 60 by children and young people. Some of the feedback from these surveys will be referenced later in this report under the relevant sections.

Over that last year we have been reviewing the support and activities available to children and young people with a disability. Our aim has been to engage with people using or contacting our services to identify barriers and develop solutions to overcoming them. Our Head of Service has engaged with parent support groups to improve the offer for children with Autism. Led by consultation we have enabled services for children with very complex

needs to be delivered from familiar school premises during the holidays, established SEN surgeries for parents of children with additional learning needs and created a specialist point of contact to help children and parents navigate the types of support available across Denbighshire. At the end of 2016 we commissioned a team of consultants to carry out engagement work with children and young people with complex needs, their parents and carers, relevant and interested community groups and our special schools to shape existing and new services to best benefit the outcomes of our community. One notable result of this consultation has been the creation of a group of engaged parents who can work closely with us to improve and develop new services in the community.

As with Community Support Services, the Social Services Complaints Process enables people to help shape Education & Children's Services. See the paragraph on Page 5 for details.

## 4. Promoting and Improving the Well-being of Those We Help

### a) Working with people to define and co-produce personal well-being outcomes that people wish to achieve

#### **Community Support Services**

Denbighshire's Single Point of Access (SPOA), is the first point of contact for information, advice and assistance. SPOA provides information about community based resources that support citizens to maintain independence and promote well-being. When access to Health and Social care services is needed SPOA ensures any referrals are directed for further assessment. It offers a coordinated response and has continued to deliver a solid 'first contact right response' service during 2016-2017.

20.78% of people were appropriately not referred to formal Health and Social Care Services by SPOA for 2016-2017 because of their information, advice and assistance. Talking Points will have made a significant contribution to this, directing citizens to community based organisations who can meet their current needs.

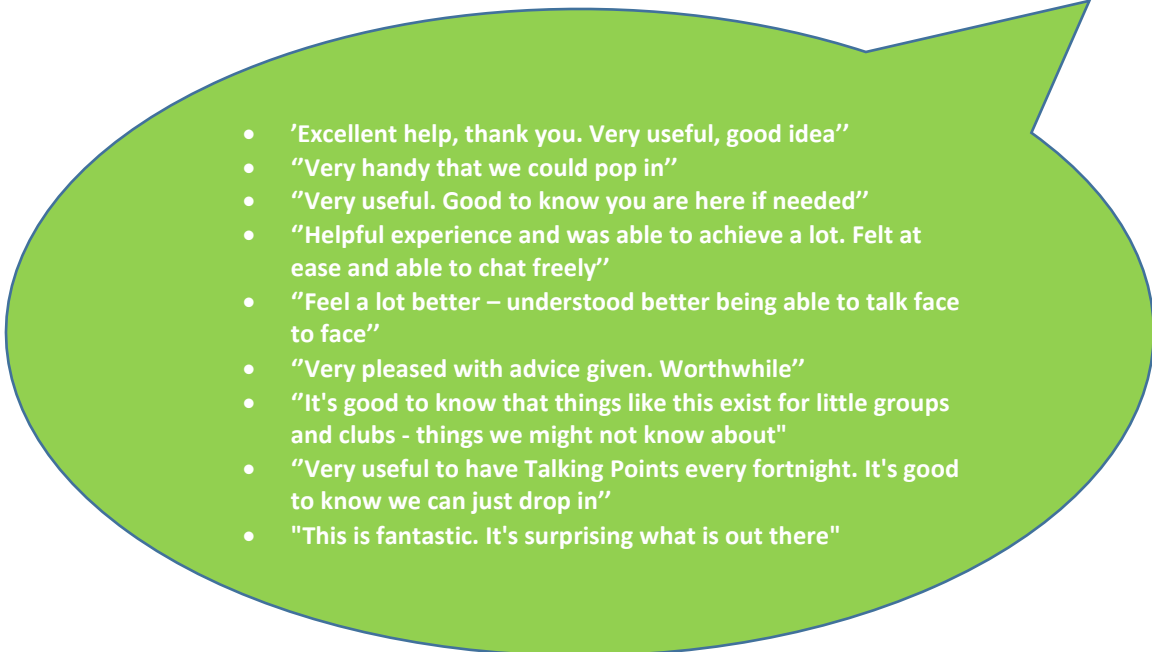
To see what difference our SPOA is making – please read about Doris' & Glenys' experiences in Section 6 - Key Documents at the end of this report.

The newly formed 'Step Down' cluster of social workers and occupational therapists proactively supports people to leave hospital as soon as they are able. The staff work closely with colleagues in hospital and the community and the team is already making a significant difference, as evidenced by 'delayed transfer of care for social care' (DTOC) data. There were 25 delayed transfers during the course of the year but monthly audit indicates this dropped to zero during 2 of the last 3 months of 2016-2017.

We are also changing our processes about how we arrange care. Anyone now who is eligible for care and support from adult social services will be offered a “Support Budget” which will enable them to have control over the planning and delivery of their care.

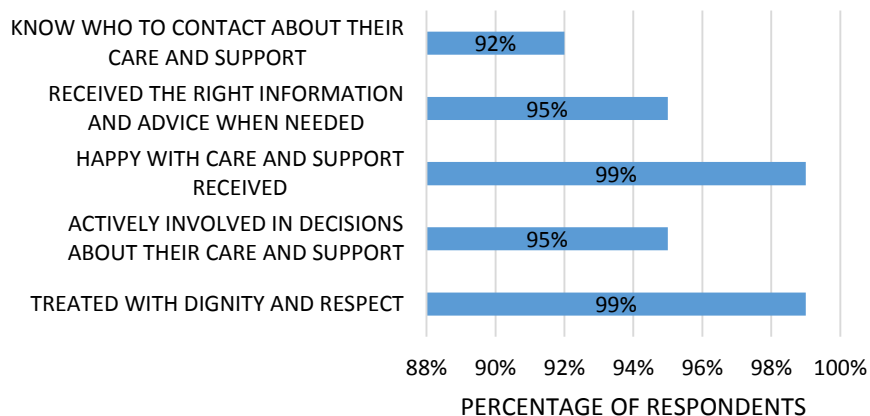
In the 2015-2016 report we talked about our work to progress Support Budgets in Denbighshire. Our promotional activity in this area has been increased and we now intend to organise our efforts into a project as this continues to be a key priority. 60 staff have undertaken training during this last year and with this greater awareness has come greater promotion to eligible citizens. As of 31<sup>st</sup> December 2016 (census day) we had 115 people across Adults & Children’s Social Services receiving continuous support budget / direct payment support. In addition, between the periods April 2016 to the end of December 2016, 53 one off payments were made which supported individuals and carers to meet their needs.

Feedback is also captured as part of the ongoing review of the Talking Points and the following feedback was received from citizens during the year:

- 
- ‘Excellent help, thank you. Very useful, good idea’
  - “Very handy that we could pop in”
  - “Very useful. Good to know you are here if needed”
  - “Helpful experience and was able to achieve a lot. Felt at ease and able to chat freely”
  - “Feel a lot better – understood better being able to talk face to face”
  - “Very pleased with advice given. Worthwhile”
  - “It's good to know that things like this exist for little groups and clubs - things we might not know about”
  - “Very useful to have Talking Points every fortnight. It's good to know we can just drop in”
  - "This is fantastic. It's surprising what is out there"

We have a well-established process of collecting feedback from adult citizens in line with Welsh Governments performance measures, which we use to improve services and inform our quality assurance processes. Several of the questions asked in our existing citizen questionnaires are relevant to Outcome 1, and the responses we received to these questions remained very positive during 2016-2017.

**CITIZEN FEEDBACK 2016/17**



**Our priorities for next year:**

- To review SPOA and Talking Points and further develop them with existing and new partners so they are effective, efficient and fit for purpose in a modernized world
- To design and implement a project to ensure the consideration of Support Budgets is integral to the assessment and support planning process which in turn promotes the well-being of the people we aim to help.

**Education & Children’s Services**

**What did we plan to do last year?**

Our main objective over 2016-2017 has been to ensure that the merger of Education and Education Support, together with Children and Family Services was successfully implemented and consolidated. The merger was a major change in a sensitive and high-risk area so was carefully planned and the rationale for merging the service areas very clearly communicated. The new service has focused on capitalising on opportunities through the modernisation agenda and on restructuring to ensure the delivery of cohesive, effective and efficient services. The purpose of the merger was not simply to bring together two services under the management of one Head of Service, but to fully integrate the two services to ensure a cohesive and unified approach, to provide better services to children, young people and families.

The service merger has also helped us implement the Social Services and Wellbeing Act to deliver services that promote people’s health and well-being and encourage more involvement from citizens in decisions about their personal care. Our focus on early intervention and prevention of escalating need will support people to maintain their own personal wellbeing and resilience and ensure that vulnerable people are protected by minimising the risk of them experiencing abuse or exploitation.

Over that last year we have continued to develop and improve our Children and Families Support Gateway service for children, young people, families and professionals. In May 2016 we launched a new set of processes to provide an information, advice and assistance service across both statutory and early intervention services within Denbighshire providing a range of advice and support in one place. The team has been developed and received training to hold effective conversations which enable us to have strengths-based, outcome focused conversations with those who contact our service.

People contact our service for a variety of reasons and while the majority of enquiries still relate to referrals to social services, regarding a concern for a child, more people are now contacting us with requests for information or help accessing support for wider issues impacting on their children's or families' well-being. During the first 11 months of operation, the information, advice and assistance team have responded to 2,175 requests for information and over 4,749 requests for advice and/or assistance.

Where families are sign-posted or referred to our Families First early intervention service we use the Joint Assessment Framework for Families (JAFF) which encourages the family and agencies to work together to assess the needs of the whole family and to consider the most effective way of addressing those needs. The benefit of this model is that it puts the whole family at the centre of our approach. It ensures a holistic assessment of the family's strengths and needs and promotes a greater sense of ownership and empowerment of families. The joint assessment forms the basis for Team Around the Family (TAF) model which delivers a co-ordinated multi-agency approach to addressing each family's assessed needs. The family are the core members of the Team Around the Family, their action plan is their own, they are actively involved in every multi-agency meeting, and each family member completes a distance travelled tool (measured at the beginning and end of involvement under a variety of domains e.g. emotional health and well-being, relationships and social lives, parenting skills, home environment).

In the last year, 249 families have engaged in a Joint Assessment for Families (JAF). During the same period 121 families left the service with a successful outcome in relation to their TAF Action Plan. As part of those action plans family members have accessed over 3,910 support interventions, for example; group work, parenting, and youth support.

The 'New Approaches to Practice' Project has engaged with each Welsh Region to develop new outcomes-focused assessment templates and policies which support the changes required by the Social Services and Wellbeing Act. These will build upon and embed our approach to recording personal wellbeing outcomes begun last year in our National Outcomes Framework pilot. A significant training programme has been delivered regionally to support the workforce in embedding these new approaches.

In our annual survey of children and young people receiving care and support from social services, 83% of children and young people who responded said that they are happy with the care and support they had received and 73% said that their views about their care and

support have been listened to. Also 63% of parents and carers said that they had been actively involved in all decisions about how their child or children's care and support was provided.

### Our priorities for next year:

- We will restructure front-line services to ensure integrated operational delivery of the intervention and prevention strategy is in line with the principles of the Social Services and Wellbeing Act
- We will continue to improve the quality of and range of Information, Advice and Assistance by working in conjunction with the Family Information Service, Community Support Service and Corporate Customer Services to gain accreditation with the National Advice Network for Denbighshire County Council
- We will integrate the new assessment templates and guidance within our existing case management systems to help embed the New Approaches of Practice culture and ensure that assessments are proportional, strongly informed by the child or young person's views and reflect the personal wellbeing outcomes of those assessed
- We will continue to take advantage of opportunities to develop the scope of our project 'capturing the voices of children, young people and families through the innovative use of digital and social media

## b) Working with people and partners to protect and promote people's physical and mental health and emotional well-being

### Community Support Services

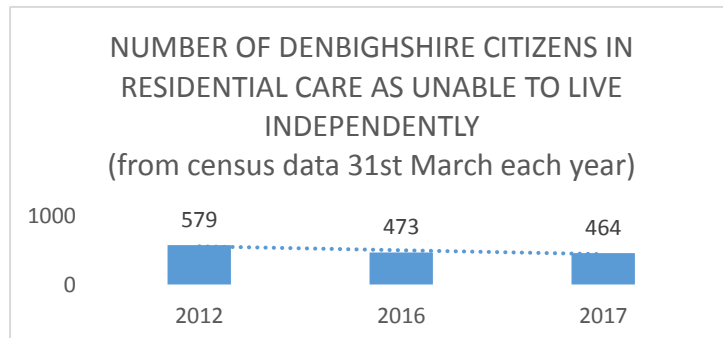
We know that we are stronger when working together to achieving the desired health and well-being outcomes for the people of Denbighshire, that is why, with BCU Health Board, during 2016-2017 we embarked on an ambitious plan to establish integrated **Community Resource Teams** across Denbighshire that will work closely with G.P practices.

Our joint vision is to provide comprehensive, flexible and responsive community services, available 24 hours a day. The expectation is that integrated teams, made up of District Nurses, Community Nurses, Specialist Nurses, Social Workers, Occupational Therapists, Physiotherapists, Social Care Practitioners, Health and Social Care Support Workers and Community Navigators will deliver services together to designated populations from shared bases. This will enable more care and support that is delivered in the community that promotes well-being and builds community resilience. Early intervention, the prevention or delay of dependency and timely and effective reablement will be key objectives of the teams, as will the provision of timely and quality end of life care in the setting of the person's choice.

We hope that the difference these integrated community resource teams will make is that citizens will only have to tell their story once and there will be fewer staff from the different agencies visiting people's homes with their different assessments processes. It is hoped that

the integrated service will be more flexible and responsive based on ‘what matters’ to individuals as communication between the different professionals involved gets better. The focus will be on promoting and maintaining independence and where possible people will be connected to a range of health and well-being advice services in their local community, supported by third sector and others. This should enable people to be better able to cope with crises and other situations which cause stress or anxiety.

Last year we reported on the progress being made in our plans to reduce the number of



older people in Denbighshire who need to live in residential care. This is being achieved by providing timely and appropriate support which enables people to continue living independent and fulfilled lives, whilst remaining within their own homes and communities.

One of the key factors in keeping people as independent as possible is the development of Extra Care Housing Schemes. Denbighshire has three and work began last year to progress the development of additional schemes including construction of a new 51-apartment scheme in Denbigh. In March 2017 Members of Denbighshire County Council’s Planning Committee approved the build of 70 extra care apartments.

The application was submitted by Grwp Cynefin, the housing association chosen by Denbighshire to draw up proposals for an extra care scheme in the town. The creation of 70 accommodation units will consist of 42 two bedroom and 28 one bedroom apartments for people with extra care and supported living needs and a community living space for four individuals who need more formal care and support. Communal facilities will also be provided in the main extra care building, including catering facilities in a café to assist those less able to prepare meals and to offer residents the chance to eat together.

It is important that we enable people to feel safe, as the perception of safety is often as important to an individual as safety itself. As part of our current satisfaction surveys of adult citizens, we ask whether they feel safe. The proportion of adult citizens responding positively to this question during 2016-2017 was 92% (401 out of 437). This is down slightly from 95% (396 out of 416) the previous year. It was noted that many responses highlight a fear of falling as the problem. This has been fed back to Welsh Government. We will continue to operate a Falls Prevention Service within Denbighshire.

### Our priorities for next year:

- The first Community Resource Team in Denbighshire will cover the Rhyl area and will be a ‘spring board,’ to deliver the best possible service together. In April 2017 staff will be co-located in the Royal Alexandra Hospital. It will be important to consider the best way

to work together and our priority for 2017/2018 will be to establish integrated working practices and one team identity. In other parts of the County where co-location is not immediately possible, we will look to improve integrated working practices.

- We will continue with the externalisation of our in-house provision and progress the formal tendering processes in the respect of services to be provided the Hafan Deg, Awelon, and Dolwen sites; whilst further exploring and developing the possibilities of an extension build to create some supported living apartments at Cysgod Y Gaer.

### Education & Children's Services

In response to a significant number of enquiries received by the Children and Families Support Gateway relating to support for children with additional needs we have created a specialist post, the **Disability Wellbeing Co-ordinator**, to work across statutory and early intervention services providing bespoke advice and assistance to children, young people, parents and carers to help them meet their personal wellbeing outcomes.

The Disability Wellbeing Co-ordinator has spent time visiting local community groups, clubs and charities able to provide support to children with disabilities and used that information to advise and assist people to access the things that matter to them. She has also engaged with groups of parents to create the beginnings of an advisory network so we can continue to work collaboratively to develop services within the community.

The feedback from parents and children during the first three months of the Disability Wellbeing Coordinator being in post have been very positive. Following our first Parent Advisory Group meeting a parent of one child commented; *"It is good to know that Denbighshire want to find ways to support children with additional learning needs to participate in activities... I want to thank you for starting a process. I think it is the beginning of a journey."*

The Health and Wellbeing in Schools Group is a multi-agency partnership providing a coordinated and consistent approach in schools to improve the health and well-being outcomes of children and young people in Denbighshire; in particular focusing on independence and resilience. The group is a forum for discussing new health and well-being interventions and reviewing their effectiveness and values. It makes use of health and well-being intelligence and evidence-based practice to inform service delivery, including; resource provision, training, practice and policy development. The group has addressed and contributed to the development of policy and processes across a number of health and well-being themes including; mental and emotional health, self-harm, bullying, e-safety, sexual exploitation, tobacco, substance misuse, obesity, nutrition, physical activity, sexual health and support for young carers.

A joint agency self-harm pathway has been developed and implemented between Betsi Cadwaladr University Health Board (BCUHB) specialist CAMHS and Denbighshire Local Authority Education Services to provide a safe and supported response to helping young people who self-harm. The pathway clearly defines what needs to be done and when, who



should do it and who is responsible for what, at each step. It ensures that on first disclosure of self-harm, a trained Self-Harm Link Officer will listen to the young person with compassion, gather initial information about what has happened, how the young person is feeling and contact a CAMHS specialist to discuss and agree an initial risk management plan. Organisational managers more widely are meeting to develop a multi agency training programme for all professionals to respond to children and young people's disclosures of self-harm.

Support provided to Young Carers has continued to grow over the past year. We have been working closely with Wrexham Conwy Denbighshire Young Carers/Credu Service (our sub-regionally commissioned provision for young carers) to deliver support, including; information and advice, social activities and events, support with personal resilience and well-being, transport, counselling, advocacy and liaison with education services, community services, and health professionals. The main aims of the service are to mitigate the impact of the caring role on the child/young person. The most common needs of young carers identified are the need for respite and opportunities to socialise (giving them time to be a child); building resilience, emotional wellbeing and self-esteem; need for peer support networks with other young carers who understand; support with education and learning; and, advocacy support to have their voices heard.

