

To: Members of the Partnerships
Scrutiny Committee

Date: 27 April 2018

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 **10.00 am** on **THURSDAY, 3 MAY 2018** in the **COUNCIL CHAMBER, RUSSELL HOUSE, RHYL**.

PLEASE NOTE THAT THERE IS A BRIEFING FOR ALL ELECTED MEMBERS AT 9.30 A.M. IMMEDIATELY PRIOR TO THE MEETING

Yours sincerely

G. Williams
Head of Legal, HR and Democratic Services

AGENDA

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

1 APOLOGIES

2 DECLARATION OF INTERESTS

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

3 URGENT MATTERS AS AGREED BY THE CHAIR

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

4 HOMELESSNESS PREVENTION ACTION PLAN UPDATE (Pages 7 - 16)

To consider a report by the Homelessness Prevention Commissioning Officer (copy enclosed) updating members on progress in implementing the Homelessness Prevention Action Plan.

10.05 a.m. – 10.45 a.m.

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

**5 SUPPORT BUDGETS FOR PEOPLE WITH ELIGIBLE CARE AND SUPPORT NEEDS (Pages 17 - 34)**

To consider a report by the Principal Manager: Community Support Services regarding changes to be made to the allocation of funding to individuals eligible for a managed care and support plan in Denbighshire.

**11.00 a.m. – 11.45 a.m.**

**6 SCRUTINY WORK PROGRAMME (Pages 35 - 48)**

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.

**11.45 a.m. – 12 noon**

**7 FEEDBACK FROM COMMITTEE REPRESENTATIVES**

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

**12 noon – 12.05 p.m.**

**PART 2 - CONFIDENTIAL ITEMS**

No Items.

**MEMBERSHIP**

**Councillors**

Jeanette Chamberlain-Jones (Chair)

Emrys Wynne (Vice-Chair)

Joan Butterfield

Melvyn Mile

Gareth Davies

Andrew Thomas

Hugh Irving

Rhys Thomas

Pat Jones

David Williams

Christine Marston

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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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**Report to:** Partnerships Scrutiny Committee

**Date of Meeting:** 3<sup>rd</sup> May 2018

**Lead Member / Officer:** Lead Member for Wellbeing and Independence/  
Head of Community Support Services

**Report Author:** Homelessness Prevention Commissioning Officer

**Title:** Homelessness Prevention Action Plan Update

## 1. What is the report about?

To update Partnerships Scrutiny on the progress of the Homelessness Prevention Action Plan, incorporating actions required by the Denbighshire Homelessness Strategy 2017-21; the Denbighshire Supporting People / Homelessness Prevention Annual (Commissioning) Plan, and the recommendations of the Welsh Audit Office report: 'How Local Government Manages Demand – Homelessness' (January 2018).

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

To report on the progress to date in implementing the Homelessness Prevention Action Plan (including the latest position with respect of future Supporting People funding). It was agreed at Scrutiny in November 2017 that a progress report on the implementation of the Strategy and Plan (the Action Plan) be presented to the Committee at its meeting in May 2018.

## 3. What are the Recommendations?

- 3.1. For Scrutiny to support the delivery of the Homelessness Prevention Action Plan, to ensure that everyone is supported to live in homes that meet their needs;
- 3.2. For Scrutiny to be assured that plans are being developed to mitigate any risks associated with the potential future withdrawal of the protection currently afforded to Supporting People funding for homelessness prevention work.

## 4. Report details

- 4.1. The Denbighshire Homelessness Prevention Team continue to develop and work to a broad action plan, based on the Denbighshire Homelessness Strategy 2017-21 (the Strategy) and the Supporting People/Homelessness Prevention Annual Commissioning Plan 2018/19 (the Plan), as well as the recommendations of the Welsh Audit Office report: 'How Local Government Manages Demand – Homelessness' (January 2018).
- 4.2. The Strategy, which provides the over-arching direction, has been developed, and will be delivered, in accordance with the statutory requirement placed on us as a Local

Authority by the Housing (Wales) Act 2014. The Strategy must be delivered in partnership across Council departments and with our external partners, if we are to be successful in achieving its vision: To end homelessness in Denbighshire. This is all the more imperative given budgetary pressures in Homelessness Prevention.

- 4.3. The table in Appendix 1 provides an overview update on key actions for 2017/18 and 2018/19, grouped under over-arching priority areas based on a collation of priorities set out in the Strategy, the Plan, and the eight recommendations of the WAO report, as follows:
- 4.3.1. Develop a Holistic Homelessness Prevention Service, that is psychologically informed
  - 4.3.2. Prevention of Homelessness Against the Main Causes, including tackling poverty
  - 4.3.3. Reduce the use of Temporary Accommodation and seek to end the use of Bed & Breakfast Accommodation
  - 4.3.4. Improve Access to Accommodation
  - 4.3.5. Develop an integrated approach to supporting people with multiple/complex needs
  - 4.3.6. Prevent Youth Homelessness, including embedding a 'Positive Pathway' approach
  - 4.3.7. Citizen Involvement
  - 4.3.8. The sustainability of housing related support, including maximising existing provision

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

The Action Plan contributes to supporting Denbighshire's Corporate Plan 2017-22 in the following areas:

- Everyone is supported to live in homes that meet their needs
- The Council works with people and communities to build independence and resilience
- Younger people want to live and work here and have the skills to do so

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

- 6.1. The ongoing and future actions required will have significant implications for the statutory homelessness budget, and the Supporting People Grant - the latter of which is currently ring-fenced from Welsh Government; the former coming from central Community Support Services budget.
- 6.2. As with any such strategy/action plan, significant resource investment will be required. This will be managed within the existing allocated budgets; however there will be also be a requirement for the Homelessness Prevention Team to work and invest collaboratively with both internal and external partners. Any such plans will be developed and managed via relevant channels, including the Homelessness Prevention Planning Group. It's also vital that we achieve buy-in at all levels, including corporately.



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

Wellbeing Impact Assessments have already been completed and shared with Scrutiny and Cabinet in 2017 during the Strategy and Plan's development.

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

- 8.1. The Strategy is primarily based on the findings of the 2016 Homelessness Review, which was informed by significant consultation. The Strategy itself was then primarily developed by the multi-agency Homelessness Prevention Steering Group, with additional input from the Homelessness Prevention (previously Supporting People) Planning Group. It was also subject to a formal consultation period (13/07/2017 – 10/08/2017), during which time feedback was sought from citizens, service providers, and our other partners. It was also consulted on at the Annual Homelessness Prevention Day in August, which was well attended by citizens and other stakeholders. Following Partnerships Scrutiny in November 2017, the Strategy was approved by Cabinet in December 2017.
- 8.2. The priorities and actions set out in the Annual Plan were informed by a range of information we gather throughout the year, including the views of citizens, with our Citizen Involvement Officer working closely with projects to make sure people have their voices heard. At each stage of the Plan's development, the Homelessness Prevention Planning Group were consulted and given sign-off. The Plan was also subject to a formal consultation period (27/06/2017 – 22/08/2017), during which time it was discussed in several planning and other forums. It was also consulted on at the Annual Homelessness Prevention Day in August, which was well attended by citizens and other stakeholders. Following Partnerships Scrutiny in November 2017, the Strategy was approved by Cabinet in December 2017.

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

Cost implications will become clearer as actions within the Plan and should be contained within existing resources. Whilst Supporting People grant funding levels are thought to be fixed overall in the short term, changes to policy or distribution may have an impact in future. The council's general approach is to pass reductions in grant funding through to the service area being provided.

