

SOCIAL SERVICES AND HOUSING SCRUTINY COMMITTEE

Minutes of a meeting of the Social Services and Housing Scrutiny Committee held in the Conference Room, Ty Nant, Prestatyn on Thursday 15th February 2007 at 10.00 a.m.

PRESENT

Councillors T. K. Hodgson (Chair), J.R. Bartley, D. Hannam, J. Chamberlain Jones and J. A. Smith.

Councillors R.E. Barton, P.A. Dobb and M. A. German attended as observers.

ALSO PRESENT

Corporate Director Social Services, Head of Housing Services, Head of Internal Audit Services, Scrutiny Support Officer (J. Curran) and Committee Clerk (Mrs J V Pring). Other officers from the Social Services and Housing Directorate attended to present, or support, reports.

APOLOGIES

Apologies were received from Councillors T.R. Hughes and M.A. Webster.

1. URGENT ITEMS

There were no urgent items

2. MINUTES

The minutes of the meeting held on 18th January 2007 were submitted :-

RESOLVED that the minutes of the meeting held on 18th January 2007 be approved.

Matters arising

Item 4 (HRA Account Budget 2007/08) - The Head of Housing Services advised that the Housing Working Party, and subsequently the Cabinet, had supported the Committee's proposal to apply 'target' rents to new tenancies of 'below target' properties and reducing the rent of 'above target' properties to 'target' rent.

Item 8 (Work Programme – Report on the role and duties of the Learning Disabilities Champion) - Councillor J R Bartley stated that concerns had been expressed in recent group meetings regarding the lack of publicity of the Health Action Plans for service users. He agreed to raise the issue further with the Corporate Director.

Item 8 (Homelessness seminar) - Councillors D. Hannam and J Chamberlain Jones stated that the seminar had been very informative and had covered a wide range of issues. They particularly commended Mr Andy Gale, a specialist advisor to the Department for Communities and Local Government who addressed the seminar and suggested that Members may wish to invite him to a future meeting.

EXCLUSION OF PRESS AND PUBLIC

***RESOLVED** that under Section 100(A)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it may involve the disclosure of exempt information as defined in paragraph 12 of Part 4 of Schedule 12A of the Local Government Act 1972.*

3. INTERNAL AUDIT REPORT – HOUSING SERVICES

The Scrutiny Support Officer had submitted a confidential report, previously circulated, on the findings of the recent Internal Audit of Housing Services in August/September 2006. The Head of Internal Audit Services presented a brief overview of the findings to the Committee.

The review had focused on selective elements of Housing Services in conjunction with the annual review of Housing Rents and a copy of the management summary report had been attached to the report at Appendix 1.

Particular concern had been raised by the Chair in respect of the commentary within the Audit Opinion which centred around the difficulties being experienced by members of staff in dealing with the high number of housing applications received. Further reference to these comments were included in Appendix 2, attached to the report.

Overall 38 recommendations had been made, all of which had been categorised as medium risk. The majority focused on improvements needed to already established processes or to address identified lapses of controls.

All of the actions to address the recommendations were reported to be implemented by June 2007 and the progress would be monitored in accordance with normal arrangements for the review of previous recommendations.

Comments from the Head of Housing Services on the progress made had been incorporated within the report. Concerns relating to the backlog of housing applications were acknowledged and details of the action taken to address these concerns were detailed. It was noted that during the six months from August 2006 to January 2007, the department had received 843 new applications for re-housing, all of which needed to be correctly pointed and placed on the list.

The Head of Housing Services and the Principal Housing Officer confirmed that the backlog had now been considerably reduced. All applications had been entered on the system and allocated points and priority cases had been identified. It was emphasised that, due to the shortage of accommodation available, the majority of those applying would remain on the waiting list for many years. The Corporate Director referred to the difficulties involved in conveying this reality to the public.

Members questioned the officers on a range of issues, including staffing levels, the points system, disabled facilities and the advocacy role of Local Members.

Councillor J A Smith congratulated officers on the work being undertaken despite the pressures caused by the high number of applications. However Councillor J Chamberlain Jones expressed concern that the administration failings had been allowed to escalate and suggested that a site visit might help Members understand the processes and procedures involved.

The Head of Internal Audit Services stated that, in accordance with standard practice, audit officers would undertake follow-up visits to check on the progress of the recommendations made.

It was agreed and subsequently

RESOLVED that:-

- (a) *the findings of the Internal Audit reports and the actions taken to implement the recommendations be noted;*
- (b) *a brief progress report in respect of the backlog situation be submitted to the next meeting of the Committee, and*
- (c) *a further report be submitted to the Committee on the completion of the follow-up visit by Internal Audit..*

The meeting resumed in open session.

4. THE JOINT RISK ASSESSMENT AND THE SOCIAL SERVICES AND HOUSING SCRUTINY WORK PROGRAMME

The Corporate Director Social Services and Housing presented a report, previously circulated on how the Joint Risk Assessment might be used to shape the Scrutiny Work Programme.

Members were reminded of the visit by Mr Stephen Martin from the Wales Audit Office (WAO) last year and the suggestions put forward to consider using the Joint Risk Assessment (JRA), which was agreed annually between the Council and the WAO with the involvement of Scrutiny, as a tool to shape the Scrutiny Work Programme. The

'Beyond Boundaries' report by Sir Jeremy Beecham also signalled the importance of developing Scrutiny as a way of achieving service improvements.

A copy of the draft Joint Risk Assessment for 2007/08 had been attached as an appendix to the report. Thirteen areas within Social Services and Housing had been identified as posing a significant corporate risk. Although a number had already been the subject of reports to Scrutiny in 2006/07 or were included as part of the planned work programme, this did not apply to all.

The report suggested that the Committee should consider progress and action against all the risks identified in the JRA via its work programme and a process designed to aid meaningful consideration was set out in sections 4.1 – 4.6 of the report for Members' approval.

The Chair emphasised the need to avoid over-burdening the scrutiny agenda and to ensure that the flexibility to bring other issues of concerns to Members' attention, remained. He also referred to the need to be realistic in terms of what could be achieved.

Members also took the opportunity to raise other issues, including the protection of children, the use of empty properties and issues relating to the Health, Social Care and Well-being Strategy which were presently not included within the Joint Risk Assessment.

The Scrutiny Support Officer suggested that the incorporation of high risk areas into the work programme would enhance the role of scrutiny and would tie in with the Assembly's wish to develop citizen-based scrutiny.

RESOLVED that the proposals outlined in paragraphs 4.1 to 4.5 of the report be adopted.

5. DRAFT RE-FOCUSED CARERS STRATEGY FOR WALES

The Corporate Director Social Services and Housing presented a report, previously circulated, on the draft re-focused Carers' Strategy for Wales which the Welsh Assembly had put out for consultation.

The report outlined the background to the Strategy and referred to the five priority areas of the Assembly's proposed new key actions. A copy of the full document had been attached as Appendix 1 to the report. Also attached, at Appendix 2, was a summary of comments received from carers, local carer related agencies and Partnership Groups which highlighted the Strategies inadequacies in terms of action planning, timescales, responsibilities and measures. Members agreed that the Strategy lacked substance and failed to address a number of important issues.

In response to the Assembly's invitation to respond to specific questions, it was agreed that the areas covered in the re-focused Strategy were not sufficiently comprehensive. Members supported the responses set out in Appendix 2 and added that the draft response should also address:-

- the implications of the secondary care review
- key actions relating to elderly carers who were caring for other carers and
- carers under the age of 16.

Councillor D Hannam and Councillor J Chamberlain Jones also referred to the need to promote the freedom of choice available through accessing benefits such as the Disability Living Allowance and the Attendance Allowance.

RESOLVED that the concerns and issues referred to be included in Denbighshire's response to the draft re-focused Carers' Strategy.

At this juncture the meeting was adjourned for a refreshment break

6. REVIEW OF QUARTERLY PERFORMANCE REPORTS – QUARTER 3

The Scrutiny Support Officer presented a report, previously circulated, in respect of the performance of individual service units within the Committee's remit against the agreed targets and objectives.

The report reminded Members that 37 indicators had been identified for monitoring within the Social Services and Housing Directorate Business Plan. A table showing the summary of progress against existing targets for the 23 indicators which could be compared to previous years' performance was set out in the report together with a summary of progress in meeting targets for the 7 indicators where no previous performance was recorded.

Children's Services

Progress overall had been positive with only four indicators currently reporting slippage against set targets. Although the target in respect of Movement of Schools for Looked-after children would not be met, the overall performance had improved. Officers explained that all changes of school had to be recorded, including those which were made for the benefit of the child as a result of family placement. The significant improvement in the stability of placements for looked-after children had also continued.

In response to a question from the Chair, the Corporate Director stated that officers were currently making arrangements to further engage with Members of this Committee and the Lifelong Learning Scrutiny Committee following the joint seminar on improving educational outcomes for looked-after children.

Adult Services

Performance in respect of Delayed Transfer of Care continued to be amongst the best in Wales and a strong performance had been achieved in relation to helping people to remain at home.

Housing Services

For the fourth consecutive quarter, no homeless families had been placed in bed and breakfast accommodation apart from emergencies. However there were still concerns regarding the time taken for re-letting properties.

Supporting People

Although assessment against previous performance and set targets appeared to be of concern, overall assessment of the performance needed to be considered in a context where, during 2005/06, Denbighshire was amongst the highest performers in Wales and against declining resources for the Supporting People programme.

***RESOLVED** that the report be received and the position noted.*

7. SCRUTINY WORK PROGRAMME

The Scrutiny Support Officer presented a report, previously circulated, on matters for consideration in respect of the future work programme for the Committee. A copy of the work programme had been attached as an appendix with potential amendments highlighted for ease of reference.

Amendments

Following the postponement of the WLGA's Organisational Development session with Cabinet and the Corporate Executive Team, the report in respect of Health Challenge Denbighshire had been deferred until May 2007 at the earliest.

Health issues

Pursuant to the suggestion put forward at the previous meeting to invite the Local Director of National Public Health Service, it had been agreed with the Chair to invite the Director to the scheduled April meeting and devote the majority of the meeting to the discussion of common issues associated with Health and Social Care.

Education of Looked-After Children

As reported in the previous item, the joint seminar with the Lifelong Learning Scrutiny Committee on 29th January 2007 to discuss issues relating to the improvement of educational outcomes for looked-after children concluded with a commitment to further engage with the two Scrutiny Committees and arrangements were being made by officers to facilitate this.

Member Development Programme

As previously discussed, the Scrutiny Committee had been asked to suggest topics for the Members' Development Programme for the period April 2007 – March 2008. Suggestions received to date had been detailed in an Appendix attached to the report and Members were invited to put forward two topics they would wish to have included.

It was agreed that one of the Development days should be used to focus on preparation for the Joint Review and New Approaches to Care and the second should be shared between Homelessness issues and the contribution of the Voluntary Sector.

Link with North Wales Fire Service

Councillor J A Smith had put forward a suggestion that the Committee might wish to consider the potential links between the North Wales Fire Service and the local Authority in respect of the reduction of household fires, specifically with regard to raising awareness amongst elderly or vulnerable people. It was agreed that this should be included on the Committee's forward work programme.

Carers' Grant

Members were reminded that, previously, the Committee had received an annual report on the use of available funding in respect of the Carers' Grant together with an update on general developments relating to carers. It was agreed that a report should be submitted to the next meeting of the Committee.

Economic Growth Strategy

The Scrutiny Support Officer reported on a further two potential issues which had arisen since the despatch of the agenda papers. The first related to a suggestion by the Leader that the draft Economic Growth Strategy, which had been submitted to a recent meeting of the Environment Committee, be considered at all four Scrutiny Committees.

The Corporate Director suggested that it would be useful for Members' to be made aware of the Strategy's relevance in respect of Health and Social Care, Housing and vulnerable groups. It was agreed that the document would be presented to the March meeting of the Committee.

Annual Performance Evaluation

The second issue involved the annual performance evaluation report which had recently been received from the Social Services Inspectorate for Wales in relation to the performance of Denbighshire Social Services for 2005/06. As the expectation was that the evaluation report should be placed in the public domain through presentation to an open political forum, Members agreed that the report be presented to the Committee in either March or May 2007.

Brighton Road

The Corporate Director reported that good progress had been maintained regarding the allocation of space and the work was expected to be put out to tender shortly. There were still some pressure points to resolve but officers were hopeful that the premises would be ready for occupation by September 2007.

Aberwheeler Nurseries

The Corporate Director reported that progress had slowed due to difficulties with the Electricity engineers. Officers remained conscious of the difficult conditions for staff while the improvement works were being carried out.

RESOLVED that:-

- (a) *the work programme as detailed in Appendix 1 together with the additional items verbally reported upon, be approved, and*
- (b) *the topics for inclusion in the Member Development Programme be Preparation for Joint Review/New approaches to Care and Homelessness/Contribution of Voluntary Sector.*

EXCLUSION OF PRESS AND PUBLIC

RESOLVED that under Section 100(A)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it may involve the disclosure of exempt information as defined in paragraphs 17 and 19 of Part 4 of Schedule 12A of the Local Government Act 1972.

8. VOLUNTARY SECTOR GRANTS

The Social Inclusion and Voluntary Sector Manager submitted a confidential report seeking Members' views on proposed payments to existing recipients of voluntary organisations who were in receipt of grants, details of which had been attached as an appendix to the report. The proposed payments had been predominately based on a percentage increase for all applicants.

The report also detailed suggested amendments to the future operation of the schemes, particularly within Children and Family Services who wished to move away from the present system after the 2007/08 allocations. It was suggested that the revised approach would enable the funding to more closely mirror changing service priorities and would raise issues of how such services were commissioned.

Officers responded to Members' comments and questions in respect of specific grants. In response to concerns expressed by Councillor R E Barton, the Voluntary Sector Manager stated that contracts were currently in place regarding funding arrangements for each voluntary organisation. A new style contract document would be introduced in the next financial year. The Officer also confirmed that efficiency savings of 1%, which had been deducted in previous years, had not been applied to the allocations but he would be making further enquiries regarding this.

The Corporate Director felt that Members needed to be aware of the implications of the new arrangements as it was possible that some organisations may not realise the full effect of the changes on their funding needs.

RESOLVED that:-

- (a) *the grant allocations detailed in Appendix 1 to the report be supported, and*

(b) *the developments and proposals referred to in Paragraphs 4 and 5 of the report be endorsed.*

The meeting ended at 12.40 p.m.

Social Services and Housing Scrutiny Committee

15th March 2007

Report by the Head of Business Support and Development

Directorate Business Plan 2007-2010

1. Purpose of Report

To provide members with an opportunity to discuss the Social Services and Housing Directorate Business Plan for 2007-2010, and to agree targets for key performance indicators.

2. Reason for Submission of Report

To seek the views of Scrutiny Committee and enable Members to contribute to the business planning process in line with the performance management framework of the Authority.

3. Purpose of the Plan

- i. The Directorate Plan sets the strategic direction for the Directorate and provides key actions which can be monitored throughout the year.
- ii. The Plan forms an integral part of the Authority's Planning Framework which links Denbighshire's Vision and Community Strategy to the work of individual members of staff through performance appraisal. Section 4 of the Plan sets out the Planning Framework and includes the links with Service and Operational Team Plans.

4. Vision and outcomes

- i. The Vision for Social Services has been revised to take account of the long term Vision for Denbighshire, the drivers outlined below (5.i) and the aims of the Directorate as a whole. This has led to the development of a Directorate Vision. This Vision guides the Directorate's strategic planning and operational delivery and aligns our work to the wider Denbighshire Vision for 2025. The Vision is that:

“We will provide excellent services and increase good housing opportunities that improve people's quality of life. We will continuously improve our services to safeguard people, support independence and promote social inclusion.’

- ii. Implementing this Vision will achieve positive outcomes for the people of Denbighshire. The outcomes that will be achieved are identified on page 8 of the Plan.
- iii. Each improvement action contained within the Plan identifies the outcome/s that will be achieved. This approach helps to ensure that our Plans are increasingly outcome focused, identifying the improvements that will be achieved for clients and carers.
- iv. The outcomes have been developed in consultation with adult services users and carers as well as staff. During the year the outcomes will be further reviewed to ensure that they complement outcomes that are being developed for the Authority's Community Strategy, the Children and Young People's Strategic Partnership, the Health and Social Care Wellbeing Strategy, the Improvement Plan and the outcomes identified in Fulfilled Lives, Supportive Communities.

5. Priorities and Actions

- i. The priorities and actions contained within the Plan are based on a variety of drivers such as: Welsh Assembly Guidance; Social Services Inspectorate in Wales reports; Wales Programme for Improvement; the council's risk assessment as discussed with the Wales Audit office; the Performance Evaluation of Social Services, the County's Vision, the need to achieve efficiencies and the Social Services Directions paper, Fulfilled Lives, Supportive Communities'.
- ii. The priorities for the Directorate have been laid out in a way that can be used throughout the Directorate in all levels of plans, with four main themes and sixteen objectives under these themes. The objectives have also been linked to the County Vision statement wherever possible.
- iii. An effort has been made in the introductory sections to use plain language and avoid jargon however that has not been so easy when trying to summarise more detailed actions in section 9. It is proposed that a summary version of the Plan will be developed so that it is more accessible to service users and frontline staff.

6. Key Performance Indicators

- i. Section 10 (p41-45) covers the key Performance Indicators with targets. The indicators are those which will be reported to either Cabinet and/or Scrutiny. Additional core and local indicators will also be included within the Directorate's Quarterly Performance Report. The full range of indicators is included within Service Plans.
- ii. Indicators for Supporting People have not been included within this Plan as funding arrangements are not yet full known for the service. Targets for Supporting People will be set later in the financial year based on available resources.

7. Learning and Development Plan

- i. Social Services are required to submit a very detailed workforce development plan to the Welsh Assembly in its bid for funding from the Social Care Workforce Development Programme grant. We therefore only reference it in the Directorate Business Plan in section 11; members are very welcome to have a full copy of this plan if they wish.

8. Consultation Carried Out

- i. The Directorate Plan has been developed to take into account key issues raised by Services and the drivers outlined in section 8 (page 17) of the Plan. Last year the Directorate Business Plan was presented to Scrutiny in July. Concerted effort has been made to ensure that the Plan is developed earlier in line with the Corporate requirement to have Plans in place in time for the start of the next financial year. As far as possible an inclusive approach has been taken to involve people in the development of the Plan. However, further time is needed to provide sufficient time to finalise all the targets and to identify interfaces with other Directorate Plans. Following consultation with the Scrutiny Committee, the Business Plan will be considered within the context of work across the Authority before being published.

9. Implications on Other Policy Areas

- i. There are many areas within the plan which link to other Directorates which need to be cross referenced (8i refers). There are also actions which are part of joint work with key partners such as the Conwy and Denbighshire NHS Trust, and reflect the HSCWB strategy action plan.

10. Background Papers

Inspection reports Adult Services, Adoption and Fostering, Residential and Domiciliary Care.

Performance Evaluation Report.

Denbighshire Improvement Plan

Denbighshire Vision and Values

Designed for Life

Social Services Directions paper, 'Fulfilled Lives, Supportive Communities

Health Social Care and Well Being Strategy

11. Recommendations

Members receive the Directorate Business Plan, discuss and comment on the plan prior to final completion and circulation to staff and key partners.

12. Contact Officers:

Roberta Hayes	Head of Business Support and Development	01824 706552
Craig Macleod	Performance Management Development Manager	01824 706637

Directorate: SOCIAL SERVICES & HOUSING

Director: SALLY ELLIS

SOCIAL SERVICES & HOUSING DIRECTORATE BUSINESS PLAN

2007 - 2010

Date Discussed With Cabinet Member:	
Date Agreed With Scrutiny:	
Date Discussed With Directorate Management Team:	

Status:

Draft

Version:

Fifteen

Date:

8th March 2007

Document Controllers

Craig Macleod (01824 706637), Heidi Evans (01824 708454)

1. Introduction

Recent external inspections judge that Denbighshire Social Services serves some people well. The Department is judged to have good prospects for improvement in Adults Services, though with uncertain prospects in Children's Services. Broadly speaking, senior managers agree with that analysis.

Over the next 12 – 18 months, therefore, we want to move to a position where we are serving most adults and children well, with good prospects for further improvement. To do this, we know that we need to improve the consistency of basic social work processes, develop a new generation of services, and involve service users and staff more in shaping our improvement programmes.