At the end of November 2016, the Young Carers service was supporting 174 children and young people in Denbighshire. The identified number of young carers has grown in the last few years due to an increase in referrals through successful awareness raising with partner agencies and following a pilot project aiming to improve the health and emotional wellbeing of young carers. Our Specialist Nurse for Looked After Children continues to champion the health needs of this cohort of children and endeavours to establish a shared understanding with our colleagues in health of the importance of this work and the collation and recording of information. The specialist nurse undertakes some assessment work with the cohort of young people who are non-attenders for scheduled appointments, including offering information about sexual health, both individually or in agreed groups.

Our relationship with our colleagues in CAMHS continues to be strong, with a management and practitioner group meeting monthly to discuss specific cases and concerns, to share information on general themes and to ensure close working relationships and speedy consultations. Members of the Therapeutic Service also work one day per week with colleagues from CAMHS, a working arrangement that benefits both agencies. Whilst waiting lists remain high we are able to fast track some complex cases where both agencies have significant concerns.

### **Our priorities for next year:**

- We will create a service-wide Intervention and Prevention Strategy to cover primary school low-level mental health agenda and working in partnership with BCUHB, Third Sector and Police

- We will further integrate service provision for children and young people with complex needs to deliver services that are co-ordinated and working together throughout the year
- We will develop our processes and services to better support the emotional wellbeing needs of looked after children
- We will build on our offer to ensure children with complex additional needs are provided with a range of opportunities to maximise their potential and meet their social needs

### c) Taking steps to protect and safeguard people from abuse, neglect or harm

A corporate safeguarding programme has been established, with lead designated safeguarding managers for all council departments, and a rolling programme of awareness raising for front-line council staff about their responsibilities to report concerns about children and adults at risk and safeguarding concerns. On-line training for all staff on safeguarding is planned and being implemented. Robust monitoring of compliance with safer recruitment is in place, and levels of safe recruitment are increasing across all departments.

#### **Community Support Services**

Last year we reviewed the operation of our Protection of Vulnerable Adults (PoVA) processes and the composition of the Adult Safeguarding Team to ensure that the revised processes had been fully implemented to address concerns raised by CSSIW and also to comply with the Social Services and Wellbeing (Wales) Act.

In June 2016, a Test of Change project was established to focus on the enquiry stage of the safeguarding process, with a senior practitioner seconded from a locality team to undertake the task. This proved to be very successful as the process for the enquiry stage was much clearer and performance against the 7 working day response timescale was good – 75% of enquiries were completed within this timescale. This change of practice meant more efficient working in the other Teams. 67% of the enquiries related to cases that would have previously been dealt with by locality and other teams. There was also positive feedback from partner organisations mainly health and police. This process has now been adopted within the mainstream safeguarding process.

Other activity has included:

- Actions from Internal audit action plan were completed.
- A detailed action plan in response to CSSIW concerns was created and implemented
- A Senior Practitioner post relocated permanently to the Safeguarding Team as a result of the success of the Test of Change project
- A reporting framework has been developed which will be monitored by the Senior Management Team as well as the Conwy and Denbighshire Safeguarding Adults Delivery Group. This will be finalised when the new Welsh Government reporting framework (data set) has been agreed.

- Workshop held with Gwynedd Local Authority and CSSIW which assisted in understanding elements of best practice in relation to managing processes.

### **Our priorities for next year:**

- Our Adult Safeguarding priorities for next year are to implement revised processes and structures to support the safeguarding arrangements for adults at risk of, or experiencing harm. This will include an additional Social Work post and a new audit form.
- We will further develop confident and competent practitioners in safeguarding practice by undertaking a further training needs analysis and implementing a coaching and mentoring development plan for safeguarding practices. We will also undertake a further test of change in relation to safeguarding process and structure.
- We will do this in order to co-ordinate and facilitate the process of safeguarding adults at risk, as described by the Social Services and Wellbeing (Wales) Act 2014 and in achieving this aim to promote the wellbeing of adults in Denbighshire through multi-agency working.

### **Education & Children's Services**

The establishment of the new Education and Children's Services included a review of the management structure, and new roles were established with a remit across both parts of the service. The Safeguarding and Reviewing Manager is part of the Joint Senior Management Team and contributes to the overall safeguarding agenda across the wholeService.

The Safeguarding Unit has improved and consolidated performance on holding child protection conferences and Looked After Children (LAC) reviews within clear timescales, and there is a steady increase in the number of children and young people attending. Safeguarding and Reviewing Officers have continued to extend the range of tools used to consult with children and young people and thereby increase the impact their views have on outcomes. In addition to this, the use of feedback forms after Conference is continuing to be used to collate information from families and partner agencies on how we can improve Conferences.

We continue to use the Signs of Safety approach to risk in child protection conferences. Evaluations of the impact of this, including those from service users, suggest the approach is helping to clarify concerns and strengths on which to base effective protection plans and achieve improved outcomes for families with children on the Child Protection Register. A comprehensive quality assurance audit programme has been introduced across children's services, and this includes looking in detail at a random selection of case files and independent reviewing officers observing front line practice. A review of this audit programme is set for the end of the year and will assist in strengthening good practice across the service.

The Extended Child Practice Review agenda is now well established within the authority and the action plan further to the most recent review ECPR 2 is being implemented across the Service. An update of this action plan will be shared at the North Wales Safeguarding CPR Group in December.

The service successfully introduced an **outcomes focused** pilot in working with vulnerable families who needed care and support or were on the Child Protection Register. This involved an approach of listening and negotiating “what matters” with families and creating packages of support that were more effective. The service intends to extend this approach to working with all families in future.

The Safeguarding Unit continue to actively encourage young people (where appropriate) to attend LAC reviews and conferences and talk first-hand about their experiences and be really involved in shaping their care and protection plans. In the circumstances giving rise to a Child Practice Review under the Regional Safeguarding Children Board, parents are active participants in providing their perspective on what happened and what we can learn for the future. The Manager of the Safeguarding Unit attends and contributes to North Wales Safeguarding Children Board Groups including Policy and Procedures Group as well as Child Practice Reviews Group and the focus of this work is to ensure that Denbighshire are active members of the work of the Board and information is passed down to practitioners.

The effectiveness of our early intervention activity in preventing the escalation of cases to statutory services may be seen in the low number of cases that are referred to Children’s Social Services from the Team Around the Family. In the last year only 18 of the 249 cases (7%) closed by the Team Around the Family were escalated to social services.

This year all members of staff in the Team Around the Family service have received *Signs of Safety* training organised by our Safeguarding Unit. This has strengthened their ability to recognise both issues of concern and protective factors present within a family to provide a much more rounded approach to how we manage and address identified concerns.

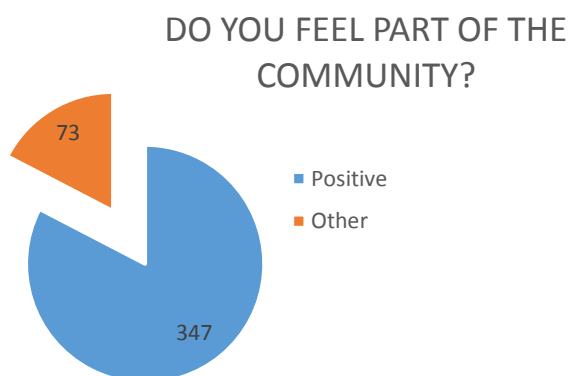
### **Our priorities for next year:**

- We will focus care, support and protection for those children and young people who are vulnerable and are identified as having adverse childhood experiences
- Restructure the Intake and Intervention Service to strengthen the interface between early intervention and statutory social services
- Ensure that all Child Protection Plans are child focussed and have achievable outcomes
- We will conduct an audit of all Child Protection Plans across the Service
- Ensure that Looked After Children’s Care and Support Plans are appropriate to meet their individual needs and continue to be reviewed in a timely manner. We will audit of the LAC Plans will take place to ensure that there is compliance.
- Manager of Safeguarding Unit to continue to Chair monthly CSE Panel and contribute towards the CSE Action Plan as set out by NWSCB.

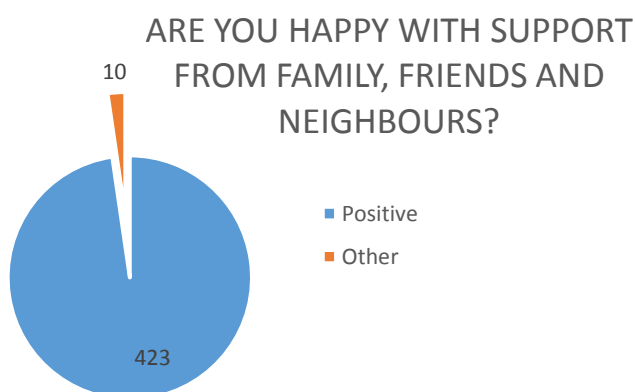
d) Encouraging and supporting people to learn, develop and participate in society

**Community Support Services**

A number of new performance measures have been established by Welsh Government to help local authorities evaluate their success in relation to this Quality Standard. For example, as part of our current satisfaction surveys of adult citizens, we ask:



Comments in relation to this question highlighted that some citizens have friends and neighbours within their local community which they share their time with and seek support from when needed. Others stated they did not want to be part of their community as they chose to socialise with family or keep to themselves.



However, one of the things we recognised in last year's report was that social isolation can often be a big problem for older people. We were therefore looking for ways to promote and encourage people to be more socially active.

The North Wales VISION for Information, Advice and Assistance (IAA) is that *“citizens and staff across North Wales will have access to easily accessible, quality information about wellbeing topics and resources that citizens and staff can use to support the maintenance and improvement of wellbeing”*.

Denbighshire County Council recognises the importance of ensuring that people have access to the information they need to support their well-being, and they have demonstrated their commitment to Dewis Cymru as the place to get it from.

Denbighshire Senior Leadership Team has supported corporate engagement and leadership of Dewis Cymru and a Denbighshire Information Network (DIN) has been established to bring together and share well-being information, advice and assistance from across a wide range of providers, including community groups, third sector organisations, independent organisations and health and social care organisations.

- 
- "With meeting Alex I feel that I have someone to go to for support and I feel safe as I know the team here have good links within the community"
  - "I didn't realise there was quite so many organisations out there to help"

In parallel to this we developed a successful Community Navigator Service with our Third Sector Partners offering a different way for people to find out what help might be available or what they can contribute in their community to support their health and wellbeing.

#### Citizens have told us:

***"The community navigator service is a fundamental link between the practice and the community, the navigators not only have the knowledge but have the expertise to tailor the referral to the individual making it a more personal and engaging experience. We have a number of projects and research that we are keen to do with the community navigators this year around patient experience and community working"*** Gwyn Hughes, Patient Services Manager, Clarence Medical Centre, Rhyl.

Recorded outcomes tell us that people feel happier, better informed, they feel they belong, have a social life, are more independent and feel safe and secure.

#### Our priorities for next year:

- To implement a review and reassessment project which applies an asset based and reablement approach to meeting wellbeing outcomes for all people who receive long term managed care and support.
- We will be working with our partners to ensure the principles of the Denbighshire Well-being Plan impact on the way we deliver our services. By focusing on a main theme Independence and Resilience we will strive to ensure that people:
  - are active, connected and contribute to their community
  - take notice of what is going on around them, and in doing so, keep learning about their world
  - prioritise their wellbeing and actively plan to maintain their independence

## Education & Children's Services

Looked after children often struggle with academic attainment, and this puts them at a disadvantage to other children in terms of future life chances. We complete Personal Education Plans (PEP) for every Looked After Child to ensure that everyone involved with the care and support of the child is actively prioritising the education of the Young Person. Our performance in this area continues to be high with 100% of PEPs completed within the statutory timescale.

Our Education Liaison Officer for Looked After Children hosts a forum for LAC Designated Teachers designed to both share good practice across the school and provide training and support to teachers on issues that affect Looked After Children. Over the past year the designated teachers' forum has provided training on Person Centred Planning techniques, social services referral pathways, health promotion, homelessness prevention and personal resilience. The forum has also conducted learning events involving key stakeholders from across the service on topics such as; Theraplay, a child and family therapy for building and enhancing attachment, self-esteem, and trust in others and charities, such as The Letterbox Club who provide enjoyable educational support for looked after children.

Educational stability for Looked After Children continues to be high. The number of children experiencing one or more changes of school, which were not due to transitional arrangements, stood at 24, with 16 of these being for positive reasons such as children moving to permanent foster placements, adoption, placement with family outside our area, or a return to parents.

Education and Children's Services also use the **Family Link Worker** model within our early intervention response. The Family Link Worker works with families with pre-school and primary age children to create the foundation of a relationship for continuing engagement with education. The workers build mini-communities around primary schools, through the provision of baby and toddler groups which promotes attendance and engagement with the overall outcome of higher educational attainment for children. This model is held up as good practice.

The Tackling Poverty Leads Group is a cross programme group including the leads of Communities First, Supporting People, Families First and Flying Start. This year the group have pooled resources to increase training for front line staff in areas of Employability and compiled a Training and Employment Matrix of Services for frontline staff to use to provide higher quality consistent information, signposting and advice to support individuals working with any of the four Tackling Poverty programmes.

### **Our priorities for next year:**

- We aim to build capacity to deliver efficient and effective support for schools in order to ensure that the offer we make to children and young people will enable them to lead happy, successful and healthy lives

e) Supporting people to safely develop and maintain healthy domestic, family and personal relationships

**Community Support Services**

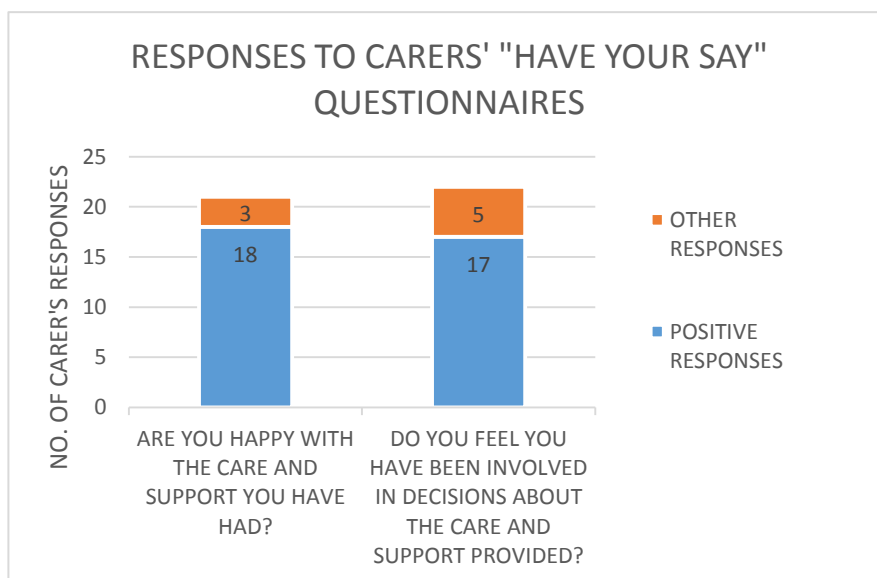
With the introduction of the new Act, performance measures in relation to outcomes for Carers have changed. Work is still ongoing to develop reports based on these changes, subject to further guidance expected from Welsh Government, therefore we are unable to report confidently and accurately on the new performance indicators.

However, in response to the Act, Denbighshire has applied an asset based approach equally to Carers as to all other citizens, and provides Information, Advice and Assistance to Carers irrespective of the level of care they provide. Again, through our Talking Points and the Single Point of Access, Carers are engaged in conversations about what matters to them, and how they can be supported to achieve their own individual well-being outcomes. During 2016-17 **535** Carers accessed information and advice via the Talking Points and Single Point of Access, and **406** were referred on and offered a fuller assessment of their support needs. The provision of statutory assistance from the local authority can be in the form of short breaks and/or 'one off' grants to meet identified well-being outcomes.

During 2016-2017 a new Denbighshire Carers Strategy was developed in partnership with health, the third sector and Carers. The Strategy focuses on the requirements of the new Social Services & Well Being (Wales) Act 2014, and sets out actions to ensure that we are meeting our statutory duty in regard to the enhanced rights of Carers under the Act.

During the year, we have introduced a process to offer Carers an assessment appointment and this has worked well for Carers who are able to get out and have a conversation about their needs in a more neutral setting. Throughout the last year we have worked in partnership with Third Sector organisations who support Carers, such as NEWCIS and Alzheimer’s Society, to ensure that their officers are on hand to provide more specialist information and advice to Carers at the Talking Points.

We currently send our ‘Have your say’ carers questionnaire to those people who have received a carer’s assessment.





We contacted carers who gave any negative responses (where they gave permission to do so) to gather further details of the issues they were facing. Their comments were then passed on to the Carers Commissioning Officer for appropriate individual actions, including the offer of a re-assessment.

### **Our priorities for next year:**

- Ensure Carers understand the ethos and provisions of the new SSWBA. We need to review our current information that is available to Carers to ensure it fits with the principles of the Act and Denbighshire's approach.
- Ensure involvement of the carer in the assessment of the person with care needs, and consider the appropriateness of joint assessments. We will review our policy and procedures in line with this requirement from the Act.
- Ensure Carers have access to a range of training opportunities to support the caring role by agreeing a more joined up approach with workforce development, Health, Carers Commissioning Officer and the Third Sector.
- Explore the benefits and feasibility of adopting a family conference model to situations within adult services where appropriate.

### **Education & Children's Services**

Placement stability is important for looked after children, and we do everything we can to minimise the number of changes. Last year, we saw an increase in the percentage and number of looked after children who had three or more placements during the year, from 8% (14 children) during 2015-2016 to 11% (26 children) during 2016-2017. We strive to maintain stable placements for all children and young people, and aim to minimise the number of moves they experience. However, this is not always possible, and changes can often be for positive reasons, such as returning to the family, adoption, etc. We monitor placement moves closely and, where there is a concern about movements, these are considered at the Intensive Intervention Panel to make sure we maximise stability.

We are always seeking to improve our foster carer recruitment activity to ensure we have high quality resources and matching processes. We have engaged in a regional advertising campaign and continue to work with our corporate marketing team to ensure that Fostering remains a high profile issue through the county. Recently this has included the Fostering Team and a Foster Carer appearing on a local television programme to promote the benefits of fostering.

We continue to strive to recruit a variety of foster carers to meet the demands of our Looked After Children population, and have engaged in local recruitment drives alongside working with our partner authorities in North Wales on joint recruitment activities. It is important to recognise that the opportunity to remain within wider family is also important and as such we also currently support 21 Friends and Family Foster Carers, who are caring for 30 children. These foster carers have a unique role, being both Local Authority approved Foster Carers and family members and we recognise the additional support and training needs that this will bring. The Fostering Service have two Supervising Social workers that

predominantly concentrate on support to Friends and Family Foster Carers, this is in addition to offering access to all training opportunities that are offered to our general Foster Carers.