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

- 10.1. Despite recent budget announcements from Welsh Government, stating that the Supporting People grant will not be reduced at a national level, Welsh Government may still continue with the redistribution formula of the SP Grant. This would mean a grant reduction for Denbighshire in future.
- 10.2. We must also await the outcome of the proposed super grant, and contribute to its development wherever possible, to ensure that front-line homelessness prevention services are protected. Guidance from Welsh Government is at present inconclusive.

10.3. Ongoing planning (as per appendix 1) is taking place in Denbighshire to mitigate any future grant reduction, to ensure the Action Plan remains financially viable and within the resources available.

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

Section 7.4.2(b) of the Council's Constitution outlines Scrutiny's powers in respect of scrutinising and reviewing the Council's performance as it relates to its policy objectives, performance targets and/or particular service areas.

**Contact Officer:**

Homelessness Prevention Commissioning Officer

Tel: 01824 712304

## Denbighshire Homelessness Prevention Action Plan

| Priority Area                                                                                      | Progress since 2017                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Future Actions & Considerations for 2018/19                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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| <p><b>Develop a Holistic Homelessness Prevention Service, that is psychologically informed</b></p> | <ul style="list-style-type: none"> <li>Remodelled four Supporting People (SP) contracts, creating one Multi-Disciplinary Homelessness Prevention project that will commence 1<sup>st</sup> June 2018. The project will provide holistic homelessness prevention support to people with a range of needs. R.1.2</li> <li>Homelessness Prevention Officers have chosen individual specialisms (e.g. mental health) to lead on.</li> <li>PIE development - All of the Team (and a lot of our commissioned services) have had Psychologically Informed Environment (PIE) training – we are committed to developing all of our services to become PIEs.</li> <li>We have developed a number of joint homelessness prevention protocols with key agencies, e.g. Shelter Cymru, Children’s Social Services. R.6</li> <li>We have recently trailed a new triage service, providing first contact information, advice and assistance to people experiencing housing problems. R.3.2</li> <li>Case file systems have been improved to allow for more streamlined and needs-led service delivery.</li> <li>We have developed a user friendly homelessness prevention advice leaflet, and are working on improving our other resources. R.4; R.5</li> </ul> | <ul style="list-style-type: none"> <li>We will continue to look at opportunities to remodel commissioned services, to ensure they deliver multi-disciplinary support that is needs-led.</li> <li>Learning from the triage pilot to inform future commissioning. R.3.3</li> <li>Further work to be undertaken to improve our online presence (including developing online tools, supporting people to help themselves through online advice/signposting). We will work with ICT and Communications to reach SOCTIM four star rating. R.5</li> <li>A range of Homelessness Prevention Service KPIs are to be developed, ensuring high standards of delivery across a broad range of service functions. R.4</li> <li>Clear service standards will also be published, also incorporating the findings of the service review in line with the Equal Ground Standard (see Citizen Involvement priority area, below). R.4</li> <li>Further development of PIEs, to include further staff training around areas such as ACEs (adverse childhood experiences), complex trauma and motivational interviewing, and beginning to use reflective practice. R.1.1</li> <li>Some further joint protocols with key partners to be developed/finalised. R.6</li> </ul> |
| <p><b>Prevention of Homelessness Against the Main</b></p>                                          | <ul style="list-style-type: none"> <li>There is now a clear corporate commitment to tackle homelessness and its causes in Denbighshire</li> <li>Community Navigator post to commence in 2018; foremost in response to the upcoming introduction of Universal Credit, they will be based primarily in the Job</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>Training programme to be developed in 2018/19, to ensure homelessness prevention awareness amongst key agencies. Will need to consider how</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

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| <p><b>Causes, including tackling poverty</b></p>        | <p>Centre, offering early intervention advice, support and assistance to prevent homelessness. R.3</p> <ul style="list-style-type: none"> <li>• Universal Credit awareness training offered to all Homelessness Prevention (including commissioned services) staff in 2017/18.</li> <li>• Prison Resettlement Officer post to commence in 2018, ensuring the effective delivery of the Prisoner Pathway, ensuring early intervention and coordinated support and accommodation options to prevent homelessness amongst people leaving prison.</li> <li>• Working closely with employment support agencies, including DCC Strategic Employment, to ensure that people who are homeless or threatened with homelessness are able to access employment opportunities. This includes supporting the development of work experience opportunities.</li> <li>• Pre-eviction protocol developed with Community Housing.</li> <li>• Continued work to improve relationships with private sector landlords, including dedicated tenancy sustainment support for people moving on from temporary accommodation.</li> <li>• KPIs including very low level eviction targets are being included in all new SP contracts.</li> <li>• Paperwork and processes have been updated to ensure/allow for more creative options to be explored to prevent homelessness (e.g. use of the Homelessness Prevention Fund).</li> <li>• Awareness raising of mediation, with this often being a key element of a support offer to prevent homelessness due to relationship (e.g. family, landlord) breakdown. R.1.1</li> <li>• We continue to closely monitor emerging needs (significantly revising our needs mapping system in 2017 to ensure a more valid and reliable picture of needs to inform service commissioning and delivery). This includes equality and diversity monitoring, which informs Team training (e.g. transgender awareness training). R.7</li> </ul> | <p>YouTube/social media could effectively be utilised for this awareness raising.</p> <ul style="list-style-type: none"> <li>• Domestic Abuse homelessness prevention services to be reviewed/developed in 2018/19 in line with new commissioning guidance from Welsh Government.</li> <li>• Pre-eviction protocol to be finalised with other RSLs.</li> <li>• Ongoing work to allow the focus to really shift from reaction to prevention – resources and partnership working will be key to this.</li> </ul> |
| <p><b>Reduce the use of Temporary Accommodation</b></p> | <ul style="list-style-type: none"> <li>• Support service remodels and KPIs have been developed to support statutory homelessness functions, including swifter move on from, and preventing the use in the first place of temporary accommodation. R.6</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>• DCC corporately will need to make decisions around funding of temporary accommodation / sourcing</li> </ul>                                                                                                                                                                                                                                                                                                                                                           |

|                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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| <p><b>and seek to end the use of Bed &amp; Breakfast Accommodation</b></p> | <ul style="list-style-type: none"> <li>• Protocol developed with the Single Pathway (SP referrals Team) to ensure everyone in temporary accommodation can access SP support where needed.</li> <li>• Continued close working with SARTH (Single Access Route to Housing).*</li> <li>• Continued work to improve availability in the private sector via improving landlord relations and developing the landlord offer.</li> <li>• Significant work undertaken to reduce rent arrears amongst people in temporary accommodation, ensuring that arrears will not be a barrier to move on.</li> <li>• Projects with Public Protection and Crest are to commence in 2018, supporting the provision of quality move on accommodation – ensuring compliance with legal standards, and that accommodation is also of a standard to improve wellbeing, and that people are equipped with the skills and confidence to maintain their home (e.g. undertaking practical maintenance tasks).</li> </ul> | <p>alternative options – this is not something that the Homelessness Prevention Team can do in isolation.</p> <ul style="list-style-type: none"> <li>• Targets around reducing the use of B&amp;B accommodation will be incorporated into the Homelessness Prevention KPIs (as referenced above)</li> <li>• <b>*Further work is needed to ensure a fully coordinated approach between SARTH and the Homelessness Prevention Team. R.6</b></li> </ul>                                                                                       |
| <p><b>Improve Access to Accommodation</b></p>                              | <ul style="list-style-type: none"> <li>• Public Protection and Crest posts, as above.</li> <li>• <b>KPIs including target time frames for sourcing accommodation are being included in all new SP contracts. R.6</b></li> <li>• Obtained grant funding for 5 internal and external homelessness prevention staff members to be trained in delivering the ‘Renting Ready’ course, equipping people who are homeless or threatened with homelessness with the skills and confidence to sustain a tenancy (e.g. manage bills, cook on a budget etc.)</li> <li>• KPIs including target levels of citizen access of Renting Ready are being included in all new SP contracts.</li> </ul>                                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>• Move-on panel/protocol, in line with Homeless Link Guidance and best practice must be developed. This is a significant project that we aren’t currently able to undertake within current resources – this will need to be looked at in 2018/19.</li> <li>• Working with Communities, Assets and Housing, to be involved in work around utilising empty homes.</li> <li>• We will review the two rent bond schemes in Denbighshire, to avoid duplication and maximise citizen outcomes.</li> </ul> |

