

## Agenda Item No. 2

### 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 11<sup>th</sup> June 2009 at 10.00 a.m.

#### PRESENT

Councillors J Chamberlain Jones, C. Davies, J A Davies, C M Evans, R L Feeley, D. Hannam, D. Owens, S. Thomas and C H Williams.  
Councillor J B Bellis attended as an observer.

#### ALSO PRESENT

Corporate Director Social Services, Head of Adult Services, Tenancy Services Manager (DJ), Scrutiny Support Officer (RE) and Committee Clerk (JVP). Miss J. Green, Graduate Finance Trainee with the NHS also attended as an observer.

#### APOLOGIES

Apologies were received from Councillors N J Hughes and J G Yorke

The Scrutiny Support Officer informed the Committee that, due to personal circumstances, Councillor J Yorke would be unable to serve on the Committee for the foreseeable future. The Conservative Group Leader had therefore appointed Councillor D. Hannam to serve on the Committee in place of Councillor J. Yorke until further notice. In addition the Plaid Cymru Group had officially made a request to the Council Chairman, that Councillor C H Williams attend today's meeting as a substitute for Councillor N J Hughes. The Group's request had been duly permitted by the Chair of the Council.

#### 1. APPOINTMENT OF CHAIR

Councillor S. Thomas proposed and Councillor C. Evans seconded that Councillor J Chamberlain Jones be appointed Chair of the Committee for the ensuing year.

Councillor C. Davies proposed and Councillor J A Davies seconded that Councillor D. Owens be appointed Chair of the Committee for the ensuing year.

On being put to the vote, it was, by a majority,

**RESOLVED** that Councillor D. Owens be appointed Chair of the Committee for the ensuing year.

Councillor J Chamberlain Jones congratulated Councillor Owens on his appointment.

#### 2. APPOINTMENT OF VICE-CHAIR

Councillor R L Feeley proposed and Councillor J Chamberlain Jones seconded

that Councillor C M Evans be appointed Vice-Chair of the Committee. In the absence of any other nominations it was

**RESOLVED** that Councillor C M Evans be appointed Vice-Chair of the Committee for the ensuing year.

### 3. URGENT MATTERS

There were no urgent matters.

### 4. MINUTES

The minutes of the meeting held on 7<sup>th</sup> May 2009 were submitted for approval.

**RESOLVED** that the minutes of the meeting held on 7<sup>th</sup> May 2009 be approved.

#### Matters arising :-

Page 3 (Delayed transfers of care) – At the request of Councillor C M Evans, the Head of Adult Services explained that the Reablement model of service referred to the broader element of rehabilitation provision.

Page 3 (Corporate Parenting Strategy) – In response to a query from the Chair, the Corporate Director stated that five young people currently taking their GCSE examinations had been matched with the Corporate Executive Team members.

Councillor D Hannam felt that it was important that work on the different models of care would be actively progressed and not just documented. The Scrutiny Support Officer stated that the Joint Lifelong Learning and Social Services and Housing Scrutiny Forum would be asked to consider this issue to ensure that the appropriate action was taken.

The Corporate Director confirmed that approximately 25-30 Members had now attended Corporate Parenting training. She also referred to officers' appreciation of the practical assistance received from individual Members which would help make a difference to the lives of the Council's looked after children.

Page 6 (Scrutiny Work Programme) – In response to Councillor Evans's request for further information on the Personnel Working Group, the Scrutiny Support Officer stated that, at its first meeting in May, the Group had looked at different formats and approaches and would be sharing information and ideas with all the Scrutiny Committees in due course.

Councillor C. M. Evans felt strongly that, in light of the current economic downturn, the Council should tighten up on sickness absence and maternity leave. She felt there should be a limit to the amount of time a post should be kept open. The Member was reminded that the Council could not restrict the length, or periods of maternity leave, as this was set by statutory legislation but, in terms of sickness absence, the Authority had recently undertaken a significant

amount of work to reduce sickness rates. In response to a question from Councillor C H Williams, the Head of Adult Services stated that some employees within the Social Services & Housing Directorate had been dismissed as a consequence of taking excessive sick leave.

## **5. EXTRA CARE HOUSING AND RESIDENTIAL CARE**

The Head of Adult Services presented a report, previously circulated, updating Members on the effects of the withdrawal of Local Authority residential care for the elderly in the north of the County and the introduction of extra care housing in Rhyl.

The report outlined the activities undertaken towards the end of 2008 and during 2009 to relocate the main functions previously provided on the Llys Nant site in Prestatyn to enable the services to be provided in an alternative way. This released the site for the building of the Extra Care provision for Prestatyn. The report also provided Members with some of the detail in respect of increasing occupancy at Gorwel Newydd and the developments there since tenants began to move in mid January.

In response to questions raised by Councillor J Chamberlain Jones, the Head of Adult Services advised that :-

- All of the Extra Care units currently occupied were rented,
- The charges were standard and within the benefit rates
- Eligibility for care was assessed and allocated by a Panel

[The Chair left the meeting at this juncture and the Vice-Chair presided over the remainder of the meeting].

At Councillor Chamberlain Jones's request the officer agreed to provide details of the prices, application forms and criteria.

Councillor D. Hannam was concerned that people with modest savings would not be eligible for personal care, thus creating a two-tier system. In response the Head of Adult Services stated that, in line with Denbighshire's Social Care policies, those who had capital were expected to contribute towards their care. He added that he did not think this had deterred people who applied for Extra Care accommodation. He also confirmed that Extra Care Housing was less expensive for both the Authority and the clients.

Councillor D. Hannam suggested that the provision of shopping trolleys would be a useful facility for tenants living in the Extra Care units.

In response to a request by Councillor J. A. Davies for an early evaluation report, the Head of Adult Services stated that it would be some time before all the information could be collated and assessed.

In respect of the report on Llys Nant Day Centre, Councillor J Chamberlain Jones commended the establishment of the Activity Centre but sought confirmation that it would be a permanent facility. In response the Head of Adult Services advised

that there were no plans to move the Centre but there may need to be a review once the Extra Care Housing in Prestatyn was running at full occupancy. Councillor Chamberlain Jones emphasised the benefits of the Centre's central location and how important it was to provide long-term support. Referring to the Resource Centres in England which provided open access and a broad range of services, the Corporate Director felt there was scope for further discussions regarding day centres generally. However Councillor Chamberlain Jones felt that the Council needed to be mindful of the fact that many users of the Centre were disabled and tender, loving care was more of a priority than getting out and about.

The Scrutiny Support Officer informed Members that the Leader of the Council had visited Llys Nant Activity Centre the previous week and had asked that the good work at the Centre be brought to the Committee's attention. The Service Users had emphasized to the Leader how much they enjoyed attending the Centre and taking part in the various activities.

**RESOLVED** that the report be received and that a further, more detailed, report relating to costs and discussions on future Extra Care developments in the County, and in particular the provision of care and support services, be submitted to a future meeting.

## 6. HOUSING ALLOCATION POLICY

The Tenancy Services Manager (D. Jones) presented a report, previously circulated, seeking Members' views on the revision of the Council's Housing Allocation Policy, a copy of which had been attached to the report.

The revision of the policy was required to fully meet the requirements of the Homelessness Act 2002. As council housing was in short supply it was necessary to ensure that the housing needs of local people continued to be met within respective communities. The report outlined the aims of the policy and listed the proposed main changes to the points system.

During consideration of the report, Councillor S. Thomas expressed grave concerns regarding the existing housing allocation policy which he felt had failed to address the serious issues that existed in certain communities. The Member provided examples of problems which had arisen in his ward as a result of the Welsh Assembly Government's change of policy. Councillor C. Williams referred to similar incidents of anti-social behaviour involving tenants who had moved into the area from outside the County. Councillor Chamberlain Jones added her support and stated that Denbighshire should decide its own policies, rather than be influenced by those of the Welsh Assembly. The Tenancy Services Manager stated that the insufficient number of council houses caused significant pressures but the vast majority of allocations were made to Denbighshire residents. The law required that certain categories of applicants needed to be given reasonable preference but suspensions were permissible in cases where the applicant, or a member of the household had been guilty of unacceptable behaviour. The officer added that the Council took a proactive stance in respect of enforcing tenancy conditions. The Corporate Director stated that Members needed to be

mindful that not all situations were straightforward particularly in cases where children were involved. In response to further comments regarding the impact of anti-social behaviour on communities officers explained that the eviction process was usually long and difficult and less than ten tenants had been evicted in the previous 12 months. Councillor C Davies suggested that difficult issues sometimes required different intervention techniques. In response to Members' wish for a report on the Council's enforcement methods it was agreed that a report relating to the Council's policy on the management of anti-social behaviour, including case studies, should be submitted to a future meeting of the Committee. Councillor C Davies felt that there was a need to delve further and incorporate input from other agencies such as the Police and Psychologists, as one of the major problems was that communities feared reprisals and did not know who to turn to for help.

**RESOLVED that**

- (a) the requirement to amend the housing allocation policy be noted and*
- (b) a further report be submitted relating to the management of anti-social behaviour, be submitted to a future meeting of the Committee.*

## **7. SCRUTINY WORK PROGRAMME**

The Scrutiny Support Officer presented a report, previously circulated, seeking Members' views on the Committee's proposed forward work programme, a copy of which had been attached at Appendix 1.