In our annual survey of children and young people receiving care and support from social services, 78% said that they were happy with the people that they live with and 75% said that they are happy with their family, friends and neighbours.

Our Families First and Flying Start early intervention and prevention programmes continue to provide a range of support to families experiencing issues around parenting, the management of children's behaviour or parental relationships. Our support includes the delivery of 1-2-1 support, parenting programmes including some issue specific programmes, for example; autism spectrum and parenting teenagers, as well as support in the home from Family Support Workers, who can provide bespoke support to help parents use evidence-based methods to set routines and boundaries to help manage children's behaviour and limit the strain on parent relationships. In the last year across both programmes 267 parents have attended our parenting programmes and 329 families have received support from our Family Support Service.

### **Our priorities for next year:**

- We will develop and deliver an effective training programme for 'all staff' around providing stability for vulnerable families and reduce the risk of family breakdown
- We will improve the co-ordination of commissioning and evaluation of Parenting Programmes across programmes to avoiding duplication and ensuring qualitative services which are value for money

f) Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs

### **Community Support Services**

A lot of work has been undertaken in this area over the last year. We started work on implementing a mixed tenure strategy which would offer a range of solutions to enable the Council to safely meet the diverse needs of the people who present as homeless. An 'in principle' agreement has now been reached between the Housing Solutions Team (HST) and Community Housing, whereby the HST will have access to 5 properties per year to accommodate people who present as homeless.

Reducing the level of homelessness within the county through effective implementation of the statutory "prevention" duty was a key priority. During 2015-2016 there were a total of 147 outcomes in the prevention duty, compared to 287 in 2016-2017 which shows there has been a 95% increase in the number of prevention duty outcomes.

This was the second year that the legislation introduced by the Housing Act (Wales) 2014 has been implemented and we can see the effectiveness of the prevention duty by doing a comparison of the first 2 years that we have data. Below shows the percentage of outcomes for the prevention duty that were successful and unsuccessful.

|           | Successful Prevention | Unsuccessful Prevention | Other outcomes   |
|-----------|-----------------------|-------------------------|------------------|
| 2015-2016 | 55% (81 people)       | 19% (28 people)         | 26% (38 people)  |
| 2016-2017 | 54% (155 people)      | 9% (27 people)          | 37% (105 people) |

Other outcomes recorded to make up the 100% are; application withdrawn, application withdrawn due to loss of contact, non-cooperation by the service user, assistance refused and mistake of fact.

With unsuccessful prevention duty outcomes this means that the applicant becomes homeless and moves into the homeless relief duty. In 2015-2016 there were 28 unsuccessful prevention duties compared to 27 in 2016-2017. Although this is only a reduction of one case there is in fact just under 10% reduction in unsuccessful cases in 2016-2017.

Improvements were required in the management of existing interim accommodation provision to facilitate quicker “move on” into permanent housing reducing the length of time spent in emergency accommodation. A new management structure has been implemented within the homelessness prevention team and a new manager appointed to manage the temporary and emergency accommodation provision. We have also appointed a new temporary accommodation officer.

Working with key partners, a Homelessness Review has been completed and is out for consultation. Once the consultation closes, the draft homelessness strategy will be developed and implemented along with a comprehensive action plan. A protocol for effective joint working between Housing Solutions and Planning and Public Protection has been established and is working well. In addition we have developed a more joined up approach with Supporting People to consolidate and make best use of our resources for addressing homelessness. As a result the Supporting People and Housing Solutions Team have been merged and collocated, with one management structure for the two teams. Moving forward this will be called the Homelessness Prevention Team.

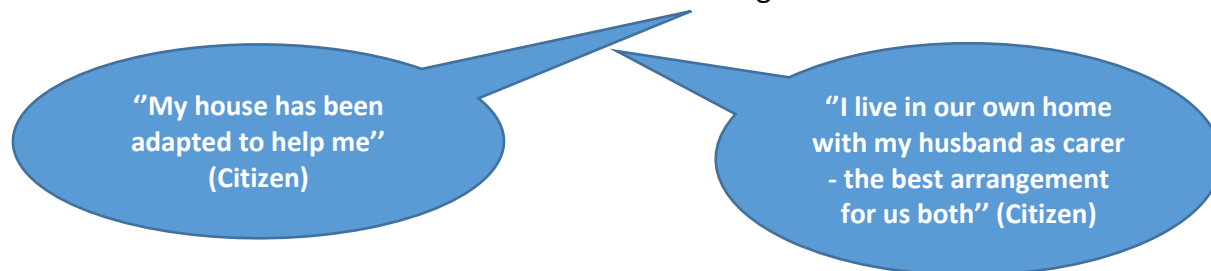
Community Support Services are part of a regional project, OPUS, to increase the employability of Economically Inactive and Long Term Unemployed people aged 25 years and over, who have complex barriers to employment. The specific outcomes of the project;

- Enter employment including self-employment upon leaving the project
- Engage in job search upon leaving the project
- Gain a qualification or work relevant certification upon leaving the project
- Increase employability through completing work experience placement or volunteering

During 2016, we merged the Supported Independent Living Service with the Reablement Service and Health and Social Care Support Workers which means easier access for people to a continuum of support from health care to personal care and ultimately to opportunities for learning, developing and participating in society.

During 2016-2017, we trialled changing the pathway for access to adaptations to people's homes for 4 months, by moving the responsibility for assessment for adaptations to a preventative service, coordinated within our SPOA by an experience occupational therapist and moving two Social Care Practitioners from Localities to focus on this work. This was in line with recommendations attached to the Enable Grant. Amongst the aims of the enhanced system were the simplification and standardisation of approval mechanisms and the process for delivering adaptations as quickly as possible and to significantly raise awareness amongst public, professionals and practitioners of the help available and how to access it. Waiting lists were reduced by 38 and in total 71 citizens were assessed in this way. The resulting outcomes were positive with most citizens having their goals or outcomes met with simple preventative measures.

In terms of people reporting that they live in a home that best supports their wellbeing, 96% of the responses received during 2016-2017 stated that they felt their home best supported their wellbeing. Although this has seen a slight decline from the previous year, many of the responses highlighted that the current living situation wasn't suitable due to mobility issues. However, options were being explored with citizens to ensure their wellbeing was being maintained. Comment below relate to the suitable housing:



We know that it is essential for people to be able to discuss and receive care and support in their language of choice. We also know that this becomes even more important for people suffering from dementia-related conditions, because many people then revert back to their mother-tongue and struggle to communicate at all unless they are able to do so using their language of choice. One of the questions we include in our 'Have your say' questionnaires which we send to citizens is whether they were 'able to communicate in their preferred language'. Of the people who responded to this question (421), 99% stated that they were able to communicate in the language of their choice.

### Our priorities for next year:

- With a particular emphasis of having the importance of Age-Friendly Communities and Dementia friendly communities being recognised at all levels throughout Denbighshire,

we will work with partners to further develop and adopt a national recognition process for 'Dementia Friendly' community and commercial businesses and organisations.

- We will also aim to ensure that the experiences of older people in Denbighshire are optimised through continued learning and employment for example maximising the opportunities for participation in volunteering, helping to increase the number of older people continuing their learning and skill development before and after retirement and identifying and developing successful community models for older people's participation
- To reduce levels of loneliness and isolation and their negative impact on health and wellbeing as experienced by older people, we will support raising loneliness and isolation as a public health issue and we will aim to ensure that health and social care information and advice services address the impact of loneliness and isolation on older people's wellbeing. We will aim to empower older people to be aware of the risks of loneliness and isolation to their wellbeing and arrange a Learning Exchange on Loneliness between older people, front line staff and other professionals to identify the key causes of loneliness and isolation amongst older people
- We will finalise our Homelessness Strategy and commence work on the action plan whilst developing the newly created Homelessness Prevention Team into a holistic preventative service. We aim to reducing the length of time people spend in emergency accommodation and facilitate quicker "move on" into permanent housing. Thereby, implementing a mixed tenure strategy which offers a range of solutions that will safely meet the diverse needs of people who present as homeless.

### Education & Children's Services

Our survey of children and young people receiving care and support from social services in September asked for feedback on their feelings about their home life and belonging. 75% of children and young people said that they were living in a home where they are happy and 72% said that they feel they belong in the area where they live.

We commission Barnardos Cymru to deliver our Personal Advisor Service for care leavers. Personal Advisors work with the young people to prepare them for independence, offering practical advice and support, as a parent would, to make a smooth transition to adulthood.

At the end of March 2017 the service was supporting 73 care leavers. In the last year the focus of the service has been to improve their engagement and empowering them to participate more in creating their Pathway plans and in statutory reviews. The majority of the young people accessing the services have achieved improvements or maintained stability in a number of areas. The primary focus of the Personal Advisors continues to be on supporting young people enter and sustain education, training or employment and ensuring that young people have safe and secure accommodation.

We recognise the importance of supporting families to build and create financial resilience and self-reliance. Interventions which support these principles are more likely to lead to improved longer-term outcomes for and children. Denbighshire's Families First programme works with vulnerable families often facing; financial difficulties, housing disruption, have

mental or physical health problems and experience social isolation. Under the Families First banner we have commissioned several consortia to work in partnership to deliver services to address these needs.

The Family Resilience Consortium has supported 540 individual in the last year providing services that focus on supporting the emotional health of families. The services forming the consortium provide support regarding relationships, bereavement, post-natal depression, self-confidence and emotional health and wellbeing. They also provide family group conferencing, mediation for families, that empowers families to make decisions and put plans in place themselves to safeguard and protect children.

In addition to this 784 individuals have received support from our Income Maximisation Consortium as part of a co-ordinated response to reducing financial pressures on the whole family. The Income Maximisation Consortium provides information and support to access state benefits and tax credits, advice on managing money and reducing debt and also information and support on housing and employment rights, financial inclusion and affordable energy schemes.

## **Young Person Homelessness Positive Pathway Model**

Welsh Government commissioned a review of young people being placed in Bed and Breakfast accommodation and this review highlighted Denbighshire as one of the highest users of B&B accommodation for young people. Denbighshire invited the independent review author, Anna Whelan, to work with us with a view to introducing the Positive Pathway Model. We responded readily and positively with senior managers and elected members taking lead roles in ensuring the model was implemented in Denbighshire.

The project places a specific emphasis on support for young people at the point of homeless presentation to the Local Authority, with close joint working with the Housing Solutions Team, Children's Services, and the Youth Justice Service, and other relevant agencies (e.g.

Child & Adolescent Mental Health Service). Dedicated Support Workers from this project complete a comprehensive assessment with any young person between the age of 16 and 25 presenting to the Local Authority as homeless or at risk of becoming homeless. As part of the assessment, the Support Worker will identify the support needs of the young person, and the steps needed to be taken to prevent/address homelessness.

#### Young Person Homelessness Positive Pathway Model

- Aims to address housing need **BEFORE** homelessness
- Whole systems approach – no one agency/public sector body has the solution
- Outcome-based - what is the desired impact of all the investment?
- Linkage between housing and employment
- Concept of 'progression' for many young people
- Other agencies – Third Sector, public sector, housing associations play key roles locally
- Based on what works well – what do young people say?

Our pilot which commenced in 2016 has evidenced that it leads to significant improvements to strategic and collaborative approaches to youth homelessness and financial saving, dramatic reduction in use of B&B. It has been a catalyst for better collaborative working between housing authorities, children's social care and young people, and has impacted on prevention success rates. However we still face challenges such as housing options/supply, and young people with very complex/multiple needs

Outcomes between November 2016 & March 2017:

- 28 young people avoided temporary accommodation
- 7 young people returned home following mediation
- 11 young people placed in supported housing
- 10 young people provided with floating support

#### **Our priorities for next year:**

- Ensure looked after children have positive placement experiences within permanent, stable, secure and loving families that promote and encourage them to achieve their potential and have a smooth transition into adulthood
- We will re-commissioning Denbighshire's Families First and Flying Start programmes for 2018/19 onwards using available needs assessments, stakeholder engagement and supplier development to ensure we have a robust early intervention and prevention service that delivers effective outcomes for vulnerable children, young people and families

## 5. How We Do What We Do

### a) Our Workforce and How We Support their Professional Roles

In preparing our workforce to meet the expectations of the SSWB (Wales) Act and to achieve an appropriate skill mix to ensure the Service is financially viable and sustainable, a review of social work roles and responsibilities was completed in July 2016. The opportunity was also taken to modernise social work career progression in line with the Care Council for Wales' - Continued Professional Education & Learning (CPEL) Career Framework. New job descriptions were drawn up and aligned with pay grades, removing bars that had been historically in place that restricted social workers reaching the top of scale. The framework is premised upon the principle of professional progression and social workers are able to develop their careers and engage with the CPEL appropriate programmes, thereby enhancing and extending their professional knowledge, skills and expertise. This review also gave us the opportunity to agree a desired establishment of posts at each social work level to ensure the Service can operate safely and effectively within financial constraints; whilst establishing clear roles and responsibilities in relation to social work grades.

Each Social Work practitioner was supported through an individual training plan to map out and undertake the necessary post qualifying qualifications relevant to their grade over a 3 – 5 years training plan. This incorporated the Consolidation of Social Work Practice, Experienced Practitioner, Senior Practitioner, Team Manager, Practice Teacher Award, Approved Mental Health Practitioner and Best Interest Assessor qualifications or programmes.

The Royal College of Occupational Therapist in conjunction with Welsh Government have proposed a post registration framework for Occupational Therapists in Social Services which has been designed to align with all the other existing frameworks, including the new NHS AHP framework (Modernising Allied Health Professional Careers in Wales) the CPEL framework for social workers and the forthcoming college of occupational therapists career framework.

Intended outcomes of the framework are to enable occupational therapists in social care services to access support and development opportunities that enable them to provide the highest possible quality of services for the people of Denbighshire (and Wales); meet their registration requirements and to continue to improve service delivery and strategic development of high quality professional services whilst also being able to follow a national social care career pathway in Denbighshire.

It will also create a career framework which supports multi-professional team working alongside other social care worker colleagues within social care employment and across employing agencies to facilitate integrated services.



All of the occupational therapist working for Denbighshire contributed to a Royal College of Occupational Therapist consultation regarding the implementation of the framework and returned a joint response wholeheartedly in favour of the proposals. By the end of 2017, progression of Occupational Therapists within Denbighshire County Council will be linked to the CPEL framework, which is premised upon the principle of professional progression. Occupational therapists will be able to develop their careers and engage with the appropriate programme, thereby enhancing and extending professional knowledge, skills and expertise. This means the competencies of the current occupational therapists will be assessed and a Training Needs Analysis undertaken in readiness for implementation.

In 2016-2017 Denbighshire successfully delivered it's element of the North Wales SSWB (Wales) Act Training Plan. 37 courses, totalling 828 places, were made available to staff, and a very positive 99% attendance rate was achieved. Whole sector regional training events co-ordinated by the Care Council for Wales were delivered for Independent and Third Sector providers including 'Training my Organisation' and 'SSWB Act Awareness Training' with attracted 110 whole sector provider attendances for Denbighshire.

In the latter half of 2017 the focus has been to deliver 'Expert Class' training, targeted at appropriate managers and practitioners to enable them to incorporate and embed the principles and requirements of the Act into their daily work. Expert classes were arranged for Service Managers, Team Managers, Practice Leaders & Senior Practitioners by way of 2 'Organisational Development' workshops - Changing Cultures and Measuring Performance and 'Child Care Law – The Social Services and Well-being (Wales) Act 2014 and the Children Act 1989'.

Throughout 2016 and into early 2017 we invested in a management and leadership development programme for Team Managers / Practice Leaders and (Adult) Senior Practitioners which focused on enabling this group of staff to manage more proactively and effectively during turbulent times, develop a more emotionally intelligent approach to managing people and outcomes, and maximising their personal impact in a wide range of workplace situations..

All staff are encouraged and reminded of the need to comply with the requirements of 'Mwy na geiriau / More than just words' and the new corporate Welsh Language Standards. This includes up-dates about compliance with different aspects of the Council's work such as correspondence, telephone greetings, out of office messages, meetings etc. In addition there have been corporate drop in surgeries held for Community Support Services and Education & Children's Services staff, regular updates on the intranet and Welsh language grammar / spell checkers installed on the laptops of all Welsh speakers and learners within the Service. There is also a nominated individuals from both Community Support Services and Education & Children's' Services who are **Welsh Language Champions**.

In the coming months our priority will be to prepare the domiciliary care workforce in Denbighshire for the implementation of registration under the Regulation & Inspection of Social Care (Wales) Act in respect of mandatory registration and the possible regulation of qualifications.

## b) Our Financial Resources and How We Plan For the Future

### Financial Planning and Budget Monitoring

Monthly financial outturn reports are presented to the executive forecasting the year-end position. Exceptions or pressures are referenced in the reports, with mitigating actions. The annual budget is set following a lengthy process of reviewing of pressures and savings across all services and engaging with elected members and others as part of that process. In the medium term, the council has a rolling three-year Medium term Financial Plan which sets out the council's estimated funding position over the period and, working with services, builds in estimates of required savings or additional funding requirements. As part of this process, analysis of historic and forecast client and cost data is used.

Main stream financial internal planning takes place on a monthly basis at Service leadership / management team meetings. There is a focus on performance and financial monitoring areas of the areas under greatest pressure. The Service finance officer also meets regularly with Heads of Service and the Management Executive Team.

## c) Our Partnership Working, Political and Corporate Leadership, Governance and Accountability

The council has very robust internal governance arrangements in place to support the effective management of social services. Reports are taken to various Scrutiny Committees throughout the year to enable Elected Member to scrutinise policy and performance in relation to social services, including reports to monitor the progress of any actions required in response to the Director's annual report or the CSSIW's annual report. We also have a very well established service performance challenge process, where each head of service is challenged annually on areas such as service performance and leadership. The panel for each service challenge meeting includes the Chief Executive; Corporate Directors; Lead Members; Scrutiny Members and our external regulators (the Wales Audit Office and the Care & Social Services Inspectorate Wales).

In addition to the service challenge process, the council also has a very robust performance management framework, which includes regular performance reports being presented to the to the Senior Leadership Team (SLT); Scrutiny; and Cabinet, and various reports being presented to scrutiny periodically on service specific issues, such as the Protection of Vulnerable Adults.

### North Wales Regional Partnership Board Annual Report March 2017

Denbighshire is fully committed to participating in and actively contributing to the work of the new Regional Partnership Board and is represented by the Lead Member for Social Care and the Corporate Director Communities. The Corporate Director communities is the

Regional Lead for the Integrated Care Fund and chairs the newly formed Pooled Budget Group. The council's Chief Finance Officer is also a co-opted member supporting the Pooled Budget Group.