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| <p><b>Develop an integrated approach to supporting people with multiple/complex needs</b></p> | <ul style="list-style-type: none"> <li>Secured dedicated high standard temporary accommodation for people with serious mental health issues, working closely with mental health services to provide specialist support packages.</li> <li>Continued close working with mental health services, including close working with hospital discharge, attending ward rounds, and contributing to the North Wales Together for Mental Health Local Implementation Team.</li> <li>Integrated Housing First consultancy/development work has been commissioned in 2017/18 – to scope needs, build partnerships, identify accommodation sources and develop an integrated Housing First service specification. R.6</li> <li>Developed a Tenancy Enabler service in the DCC Complex Disabilities Team, enabling people with learning disabilities / acquired brain injury / autistic spectrum disorder to move on to more independent accommodation, reducing the demand on statutory managed care/support services.</li> </ul>                                                            | <ul style="list-style-type: none"> <li>Developing the multi-agency Denbighshire Homelessness Forum is a priority. With the loss of the Homelessness Strategy Officer, we will need to consider resources to get the Forum off the ground.</li> <li>A lot of joined up working will be needed to develop an integrated Housing First service, based on the findings of the consultancy/development work in 2017/18. Homelessness Prevention cannot deliver Housing First in isolation.</li> <li>We must continue to explore options for best supporting people with serious alcohol use problems, including looking at options around safe drinking environments offering holistic support, and learning from Alcohol Concern’s ‘Blue Light’ multi-agency harm reduction agenda.</li> </ul>                                                   |
| <p><b>Prevent Youth Homelessness, including embedding a ‘Positive Pathway’ approach</b></p>   | <ul style="list-style-type: none"> <li>Developed Young People’s Positive Pathway Project – a partnership between Homelessness Prevention, Children’s Services and Youth Justice – providing dedicated homelessness prevention interventions and support for all young people (up to 25) presenting as homeless/at risk of homelessness to DCC. As a result of the project’s development, in 2017/18, between quarter and quarter 3, referrals for formal support reduced significantly from an average of 83% to 39% - with young people being empowered to use their own strengths and resources, and remain in the family home wherever possible.</li> <li>The Dyfodol young people’s supported housing project continues to be remodelled, with the Collaborative Agreement for the new service due to commence in October 2018. The new service will be better geared up to supporting young people with a range of needs, offering more appropriate accommodation to best safeguard and improve the wellbeing and other outcomes of young people supported. R.6</li> </ul> | <ul style="list-style-type: none"> <li>Improving employment opportunities for young people continues to be absolutely vital, so that they are able to afford to live in their own accommodation. We will support the trial project offering DCC catering work experience placements, in the pipeline for this year. We must also contribute to work in DCC to develop strategic employment.</li> <li>We must work alongside DCC Housing Strategy and other partners to consider options for shared accommodation in future.</li> <li>Community housing accommodation to be identified that can be solely maintained for 16/17 year olds – work needs to be done to ensure a joined up commitment and understanding of roles and responsibilities across key partners, including Homelessness Prevention, Children’s Services etc.</li> </ul> |

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| <p><b>Citizen Involvement</b></p>                                                                    | <ul style="list-style-type: none"> <li>• DCC Homelessness Prevention Citizen Involvement Policy finalised in 2017 – setting out our commitments and service standards in relation to meaningful involvement and co-production in all that we do. R.4</li> <li>• Citizen Involvement Officer has begun a series of citizen consultations – part of reviewing our overall service in line with Equal Ground Standard. R.4</li> <li>• Citizen Involvement Officer and Commissioning Officer have begun to work far more closely, including joint visits to meet supported housing residents, to ensure that citizen feedback is a much more organic part of our commissioning.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>• Homelessness Prevention service review in line with the Equal Ground standard to continue.</li> <li>• The Annual Commissioning Plan and Homelessness Prevention Day must be far more citizen led – this must be a real co-production project in 2018.</li> </ul>                                                                                                                                                                                                                                                                                                             |
| <p><b>The sustainability of housing related support, including maximising existing provision</b></p> | <ul style="list-style-type: none"> <li>• The Supporting People and Homelessness Prevention Teams merged in 2017, enabling a far more integrated approach and maximisation of resources, supporting greater sustainability, especially in light of future proposed funding changes (the 'Super Grant')</li> <li>• We now have less dependency on the SP Grant for Homelessness Prevention roles – from April 2018 all Grant Administration Staff are funded via, and sit within, central Community Support Services.</li> <li>• Continuing to contribute to consultations around the future of supported housing funding regimes.</li> <li>• We have critically reviewed the activities undertaken by the Homelessness Prevention Officers, to determine aspects of work that can be completed by other roles within the service and ensure a focus on prevention. This has helped to inform the development of the triage pilot and the Community Navigator post. R.1.1; R.1.3; R.8</li> <li>• We are also working to ensure that commissioned services best complement statutory functions, including via the KPIs incorporated into each new SP contract, and rolling out a programme of awareness raising/training on the work of the Homelessness Prevention Team amongst all of our commissioned services. R.6</li> </ul> | <ul style="list-style-type: none"> <li>• We must await the outcome of the proposed super grant, and contribute to its development wherever possible, to ensure that front-line homelessness prevention services are protected. Guidance from Welsh Government is at present inconclusive.</li> <li>• DCC Strategic Employment and Strategic Planning are leading on preparations for the grant changes, which we will support throughout the year.</li> <li>• We will self-assess our service in 2018/19 according to the WAO 'Key considerations for local authorities in managing demand' checklist. R.8</li> </ul> |

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| <b>Report To:</b>           | <b>Partnerships Scrutiny Committee</b>                                                     |
| <b>Date of Meeting:</b>     | <b>3<sup>rd</sup> May 2018</b>                                                             |
| <b>Lead Member/Officer:</b> | <b>Lead Member for Well-being and Independence/<br/>Head of Community Support Services</b> |
| <b>Report Author:</b>       | <b>Principal Manager: Community Support Services</b>                                       |
| <b>Title:</b>               | <b>Support Budgets for People with Eligible Care and Support Needs</b>                     |

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

Support Budgets is the proposed phrase to describe the types of funding that will be made available to individuals who are eligible for a managed care and support plan within Denbighshire. Community Support Services (CSS) have been on a journey for several years to develop all areas of practice in line with the Social Services and Well-Being (Wales) Act 2014 (SSWB Act). The Service is now changing the processes and the approach to the allocation of money to individuals predominantly to increase the choice, voice and control of the people they support.