Three proposal forms had been submitted by officers, copies of which had been attached to the report. A copy of the Cabinet's work programme had also been attached to assist Members when considering items for future meetings

### Joint Lifelong Learning and Social Services and Housing Scrutiny Forum

The inaugural meeting of the Joint Lifelong Learning and Social Services & Housing Scrutiny Forum had been held on 5<sup>th</sup> May 2009. As the Forum comprised of representatives from two separate scrutiny committees, its proceedings would be reported back to both parent committees. A copy of the minutes of the 5<sup>th</sup> May 2009 had therefore been attached at Appendix 4 to the report. The next scheduled meeting of the Forum was 17<sup>th</sup> July 2009.

Members were reminded that, at the Committee's May meeting, they had requested a progress report on the proposed Integrated Family Support Team Pioneer scheme. As this scheme involved both the Social Services & Housing Directorate and the Lifelong Learning Directorate, the report would be submitted to the Joint Scrutiny Forum's September 2009 meeting.

The Scrutiny Support Officer informed Members that two reports originally scheduled for today's meeting had been deferred as officers had been unable to finalise them. Specifically, the report on the Emergency Duty Team had now been deferred several times so there was a need to identify a revised date for its submission. The Corporate Director emphasised that this was an important report which Members needed to consider.

Councillor J Chamberlain Jones felt it was essential that relevant items on the Cabinet's forward Work Programme were firstly considered by the Social Services & Housing Scrutiny Committee and if necessary the Lead Member should be invited to attend for the discussion. She requested that officers alert Members of the Committee in advance of any issues being submitted to Cabinet. Councillor S. Thomas suggested that meetings could be streamlined if less time was spent discussing matters arising from the minutes. Members agreed that, in future, any matters arising from the minutes would be referred to in the Scrutiny Support Officer's Briefing Paper but not discussed at the meeting. It was also agreed that, due to the current pressure of work, meetings would commence at 9.30 a.m. for the foreseeable future.

The Scrutiny Support Officer advised Members of a vacancy on the Joint Social Services & Housing and Lifelong Learning Scrutiny Forum. It was agreed that Councillor N J Hughes be approached to serve as the Social Services and Housing's representative.

After considerable discussion it was

**RESOLVED** that the work programme be agreed, subject to the following amendments :-

*9<sup>th</sup> July 2009 – the report on the Emergency Duty Team be added as a fifth item,*

*3<sup>rd</sup> September 2009 – add reports on Safeguarding Children and HMO Licensing*

*1<sup>st</sup> October 2009 – add reports on Elderly Disabled Adults and Supporting People Operations Plan*

*29<sup>th</sup> October 2009 – add a report on Housing Enforcement*

## **EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED** that under Section 100A (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 14 of Part 4 of Schedule 12A of the Local Government Act 1972.

## **PART II**

### **8. REGIONAL TELECARE PROJECT**

The Head of Adult Services presented a confidential report, previously circulated, seeking Members' views on the vision to develop a North Wales Telecare Service on a regional basis.

The report explained that the core of the Regional Service would be the call monitoring centre which would receive calls from across the region. It was anticipated that the service would be delivered by a lead authority from within the public service although it could be facilitated by an external partner if the region's particular needs could be met.

In addition the monitoring centre would continue to provide a service to respond to out-of-hours in relation to other Council departments based on a Service Level Agreement. A Regional Centre would give the region a modernised service capable of responding to additional demand and would provide a more flexible service to vulnerable people. Once established other elements of service delivery would be added, including the marketing of Telecare services, the training of staff and the installation, maintenance and procurement of Telecare equipment.

Appendix 1 attached to the report set out the elements of a Regional Telecare Service and Appendix 2 provided details of the Vision and key principles.

***RESOLVED*** to support the Vision to develop a Regional Telecare Service in North Wales and the principle of officers working with the Regional Project Team to develop and cost regional services for delivery to local people.

Prior to the close of the meeting, Councillor J A Davies informed the Committee that Denbighshire was the only County in North Wales not to have appointed a Carers' Champion. The Chair suggested that Councillor Davies be nominated for the position but, as there was some uncertainty as to whether the post had to be held by a Portfolio holder, it was agreed that the Scrutiny Support Officer would make enquiries as to whether it would be appropriate to nominate Councillor Davies and report back in due course.

The meeting ended at 12.30 p.m.

**Social Services and Housing Scrutiny Committee**

9<sup>th</sup> July, 2009

**Report by the Head of Business Support and Development**

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**Wales Audit Office Follow-up Review of the PARIS Implementation Project**

1. **Purpose of the Report**  
To receive the Wales Audit Office report on their follow-up review of the PARIS implementation project and support the action plan developed in response to the report.
2. **Executive Summary**  
The report contains a presentation of the results of Wales Audit Office's (WAO) report of the PARIS implementation project, highlights good areas of performance and tabulates an action plan for the four recommendations for improvement made.
3. **Scrutiny Outcomes**  
To ensure that the Wales Audit Office's recommendations are satisfactorily addressed and to commence the monitoring process on the progression made against the action plan.
4. **Recommendations**
  - 4.1 That Committee:
    - 4.1.1 receives the Wales Audit Office report;
    - 4.1.2 supports the action plan developed in response to the report; and,
    - 4.1.3 reviews progress against the action plan at its January 2010 meeting.
5. **Background**
  - 5.1 The Wales Audit Office has undertaken a number of inspections/reviews relating to Denbighshire's Social Services information systems in recent years. The fieldwork relating to this latest review was undertaken during the autumn of 2008 and the final report was published in March 2009.
  - 5.2 The preliminary findings of the review were discussed informally between Wales Audit Office and Social Services Officers shortly after the conclusion of the fieldwork, and at the December meeting of the PARIS Project Board. This enabled the Directorate to act quickly in response to the issues identified as part of the review and incorporate a number of actions into the PARIS implementation programme.

5.3 PARIS was successfully implemented in Denbighshire on 23<sup>rd</sup> January 2009.

## 6. **The Audit Report**

6.1 The outcome of the review was generally positive and highlighted a number of areas of good practice and effective preparation for the implementation of PARIS. The areas of strength identified within the report include:

6.1.1 established change management arrangements;

6.1.2 the existence of robust communication, training and support strategies;

6.1.3 good project management and document controls;

6.1.4 strong levels of user involvement;

6.1.5 mitigation of many risks associated with the project.

6.2 Four recommendations were made as a result of areas which were identified as areas for development and, as a result of WAO's early feedback, Denbighshire was able to alter and strengthen existing implementation plans. Details of the four recommendations and the actions proposed are available in the action plan in appendix 1 of this report.

6.3 The context for most of the recommendations has now changed following the successful implementation of PARIS and the focus of the future action plan has been to address ongoing issues relating to those recommendations.

6.4 The recommendations will also inform the Department's approach to the further development of PARIS.

## 7. **Consultation Carried Out**

Members of the Project Board were afforded a presentation of the findings of the review and have been consulted upon the action plan which has been developed. Project Board is chaired by the Head of Business Support and Development and is attended by senior managers from Adult and Children's Services, Business Support and Development and Central ICT.

## 8. **Implications on Other Policy Areas**

None

## 9. **Background Papers**

None

### **Contact Officer:**

Business Systems Manager  
(01824) 712351



# Denbighshire County Council

## Action Plan

### PARIS Follow-up Review

July 2009

<b>Date of Inspection Report</b>	January 2009
<b>Inspectorate</b>	Wales Audit Office
<b>Author</b>	Jenny Trevor and Andrew Doughton
<b>Lead Officer responsible for delivering Action Plan</b>	Craig Macleod
<b>Lead Member responsible for delivering Action Plan</b>	Cllr. Pauline Dobb
<b>Scrutiny Committee responsible for monitoring Action Plan</b>	Social Services & Housing
<b>Date initially discussed at Scrutiny:</b>	9 <sup>th</sup> July 2009
<b>Date next update to be discussed at Scrutiny:</b>	
<b>Date Action Plan completed and signed-off by Scrutiny:</b>	

# PARIS Follow-up Review Action Plan

Recommendation	Agreed yes/no	Response	By whom	By when
<p>1. Ensure that PARIS training schedule is phased over the short and long-term, and based on range and priority of needs of all of its users</p>	<p>Yes</p>	<p>The initial pre-implementation Training and Support Strategy was developed in a way which enabled most groups of staff to be trained in the use of PARIS and contained a methodology for maintaining such training for the first 9 – 12 months following implementation. Some training courses were tailored post-implementation to meet the needs of support staff who were not considered as staff core to the initial implementation, e.g. Commissioning and Contracts Officers, Finance Officers, etc.</p> <p>A post-implementation user survey which contained questions about system training has recently been concluded and the results are currently being analysed. The results of this analysis along with information about general developments in ICT Systems training will be incorporated into version two of the Training and Support Strategy. The revised strategy will be presented to the Project Board during Autumn 2009.</p>	<p>Michael Jones, Business Systems Manager</p>	<p>Complete</p> <p>Autumn 2009.</p>