The Regional Partnership Board's priorities are to:

- 1 Move services towards a preventative model that promotes good health and well-being. Prevention is better than cure.
- 2 Deliver 'joined-up' services centred around people's needs, preferences and social assets.
- 3 Help people use their skills and confidence to live independently, backed-up by high-quality, community-based services and facilities.
- 4 Make sure people and communities are involved in shaping local services.
- 5 Recognise and understand the broad range of factors that influence health and well-being, including education, housing, welfare, homelessness, economic growth, regeneration, leisure and the environment.

### **Performance in the handling and investigation of complaints and representations.**

A larger number of social services complaints were received during 2016-2017 compared to the previous year. A total of 62 valid social services complaints were dealt with in the year, compared with 37 during 2015-2016. The 62 complaints resulted in 54 Stage 1 investigations and 8 Stage 2 investigations.

- 90% of complaints were dealt with and responded to within timescale. This is a drop from 97% the previous year.
- There was a marked decrease in the number of complaints upheld or partly upheld this year, from 62% in 2015-2016, to 50% in 2016-2017.

Complaints that are resolved by the close of the next working day, to the satisfaction of the complainant should not be recorded as a complaint. Such complaints are instead recorded as concerns. 13 out of 75 valid complaints were dealt with in this manner, which reduce the number of complaints needing to be managed according to the formal process by 17%.

Many of the complaints received this year were regarding involvement, possibly due to our continuing changing practice. Practitioners are now fully adopting practice as per the Social Services and Well-being (Wales) Act, however complaints received would suggest that our citizens are still getting used to how services are now being delivered in partnership.

Here are some examples of Service Improvements/Lessons Learned following complaints:

- Improvements have been made within our Reablement service. Keyworkers are now allocated to cover individual citizens. The keyworkers are to work on opposite shifts

to each other (dependent on how many calls per day), and this has allowed us to limit the number of different staff visiting a citizen and to ensure consistency.

- A new Community Support Services case recording procedure is now in place. Complaints around case recording greatly helped shape and improve our policy in this area.
- There has been a new protocol produced for the paediatric equipment board following a complaint regarding delays in ordering specialist equipment.
- A full suite of informative literature has been produced to provide advice and guidance to parents, carers and young people about Children's Services. This has been achieved in response to feedback from parents about not fully understanding the services and the processes involved.

### **The Welsh language skills of the workforce and Denbighshire's Welsh language Community Profile**

The Council has already responding positively to the Welsh Language Standards and has already implemented many of the agreed actions. It has also responded positively to the Mwy na geiriau / More than just words framework, specifically the need for the 'Active Offer'. Making an 'Active Offer' means not making assumptions that all Welsh speakers speak English anyway. It's also about creating a change in culture that takes the responsibility off the individual to have to ask for a service through the medium of Welsh.

The Welsh Language Standards have been created by the Welsh Government to ensure that the Welsh Language is treated no less favourably than the English language. The set of standards have been created to ensure that people across Wales can access services provided by the public sector in the language of their choice. The Standards relate to a wide range of issues, including correspondence, advertising, publicity, meetings, telephone greetings, creation of policies and recruitment. It also looks at the linguistic skills level of the workforce

### **End of Year Performance Data Summary**

As a result of the implementation of the Social Services and Well Being Act (2014), we have been required to collate a new performance dataset for the Welsh Government for the 2016/17 year. Given the scale of the changes required in terms of recording and reporting tools, we were unable to report on all the revised indicators at the end of the year, which is consistent with most other Local Authorities in Wales.

## **6. Accessing Further Information and Key Documents**

a) SPOA Case Studies – The difference we are making – (Section 4a)

b) Support Budgets Case Study (Section 4)

- c) Occupational Therapy Case Study (Section 4)
- d) Community Navigator Case Study (Section 4b or 4d)
- e) Denbighshire Young Homelessness Positive Pathway - Presentation (Section 4f)
- f) Performance in the handling and investigation of complaints and representations - Annual Report 2016 /2017 (Section5)
- g) Denbighshire Welsh Language Community Profile (Section 5)
- h) End of Year Performance Data (Section 5)

## 7. Glossary

### Community Equipment Service Integration

The Community Equipment Service Integration incorporates certain Health and Social Care Services secured for people through the Health Board's NHS Health Care Functions and the Council's Health Related Social Care Functions. It is provided and arranged for by the Council. The service integration is achieved by having a pooled budget arrangement as defined under the Health Flexibilities Act (Section 33).

### Commissioning Strategy

A commissioning strategy is a long-term plan which outlines the services and the range of support that currently exists, considers current and future need, and reaches conclusions about how those needs can be met effectively. It gives direction for the future.

### Extra Care Housing

Extra Care Housing is a specialist type of housing designed primarily with older people in mind. People who live in Extra Care Housing have their own self-contained homes but with access to care and support available on site. It allows people to live independently while getting the care and support they need. Denbighshire County Council regards Extra Care Housing as an enabling alternative to residential care.

### Safeguarding

Everybody has the right to be safe, no matter who they are or what their circumstances are. Safeguarding is about protecting children, young people and vulnerable adults from abuse or neglect. We are all responsible for the safety of the most vulnerable members of our society.

### Single Point of Access

Denbighshire's first point of contact for information, advice and assistance about services that support citizens to maintain independence and promote well-being, and when access to health and Social care services is needed.

## Supporting People

Supporting People is a Welsh Government programme which provides housing related support services to vulnerable people over the age of 16. It enables them to live independently in the community and avoid the risk of becoming homeless. Housing related support is provided to help vulnerable people develop or maintain the skills and confidence necessary to live as independently as possible.

## Talking Points

The main purpose of a Talking Point is to enable individuals who either have difficulties themselves or who are caring for /concerned about somebody else to have an opportunity to have a person centred conversation about what matters to them to improve their health and well-being with someone face to face.

Talking Points are a joint venture with health and 3<sup>rd</sup> Sector colleagues, with the focus on supporting people to manage their wellbeing; remain independent; and prevent or delay their need for care and support.

## Test of Change

Small-scale tests of change help determine whether an idea could result in sustainable improvement. Changes should be tested under multiple conditions and with a variety of staff before being implemented. Similar to a pilot study.

## 1. CASE STUDY – Doris

### What Matters to Doris

- I would like support with showering.
- I live alone.
- I had a stroke 17 years ago, left sided weakness.
- I have heard yesterday that my cancer has spread

Doris is 67- years of age with a diagnosis of cancer. Lives alone, but stated that her younger son has “almost” moved in. The North Wales Cancer Treatment Centre made a referral to SPoA for a package of care to help with showering. SPoA allocated Doris’s case to a Lead Practitioner who contacted Doris and arranged a day and time to visit.

After visiting Doris the Lead Practitioner contacted the District Nurse team after Doris had told her that her cancer was serious, she was struggling to eat and her pressure areas were becoming sore.

The District Nurse arranged for Health & Social Care Support Workers (H&SCSWs) to support Doris with all aspects of personal care which included taking a shower and applying prescribed cream to sore areas.

The H&SCSWs visited daily but the level of support and times varied depending on how Doris was feeling. They encouraged Doris to eat and drink often preparing food and drinks of choice. As Doris became more poorly they adjusted their support and were in frequent contact with the Lead Practitioner and the District Nurse for advice and guidance, as how to best to support Doris’ deteriorating health and well-being. Input from an Occupational Therapist was arranged to see if any equipment could assist with her deteriorating mobility. Throughout this difficult time the Health & Social Care Support Workers provided advice and support to Doris’s family.

Doris was stepped up to the Enhanced Care Service when her health needs became worse.

### The benefits of SPOA & Health & Social Care Support Workers

#### For Doris

- Her wishes & needs were central – with an outcome-focused approach
- One Support worker who could attend to both her health and social care needs
- Her family were supported
- Doris got to stay at home

#### For Health & Social Care Services

- A coordinated & efficient response and seamless services
- Support was facilitated without delay and reduced the need for a hospital admission
- Effective use of partner resources

## **2. CASE STUDY – Glenys**

### **What Matters to Glenys**

- Mobility
- I worry about not being able to shop and cook like I used to
- I want to be independent and carry on caring for my husband
- I have help from my friend but I don't want to put her out too much
- I like the house to be clean

### **Glenys' decision to phone SPOA was because she had broken her ankle and leg, now in plaster and was worried how she could manage caring for her husband, Roy.**

Glenys is 78 years and cares for her husband Roy who is 84. Roy is blind, has cancer and heart problems. Roy had recently been discharged from hospital but he and Glenys had refused a package of care. They have a good social network, in particular a caring neighbor Beryl. They have managed in the past with 'help' from Beryl. Glenys asked the SPOA Operator about having a wheel chair so "at least" she "could be mobile". Roy can manage his personal care with prompting, Beryl helps with some shopping and cooking. Glenys states that her friend is willing to help out but does have "her own health problems" and Glenys does not want to "put on her".

SPOA Operator advised Glenys to contact the GP regarding the wheelchair, as they would have to refer for this. The Operator also searched DEWIS for other support while she remains in plaster. With her permission her details were passed onto a Carers Support Organisation who agreed to contact her directly to arrange a Carers Assessment.

SPOA Operator also sought advice from the Well-Being Coordinator, who contacted Glenys and with her permission made a referral to a Home from Hospital Service. This was to ask if they would take the referral and visit her to see what shopping she needed, then go and do the shopping. The service offers support and assistance for citizens when discharged from hospital for a period of up to two weeks. This took pressure off Beryl who was able to continue with meal preparation.

Information was also provided about a range of cleaning agencies. Glenys took the details of local agencies as she and Roy were able to pay for this themselves.

### **Benefits of SPOA**

#### **For Glenys**

- To remain caring for Roy at home with minimum support and intrusion from formal care services
- A coordinated, first contact and right response
- Her desired outcomes (what really matters) were met.

#### **For Health & Social Care Services**

- Information & Advice was proportionate, by connecting Glenys and Roy with third sector services that could meet their needs.
- Glenys was able to continue caring for Roy at home preventing the need for a more formal package of care/ or placement
- Efficient and effective use of partner's resources



### **CASE STUDY – Daisy**

Daisy who is 88 years old fell at home, this led to a hospital admission.

Whilst in hospital Derek, Daisy's husband was advised that to be able to go home Daisy would need a package of care that would require 4 calls a day.

When the Social Worker spoke with Derek, although he appreciated that Daisy needed support to enable her to return home safely what mattered to him and his family most was their privacy. Derek struggled with the thought of strangers coming into their home four times a day.

Derek declined the offer of a carer's assessment as he sees it as his duty to care for his wife.

The Social Worker explored at length with Derek how best Daisy's needs could be met in the least intrusive manner whilst balancing the risks and rights of all concerned.

It was agreed that to enable Daisy to return home a package of care was put in place for two calls a day for personal care and Derek would prepare meals. It was clear to the Social Worker that Derek had a strong desire to be the one who looked after Daisy, his wife of 68 years.

After a short time Derek was admitted to hospital with heart problems. The rest of the family did step in but quickly became worn out with the driving back and to and caring for Daisy. As a result the package of support was increased to 4 calls a day to enable Daisy to remain at home and prevent any further stress on the family.

When Derek returned home the amount of care he could provide was sporadic, very much dependent on the amount of rest he got the day before and how he was feeling. The Social Worker thought that a Support Budget would be the answer and the agency providing Daisy's care was receptive, as they had already been working in a flexible way to be responsive to the changing needs of the family. The most important thing to Daisy was to be at home with Derek and her dogs.

The value of a Support Budget for Daisy and her family was that they had more choice and control over when and for how long they had support workers coming in to help them.

For Community Support Services it has meant that the social worker does not have to be called in for all the changes to the level of a carepackage because Daisy and Derek are completely in control of when and how support is delivered.

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### **CASE STUDY –Mrs B**

Mrs B originally contacted the Single Point of Access with a request for help from an Occupational Therapist to assess and provide advice on adapting her bathroom.

#### **Functional Difficulties:**

Mrs B is 46years old and has secondary progressive Multiple Sclerosis, originally diagnosed around fourteen years ago.

Her mobility varies from day to day - some days she is able to walk indoors around the flat, holding onto furniture and walls for support, but on a bad day she has severe muscular spasms and is so limited she has to crawl or simply remains in bed.

Mrs B is also prone to falls and her balance is very unpredictable. Mrs B has a wheelchair and a glide about chair but space was so restricted and cramped that she chooses not to use the items, compounding the risk of falls.

Mrs B struggles with all daily living tasks but she strives to be as independent as she can be and always tries to manage self-care activities on her own. Mrs B has felt a spiral of decline because of her situation and she has been unable to maintain her wellbeing outcomes and what is important to her

#### **Social Situation:**

At the beginning of the assessment, Mrs B was living with her husband in a general needs flat, rented from a local housing association. They have no children or close family. Mrs B was previously employed within a Local Authority, but she had finished due to ill health. Mr B is a Carer for his wife, but works full time for a Local Authority. Mrs B had been able to care for herself with support from her husband, but this was becoming more difficult, particularly as Mr B has to work away for six separate days in every month, including overnight stays.

During these periods of absence, Mrs B is totally alone and has no support from family or friends. Mrs B's Parents and Mr B's Father have all passed away and Mr B's Mother is unsupportive.

#### **Environmental Difficulties:**

At the beginning of the assessment, Mrs B was struggling to manage the six steps up to the front entrance door of the building and the narrow ginnel at the rear. None of the entrances were wheelchair accessible and she was virtually housebound.

Internally, Mrs B's Flat was small and had very limited space in all the rooms, so space for storage of any necessary equipment was severely restricted and cramped. The turning areas were very restricted and all rooms limited in space for circulation and storage of essential disability equipment.

There was a small garden terrace just outside Mrs B's window. In the past, this had been a source of immense pleasure, purpose and relaxation for Mrs B, but sadly, in recent years she had found it increasingly difficult to access the steps that led up to this.

What Matters:

On assessment, Mrs B originally advised that being able to safely access her bath was her main outcome, however on further assessment and discussion, it was very clear that Mrs B was struggling to cope in her existing accommodation and she wanted to be able to enjoy the outdoor air and a small section of garden. Wheelchair access was very limited and significant adaptations were required in the home, including level entry, wider doorways and bathroom adaptations.

After exploring the feasibility of altering the existing accommodation it was felt that the accommodation was unsuitable with the likely progression of her disability and Mrs B was in agreement that she would be unable to remain in her existing accommodation in the longer term. Mrs B was keen to remain in the same town she lived and we discussed a referral to the Denbighshire Specialist Housing Group for a more suitable property. We discussed what was important and Mrs B was clear that she would like to move to a ground floor flat where she could have access to a small section of garden and some raised planters.

After a few unsuitable offers of accommodation, Mr and Mrs B were eventually considered for a newly built complex of six flats in the town she lived. The suggested property was part built and in the process of going up. It hadn't been built to a wheelchair standard, but it was on the ground floor and had a level entry. We looked at the property to determine suitability and we were able to influence a programme of small adaptations, including further widening to some doors, creating an additional opening between bedroom and lounge, bathroom adaptations and specialist toilet. Most importantly though, we were able to request a paved access to a small section of private garden with raised borders and a dropped kerb to the car park. This was an essential outcome for Mrs B's continued good health and wellbeing.

Final Outcome

Prior to moving, Mrs B was really struggling both physically and mentally with her condition. We were at the stage of considering care options and the possibility of a direct payment to fund support, particularly during the day and overnight when her husband is away with his work.

Since moving however, Mrs. B has found a newfound energy. She is able to access all areas of her new flat, internally and externally, using a small powered scooter (purchased privately).

She even hangs the washing out on a lowered washing line and most importantly she is able to do some gardening in the raised planters, whilst sat on her scooter

There is ample space to get around and do the things that matter most. At the present time she no longer needs to consider care support as she has more energy to manage independently.

Mrs B. states that "Help comes when you need it most!" and says that "we have changed her life in ways that she had given up on" .....

### **Case Study 1**

I met a lady and recognised that she would benefit from support services in the community. I recommended the Women's Centre and said I would meet her for a cuppa as it's her first time attending a group. I also recommended that she go on Dewis website to see if there were any other community groups she liked the look of and left the web address for her.

I phoned her the next morning and she was made up. She said she had been on Dewis website and started reeling off all these clubs she was interested in attending. She said it was a brilliant resource. Afterwards I met her in the Women's Centre and talked through the information that she had found and she said she is going to start making enquiries to access the activities.

She also said the whole service is brilliant and thanked me for being so supportive and helping her access different activities. She said she really enjoyed speaking to me. She said there wasn't a service like this where she lived before, she can't believe something like this exists and it's exactly what she needs.

### **Case Study 2**

An elderly lady and her son visited me at Talking Point and wanted help finding transport, community groups etc. in her local, rural area. At 87 years old the lady and her husband still live independently but are now beginning to struggle with mobility. This is causing the couple to feel isolated and unable to cope independently.

By attending the Talking Point the lady was able to chat to social care practitioner present who was able to advise and refer the couple for suitable mobility aids and guide them through a Blue badge application. The lady also had the opportunity to discuss her wellbeing with her community navigator.

As a result of this informal discussion the community navigator was able to gain an understanding of what mattered to the couple. The community navigator explored community transport options with the couple and put the lady in contact with her local Women's Institute. The community navigator also explained that the lady's husband (as a veteran) could be referred to The Royal British Legion if he wanted. The couple were unaware of this and were grateful for a referral to be made. The couple were also able to gain information on local gardeners, handymen and cleaners.

The couple felt that the service provided via the Talking Point attended was "wonderful and amazing".

### Case Study 3

Met Mr X at a Social Mixer group for older people with all forms of Dementia. I had been invited there to chat to everyone about my role. Mr X took my card away with him. The following week at a Talking Point Mr and Mrs X along with their son and daughter in law arrived to see me. Mr X told me he had Parkinson's Disease with Lewy Bodies (Dementia element) and wanted to have help to get out more and give his wife a rest (she had been in hospital with Anaemia the week before . Mr X is 86 as is his wife.

I discovered he had been in the Navy so we agreed I would refer him to Change Step for support for veterans. He also agreed to help from the Alzheimer's Society whose help also cover Lewy Bodies.

We talked at length about home life and what he would like to do. It was agreed I would call out the following week to chat at home with all the family as to how Mr X moves forward. I attended Mr X's home the following week, we discussed groups in the area and Mr and Mrs X agreed to meet me at the monthly coffee morning the following week normally held in the church around the corner from their home once a month. I gave them details of a craft group held on a Monday every week at a venue near their home (Mr X liked to paint and draw when he was younger). Mrs X agreed to a referral to NEWCIS carer support. I also suggested a visit from my colleague in the Coldbusters team to check their fuel tariffs which they agreed to and a referral was made that day.