We know we are well on the way. In 2006, the Social Services Inspectorate said the authority has continued to implement its considerable improvement agenda to modernise service delivery. The challenge for the authority will be to maintain this momentum whilst continuing its efforts to drive up the standard of assessment, planning and review as measured by national and local PIs. Further work to ensure staff, service users, and key stakeholders are actively involved and participate in this process continues to be a priority as we need to be confident that strategic priorities are owned at an operational level and are clearly understood in terms of improved outcomes.

We welcome the issue of WAG's strategy for Social Services for the next 10 years "Fulfilled Lives, Supportive Communities" and will be keen to work on this improvement agenda, as well as the linked development of a Welsh Green Paper for Children In Need, which is expected to be published in late 2007.

Housing is also on an improvement curve- with real achievements in modernizing Council housing, positive external feedback on Homelessness services and a growing national reputation for work on Affordable Housing. Improvements in routine repairs and maintenance re-let times for Council housing and further preventative work in Homelessness services will develop and extend this improvement over the next year.

Good Service Awards 2006

This past year Social Services and Housing have been piloting a scheme called the Good Service Awards with the aim of recognising and rewarding the achievements of staff, in particular those examples of good practice which have led to an improvement in service provision.

Chairman of the Council – Councillor John Smith awarding a special Good Service Award to Councillor Pauline Dobb – Lead Member Health & Well-being.

Members of staff receiving their good service awards

2. Explanation of services provided

2.1 The Directorate has 3 main service areas:

- a) Social Services
- b) Housing Services
- c) Partnership Strategies

A. Social Services

The Social Services Department consists of trained specialist teams. Some Teams work with a particular group of people, for example people with learning disabilities. Others focus on particular needs such as sight or hearing problems and others on particular situations, for example when children are in need of protection. The Department provides services to people of all ages:

- **Services for Adults**

Services aim to support people to live in their own home wherever possible. This can include the provision of care in a person's home, short breaks, special equipment and home adaptations, day services, and advice on understanding and claiming benefits. The Department also assists people through the provision of care within Residential and Nursing Homes.

- **Services for Children**

Services are aimed at safeguarding, supporting and promoting the best interests of children, young people and their families. The Department works in partnership with parents, carers, young people and other agencies to assist with problems arising from family breakdown, illness and disability, behavioural problems, youth crime and abuse.

▪ **Business Support and Development**

The Department also has a support section which works closely with Services to Adults and services to Children and Families. This service is the Business and Support and Development. The aim for this Service is to organise and improve the underlying functions of the Department so well, that front line staff can deliver an even better service to our customers. This means ensuring that we have Personnel systems and practices that succeed in attracting and keeping staff, systems to ensure the effective planning and monitoring of the budget and systems and practices that promote good communication.

B. Housing Services

The Housing Services Department deals with Housing Strategy and the Allocation, Estate Management and Maintenance of the Council's Housing Stock, and collection of Housing Rents and Arrears Recovery. The Council has a stock of 3,486 dwellings and 640 garages as at end of December 2006. Funding for the provision, maintenance and management of the stock is through the Housing Revenue Account (HRA) which is separate from the Council Fund. Homelessness, housing advice and private sector issues, including Lifeline telephones, are a charge on the Council Fund.

C. Partnership Strategies

The Directorate has a strategic lead in developing, and co-ordinating, the delivery of key strategies which aim to:

- promote the Health and Social Care Wellbeing of the residents of Denbighshire
- deliver the requirements of the National Service Frameworks in conjunction with Health partners
- strengthen the provision of services to Children and Families through a Children and Young People's Strategic Partnership support community development and co working between statutory, voluntary agencies and local communities, to promote social inclusion

The Directorate also works closely with other Directorates on key areas of corporate work that benefit the people of Denbighshire, specific examples include; work to promote Health Challenge Denbighshire, Anti-Poverty, Energy Efficiency, Equality of Opportunity & Accessible buildings, and improvement in the nutritional value of meals/refreshments, working to improve attainment and educational development of Children Looked After with Lifelong Learning, a reduction in the number of injuries and accident to young people, effective and efficient passenger transport service.

Social Services and Housing Functions

Adults

Older People

- Assessment & Care Management
- Hospital Social Work
- Elderly Mental Health Services
- Rehabilitation

Adults under 65

- Learning Disability
- Disability Resources
- Specialist Adults
- Protection of Vulnerable Adults
- Emergency Duty

Mental Health

- Community Mental Health Teams

Provider Services

- Learning Disability: Work Opportunities & Community Living
- Domiciliary & Day Care
- Residential Care: Older People

Performance Management & Support

- Welfare Rights
- Administration
- Policy Development
- First Contact
- Quality Assurance

Commissioning & Contracts

- Supporting People
- Financial Assessment
- Commissioning & Contracting
- Receivership

Children

Operations

- Intake & Assessment
- Child Care services
- Children in Need
- Children Looked After
- Leaving Care
- Emergency Duty

Resource & Special Services

- Family Placement
- Family Support
- Children with Disabilities
- Children's Support Service

Safeguarding

- Child Protection
- Independent Reviews

Strategic Services

- Commissioning & Planning
- Quality Assurance
- Administration

Business Support & Development

- Finance
- Personnel
- Workforce Development
- Communication
- Complaints
- Health & Safety
- Performance & Quality Management
- IT
- Asset Management

Partnerships

Social Inclusion & Voluntary Sector Liaison

- Community Development
- Work Connections

Health & Social Care Wellbeing

- Older People's Strategy
- Health Improvement
- Partnership Planning
- Joint Working Projects

Children & Young Peoples Strategic Partnership

- Family Support
- Quality Assurance
- NSF
- Early Entitlement
- Extending Entitlement
- Participation
- Play, Leisure & Enrichment
- Training & Workforce

Housing

Homelessness & Allocations

- Homelessness & Prevention
- Allocations
- GIFT Scheme

Housing Strategy

- Local Housing Strategy
- Affordable Housing

Maintenance & Development

- Improvement Programme
- Repairs & Maintenance

Estates

- Estates management
- Rent collection
- Tenant Participation

Business Support

- Admin Support
- Performance management
- Financial management
- ICT Development

Sheltered Housing

- Welfare Support
- Housing Support
- Telecare/Lifeline

3. Denbighshire's Vision – what we want to achieve

A Vision for Denbighshire has been developed as a central plan to influence and guide the work of the Council and its partner organisations. The Vision describes what Denbighshire might look like in 20 years time. The Vision is that in 2025 Denbighshire will be the ideal place to visit, live, work, conduct business and pursue a wide range of activities. The Vision for Denbighshire is summarised as Denbighshire being:

Dynamic:	An exciting place to live, work, grow and enjoy life to the full
Delightful:	As beautiful as ever, but even greener, cleaner and safer
Different::	By making our unique towns, villages and countryside even more attractive

3.1 The Directorate Vision

The Social Services and Housing Directorate has a significant role to play in delivering the Vision for Denbighshire. To compliment the Vision for Denbighshire we have set a Directorate Vision which guides our strategic planning and operational delivery and aligns our work to the wider Denbighshire Vision for 2025. The Directorate Vision is that:

“We will provide excellent services and increase good social care and housing opportunities that improve people's quality of life. We will continuously improve our services to safeguard people, support independence and promote social inclusion.”

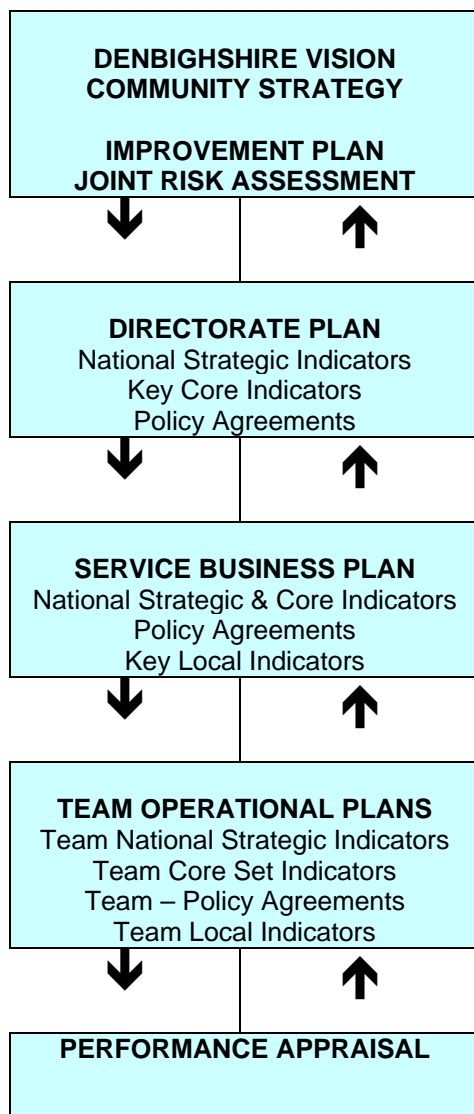
The successful implementation of the Directorate Vision will help to ensure that we achieve the following outcomes for the people of Denbighshire:

	Outcome	This means.....
1	Improved health and well-being	People enjoy better health and have a greater sense of well-being.
2	Independence	People lead independent lives
3	Economic well-being	People within vulnerable households will have achieved and sustained financial security
4	Involvement & choice	People have a say on issues that affect their lives and have their views taken into account
5	Equality & access	People will have equal access to services based on the assessment of their needs and have access to good quality, affordable housing
6	Staying safe	More vulnerable children and adults will be safeguarded
7	Enjoy & achieve	People will be realising their full potential and enjoying life
8	Environment & Community Development	More people will have an improved and sustained environment and be involved within their local community
9	Enhanced capacity to improve	A happy and healthy workforce with the right skills to do the job
10	Efficient working	Resources including property and technology are used efficiently

Delivering these outcomes will help to ensure that Denbighshire achieves its Vision to be ‘the ideal place to visit, live, work, conduct business and pursue a wide range of activities’. The outcomes are not ranked in any order of importance.

During the year the outcomes will be reviewed to ensure that they complement outcomes that are being developed for the Authority’s Community Strategy, the Children and Young People’s Strategic Partnership, the Health and Social Care Wellbeing Strategy, the Improvement Plan and the outcomes identified in Fulfilled Lives, Supportive Communities.

4. The Planning Framework



DENBIGHSHIRE'S VISION 2025 - This is the agreed vision of where we want to go and what we want our County to look like in 2025. The actions in Directorate and Service Business Plans set out the key activities the Directorate will undertake to deliver the Vision.

DENBIGHSHIRE'S COMMUNITY STRATEGY (currently being revised) explains what Denbighshire County Council and our public sector and voluntary sector partners will be doing to work together to work towards the Vision, to improve services and improve quality of life for people in Denbighshire. The Health Social Care & Well-being and Children & Young People's Strategic Partnership contributes to this community strategy.

DENBIGHSHIRE'S IMPROVEMENT PLAN - this is a three year document which summarises what Denbighshire County Council as a whole is doing to improve services, mitigate risks and work towards the Vision. Information for the Improvement Plan is derived from Directorate and Service Plans

The JOINT RISK ASSESSMENT (JRA) is carried out by the Council and its external regulators. Each side identifies and agrees on the Council's key risks in consultation with services and develops a document containing these risks – the Risk Assessment Template (RAT). The risk identified by the JRA informs actions in Business Plans.

DIRECTORATE PLAN – SOCIAL SERVICES & HOUSING - This Plan sets out key actions that the Directorate will take to translate its Vision into improved outcomes for people. The actions are framed around four improvement priorities:

- Improving our service
- Improving the way we work
- Improving how we work with others
- Improving the way we use resources

SERVICE BUSINESS PLAN

Each Service produces a plan which sets actions and measures for areas of operation identified as in need of development or improvement. The Plan contains National Performance data and key Local Indicators relating to improvement areas.

TEAM OPERATIONAL PLANS

These plans set out how each Team intends to manage new areas of service development. These plans include the Team's performance data and an Action Plan for the year. Teams regularly review their Performance against the actions contained within the Plan.

PERFORMANCE APPRAISAL

This is an annual review of a person's performance and development looking back over the year and looking forward to goals for the coming year. The appraisal process helps to cement the work of the individual and the direction for the organisation as a whole.

5. Performance Assessment For The Year 2006/2007 – (looking back)

5.1 Services for Adults

Each year Social Services undertake a self assessment as part a Performance Evaluation carried out in partnership with the Welsh Assembly Government. Specific strengths, achievements and areas for improvement that were identified for Adult Services as part of the Departments Performance Evaluation included:

Strengths	Areas for improvement
<ul style="list-style-type: none"> ✓ Progress with implementation of Unified Assessment ✓ Excellent performance in the rate of Delayed Transfer of Care from hospital ✓ Improving performance against performance management indicators ✓ Better use and dissemination of performance management information to inform practice & commissioning ✓ Tangible improvements in assessment practice ✓ Continues to effectively target its assessment activity through the First Contact Team ✓ An increasing emphasis and continued focus on improving the quality of service delivery ✓ Greater use of domiciliary care, Direct Payments and reduced use of residential care 	<ul style="list-style-type: none"> ➤ Delivering new services in line with commissioning strategies ➤ Ensuring practice regarding Protection of Vulnerable Adults supports vulnerable adults effectively ➤ Develop affordable cost effective services which address need to balance earlier intervention with those with high level and complex needs e.g. learning disabilities ➤ Development of robust transition arrangements ➤ Further development of outcome focussed planning underpinned by a comprehensive and co-ordinated QA Framework

5.2 Services for Children

Specific strengths, achievements and areas for improvement identified as part of the SSIW Inspection of Children's Services in 05/06 and the Departments Performance Evaluation include:

Strengths	Areas for Improvement
<ul style="list-style-type: none"> ✓ Reorganising of front line services to deliver better outcomes for children and young people ✓ Good local partnership working ✓ Improving referral access arrangements, assessment, care management and child protection ✓ Improving resource management and budget allocation ✓ Energetic and committed staff and managers ✓ Strategic approach to recruitment and retention ✓ Clear vision from senior managers with cross party support for children's services ✓ Emerging planning, partnership and commissioning arrangements ✓ Recruitment of foster carers, seeking to improve choice of placements and manage the need for agency placements 	<ul style="list-style-type: none"> ➤ Quality and timeliness of core assessment and care planning ➤ Timing and consistency of Child Protection Core Group meetings and statutory visits ➤ Consistency in the implementation of recommendations from decisions made in Child Protection, Children Looked After and Care Plan Reviews ➤ Consistent approach to Supervision and Performance Appraisal/Personal development system ➤ Service planning, partnership and commissioning arrangements within a business framework ➤ Improved and embedded audit and QA framework ➤ Communication ➤ Reducing placement breakdowns

5.3 Business Support and Development Functions

Specific strengths, achievements and areas for improvement identified as:

Strengths	Areas for improvement
<ul style="list-style-type: none"> ✓ Good budget management ensuring that the Directorate stayed within budget with improved forecasting use of grants and achievement of efficiencies. ✓ Reduced the cost of complex placement for both Adults and Children's Services ✓ Staff retention (reduced recruitment costs) ✓ Improved use of project management approach particularly in relation to the PARIS IT Project and planning for office moves to Brighton Road. ✓ Improved approach to recruitment and the promotion of Social Services & Housing as good career pathways. ✓ Good progress with working with the new social work degree and increased opportunity for management development. ✓ Positive progress in working in partnership with Local Authorities and Health for example PARIS IT Project, Generic Support Worker & Training Partnership. ✓ Development of a good service award and increased prominence and promotion work of the directorate through the articles in Headlines and the website. 	<ul style="list-style-type: none"> ➤ Improving the public Image of the Directorate and internal & external communications. ➤ Development of unit costs. ➤ Improved coherence and analysis of financial, activity data and workforce information for planning. ➤ Successful implementation of Projects e.g. PARIS IT and Brighton Road moves. ➤ A positive approach of Health & Safety throughout the directorate.

5.4 Housing

Specific strengths, achievements and areas for improvement identified include:

Strengths	Areas for improvement
<ul style="list-style-type: none"> ✓ Excellent progress throughout Improvement Programme in order to bring Council properties to the Welsh Housing Quality Standard 2012. ✓ The Homelessness Section has increasingly focused on prevention and support and actively sought alternatives to Bed & Breakfast accommodation. ✓ 54 new affordable housing units since April 2006 being granted Planning Permission as part of the County's Affordable Housing Policy ✓ Housing now structured into six distinct business areas with six Teams beginning to have a positive impact on performance ✓ Continued commitment to effective and clear communication using Team Quarterly Meetings to discuss, develop and improve performance throughout the service. ✓ Valued and committed Sheltered Housing service for older people. ✓ 1% efficiency savings achieved in non HRA through additional use of leased accommodation rather than B&B ✓ Reduced B&B costs for homeless people ✓ Reduced rent arrears levels 	<ul style="list-style-type: none"> ➤ Improved budget management throughout 2006/07 programme to be continued. ➤ Establishing database of house condition to confirm detail of progress to Welsh Housing Quality Standard. ➤ Improvement and standardisation of performance collection methods and use of them to improve performance. ➤ Improved reception and admin. Arrangements especially in relation to the move to Brighton Road offices. ➤ Research leading to modernisation of services for older people without damaging the intrinsic value of the existing service.

5.5 Partnerships

Strengths	Areas for improvement
<p>Health, Social Care and Wellbeing Strategy</p> <ul style="list-style-type: none"> ✓ Interagency performance management group monitoring the implementation of the HSCWB Strategy ✓ Health Challenge Denbighshire & Older Peoples Strategy considered for Excellence Wales Good Practice Awards ✓ Intergenerational Projects & Health Challenge Denbighshire Website identified as examples of good practice ✓ Leading Multidisciplinary/multi agency approach to Equalities Monitoring ✓ Welsh Audit Office concluded that the strategy recognises the wider determinants of health & has good links to the Community Strategy <p>Children & Young People’s Strategic Partnership</p> <ul style="list-style-type: none"> ✓ review and establishment of new partnership structure ✓ improved governance arrangements ✓ operational projects and developments e.g. ICC, Flying Start, Partnership Strategy ✓ collaborative working e.g. on NSF ✓ identification of clear Partnership priorities 	<p>Health, Social Care and Wellbeing Strategy</p> <ul style="list-style-type: none"> ➤ Welsh Audit Office concluded that the needs assessment covered many key areas but, did not include information which would support the inclusion of visitors within the Strategy’s Vision ➤ The Welsh Audit Office concluded that consultation was wide ranging but more could be done to include the local community and performance management arrangements can be further strengthened <p>Children & Young People’s Strategic Partnership</p> <ul style="list-style-type: none"> ➤ Areas identified in Estyn inspection e.g. leadership and overall use of resources ➤ Areas identified in NSF Self Assessment Audit Tool e.g. CAMHs ➤ Engagement of all partners with clear common agenda and clarification of roles

6. Financial Performance 2006/2007

	Budget as at 31/03/2007			Projected Outturn 31/03/2007			Variance 31/03/2007		
	Gross Exp £'000	Gross Inc £'000	Net Bud £'000	Gross Exp £'000	Gross Inc £'000	Net Exp £'000	Gross Exp £'000	Gross Inc £'000	Net Exp £'000
Service:	-	-							
Children's Services									
Adult Services									
Business Support & Development									
Supporting People Grant									
Sub Total Social Services									
Underspend Brought Forward 2005/06									
Total Social Services									
Non HRA Housing Under spend Brought Forward 2005/06									
Directorate Total									
HRA									
Capital									

*** Information about the Directorates financial outturn will be included when data is available.

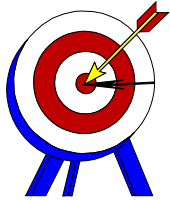
7. Directorate Budget for 2007/2008

	Budget as at 1/04/2007		
	Gross Exp £'000	Gross Inc £'000	Net Bud £'000
<u>Service:</u>			
Children's Services			
Adult Services			
Business Support & Development			
Supporting People Grant			
Sub Total Social Services			
Underspend Brought Forward 2006/07			
Total Social Services			
Non HRA Housing			
Underspend Brought Forward 2006/07			
Directorate Total			

*** Figures will be inputted once the final figures are agreed.

8. Position Statement 2007 – 2010

The Directorate has identified 4 priorities for the next 3 years which have been informed by a number of drivers:

Priorities	Drivers
<ul style="list-style-type: none">✓ Improving our services✓ Improving the way we work✓ Improving how we work with others✓ Improving the way we use resources 	<ul style="list-style-type: none">➤ Denbighshire's Vision for 2025➤ a detailed risk assessment➤ feedback from clients, carers, tenants and partner agencies➤ a self assessment and performance evaluation in of Social Services in partnership with the Welsh Assembly Government➤ the outcome of external inspections and reviews➤ the need to achieve service efficiencies➤ local and regional collaboration and shared services projects➤ the requirement to meet the Welsh Housing Quality Standard 2012➤ Social Services Directions paper 'Fulfilled Lives, Supportive Communities'

The following section identifies the priorities, the supporting objectives and an overview of the rationale for their selection:

✓ **helping people quickly in the right way and offering quality and choice**

PRIORITY A: IMPROVING OUR SERVICES

In line with the themes in Fulfilled Lives, Supportive Communities services users will find that they are increasingly in the driving seat in relation to their care arrangements, with services meeting high standards and delivering real improvements. In developing and improving services to meet the diverse needs of the citizen's of Denbighshire the Authority will need to:

- ↪ respond to the impact of changing demography with an emphasis on the provision of support and accommodation that facilitates independence and helps to prevent, or delay, the need for more intensive services. This will include increasing access to self assessment, Direct Payments and the use of assistive technology
- ↪ ensure that change initiatives are embedded into practice and lead to consistent high standards of assessment and care management
- ↪ ensure that planned service developments are realised and deliver improved outcomes that are valued by service users, carers and communities
- ↪ continue to appropriately reduce the number of children who need to be looked after by the Authority to a rate consistent with Welsh averages as well as increasing the number of placements available for children with complex and challenging needs
- ↪ providing a greater range of appropriate alternatives to B&B accommodation and sustaining an increased focus on homelessness prevention
- ↪ increase the number of Affordable Housing units within Denbighshire

Denbighshire has developed a substantial programme of improving the Council's housing stock to meet the WHQS. It is imperative that the Improvement Programme continues during 2007 – 2010.