**APPENDIX 1**

Recommendation	Agreed yes/no	Response	By whom	By when
<p>2. Ensure that the roles and responsibilities of the post-implementation support staff are clearly defined and that all operational functions and office locations have been considered</p>	<p>Yes</p>	<p>The Training and Support Strategy detailed information about how intense support was to be delivered to users during the first six weeks following PARIS' implementation. All main sites were covered by 'floorwalkers' drawn from the implementation and training team and were able to support users in their use of PARIS. Satellite offices (particularly within Adult Services) were covered on a 'rota' basis and did not have a daily floorwalker presence. When there was no floorwalker presence, users at those locations were able to access support from the central support team in Fronfraith by telephone.</p> <p>Ongoing support needs are currently being addressed by existing systems and processes within the Management Information Systems Team at Fronfraith. The nature and extent of the support provided will be reviewed during the production of the second version of the Training and Support Strategy outlined above.</p>	<p>Michael Jones, Business Systems Manager</p>	<p>Complete</p> <p>Autumn 2009.</p>

Recommendation	Agreed yes/no	Response	By whom	By when
<p>3. Review system and social care delivery processes to ensure that efficiency and effectiveness gains are maximised</p>	<p>Yes</p>	<p>Some further work was undertaken to refine business processes within the PARIS context prior to its implementation and discrete work streams have continued following implementation. Working in this way afforded Denbighshire the opportunity to implement PARIS broadly in line with the agreed timescale and to evaluate PARIS in operational use. The work streams have included a series of Seminars and the formation of a PARIS Task and Finish group in Adult Services and the continued existence of the Children’s Integration of PARIS (ChIP) group.</p> <p>A number of areas of system functionality and business process have been highlighted as being difficult to use and/or time consuming through user feedback and the work of the groups identified above. The Project Board have agreed that such concerns be grouped together appropriately and work streams be created to address these issues.</p>	<p>Project Board</p>	<p>Complete</p>

**APPENDIX 1**

Recommendation	Agreed yes/no	Response	By whom	By when
<p>4. Ensure that the data cleansing and data migration processes are fully completed to improve quality, integrity and consistency of system data</p>	<p>Yes</p>	<p>A short delay in implementation was agreed by the Project Board during its meeting in December 2008 in order for the Project Team to be afforded the opportunity to address critical issues relating to data migration. Whilst progress was made in a number of areas, some known issues continued to exist in the data migration process at the time which PARIS was implemented. Following implementation, Business Systems staff undertook a large amount of data cleansing relating mainly to Children's Services cases.</p> <p>Since implementation, the Department's Information Officers have identified an issue relating to a small number of children's cases where historic child protection de-registration processes were not completed correctly on Care.comm. Work is in hand to address these issues with in4tek.</p>	<p>Michael Jones Business Systems Manager</p>	<p>Complete</p> <p>September 2009</p>



WALES AUDIT OFFICE  
SWYDDFA ARCHWILIO CYMRU

January 2009

Authors: Jenny Trevor and Andrew Doughton

Ref: 145A2009

# **Follow-up Review of PARIS Social Services System Implementation Denbighshire County Council**

Denbighshire County Council (the Council) has established effective arrangements to support its staff for its switchover to the new PARIS Social Services System. However, risks exist in a few key areas which now need to be addressed.

## Contents

<b>Summary and Recommendations</b>	<b>3</b>
<b>Detailed Report</b>	
Change management arrangements have been established which should effectively support the Council and its staff during the switch to the PARIS system	5
Many risks associated with the introduction of the PARIS system are being mitigated, however some risks remain and need to be addressed	6

### Status of this report

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## Summary

1. The Council worked in partnership with Flintshire and Conwy Councils to develop a bespoke replacement system for the inherited legacy Social Services Client Information System (CIS). The original CIS system had been used by all three authorities in an attempt to meet the requirements of new legislation and ways of working, especially in relation to Children's Services.
2. Pressure to improve the system and its facilities led Flintshire, Denbighshire and Conwy Councils to form a consortium (FDC) and develop in-house, the Care.Comm system. Care.Comm has been used within Denbighshire since 2003 to manage case information including personal details, referrals, assessments and services. The CIS system continued to be used for managing client-based financial transactions, for example, paying foster carers and residential homes etc. Care.Comm has been well regarded within the Council and its user friendliness has received praise by Flintshire's Joint Social Services Review Team.
3. However, the risk of continuing to develop Care.Comm as an in-house system across the three local authorities was too high. This was particularly the case because Care.Comm and elements of the legacy CIS were no longer able to cope with the requirements presented by Unified Assessment, the Integrated Children's System and Charging Policy developments. The two systems required duplicate entry and therefore were inefficient.
4. To resolve these legacy issues, which were common across Wales, the Welsh Systems Consortium (WSC) led a systems options appraisal. The WSC comprised of the three Care.Comm authorities and seven other Welsh local authorities and sought to identify a development partner to develop an information system which was specifically designed to meet the requirements of social care within the Welsh context.
5. No single preferred supplier was identified to fit the requirements for the WSC. Denbighshire, Flintshire and Conwy took the decision to break away from the partnership arrangement to start a new tendering and procurement process. The procurement of the Primary Access Regional Information System (PARIS), designed and built by a company called in4Tek, resulted from this exercise.
6. Through this consortium approach, the Council has been able to share some of the risk of procuring a system to meet their needs in delivering the social care services. The Council is in the final stages of implementation of Phase 1 of PARIS, and had a 'live' date scheduled for early in December 2008. This has subsequently been re-scheduled to January 2009. We note that the original implementation date was the Autumn of 2007.

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7. We undertook a review in 2006 which identified strengths in the early approaches being taken to develop the PARIS project from procurement through to implementation. We identified that the review in 2006 required following up and we included this in subsequent audit plans. This work focuses solely on the work of Denbighshire County Council, rather than the consortium, and on its process of system implementation, rather than the effectiveness of the whole project.
  8. Our question for this follow-up work is as follows: 'Are there effective change management arrangements in place for the implementation of PARIS'?
  9. Our conclusion is as follows:  
Denbighshire County Council has established effective arrangements to support its staff for its switchover to the new PARIS Social Services System. However, risks exist in a few key areas which now need to be addressed:
    - change management arrangements have been established which should effectively support the Council and its staff during the switch to the PARIS system; and
    - many risks associated with the introduction of the PARIS system are being mitigated, however some risks remain and need to be addressed.
  10. We have identified issues which need to be addressed in the short-term and have made formal recommendations below. However, in the medium-term, the Council will need to ensure that:
    - Staff are fully engaged and properly use PARIS to obtain maximum value for money out of the Council's investment.
    - National reporting requirements are adequately met.
    - Relevant information can be exploited to:
      - inform investment decision and placement of services;
      - support local Performance Indicators;
      - provide performance information where relevant to Council priorities and improvement agreements; and
      - provide assessment of value for money of services.

## Recommendations

11. The key recommendations from the review are:

R1	Ensure that the PARIS training schedule is phased over the short and long-term, and based on range and priority of needs of all of its users.
R2	Ensure that the roles and responsibilities of the post-implementation support staff are clearly defined and that all operational functions and office locations have been considered.
R3	Review system and social care delivery processes to ensure that efficiency and effectiveness gains are maximised.
R4	Ensure that the data cleansing and data migration processes are fully completed to improve quality, integrity and consistency of system data.

### **Denbighshire County Council has established effective arrangements to support its staff for its switchover to the new PARIS Social Services System. However, risks exist in a few key areas which now need to be addressed**

#### **Change management arrangements have been established which should effectively support the Council and its staff during the switch to the PARIS system**

12. The Council are on schedule for the implementation date early in January 2009 and will now be the first of the three authorities to go 'live' with Phase 1 of the implementation.
13. The Council has developed a project framework to support the implementation. This includes user involvement from a range of operational areas which are represented in project teams and task groups. This project framework and the associated change management arrangements have stakeholder involvement and support. This demonstrates the strong commitment to the project by the stakeholders, who have clearly invested both time and financial resources to ensure effectiveness of implementation.
14. Examples of change management arrangements include:
  - a robust Communication Strategy;
  - a programme of roadshows for all staff;
  - a robust Training and Support Strategy;
  - good project management and document controls to keep the project on track;
  - strong user involvement at all levels, to support all phases of the implementation; and
  - a scheduled Post-Implementation Review.
15. Change management will include processes and tools to effectively manage the transition and provide a structured approach and a framework for managing the organisational and people side of change and include techniques for:
  - readiness assessment (creating a Change Management Strategy);
  - sponsorship (engaging senior managers as change leaders);
  - communications (building awareness of the need for change);
  - education and training (developing skills and knowledge to support the change);

- 
- support and coaching (helping staff move through the transition); and
  - measurement and reinforcement (methods to sustain the change post-implementation).

### **Many risks associated with the introduction of the PARIS system are being mitigated, however some risks remain and need to be addressed**

16. Risks associated with change management during the system implementation are being mitigated, however some risks are present and need to be considered in more depth.
17. A small number of areas for improvement exist, and these should be actioned with appropriate rigour, even in light of our generally positive findings. Key areas for improvement include:
  - training for all staff across all job functions;
  - ensuring roles and responsibilities are covering all operational functions and office locations during and beyond implementation;
  - review of process flows to ensure the quality of service delivery is not inhibited; and
  - review arrangements to finalise data cleansing prior to migration to PARIS.