The following week I met the couple at the coffee morning which was a lovely place, most of the attendees knew Mr and Mrs X as both had done a lot of community /charity work when they were younger. The ladies and gentlemen there welcomed them and I quietly left to let them enjoy the company. Before doing so Mr X informed me he had gone along to the Monday craft group and thoroughly enjoyed himself, he intended to go every week. Mrs X also said they had had a visit from a lovely gentleman from the Alzheimer's Society and he was helping them with all sorts of things. Finally, I had chatted with one of the council's volunteer drivers who has offered to pick up Mr X to attend another social group on a Wednesday each week.

I am in regular contact with Mr X's son via email and he tells me they are so grateful for the service I have provided, "one person to organise everything is amazing" he said. His wife is a retired Social Worker and told me the service from the Community Navigation Service was fantastic and had made a real difference to all their lives

# DENBIGHSHIRE YOUNG PERSON'S POSITIVE PATHWAY

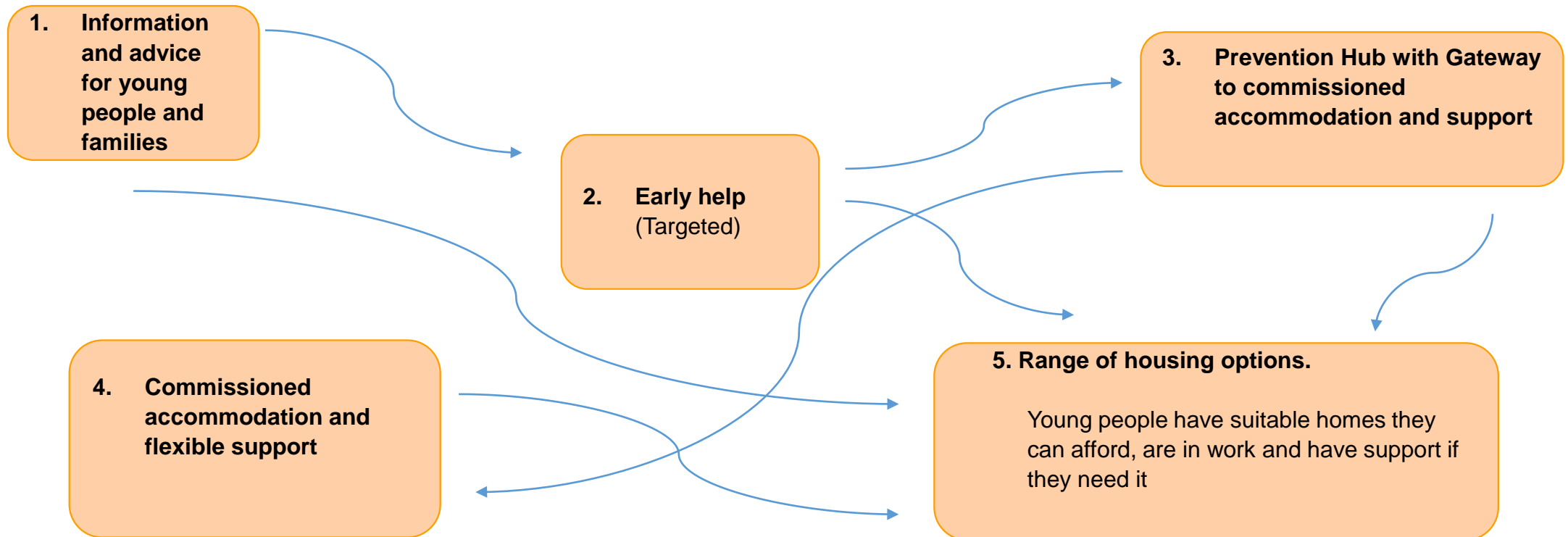
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# What we did

- We invited CS, HST, YOT, CAMHS, Education, Health, Public Health, Community Housing to look at what we currently have and how we can improve on it to fit the aims of YPPP
- Steering Group developed made up of the above.
- Important factor was corporate leadership, direction and support
- Aligned steering group with the remodel of a young person supported housing project.
- Funded YP consultation on what they wanted from supported housing, this is informing the remodel and YPPP
- Visited St Basils



# Positive Pathway – Five Service Aims

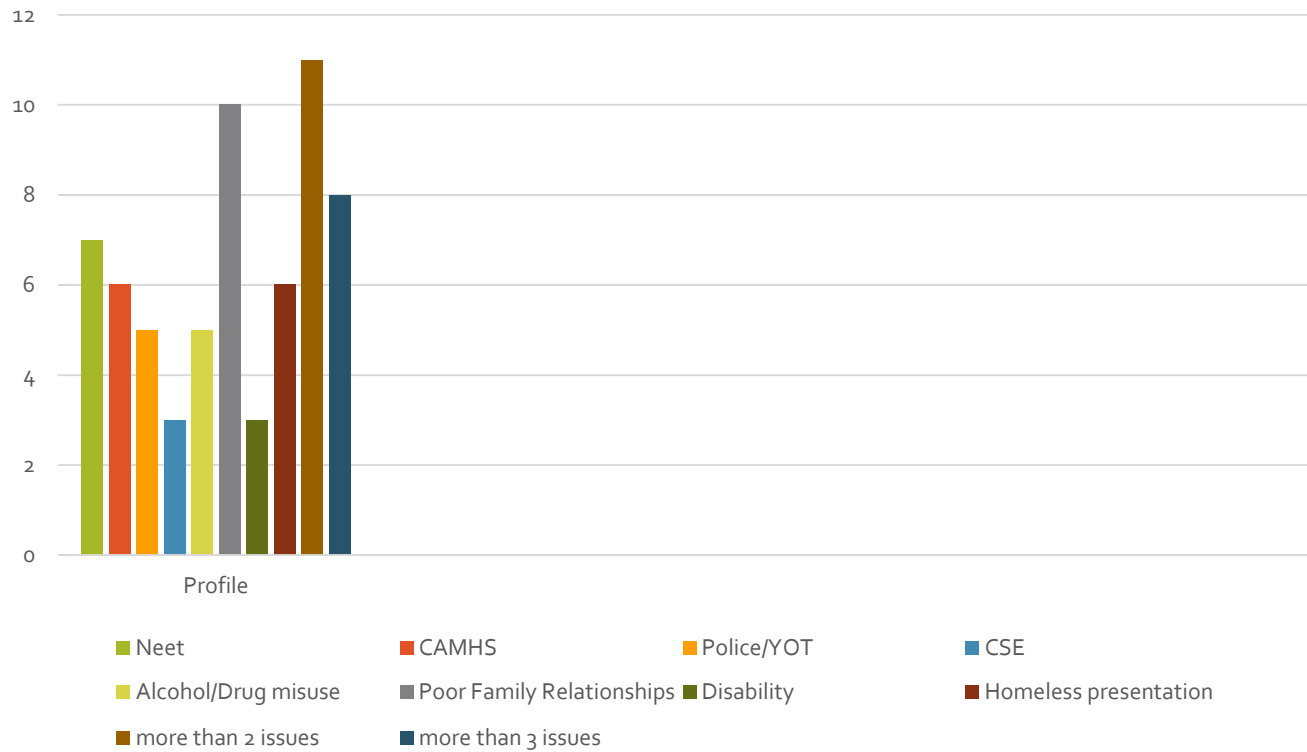


# Principles and Rationale

- A focus on successful outcomes for young people - many of whom have multiple and complex needs across a range of areas of their lives
- Organising services around young people's journeys and what they say makes the difference
- An integrated approach from planning and commissioning through to service delivery
- What already works well – and recognising the challenges ahead
- Systems thinking - how to prevent homelessness and plan more effectively together
- Sharing of data and better use of technology

# Scoping Dyfodol August 2016

Profile of 11 young people



NEET = 7

CAMHS = 6

Police/YOT involvement = 5

CSE = 3

Alcohol and Drug issues = 5

Poor Family relationships = 10

Homeless Presentation = 6

Disability = 3

More than two issues = 11

More than three issues = 8

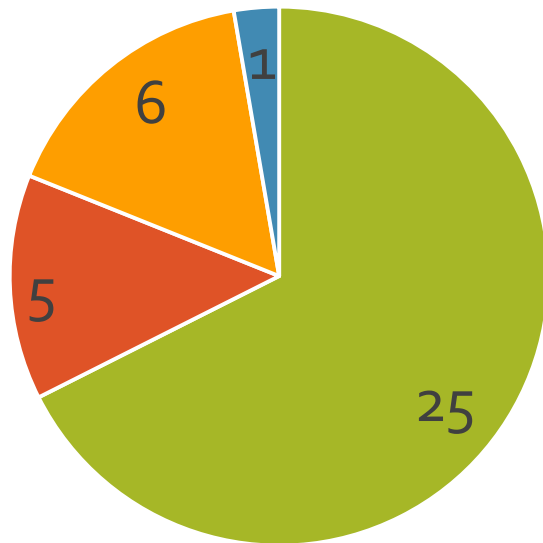
# Young Persons Positive Pathway Project in Denbighshire.

- Partnership: Housing Solutions, Children's Services Youth Offending Team and Supporting People. Joint funding a six month pilot project which started In Oct 2016. From April 2017 they will be 3.5 staff.
- They will carry out a Housing Needs Assessment for any young person between the age of 16 and 25 presenting to the Local Authority as homeless or at risk of becoming homeless.
- If it is found that the young person has a duty, housing solutions, social services will take lead and direct pathway workers.
- Prevention, mediation services and other housing options will be at the heart of the assessment.

# Stats from 1<sup>st</sup> November 16 to 15<sup>th</sup> March

17

37 young people seen



■ NEET ■ Employment ■ Education ■ Volunteering

**28 Avoided temporary accommodation .**

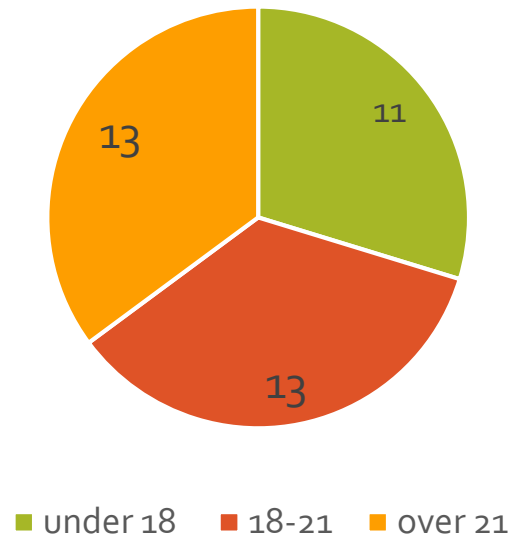
- 11 placed in supported housing
- 10 provided with floating support
- 7 Referred for mediation

# Stats from 1<sup>st</sup> November 16 to 15<sup>th</sup> March 17

Of the 37 young people seen

- 22 Male
- 15 Female

Ages



Areas

- 25 Rhyl
- 10 Surrounding areas
- 2 Reconnections

# Remodelling Current Services

- Developing a smaller project that recognises the emotional and psychological needs of homeless young people. The core elements of a psychologically informed environment are:
  - Psychological framework
  - The physical environment and social spaces
  - Staff training and support
  - Managing relationships
  - Evaluation of outcomes

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**Report To:** CCSLT/CFMT

**Report Author:** Ben Chandler, Complaints Officer

**Date of Report:** 22/05/2017

**Title:** Customer Feedback Annual Report 2016/2017

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## **1. Introduction**

Each year, Social Services' Departments are required to produce an annual report which provides an overview of customer feedback alongside a review of the effectiveness of the complaints process.

The current complaints procedure was launched by Welsh Government on 1st August 2014. The figures presented in this report show our performance during the financial year 2016/17 within the complaints procedure.

The Social Services Customer Connections Team is responsible for dealing with customer feedback i.e. complaints, waiver applications and praise across both Community Support Services (CSS) and Education and Children's Services (children's).

This annual report is divided into sections. Each section will provide an overview as follows:

- Section 2 – summary of activity and core standards
- Section 3 – complaints
- Section 4 – waiver
- Section 5 – praise activity
- Section 6 – Concerns
- Section 7 – Complaint resolved within 24 hours
- Section 8 – Lessons Learned and action taken
- Section 9 – Evaluation of procedure
- Section 10 – Extensions due to exceptional circumstances

The data provided in the annual report will cover three years; this will provide some context in terms of activity and trends.

## **2. Summary of activity and core standards**

Chart 1 summarises the activity over the last three years for complaints, waiver applications and praise. Praise has slightly increased this year, and the number of complaints and waiver applications have increased markedly from last year.

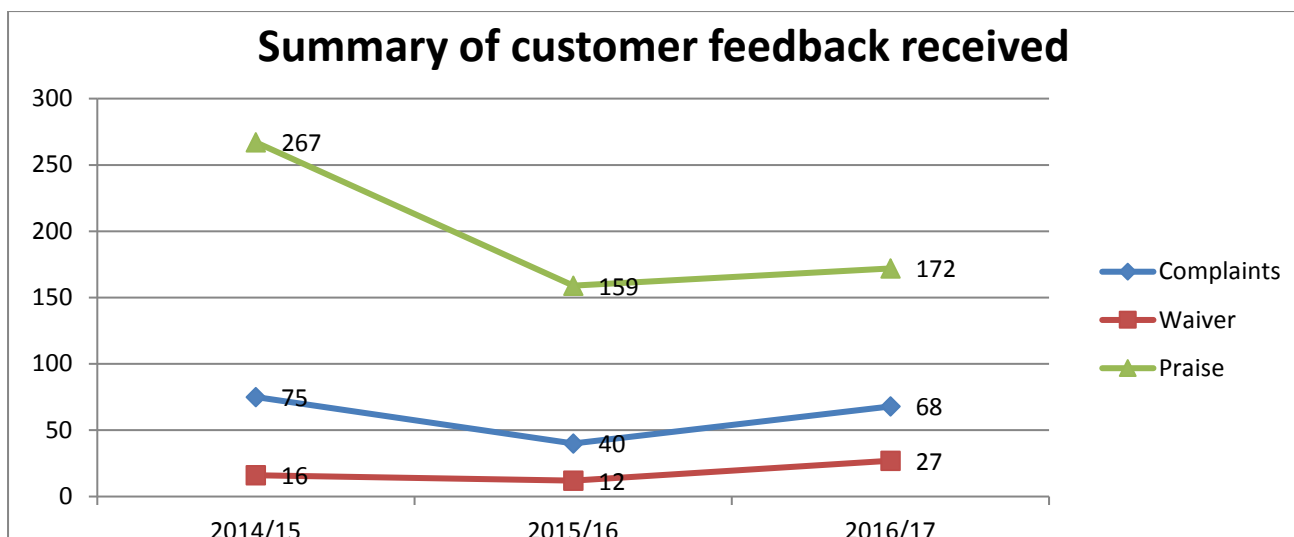


Chart 1: Summary of customer feedback received over three years

All complaints and praise are recorded against one of the Department’s seven core standards listed in table 1.

| Standard                    | This means that:                                                                                                                                                                                                        |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Courtesy & Respect          | You can expect to be treated with courtesy and respect. For example, you should be given the name of the person you are talking to, and you should be called by your title unless you ask us not to.                    |
| Confidentiality & Privacy   | Information about you will be treated as confidential. For example, staff will only discuss your needs with people who need to know, if you do make a complaint only the staff directly involved will know the details. |
| Information                 | You should expect to receive leaflets which explain the services you are receiving, or might receive. For example, “Your Voice” and “Moving into a Care Home - A guide for people in Denbighshire”.                     |
| Communication               | You should expect full communication with staff in the Social Services Department. For example, speaking to the person responsible for your case.                                                                       |
| Involvement & Participation | You should expect to be fully involved in discussing the services you are receiving. If you have a carer, he/she will be asked their views and offered a separate assessment.                                           |
| Staff                       | Staff assessing needs will produce an identity card, have a relevant qualification and/or experience, and have regular support and training                                                                             |

|                |                                                                                                                                                       |
|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| Response Times | These are times in which responses should be made. For example, services should start at the time agreed, you should receive a copy of the Care Plan. |
|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|

Table 1: Social Services Core Standards

The majority of both complaints and praise fall into the ‘*involvement and participation*’ and ‘*staff*’ core standards and in reality very few complaints or praise are received about ‘*response times*’. This would suggest that these are the important standards to service users and carers.

### 3. Complaints

Overall, the number of complaints received during 2016/17 has increased by 70%. Chart 2 illustrates the number of complaints received by each service:

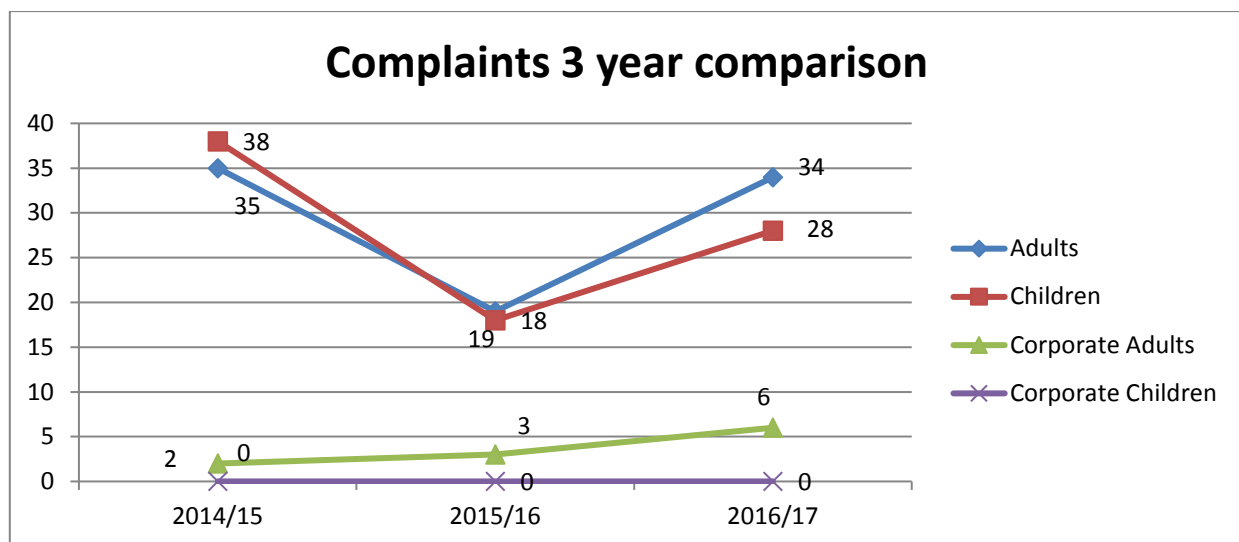


Chart 2: Complaints – 3 year comparison

Corporate complaints are complaints raised about Social Services which fall outside of the statutory guidance, but were dealt with as a complaint.