The underpinning objectives for improving the way in which we deliver services are:

- ✓ A1. Improving the quality and choice of services for users and carers
- ✓ A2. Developing the range of preventative services which reduce the risk of dependency and promote independence
- ✓ A3. Developing the use of technology to assist in the provision of care services

PRIORITY B: IMPROVING THE WAY WE WORK

- ✓ getting the systems right
- ✓ so they help rather than hinder

With an increasing profile amongst partner agencies on vulnerable adults and children the Directorate will need to ensure that effective systems are in place to ensure that referrals are appropriate and managed effectively. There is also a need to continue improvement in achieving PI's targets in relation to the timeliness of assessments and care plans within Children's Services. In addition quality assurance processes have highlighted the need to ensure that good practice in relation to assessment; planning and review processes are applied consistently across Social Services. In line with Fulfilled Lives, Supportive Communities performance management arrangements will need to be continually enhanced to provide robust scrutiny and lead to year on year improvements in standards.

Housing and Social Services have procured new IT systems and it is imperative that they are implemented effectively to ensure that they facilitate operational practice and bring efficiencies to our processes, as well as providing us better information about services, need, and delivery. Effective IT systems will help to facilitate the appropriate sharing of information between agencies.

Coverage in the national and the local press for Social Services and Housing often concentrates on things that have gone wrong, or what hasn't been done. Poor media image and ineffective external communication can lead to problems in recruitment as well as lack of user and partner confidence. There is a need to promote the positive work of the Directorate and to more effectively engage communities in our work.

The underpinning objectives for improving the way in which we work are:

- ✓ B4. Improving the timeliness and quality of assessments, care management, care planning and housing procedures
- ✓ B5. Improving the public image of the Directorate by developing positive relationships with the media
- ✓ B6. Developing and implementing effective Information Technology systems
- ✓ B7. Ensuring that effective processes and procedures are in place for the protection of vulnerable adults and children

✓ **working with people and organisations to make things better**

PRIORITY C: IMPROVING HOW WE WORK WITH OTHERS

Fulfilled Lives, Supportive Communities highlights the need for collaborative working to achieve better co-ordinated services and most importantly better outcomes for people. The need to work closely with partners is reflected in a number of the key actions contained within this Plan and interface with the Business Plans of other Directorates and the Plans of other agencies, for example:

- Further development of affordable Housing working with Environment and Registered Landlords
- Working with Education to improve educational outcomes for Looked After Children and promoting active Corporate Parenting through work placements and budding by Senior Managers and Councillors across the Council
- The further development of Health Challenge Denbighshire interfaces with both Environment and Life Long Learning
- The development of participation activities interface with Life Long learning in relation to the Children and Young People Partnership
- Contributing to the development and implementation of a Community Safety initiatives including Drug and Alcohol initiatives and domestic violence
- Working with Directorates to promote Health Ageing and opportunities for older people to retain their independence
- Leading a cross corporate multi disciplinary/multi agency approach to the monitoring of equalities information
- Working with other Directorates to identify suitable training/work opportunities for vulnerable adults
- Working with Housing to improve housing options for young people, including care leavers
- Working across the Council and across agencies to deliver the first Single Plan for Children and Young People, new approaches to safeguarding children and supporting an initiative to improve the life chances of children and young people in Rhyl
- Working with Elected Member Champions to increase people's participation in helping to shape the right balance of services in the community and in promoting social inclusion
- Collaborating with other local authorities, statutory agencies and the voluntary sector to achieve seamless, person centred services

Intense and careful work will need to continue with Health given the additional pressure on LHB and Trust budgets which could result in increased pressure for social care, at a time when there is a clear vision of increased collaboration and joint work driven by the Welsh Assembly. The underpinning objectives for improving the way we work with others are:

- ✓ C8. Developing opportunities for the effective participation of users, carers, children and young people, elected members, Independent and voluntary sector partners
- ✓ C9. Developing clear and robust partnership arrangements
- ✓ C10. Supporting the development of strong and effective independent and voluntary sectors
- ✓ C11. Improving both external and internal communications

✓ investing in staff to provide quality services working together to be more effective and efficient

PRIORITY D: IMPROVING THE WAY WE USE RESOURCES

There is a need to and ensure that we deliver services effectively and efficiently to make best use of resources. This will include:

- simplifying and streamlining our processes
- integrating services where efficiencies and/or enhanced service delivery can be achieved
- sharing support services both at a local and regional level wherever possible
- maximising the use of our buildings
- effective budget planning and monitoring
- implementing the Learning Disabilities Commissioning Strategy
- further development of Cefndy Health Care as an effective business providing work for people with disabilities

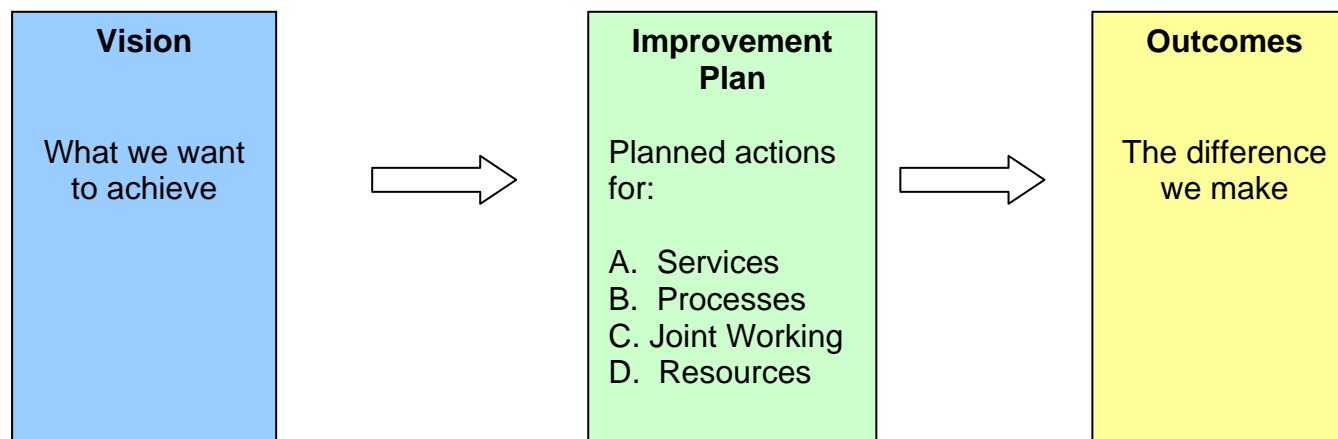
There is also a need to ensure that we help attract and retain a competent workforce across the social care and housing sector so that we have a workforce which is well trained for modern needs, well motivated, and makes best use of resources. Continued high turnover, high sickness absence levels of staff in certain services, and challenges in recruiting staff to key areas of service delivery such as direct care staff in residential nursing and domiciliary settings, leads to a risk of a lack of consistency of care, cases not allocated, and PI's not achieved. This can be compounded by limited placements available for adults and children with complex and challenging needs added to the challenge of recruiting sufficient foster carers locally to meet demand.

It is imperative that we develop current and new methods of engaging staff at all levels of the Organisation and ensuring that they contribute to the process of translating the vision and principles of Fulfilled Lives, Supportive Communities into deliverable actions as part of national and local programme of change. The underpinning objectives for improving the way we use our resources are:

- ✓ D12. Investigating the delivery of services through joint and/or regional commissioning
- ✓ D13. Investing in the recruitment, retention and development of staff both internal and in the wider health, social care and housing community
- ✓ D14. Promoting health and safety awareness to contribute to the reduction of accidents and injuries
- ✓ D15. Developing an innovative approach to service delivery to ensure the most effective and efficient use of finances
- ✓ D16. Ensuring that Directorate buildings are 'fit for purpose' and to continue to maximise their use

9. Improvement Plan

This section sets out key actions that the Directorate will be taking to translate our Vision into better outcomes for people:



The Directorate Plan is one of a series of complementary plans that collectively set out the actions the Directorate will be taking over the next 3 years. The Plan sets out the broad actions the Directorate will be taking to deliver the vision set out in Fulfilled Lives, Supportive Communities with more detailed actions contained within Service Plans, the Health and Social Care Wellbeing Strategy and the Framework Partnership Plan.

Priority A	Improving our services
Service Objective A1	To improve the quality and choice of services for users and carers
Extract from Vision	The population will be more balanced, retaining and attracting more young people who, with the support skills and experience of our older population, will help sustain our communities and grow our economy ‘The bulk of extra houses will be provided through mixed developments’ ‘New housing will meet the needs of our diverse population’

Action	Outcome No.	Performance Measure/ Indicator	Target 07/08	Target 08/09	Target 09/10	Responsibility	Timescale	Resource £	Source (of resource)
1. Improve placement choice and quality for Children Looked After by increasing the number of Denbighshire foster carers and their range of skills	5	No. of new foster carer households approved	20	>20	>20	David Hynes	2007/2010		
		No. of new families approved for teenagers	5	5	5	David Hynes	2007/2010		
		No. of new families approved for siblings	5	5	5	David Hynes	2007/2010		
		% of children looked after on 31 March with three or more placements	<10%	<10%	<10%	David Hynes	2007/2010		
2. Deliver Housing Stock Improvement Programme	5 & 8	Number of Council Properties with new:				Chris Morris		2007/08 Total £7m, 48k	Housing Capital
		Windows and doors	200	/	/		2007/08		
		Central heating	543	/	/		2008/09		
		Other internal improvements	322	520	753		2010/11		
Environmental improvements	22	10	10	Ongoing	£258k				
3. Maximise the provision of affordable properties	3 & 5	LPA10/Local Policy Agreement	60 units			Simon Kaye	2006 – 2009	2006-08 8.9m	SHG & private finance
4. Develop Extra Care Housing across the County	2,5, 7 & 8	The number of Extra Care units	59 units in Rhyl	61 units in Prestatyn	24 units in Ruthin	Eileen Woods	Ongoing		
5. Increase the take up of Direct Payments	2,5	Number of people receiving a Direct Payment	45	To be set	To be set				

Priority A	Improving our services
Service Objective A2	To develop the range of preventative services which reduce the risk of dependency and promote independence
Extract from Vision	'We will safeguard vulnerable children and adults, promoting their independence and ensuring that everyone is able to realise their potential'

Action	Outcome	Performance Measure/ Indicator	Target 07/08	Target 08/09	Target 09/10	Responsibility	Timescale	Resource £	Source (of resource)
6. Improve the Homelessness Service with particular emphasis on youth homelessness and "Prevention"	2,4,5,7, 8	To reduce the number of homelessness presentations	450	400	/	Duncan Jones	2007-2010	30,000 for 2007/08	Prevention Grant
7. Identify alternatives to B&B accommodation	5, 7, 8	HHA/S//001 – to reduce the number of families, except in emergencies, in B&B accommodation	25	15	/	Duncan Jones	March 2007	130,000 for 2007/08	Performance Improvement Grant
8. Deliver an effective, well used, preventative service which reduces the risk of harm to vulnerable children and reduces the number of children who need to be looked after	2, 5, 6	To ensure that the rate of Looked After Children remains in line with the Welsh average				Susan Dicks			
		Family Support strategy developed and implemented				David Hynes			
9. Further develop Health Challenge Denbighshire to enhance community engagement	1,4	Appoint Champions for each of the key public health themes.	12 champions	12 champions		Diane Hesketh	2006-2009	£15,000	WAG
		Achieve Silver Corporate Health Standard							
		Ensure safeguards for increased community							

		use of swimming pools							
10. Develop the range of services in rural areas to meet identified needs - measures to be developed	5	The number of impact assessments that have been undertaken							
		Consider consolidating the supply of domiciliary care in central Denbighshire							
		Hold a Staff Conference with Rural Services as a Theme							
		Develop Extra Care Housing initiative at Awelon							

Priority A	Improving our services
Service Objective A3	Developing the use of technology to assist in the provision of care services.
Extract from Vision	'We will safeguard vulnerable children and adults, promoting their independence and ensuring that everyone is able to realise their potential'

Action	Outcome	Performance Measure/ Indicator	Target 07/08	Target 08/09	Target 09/10	Responsibility	Timescale	Resource £	Source (of resource)
11. Implement Telecare Strategy to ensure the efficient provision of Telecare equipment as part of a North Wales Project	2	Strategy and underpinning systems, procedures and protocols developed and implemented across health and social care	Key staff trained & demo Telecare house set up	Training for new staff Telecare integrated into practice	Training for new staff	Peter Fowler & Marlon Roberts	2007-2010	Joint Flexibilities	
		Number of packages provided	200	Further 200					

12. Develop IT systems to facilitate the monitoring and evaluation of equality of service delivery	5	Systems in place to record and report on: a) gender b) disability c) race d) religion e) sexuality f) first language g) carers within the workforce	Systems developed and launched	Systems in place and data analysis					Performance management development grant Capital
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Priority B	Improving how we work
Service Objective B4	To improve the timeliness and quality of assessments, care management, care planning and housing procedures
Extract from Vision	'We will bring services closer to communities, with some areas identified as focal points where a range of services such as health and social care, youth facilities, education and neighbourhood policing can be accessed from one location'

Action	Outcome	Performance Measure/ Indicator	Target 07/08	Target 08/09	Target 09/10	Responsibility	Timescale	Resource £	Source (of resource)
13. Further develop and strengthen quality assurances systems across the Directorate to: i) encompass manual and electronic systems and processes ii) capture what customers think about our services	4, 6	Quality Assurances systems reviewed and strengthened within Social Services	Revised systems in place						
		Programme of file checks implemented in Housing Services	Each quarter	Each quarter	Each quarter	Duncan Jones	2007-2008	Revenue Staff Time	
		Outcomes measures for Children's services developed	Outcomes In Place			Sue Williams	October 2007		
14. Improve the timeliness, quantity and quality of initial and core assessments to Children in Need	4, 6	% of initial assessments completed within 7 working days of referral	75%	80%					
		% of Core Assessments completed within 35 working days	50%	60%					
15. Implement ICS within Children's Services	4, 6	ICS exemplars used for assessment, planning and reviews	ICS in place	Full electronic implementation		David Hynes	December 2007		

Action	Outcome	Performance Measure/ Indicator	Target 07/08	Target 08/09	Target 09/10	Responsibility	Timescale	Resource £	Source (of resource)
16. Continue to improve the quality of care planning and improve the life chances for Children Looked After	4,6,7	% of first placements of looked after children during the year to begin with a care plan in place	95%	95%					
		%of children looked after whose second review (due at 4 months) is due in the year to have a plan for permanence at the due date	100%	100%					
		% of 'eligible' children looked after on their 16 th birthday to have a pathway plan for their continuing care.	95%	95%					
17. To engage MMC and elected members to improve the life chances of Looked After Children,	7	Piloting "education champions" , use of Looked After Children as mystery shoppers, corporate parenting panel and increased work placements	10						
18. Meet timescales for Housing repairs and improve customer satisfaction with response to routine housing repair procedures	5,8	The average number of calendar days taken to complete				Chris Morris	2007-2010	Revenue	Housing Revenue Account
		a) Emergency repairs	1 day	1 day	1 day				
		b) Urgent repairs	2 days	2 days	2 days				
		c) Non-urgent repairs	42 days	42 days	42 days				
		The % of people surveyed satisfied with routine repairs	75%	80%	85%				

Priority B	Improving how we work
Service Objective B5	To improve the public image of the Directorate by developing positive relationships with the media
Extract from Vision	'We will celebrate and respect the diversity of our county'

Action	Outcome	Performance Measure/ Indicator	Target 07/08	Target 08/09	Target 09/10	Responsibility	Timescale	Resource £	Source (of resource)
19. Monitor and increase the number of good news items in the media relating to the work of the Directorate	8	number of positive stories	1 positive story per month	1 positive story per month	1 positive story per month	Roberta Hayes	2007-2010	Revenue Staff Time	DCC DCC

Priority B	Improving how we work
Service Objective B6	To develop and implement effective Information Technology systems
Extract from Vision	We will bring services closer to communities, with some areas identified as focal points where a range of services such as health and social care, youth facilities, education and neighbourhood policing can be accessed from one location'

Action	Outcome	Performance Measure/ Indicator	Target 07/08	Target 08/09	Target 09/10	Responsibility	Timescale	Resource £	Source (of resource)
20. To develop and implement effective IT systems in line with the requirements of the Project Initiation Documents (PID)	3, 5, 6	Ensure effective/timely implementation of Housing IT systems (Academy)	Implement repairs and maintenance module		/	Paul Quirk	2007-2009	TBC	General Fund & HRA
		Ensure effective/timely implementation of a new social care IT system (PARIS)	Implementation	Development and refinement System		Craig Macleod	2007-2010	07/08: £96,000 £140,000	PMDG Capital
21. Ensure that IT systems support integrated services	5	IT solutions in place to support the work of: a) Community Mental Health Teams b) Emergency Duty Team c) Joint Equipment Store d) Intermediate care e) Joint OT service	Requirements identified for a) to c)	Requirements identified for d) and e)		Craig Macleod	2007-2010		
22. Implement IT solutions that support flexible working patterns	5	Develop an approach to enable mobile working	Research project	Solutions developed	Mobile working operational				

Priority B	Improving how we work
Service Objective B7	To ensure that effective processes and procedures are in place for the protection of vulnerable adults and children
Extract from Vision	'We will safeguard vulnerable children and adults, promoting their independence and ensuring that everyone is able to realise their potential'

Action	Outcome	Performance Measure/ Indicator	Target 07/08	Target 08/09	Target 09/10	Responsibility	Timescale	Resource £	Source (of resource)
23. Deliver an effective safeguarding framework	6	Community Safeguarding toolkit agreed and in place	Agreement with LSCB & NSPCC	Toolkit in place		Nicola Francis			
		Protection of Vulnerable Adults Strategy Implemented	Strategy implemented			Peter Fowler			
		Protocols developed for adult service participation within the LSCB framework	Relevant protocols in place			Nicola Francis			
24. Deliver a programme of Child Protection and POVA training	6	Number of Level 2 POVA basic awareness courses	9 half days	9 half days	9 half days	Mark Southworth			SCWDP
		Number of Level 3/4 POVA Policy & Procedure Training courses inc Investigation	6 x 2 day courses	6 x 2 day courses	6 x 2 day courses	Mark Southworth			
		Number of Level 6 POVA courses undertaken on Responsibility & Chairing of POVA Case Conferences	2 x 1.5 days	2 x 1.5 days	2 x 1.5 days	Mark Southworth			
		Number of people attending a Corporate awareness raising/ training programme for child protection / safeguarding	144	To be set	To be set				DCC

25. Synergise transition arrangements between Adult & Children's Services	2,4,7,8	Young Adults Service Planning & Commissioning Strategy/Plan in place	Protocol developed	Strategy in place	/	Neil Ayling & Nicola Francis			
26. Implement a cross County Emergency Duty Team (EDT)	6	Dedicated Out-of-Hours resource created and implemented	Service in Place	/	/	Neil Ayling	December 2007		

Priority C	Improving how we work with others
Service Objective C8	To develop opportunities for the effective participation of users, carers, elected members, independent and voluntary sector partners
Extract from Vision	'Partners in the public, private and voluntary sector will have worked together to eliminate deprivation and individuals will be encouraged to help themselves and their communities'