#### **Training**

18. Whilst we acknowledge that a comprehensive training schedule and Training and Support Strategy have been developed, we are concerned that some job functions have not been included in the schedule.
19. The Council has developed a programme of roadshows where a presentation is given by a senior stakeholder and project managers. Whilst it was intended that all staff are to attend a roadshow session, this has not been the case.
20. A briefing document and various handouts are distributed to staff who attend the roadshows, which include a suggestions feedback form and a system application guide. All of these documents have been made available on the Council's intranet.
21. Through discussions with key users of the system it is apparent that training could potentially be an issue, both in the short and long-term if all staff are not adequately trained in their specific job functions. This raises our concerns, as the system reflects Social Services delivery complexities and therefore requires strong user understanding and involvement.
22. An opportunity exists to review the project training plans to ensure that all staff who will be using the system have been allocated appropriate training in support of their functional roles, to support both management reporting and decision making.

R1	Ensure that the PARIS training schedule is phased over the short and long-term, and based on range and priority of needs of all of its users.
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## Roles and responsibilities for post-implementation support

23. Specific roles and responsibilities have been given to designated full-time and seconded staff to support their colleagues at various sites through the 'live' implementation and beyond. These have included:
- PARIS Project Management Team;
  - PARIS Training and Support Team;
  - PARIS Champions, now known as Super Users; and
  - floor walkers.
24. Each team has at least one person nominated to be a PARIS 'Champion'. These Champions, now known as Super Users, have become 'early adopters' of the PARIS system and are successfully developing skills to:
- promote its use and development amongst their own team;
  - support and mentor colleagues;
  - act as a link person between their team and the PARIS Project Team; and
  - highlight areas of concern or difficulty with the system.
25. A number of staff have been allocated the role of 'floor walkers' at key locations, to provide face to face support and guidance. As the new system becomes established, this service will be gradually reduced and be replaced by regular workshops and/or seminars.
26. Additionally, there will be telephone helpline support available during office hours. Where complex queries arise, these will be escalated to either a 'floor walker' or a system 'expert' to assist the caller.
27. Whilst there are a range of support mechanisms in place, a number of staff interviewed expressed some concerns and have posed various queries including:
- how long will these support roles continue after implementation (eg, the additional trainers are only contracted until March 2009);
  - who are the actual Super Users and floor walkers and are their roles and responsibilities clearly defined;
  - is there sufficient staff to handle the initial volume of support that may be required at go-live; and
  - inadequate level of support at satellite sites, eg, some do not have an assigned floor walker.
28. We encourage the Council to ensure that all operational functions and office locations have been fully considered and that adequate support will be maintained post-implementation and in the roll-out of subsequent phases, such as the financial module of Phase 2.

R2	Ensure that the roles and responsibilities of the post-implementation support staff are clearly defined and that all operational functions and office locations have been considered.
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## **Business processes and functionality**

29. Our findings identified that no formal business process re-engineering of the Care.Comm functionality was undertaken prior to the development of PARIS. Some staff interviewed felt that this was a lost opportunity to look at these processes and make improvements in support of the service delivery.
30. Concerns were expressed that some processes may be inhibited and slow down actual service delivery to the client. Some examples given were:
  - the process of financial authorisation being restricted to team managers;
  - restrictions on who can allocate tasks;
  - the development of multiple care plans for the same client by different functional teams; and
  - system modules not yet fully developed resulting in manual intervention or use of paper records.
31. To alleviate potential delays in service delivery to its clients, the Council is considering some delegation of duties and authorisation responsibility from manager to senior practitioner level. This will only be considered where appropriate, particularly if there are financial implications.
32. However, this was generally felt to be an internal business process issue and not a constraint of the actual system. The Council should seek to further improve processes and exploit efficiency and effectiveness that the system will eventually bring.
33. The project group is using a phased approach to the switchover to PARIS. All other modules and functionality will follow on after this first phase of the implementation.

R3	Review system and social care delivery processes to ensure that efficiency and effectiveness gains are maximised.
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## **Data cleansing and migration program issues**

34. The opportunity to improve the quality, integrity and consistency of the data prior to data migration has not been optimally achieved. Staff expressed concerns that this exercise would not be fully completed by the 'go-live' system implementation date. By undertaking data cleansing, unwanted or erroneous records can be reduced and therefore improve reliability of data for future use. This in turn creates confidence in the system by its users.
35. Recent migration testing has highlighted issues with unmatched data. Some mismatches have been identified as simple coding errors whilst others have proven more difficult to resolve. The team are investigating how best to handle these records, as specialist knowledge is required specific to the business process that the data mismatches relate to.

- 
36. The Council had moved away from the FDC consortium approach to work at a local level working in September 2008. The team have now found that they have been left with a number of issues relating to:
- migration program issues, where the migration routines did not behave in the way which was expected;
  - data issues, relating to data extracted from Care.Comm being incorrect or wrongly coded before being transferred to PARIS; and
  - deviation from the previously agreed FDC Data Migration Strategy.
37. The strategy contained a specification of data items to be migrated and the 'rules' of how this would be interpreted in the PARIS system. For local operational reasons Conwy, who is the lead Authority on data migration, had made changes to the scope of the migration process without reference to, or consultation with, Denbighshire.
38. The FDC consortium recently had a joint meeting to discuss a way forward in resolving these migration issues. However, this has meant that the revised implementation date of 3 December 2008 was to be re-scheduled to 30 December 2008. A recent update from the team has confirmed that this date has now been moved into January 2009 to enable these outstanding issues to be addressed.
39. Whilst the Council feel confident that this revised implementation date will be achieved and that all data will be cleansed, we raise concerns with the quality of that data to be migrated to the new system.

R4 Ensure that the data cleansing and data migration processes are fully completed to improve quality, integrity and consistency of system data.



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**Social Services Scrutiny Committee**

**9 July 2009**

**Report by the Director of Social Services and Housing**

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**Demographic Change Corporate Priority**

**1. Purpose of the Report**

To inform the Committee of the progress in taking forward the Council's Demographic Change priority.

**2 Executive Summary**

- 2.1 Following the election in May 2008, the Council agreed four corporate priorities, namely Modernising Education, Regeneration, Roads and Flood Defences, and Demographic Change.
- 2.2 The Demographic Change Improvement Board was established in October 2008, chaired by the Lead Member for Health and Wellbeing, and includes a representative from each of the 4 Scrutiny Committees.
- 2.3 Since then, 3 priority workstreams have been agreed for Phase I of work on Demographic Change. Targets, outcomes and costs have also been agreed for these workstreams, and they are reflected in the draft Corporate Plan. Two further workstreams have also been identified, and work has begun on scoping these as Phase 2.
- 2.4 Yvonne Hughes has been the Project Manager for this work overall, though Yvonne is leaving the authority at the end of July.
- 2.5 This work has been comprehensively reported to the Demographic Change Improvement board (DCIB) and to the Focused Agenda Board (FAB) and will be reported to Council in July.

**3. Scrutiny Outcomes**

- 3.1 Consideration of the report will ensure Scrutiny members are aware of the work being undertaken through the Demographic Change Improvement Programme and enable members to identify how their Committee and other associated work can contribute to achieving the overall programme.

#### 4. **Recommendations**

- 4.1 It is recommended that Scrutiny considers each of the Workstreams, their intended outcomes, targets and costs.

#### 5 **Background**

- 5.1 The main demographic change issues facing the authority were identified in 2008 as:

- A growing population; almost 7% in 10 years. Faster than other North Wales councils
- 'High dependency rates'; Numbers moving in are over 35 years of age with significant numbers in the 60+ age group
- An ageing population; 23% of the population is of retirement age
- Disability Trends; 23% growth forecast in numbers of adults with learning disability requiring services by 2012
- Increased survival rate at birth means more children and young people have complex disabilities
- Pupil numbers overall continue to decline but the availability of school places does not match the populations that require them
- Chronic gap between affordable housing demand and supply despite the Council's proactive work in this area
- More young people between the age of 18-30 year olds are leaving the County
- Transience & Poverty; 5 areas in Denbighshire are in the most deprived wards in Wales. All are in Rhyl. Transience is particularly linked with areas of deprivation & HMOs in Rhyl
- Workforce: the profile of the Council's workforce is ageing which with the general population changes above raises issues of how the council will be staffed in the future

- 5.2 Discussions at the Demographic Change Improvement Board, its Officer Group, and the Focused Agenda Board, came to a conclusion that it was not possible to tackle all these issues simultaneously.

- 5.3 Some of the issues link to the Modernising Education priority (responding to pupil numbers) and the Regeneration priority (tackling transience and deprivation) and need to be considered across Improvement Boards. Recently work has begun on one such workstream viz "Denbighshire's offer for young people and young families". However, it has been agreed that the initial focus for Phase I of the work should be as follows:

#### 5.4 ***Workstream 1: Older People who Need Care***

Strategic objective: to undertake detailed modelling and implementation of a 3 – 5 year costed business plan for care services for older people ensuring the maximum number of people possible are able to remain independent, supported or cared for within available resources

### ***Workstream 2: Wellbeing, community and culture***

Strategic objective: to deliver some short-term wins to reinforce the need, both for council departments and local communities, to respond to the population of older and disabled people

### ***Workstream 3: Adults with Learning Disabilities who need Care or support***

Strategic objective: to track implementation of the current costed Business Plan particularly focusing on how the council corporately can support some of its most vulnerable citizens

- 5.5 Two further workstreams have subsequently been identified. These are Workstream 4 “Integrating Services for Disabled Children” and Workstream 5 “Denbighshire’s “offer” for young people and young families”. (A further strand of work, “Integrating Health and Social Care”, has been prioritised by the Local Service board (LSB) and is effectively part of Workstream 1)

### ***5.6 Workstream 1: Older People who need Care***

A presentation made to a recent Board/Officer Group workshop outlines the work progressed under Workstream 1- see slides attached at Appendix I. The more detailed background/technical papers are available on request.