The number of corporate complaints has remained low in the last 3 years. The number of complaints made against both CSS and Children’s has increased this year back to levels we have seen over previous years.

#### 3.1 What were the complaints about?

The reason for making complaints (measured against the core standard – see table 1) for each year is illustrated in chart 3.

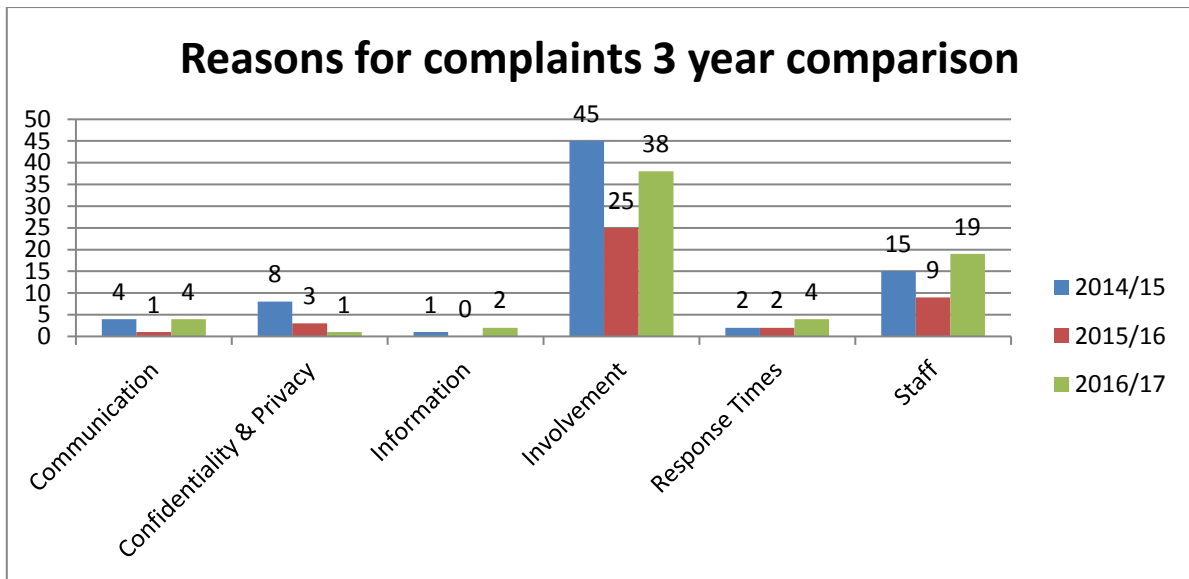


Chart 3: Reason for making complaints – 3 year comparison

Involvement, staff and communication continue to be the 3 main areas of complaint; this is consistent with previous years.

When looking at the nature of complaints by service, chart 4 shows that CSS and Children’s services are receiving complaints in the same areas, involvement being the majority. This is possibly due to our continuing changing practice. Practitioners are now fully adopting practice as per the social services and wellbeing (wales) act, however complaints received would suggest that our citizens are still getting used to how services are now being delivered in partnership. There was also one confidentiality breach this year in community mental health services that was avoidable.

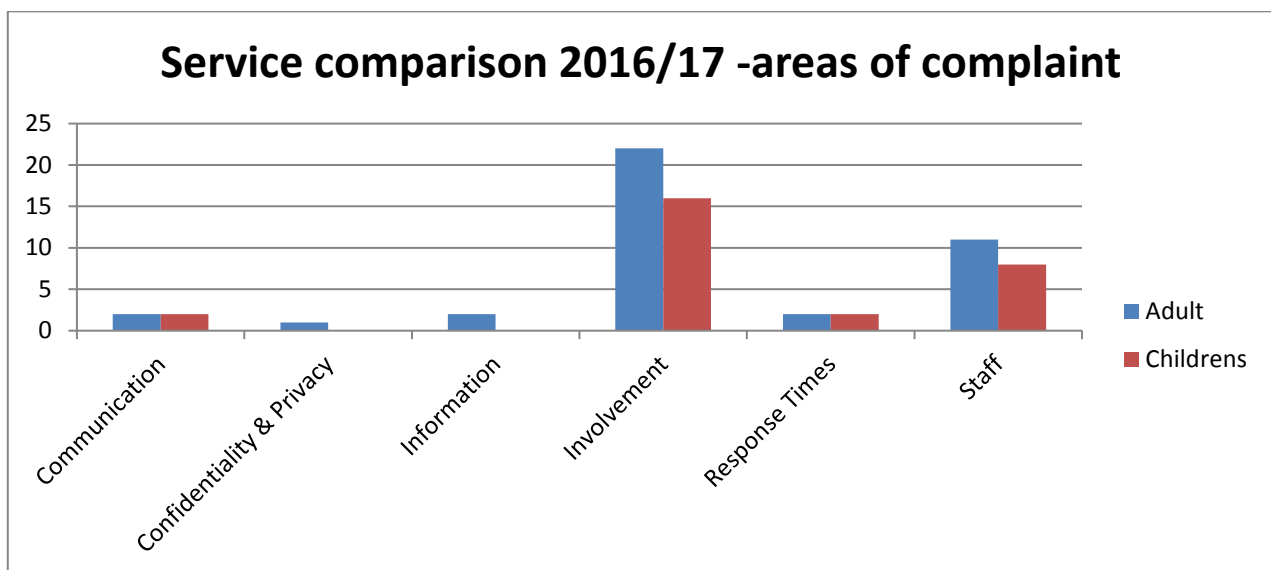


Chart 4: Reason for making complaints by service 2016/17

## 3.2 Acknowledgment of complaints

All complaints were acknowledged within the statutory timescale of 2 working days, unless the complaint was resolved prior to acknowledgement.

## 3.3 Stage 1 complaints

### 3.3.1 Outcomes

Chart 5 illustrates the outcome of complaints. Over the last three years, the outcomes of complaints have varied. This year has seen the number of upheld and partially upheld complaints decrease to 41% of complaints (56% last year). This is perhaps due to our citizens finding it difficult to adjust to our new ways of working under the SSWB act and retaining unrealistic expectations of services.

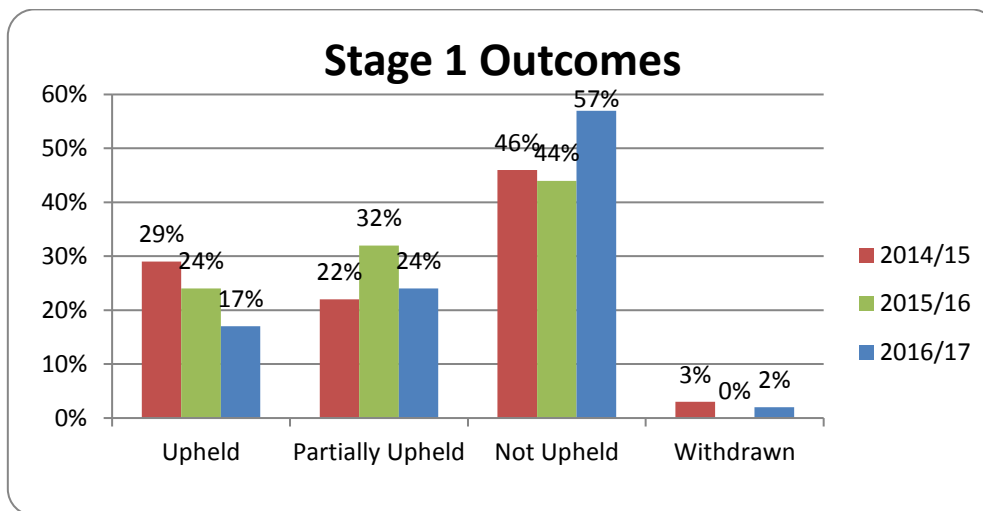


Chart 5 Outcome of stage 1 complaints

### 3.3.2 Timescales

We have seen performance in dealing with complaints within timescale worsen over the last year to 88%; with CSS achieving 100% within timescale and Children's having 7 complaints beyond timescale. The difficulty Children's services found in dealing with these complaints is some part due to the character of very difficult complainants, and citizens using the complaints procedure to attempt to deflect/obstruct our safeguarding duties.

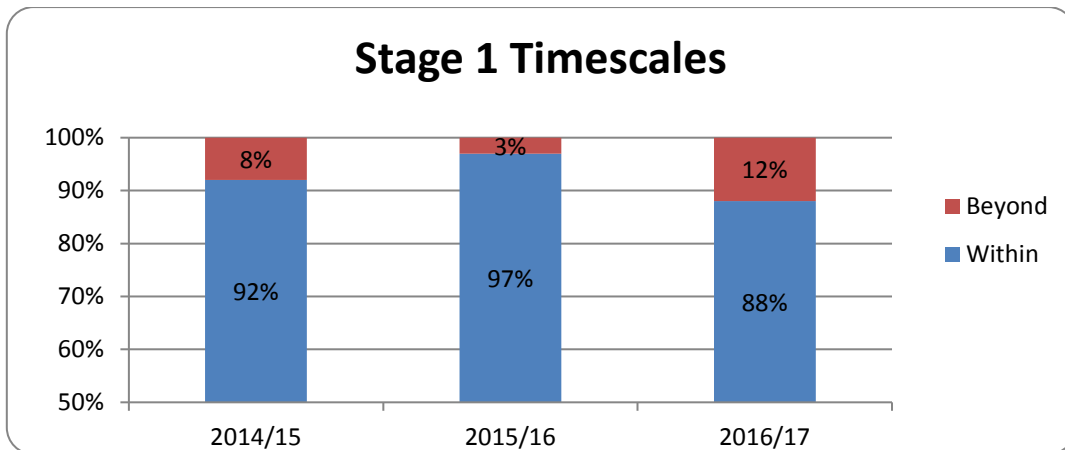


Chart 6 Stage 1 complaints – adherence to timescales

### 3.4 Stage 2 complaints

Chart 7 shows a breakdown of stage 2 complaints by service for the last three years. This year we have also seen a slight increase in stage 2 complaints. This could be due to the managers responsible struggling to find sufficient time to discuss and agree resolutions at stage 1, this is particularly difficult with more complex cases.

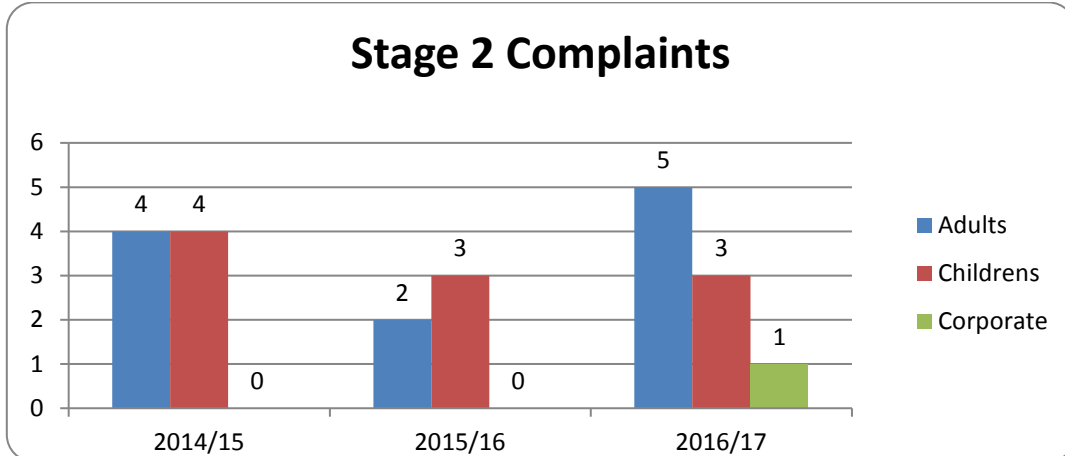


Chart 7 Complaints progressed to stage 2

#### 3.4.1 Outcomes

Chart 8 details stage 2 complaints by outcome. Only 50% of the stage 2 complaints have been upheld or partially upheld. This is because our citizens are still getting used to how services are now being delivered in partnership and do not agree with the changes in practice.

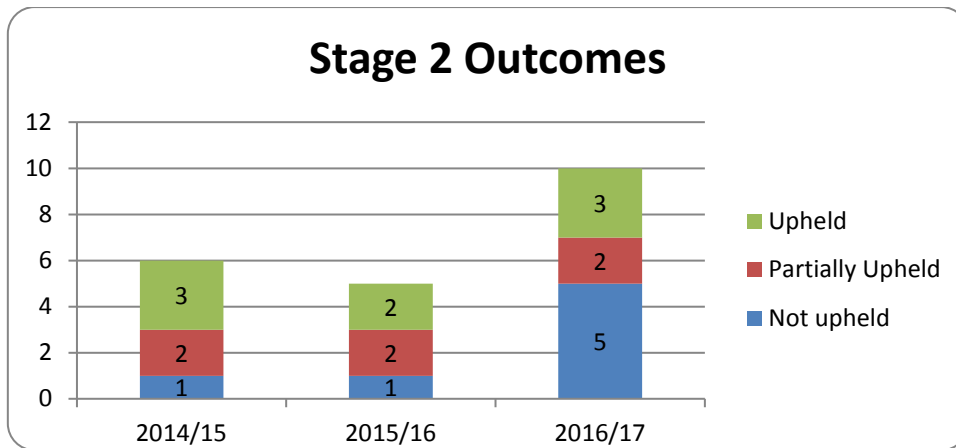


Chart 8 Stage 2 complaints by outcome

### 3.4.2 Timescales

This year, 100% of stage 2 complaints that have been completed, were dealt with within agreed timescale. One stage 2 investigations was extended due to circumstances beyond our control (see section 10 for more details).

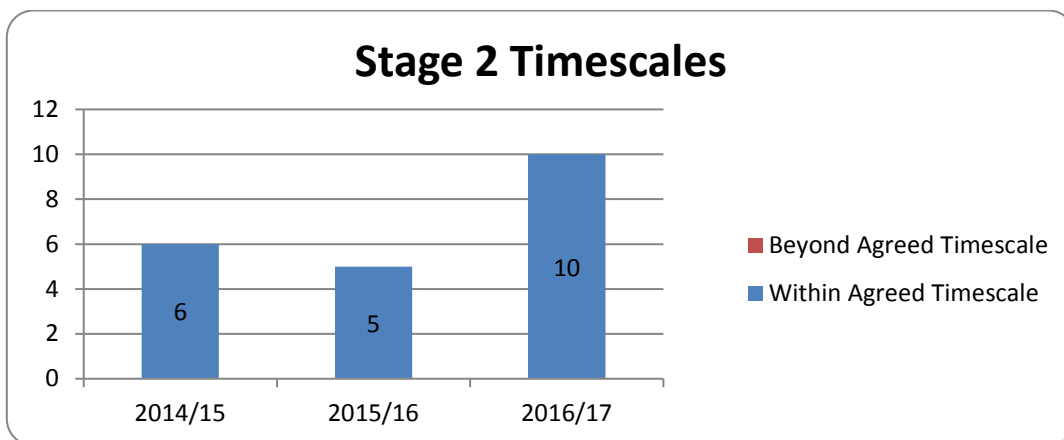


Chart 9 – Stage 2 complaint timescales

### 3.4.3 Stage 1 and 2 outcomes

Chart 10 below shows the difference in outcomes between the last 3 years. It is apparent that much more complaints are going through the procedure and resulting in being not upheld. This further suggests that citizens are struggling to get used to our changing practice as per the social services and wellbeing (wales) act.

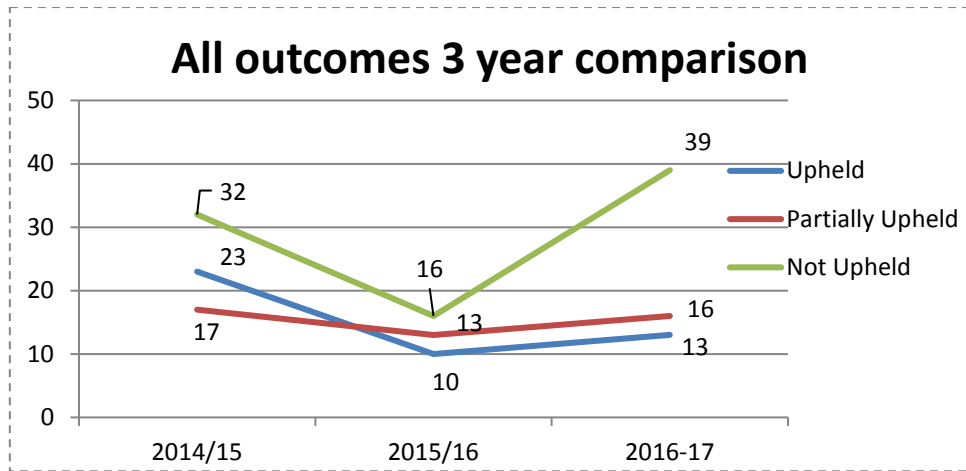


Chart 10 – All outcomes 3 year comparison

### 3.4.4 All Timescales

As shown in chart 11 below, there has been an increase in complaints dealt with beyond the statutory timescale. The complaints officer and responsible managers have worked hard to ensure that complaints are dealt with as soon as possible, however it is a struggle for managers to find sufficient time to discuss and agree resolutions, especially when the complainant is difficult and does not engage with the complaints process.

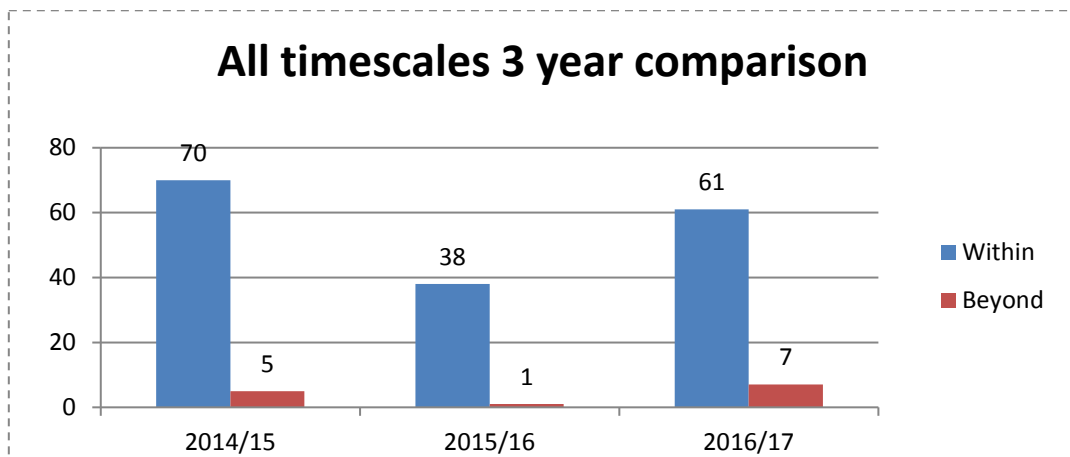


Chart 11 – All timescales 3 year comparison



## 4. Concerns

Concerns are issues raised that did not meet the criteria for the statutory complaints procedure or valid verbal complaints that were dealt with within 24 hours. These issues were generally resolved informally.