Action	Outcome	Performance Measure/ Indicator	Target 07/08	Target 08/09	Target 09/10	Responsibility	Timescale	Resource £	Source (of resource)
27. Further develop the Directorate's approach to citizen engagement facilitating effective participation of service users, carers, tenants, young people, elected members, independent and voluntary sector partners	4	Elected members role in providing a link between community and user groups to Scrutiny developed and enhanced	Process in place	To be set			2007-2008		
		Member seminar on the role of the voluntary sector	Training undertaken	Training for new Members					
		Align the Joint Risk Assessment process and the work programme of Scrutiny	Programme aligned				2007-2008		
28. Review the Tenants' Compact outlining the terms of agreement between the Council, Denbighshire Tenants' & Residents' Federation and Tenant Associations on consultation and participation on matters of housing management	4,8	Revised version of the Tenants' Compact agreed	-	Review Sept 2008		Duncan Jones	Review by 2008	HRA Revenue Staff Time	HRA DCC

Priority C	Improving how we work with others
Service Objective C9	To develop clear and robust partnership arrangements
Extract from Vision	Partners in the public, private and voluntary sector will have worked together to eliminate deprivation and individuals will be encouraged to help themselves and their communities' New housing will meet the needs of our diverse population, with the appropriate provision of affordable units to buy or rent' 'To meet the needs of a growth in population additional housing will be needed in the County. The bulk of Housing will be provided through mixed developments

Action	Outcome	Performance Measure/ Indicator	Target 07/08	Target 08/09	Target 09/10	Responsibility	Time scale	Resource £	Source (of resource)
29. Develop and implement clear and robust partnership arrangements (also see actions 10, 25 and 34)	1,2	Intermediate Care Strategy delivered	Phase 1	Phase 2	Phase 3				
		Community Equipment Stores Integrated with Health in place	Joint Equipment Store established			Peter Fowler & Marlon Roberts	07/08	Flexibilities grant	
		Integrated Occupational Therapy Service	Section 31 agreement and Integrated OT Service est'd			Peter Fowler / Sophie Cawdrey/ Dilys Percival			
30. Develop and expand arrangements with RSLs (Housing Associations) on the provision and management of additional social and affordable housing.	5,8	Consider more formal arrangements with RSLs as well as specific project work on Low Cost Home Ownership (LCHO), Affordable Housing and Extra Care through Social Housing Grant (SHG).	Extra Care Rhyl completed by July 2008. SHG Bids	SHG Bids	SHG Bids	Simon Kaye	07/10	Capital SHG Bids to be confirmed Staff time	SHG DCC
31. Take forward development of first Single Plan for Children & Young People, second HSCWB and second Housing Strategy	1,7,8,9	Plan and strategies developed with clearly timed implementation and outcome measures							

Priority C	Improving how we work with others
Service Objective C10	To support the development of a strong and effective independent and voluntary sector
Extract from Vision	We will have grown more high quality businesses

Action	Outcome	Performance Measure/ Indicator	Target 07/08	Target 08/09	Target 09/10	Responsibility	Timescale	Resource £	Source (of resource)
32. Develop contracts which are linked to commissioning strategies. More effective monitoring of contracts. Introduction of tendering where appropriate. Joint Contracts with LHB.	4,8	New revised contracts	15	15	5	Gwynfor Griffiths		Revenue	DCC
		Monitoring visits to Organisations	25	25	25	Gwynfor Griffiths			
		Tendering invitations	6	10	10	Gwynfor Griffiths			
		Tripartite contracts	5	3	1	Gwynfor Griffiths			

Priority C	Improving how we work with others
Service Objective C11	To improve both external and internal communications
Extract from Vision	Partners in the public, private and voluntary sector will have worked together to eliminate deprivation and individuals will be encouraged to help themselves and their communities'

Action	Outcome	Performance Measure/ Indicator	Target 07/08	Target 08/09	Target 09/10	Responsibility	Time scale	Resource £	Source (of resource)
33. Implement an agreed and up dated Communication Strategy with internal and external stakeholders	4,8	Revised Strategy produced and launched and link to priority action for B5	Implement Action Plan	Implement Action Plan	Reviewed	Roberta Hayes	2007-2010	Revenue	DCC
34. Undertake staff satisfaction survey and draw up appropriate action plan to continuously improve communication	4,8	% of staff who indicate that there is good communication within the Directorate.	To be set	To be set	To be set				
35. Develop website to improve information for customers	4,8	Service request forms and self assessment tools developed	Service request systems In place	Pilot self assessment in place	to be set				

Priority D	Improving the way we use resources
Service Objective D12	To investigate the delivery of services through joint and/or regional commissioning
Extract from Vision	'Partners in the public, private and voluntary sector will have worked together to eliminate deprivation and individuals will be encouraged to help themselves and their communities'

Action	Outcome	Performance Measure/ Indicator	Target 07/08	Target 08/09	Target 09/10	Responsibility	Timescale	Resource £	Source (of resource)	
36. Explore and develop joint and/or regional commissioning/ collaboration (also see action 28)	2,4,5	Multi-disciplinary / multi agency Intermediate Care Plan for Denbighshire agreed by SPB. Service Delivery Plan finalised				Neil Ayling	07/10	£27,137 (may increase with LHB funding)	Joint Working Grant	
		LD Commissioning Strategy developed & consulted upon.				Peter Fowler & Anne Hughes Jones	07/10	Revenue	DCC	
		Respond to SSIA	Option Appraisal							
		Development of Commissioning Strategy for Carers & PDSI								
		Development of Joint MH Commissioning Strategy for higher level complex cases					Neil Ayling	07/10	Revenue	DCC
		Local Housing Market Assessment a) N East b) N West + Bangor Uni	a) Complete April 2007- b) Complete March 2009				Simon Kaye	07/09	SHMG + Revenue	WAG + DCC
		Gypsy & Traveller Needs Survey	Ongoing	Ongoing	Ongoing			Revenue	DCC	
		Affordable Housing initiatives	Ongoing	Ongoing	Ongoing			Revenue/C apital	DCC & SHG	
		Number of local and Regional Shared Services Projects the Directorate is involved in	7	9	11					

Priority D	Improving the way we use resources
Service Objective D13	To invest in the recruitment, retention and development of staff both internal and in the wider health, social care and housing community
Extract from Vision	'More people will be working and will have the vocational and life skills required to meet employment needs'

Action	Outcome	Performance Measure/ Indicator	Target 07/08	Target 08/09	Target 09/10	Responsibility	Timescale	Resource £	Source (of resource)
37. Evaluate the existing action plan and up date the Workforce Strategy to improve retention and turnover rates	1, 4	% turnover rate (to be reduced)	10%	9.5%	?	Roberta Hayes and the Workforce Development Section	07/10	£447,605	SCWDPG
		Numbers of days lost per employee	10 days	9 days	8 days				
38. Increased engagement of the workforce	9	An increase in the participation and positive feedback from the staff conference	70% (rated at 5)						
39. Positive response to the revised good service awards	9	Increase in the nominations for Good Service Awards	50	60	70				
40. Fully implement the Generic Support Worker Project	9,10	Recruit a pilot group of generic support workers and evaluate the impact	6	To be set	To be set				
41. Ensure that the Performance Appraisal is fully embedded	4	% of Managers trained	100%	100%	100%				
		% of staff who have been appraised under the new system	75%	100%	100%				

Priority D	Improving the way we use resources
Service Objective D14	To promote health and safety awareness to contribute to the reduction of accidents and injuries
Extract from Vision	‘People across the County will take more responsibility for their own health and wellbeing’ ‘More people will be working and will have the vocational and life skills required to meet employment needs’

Action	Outcome	Performance Measure/ Indicator	Target 07/08	Target 08/09	Target 09/10	Responsibility	Timescale	Resource £	Source (of resource)
42. Promote health and safety awareness and develop a Health and Safety culture within the Directorate	1	Implement Health & Safety Management Framework for the Directorate	1 Audit	2 Audits	3 Audits	R Hayes/ D Freckleton	November 2007		
		Increase the reporting of workplace accidents and incidents from Children's & Housing Services	10	15	20	R Hayes/ D Freckleton/ P Quirk/ N Francis	April 08		
		Implement Directorate procedures on control of contractors	imple mente d			R Hayes/ D Freckleton	September 07		
		Number of courses delivered: Healthier Me	10	To be set	To be set	M Southworth	April 08		SCWDP 313,324
		Moving and Handling: Number of passport modules	10	To be set	To be set	M Southworth	April 08		
		Personal Safety	8	To be set	To be set	M Southworth	April 08		
		CIEH Foundation Certificate	20	To be set	To be set	M Southworth	April 08		

Priority D	Improving the way we use resources
Service Objective D15	To develop an innovative approach to service delivery to ensure the most effective and efficient use of finances
Extract from Vision	'Partners in the public, private and voluntary sector will have worked together to eliminate deprivation and individuals will be encouraged to help themselves and their communities'

Action	Outcome	Performance Measure/ Indicator	Target 07/08	Target 08/09	Target 09/10	Responsibility	Timescale	Resource £	Source (of resource)
43. Achieve contract efficiencies (link to actions 10, 13, 21, 28, 30, 34 which will achieve efficiencies)	5	Single rate for domiciliary care in place				A Hughes-Jones	?		
		Number of block purchase of EMI beds				A Hughes-Jones	?		
44. Reduce staff travel costs	10	Percentage reduction in travel costs				R Hayes/ Senior Finance Officer	April 08		
45. Develop unit costing to facilitate commissioning	10	Number of areas where detailed unit costs have been developed	2	5		R Hayes/ Senior Finance Officer	April 08		
46. Further development of 3 year budget planning	10	Increased accuracy in forecasting	2% Variance	1% Variance	0.5% Variance	R Hayes/ Senior Finance Officer	April 08		
		Planned Strategy to manage changes in Supporting People Funding	In place	implemented		SMT	April 07		
47. Maximise the potential of convergence funding	10	Projects supported	2 projects supported	2 projects supported	2 projects supported				

Priority D	Improving the way we use resources
Service Objective D16	To ensure that Directorate buildings are 'fit for purpose' and to continue to maximise their use
Extract from Vision	'We will bring services closer to communities, with some areas identified as focal points where a range of services such as health and social care, youth facilities, education and neighbourhood policing can be accessed from one location'

Action	Outcome	Performance Measure/ Indicator	Target 07/08	Target 08/09	Target 09/10	Responsibility	Timescale	Resource £	Source (of resource)
48. Project manage office relocation to Brighton Road and ensure improved customer access points	5,8	Undertake customer and staff satisfaction surveys to ascertain their views on access and working environment							
			/	survey					
49. Service Asset Management Plan in place that maximises capital funding	5,8	Develop and review yearly the Service Asset Management Plan	2 project s supported	Annual Update		Roberta Hayes	2007/2010	Capital (?)	DCC

10. Key Strategic, Policy Agreement and Core Indicator Set Performance Indicators for 2006 – 2007

PI Type	Performance Measure/Indicator	Target 06/07	Final Data 06/07	All Wales Data 05/06	Quartile 05/06	Monitored – e.g. Cabinet, Scrutiny	Target 07/08	Target 08/09	Target 09/10
Social Services: Adult Services									
SCA/001	The rate of delayed transfers of care for social care reasons per 1,000 populations aged 75 or over.	<2.53		7.69	1st	Scrutiny & Cabinet	<2.53	<2.53	<2.53
SCA/002a	The rate of older people (aged 65 or over) helped to live at home per 1,000 population aged 65 or over.	>65		85.54	4th	Scrutiny & Cabinet	>75	To be set	To be set
SCA/002b	The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over	<41		27.36	4th	Scrutiny & Cabinet	<33	To be set	To be set
LPI3.6a	Cost of providing social services to adults by reference to gross cost per week for Care Homes	£450		£486	1st	Scrutiny	£450	To be set	To be set
LPI 3.6b	Cost of providing social services to adults by reference to gross cost per week for homecare	£85		£156	1st	Scrutiny	£85	To be set	To be set
Social Services: Children and Families Service									
SCC/001a)	The percentage of first placements of looked after children during the year that began with a care plan in place.	90%		86%	4th	Scrutiny & Cabinet	95%	95%	95%
SCC/001b)	For those children looked after whose second review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date	100%		85%	3rd	Scrutiny & Cabinet	100%	100%	100%

PI Type	Performance Measure/Indicator	Target 06/07	Final Data 06/07	All Wales Data 05/06	Quartile 05/06	Monitored – e.g. Cabinet, Scrutiny	Target 07/08	Target 08/09	Target 09/10
SCC/004	The percentage of children looked after on 31 March who have had three or more placements during the year	<17%		10.3	4th	Scrutiny & Cabinet	<10%	<10%	<10%
SCC/008a)	The percentage of initial assessments carried out within 7 working days	75%		N/A	N/A – new PI	Scrutiny	75%	80%	To be set
SCC/009a)	The percentage of required core assessments carried out within 35 working days	50%		N/A	N/A – new PI	Scrutiny	60%	70%	To be set
SCC/013a)	The percentage of open cases of children with an allocated social worker where the child is receiving a service in each of the following groups;								
Climbie Rec	i) Children on the child protection register	100%		98%	1st	Scrutiny	100%	100%	100%
	ii) Children looked after	100%		98%	4th		100%	100%	100%
	iii) Children in need	80%		83%	4th		90%	95%	95%
SCC/029	The percentage of eligible, relevant and former relevant children that have pathway plans	Baseline data collected		51%	N/A – new PI	Scrutiny	95%	95%	95%

Housing Services									
PI Type	Performance Measure/Indicator	Target 06/07	Final Data 06/07	All Wales Data 05/06	Quartile 05/06	Monitored – e.g. Cabinet, Scrutiny	Target 07/08	Target 08/09	Target 09/10
HHA/001 Policy Agreement NPA 3 a)	a) The number of homeless families with children who have used bed and breakfast accommodation during the year, except in emergencies	35 Policy Agreement 0		888 all Wales total	2nd	Scrutiny & Cabinet	25	15	To be set
	NPA 3 b) b) The average number of days all homeless households spend in temporary accommodation	120 days Policy Agreement 20 weeks		102 days	3rd		120 days	110 days	To be set
HHA/002	The average number of working days between homeless presentation and discharge of duty for households found to be statutory homeless.	100 days		79 days	2nd	Scrutiny & Cabinet	100 days	100 days	To be set
HHA/007a)	The total number of homeless households having used Bed & Breakfast accommodation	a) 100		3,751 all Wales total	3rd	Scrutiny & Cabinet	a) 75	a) 45	To be set
HLS\0099a)	The average number of calendar days taken to let letable units of accommodation during the financial year for a) permanent accommodation	a) 45 calander days		New 2006/07	New	Scrutiny & Cabinet	a) 43 calander days	a) 40	a) to be set
LPA10 Local PA	Total number of Affordable Housing units provided within Denbighshire	60 Units		N/A	N/A	Cabinet	60 units	Target unavailable	Target unavailable

11. Learning and Development Plan

i) Evaluation of training & development undertaken in 2006/07

Through its training programmes, the Social Services and Housing Directorate has promoted the professional development of staff and also personal development through focusing on the corporate objectives of equal opportunities, the Welsh language, e-government and customer care.

Corporate training courses have enabled staff to further develop their skills.

Corporate courses e.g. Customer Care, Microsoft Word & Excel, Notes calendar, etc have been attended by staff of the Directorate.

These courses have enabled staff to improve their skills and have had a positive impact on their knowledge and understanding.

ii) Statement in support of the Training & Development Plan for 2007/08

Staff will continue to attend professional Social Services & Housing courses. Social Services have targets set by WAG for the achievement of recommended qualifications and these will take priority. Training has commenced of sheltered housing wardens linked to social care training programmes/qualifications and this will be extended to more wardens

A priority for 2007-2008 will be to attend a range of health & safety courses. Further emphasis will be placed on further raising staff awareness of the Corporate Objectives of equal opportunities, the Welsh language, e-government, customer care and access to e-learning programmes.

Social Services submit a very comprehensive training plan for the whole social care sector in the application to the Assembly for the Social Care Workforce Development Programme grant. This plan is too detailed to include in the Directorate Business Plan but can be seen separately on the Information Centre.

Social Services & Housing Scrutiny Committee

15th March 2007

**Report by: Principal Housing & Area Renewals Officer and
Lead Occupational Therapist**

Disabled Facilities Grants

1. **Purpose of Report**

1.1 To provide members with an update on the Disabled facilities Grant (DFG) procedure.

2. **Reason for Submission of Report**

2.1 The Chair of Social Services and Housing Scrutiny Committee, Councillor Tom Hodgson, has asked for a report to be prepared for Scrutiny to examine issues around the process of Disabled Facilities Grants.

3. **Background**

3.1 DFG's are mandatory grants. They are available to help disabled people fund adaptations which will enable them to live as independently as possible in their own homes.

3.2 The DFG is means tested and is based on the test for Housing Benefit, working on the principle of determining the size of a loan the applicant could afford to raise. Applicants at or below the threshold for means tested benefits do not have to contribute. Those on low incomes may have to contribute a small amount, whilst those on higher incomes often have to meet the most or all of the cost of work.

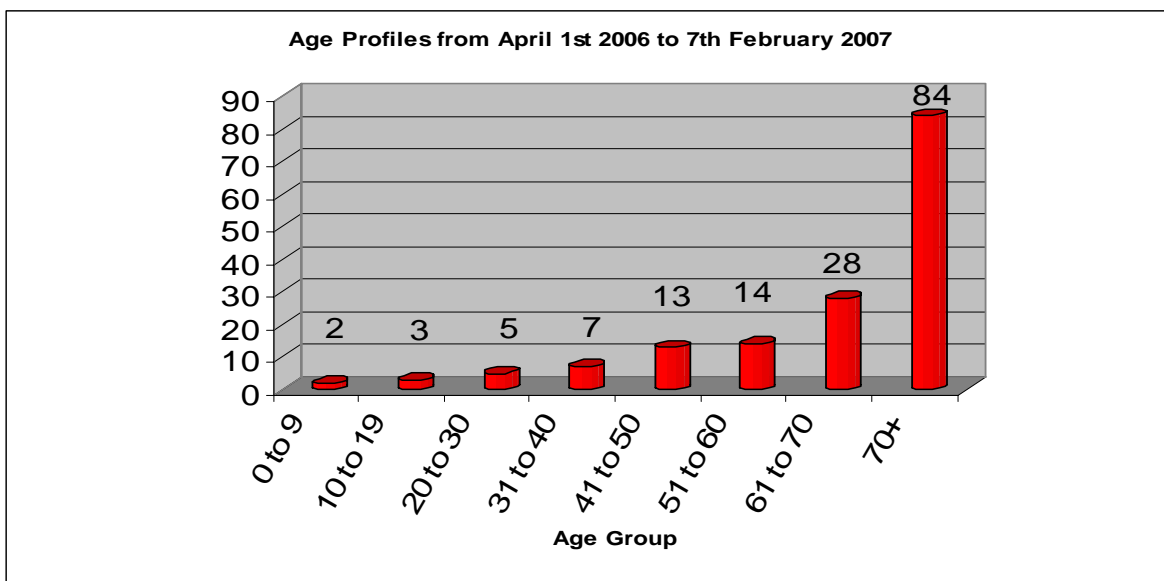
3.3 The DFG/Adaptation system is characterised by a two stage approach to determining eligible adaptation works. Within Denbighshire, an Occupational Therapist or Disability Officer, from the Disability Resource Team, will carry out an assessment to determine persons needs, and the Housing & Area Renewals section will determine what works are "**reasonable and practicable**". This will result in a schedule of works being sent to the applicant which forms the basis of the grant aided work.

3.4 Each local Authority has a duty to provide DFG's. The grants are available to persons living in all housing tenures, including owners, council tenants and Registered Social Landlord Tenants, i.e. Wales and West Housing Association, Clwyd Alyn Housing Association and Tai Clwyd. In practise however, the RSL Landlord's usually have to access the Physical Adaptations Grant (PAG) first. This is more commonly referred to as "Scheme 1A", and is

part of the Social Housing Grant which is held by the Welsh Assembly. The Physical Adaptations Grant is not means tested.