By August, we expect to have built a series of scenarios against which we can monitor activity/costs in providing care for older people. These scenarios will make assumptions about future population needs and our effectiveness in changing the balance of care to be able to offer more care options in people’s own homes, promoting independence, choice and value for money. Over the next 5 years, and beyond, and reflected in Service Business Plans, services will be reshaped to deliver this.

The outcome measures and targets for this workstream for the next two years, as reflected in the Corporate Plan are as follows:

<b>Priority outcome</b>
Independence and choice for Older People
<b>What will success look like?</b>
Older People will be encouraged and enabled to live independently for longer and care packages will be developed to suit needs and encourage active and healthy lifestyles
<b>What risks will this address?</b>
Risk that the Council would be unaware and unprepared for an increasing population of older people and any budget pressure associated with this
<b>What projects will contribute to this outcome?</b>
<ul style="list-style-type: none"> <li>- Detailed modelling and implementation of a 3 – 5 year costed Business Plan for care services for older people</li> <li>- Further development and delivery of Extra Care Housing</li> <li>- Development and implementation of a Reablement approach to care planning</li> <li>- Review and development of services provided for older people in Sheltered Housing</li> <li>- Extending the use of Telecare for older people</li> </ul>
<b>How we know we have achieved this?</b>

		<b>Outturns and targets</b>	
		2009 - 2010	2010- 2011
<b>Outcome measures</b>	Increase numbers and rate of older people helped to live at home (excluding professional support)	1810 people 87 (per 1000 people aged over 65)	1890 people 89 (per 1000 people aged over 65)
	Reduce rate of older people placed in care homes	27 (per 1000 people aged over 65) 562 placements	26 (per 1000 people aged over 65) 552 placements

## 5.7 **Workstream 2: Wellbeing, Community and Culture**

While approximately 15% of the population aged over 65 in Denbighshire receive care services via the Council, that still means that 85% do not!

Maintaining or improving the quality of life of older people of all ages can both promote satisfaction and delay dependency. We are beginning to know more about the factors which particularly help maintain independence and quality of life (access to a network of at least 6 people, access to low level practical support). We also know the groups of people who may be most vulnerable to losing independence. There are some differences in urban and rural settings. We also know that independence can be promoted through making sure that all Council services make thinking about provision for older people part of their mainstream. Mostly, this does not cost a lot.

Appendix 2 is a recent paper to the Demographic Change Improvement Board outlining current progress on this Workstream. Rural communities are initially being prioritised for this work.

<b>Priority outcome</b>			
Community Wellbeing			
<b>What will success look like?</b>			
Council departments, and local communities, to redesign activities to take account of the needs of an increasing population of older and disabled people. Targeted activities will nurture a passion for life regardless of age or disability and foster mutually beneficial community involvement.			
<b>What risks will this address?</b>			
Council activities fail to promote active lifestyles and positive attitudes to aging and disability.			
<b>What projects will contribute to this outcome?</b>			
<ul style="list-style-type: none"> <li>✓ Deliver a locality model of co-located Health &amp; Social Care team for Prestatyn</li> <li>✓ Extension of coverage of Passion 4 Life cafes</li> <li>✓ Establishment of "Pub is the Hub" initiatives</li> </ul> Participatory Budget, inter-generational and arts based initiatives			
<b>How we know we have achieved this?</b>			
		Outturns and targets	
		2009 - 2010	2010- 2011
Outcome measures	Communities engaged in developing sustainable support networks for older people, e.g. Passion 4 Life, Pub is the Hub.	6	8

### 5.8 **Workstream 3: Adults with Learning Disabilities who need Care or Support**

While the population of North Wales is expected to rise by approximately 11% in the years to 2021, the population of people with learning disabilities is set to increase by 44% - as the result of people with learning disabilities living longer and more children with complex needs surviving to adulthood.

Consultancy work carried out in Denbighshire by Creative Exchanges, and previously reported to Scrutiny, showed that the increase in costs could be restrained, though not eliminated, if service models changed and they developed a Business Plan showing how this could be achieved. A similar exercise has subsequently been undertaken across all North Wales authorities, as the issues are common to all authorities.

Workstream 3 involves tracking the implementation of the Denbighshire Business Plan. Key developments this year include

- development of Self Directed Support
- review of Day and Work opportunities
- development of the ISIL (Intensive Support in Independent Living) scheme - on the Henllan site

Each of these has previously been reported to Scrutiny. We are also taking forward

- corporate initiatives i.e. working with services in each Directorate to enable people with learning disabilities to be included in mainstream services e.g. passenger transport or to benefit from what the Council provides generally e.g. employment opportunities
- regional collaboration. This involves a collaboration of all 6 North Wales local authorities. The first phase will involve collaborating on the procurement of high cost residential placements and scoping future phases. A report on this has been considered informally by the DCIB and is programmed to come to Scrutiny following consideration at the Regional Partnership Board on July 17<sup>th</sup>. The NHS is also envisaged as a key partner in this collaboration, and meetings to identify how this could be taken forward, in the context of NHS reform, are underway.

<b>Priority outcome</b>			
Independent Lives for People with Learning Disabilities			
<b>What will success look like?</b>			
Council activities will contribute to containing costs through supporting some of its most vulnerable citizens.			
<b>What risks will this address?</b>			
<ul style="list-style-type: none"> <li>• That no alternative to high cost out of county placement be found, presenting a budget pressure for the Authority.</li> <li>• That clients become detached from their communities</li> </ul>			
<b>What projects will contribute to this outcome?</b>			
<ul style="list-style-type: none"> <li>✓ Strategic objective: to track implementation of current 'transformation' plan to deliver a model of intensively supported independent living (ISIL) for learning disabled people</li> <li>✓ Commence ISIL build</li> <li>✓ Facilitate employment and work experience opportunities through effective partnerships</li> <li>✓ Regional collaboration with other Councils and the NHS</li> <li>✓ Development of individual budgets and the potential of Self Directed Support.</li> </ul>			
<b>How we know we have achieved this?</b>			
		<b>Outturns and targets</b>	
		2009 - 2010	2010- 2011
<b>Outcome measures</b>	Numbers and rate of adults aged 18 – 64 with a learning disability who are supported in a care home reduced	64 people	62 people
	Numbers and rate of adults with learning disabilities helped to live at home increased	217 people 3.9	222 people 3.9

#### **5.9 Workstream 4: Integrating Services for Disabled Children.**

More children with disabilities now survive at birth, meaning that the demand for services is increasing year on year- whether this be demand for short breaks, special education and nursing, equipment and disability adaptations. In addition, families and disabled children themselves complain that current services, across agencies, are fragmented. The Single Plan for Children and Young People contains a commitment to develop and implement a plan to integrate services.

In April, a cross agency and cross sector workshop was held to begin planning for this. A Project Initiation Document is nearing completion and a member of staff has been identified to project manage the work. The DCIB will monitor implementation of the integration project.

#### **5.10 Workstream 5: Denbighshire's "offer" for young people and young families.**

Denbighshire has a very high proportion of older people. This is growing fast. Conversely, the County also sees an exodus of young people- especially those in the 18 – 35 year age group - mainly, we believe, to access Higher Education and employment. While this is a general feature of Welsh communities, and is mirrored in most of the other North Wales authorities, it is a trend with significant implications for the County's future "health".

As progress is made on the County's Modernising Education and Regeneration priorities, Denbighshire's ability to retain and attract able young people and young families should be enhanced through high quality education and training opportunities, high quality jobs and continued attention to meeting affordable housing needs. We also have well respected initiatives specifically aimed at drawing young people into the Council's own workforce eg Modern Apprenticeships and graduate trainee opportunities.

However, we do not currently have any mechanism to look at our "offer" in the round. Could we do more? Could we do more with partners, given the "deficit" of 18 – 35 year olds is an issue with significant implication for the future workforce? Does the County sell itself effectively to young people?

Workstream 5 is designed to pull together a programme to address this. We do not yet know what it will include. However, the Officer Group/Board workshop on June 24<sup>th</sup> began to shape some ideas which now need to be further refined. The Children and Young People's Strategic Partnership will also debate the issue in July and it is clear we will need the input of young people and young families themselves.

## 5.11 Financial Implications

The financial allocation for Demographic Change in 2009 – 2010 has been specifically allocated to support the outcomes of the work outlined in Workstreams 1 – 3 above. In addition, £50k has been allocated to Workstream 4 - in the light of the growing pressures on the budget for disabled children.

A Medium Term Financial Plan, using similar principles, has also been developed for 2010 – 12.

A Convergence application remains outstanding; this would particularly assist with funding proposed initiatives relating to work/employment services for adults with learning disabilities.