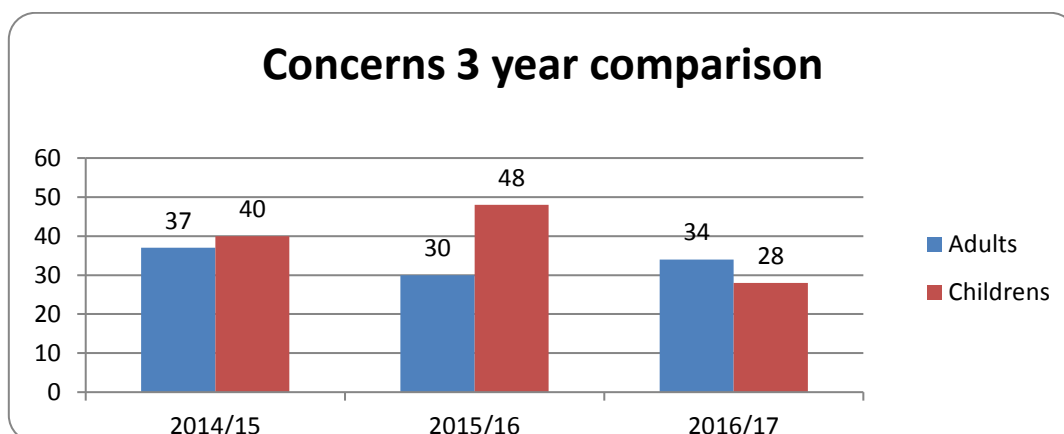


Chart 7 Concerns 2016/17

## 5. Complaints resolved within 24 Hours

Within the complaint legislation, any verbal complaints that are resolved by the close of the next working day, to the satisfaction of the complainant should not be recorded as a complaint. Such complaints are recorded as concerns.

|          | 2014/15 | 2015/16 | 2016/17 |
|----------|---------|---------|---------|
| Adults   | 6       | 9       | 7       |
| Children | 6       | 18      | 6       |

CSS dealt with 7 out of 41 valid complaints within 24 hours = a reduction in complaints of 17%.

Children's dealt with 6 out of 34 valid complaints within 24 hours = a reduction in complaints of 18%.

## 6. Waiver applications

The table below shows the number of waiver applications received over the last year has increased significantly.

| Year    | Waiver |
|---------|--------|
| 2014/15 | 16     |
| 2015/16 | 12     |
| 2016/17 | 27     |

## 7. Praise

The table below shows the number of items of praise received over the last three years. Praise has increased slightly this year.

| Year    | Praise received |
|---------|-----------------|
| 2014/15 | 267             |
| 2015/16 | 159             |
| 2016/17 | 172             |

Like complaints, praise is measured against the core standards (see table 1). The number of items of praise received has increased slightly this year, with a significant number of staff being individually praised. Chart 12 shows the praise received.

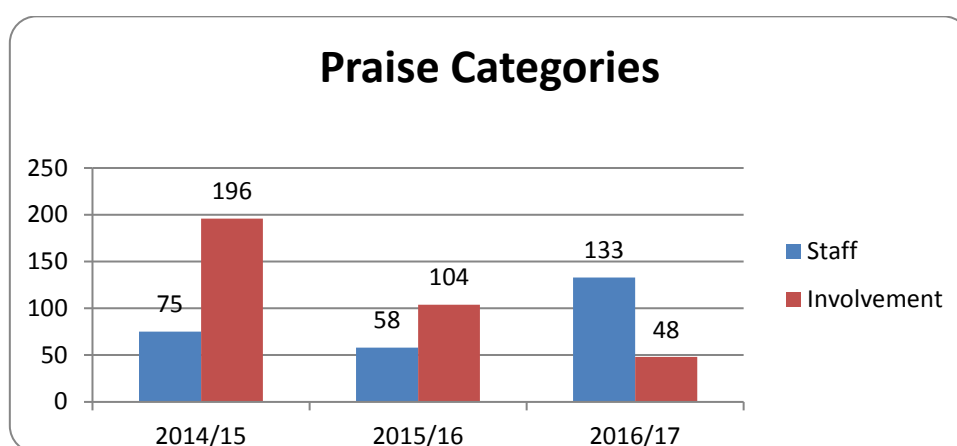


Chart 12 Items of praise received

## 8. Lessons learned and action taken

When complaints are upheld, partially upheld or potential improvements are identified, action plans are drawn up of the changes need to be made. Action plans are monitored until all the actions have been completed.

### 8.1 Areas of improvement

For the majority of complaints, the improvements made can be very specific to the service users involved. There are however examples of changes implemented that will improve practice or processes across the service, some examples are:

- Following a complaint, improvements were made within our Reablement service. Keyworkers are now allocated to cover individual citizens, the keyworkers are to work on opposite shifts to each other [dependent on how many calls per day], and this has allowed us to limited the amount of different staff visiting a citizen and ensure consistency of care.
- A new Community Support Services case recording procedure is now in place, complaints around case recording greatly helped shape and improve our policy in this area.
- There has been a new protocol produced for the paediatric equipment board following a complaint regarding delays in ordering specialist equipment.
- A full suite of informative literature has been produced to provide advice and guidance to parents, carers and young people about Children's Services. This has been achieved in response to feedback from parents about not fully understanding the services and the processes involved.

### 8.2 Areas of weakness

- **Staff Attitude:** A difficult area in complaints, due to the nature of Children's service's involvement, parents often use the procedure to attempt to deflect safeguarding investigations. Phone calls and explanations from practice leaders have resolved many of these issues.
- **Communication:** Communication remains the largest common factor in complaints, some communication issues have occurred in many of the complaints received this year.

- **Changing Practice:** Many of the complaints received this year are regarding our involvement/assessment, due to our continuing changing practice. Practitioners are now fully adopting practice as per the social services and wellbeing (wales) act, however complaints received would suggest that our citizens are still getting used to how services are now being delivered in partnership.
- **Lack of domiciliary care provision:** This has been recognised as a national problem, this has been the main issue within several complaints for us this year.

## 9. Evaluation of procedure

Feedback received has indicated that staff are very pleased with the discussion element at stage 1 of the procedure; people feel that this has helped to resolve matters more quickly.

Feedback has shown that staff involved have found it difficult to deal with unreasonable or obstructive complainants within the procedure. If complainants do not make themselves available for discussions, moving the complaint forward has proved difficult. Staff have also raised concerns that complainants always have the right to a stage 2 investigation. This causes concern in circumstances when a complainant has unrealistic expectations of the service. This results in costing the service money and scarce resources by having to arrange an independent investigation for a complaint, even if further investigation has no chance of resolving the issue.

Overall feedback has shown that responsible managers are struggling to find sufficient time to discuss and agree resolutions at stage 1 and then also produce a written response.

## 10. Extensions due to exceptional circumstances

There have been 1 extension required due to exceptional circumstances. The extension has been agreed by the Director of Social Services and the complainant was also kept fully informed and agreed to the extension.

1. We were unable to appoint a suitable investigator straight away, the first four most suitable choices were unavailable. The decision was taken to appoint the investigator that was available soonest, which caused a delay of 2 weeks, rather than use a less suitable investigator.

## Appendix H – Performance data used to measure the Quality Standards

The set of performance measures have been established by the Welsh Government to help local authorities to evaluate their success in relation to the six Quality Standards. Some of these performance measures are new for 2016/17, so we cannot report our performance against them all for 2015/16. We have also been establishing new systems to

### Measuring Quality Standard 1:

| Measure                                                                                                                                                                                                                   | 2016/17 data | 2015/16 data              |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|---------------------------|
| % of service users responding positively to the question “If you have looked for information about support or services in the past year, have you found it easy or difficult to find? This may be from any organisation”. | 95%          | 80%                       |
| People reporting they were treated with dignity and respect                                                                                                                                                               | 99%          | 98%                       |
| % of service users responding positively to the question "During your assessment, did you have an opportunity to explain your problems and your views on your situation?"                                                 |              | 95%                       |
| % of service users responding positively to the question “Did you feel that the person who visited you listened to your concerns?"                                                                                        |              | 97%                       |
| % of service users responding positively to the question “Overall, how satisfied are/were you with the care and support services you received?"                                                                           |              | 98%                       |
| % of adults who receive a support package from social services who report that they are satisfied with the service they are receiving                                                                                     |              | 98%                       |
| % of adults who receive a support package from social services who report that they are satisfied about how the services they received were meeting their needs                                                           |              | 98%                       |
| % of adults stating they are happy with the support from their family, friends and neighbours                                                                                                                             | 98%          | New indicator for 2016/17 |
| % of people stating they feel part of their community                                                                                                                                                                     | 83%          | New indicator for 2016/17 |
| The % of people not being referred to formal Health and Social Care Services by the SPoA (our information, advice and assistance service)                                                                                 | 21%          | 35%                       |

|                                                                                                                                                                 |                                                                                     |                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------|
| The % of total contacts to the SPoA (our information, advice and assistance service) which did not lead to a referral to formal Health and Social Care Services | 27%                                                                                 | 31%                       |
| The % of required children's assessments for children completed within 42 working days                                                                          | Data not available as changes are still being made in relation to recording systems | New indicator for 2016/17 |
| The average time taken to complete those required assessments for children that took longer than 42 days                                                        | Data not available as changes are still being made in relation to recording systems | New indicator for 2016/17 |

### Measuring Quality Standard 2:

| Measure                                                                                              | 2016/17 data | 2015/16 data              |
|------------------------------------------------------------------------------------------------------|--------------|---------------------------|
| The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over   | 2.61         | 2.62                      |
| The % of the adult population who required residential care at some point during the year            | 0.87%        | 0.9%                      |
| The number of adults who required residential care at some point during the year                     | 655          | 678                       |
| The number of adults in residential care on 31 <sup>st</sup> March                                   | 464          | 473                       |
| The % of adults in residential placements who said it was their choice to live in a residential home | 72%          | New indicator for 2016/17 |

### Measuring Quality Standard 3:

| Measure | 2016/17 data | 2015/16 data |
|---------|--------------|--------------|
|---------|--------------|--------------|

|                                                                                                                                                                      |                        |                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|---------------------------|
| The % of adult service users responding positively to the question, "Has support set up by Social Services helped you to feel safe and secure in your home?"         | 92%                    | 95%                       |
| The % of completed Protection of Vulnerable Adults (POVA) referrals completed during the year where the risk has been managed                                        | Discontinued indicator | 100%                      |
| The % of adult protection enquiries completed within 7 days                                                                                                          | 73%                    | New indicator for 2016/17 |
| The percentage of reviews of looked after children, children on the Child Protection Register and children in need carried out in line with the statutory timetable. | Discontinued indicator | 96.3%                     |
| The percentage of reviews of children on the Child Protection Register carried out in line with the statutory timetable                                              | 97.2%                  | 100%                      |

#### Measuring Quality Standard 4:

| Measure                                                                                                                                                                    | 2016/17 data                 | 2015/16 data              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|---------------------------|
| The % of adult service users responding positively to the question, "do you feel that the support you receive from Social Services is improving the quality of your life?" | Discontinued indicator       | 98%                       |
| The % of adult service users stating they are able to do the things that are important to them                                                                             | 89%                          | New indicator for 2016/17 |
| The percentage of looked after children achieving the Core Subject Indicator at Key Stage 2                                                                                | 81.8%                        | 87.5%                     |
| The percentage of looked after children achieving the Core Subject Indicator at Key Stage 3                                                                                | Discontinued indicator       | 42.9%                     |
| The percentage of looked after children achieving the Core Subject Indicator at Key Stage 3                                                                                | 5%                           | New indicator for 2016/17 |
| The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting                                  | Awaiting post populated data | 184                       |
| The number of children experiencing one or more change of school in the year to 31 March                                                                                   | 17                           | 19                        |

### Measuring Quality Standard 5:

| Measure                                                                                                                                                                                                                                   | 2016/17 data           | 2015/16 data |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|--------------|
| The % of looked after children on 31 March who have had three or more placements during the year                                                                                                                                          | 11.6%                  | 8%           |
| The % of adult carers who responded positively to the question "Overall, how satisfied or dissatisfied are you with the support you and the person you care for have received from Social Services in the last 12 months?"                |                        | 88%          |
| The % of adult carers who were assessed or reassessed during the year, who were subsequently provided with a service                                                                                                                      | Discontinued indicator | 97.9%        |
| The % of adult carers who responded positively to the question "In the last 6 months, do you feel you have been involved or consulted as much as you wanted to be, in discussions about the support provided to the person you care for?" | 95%                    | 83%          |

### Measuring Quality Standard 6:

| Measure                                                                                                                                                    | 2016/17 data           | 2015/16 data              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|---------------------------|
| % of adults who know who to contact about their care and support                                                                                           | 92%                    | New indicator for 2016/17 |
| "During your assessment, re-assessment or review, were you able to discuss your problems in the language of your choice?"                                  | 99%                    | 100%                      |
| "If you are a Welsh speaker, on first contacting Denbighshire Social Services, were you able to discuss your problems in the language of your choice?"     |                        | 84%                       |
| "If you are a Welsh speaker, did you receive the support in the language of your choice from the person(s) who provides support for you in your own home?" |                        | 83%                       |
| The % of residents within care homes who stated that they felt the home met some or all of their needs                                                     | Discontinued indicator | 100%                      |
| The % of citizens who stated they were living in a home that best supports their well-being                                                                | 96%                    | New indicator for 2016/17 |



|                                                                                                                               |                        |      |
|-------------------------------------------------------------------------------------------------------------------------------|------------------------|------|
| The % of young people formerly looked after who are known to be engaged in education, training or employment at the age of 19 | Discontinued indicator | 80%  |
| The percentage of young people formerly looked who are known to be in suitable, non-emergency accommodation at the age of 19  | Discontinued indicator | 100% |

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|                         |                                        |
|-------------------------|----------------------------------------|
| <b>Report to:</b>       | <b>Partnerships Scrutiny Committee</b> |
| <b>Date of Meeting:</b> | <b>22 June 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>         |

---

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

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

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

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

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

That the Committee:

- 3.1 considers the information provided and approves, revises or amends its forward work programme as it deems appropriate; and
- 3.2 appoints representatives to serve on the nine Service Challenge Groups, the Strategic Investment Group and the Tackling Poverty Group.

## **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. From now on 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. 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) 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 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). No items should 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.

#### Cabinet Forward Work Programme

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

## 5. Appointments to Council Boards and Groups

- 5.1 The Council operates various Boards and Groups to oversee specific areas of work or services' performance. Membership of these boards/groups include both councillors and officers. Councillor representatives on them are either by virtue of their Cabinet position or by appointment by the committees on which they serve. As we are now in a new Council term appointments need to be made to a number of boards/groups.
- 5.2 At this point in time Partnerships 210 Scrutiny Committee is asked to appoint representatives to serve on the Council's:
- **Service Challenge Groups:** the Council has nine services, therefore the Committee is asked to appoint a representative to serve on the Service Challenge Group for each one of these services. Information on the Service Challenge Group process along with a schedule of the Groups' meeting dates can be found at Appendix 4a to this report:
  - **Strategic Investment Group (SIG):** this group examines applications for financial resources for major capital investment projects. It meets on a monthly basis, usually during the afternoon of Cabinet meeting days. More information on this Group's Terms of Reference can be found at Appendix 4b to this report. The Committee is asked to appoint one representative to serve on the SIG.
  - **Tackling Poverty Group:** this Group oversees the work underway across the county to tackle poverty with a view to sustainably reduce the number of people living in poverty. More information on its remit and membership can be seen at Appendix 4c. The Committee is asked to appoint one representative to serve on the Tackling Poverty Group.