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

To provide information regarding the changes to be made to the allocation of funding to eligible citizens and how those changes might impact on both them and the local care providers as we make the allocation of Support Budgets a default position within CSS

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

That the Committee confirms that it:

- 3.1 has read and understands the changes to be made and raises any concerns that it might have; and
- 3.2 has read, understood and taken account of the Well-being Impact Assessment (Appendix 1) as part of its consideration.

## **4. Report details**

### **4.1 Previous Position**

The previous way of working for most people who have a care and support package is for social care staff to work with an individual to identify with them and their family/carer what is required by that individual to meet their needs and to make arrangements with a provider of care and support. The individual is financially assessed and informed of the charge they will pay. A contract is put in place between the Council and the provider often based on the time required for the tasks identified

as being needed. The package is reviewed on an annual basis to see if the provider is delivering the hours and care satisfactorily

For some people a Direct Payment has been offered. This is where the money is given directly to the individual to arrange their care and support or other costs agreed in their care and support plan. This often includes the employment of Personal Assistants. In Denbighshire, support to help them be an employer is currently provided by one particular specialist organisation for e.g. a payroll service or specialist HR advice. To date Denbighshire have not managed to promote Direct Payments well and the majority of people who have them are more often than not are younger disabled people.

## 4.2 Changing Position

The number of people in receipt of a Direct Payment or what was known as Citizen Directed Support on a census date at the end of December 2017 was 82. Once we changed the recording system in PARIS in readiness to reflect the 3 new types of Support Budgets, to use as a baseline measure, there were no additional Local Authority Managed budgets; 1 additional 3<sup>rd</sup> party managed budget and 15 additional people with a self-managed budget.

Front line staff have already started to have different conversations with citizens, usually described as 'what matters' conversations which means rather than asking what is the matter with them, we ask what matters to them and from that conversation we determine if they are eligible for care and support by applying the resource wheel. This is a tool to ensure we take an asset based approach and maximise the contribution of people's own strengths and the support which might be available from within their family and community. The conversations should now result in identifiable outcomes within a care and support plan that are to be achieved. We are developing processes for commissioning and contracting for outcomes and we now need to take this approach further. The changes include:

- The conversation described above will now also cover the amount of choice and control an individual wants over the delivery of their care and support plan
- A Resource Allocation System (RAS) is being considered to identify an indicative budget for each individual and the individual will be told what that indicative budget will be for the year.
- Depending on the amount of choice and control an individual wants, one of 3 pathways will be chosen; a Local Authority managed budget; a third party managed budget (brokerage) and a self-managed budget (Direct Payment) See flow chart at appendix 2
- The Care and Support Planning should always involve the individual but the facilitation will be different enabling a continuum of available choice and control over this process.
- Authorisation of the Care and Support Plan will be undertaken within CSS to ensure that the proposed plan is legal; is likely to meet the required outcomes; and is likely to be delivered within budget.
- Contracts will need to change and the players will be different than currently.
- The brokerage/specialist support service will no longer be one agency as we have used for many years. This may involve a tender exercise.

- The money is likely to be distributed via a pre-paid card system and our own Financial Assessment Team will be offering a managed account service.
- The performance of providers will be reviewed based on the outcomes that they have managed to achieve with and for the individuals

The money allocated to individuals can be used creatively providing the agreed and desired outcome is achieved. The SSWB Act introduced changes to ensure money can be used more flexibly e.g. people can buy in- house services; and they can employ members of the family. They can even use the money creatively e.g. paying for an air ticket for a member of the family to provide respite care or a season ticket to a football club. Understanding the rationale behind these developments is important given that the funding is coming from the public purse. An example case history demonstrating the benefits is attached as appendix 3.

A project is underway to prepare for these changes and there will be an agreed workforce development and communication strategy.

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

The corporate priority relating to the Council working with people and communities to build independence and resilience is at the heart of this development. The concentration on commissioning care and support for outcomes should ensure people are happy, independent and resilient rather than being shoe-horned in to traditional services. In turn this will support carers.

People will be able to shape their communities if they have more choice and control, particularly as employers or whilst working with a 3rd party broker. The concept of the Local Authority managed budgets will build upon providers being commissioned for geographical patches, broadly consistent with the boundaries for the new Community Resource Teams. The positive consequence of this is that it is hoped those providers will start to become an integral part of the health and social care teams in those patches, supporting the delivery of seamless health and social care.

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

The SSWB Act requires growth in this area, however, it is anticipated this development will be managed within existing resources. Commissioning for outcomes is something we need to work with existing providers on. Introducing clearer guidelines for brokerage and specialist support should mean that we will work with a wider group of organisations than the one we currently work with. It is likely that some job roles may change in time and the impact of this will need to be analysed and monitored.

There will need to be changes to IT systems particularly financial and client related records to be able to monitor progress and the impact on the community care budget.

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

Although generally regarded as a positive development, the well-being impact assessment has emphasised the need for more in-depth work with partners in particular

- independent sector care providers to ensure they understand and can maximise the opportunities of Support Budgets and
- Health colleagues who will need to understand the new ways of working, particularly as we start to work together in integrated teams.

The assessment has also highlighted the need to promote the positive nature of this development in relation to the Welsh Language....not only for individual Welsh speakers who could employ people within their local Welsh speaking communities but there is also the potential to develop a Welsh speaking brokerage service to work with Higher Education before students drift into failing to speak the language.

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

There have been two meetings with independent sector providers where the general concept of Support Budgets has been briefly discussed. The Community Living Support Budget Group has been actively involved and there will be a workshop involving providers and staff on identifying the elements of a good care and support plan for outcome based commissioning. The Service has also been active in sharing positive feedback from individuals who have had Support Budgets more recently enabling flexibility and choice.

This is the first introductory report to Partnerships Scrutiny Committee. The vision for the development of this work is at appendix 4

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

Moving to support budgets where appropriate should not increase the cost of care packages, indeed in some cases it may result in costs reducing. It will be important to monitor the impact of changes to help inform future planning and assumptions.

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

The risk to having less control over the way the budget will be used will be mitigated by robust contract development and monitoring and by having the availability of an in-house managed account Service.

In readiness for what could be a growth of self-managed budgets, we are proposing bringing part of the financial management process in house and by using prepaid cards this will be a means by which the Authority can vet, care and support people and also mitigate the risk of mismanagement of funds. In addition to this, excess or dormant funds can easily be recovered directly by the Authority, where currently we face a slow uncertain outcome when trying to retrieve funds from recipients.

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

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

**Contact Officer:**

Principal Manager: Community Support Services

Tel: 01824 706501

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# Support Budgets

## 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:                   | 397                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Brief description:                   | Support Budgets is the proposed phrase to describe the types of funding that will be made available to individuals who are eligible for a managed care and support plan within Denbighshire. Community Support Services (CSS) have been on a journey for several years to develop all areas of practice in line with the Social Services and Well-Being (Wales) Act 2014. The Service is now changing the processes and the approach to the allocation of money to individuals predominantly to increase the choice, voice and control of the people they support. |
| Date Completed:                      | 12/04/2018 13:30:35 Version: 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Completed by:                        | Cathy Curtis-Nelson                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Responsible Service:                 | Community Support Services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Localities affected by the proposal: | Whole County,                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

# IMPACT ASSESSMENT SUMMARY AND CONCLUSION

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

## Score for the sustainability of the approach

Could some small changes in your thinking produce a better result?