Project Management capacity for the Workstreams has been found through a combination of existing resources, external grant and partner funding.

It is planned to appoint a Regional Service Manager to work on the regional learning disability collaboration on procurement and scoping of future collaboration phases. This would mainly be funded through the Social Services Improvement Agency, but would require a contribution of £7k from each of the North Wales authorities. This would be found within existing resources.

## 5.12 Staffing Implications

Given the wide-ranging and long-term nature of Workstreams 1 – 3, it is difficult to model precise staffing implications. (For example, Workstream 1 involves fewer staff working in residential settings, but could involve more staff overall working in community settings, because the numbers of people needing services is rising.)

The specific services covered are already externalised to a high degree (e.g. residential care, community living services, domiciliary care, work opportunities) meaning that headcount is already low compared with many other authorities.

Decisions on whether to provide future services in-house, in collaboration, or through externalisation, will need to be made on a case by case basis- depending on circumstances of cost and quality.

## 6. Consultation Carried Out

Each of the projects contained within each of the Demographic Change Workstreams is being subject to a high degree of consultation- with service users, families, communities, partners.

Formal evaluation processes are also scheduled this year- for example for Extra Care Housing, Self Directed Support, and the Carers' Emergency Card. The methodology of these also includes wide consultation.

An Officer Group/Board Workshop was held on June 24<sup>th</sup>- to test out some of the work to date - but also to begin to scope Workstream 5 - "Denbighshire's offer for young people and young families"

#### **7. Implications on Other Policy Areas**

Demographic change impacts on all services across the Council whether it be designing mainstream services that are "futureproof", taking into account the ageing population, or changing policies and services to attract particular groups which would help the County's future sustainability.

#### **8. Background Papers**

Monthly reports to Demographic Change Improvement Board- October 2008 to June 2009

#### **Contact Officer:**

Corporate Director: Social Services and Housing  
Tel: 01824 706149

# **Demographic Change Improvement Priority Workstream 1– Older People**

Workshop  
24.06.09

# Why?

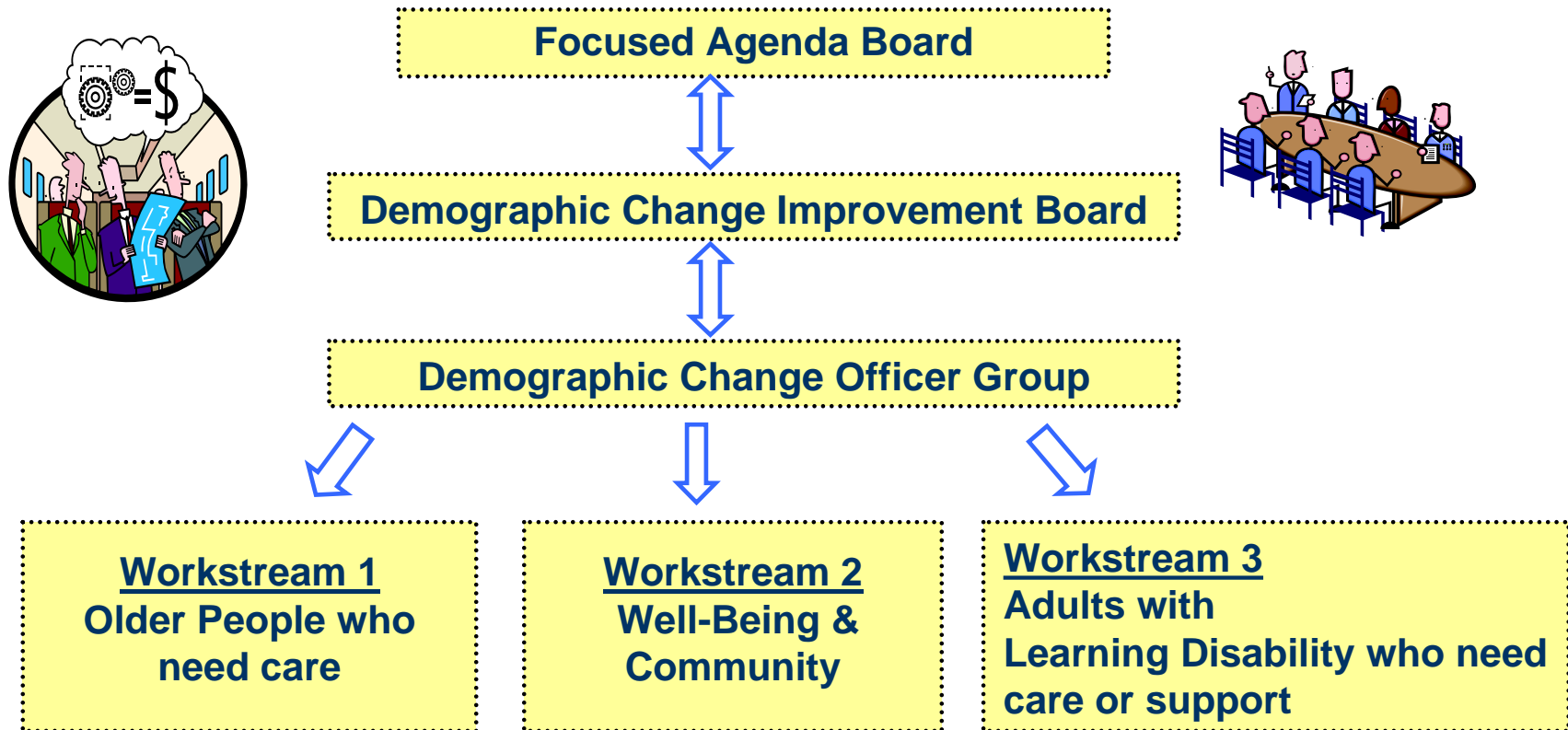
**What will this mean for me?**

Dennis Senior  
Member of Ceri's family

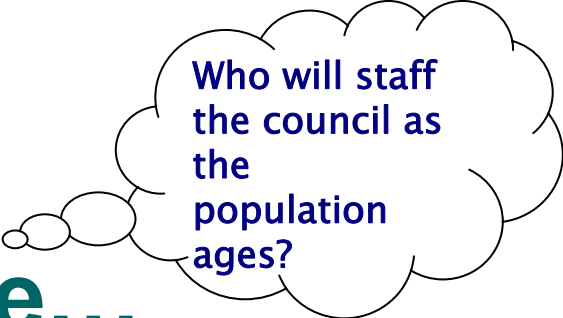


- A growing population; almost 7% in 10 years. Faster than other North Wales councils
- 'High dependency rates'; Numbers moving in are over 35 years of age with significant numbers in the 60+ age group
- An ageing population; 23% of the population is of retirement age – see insert.
- Disability Trends; 23% growth forecast in numbers of adults with learning disability requiring services by 2012
- Increased survival rate at birth means more children and young people have complex disabilities
- Pupil numbers overall continue to decline but the availability of school places does not match the populations that require them
- Chronic gap between affordable housing demand and supply despite the Council's proactive work in this area
- More young people between the age of 18-30 year olds are leaving the County
- Transience & Poverty; 5 areas in Denbighshire are in the most deprived wards in Wales. All are in Rhyl. Transience is particularly linked with areas of deprivation & HMOs in Rhyl
- Workforce: the profile of the Council's workforce is ageing which with the general population changes above raises issues of how the council will be staffed in the future

# Organisation of the work:



## Other work in the pipeline...

A thought bubble with a white background and a black outline, containing the text "Who will staff the council as the population ages?".

Who will staff  
the council as  
the  
population  
ages?

- Integrating services for disabled children - the numbers of children with disabilities is increasing and disabilities are more complex.
- Beginning to scope how Denbighshire can balance its population by retaining / attracting young people and families – today is part of this work.

# Developing a costed business model for services to Older People

- Methodology
  - Testing previous projections against actual activity
  - Establishing current baselines
  - Testing accuracy of current baselines
  - £ Review of previous allocations
  - £ Developing unit costs
  - £ Assess current financial demands & calculate probabilities on projections against scenarios