- 3.5 Disabled Facilities Grants (DFG's) are administered by the Housing & Area Renewals section. The section aims are to improve housing conditions of **private sector properties** within Denbighshire and to ensure that vulnerable persons can remain independently within their homes.
- 3.6 In addition to Disabled Facilities Grants there are five other types of grants available for repairs, improvements and adaptations to privately owned homes within the County. i.e. Emergency Repairs; Small Repairs Assistance; Renovation Grant; HMO's and Renewal Areas (designated areas in Rhyl and Denbigh only). Each type of grant has certain criteria which must be met as set out in the Council's Housing Renewal Policy 2003. The applicant must meet this criteria before becoming eligible to apply for that particular grant. All grants are subject to available resources.
- 3.7 At present the majority of applicants for DFG's are within the age groups of 61 to 70 and 70+ as demonstrated below:

Disabled Facilities Grant Applications : Age Profiles



4. **Procedures.**

- 4.1 The Process for a Disabled Facilities Grant begins with a referral to the Disability Resource Team, which is made via the First Contact Team of Denbighshire Social Services.
- 4.2 Occupational Therapists (OT's) are based within the Team and have a **statutory duty** to assess the needs of disabled people. The Disabled Person should be at the heart of service delivery for adaptations and DFG's are just one possible option for meeting need.

4.3 The process map, detailed in Appendix 1 sets out the procedure where a DFG is used to meet the need of a disabled person, the options analysis carried out by the OT's may result in a number of other solutions that are not covered in this report, but some examples might be:-

Re-housing, Equipment Provision, Rehabilitation, Minor Adaptations and Rapid Response Adaptations. Some of which are outlined in Appendix 3 (*MAP/RRAP*)

4.4 In terms of liaison, Housing Renewal Officers, OT's, RSL's, Care & Repair and Housing Officers meet every six weeks to discuss each referral and to monitor progress. Senior Officers meet every 6 weeks to discuss operational and procedural issues relating to the DFG process.

5. **Performance Measurement Framework.**

5.1 **National Core Set Indicator – “average number of calendar days taken to deliver a DFG”**

5.2 There is currently a National Core Set Indicator relating to the processing of a DFG. This indicator measures the total time taken for a person to receive an adaptation from the first enquiry made to the Authority through to completion of the works on site as detailed in appendix 1.

Target 2005-06	Actual 2005-06		Target 2006-07	Actual 2006-07 (to date)
1000 days	546 days		500 days	453 days

5.3 Whilst the above figures clearly still need improving there has already been considerable progress in the last 2 years. Our outturn figure for 2005-06 was lower than the Welsh average of 593 days. The 1000 days target set for 2005-06 was based on the average length of time the process was taking in 2003/04. The waiting time has halved within 2 years. This is due to a couple of reasons:-

- 1) a greater percentage of the housing improvement grant budget is now being spent on DFG's (so far this year nearly 60% of the capital budget has been spent on DFG's)
- 2) 2 of the 3 Housing Renewal Officers now working on DFG's and Small Adaptation Grants.

5.4 **Local Indicator – “average number of calendar days taken by Housing Renewals to deliver a DFG”**

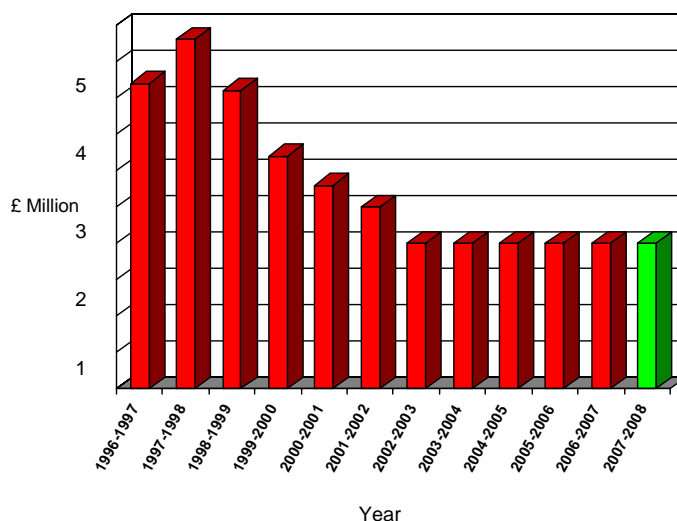
5.5 This is a new local performance indicator for 2006-07 which measures Housing & Area Renewals portion of the above National Core Set Indicator.

Target 2006-07		Actual 2006-07 (to date)
300 days		270 days

6. Funding Issues

- 6.1 Disabled Facilities Grants are met through Denbighshire's Housing Improvement Grants capital budget. The budget is currently £1.9 million and has remained at that level since 2002/2003.

Capital Allocation-Improvement Grants



- 6.2 Demand for housing improvement grants way outstrips the amount of available resources
- 6.3 More than half of the Housing Improvement Grant allocation is spent on disabled adaptations, leaving the residual to be spent on housing repairs. However there are some 1000 enquiries on our waiting list for Renovation Grants and Small Repairs Grants for homes that are in varying degrees of disrepair. A House Condition Survey of Private Sector Properties was carried out in 2002 which produced some alarming statistics. The main headlines from this survey are detailed in Appendix 2.

DFG Approval breakdown for 2006-07

Value of DFG's in private sector	Value of DFG's in public sector	Total value of DFG's	Total number of DFG's approved	Number of DFG's with grant contributions	Value of contributions received
£1,125,000	£175,000	£1,300,000	98	13	£9,200

- 6.4 Similar to the Council's overall capital budgets, the amount of budget available for housing improvement grants has also come under pressure. Consequently, we need to look at new ways of assisting householders in greatest need.

6.5 An additional £1.5 million is received each year directly from the Welsh Assembly Government (WAG) for projects within Denbighshire's two Renewal Areas (Denbigh and South West Rhyl). This money is committed on regenerating the two areas through renovating the external fabric of blocks of properties and environmental improvements such as boundary walls, alleyways and public open spaces. The WAG have consistently advised us that their Renewal Area allocation may be directly affected by the amount of resources Denbighshire invest in Private Sector Housing Renewal and have threatened to reduce their allocation if Denbighshire don't invest sufficient resources of their own.

6.6 In addition to the pressures outlined in the above statistics, the cost of disabled adaptation in particular is increasing for a number of reasons:-

- 1) Cost of specialist equipment, which enables greater independence is expensive e.g closomat wc
- 2) Preventative treatment- children are now able to receive more medical interventions at home, however the environment needs to meet their needs, eg children with Cystic Fibrosis.
- 3) Increase in numbers of Children's DFG's: The means test for children has now been removed which may account for a recent increase in the numbers of referrals for DFG's. However the number of severely disabled children has also risen in the past few years. This could be attributed to medical advances, eg survival rate of premature babies.

6.7 The cost of a DFG can range from £3,000 up to £140,000. The average cost of a DFG is £13,000. However, there have been several unusually complex and expensive schemes this year which has distorted this figure. Without these large projects the average grant is nearer £8,000. It is important to recognise the opportunity costs associated with DFG's to the Authority. This can be illustrated with a crude example:-

A disabled person who is wheelchair bound and currently receiving Homecare because they are unable to use a bath, would be at a cost of £11 a day - £80 a week - £4000 a year. The installation of a level access shower which the person could access and use independently would cost approximately £4,000. This person would no longer require the Homecare service and would save the Authority £4000 a year.

6.8 In view of the pressures around DFG's alternative sources of funding for required works are often sought to enable works, in particular smaller adaptation schemes to proceed in a timely manner. These options are detailed in Appendix 3.

7. Review of Housing Adaptations including Disabled Facilities Grants by Welsh Assembly Government

- 7.1 The review was completed in 2005. Denbighshire's Housing Renewal and OT teams have met on several occasions to discuss the report and to consider the introduction of the recommendations. Some of the recommendations require legislative changes, other recommendations in relation to funding in terms of provision of adequate resources for DFG's to keep up with demand are subject to the Council's Capital Prioritisation process.
- 7.2 One of the main recommendations was to introduce a 'fast track' route for works costing less than £3000. In Denbighshire we have now introduced a 'fast track' adaptation grant – Small Adaptations Grant – for provision of stairlifts and ceiling track hoists up to £5000. This has proved to be very successful to date, speeding up the delivery of some urgent cases and reducing pressure of the DFG waiting list. We have also built on the good working relations between Housing Renewal Team and the Occupational Therapy team to develop a procedure for prioritising urgent DFG cases.
- 7.3 Many of the recommendations such as the introduction of performance indicators, seminars, Rapid Response programme etc have already been carried out by WAG and implemented by Denbighshire.

8. Consultation Carried Out

Consultation on this joint report has taken place with the Head of Adult Services and the Head of Planning and Public Protection and comments received have been incorporated into the report.

9. Implications on Other Policy Areas

The progress of issues highlighted within the report will enable the Council to meet the aims of the vision in respect of providing services which enable people to stay longer in their own homes and have houses more suitable for disabled people.

10. Background Papers

Denbighshire's Housing Renewal Policies 2003

11. Recommendations

That members note

- (i) note the existing procedures around the processing of DFG's,
- (ii) the performance of the Authority in delivering DFG's,
- (iii) the current funding for DFG's including alternative ways of working
- (iv) the issues arising from the Welsh Assembly review of DFG's

and highlight issues which they may wish to focus upon as part of their future work programme.

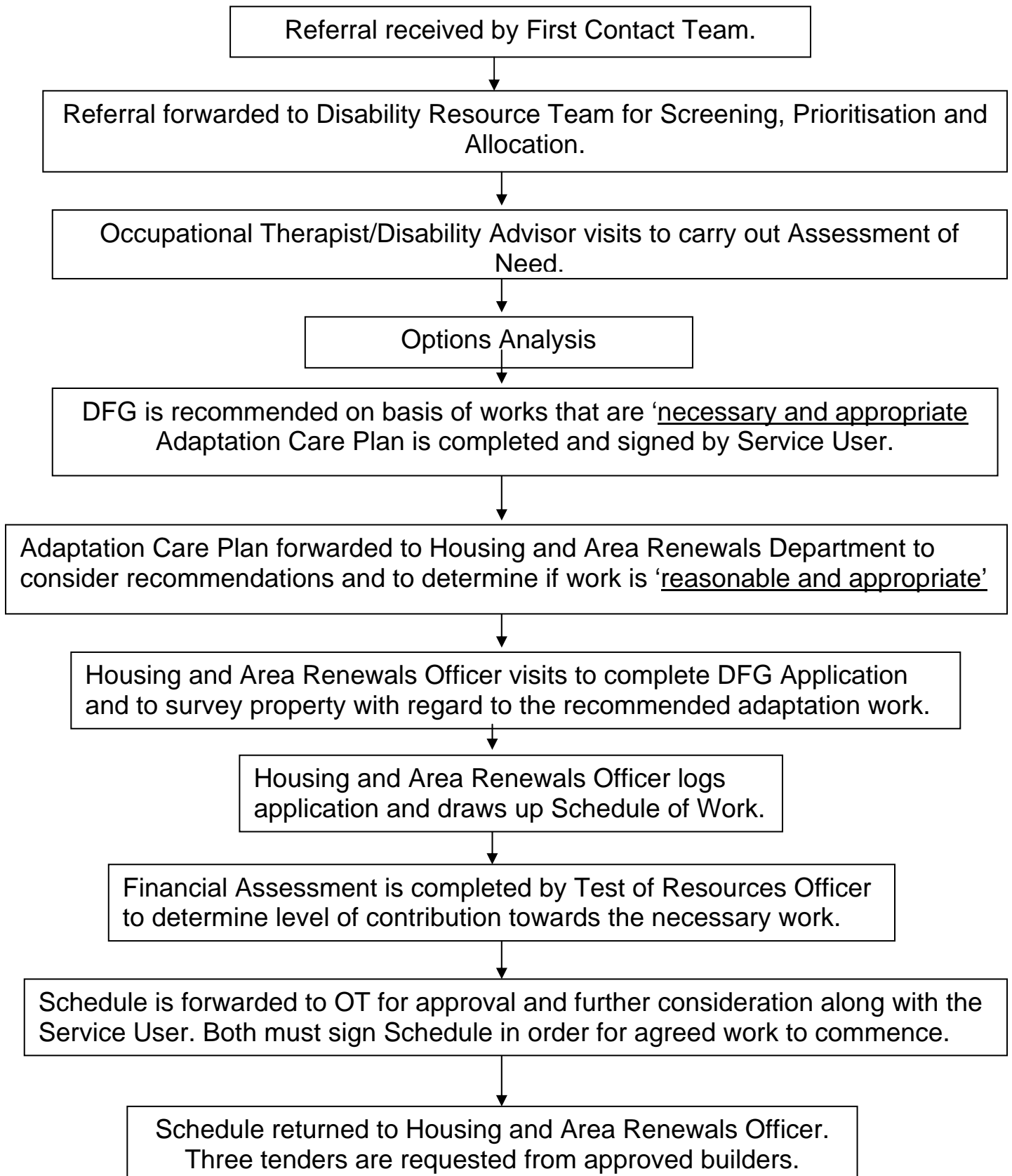
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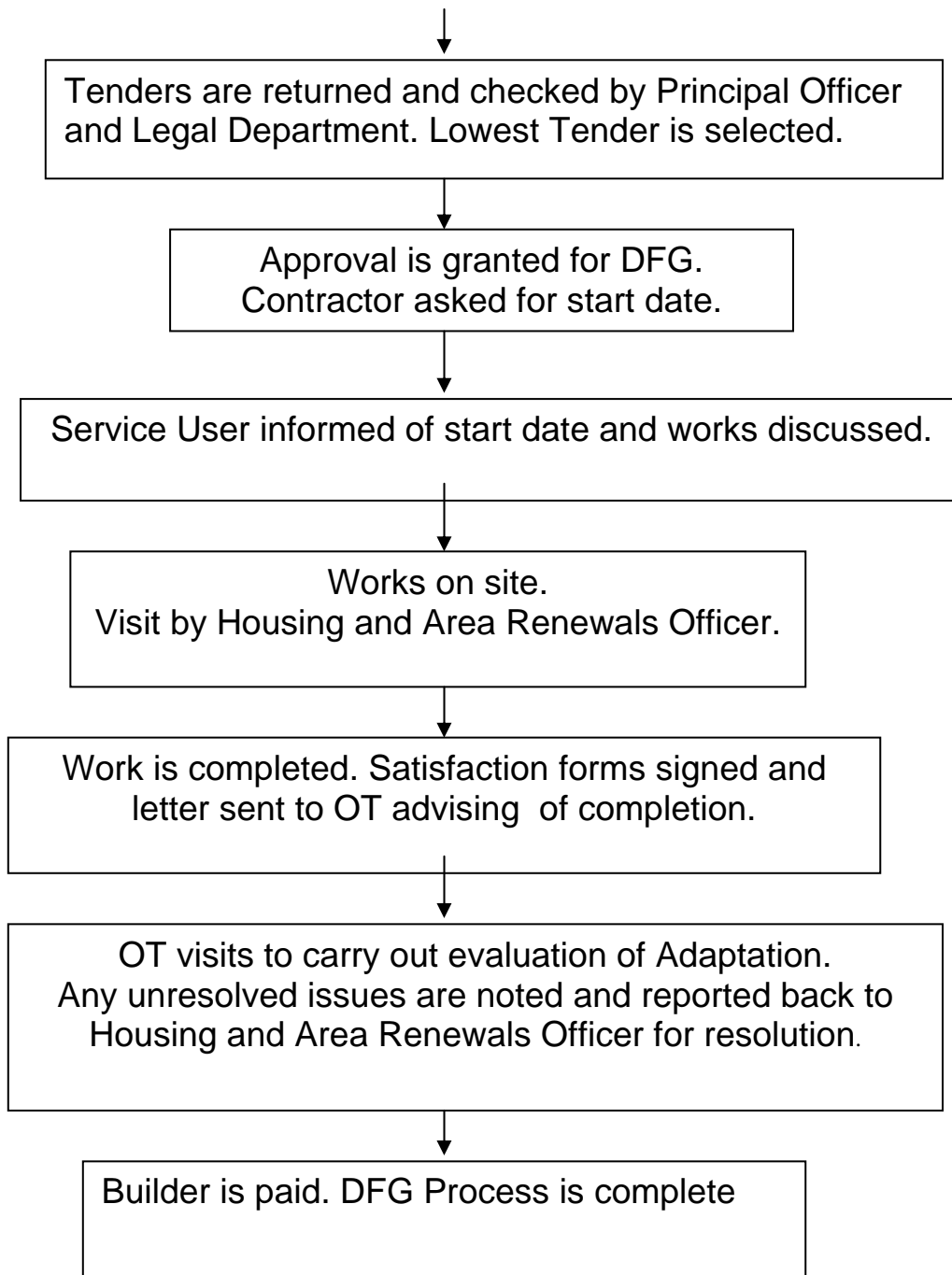
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Appendix 1

The Process for a simple DFG is as follows:-





Appendix 2

Issues highlighted in House Condition Survey of Private Sector Properties - 2002

- **7.3% (2,707 properties or 1 in 14)** of Denbighshire's Private Sector Housing stock is estimated as being unfit for occupation This is higher than the average for North Wales at **6.6%**
- **17.3% (6,403 properties or 1 in 6)** of the stock is defective and the descent into unfitness is outstripping the rate of remedial action
- When these rates are combined at **24.6%** it represents **1 in 4 dwellings**.
- The housing stock requires an immediate minimum investment of **£21.28 million** to deal with repairs
- To deal with urgent repairs increases the financial burden to **£71.41 million**
- With general repairs the costs escalate to **£131.58 million**
- **30.2% (11,197)** of households are occupied by a person who is disabled or suffering from a longstanding infirmity
Based on a conservative estimated cost of £2500 to adapt washing facilities total estimated cost in this category alone could total **£ 5million**
- **42.3% (15,683)** of households are in receipt of income levels lower than **£10,000 per annum**.
- **10.6% (3930)** of households are in receipt of income support
- **9.9% (6080)** are in receipt of Housing Benefit
- **9.7%** are in receipt of Disability Living Allowance.

Appendix 3

Other Funding Options other than DFG

a) Houseproud

- 1.1 Our role within the section has to begin to change and as well as continuing to be funders we will also need to take on the role of enablers
- 1.2 To this end we have partnered with the **Home Improvement Trust**, a non profit making organisation, to offer the **Houseproud** scheme. Houseproud offers loans that can be used to facilitate essential repairs, improvements and adaptations to the homes of older home owners (over 60yrs) or disabled persons of any age.
- 1.3 It is aimed primarily at older and /or disabled home owners who are equity rich but cash poor, in order to assist them in accessing finance to undertake necessary works to their property with the knowledge that their home is not at risk as HIT issue a **guarantee of no repossession**.
- 1.4 Houseproud scheme is also available to those who would prefer to pay for the work from their own savings, or who can raise the money elsewhere. We provide a service to procure and supervise contracts using reputable builders and therefore offering peace of mind to the elderly and vulnerable who need essential repairs or adaptations. Significantly it will also reduce the incidents of 'Cowboy Builders' and the fear of crime. This element of Houseproud is proving particularly popular.
- 1.5 The Scheme is **not a replacement for Housing Grants**, "as the 2002 Order is not intended to bring about the wholesale replacement of grants with loans" and clearly loans will not be suitable for all those in need of assistance. But it could provide an essential supplement which levers in Private Sector finance, enabling scarce resources to be specifically targeted
- 1.6 Since it was launched in April 2006, we have received 99 enquiries, resulting in three loans totalling over £45,000 with others in the pipeline. There are another 56 client funded schemes totalling approx £250,000. This is £250,000 that would have historically come out of Denbighshire's Housing Improvement Grant capital allocation.

b) Minor Adaptations

- 1.7 These are adaptations which would normally be considered as costing too little to be undertaken, in their entirety, through a DFG e.g. fitting an external galvanised handrail, lever taps, a door intercom, alteration to steps or a simple ramp. etc. These Adaptations are usually non complex, cost under £1000 and, as there is no financial assessment. The process for a Minor Adaptation can take a variety of different routes depending on the property type and in some cases, the nature of the recommendation requested:-

1.8 **Minor Adaptation Partnership (MAP)**

This is a Home Safety Initiative set up between Denbighshire Social Services, Denbighshire Care and Repair and Conwy and Denbighshire NHS Trust. All Referrals are administered through Care and Repair and must be for Adaptations in Owner Occupier, Privately Rented or Housing Association Properties (RSL), but not Local Authority Accommodation. The Adaptation Work will cost no more than £1000.

1.9 **Rapid Response Adaptations Partnership (RRAP)**

This Service is funded through the Welsh Assembly and administered through the Care and Repair Agency. It is available only for service users who privately rent or own their properties. The Scheme is designed to deliver a quick and effective programme of minor adaptations and small repairs, facilitating hospital discharge and reducing delayed transfer of care, preventing hospital admission or readmissions and promoting safety in the home. The Adaptation Work will cost no more than £350.