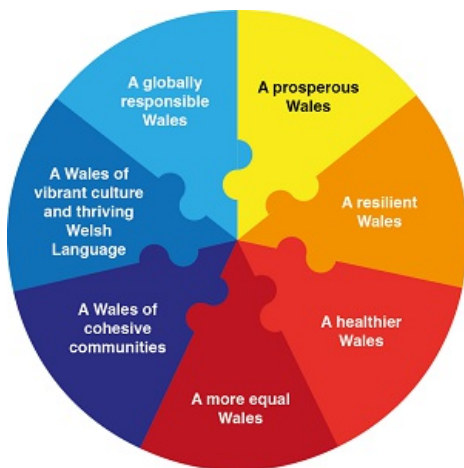


(3 out of 4 stars)

Actual score : 17 / 24.

## Summary of impact

Wellbeing Goals



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

## Main conclusions

This exercise, although generally a positive development, has emphasised the need for more in depth work with independent sector care providers to ensure they understand and can maximise the opportunities of this development and with health colleagues who will need to understand the new ways of working, particularly as we start to work together in Community Resource Teams. It has also highlighted the need to promote the positive nature of this development in relation to the Welsh Language....not only for individual Welsh speakers who could employ people within their local Welsh speaking communities but also for the potential to develop a Welsh speaking brokerage service and work with Higher Education before students stop speaking the language.



# THE LIKELY IMPACT ON DENBIGHSHIRE, WALES AND THE WORLD

## A prosperous Denbighshire

|                          |                                                                                                                                                             |
|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Overall Impact           | Positive                                                                                                                                                    |
| Justification for impact | Although small scale, people will have the opportunity to employ people in their local communities flexibly in order to help meet their well-being outcomes |

### Positive consequences identified:

Support Budget recipients can employ local people as personal assistants. Brokerage opportunities will be developed

Support Budgets can be spent on anything legal that will meet the outcomes of an individual. This includes employing people in rural communities

Support Budget recipients can purchase specialist support to enable them to have the skills to become employers

### Unintended negative consequences identified:

### Mitigating actions:

Specialist support will be made available (provided or contracted for) e.g. specialist HR advice; pay roll provision; managed account service

## A resilient Denbighshire

|                          |                                                                                                                        |
|--------------------------|------------------------------------------------------------------------------------------------------------------------|
| Overall Impact           | Positive                                                                                                               |
| Justification for impact | If people are travelling less because of employing people in their own community there should be less fuel consumption |

### Positive consequences identified:

Less travel via cars if local people provide care when needed

### Unintended negative consequences identified:

### Mitigating actions:

## A healthier Denbighshire

|                          |                                                                                       |
|--------------------------|---------------------------------------------------------------------------------------|
| Overall Impact           | Positive                                                                              |
| Justification for impact | The ethos of the provision of support budgets is to maximise choice voice and control |

### Positive consequences identified:

Support Budgets are part of a continuum of care and support, whereby earlier in the pathway SPOA and Community Navigators and Talking Points exist to encourage the 5 ways to well-being. This has to be considered before a Support Budget is allocated

Support Budgets can be used to purchase support to access leisure opportunities instead e.g. traditional day care

Working with people and communities to build independence and resilience is at the heart of this development. The concentration on commissioning care and support for outcomes should ensure people are happy, independent and resilient rather than being shoe-horned in to traditional services. In turn this will support carers.

The concept of the Local Authority managed budgets will build upon providers being commissioned for geographical patches, broadly consistent with the boundaries for the new Community Resource Teams. The positive consequence of this is that it is hoped those providers will start to become an integral part of the health and social care teams in those patches, supporting the delivery of seamless health and social care.

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

### **Mitigating actions:**

#### **A more equal Denbighshire**

|                          |                                                                                            |
|--------------------------|--------------------------------------------------------------------------------------------|
| Overall Impact           | Positive                                                                                   |
| Justification for impact | Choice and control for anyone eligible for a Support Budget is the main aim of this policy |

### **Positive consequences identified:**

The ethos is about improving the well-being of local communities. Most people who are eligible for a managed care and support plan are older or disabled. Enabling choice for people with protected characteristics e.g. because of race religion or beliefs through the availability of support budgets rather than traditional care is a positive move

The opportunity for individuals to be employed on a flexible basis may help to reduce some health inequalities

The opportunity for individuals to be employed on a flexible basis may help tackle poverty

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

### **Mitigating actions:**

Positive promotion

#### **A Denbighshire of cohesive communities**

|                          |                                                                                                      |
|--------------------------|------------------------------------------------------------------------------------------------------|
| Overall Impact           | Positive                                                                                             |
| Justification for impact | The SSWB(Wales )Act consider this a positive way forward to support and develop cohesive communities |

### **Positive consequences identified:**

Enabling people to have choice over their care and support should mean that they are prepared to accept help from social services when it is needed rather than be fearful of the usual traditional services. It may also encourage a culture of positive risk taking

Part of the process of being allocated a Support Budget means that social care staff and others have considered all community resources first

**Unintended negative consequences identified:**

Providing money to individuals who employ their own personal assistants is harder to 'police' from a safeguarding perspective.

**Mitigating actions:**

Information about safeguarding should be provided to individual recipients.

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

|                          |                                                                                                               |
|--------------------------|---------------------------------------------------------------------------------------------------------------|
| Overall Impact           | Positive                                                                                                      |
| Justification for impact | Choice voice and control is the ethos of Support Budgets and this includes speaking in the language of choice |

**Positive consequences identified:**

The opportunity for a SB recipient to purchase a personal assistant from their own welsh speaking community  
There are opportunities to explore which could promote the Welsh Language however we have not done this yet

**Unintended negative consequences identified:**

**Mitigating actions:**

It may be possible to have a Welsh speaking brokerage service - needs exploring. It may be possible for Welsh speaking recipients to pool their resources to develop local welsh speaking services/pool of personal assistants.

**A globally responsible Denbighshire**

|                          |                                                                                                                               |
|--------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| Overall Impact           | Negative                                                                                                                      |
| Justification for impact | Commissioning of care and support and the shape of the future market is less controlled by the Council and regulating bodies. |

**Positive consequences identified:**

Independent Sector Care providers may choose to diversify to e.g. brokerage. The opportunity to work more independently with service users to achieve wellbeing outcomes may facilitate more job satisfaction and support recruitment.

**Unintended negative consequences identified:**

The responsibilities of service users who are employers may not be taken seriously leading to poor working conditions/health and safety etc.  
There may be an impact on Independent Sector providers if everyone chooses to employ personal

assistants but we believe this is unlikely

**Mitigating actions:**

We need to work closely with care providers to afford them the opportunities they need to diversify and also be responsive to outcome-based commissioning.