## 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

Tel No: (01824) 712554

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   |
|--------------|---------------------------|--------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|----------------|
| 14 September | <b>Cllr. Bobby Feeley</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>Cllr. Tony Thomas</b>  | 2. Community Safety Partnership <b>[Crime and Disorder Scrutiny Committee]</b> | 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   |
|              | <b>Cllr. Bobby Feeley</b> | 3. Timely Hospital Discharge                                                   | To review the progress to date in developing community arrangements to                                                                                                                                                                                                                            | Improved quality of life and outcomes for vulnerable residents                                                                                                                                                                          | Phil Gilroy/Cathy Curtis-Nelson/Alison Kemp (BCUHB) | January 2017   |

| Meeting    | Lead Member(s)            | Item (description / title)                     | Purpose of report                                                                                                                                                                                                                         | Expected Outcomes                                                                                                                                                                                                                      | Author                          | Date Entered                        |
|------------|---------------------------|------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|-------------------------------------|
|            |                           |                                                | support timely discharges from hospital                                                                                                                                                                                                   | by supporting them to be independents whilst reducing pressure on inpatient hospital services                                                                                                                                          |                                 |                                     |
|            | <b>Cllr. Bobby Feeley</b> | 4. Equipment Stores Pooled Budget Arrangements | To outline the local arrangements in place for the setting, governance and utilisation of pooled budgets in relation to the health and social care equipment (along with any other local health & social care pooled budget arrangements) | An increased understanding of the arrangements, benefits and complexities of pooled budget arrangements prior to the introduction of statutory pooled budgets in April 2018, and their success in improving outcomes for service-users | Phil Gilroy                     | April 2017                          |
|            |                           |                                                |                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                        |                                 |                                     |
| 2 November | <b>Cllr. Bobby Feeley</b> | 1. Single Point of Access (SPoA)               | To detail progress to date in developing the service, the findings of a recent review, 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 and enhance their quality of life                 | Phil Gilroy/Cathy Curtis-Nelson | April 2016 (rescheduled March 2017) |



| Meeting     | Lead Member(s)            | Item (description / title)               | Purpose of report                                                                                                                                                                                                                                         | Expected Outcomes                                                                                                                                                                                                                                            | Author                        | Date Entered |
|-------------|---------------------------|------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|--------------|
|             | <b>Cllr. Bobby Feeley</b> | 2. Health and Social Care Pooled Budgets | An update on the development of pooled health and social care pooled budgets along with information on proposed models under consideration and their budget setting/governance/utilisation arrangements and initial findings of pilot projects undertaken | Input into their development and governance arrangements to ensure that pooled budgets benefit service –users through the delivery of the right services at the right time to improve life outcomes whilst realising value for money from economies of scale | Nicola Stubbins/Richard Weigh | April 2017   |
| 14 December |                           |                                          |                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                              |                               |              |

**Future Issues**

| Item (description / title)                                                                                                                | Purpose of report                                                                                                                                                                                                             | Expected Outcomes                                                                                                                                                     | Author                       | Date Entered             |
|-------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|--------------------------|
| HASCAS Report on Tawelfan (Summer 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<br>2012         |

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**For future years**

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

**Information/Consultation Reports**

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

**Note for officers – Committee Report Deadlines**

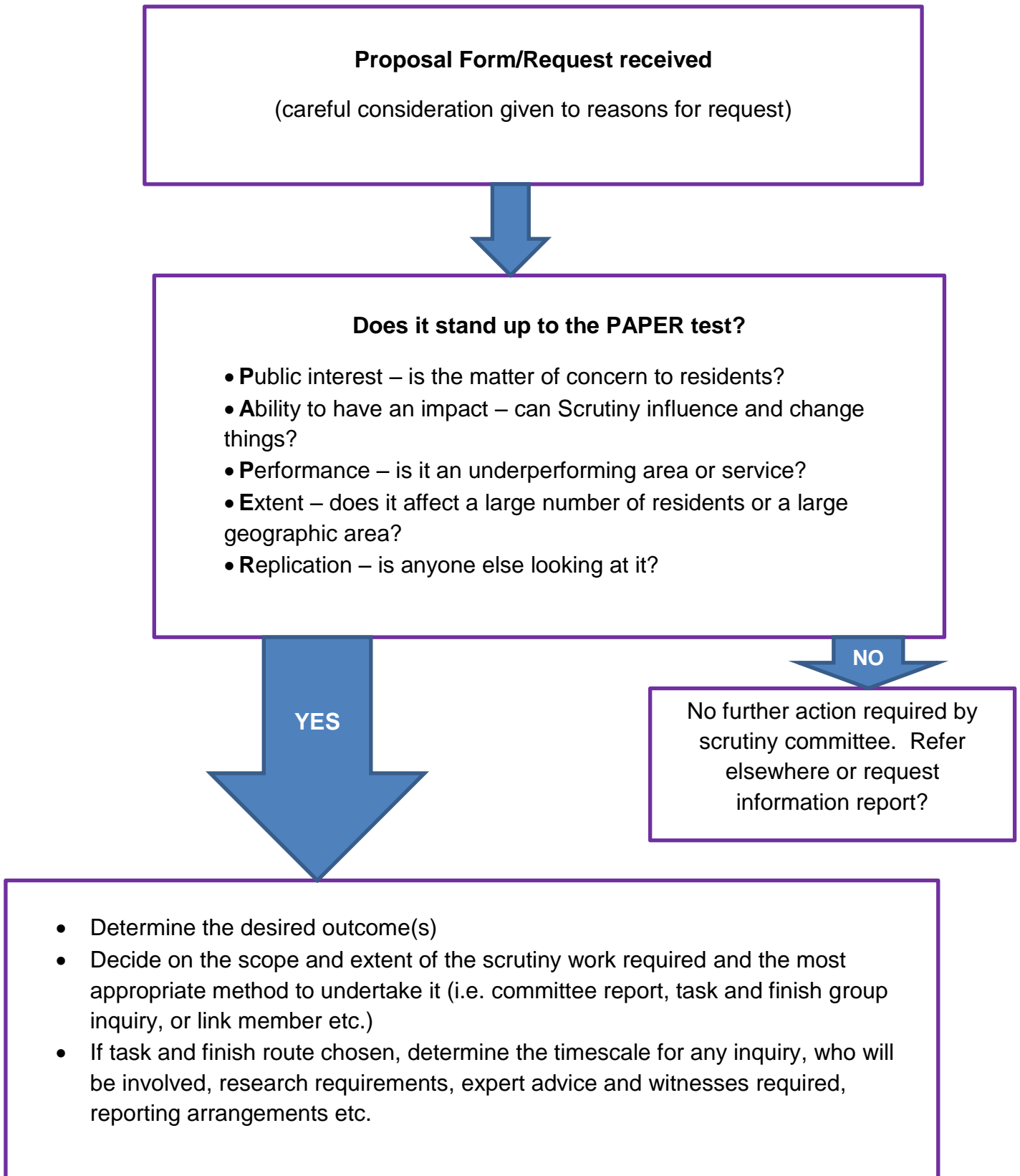
| Meeting      | Deadline         | Meeting    | Deadline          | Meeting     | Deadline           |
|--------------|------------------|------------|-------------------|-------------|--------------------|
| 14 September | <b>31 August</b> | 2 November | <b>19 October</b> | 14 December | <b>30 November</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>18 July</b> | 1                          | Finance Report                                    | To update Cabinet on the current financial position of the Council                                                                                     | Tbc                                | Richard Weigh                                   |
|                | 2                          | Bodelwyddan Castle                                | To consider the future of Bodelwyddan Castle                                                                                                           | Tbc                                | Jamie Groves / Rebecca Williams / Gerald Thomas |
|                | 3                          | 21st Century Schools Programme – Band B Proposals | To seek approval of Denbighshire’s Strategic Outline Programme for Band B of the 21st Century Schools Programme for submission to the Welsh Government | Yes                                | Karen Evans                                     |
|                | 4                          | Items from Scrutiny Committees                    | To consider any issues raised by Scrutiny for Cabinet’s attention                                                                                      | Tbc                                | Scrutiny Coordinator                            |
|                |                            |                                                   |                                                                                                                                                        |                                    |                                                 |
| <b>26 Sept</b> | 1                          | Finance Report                                    | To update Cabinet on the current financial position of the Council                                                                                     | Tbc                                | Richard Weigh                                   |
|                | 2                          | Items from Scrutiny Committees                    | To consider any issues raised by Scrutiny for Cabinet’s attention                                                                                      | Tbc                                | Scrutiny Coordinator                            |
|                |                            |                                                   |                                                                                                                                                        |                                    |                                                 |

## Cabinet Forward Work Plan

| Meeting       | Item (description / title) |                                | Purpose of report                                                  | Cabinet Decision required (yes/no) | Author – Lead member and contact officer |
|---------------|----------------------------|--------------------------------|--------------------------------------------------------------------|------------------------------------|------------------------------------------|
| <b>24 Oct</b> | 1                          | Finance Report                 | To update Cabinet on the current financial position of the Council | Tbc                                | Richard Weigh                            |
|               | 2                          | Items from Scrutiny Committees | To consider any issues raised by Scrutiny for Cabinet's attention  | Tbc                                | Scrutiny Coordinator                     |
|               |                            |                                |                                                                    |                                    |                                          |
| <b>21 Nov</b> | 1                          | Finance Report                 | To update Cabinet on the current financial position of the Council | Tbc                                | Richard Weigh                            |
|               | 2                          | Items from Scrutiny Committees | To consider any issues raised by Scrutiny for Cabinet's attention  | Tbc                                | Scrutiny Coordinator                     |
|               |                            |                                |                                                                    |                                    |                                          |
| <b>12 Dec</b> | 1                          | Finance Report                 | To update Cabinet on the current financial position of the Council | Tbc                                | Richard Weigh                            |
|               | 2                          | Items from Scrutiny Committees | To consider any issues raised by Scrutiny for Cabinet's attention  | Tbc                                | Scrutiny Coordinator                     |
|               |                            |                                |                                                                    |                                    |                                          |



## Cabinet Forward Work Plan

Note for officers – Cabinet Report Deadlines

| <i>Meeting</i> | <i>Deadline</i> | <i>Meeting</i> | <i>Deadline</i> | <i>Meeting</i>   | <i>Deadline</i>     |
|----------------|-----------------|----------------|-----------------|------------------|---------------------|
|                |                 |                |                 |                  |                     |
| <i>June</i>    | <b>22 May</b>   | <i>July</i>    | <b>4 July</b>   | <i>September</i> | <b>12 September</b> |

Updated 12/05/17 - KEJ

Cabinet Forward Work Programme.doc

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## Service Challenge

Each service participates in an annual Service Performance Challenge. To support the discussions, three months before the meeting a service would begin preparation of their paperwork. There are limits placed here on what is submitted to retain focus. Generally a service will produce a Self-Assessment and update their Service Risk Register. Corporately, a performance report on their Service Plan is produced; a comparative performance report; a needs and demands report; and a business performance report. Progress on actions from the last challenge are also included, but these will generally be reported on in the Service Plan Performance Report if they are long-term.

A month before the Challenge all the paperwork is submitted and circulated. Shortly after, the Challenge panel will meet for an hour to agree the Lines of Inquiry – the key discussion areas around which questions can be asked. The panel generally is made up of service Link Members from each scrutiny committee (Communities, Partnerships and Performance); the relevant Cabinet Lead Member(s) and Cabinet Lead Member for Performance; Wales Audit Office Lead Performance Officer (and other regulatory representatives where applicable); all Corporate Directors; and chaired by the Chief Executive. The Leader and Section 151 Officer are also invited. The Head of Service does not attend this meeting.

Once the Lines of Inquiry have been agreed, these are shared with the Head of Service (along with a briefing on some of the questions they might be asked). The paperwork is updated finally and circulated again.

Approximately two weeks later, the Challenge takes place (with the Head of Service present this time), and only actions are recorded. These are circulated to the Head of Service and Chief Executive for approval, then saved within Verto with the papers, and added to the Service Plan for quarterly reporting.

## Service Challenge Programme 2017-18

| Service / Function                    | Paper deadline<br>(1 month before) | “Lines of Inquiry”<br>meeting<br>(2 weeks before) | Meeting papers<br>published<br>(1 week before) | Challenge<br>Meeting               |
|---------------------------------------|------------------------------------|---------------------------------------------------|------------------------------------------------|------------------------------------|
| Customers, Communications & Marketing | August 17                          | Sept 13 12noon –<br>1.00pm                        | Sept 18                                        | September 25<br>1.00pm – 4.00pm    |
| Business Improvement & Modernisation  | September 29                       | October 17<br>3.00pm – 4.00pm                     | October 19                                     | October 26<br>2.00pm – 5.00pm      |
| Planning & Public Protection          | October 20                         | November 14<br>11.00am –<br>12.00am               | November 16                                    | November 23<br>9.30am –<br>12.30pm |
| Community Support Services            | November 13                        | November 28<br>3.00pm – 4.00pm                    | December 6                                     | December 13<br>2.00pm – 5.00pm     |
| Facilities, Assets & Housing          | December 15                        | January 11<br>2.00pm – 3.00pm                     | January 16                                     | January 25<br>2.00pm – 5.00pm      |
| Education and Children’s Services     | January 26                         | February 13<br>2.00pm – 3.00pm                    | February 20                                    | February 27<br>2.00pm – 5.00pm     |
| Finance                               | February 22                        | March 8 2.00pm<br>– 3.00pm                        | March 15                                       | March 22 2.00pm<br>– 5.00pm        |
| Legal, HR & Democratic Services       | March 22                           | April 10 2.00pm –<br>3.00pm                       | April 17                                       | April 24 2.00pm –<br>5.00pm        |

**Highways & Environmental Services**

April 27

May 15 2.00pm -  
3.00pm

May 17

May 24 2.00pm -  
5.00pm

For any further information about the programme, please contact the Strategic Planning & Performance team on x6591

Updated 20/03/2017

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## Service Challenge Programme 2017-18

| Service / Function                    | Paper deadline<br>(1 month before) | “Lines of Inquiry”<br>meeting<br>(2 weeks before) | Meeting papers<br>published<br>(1 week before) | Challenge Meeting               |
|---------------------------------------|------------------------------------|---------------------------------------------------|------------------------------------------------|---------------------------------|
| Customers, Communications & Marketing | August 17                          | Sept 13 12noon –<br>1.00pm                        | Sept 18                                        | September 25<br>1.00pm – 4.00pm |
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| Finance                               | February 22                        | March 8 2.00.pm<br>– 3.00pm                       | March 15                                       | March 22 2.00pm<br>– 5.00pm     |
| Legal, HR & Democratic Services       | March 22                           | April 10 2.00pm –<br>3.00pm                       | April 17                                       | April 24 2.00pm –<br>5.00pm     |
| Highways & Environmental Services     | April 27                           | May 15 2.00pm –<br>3.00pm                         | May 17                                         | May 24 2.00pm –<br>5.00pm       |

For any further information about the programme, please contact the Strategic Planning & Performance team on x6591

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**STRATEGIC INVESTMENT GROUP**

**27 MAY 2014**

**TERMS OF REFERENCE.**

The Strategic Investment Group will provide an independent review of a Business Case and will have delegated authority to approve to the value of £1 million. They will appraise all Capital bids regardless of value, and significant Revenue and Grant Funding applications, review and approve, or make appropriate recommendation to Cabinet or Full Council those applications made above £1m.

1. To review and approve (within agreed delegation authority) the capital and significant revenue requirements; and to appraise current projects against investment as submitted by Heads of Service and/or Project and Programme Boards and in light of possible future funding available.
2. Recommend a medium to long term strategy for;
  - Prioritising schemes for support
  - Identifying options for increasing funding available
3. Ensure bids for resources are in line with;
  - Statutory requirements
  - Have a Full Business Case (in Verto)
  - Council's agreed priorities,
4. To review all bids for external revenue and capital funds.

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Denbighshire County Council

Tackling Poverty Group

**1. Purpose**

This Group has been created by the Council's Corporate Executive Team (CET) to enable Denbighshire County Council to achieve strategic oversight of the tackling poverty programmes and council-led services that contribute to the tackling poverty agenda.

The group is charged with understanding the key issues in Denbighshire and addressing areas of concern, including maximising efficiency and efficacy of services and initiatives so to achieve greatest impact and best outcomes for people in Denbighshire who are in poverty or at risk of falling into poverty.

**2. 4. Aims, Objectives and Outcomes**

To ensure tackling poverty activity within the county is successful and sustainable, so that fewer people in Denbighshire are living in poverty and are suffering the negative effects that living in poverty causes.

**3. 5. Partnership Principles**

The members agree to work together actively to achieve the aims of the Group. This may include:

- Visible commitment and shared 'ownership' by members
- Mutual trust and respect, openness and transparency
- Effective communication and accountability
- Combined expertise
- Creative and innovative solutions to problems
- Identification and sharing of best practice
- Removal of barriers to equal access and opportunity
- Addressing sustainability issues
- Clear purpose, clarity of expectations and agreed targets for action

- Effective decision-making and clear governance arrangements

## **8. Membership**

- i. Leader of the Council – Cllr Hugh Evans
- ii. Anti-Poverty Lead for the Council – Cllr Hugh Irving
- iii. Corporate Director – Nicola Stubbins
- iv. Head of Service in which Families First programme sits – Leighton Rees
- v. Head of Service in which Flying Start programme sits – Karen Evans
- vi. Head of Service in which Supporting People programme sits – Phil Gilroy
- vii. Head of Service with responsibility for managing the Welfare Rights contract – Jackie Walley
- viii. Partnership Scrutiny Committee representative – Cllr Martyn Holland
- ix. Corporate Governance Committee representative – Cllr Jason McLellan
- x. Cooperative Group Communities First Lead (external) – Rhys Burton
- xi. Revenues and Benefits service manager (external) – Rod Urquhart
- xii. Citizen’s Advice Bureau Denbighshire (external) – Lesley Powell

Support Officer: Lead Officer, Strategic Planning & Performance – Liz Grieve

### **Meeting arrangements**

Meetings will initially take place on a six-weekly basis during the Group’s establishment. This frequency will be reviewed after a period of four months.

Meetings will take place in Denbighshire County Council buildings, initially at Ruthin, but at other locations if attendees agree. These meetings will not be public.

The chair will be the Corporate Director for Communities, Nicola Stubbins, who will take responsibility for reporting to CET.

Meetings must have four attendees to be quorate, including two Elected Members, one Head of Service, and one external representative. It is acceptable for membership to delegate to a colleague from the same service/organisation.

Notes will take the form of an Actions list, and the Strategic Planning & Performance Lead Officer will organise their production. The Strategic Planning & Performance Lead Officer will also liaise with the Chair to set agendas, work plans, etc.

Agendas and notes will be circulated a minimum of five working days before each meeting, via email. Hard copies of papers will not normally be made available, except by prior arrangement.

## **12. Performance Management**

The Strategic Planning & Performance Lead Officer will devise a performance management framework for approval by the Group, and produce reports on the minimum of a twice-yearly basis. The framework will follow Denbighshire County Council's methodology.

## **13. Risk Management which includes Indemnity and Insurance**

The Strategic Planning & Performance Lead Officer will draft a risk register for approval by the Group, and: i) arrange for management of the mitigating actions, and ii) facilitate discussion on a twice-yearly basis to enable any necessary mitigating actions to be planned for and delivered.

## **14. Resource Management/Pooled Funds / Unpooled funds**

Resources to support the Group's operation will be absorbed within existing budgets. No extra budget will exist, but the Group might be able to access grant funding.

## **15. Group Assessment and Variation of the Group Agreement**

The Group will undertake a regular 'healthcheck' to ensure its remit and membership remain fit for purpose. Any recommendations for amendments can be suggested in the meantime.

## **16. Exiting of Involvement with the Group**

Any members that wish to exit the Group should notify the Chair and Strategic Planning & Performance Officer in writing, and expect to attend the following two meetings in order to provide sufficient time for handover procedures.

## **17. Termination of the Group**

If the group decides to terminate, a clear exit strategy should address how to deal with on-going commitments and liabilities, as well as informing all stakeholders, reviewing the risk register, and providing appropriate final reports. A termination review should also be conducted.

## **19. Community Involvement, Equality and Sustainability**

The Group will promote the above principles. Any activity plans should specify systems and procedures that exist to involve the community in the delivery of services, and ensure consideration is given to equality and diversity and sustainability.

## **20. Information Sharing and Communication Methods**

The Group will create a communication plan, covering:

- How will the Group share information?
- How will communication take place within this Group?
- How will communication take place from this Group to stakeholders?
- How the Group is applied to the Wales Accord on the Sharing of Personal Information (WASPI).
- Whether all Group should be signed up to WASPI.
- Whether an information sharing protocol needs to be developed.

## **21. Decision Making Process and Governance**

The Group will make decisions by trying to achieve consensus, led by the Chair. In the absence of consensus, a voting system can be used, with the Chair having the casting vote.

The Strategic Planning & Performance Officer will be responsible for ensuring non-attendees are kept informed about decisions.

If a decision is of major significance (beyond the remit of delegated authority) then the Group will submit a report to gain each organisation's authorisation.

The group is formally accountable to the Council's Corporate Executive Team in the first instance.

## **22. Conflict of Interest**

Any conflicts of interest should be declared prior to the start of discussion of the pertinent item.

## **27. Confidentiality**

Any programme details including budgets, pressures, performance issues, etc. should be treated confidentially by all parties, where it is requested.

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