## Testing previous projections against actual activity

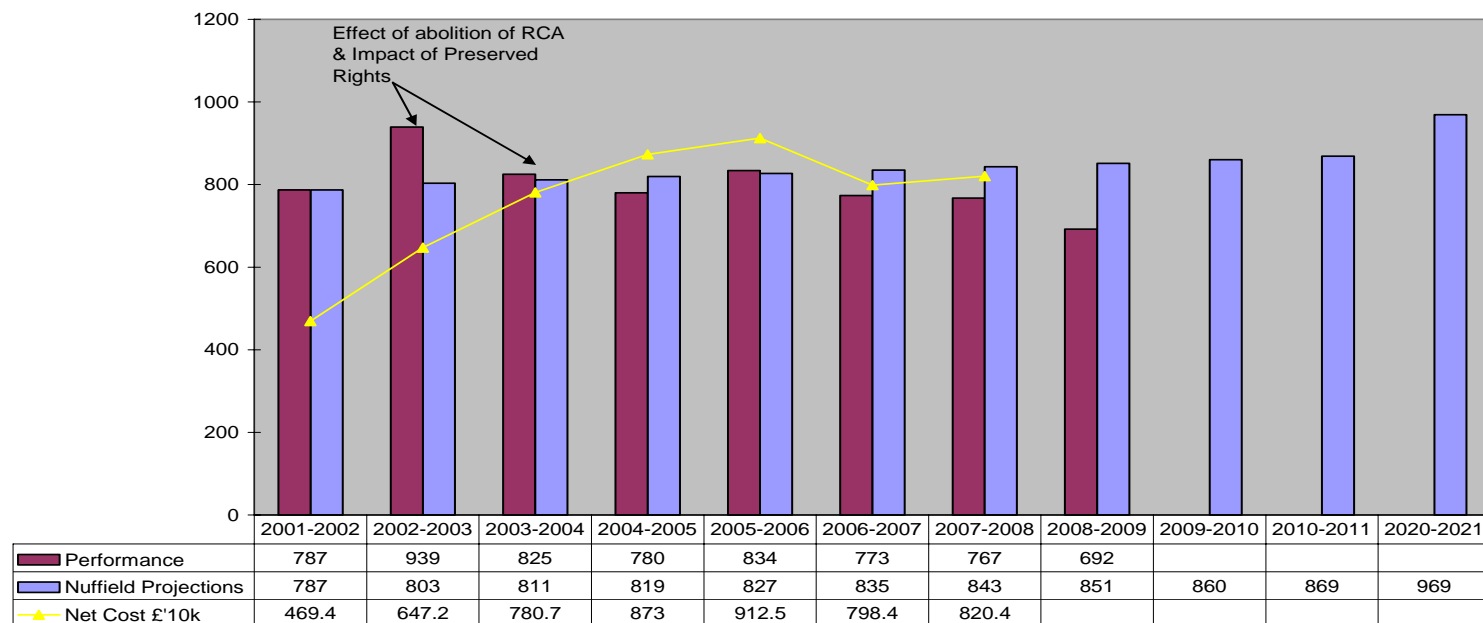
- The Nuffield Institute used the PSSRU Model in 2003-2004 using 2001 data as the baseline
- For Denbighshire, they made some projections to 2010 and 2020 for institutional care and domiciliary care
- We looked at how they derived the figures and what actually happened

## Residential & Nursing Home Placements - Projections

- Nuffield projected that there would need to be an increase in the number of nursing home placements of 9.6% (18 beds) from 2001-2010 and
- 13.6% between 2010 & 2020 (28 beds)
- Overall, an increase of 24.6% between 2001 & 2020 (46 beds) – another medium to large nursing home in the area
- Residential Care would need to grow by 10.1% by 2010 and 11.4% from 2010 and 2020 (136 beds)
- As a result Denbighshire adopted a strategy of maintaining the number of beds and increasing domiciliary provision.
- We achieved a reduction on Nursing Placements of 14.98% and an increase of 1.3% in Residential by 2007-2008 and these rates are still falling

# Placement Activity & Costs Residential & Nursing

Numbers in RH & NH 2001-2008  
Actual Performance against Projections by Nuffield (2004)  
using PSSRU model (during the year data)



# Projected Domiciliary Care Hours – all ages

Table 6 - Nuffield 2003-2004 projections based on a sample week in 2001-2002 compared with actual

Service recipients 18+	01/02	02/03	03/04	04/05	05/06	06/07	07/08	% increase	
								Nuffield Projection 2001/10	Actual 2001/08
Home Care	170,743	200,174	199,635	374,572	455,721	456,868	475,707		+178.6%
LA	75,624	69,595	67,261	79,721	83,085	80,916	86,441	+8.8%	+14%
IS	95,119	130,579	132,374	294,851	372,636	375,952	389,266	+13.6%	+ 309%

## But.....

- The data is based on a sample week which was September each year but now March
- It was not a statutory Performance Indicator
- Denbighshire is shown as having the lowest number in Home Care Hours in North Wales between 2001-2002 & 2004-2005
- Ynys Mon had more hours recorded with a smaller population and lower percentages of Older People
- Recording of data was poor

So.....

- Taking 2004-2005 as the starting point – introduction of Care.comm & more reliable
- This would give an overall increase in the numbers of people in receipt of Home Care provision of 27% with LA Home Care increasing by 8.4% and the Independent Sector by 32%.
- This is not the same as Nuffield which projected the number of hours

## Other areas of work done

- Work has been done on data relating to:
  - Respite Care
  - Direct Payments
  - Intermediate Care
  - Equipment
  - Carers
  - Intensity of Home Care Hours
  - Regional work on Procurement of Domiciliary Care and Departmental work on Reablement

## Part One of task.....

- Tested previous projections against actual activity
- Looked at models for projections
- DCC had done well against Nuffield Projections done in 2003-4 even though baselines were inaccurate
- Focussed on Nursing, Residential & Domiciliary Care
- Denbighshire continues to do well against what could have been expected if we had done nothing in 2003-2004
- The Strategy was to maintain the number of beds but increase community based support
- More work needed to refine the baseline of activity data – what we have recently completed gives us a much more accurate baseline

## Population growth between 2008-2015

	2008	2009	2010	2011	2015	% change
65-69	5,748	5,901	6,108	6,300	7,716	+34%
70-74	4,736	4,931	5,072	5,198	5,811	+23%
75-79	3,795	3,786	3,824	3,883	4,529	+19%
80-84	3,022	2,994	2,973	3,016	3,094	+2.4%
85-89	2,049	2,082	2,085	2,055	2,036	-0.6%
90+	1,033	1,069	1,142	1,209	1,445	+40%
Total >65	20,383	20,763	21,204	21,661	24,625	21%
Total population	97,533	98,284	99,053	99,836	103,019	5.6%

# Population Projections 2006-2031

by single year and age bands

Source Data: Statswales & DCC

- Office for National Statistics (ONS) estimate a growth in population over 65 in England will rise by 66% by 2032.(from PSSRU)
- Statswales estimate the growth at 30.62% between 2006-2031 [needs checking]
- For D.C.C. Statswales conclude: ‘The number of pensioners within Denbighshire is projected to: Increase continually until mid-2031, despite increases in pensionable age for both women (from 2010) and men (from 2024). The rate of increase will be highest between mid-2026 and mid-2031 (around 12 per cent) and mid-2006 and mid-2011 (around 10 per cent)’. [needs checking]

## However, Denbighshire.....

	2006	2031	
65-69	5,488	8,679	+58%
70-74	4,435	7,366	+66%
75-79	3,840	6,320	+65%
80-84	3,117	5,877	+88%
85-89	1,827	3,547	+94%
90+	1,043	2,885	+176%
Total 65+	20,383	34,692	+70%

# Developing a costed business model

## Predictions of Demand

- Projections of demand are helpful in predicting the numbers of Older People who may need care, but they do not indicate the numbers who will present for services
- We currently support about 12.5% of the over 65 population in the community and about 3% in care homes (using quarter 3 data & includes respite care that will assist in maintaining people in the community)
- Some will fund their own care, families will assist, some will 'muddle' along and some will not need care
- We know that increasing age brings increased need for services, both health & social care

# Predictions of demand

- Projecting Older People Population Information (POPPI) System in England
- Uses on population projections against a number of variables as well as % at 2001 census, prevalence data from research and existing activity data increased by relevant population projections
- DCC data has been applied to each variable except carers services
- Now need to check against Health data where possible for relevant variables – if not, does it feel right?

# Variables

- 20 variables used
- Examples
  - Self Care
  - Mobility
  - Visual Impairment
  - Depression & Severe Depression
  - Stroke
  - Falls A&E attendance & Hospital admissions
  - Dementia

## Next stage

- Check out predictions against health data – if not does it feel right?
- Prevalence data for dementia – 1,516 people over 65 in 2008 increasing to 1,694 in 2015  
BUT
- QOF data has only 631 on GP registers – some exclusions
- Un-met need, not diagnosed.....?

# Costing the model

- Making assumptions & costings
- Best case and worst case scenario
- Financial modelling tool – Grant Thornton
- Work of Older People Strategy, HSCWB. and Well-Being workstream
- Some learning disabled people are also Older and in receipt of services
- Impact of Emerging Reablement Model

# Financial Modelling

- Build-up assumptions and probabilities
- Build-in demand, cost, service delivery, inflation, charges
- Start with older people service then expand
- Strategic model **but** link to monthly revenue budget reports (not just sitting on a shelf)
- Will inform Medium Term Financial Plan

# Future Strategy

- Extra Care Housing
- Reablement
- Telecare
- Policy on People who fund their own care
- Professional Advice & Info Service for self funders
- Direct Payments
- Keeping People fitter & healthier & safer for longer by keeping them connected to, and participating in, their communities (Brookings scenario and Workstream 2)
- Integrated Health & Social Care provision
- A major community engagement issue.

**Social Services & Housing Scrutiny**

**9 July 2009**

**Report by the Service Manager, Learning Disabilities**

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**The Performance of the North East Wales Emergency Duty Team  
and Risks to be addressed**

**1. Purpose of the Report**

To provide information on the North East Wales Emergency Duty Team operated jointly with Flintshire and Wrexham Councils.

**2. Executive Summary**

The North East Wales Emergency Duty Team (NEW EDT) has taken on the full responsibilities of the Emergency Duty Team, which are as laid out in the 'North East Wales Emergency Duty Team Policy & Procedure Manual Version 8' (Appendix 1); problems within the first year should have been addressed vigorously by the management of the Emergency Duty Team and the North East Wales Emergency Duty Team Operational Management Group.