**Appendix 2: Following a What Matters Conversation - Support Budget Process Map - Macro**

**Lead Practitioner determines if the individual eligible for a managed care and support plan and agrees the well-being outcomes required**

**Lead Practitioner ascertains how much responsibility choice and control the individual wants over their care and support planning and delivery?**

**Minimum – Identify and explain the Local Authority managed processes**

**Considerable involvement but support required for some or all of the processes – identify and explain the 3<sup>rd</sup> party managed processes and provide information about 3<sup>rd</sup> party support brokers**

**Total control but may need some specialist advice regarding e.g. payroll – Identify and describe self-managed budget processes**

**Lead Practitioner and Individual agree the type of budget and Lead Practitioner explains roles and responsibilities in more detail.**

**Lead Practitioner applies the Resource Allocation System and acquires authorisation of the indicative budget**

**Lead Practitioner informs the service user what the annual amount to support them is likely to be (the indicative budget) and**

**Financial assessment undertaken and individual informed of their contribution**

**Lead Practitioner co-produces the Care and Support Plan with the individual**

**3<sup>rd</sup> Party options discussed with individual and agreement between the LA and the 3<sup>rd</sup> party support broker formalised**

**Individual designs the Care and**

**3<sup>rd</sup> Party support broker co-produces the Care and Support Plan with the individual or carer**

**Lead Practitioner submits Care and Support Plan for final approval – Are the planned activities legal? Will they come within indicative budget? Will they meet the individuals’ agreed outcomes?**

**Information for performance measures recorded**

**Care brokers make arrangements with care and support provider in the specific geographical patch.  
Provider Contract**

**3<sup>rd</sup> party support broker makes arrangements for care and support on behalf of the individual  
Brokerage Contract**

**Citizen Contract issued.  
Individual utilises the budget as per Care and Support Plan**

**Managed Care and Support plan delivered**

**Budget regularly monitored**

**Reviewing Officers undertake review of managed care and support plan  
Eligibility re-confirmed (resource wheel applied)**

**Lead Practitioner undertakes review of care and support plan  
Eligibility re-confirmed (resource wheel applied)**

**Lead Practitioner undertakes review of care and support plan  
Eligibility re-confirmed (resource wheel applied)**

**If needs/risks/outcomes have changed, or concerns have been raised, reassessment required**

**Eligibility re-confirmed (resource wheel applied)**

**If level of choice and control required has changed or the RAS has changed, process begins again**

**Background**

John was in his late 50's when he had a stroke in May 2016, having previously led an active life. He lived with his wife and they had a good relationship. He was discharged home from Clatterbridge Hospital with a once daily package of care and various items of equipment. Through assessment, the Occupational Therapist, identified that John's rehabilitation potential had plateaued. John was not able to safely mobilise without physical assistance from two people and became reliant upon a transit wheelchair to mobilise at home. It was likely that he was to require assistance of one with all activities of daily living on a longer term basis. There were also psychological and visual impacts of the stroke.

**The presenting situation – May 2017**

At the first review of the care and support plan it became evident that there were problems. John was demotivated and Jane advised that she was finding things difficult and hard going – she had a cold at the time of the review and reported feeling generally run down and needing a break. They had thought about going to Scotland again (near to family) but the only family home accessible for John was Jane's Mothers, where Jane was still not likely to get a full break. Family were not able to stay with John at home in Denbighshire due to work commitments either. Local friends all worked as well and were unable to offer support. Jane asked for some information on respite services available.

There were identified risks. John could not be left on his own because of the high risk of falls and self-neglect and Jane needed a break or the stress she was experiencing was likely to lead to carer breakdown. A substantial package of care to meet his needs at home alone would have been required. John woke up most nights and could attempt to get out of bed. A setting with twenty four hour support on site was identified as most appropriate to support John, minimise risk and provide Jane with full carer respite so she was able to continue her support. John and Jane had both discussed this and agreed.

**The What Matters Conversation**

The Occupational Therapist was aware that John was not keen on leaving his home environment to just 'sit' somewhere else for a week like a residential home. Identifying suitable placements was difficult given his age and the need for appropriate social, cognitive and physical stimulation. It was also important to Jane and John that he would not be too far away from her so that she could easily reach him in an emergency – Jane would be staying at her Mother's in Scotland.

They explored what John's interests were (swimming, socialising) and that access to activities targeted at rehabilitation may also transfer to skills at home to maintain his independence. The Occupational Therapist encouraged John and Jane to look for suitable places.

John's desired well being outcomes were:

1. To remain in his own home with Jane– “we are looking to relocate to Scotland near family now but I still want the two of us to have our own home together.”
2. Being as independent as possible with daily living tasks.

### **The Support Budget**

John and Jane researched suitable places / holidays and identified a place called 'Calvert Trust – Kielder' at a cost of £592 for one week. This offered a twenty four hour environment of assistance as required with regards to moving and handling, personal care, meals and medication prompting (within the cost of the basic care package) and also additional activities such as swimming, kayaking, relaxation that John was happy to go to. It is also within a reasonable distance from where Jane would be staying at her Mother's allowing her to visit John in a timely manner should any emergency arise as opposed to him remaining in North Wales, isolated from family.

Due to financial hardship, John and Jane (and family) were unable to fund the cost of this. Following an unsuccessful attempt to source charitable funding streams, a Support Budget was approved for the same value as a week in a residential home was approved.

### **Impact on John**

For John, this enabled him to try new activities, meet new people and have a positive experience of what is possible in a life after a stroke.

### **Impact on the Occupational Therapist**

..... “more confident to empower citizens to source their own solutions which is likely to be something that they are more accepting of. Giving them the power, control and responsibility.

....I feel it is right to be more creative with solutions and consider additional outcomes that can be achieved as opposed to just 'respite'.

**Please note although based on a real piece of work within Denbighshire, names, dates and ages have been changed. The context and support documented have also been considerably summarised to highlight the value of the Support Budget to this couple.**



**The Vision for the development of Support Budgets in Denbighshire – April 2018**

By April 2019 everyone working in social care will understand the value of and promote Support Budgets for people who are eligible for a managed care and support plan. It will be the way we provide social care in Denbighshire.

- **Denbighshire staff will have sufficient knowledge and confidence to provide people with accurate general information, advice and assistance about Support Budgets. A specialist advice service will be commissioned.**
- **Staff and citizens will have effective ‘What Matters’ conversations to identify what outcomes people wish to achieve.**
- **Staff will feel skilled in asset based care and support planning. We will establish peer support groups to enable people to find creative solutions and maximise the use of the resources available to them.**
- **People eligible for support will feel they have choice and control over their personalised managed care and support plan which will come to life through an appropriate type of Support Budget.**
- **Our relationship with care providers will be different. We will commission for outcomes and we will start to step away to enable a direct working relationship between people and providers, in recognition that people are the experts in how they live their lives. We will have contracts to reflect this.**

We will know we have been successful because of the range of creative and innovative support that has been organised, demonstrating choice and control over who, when and how support is delivered, and adding value to someone’s well-being.



|                         |                                        |
|-------------------------|----------------------------------------|
| <b>Report to:</b>       | <b>Partnerships Scrutiny Committee</b> |
| <b>Date of Meeting:</b> | <b>3 May 2018</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 considers the information provided and approves, revises or amends its forward work programme as it deems appropriate.

## **4. Report details**

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

Under the Council's scrutiny arrangements the Scrutiny Chairs and Vice-Chairs Group (SCVCG) performs the role of a coordinating committee. The Group is

scheduled to hold its next meeting on 26 April. Any matters raised at that meeting which impact on this Committee's work will be reported verbally at the meeting on 3 May 2018.