1.10 **Recommendations to Denbighshire Housing Department**

These are made when the proposed adaptation is a local authority/council property. Work will be carried out via Denbighshire Housing Maintenance Department.

Social Services and Housing Scrutiny Committee

15th March 2007

Report by the Head of Adult Services

Carers Services

1. Purpose of Report

- 1.1 To inform the Committee of progress made during 2006/07 in relation to the former Carers Grant funded services
- 1.2 To seek the views of the Committee in relation to proposed former Carers Grant expenditure for 2007/08.
- 1.3 To advise Committee of other funding streams and services available to support the needs of Carers

2. Reason for Submission of Report

To enable the Committee to review current issues surrounding the provision of services for Carers in Denbighshire.

3. Background

- 3.1 Carers are the main providers of care in Denbighshire and are key partners in the delivery of community care services. Carers provide informal, unpaid care to individuals who have a chronic illness or disability. Previously, the Local Authority has had a good record in terms of recognising the contribution that Carers make, and harnessing that contribution by providing, arranging and coordinating the help and support they need to sustain their caring role.
- 3.2 Statutory legislation places a duty on Local Authorities to inform eligible Carers of their right to a Carers assessment. Each Local Authority must be able to demonstrate that all *eligible* carers are offered an assessment and that adequate consideration has been given to work, training and leisure opportunities in any subsequent assessment. There is also a statutory requirement for other agencies, (including other directorates within the council and the NHS), to give due consideration to requests for help from a Local Authority in relation to the planning and the provision of services that might support Carers.
- 3.3 Within Denbighshire there is a separate budget allocation (in addition to the former Carers Grant) specifically for Carers services. This means that additional services can be provided or arranged for Carers as a direct result of a Carers Assessment.

4. **Former Carers Grant – projects funded during 2006/07**

- 4.1 The Carers Grant, formally known as the Carers Special Grant, was established in 2000 as a ring fenced grant specifically aimed at supporting Carers. The intention of the Grant was to stimulate diversity and flexibility in the provision of services for Carers. Over the past 6 years this additional funding has enabled a wide range of Carer specific services to be developed in Denbighshire in both the statutory and voluntary sector. From April 2006 the grant was transferred into the Revenue Support Grant and passported over to Social Services.
- 4.2 During 2006/07 the former Carers Grant funded a variety of services. These were all well established services or projects specifically aimed at meeting the needs of Carers.
- 4.3 Voluntary Organisations funded included:
- Multiple Sclerosis Support Centre (MSSC)
 - North East Wales Carers Information Service (NEWCIS)
 - NCH Young Carers
 - Crossroads (Rhuddlan District and South Denbighshire)
 - Alzheimer's Society
 - Hafal
 - Vale of Clwyd MIND
- 4.4 The Grant also helped to fund Carer specific support commissioned or provided by the statutory sector. These included additional respite beds for people with learning disabilities, daytime breaks for Carers of people with enduring mental illness and one off grants for all groups of Carers.
- 4.5 Regular monitoring has shown that the projects are generally well received by Carers, and can often make a difference to their ability to continue in their caring role.

5. **Former Carers Grant – proposed allocations for 2007/08**

- 5.1 The former Carers Grant (FCG) has been passported into the SSD budget with a 3% inflationary increase for 2007/08. As such, the allocation for the forthcoming year will be **£236,500**.
- 5.2 This year, there have been some amendments (and increases) to bids submitted for 2007/08, and an additional new bid from the Stroke Association. As such, there is a shortfall of **£54,174** between the amount allocated for former Carers Grant related projects and the amount requested.
- 5.3 Attached to this report is a summary of the applications received in relation to former Carers Grant funding, (appendix 1, column B). Also included in appendix 1 are details of the existing level of former Carers Grant funding (column C), a summary of the level of funding requested by each organisation

for 2007/08 (Column D), and an outline of the projects that Denbighshire Social Services proposes to fund, (column E).

- 5.4 Although the option of funding the 'new' Stroke Association project has been considered, we do not feel that it is appropriate to support this bid at this stage. Primarily, this is because of the impact that this would have on existing projects. A significant reduction in the level of funding awarded to each of the existing projects would result in staff cuts and in some cases mean that projects are no longer viable. Column F of appendix 1 provides an outline of the impact that funding the Stroke Association project would have on existing projects.
- 5.5 Work is due to commence on a commissioning strategy for Carers during 2007/08. In addition a tendering process is being developed for all voluntary sector provided services. The commissioning strategy will enable the authority to map the level and extent of local need and to take a considered approach towards long term priorities for Carers services. At this point funding for the Stroke Association will be given due consideration.
- 5.6 The variety of projects selected for 2007/08 (identified in column E) will enable services to be provided to Carers of all ages, caring for individuals with a wide range of disabilities; the intention being to ensure that the projects serve to compliment and enhance existing SSD services to Carers.

6. Mental Health Carers Grant

- 6.1 From 2006/07, additional Welsh Assembly funding has been made available by way of the Mental Health Carers Grant. Denbighshire has been allocated an additional £115,711 pa which will be used to provide a range of services and support for Carers of people with mental health problems
- 6.2 The type of services/support to be provided via this funding stream includes:
- The establishment of a Carers Contingency Fund which will provide one off grants and additional support for Carers of people with mental health problems.
 - The block purchase of additional EMH respite beds to enable Carers (of older people with mental health problems) to take a planned break. (see 7.3 below)
 - Additional Support Worker posts to work with the newly established crisis resolution/home treatment service, but with a specific focus on the Carers' needs.
 - The establishment of a new part time post; 'Commissioning Officer – Carers', to commission, coordinate, and promote, support for Carers throughout Denbighshire.

7. Respite

- 7.1 Denbighshire Social Services arranges and funds a range of short term overnight breaks in order to give Carers some respite from caring. Respite care services are essential to many Carers to enable them to continue providing the care and support that might otherwise have to be provided by the statutory services. Service users and particularly Carers need respite care that affords a regular, planned break periodically. In particular there is an expressed need for flexible services to be available throughout the week, at weekends, overnight, and for services to be available for 52 weeks each year.
- 7.2 The level of need, type, availability and quality of respite services in Denbighshire varies between client groups. Within Learning Disability services for example there is an established block booking system for 2 respite facilities enabling Carers to plan their breaks in advance. The respite beds are allocated on a planned and coordinated basis, and are well used and highly regarded by both Carers and service users.
- 7.3 In comparison, the availability of short term breaks for Carers of older people with dementia is currently dependent upon which Social Work/ Health team that the client belongs to and immediate bed availability – until now there has been no co-ordinated booking system. As such, a block contract and booking system for EMH respite beds in both the North and South of the county is currently being established. Funded via the new Mental Health Carers Grant, this service will enable those Carers to have 2 weeks of planned respite per annum.
- 7.4 Feed back from consultation with Carers in Denbighshire has shown that Carers place respite as a high priority and has highlighted the need for Carers to take planned breaks that then enable them to continue their caring role. In addition, the anticipated increase in the number and average age of service users, (and their carers), will result in an increase in demand for planned respite. The existing and forthcoming commissioning strategies will address these issues in more detail and an evaluation of respite services across each client group is currently being carried out with a report due to be presented to Cabinet in April. This will enable us to identify the level and range of respite provision and to consider where we need to be focusing resources both now and in the future.

8. Consultation Carried Out

- 8.1 The Denbighshire Carers Strategy Group was set up in 2000, with a view to progressing and monitoring services for Carers in consultation with Carers and Carer related organisations. The Group continues to meet bi-monthly, is well attended, and includes representatives from a range of statutory and voluntary organisations.
- 8.2 Each organisation which receives funding via the former Carers Grant is required to provide information in relation to the methods, extent and outcome of consultation carried out with Carers. This enables the Local Authority to identify the needs of Carers who receive voluntary services, rather than just

those Carers who receive services from the Local Authority, (many Carers remain 'hidden' from statutory services).

- 8.3 In addition, Carers are represented on a range of client focused strategic planning groups within Denbighshire. This helps to ensure that the views of Carers are taken into consideration in the development of Local Authority services and policies.

9. **Implications on Other Policy Areas**

It is estimated that Carers save the state £57 billion every year in the UK (including Wales). Good quality, flexible support for Carers enables the cared for to remain in their own homes for longer and tends to reduce reliance on statutory services.

10. **Background Papers**

Carers and Disabled Children's Act 2000
Carers (Equal Opportunities) Act 2004
Denbighshire Carers Strategy
Caring about Carers: A strategy for Carers in Wales

11. **Recommendations**

It is recommended that:

Committee considers the current situation in relation to support for Carers, and comments on planned expenditure for 2007/08

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Appendix 1 - Denbighshire Former Carers Grant 2007/08

	Allocation 2007/08	£236,500	
	DCC admin allocation	£ 23,000	
	Funding available	£213,500	

Key: * Option 1 - 06/07 Award + 3% uplift to each of existing projects
 * Option 2 - Full award to Stroke Assn with pro rata cut to others

Column A	Column B	Column C	Column D	Column E	Column F
Organisation	Key features of proposal	Amount Awarded 06/07	Amount requested 07/08	Option 1 *	Option 2 *
1. Alzheimer's Society – Rhyl & District Branch	<ul style="list-style-type: none"> ➤ Dedicated respite day care service for younger people with dementia which provides a break for their Carers. ➤ 50 weekly sessions. 	£13,353	£14,214	£13,753	£11,965
2. Rhuddlan District Crossroads	Continuation of existing services: <ul style="list-style-type: none"> ➤ To maintain and increase the existing service of providing 216 hours of support to carers every month. ➤ To provide an additional 120 hours of support to carers in the period leading up to Christmas. 	£38,143	£42,000	£39,287	£34,179
3. Hafal	<ul style="list-style-type: none"> ➤ Sustain and further develop a network of support for Carers of people with severe enduring mental illness ➤ Programme of social respite breaks/activities ➤ Complimentary to services provided by Hafal in collaboration with mental health professionals 	£2,663	£2,663	£2,742	£2,385

Appendix 1 - Denbighshire Former Carers Grant 2007/08

Column A	Column B	Column C	Column D	Column E	Column F
Organisation	Key features of proposal	Amount Awarded 06/07	Amount requested 07/08	Option 1 *	Option 2 *
4. Vale Clwyd MIND	<ul style="list-style-type: none"> ➤ Provide up to a maximum of 40 hours direct carer support for c 10 people. ➤ Meet with carer to identify their needs – times for respite. ➤ Regular reviews will be available for people to ensure support continues to meet needs of carer and the cared for. 	£20,733	£21,540	£21,354	£18,578
5. NEWCIS	<ul style="list-style-type: none"> ➤ Carers Circles in 6 locations across Denbighshire. Sessions to include: Talks by other relevant service providers, eg Citizens Advice Bureau; consultation lunches; skill base sessions – eg IT, crafts; information events; social events. ➤ Training sessions – Moving & Positioning, Stress Management and First Aid. ➤ Holistic Therapy Sessions to include aromatherapy massage, Indian Head Massage and Reflexology. This would link in with the work around Primary Care and provide 72 carers with 4 holistic sessions each. 	£5,450	£14,278	£5,613	£4,883

Appendix 1 - Denbighshire Former Carers Grant 2007/08

Column A	Column B	Column C	Column D	Column E	Column F
Organisation	Key features of proposal	Amount Awarded 06/07	Amount requested 07/08	Option 1 *	Option 2 *
6. Denbighshire Young Carers	<ul style="list-style-type: none"> ➤ Individually plan support through Young Carers Groups or individual activities. ➤ Activities to promote health & wellbeing of young carers through exercise and healthy eating. ➤ Educate young carers about issues of physical, sexual & mental health. ➤ Fun activities that provide a meaningful break from caring responsibilities. ➤ Advocacy services with other agencies. ➤ Awareness raising. 	£16,871	£17,400 (+ £3,000 for summer residential trip)	£17,377	£15,117
7. Children with Disabilities Team (SSD)	<ul style="list-style-type: none"> ➤ Project work. ➤ Respite Services – Nursery/After School Clubs. ➤ The provision of holiday breaks for Carers ➤ To spot purchase domestic services for Carers and families. ➤ To spot purchase services from a range of vol/private agencies to meet an identified need. 	£23,593	£25,000	£24,300	£21,140

Appendix 1 - Denbighshire Former Carers Grant 2007/08

Column A	Column B	Column C	Column D	Column E	Column F
Organisation	Key features of proposal	Amount Awarded 06/07	Amount requested 07/08	Option 1 *	Option 2 *
8. South Denbighshire Crossroads	<ul style="list-style-type: none"> ➤ To provide a service to 25 carers and their families by giving them a weekly break from caring of average 2 hours. ➤ To provide additional Christmas breaks to carers and their families. 	£27,201	£38,250	£28,017	£24,373
9. MSSC	<ul style="list-style-type: none"> ➤ To provide a dedicated outreach service support for principal carers through counselling, advice/info, sign-posting and emotional support for newly diagnosed ➤ To provide regular 'relief time' for carers on a regular weekly basis. ➤ To provide 'centre-based' social support to principal carers and their near family. ➤ To provide relaxation and therapeutic opportunities to carers. ➤ To offer and respond to researched and identified 'need' among the carer population. 	£10,000	£11,980	£10,300	£8,961

Appendix 1 - Denbighshire Former Carers Grant 2007/08

Column A	Column B	Column C	Column D	Column E	Column F
Organisation	Key features of proposal	Amount Awarded 06/07	Amount requested 07/08	Option 1 *	Option 2 *
10. Oakleigh	<ul style="list-style-type: none"> ➤ To ensure that informal carers have respite by providing sessional support workers for service-users to provide carers with a break. 	£3,089	£3,089	£3,181	£2,767
11. LD	<ul style="list-style-type: none"> ➤ Additional respite beds for adults with learning disabilities. 	£12,945	£13,300	£13,333	£11,599
12. SSD Carers Services	<ul style="list-style-type: none"> ➤ The type of service provided in 2007/08 will depend on the individual needs of carers. We aim to use the funding to provide tailored support for carers, based on the type of needs identified via carers assessments. Support includes one-off grants and ongoing services. 	£32,973	£33,960	£33,962	£29,546
13. Stroke Association	<ul style="list-style-type: none"> ➤ To provide information and support to relatives of stroke victims. ➤ Family and Carer Support aims to prepare carers and families for the changes they will have to make as the result of the stroke and to ensure they are able to cope, and achieving independence wherever possible. 		£27,000		£27,000
	Total of proposed allocations			£213,219	£212,493
	Total of funding requested	N/A	£267,674		£
	Total of funding available	£207,613	£213,500	£213,500	£213,500
	Deficit	N/A	£54,174		£
	Total allocated	£207,613			£

Social Services & Housing Scrutiny Committee

15th March 2007

Report by the Head of Development Services

Denbighshire Economic Growth Strategy

1. Purpose of Report

To seek members' views regarding the draft Denbighshire Economic Growth Strategy

2. Reason for Submission of Report

The Leader of the Council took a delegated decision to approve a consultation draft of the Denbighshire Economic Growth Strategy on 5th October 2006. The views of the members of all scrutiny committees are being sought in order that these may be communicated to the Cabinet when the final version is submitted for approval.

3. Background

Since 2000 Denbighshire has received the highest level of structural fund resources available from the European Union, primarily from the Objective 1 programme but also from INTERREG and Leader Plus. Objective 1 resources were awarded on the basis that the county's development was "seriously lagging behind" and its gross domestic product was less than 75% of the EU 15 average. The county will continue to be eligible for EU structural funding and higher levels of state aid for the years 2007-13 and the County Council has commissioned the preparation of a strategy which if implemented would exploit this opportunity and bring about continued economic growth during this period.

Of particular relevance to the Social Services & Housing Scrutiny Committee are priority DEG7 which proposes that an adequate labour supply is secured through the provision of sufficient good quality housing including affordable units, and supporting the upskilling and motivation of those on incapacity benefits, and priority DEG9 which proposes that European Union funding programmes be used to support community regeneration through key funds.

4. Financial Controller Statement

As the report is a consultation draft, at the present time there are no obvious significant financial implications.

5. **Consultation Carried Out**

A first draft was considered by the County Council's Convergence Working Group on 18th July 2006 and the current draft provides the basis for consultation.

The final draft was considered by members of the Local Development Plan Working Group at their meeting on 23rd October 2006 and received their support.

It was then considered by members of the Environment Scrutiny Committee at their meeting on 1st February 2007 and the principal recommendation was that the actions impacting upon rural communities be drawn together in an additional discrete priority for action.

It was also presented to a focus group on 12th February 2007 to which representatives of external organizations including key employers, colleges, housing-related businesses, social enterprises, business groups and trade unions were invited. The principal recommendations related to the inclusion of specific references to enabling the staff of small business to participate in training to improve their skills, the development of Rhyl as a sub-regional retail centre and overcoming seasonality in the visitor economy.

6. **Implications on Other Policy Areas**

The Denbighshire Economic Growth Strategy will contribute towards the delivery of A Vision for Denbighshire 2025 and will inform the production of the Local Development Plan for Denbighshire.

7. **Background Papers**

Not applicable

8. **Recommendations**

That members consider the consultation draft of the Denbighshire Economic Growth Strategy and in particular whether to support the nine priorities identified

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DENBIGHSHIRE ECONOMIC GROWTH STRATEGY
Consultation Draft
Summary Report

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1.0. Introduction

Old Bell 3 Economic Development and European Services was commissioned by Denbighshire County Council in January 2006 to undertake an Economic Growth Study for the County for 2007 – 2013.

The original objectives of the Study, as set out in the Terms of Reference, were to:

- a) Undertake a strategic assessment of the impact of the 2000-2006 Objective 1, INTERREG and Leader + Programmes in the county of Denbighshire to date;
- b) Undertake an analysis of the opportunities for future economic growth in the County, taking into account economic trends and emerging regional and local strategies;
- c) Provide recommendations for actions to achieve this growth, including those which might be funded through the 2007 – 2013 Structural Funds programme, in order that resources available can be effectively targeted at areas of opportunity and need within Denbighshire.

However, at the Inception stage, it was agreed that the focus of the work should primarily be forward-looking. The focus of the report is thus very much on b) and c) of the original objectives.

The research involved:

- Detailed analysis of available current economic data relating to the County and developing an analysis of the opportunities and threats for the local economy over the period 2007 – 2013;
- Analysis of key national, local and sub-regional policy documents in order to identify priorities and aspirations for future development;
- Analysis of emerging documentation relating to the next round of Structural Fund Programmes and interviews with the Welsh European Funding Office and the Welsh Local Government Association about the likely implementation arrangements for the 2007 – 2013 Programmes;
- Analysing background documentation relating to projects which have been funded by the current Programmes in Denbighshire;
- Undertaking a “virtual” consultation with project managers of local Objective 1 projects;
- Interviewing 25 key local stakeholders as to nature of the opportunities and challenges faced by Denbighshire; the relative priorities of different types of public intervention to address these; the perceptions of successful and less successful Structural Fund projects and of unmet needs; and testing reactions to a number of “propositions” put forward for debate by the research team as a result of the desk-based analysis;
- Developing recommendations for actions under the Economic Growth Strategy, 2007 – 2013.

This summary report provides a brief **review of the conclusions** from the different sources of evidence collected and presents (at page 11 onwards) **the recommendations for the Strategy**. A full report is available on request.

2.0. Overview of the Economic Analysis

While highlighting the diversity within Denbighshire, the review of economic data reveals the following features of the Denbighshire economy:

- ❑ Low levels of gross value added and earnings on the part of those employed within the County; but
- ❑ Relatively favourable levels of household income, owing partly to outward commuting and to a heavy dependence on “unearned” income;
- ❑ Relatively low inactivity rates (though with some local exceptions) but significant out-commuting and high-levels of employment in sectors (e.g. tourism) in which part-time employment is common;
- ❑ A demographic profile showing below average representation of some key age segments (young adults), but an increasing population overall;
- ❑ A slowly ageing population with implications for the healthcare sector and overarching activity indicators;
- ❑ Relatively low levels of unemployment, but with some issues surrounding hidden levels of unemployment in more rural parts of the county;
- ❑ A poorly diversified employment structure, with a strong dependence on the non-market (public) sector;
- ❑ Relatively poor achievement rates from the County’s schools, but a comparatively well qualified workforce;
- ❑ A strong standing on selected indicators relating to social inclusion, notwithstanding a few areas of real problems.