**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 its 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)

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

| Meeting                                | Lead Member(s)            | Item (description / title)                                        | Purpose of report                                                                                                                                                                                                                                                                                                     | Expected Outcomes                                                                                                                                                                                                   | Author                       | Date Entered             |
|----------------------------------------|---------------------------|-------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|--------------------------|
| 11 May<br><b>Special Meeting (tbc)</b> | <b>Cllr. Bobby Feeley</b> | 1. Tawelfan (tbc – dependent upon the publication of the reports) | To consider the findings of the HASCAS and Ockenden reports 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 |
| 28 June 2018                           | <b>Cllr Mark Young</b>    | 1. CCTV Partnership                                               | To report on the progress made in establishing new arrangements between the Denbighshire CCTV Partnership and Cheshire West and Chester Council and their effectiveness in delivering a CCTV service for the north Denbighshire area and any potential options for extending the service to other areas of the county | Securing effective arrangements which deliver a viable CCTV service that supports the delivery of the Council's priorities of developing the local economy, clean and tidy streets and protecting vulnerable people | Emlyn Jones/Graham Boase     | June 2017                |

| Meeting      | Lead Member(s)            | Item (description / title) |                                                       | Purpose of report                                                                                                                                                                                                                                                                                 | Expected Outcomes                                                                                                                                                                                                                       | Author                                 | Date Entered   |
|--------------|---------------------------|----------------------------|-------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|----------------|
|              | <b>Cllr. Bobby Feeley</b> | 2.                         | Pooled Budgets (Health and Social Care)               | To monitor the progress achieved to date with the development and delivery of pooled budgets for specified areas of health and social care services (with particular focus on the results of pilot projects and the development of governance arrangements)                                       | The development of efficient and effective delivery of health and social care services and ensuring compliance with the statutory provisions of Part 9 of the Social Services and Well-Being Act (Wales) 2014                           | Nicola Stubbins/Richard Weigh          | November 2017  |
| 20 September | <b>Cllr. Bobby Feeley</b> | 1.                         | Protection of Vulnerable Adults Annual Report 2017/18 | 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 2017 |
|              | <b>Cllr. Mark Young</b>   | 2.                         | Community Safety Partnership                          | To detail the Partnership's achievement in delivering its 2017/18 action plan and                                                                                                                                                                                                                 | Effective monitoring of the CSP's delivery of its action                                                                                                                                                                                | Alan Smith/Nicola Kneale/Sian Taylor   | September 2017 |



| Meeting      | Lead Member(s) | Item (description / title)              | Purpose of report                                                                                                                                                | Expected Outcomes                                                                                                                                                         | Author | Date Entered |
|--------------|----------------|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|--------------|
|              |                | [Crime and Disorder Scrutiny Committee] | its progress to date in delivering its action plan for 2018/19. The report to include financial sources and the progress made in spending the allocated funding. | plan for 2017/18 and its progress to date in delivering its plan for 2018/19 will ensure that the CSP delivers the services which the Council and local residents require |        |              |
| 8 November   |                |                                         |                                                                                                                                                                  |                                                                                                                                                                           |        |              |
| 20 December  |                |                                         |                                                                                                                                                                  |                                                                                                                                                                           |        |              |
| Jan/Feb 2019 |                |                                         |                                                                                                                                                                  |                                                                                                                                                                           |        |              |

**Future Issues**

| Item (description / title)                                                                                                                | Purpose of report                                                                                                                                                                                                             | Expected Outcomes                                                                                                                    | Author          | Date Entered  |
|-------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|-----------------|---------------|
| Update following conclusion of inquiry undertaken by the National Crime Agency in to historic abuse in North Wales Children's' Care Homes | To update the Committee of the outcome of the National Crime Agency (NCA) investigation in to the abuse of children in the care of the former Clwyd County Council, and to determine whether any procedures require revision. | Determination of whether any of the Council's safeguarding policies and procedures need to be revised in light of the NCA's findings | Nicola Stubbins | November 2012 |

**For future years**

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

**Information/Consultation Reports**

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

24/04/18 - RhE

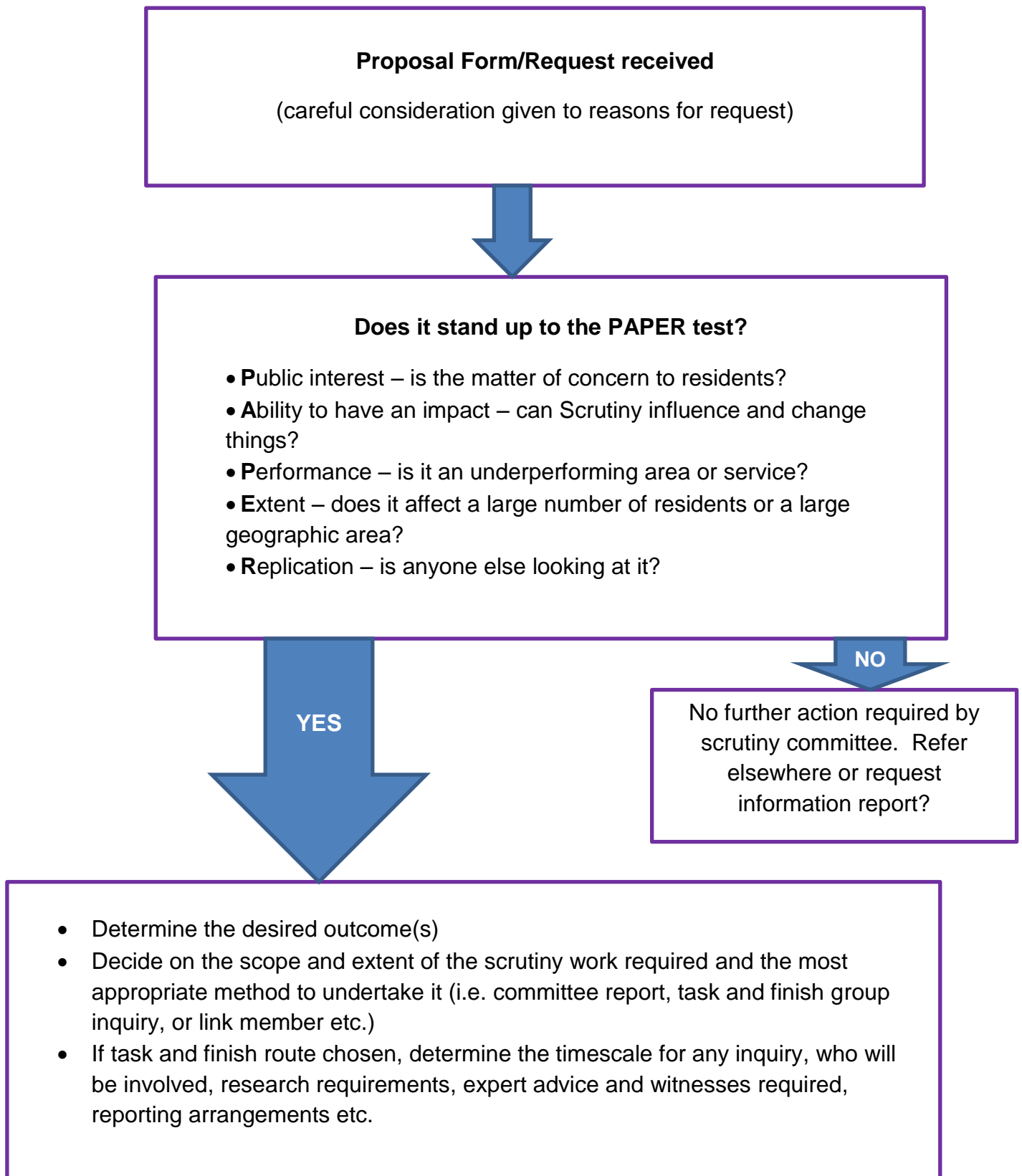
**Note for officers – Committee Report Deadlines**

|         |                 |         |                 |              |                    |
|---------|-----------------|---------|-----------------|--------------|--------------------|
| Meeting | <b>Deadline</b> | Meeting | <b>Deadline</b> | Meeting      | <b>Deadline</b>    |
|         |                 |         |                 |              |                    |
| 11 May  | <b>27 April</b> | 28 June | <b>14 June</b>  | 20 September | <b>6 September</b> |

Partnerships Scrutiny Work Programme.doc

| <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>22 May</b> | 1                          | Managed Service for the Provision of Agency Workers                                                                              | To receive a report to award to the most economically advantageous tenderer                                                                                                                                                                                                                                                 | Yes                                | Councillor Julian Thompson-Hill / Lisa Jones / Helen Makin |
|               | 2                          | Regional Regeneration - North Wales Regional Regeneration Plan and Welsh Government's Targeted Regeneration Investment Programme | To provide Members with an update on the ongoing Regeneration work in Rhyl, to explain the WG's new regeneration funding programme called Targeted Regeneration Investment Programme (TRIP) and to seek formal approval for the regional submission to WG of a Regional Regeneration Plan and associated funding priorities | Yes                                | Councillor Hugh Evans / Graham Boase / Kim Waller          |
|               | 3                          | Welsh in Education Strategic Plan                                                                                                | To approve the Welsh in Education Strategic Plan                                                                                                                                                                                                                                                                            | Yes                                | Councillor Huw Hilditch-Roberts / Geraint Davies           |
|               | 4                          | Finance Report                                                                                                                   | To update Cabinet on the current financial position of the Council                                                                                                                                                                                                                                                          | Tbc                                | Councillor Julian Thompson-Hill / Richard Weigh            |
|               | 5                          | Items from Scrutiny Committees                                                                                                   | To consider any issues raised by Scrutiny for Cabinet's attention                                                                                                                                                                                                                                                           | Tbc                                | Scrutiny Coordinator                                       |

## Cabinet Forward Work Plan

| Meeting        |   | Item (description / title)     | Purpose of report                                                                                                                            | Cabinet Decision required (yes/no) | Author – Lead member and contact officer                      |
|----------------|---|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|---------------------------------------------------------------|
|                |   |                                |                                                                                                                                              |                                    |                                                               |
| <b>26 June</b> | 1 | Corporate Plan 2017-2022 (Q4)  | To review progress against the performance management framework                                                                              | Tbc                                | Councillor Julian Thompson-Hill / Nicola Kneale               |
|                | 2 | Insurance Contract Award       | Following a tender process to award the contract to the preferred bidder for insurance services                                              | Yes                                | Councillor Julian Thompson-Hill / Richard Weigh / Chris Jones |
|                | 3 | Financial Outturn Report       | To approve the final position and resulting recommendations                                                                                  | Yes                                | Councillor Julian Thompson-Hill / Richard Weigh               |
|                | 4 | Finance Report                 | To update Cabinet on the current financial position of the Council                                                                           | Tbc                                | Councillor Julian Thompson-Hill / Richard Weigh               |
|                | 5 | Items from Scrutiny Committees | To consider any issues raised by Scrutiny for Cabinet's attention                                                                            | Tbc                                | Scrutny Coordinator                                           |
|                |   |                                |                                                                                                                                              |                                    |                                                               |
| <b>31 July</b> | 1 | Business Improvement Districts | To inform members of progress made on developing Business Improvement Districts and to make a recommendation in respect of the Business Plan | Tbc                                | Councillor Hugh Evans / Mike Horrocks                         |
|                | 2 | Finance Report                 | To update Cabinet on the                                                                                                                     | Tbc                                | Councillor Julian Thompson-                                   |

## Cabinet Forward Work Plan

| Meeting        | Item (description / title) |                                | Purpose of report                                                  | Cabinet Decision required (yes/no) | Author – Lead member and contact officer        |
|----------------|----------------------------|--------------------------------|--------------------------------------------------------------------|------------------------------------|-------------------------------------------------|
|                |                            |                                | current financial position of the Council                          |                                    | Hill / Richard Weigh                            |
|                | 3                          | Items from Scrutiny Committees | To consider any issues raised by Scrutiny for Cabinet's attention  | Tbc                                | Scrutiny Coordinator                            |
|                |                            |                                |                                                                    |                                    |                                                 |
| <b>25 Sept</b> | 1                          | Finance Report                 | To update Cabinet on the current financial position of the Council | Tbc                                | Councillor Julian Thompson-Hill / Richard Weigh |
|                | 2                          | Items from Scrutiny Committees | To consider any issues raised by Scrutiny for Cabinet's attention  | Tbc                                | Scrutiny Coordinator                            |
|                |                            |                                |                                                                    |                                    |                                                 |
| <b>30 Oct</b>  | 1                          | Finance Report                 | To update Cabinet on the current financial position of the Council | Tbc                                | Councillor Julian Thompson-Hill / Richard Weigh |
|                | 2                          | Items from Scrutiny Committees | To consider any issues raised by Scrutiny for Cabinet's attention  | Tbc                                | Scrutiny Coordinator                            |
|                |                            |                                |                                                                    |                                    |                                                 |
| <b>20 Nov</b>  | 1                          | Corporate Plan 2017-2022 (Q2)  | To review progress against the performance management framework    | Tbc                                | Councillor Julian Thompson-Hill / Nicola Kneale |
|                | 2                          | Finance Report                 | To update Cabinet on the current financial position of             | Tbc                                | Councillor Julian Thompson-Hill / Richard Weigh |

## Cabinet Forward Work Plan

| Meeting       | Item (description / title) |                                | Purpose of report                                                  | Cabinet Decision required (yes/no) | Author – Lead member and contact officer        |
|---------------|----------------------------|--------------------------------|--------------------------------------------------------------------|------------------------------------|-------------------------------------------------|
|               |                            |                                | the Council                                                        |                                    |                                                 |
|               | 3                          | Items from Scrutiny Committees | To consider any issues raised by Scrutiny for Cabinet's attention  | Tbc                                | Scrutiny Coordinator                            |
|               |                            |                                |                                                                    |                                    |                                                 |
| <b>18 Dec</b> | 1                          | Finance Report                 | To update Cabinet on the current financial position of the Council | Tbc                                | Councillor Julian Thompson-Hill / Richard Weigh |
|               | 2                          | Items from Scrutiny Committees | To consider any issues raised by Scrutiny for Cabinet's attention  | Tbc                                | Scrutiny Coordinator                            |
|               |                            |                                |                                                                    |                                    |                                                 |

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Note for officers – Cabinet Report Deadlines

| <i>Meeting</i> | <b>Deadline</b> | <i>Meeting</i> | <b>Deadline</b> | <i>Meeting</i> | <b>Deadline</b> |
|----------------|-----------------|----------------|-----------------|----------------|-----------------|
|                |                 |                |                 |                |                 |
| <i>May</i>     | <b>8 May</b>    | <i>June</i>    | <b>12 June</b>  | <i>July</i>    | <b>17 July</b>  |

Updated 25/04/18 - KEJ

Cabinet Forward Work Programme.doc