The Denbighshire economy is not experiencing the severity of economic and social problems faced by counties in the South Wales Valleys. However, there are still issues that would need to be addressed by any new set of interventions in the local economy. The economic issues and challenges facing Denbighshire in from 2006-07 onwards can be summarised as follows:

- ❑ Spatial variation in access to economic opportunities, and marked differences in indicators of social exclusion within the County. Many of these differences are persistent and have not changed as a result of current interventions;
- ❑ This variation contributes to many Denbighshire residents travelling east and out of the County to work. This commuting impacts on indicators such as GVA per head, though those Denbighshire residents working outside the County tend to earn more on average than those working within the county. This out-commuting is not necessarily a problem given the distances involved, but one challenge might be to give greater numbers of residents along the coastal areas, and in Ruthin and Llangollen, better opportunities to work in counties to the east;

- ❑ A poor representation in industry sectors that are growing well at national and international levels. This would include a number of financial and business services sectors together with transport and communications. This will partly reflect a weaker demand side in the County itself, including leakage of demand for core business services to adjacent counties, and to the North West region of England;
- ❑ High levels of employment in sectors characterised by low productivity growth at national and international levels including the public sector, together with distribution, retail and catering (the latter including the highly seasonal tourism sector in the County);
- ❑ The need for higher levels of new full-time employment opportunities, rather than the part-time employment growth witnessed in the recent past;
- ❑ The failure of population and employment growth since 1999 to be translated into improvements in earnings, or GVA per capita, with some evidence that the “gap” between Denbighshire and the Welsh average has grown during the period over which the Structural Funds programmes have been operational;
- ❑ Low levels of new inward investment, and with some ageing manufacturing plants producing goods at the end of their product life cycles and therefore being vulnerable to transfer to more cost effective locations;
- ❑ Limited local market opportunities, and an absence of demand thresholds for some businesses, particularly in the context of stronger demands to the east;
- ❑ The absence of a large agglomeration of population within the County.

The main developmental challenges facing Denbighshire can essentially be summarised in terms of the need for increases in the quality of employment within the County. Given the relatively low inactivity rates, increased prosperity is unlikely to be generated by simply increasing the number of jobs within the County – rather the emphasis needs to be on increasing the quality of jobs and hence the earnings from work, while sustaining the benefits of access to higher paid labour markets to the east. Inevitably this is partially dependent on improvements in the “supply side” of the local economy, and improvements to the demands placed on local people through new investment. In this respect a key identified issue is that private sector investors find it difficult in Denbighshire to gain a profitable return on commercial property development without public support.

3.0 The Policy Context

The review of the Policy Context highlights the increasing importance in Welsh Assembly Government thinking of the Wales Spatial Plan and the fact that this raises a number of issues, since Denbighshire finds itself split between two areas – “North-East Wales” and “Central Wales”, with the main part of the County aligned with the North-

East, despite the fact that (unlike its neighbours to the East) it is also within the West Wales and the Valleys region.

In terms of identifying priorities and aspirations for future development, it is possible to draw the following “Denbighshire specific” themes from the range of policy documents included in the review:

- Skills, Employment and Productivity: The key economic policy documents of the Welsh Assembly Government (“Wales: A Vibrant Economy” and the “Skills and Employment Action Plan 2”) point to a need to make those who already have jobs more productive i.e. moving them up the “value chain” and enabling them to get better quality, better paid jobs in order to raise economic performance and wealth. This is especially relevant to Denbighshire given that overall it has relatively low levels of unemployment and economic inactivity. Key to raising the quality of jobs is improving the availability of skills and training for those already in work in a way which is well informed by employer needs. Both WAVE and SEAP2 also emphasise the need to improve the skill levels of those out of work or economically inactive. For Denbighshire the problems of unemployment and inactivity seem to be largely focused on a relatively small number of deprived wards (such as in Rhyl and Prestatyn). The Denbighshire Community Strategy (confirmed by the review of economic data) suggests that there is an increasing cohort of older people in the county and that this trend is continuing. It is important that additional opportunities are identified to enable these people (where they are able) to make a contribution to the local economy thereby minimising the call on public service delivery.
- Transport and Broader Infrastructure: Improving the transport infrastructure is outlined as a priority both in an all-Wales sense and in Denbighshire specific policies. Denbighshire is not well served by effective transport links (either by road or by public transport) outside of the A55 corridor. The policy review would suggest that accessibility to the rest of the county has to be improved in order to make Denbighshire a better place to do business and a more attractive place to visit. Transport is also a key issue in terms of facilitating the movement of people for the purposes of studying and working. The spatial policies reviewed (Wales Spatial Plan and the West Cheshire/North East Wales Spatial Plan) suggest that a better public transport infrastructure to serve the county would allow Denbighshire to take more economic advantage of its immediate neighbours. The infrastructure and support for businesses is a continued policy priority both on an all-Wales level (WAVE) and within Denbighshire (Vision to 2025). The focus in WAVE for support services seems to be shifting from new business starts towards growth companies. For Denbighshire this may mean that the type of support, particularly in infrastructure terms will need to be suitable for businesses ready to grow out of incubation style accommodation.
- Innovation and Business Competitiveness: The emphasis within WAVE is clearly on targeting “growth companies”. Whilst this is important for Denbighshire, the Vision to 2025 underlines the continued importance of new business creation within the county. Denbighshire specific policies underline the importance of

broadening the sectoral base of the local economy. WAVE suggests that investing in innovation will continue to be important. Denbighshire businesses will need to be able to explore new sectors and niches to keep themselves competitive, productive and sustainable. In this context, initiatives such as the Optic Technium and the emerging Opto-electronic cluster should be built upon for the future as well as exploring further links between education and business.

- Maximising Natural Assets: The County has identified a need to broaden the appeal of its tourism sector beyond that of seasonal and weather dependent offers. The strategies reviewed point very clearly towards the need to re-position and re-brand Denbighshire in tourism terms, offering higher quality, premium accommodation and “niche” attractions.

- Area and Community Regeneration: The policy focus on regenerating Rhyl and Prestatyn suggests a continued need for high levels of public sector intervention. The Rhyl Going Forward Strategy provides a comprehensive framework for a package of regeneration activities to be implemented. The Council vision to 2025 suggests that Denbighshire has to focus on making itself an attractive place for young people to want to live and work in the area. Improving the range and quality of jobs available is a key starting point – but this is unlikely to be enough. The Mixed-use Sites Assessment points to a number of potential flagship projects (which do not in themselves require public funding) for Denbighshire which will need to achieve a step change in the attractiveness and affordability of the county as a place to live for the crucial age groups that are currently leaving the county.

4.0 The Future Structural Funds Programmes

Key points to emerge from the review of the developments in respect of the availability of future Structural Funds support in Denbighshire are as follows:

- West Wales and the Valleys will benefit from the new Convergence Objective of the Structural Funds (broadly equivalent to Objective 1) for the period 2007 – 2013 and is likely to receive roughly equivalent levels of EU funding as it has received from 2000-2006;

- Rural development support will no longer be channelled through the Structural Funds but will be delivered through the Rural Development Plan, which will integrate support for the modernisation of agriculture, agri-environmental schemes and rural development in all rural areas of the EU. The Leader + Community Initiative (which has supported Cadwyn Clwyd) will also be “mainstreamed” through the Rural Development Plan;

- The Welsh Assembly Government has flagged up its intention of working through three new Operational Programmes, two of which will apply to Denbighshire:
 - A Convergence (ERDF) Programme for West Wales and the Valleys;
 - An All-Wales Human Resources Programme (ESF).

There will also be an Ireland - Wales Programme under the Territorial Co-operation Objective, but, in contrast to the current Programming period, the Irish Government is to take the lead on the development of this Programme.

- In each case, the Assembly is proposing a streamlined Programme structure with only three Priorities. In the case of ERDF, there will be
 - a strong emphasis on **innovation and Research and Development**, with less emphasis on generic business support;
 - funding for **infrastructure** relating to sustainable transport; ICT; renewable energy; environmental risk management, environmental infrastructure and waste management (including flood risk); as well as support for the growth of the environmental goods and services sector;
 - Support for “building **sustainable communities**”, focussed on the most deprived communities, and including physical regeneration; access to jobs and markets (essentially improving access to services); and community economic development.

On current plans, funding for sustainable communities is likely to be more limited than in the current programme while sites and premises will only be included in the context of sustainable communities, rather than infrastructure.

- In terms of the All Wales Human Resource Programme, the proposed Priorities focus on
 - **Increasing employment and tackling inactivity** including support for people to remain and progress in employment;
 - **Improving Skills Levels** with a particular focus on basic skills and helping low-skilled workers improve their skills by supporting progression to NVQ level 2.
 - **Improving the administrative capacity of public administrations and public services** by supporting targeted investments in human capital in Welsh public administration, linked to the “Making the Connections” agenda.

It is likely that there will be less emphasis on projects which promote social inclusion but which are not related to the labour market than in the current Objective 1 Programme.

- In terms of processes, the Welsh Assembly Government has stressed that it expects the new Programmes to be delivered in a different way to the current Objective 1 Programme. The vast majority of the funding is likely to be channelled through “strategic frameworks”, which will generally operate on a national, regional or sub-regional basis but be delivered at a local level, with local providers selected by competitive tender. It is clear that purely local projects (within one local authority area) will not be able to bid for “strategic framework” status - though nothing will prevent local authorities or other local bodies combining on a sub-regional basis to put forward such projects.
- The Welsh Local Government Association is suggesting that local government should consider delivering strategic frameworks (on a regional or sub-regional

basis) in a number of areas including transport (delivered through the Regional Transport consortia); waste; local energy management; town centre regeneration; local business support; and 14 – 19 learning pathways.

- The Welsh Assembly Government is keen to ensure that the Wales Spatial Plan is given a role of central importance in the delivery of the Programmes and is envisaging that the Spatial Plan partnerships should play a key role in approving sub-regional Strategic Frameworks and in ensuring that regional frameworks are “bent” to reflect differing spatial requirements.
- Although nothing has been said publicly, as yet, about the role of local partnerships, Welsh Assembly Government officials are hinting strongly that these are unlikely to have any formal role in the future Programmes, though some sort of involvement of sub-regional partnerships (possibly marshalled through the Spatial Plan sub-regional groups) seems possible.

The emerging thinking of the Welsh Assembly Government suggests some important conclusions for local agencies in Denbighshire wishing to see project ideas taken forward through the Convergence ERDF Programme or the All Wales Human Resources Programme, with the preferred routes for securing funding being a) to lobby to make sure that the concept is covered by a regional (i.e. West Wales and the Valleys) framework (including, but not focussing exclusively on, those which are being considered by the Welsh Local Government Association) and that local partner(s) are well set up to bid for local delivery status b) to work collaboratively with partners on a sub-regional basis to develop a sub-regional strategic framework c) if all else fails, to develop a purely local project but recognising that funds are likely to be very limited in many parts of the Programmes.

5.0 Key Informants Views

Many of those consulted during the study were reluctant (or unable) to speak about broader issues and challenges facing the County, beyond the field(s) of their own responsibility. This suggested that, despite the development, on the basis of wide consultation, of the County’s Vision Statement (which many consultees referred to and which clearly commanded general support), there appeared to be a lack of a well developed and inclusive discussion about the County’s strategic direction and, to some extent, a degree of misunderstanding of others’ perspectives. Most consultees felt that there had been too many small projects funded under the current Objective 1 Programme and struggled to identify projects which, in their view, had been particularly successful.

Key challenges for Denbighshire over the next seven or eight years which were highlighted included:

- **Addressing labour shortages**, with several consultees pointing to the increasingly common evidence of employers taking on labour from central and eastern Europe (see below), while also highlighting the generally low wages of many jobs in the County.

- ❑ **Improving skills levels**, with problems in labour market supply being seen as related to what was perceived as the low levels of skills within the Denbighshire workforce – with education providers, in particular stressing the need to improve the provision for 14 – 19 year olds in line with Welsh Assembly Government policy.
- ❑ **The need for highly-skilled and well paid jobs and the lack of attractiveness to new investment** by comparison with areas to the east. There was a fairly strong feeling that the County could not (and in some cases, should not) compete, particularly in sectors such as banking and finance, with areas to the east, which in many cases, already provided job opportunities for Denbighshire residents.
- ❑ **The need for business space and support for local businesses**, with nurturing local SMEs seen as particularly important given the lack of strong prospects for inward investment. A major constraint on this was said to be lack of business space for growing businesses to expand into.
- ❑ **Upgrading tourism**, with interviewees emphasising the need to reduce the dependence on the low-value tourism associated with the traditional coastal “offer” and for a concerted effort to increase the value added by building on assets such as the County’s rural landscape, its cultural events and its food industry as well as improving use of the coast for higher-value leisure activities.
- ❑ **Rhyl**, with several consultees saying it was imperative that “Rhyl Going Forward” was fully realised.
- ❑ **Vulnerability to Economic Downturn on Deeside**, with several consultees pointing to the vulnerability of the Denbighshire economy to any continued “shake out” of manufacturing or national/international service-sector employment on Deeside as a potential major challenge for the Denbighshire economy.
- ❑ **In-migration and pressure on wages**, with concern about the recent phenomenon of significant numbers of jobs within the County being taken by migrant labour, particularly from Central and Eastern Europe. Some saw this as evidence of the tight labour supply in north-east Wales, but others felt that the issue was rather one of employers preferring to use such labour to keep wages down.
- ❑ **Infrastructure constraints**, notably the lack of adequate transport communications outside the A55 corridor.

A number of interviewees specifically mentioned the challenge of recognising the diversity of Denbighshire as a County and the need to develop strategies which were appropriate and sensitive to the differences between the coastal belt and the rural interior of the County.

In terms of overall priorities, there were widely different responses (despite the fact that most consultees felt that their own views would be generally shared). The most common areas identified were:

- ❑ Skills development and information to support skills acquisition;
- ❑ Strengthening the tourism offer;
- ❑ Investing in business infrastructure (ICT and premises);
- ❑ Entrepreneurship and Generic Business Support;
- ❑ North-South road links;
- ❑ Tackling local concentrations of inactivity;
- ❑ Town Centre regeneration.

6.0 An Economic Growth Strategy For Denbighshire

In considering the recommendations for the key priorities for the Economic Growth Strategy it is important to bear in mind a number of key points:

- ❑ The policy challenges meeting Denbighshire cannot be addressed in Denbighshire alone: the geography of the County, narrow from east to west, but straggling over a distance of some 30 miles north to south, combined with predominantly east-west communications, means that in functional terms, the lives of Denbighshire residents are in many respects more strongly affected by developments in neighbouring counties than by developments elsewhere within the County.
- ❑ At the same time, the way in which the Convergence programmes seem certain to be implemented is radically different from what has happened in the case of Objective 1. There is likely to be far less opportunity to develop *ad hoc* locally-tailored projects. It will therefore be essential to focus work emerging from this Strategy on influencing the shape of wider regional and national approaches, ensuring that these fully take Denbighshire's needs into account.
- ❑ While emphasising the need for connecting the priorities outlined in this report in a broader spatial dimension, it is also essential to bear in mind the diversity within Denbighshire and to acknowledge that strategies which are appropriate for Rhyl and Prestatyn may have little relevance to Llangollen and Corwen.
- ❑ Many of the most "obvious" responses to particular challenges faced by the Denbighshire economy are unlikely to be practical. Given the very heavy reliance on the public sector and tourism, economic diversification is clearly desirable, but there seems little prospect – given the overall pressure on manufacturing within the UK – of substantially increasing the share of manufacturing in the local economy, while the County is not well placed to compete with neighbouring Chester and Deeside for national and international service sector businesses. The focus rather has to be on local value-added services and increasing the value of the employment already available within the County, while accepting that local residents are likely to continue to need to travel to access jobs in sectors such as banking and finance.

- It is important to remember that, overall, Denbighshire in many respects is doing reasonably well. Indeed, in many ways, Denbighshire is a good example of the inadequacy of using GVA per capita as the sole a measure of welfare. Much evidence suggests there is a high quality of life in Denbighshire and it is essential in developing a growth strategy not to jeopardise those aspects of welfare (the quality of the environment, the general lack of congestion and over-development) where Denbighshire scores well.
- Even in strict economic terms, household incomes, which are well above the average for West Wales and the Valleys and for Wales as a whole, suggest that individual residents of Denbighshire are generally reasonably prosperous. In seeking to overcome the County's economic problems (for example, of low wages and low GVA), it is essential not to lose sight of this – and certainly not to in any way jeopardise the sources of this e.g. by encouraging the substitution of lower-paid jobs within Denbighshire for higher-paid jobs outside it. Rather, it will be important to try to capitalise on the gap between household incomes and GVA by encouraging a greater share of local income to be used within the local economy.
- Related to this, the Strategy also has to be careful of unintended consequences. Given the relatively high levels of economic activity (particularly given the demographic make-up of the County), the fact that employment is likely to increase modestly in any event over the next decade, and the suggestion that relatively few of those on “inactive” benefits are going to be easy to attract back into the labour market, then the labour market in Denbighshire is likely to continue to be relatively tight. Attempts to boost employment opportunities may well lead to greater reliance on migrant labour, which - although economic analysis suggests still brings a net economic benefit - is clearly a subject of some concern on the part of many consultees, unless these attempts are accompanied by positive action to boost the labour supply through, for example, greater mobilisation of “early retirees” or by success in efforts to retain, or attract back, younger people – both of which may represent a significant challenge.
- While there are some key projects and approaches which have been developed under the current Objective 1 Programme (Rhyl Going Forward, the OpTIC, Denbigh College, the Key Fund approach to community regeneration) which need to be factored into the forward Strategy, many of the projects appear to have lacked “critical mass” and cannot easily form the basis for a strategic approach in the future.
- While there is widespread support for the Vision Statement adopted in April, there is also a need for a far more profound discussion between stakeholders as to a broader development strategy.

Turning to the components of the Economic Growth Strategy, we recommend nine priorities. These represent different facets of what we believe to be a coherent strategy, and, as such, they are not presented in any hierarchy of importance. They are:

DEG 1: Enhancing Quality of Life and local services for residents: We believe that possibly the key focus of the Strategy has to be to enhance the (in many cases already high) quality of life and access to higher value and higher quality services of residents in Denbighshire, with two aims: firstly, to encourage local people (even those who travel out of the County to work) to spend more of their disposable income within the County and secondly, as a key part of the effort to retain younger people and/or to encourage them to return to live in the County (see also DEG 7). In practical terms, this might involve four different elements:

- i) a positive effort through the business support and planning systems to encourage the provision of local services (both professional services and leisure-related services such as restaurants and/or high-quality food outlets) throughout the County, in order to prevent “leakage” of Denbighshire residents’ spend outside the area (whether through travelling to larger service centres such as Chester or reducing the proportion of disposable income used on longer-distance travel). This would also include support for cultural and leisure facilities to extract added value;
- ii) Public interventions such as the redevelopment of the Scala in Prestatyn and making greater use of the Pavilion at the International Eisteddfod Site also have an important role. They can both plug gaps in local services and extract significant external investment and interest, acting as catalysts for wider private investment;
- iii) In Rhyl and Prestatyn, linking the emphasis on service sector businesses to the property and regeneration strategy, in order to bring forward currently unused or under-used town centre property to provide premises for such businesses (linking to DEG 4 below);
- iv) In terms of the Vale of Clwyd and the Dee Valley in particular, developing a strategy to market the area as ideal for higher-skilled “live and work” families, who are either self-employed or largely able to work from home in order both to bring in added value into the economy and generate spin-off effects through demand for local services. This will necessitate a continued effort to ensure high quality ICT infrastructure, as well as ensuring the continuing supply of appropriate housing.

In terms of funding, much of this priority demands less an injection of additional funds than a modest change of emphasis in terms of business support services and regeneration strategy. In terms of the first three elements, this should form part of the local regeneration effort which needs to secure funding through Priority 3 of the new ERDF Convergence Programme (see DEG 4 below), while improving the ICT infrastructure of the rural interior of the County needs to be secured through close working with the Welsh Assembly Government’s DEIN, which is certain to lead on this. Potential synergies with the Rural Development Plan need to be explored to ensure that any

opportunities to develop and support local services in the rural parts of the County under the RDP are exploited.

DEG 2: Adding value to tourism and related sectors: Enhancing the quality of life for local residents will also have spin off benefits for the County's "tourism" offer. Conversely, it is mostly through tourist visits that those outside the County are likely to get to know it and improving the tourism offer is thus critical to encouraging in-migration of younger groups into the County. Although tourism is likely to remain a highly competitive area, and in the case of sub-sectors, such as the traditional coastal caravan parks, there seems little alternative to "managed decline", for the County as a whole, tourism remains a key sector in terms of offering local employment and simply cannot be ignored. Moreover, in a perspective looking forward to 2013, it is at least possible that there will be a radical reduction in overseas weekend or "short-break" travel, as the environmental costs of air travel are factored in to pricing. This Priority would involve:

- i) Taking forward the County's Cultural tourism strategy, with a very strong emphasis on improving the tourism offer within the rural interior by increasing the provision and driving up standards of accommodation and food (this also links to the skills agenda – see DEG 3); continued investment in tourism infrastructure such as facilities linked to the canal network in the Dee Valley; and developing niche markets, based around waterways, walking, riding and arts/cultural events;
- ii) Implementing the Rhyl Going Forward strategy, particularly the Drift Park and Foryd Harbour schemes to improve the attractiveness of the traditional coastal strip to visitors and residents alike;
- iii) Continuing to provide support to initiatives to support the agri-food industry and to improve the quality and profile of local produce.

For this priority, it is essential to work with partners beyond the County boundary and to co-ordinate the promotion and marketing effort. In the case of the interior, and in line with the Wales Spatial Plan, it may be sensible to work closely with the Central Wales area to promote high quality rural tourism products.

In terms of funding, given the apparent low profile of tourism in the emerging documentation for the Convergence Programmes, it will be important, initially, to work through the WLGA to lobby for the inclusion of tourism-related infrastructure in Priority 2 of the new ERDF Convergence Programme. Financial support for physical upgrading of tourism establishments is likely to continue to be funded from grants (or possibly loans) administered by DEIN (since the amalgamation of the Wales Tourist Board into the Welsh Assembly Government), with the probable support of ERDF under Priority 1 of the ERDF programme and the County Council should work closely with them to ensure that any schemes are well publicised to and accessed by local tourism businesses. In the absence of specific provision for investment in tourism infrastructure from the Convergence Programme resources, any financial support to deliver the second element will need to come either from local regeneration funding

under Priority 3 of the new ERDF Programme (see DEG 4 below), although it may also be possible to incorporate certain elements in any coastal protection Strategic Framework, which may be developed under Priority 2 of the ERDF Programme. In terms of the third element, this should be pursued through action under the Rural Development Plan, which may also be able to provide some limited resources for the first element.

DEG 3: Upgrading skills: Given the relatively high levels of economic activity of local residents, the key to increasing both the value added by local employment and to increasing wage levels is to improve the skills and productivity of those who are already in employment or who will come into the labour market from the education system over the next decade. This requires:

- i) A new and stronger emphasis on upgrading the skills of those in employment, based on a strongly sectoral approach (in order to mitigate fears of “poaching”). We believe that this will require working at a regional (North Wales Convergence area) level, as well as securing the support and involvement of employer led bodies, such as the Sector Skills Councils. Initially at least, efforts might be targeted at a limited number of service sectors, notably tourism (where the quality of the product is clearly strongly related to the quality of the service) and the care sector, but clearly Denbighshire should “buy in” to other sectoral priorities across the region;
- ii) A more strategic approach to the provision of vocational as well as academic 14 – 19 year Pathways in the County, in order to ensure that local young people have the widest range of options to enable them to access job opportunities not just within the County but in sectors (advanced manufacturing, banking and financial services) which are well represented in neighbouring areas. This requires greater co-ordination (or even integration) between LEA sixth form provision and Further Education provision and still greater co-ordination between the different FE colleges providing learning within the County.

In terms of funding, both these elements are well-aligned with Priority 2 of the All Wales Human Resource (ESF) Programme. In terms of the first, the County needs to develop a regional approach working closely with DELLS as well as other local authorities and the relevant Sector Skills Councils to develop a more sectorally-focussed approach to raising skills in the employed workforce, while building on the success of the “Skills for Business” suite of projects. In the case of the second, it will be important to engage with the work being taken forward by the WLGA to develop a Strategic Framework on 14 – 19 pathways. It is also important to note that, as the new (draft) Structural Fund Regulations provide for some capital investment in post-16 education infrastructure from the ESF, it is possible that additional provision e.g. the further expansion of Rhyl College, might be secured through this route.

DEG 4: Driving ahead with Regenerating Rhyl: With more than a quarter of Denbighshire’s population living in Rhyl, and with a degree of consensus achieved on the “Rhyl Going Forward” Strategy, continuing to deliver against this Strategy seems to us a

fundamental priority. In terms of access to Convergence funding, there is a clear opportunity through the proposed Priority 3 of the ERDF Convergence Programme, but it is evident that the bulk of this funding will be only accessed through a Strategic Framework(s) which is not just local. It is therefore essential that the County Council follows a two-pronged approach. On the one hand, it should work closely both with the WLGA on its initiative to develop a local authority-led Town Centre Regeneration Strategic Framework, while recognising that current proposals to ring-fence funding to individual local authorities might lead to a squeeze on resources available to Denbighshire, given the potentially more vocal claims of Valleys local authorities. Secondly, it should work with sub-regional partners (both in North-East Wales, with a focus on the Spatial Plan partnership and North-West Wales) to explore the development of a sub-regional Sustainable Communities Framework focussed on the deprived coastal communities.

DEG 5: Improving the competitiveness of local businesses in order to offer local employment opportunities: We do not believe that it is possible to build an economic growth strategy in Denbighshire around the attraction of large-scale inward investment, because of the relative decline in “footloose” investment in the UK, the comparative locational advantages (and prioritisation within the Wales Property Strategy) of the Deeside/Chester area, and the fact that there is already a relatively tight labour market within the County. We also believe that outward commuting will remain an important element of economic prosperity for much of the County (notably the Rhyl/Prestatyn area and the Dee Valley). At the same time, it is important that local employment opportunities are available and that local businesses wishing to expand and offer additional employment are able to do so. This priority should involve three elements:

- i) Continued provision of/support for sites and premises provision focussed on providing expansion space for local growth businesses (which is likely to require intervention by the County Council possibly in “partnership” with private sector investors). However, this does need to be complemented by efforts to ensure that existing sites and premises are effectively utilised – including ensuring that the quality is adequate to the needs of expanding businesses;
- ii) Continued financial support for business investment, with a suite of grants and loans related to capital investment and employment creation. In line with recent changes to Regional Selective Assistance (RSA), it is important to ensure that investments which generate employment but do not require heavy capital investment are not disadvantaged, while placing a premium on investments which generate higher-quality jobs and/or involve higher technology;
- iii) Better co-ordination of business advisory services.

In terms of funding and delivery of these elements, it seems unlikely that the Welsh Assembly Government will support the provision of large-scale resources for sites and premises in the new ERDF Programme. It is therefore essential in terms of the first element to drive forward the mixed-use site proposals which appear to be a viable way of

providing additional sites and premises without public subsidy and which will also help address housing needs (see DEG 7). For the second element, the County Council needs to work closely with the WLGA in support of their proposed Strategic Framework for Supporting Local Businesses, while also continuing to ensure that Denbighshire businesses are well-positioned to access larger-scale funding from WAG through the continuation of grant schemes such as RSA and AIG and through Finance Wales products. In terms of the third element, it is clear that much of the provision under Priority 1 of the new ERDF Convergence Programme will be delivered through Strategic Frameworks developed within the Welsh Assembly Government's DEIN, but contracted through local delivery agencies. The County Council needs to work closely with other partners - including DEIN staff within the region and the local enterprise agency (Clwydfro) - to try to ensure that the contracting system delivers a result which ensures strong co-ordination of the local delivery of different Strategic Frameworks.

DEG 6: OpTIC and high-technology industry: Denbighshire has relatively weak representation in manufacturing industry (which, given the problems faced by the manufacturing sector is not necessarily a major disadvantage) and few companies with a strong base in more advanced technologies. It would therefore be unrealistic to build a growth strategy around advanced manufacturing – although from a broader perspective this remains essential to the County's economic well-being, given the reliance in employment terms of many Denbighshire residents on Airbus at Broughton (and hence is important in the context of skills – see DEG 3).

At the same time, significant investment has gone into the development of the OpTIC at St. Asaph, and it is important to try to build on this to ensure that the County retains its competitive advantage in this technology. In practical terms, the lead on this will probably continue to be taken by DEIN (following the merger of the WDA) but the County Council needs to work closely with DEIN staff to support further development.

More generally, we are somewhat sceptical as to the scope for developing new high-technology sectors within the County: however, there may be scope to work with other partners (such as DEIN and the Health Trust) to investigate whether there is capacity to develop commercial opportunities (e.g. in clinical trials) on the back of the District General Hospital at Bodelwyddan. Funding for both of these elements should, in principle, be available through Priority 1 of the new ERDF Convergence Programme, but we believe the lead on these issues needs to be taken outside by regional agencies.

DEG 7: Ensuring the labour supply: A key aspect of the Denbighshire economy is that there is a fairly tight labour market – as well as a population which is increasingly weighted towards older people. While we do not see an attempt to rapidly increase the number of employment opportunities within Denbighshire as a main plank of an Economic Growth Strategy, ensuring that there is an adequate supply of local labour is essential to enabling local businesses to expand and local employers to replace workers approaching retirement without reliance on transient labour. We believe there are three elements to this priority:

- i) The provision of good quality housing, including affordable housing, to attract/retain younger people, particularly those with young families, in the

County. This is important not just in terms of securing the labour supply, but also in terms of the first of our priorities (DEG1): while driving up the quality of local services and improving the quality of life of local residents (including considering issues such as the provision and quality of local schooling), it is also essential to provide opportunities for more people to live in the area and to provide an increased level of local demand for these services. We believe there is considerable potential (as envisaged in the Spatial Plan) for increased housing provision along the coast, linked both to local employment opportunities but also to providing relatively easy access to employment in the “Dee Triangle” where labour supply is an even more critical issue;

- ii) The development of a pilot project to attract older retirees, who have a basic but not particularly high income from occupational pensions back into the labour market. This would be an innovative and relatively untested approach and would need to emphasise the importance of avoiding displacement (in other words ensuring that employment opportunities were additional to jobs already filled by local people). It would need to involve partnership working with others such as the Voluntary Sector, JobCentre Plus and Working Links, and possibly organisations such as Prime Cymru. It might be possible to envisage links into business development (drawing on experience from Anglesey of using retired people as mentors for new businesses);
- iii) Continued support for upskilling and motivating those on inactivity benefits to access employment. This needs to be fairly narrowly focussed on Rhyl and may well be linked to the efforts in Rhyl Going Forward to reduce the number of HMOs.

In terms of funding, housing is clearly highly likely to remain outside the framework for the Structural Funds. In any event, the route for improving the housing supply is clearly offered through the mixed-use site proposals (see DEG 5), in particular the proposal for South-East Rhyl, together with the efforts to upgrade housing stock within the existing town of Rhyl through the Rhyl Going Forward strategy (which should be the focus of efforts to secure funding under Priority 3 of the ERDF Programme).

Both the second and third elements could potentially be funded through Priority 1 of the All Wales Human Resource (ESF) Programme. It is likely that a Strategic Framework on inactivity will be developed within DELLS and it will be important to work with DELLS staff within the region to ensure that the needs of Rhyl are fully taken into account. As for the second element, this would appear to be an approach which might be developed on a sub-regional (North-West Wales) basis, possibly within the economic inactivity Strategic Framework, but early discussions are needed with the other local authorities in the region.

DEG 8: Better transport links: There are a number of reasons why we doubt whether major investment in transport, particularly in road links within the County, can realistically be a key plank of this Growth Strategy. In practice, there are likely to be serious resource constraints (with little margin in the current Transport Plans which run

to 2010), while more importantly we believe that commuting to employment and learning opportunities (particularly Higher Education) outside the County (and particularly in the regional centre of the “Dee Triangle”) is likely to remain key to the County’s prosperity. We therefore believe that the priorities in terms of transport in the short-to medium term are likely to be:

- i) Improving public transport links between the coastal towns and Deeside/Chester working with the Train Operating Companies and bus companies to improve services at times which are suitable for those commuting to work or learning;
- ii) Upgrading links (both road and public transport) along the Dee Valley to Wrexham, as a major growth centre;
- iii) Possibly piloting increased fare-subsidy schemes for students and/or low paid workers resident in Denbighshire but commuting to work.

Although funding is only likely to be forthcoming in the longer term, a further priority should be to lobby for funding for road improvements to link the Vale of Clwyd with the A55 avoiding the St. Asaph bottleneck.

In terms of funding, there will clearly be opportunities for funding public transport schemes through Priority 2 of the ERDF Convergence Programme and it will be important to work very closely with both Taith and with the WLGA on developing the latter’s proposed Strategic Framework on Transport.

DEG 9: Community regeneration: Key Funds have been an effective way of “spreading the benefits” of Objective 1. We believe that a Key Fund approach, which can support relatively low-cost capital and revenue projects brought forward by community organisations across the County to improve their communities should be mainstreamed into the future Convergence programme. Clearly, if this is to have much chance of success, it will be dependent on developing a Strategic Framework on a regional or Wales-wide basis, albeit with delivery through a local agency. It is recommended that the County Council work closely with other local authorities on a regional basis and with DVSC and other County Voluntary Councils in the region to develop a proposal along these lines which could be funded through Priority 3 of the ERDF Programme. It will also be important to investigate the capacity of the Rural Development Plan to provide a Rural Key Fund to support local services in rural communities.

Social Services and Housing Scrutiny Committee

15th March 2007

Report by the Scrutiny Support Officer

Scrutiny Work Programme

1. Purpose of Report

- 1.1. To consider the development of a full work programme for the Social Services and Housing Scrutiny Committee.

2. Reason for Submission of Report

- 2.1 To enable the Social Services and Housing Scrutiny Committee to plan and prioritise its future work programme for the coming months.

3. Development of a Work Programme

- 3.1 The Constitution of Denbighshire County Council requires Scrutiny Committees to prepare and keep under review a programme for their future work. This document is attached as appendix 1 and the Committee's instructions as to the content of the work programme are requested. The potential amendments as described in Paragraph 4 are highlighted in bold.

4. Future Issues for the Committee

4.1 Member Rota Visits

- 4.2 A number of Member rota visits of Social Services establishments have recently taken place with more visits scheduled during the month of March. It is suggested that the feedback from the visits to date, including updates on issues highlighted within the rota visits could be scheduled for the May meeting of the Committee.

4.3 Joint Scrutiny Meeting – Efficiency and Sustainable Development

- 4.4 Further to discussions at the Chairs and Vice-Chairs meeting, a joint Scrutiny meeting has now been arranged to consider the draft Efficiency Strategy and the draft Sustainable Development Strategy.

- 4.5 The Efficiency Strategy document will provide the framework for consideration of how the Authority addresses the need to meet its future efficiency requirements in line with the overall targets set by the Welsh Assembly Government of efficiency savings to the value of £7.5m by 2010. The Sustainable Development Strategy will provide an insight into the current

position in respect of sustainable development within Denbighshire and how this can be mainstreamed across all services.

- 4.6 It was agreed that a joint meeting of all Scrutiny Committees was appropriate to ensure full consideration of these draft strategies which have cross cutting implications. This meeting will take place on **Tuesday 10th April 2007 at 10.00 am** in the **Council Chamber, Ruthin** to enable any observations from Scrutiny members to be forwarded to the Cabinet prior to their considerations on the matter.
- 4.7 Information Report – Fees and Charges
- 4.8 A report has been circulated for members information in respect of fees and charges for care services. During budgetary discussions members previously discussed the proposals to increase the fees paid to providers of Nursing and Residential Care, Day Care and Home Care Services by more than inflation. These pressures were then approved as part of the budgetary discussions. The report details the actual fees and charges which will be introduced.
- 4.9 Brighton Road Project and Aberwheeler Nurseries
- 4.10 The Committee have asked for regular updates in respect to the planned move to the Brighton Road Offices and the improvement of facilities to the Aberwheeler Nurseries site. An update on the current position in respect to these projects will be provided at the meeting.

5. **Implications on Other Policy Areas**

- 5.1 The development of a coordinated work programme will assist the Council in monitoring and reviewing policy issues.

6. **Recommendations**

- 6.1 That Members consider the report and comment accordingly on the issues to be considered further as the basis for the Work Programme for the Social Services and Housing Scrutiny Committee.

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Date of Meeting	Subject	Purpose of Report	Reason for Consideration	Author	Date Entered
tbc - Joint Meeting with Env SC	Affordable Housing - Local Connections Policy	To enable the Committee to review the revised policy following further consultation	To enable the Committee to comment prior to consideration by Cabinet and Council	Planning and Public Protection / Housing	Jan 2007
April 12 th	Health Issues	To examine issues previously identified with the Local Health Board re Financial Position of Health Services in Denbighshire and the role of the National Public Health Service	Overview of progress against the Service Change and Efficiency Plan by the LHB be sought for 2007	As appropriate	Jan 2007
Apr 12 th	Intermediate Care	To provide an update on the Intermediate Care developments with Partners within Denbighshire	To enable the Committee to review progress and to be aware of the approach being taken	Adult Services / Local Health Board	Jan 2007
Apr 12 th / May 10 th	Learning Disabilities Champion	To consider the role of the Denbighshire Champion for People with Learning Disabilities	To be appraised of the initial duties within this role	Adult Services	Jan 2007
May 10 th	Provision of Housing Support to Care Leavers	To examine the support services to be developed to assist the transition from care for looked after children in Denbighshire	To enable the Committee to review the matter – Investigative Scrutiny	Children's Services / Housing Services	June 2006
May 10 th	Rota Visits	To be updated on the issues raised by elected member rota visits	To enable the progress arising from actions highlighted to be considered	Business Support	Mar 2007
May 10 th	Evaluation of Services	To receive a presentation from the SSIW on the Evaluation of Services for 2005/06	To enable the Committee to review evidence presented by the SSIW – Performance Scrutiny	SSIW	Feb 2007

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Date of Meeting	Subject	Purpose of Report	Reason for Consideration	Author	Date Entered
May 10 th / Jun 14 th	Health Challenge Denbighshire	To review the impact of Health Challenge Denbighshire and to assess the progress of the Health Improvement Matrix	To enable the Committee to review progress within this national initiative	Adult Services	Oct 2006
June 14 th	Quarterly Performance Report – Quarter 4	To monitor the performance within the Quarterly Performance Report against agreed targets and objectives	To enable the Committee to review current performance – Performance Scrutiny	Scrutiny Support	June 2005
June 14 th	Human Resources Issues	To review current Human Resources initiatives within the Directorate	To enable the Committee to review progress in this key work area – Investigative Scrutiny	Business Support	Nov 2006
Jun 14 th	Local Housing Strategy	To enable members to review progress in respect to the local housing strategy and to be consulted on future proposals	To enable the Committee to review progress and to be consulted on the strategy prior to consideration by Cabinet	Housing Services	Feb 2007

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Dates to be confirmed / Information Reports

Date of Meeting	Subject	Purpose of Report	Suggested Way Forward	Author	Date Entered
tbc	Links with North Wales Fire Service	To discuss with the North Wales Fire Service issues around support for vulnerable people	To seek dialogue with North Wales Fire Service with the view to presentation to a future meeting		Feb 2007
tbc	Extra Care Housing	Updates of progress	Updates to be programmed at significant milestones		July 2006
tbc	Services for Patients with Drug and Alcohol Dependency	To review the level of services currently provided for patients with dependency	Work progressing via Task Group established by Councillor Hodgson – update reports to be provided as appropriate	Scrutiny Support	Feb 2005
tbc	Direct Payments	To assess the findings of the surveys and to seek the views of service users	Report to be scheduled upon the work being undertaken on the findings	Adult Services	Oct 2006
tbc	Right to Manage	To be updated on the current position with regard to the potential right to manage notice in respect of the Bruton Park Residents Association	To be programmed as and when issue is progressed at Bruton Park	Housing Services	June 2006

Information Reports

tbc	Community Development Team.	This report seeks to make members more fully aware and engage around this key area of service	<i>Information report</i>	Adult Services	Apr 2006
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Date of Meeting	Subject	Purpose of Report	Suggested Way Forward	Author	Date Entered
<i>tbc</i>	<i>Occupational Therapy Services</i>	<i>This report enables members to be appraised of progress and performance of occupational therapy services and scrutinise this key area of service provision</i>	<i>Information report</i>	<i>Adult Services</i>	<i>Apr 2006</i>
<i>tbc</i>	<i>Evaluation of Unified Assessment</i>	<i>This report informs members of key progress in implementing the Unified Assessment in compliance with the national statutory guidelines in Denbighshire.</i>	<i>Information report</i>	<i>Adult Services</i>	<i>Apr 2006</i>
tbc	National Standards Framework	To receive an update on the application and analysis of the Self Assessment Audit Tool for Children, Young People and Maternity Services	Suggestion arising from the January 2006 meeting - report to be progressed Spring 2007	Corporate Director	Jan 2006