**3. Scrutiny Outcomes**

Monitor the effectiveness of the joint-project after the first six months of operation and to gain members input into the future operation of the service.

**4. Recommendations**

That Committee accepts the report and comments especially on the governance arrangements.

**5. Background**

**5.1 Introduction**

The North East Wales Emergency Duty Team (NEW EDT) has been operational since 1<sup>st</sup> June 2008. The team covers Wrexham, Flintshire and Denbighshire for both Adult and Children's duties.

The arrangement with Wrexham, who is the host Authority, is controlled by a 3 year contract.

As far as Denbighshire was concerned the reason for entering into this arrangement was that EDT was covered by Denbighshire Social Workers on a voluntary basis as an add on to their day jobs and as a consequence, there

was excessive strain on these workers, there were periodic difficulties in Social Workers volunteering for EDT work and finally, that EDT was such an important area of work that it required a dedicated team (as is the case in most other authorities).

## 5.2 Achievements

- The establishment of a partnership across Wrexham, Flintshire and Denbighshire.
- NEW EDT has met the statutory responsibilities of the three Counties for mental health and safeguarding children services out of hours and operated within agreed operational procedures.
- Staff have been recruited to fill both the management posts and most of the Social Worker posts.
- A system of governance has been set up to monitor and evaluate the service through the Partnership Board and the Operational Management Group, including activity and budget reports and an ongoing User and Partner satisfaction survey.

## 5.3 Performance

- a) **Activity.** Attached are bar charts showing the number of calls received by NEW EDT split up into those for Children and Families and for Adults, and charts showing how many of those then went on to receive a visit, for the period June to February and across the three counties.

This is the initial data and it is premature to draw conclusions, however it is worth noting that there are generally fewer Denbighshire contacts than for the other two counties (although this is not true of visits), and that the number of visits has increased over the period.

- b) **Budget.** The attached sheet shows the likely budget position at end of year, which is that there is an underspend of £51,295. The underspend is accounted for by vacancies especially for the management posts. It is anticipated that if the service was fully staffed the budget would be fully spent.

## 5.4 Denbighshire Concerns

Denbighshire has had two major practice issues with NEW EDT both of which have been the subject of discussion with NEW EDT.

The first is with the handover arrangements especially for Adult Mental Health work. There has been negotiation with the Coordinator and NEW EDT is now picking up from daytime services mental health assessments which have not been started. The second is the scheme of delegation especially for significant decisions around Children and Family work. Whilst NEW EDT is

responsible for making routine operational decisions, there are some circumstances when a Senior Manager must be contacted for advice. A scheme of delegation has now been agreed by all 3 authorities which specifies the circumstances in which a Manager must be contacted as follows:

- Serious allegation involving a member of staff made by service user in Community, LA Home requiring view about suspension from duty
- Request for authority to agree a place in an emergency to an expensive in/out of county placement where no other alternatives are available
- Serious incident in Local Authority Care Home for example fire/evacuation where advice is required on how to proceed
- Consent to non emergency medical treatment of Looked After Child requiring general anaesthetic
- Death of child/adult known to the Social Services Department (SSD) where circumstances are potential cause for concern and there is a need for senior manager to be advised prior to next working day
- Death of a parent whilst the (looked after) child is in their care
- Placing children in secure accommodation via Director's letter (Service Manager to gatekeep).
- Significant event involving emergency services and where case is likely to attract media attention

There is therefore, a requirement for a Senior Manager to be on call to cover these occasions. Each authority has their own system in place for Senior Management cover. As from the beginning of June 2009, Denbighshire has confirmed arrangements for cover via a cascade system and this issue is now resolved. Previously, management cover for Denbighshire was provided on a rota basis.

## 5.5 Identified Risks

As part of the governance arrangements, the Operational Management Group has identified a number of risks which will require mitigating action as they fall into a high risk category. This is to be expected because of the emergency nature of the service. These actions will form the basis of the Service's operational/business plan. Significant risks are:

- a) **Lack of Information:** this is a major concern as NEW EDT has had difficulty accessing the three counties databases. There are possible but catastrophic consequences for both staff and clients if the team are not able to access up to date information about the people they could visit. The arrangements with Denbighshire PARIS are now in place and staff have received training in using the Paris system. Arrangements are in place to ensure that NEW EDT staff always have access to an up to date

copy of the Child Protection Register. This is sent by secure e-mail and is updated and resent every time there are changes to the Register.

- b) **Staffing:** NEW EDT currently has 2.5 vacancies. There is concern that these vacancies may not be filled and the Service will become more reliant on sessional support from other Social Workers and overtime. Both are expensive options and are similar to the arrangements in Denbighshire prior to NEW EDT. There is a consequent risk to the quality of service provided. NEW EDT is currently recruiting to fill these posts.
- c) **Legal Advice:** This is currently unavailable to NEW EDT and is contrary to a Climbie recommendation, that 24 hour legal advice should be available. Prior to the establishment of NEW EDT, none of the 3 authorities had implemented this recommendation on the grounds that it was not a requirement nor was it cost effective for small authorities, as the occasions when it may be needed are minimal. Currently, should an out of hours emergency child protection situation arise, the police have powers to act to safeguard children by removing them from an abusive situation. Now that NEW EDT is operating on a three county basis, this situation is being reviewed, with Wrexham as host authority taking the lead in looking at options to provide this service. A report on available options will be presented at the next Operational Management Group meeting at the end of June.

#### 5.6 **Conclusion**

The change to NEW EDT has not been without difficulties. The positive is that these difficulties have been and are being addressed.

In the first 10 months the foundations for a good service are being laid in terms of performance measurement, quality monitoring and governance through the Operational Management Group and the Partnership Board. The operational/business plan will give the service a clear pathway. There is every reason to be optimistic about the service.

#### 6. **Consultation Carried Out**

The Trade Unions were consulted about the setting up of the NEW EDT and the staff within the Directorate who were involved in the previous arrangements were also consulted throughout the process.

#### 7. **Implications on Other Policy Areas**

The NEW EDT should operate all relevant Denbighshire County Council policies.

#### 8. **Background Papers**

North East Wales Emergency Duty Team Policy & Procedure Manual Version 8 9.06.08.

#### 9 **Contact Officer:**

Head of Adult Services, 01824 706654

# **Appendix 1**

## **North East Wales**

### **Emergency Duty Team**

#### **Policy & Procedure Manual**

## **PART ONE – POLICY AND SERVICE STANDARDS**

### **THE POLICY OF THE SOCIAL SERVICES EMERGENCY DUTY TEAM**

#### **1.1 Introduction**

The services of the Emergency Duty Team are available to all members of the public whose circumstances appear to warrant immediate Social Services assistance, out of normal office hours. Requests for assistance can be made by individuals or by organisations acting on their behalf.

Referral information would indicate that issues concerning children and their families or carers constitute the highest level of demand on the service. Issues concerning older people and those concerning adults with mental health difficulties present the next two highest levels of demand on the service.

Referrals are received from a diverse range and number of statutory and voluntary organisations, of which the Police and Health bodies are the major referrers.

#### **1.2 Framework**

The work undertaken by the EDT on behalf of the constituent Partner Authorities is governed by the same requirements for a quality service as daytime services and by a range of legislation. We will provide service users with a responsive quality service, staffed by appropriately trained staff, whose work is routinely monitored and evaluated.

The Emergency Duty Team operates within a legislative framework, most notably the Children Act 1989; the Mental Health Act 1983; the Community Care Act 1990; the Mental Capacity Act and any subsequent relevant legislation. Standards for the service are defined in the report by the Social Services Inspectorate entitled “Open All Hours” 1999. The Emergency Duty Team adheres to all the policies, procedures and protocols agreed by the North East Wales Emergency Duty Team management board. Best Practice is further informed by the report of the Welsh Assembly Government “Inspection of Local Authorities’ Emergency Duty Services” 2001.

The EDT provides the service in observance of the European Convention on Human Rights 1950 as incorporated in the UK legislation through the Human Rights Act 1998.

#### **1.3 Access to the Service**

Following a request for assistance, access to a direct service from the Emergency Duty Team acting for Social Services will be provided to people who are assessed as having critical needs and require immediate intervention.

In the absence of eligibility for a direct service, the Emergency Duty Team may signpost the individual or organisation or make a referral to another appropriate organisation.

Information publicising the service, and so promoting access, will be widely circulated within Wrexham, Flintshire and Denbighshire Social Services, the wider County Councils, other statutory and voluntary organisations and in public places.

Information will be made available by telephone, in written format, via the Wrexham, Flintshire and Denbighshire Council websites, and/or by Service Managers, Team Manager and team members attending relevant meetings.

#### **1.4 Nature and Purpose of the Service**

The Emergency Duty Team will respond to all members of the public (or those acting on their behalf) who are ordinarily resident in Wrexham, Flintshire or Denbighshire and whose circumstances appear to warrant immediate Social Services assistance, out of normal office hours.

In times of competing referrals and using professional judgements regarding vulnerability and risk in the context of referral information received, the Team will prioritise as follows:-

- (a) Children at risk of significant harm where there is an immediate need for assessment/intervention under Child Protection Procedures.
- (b) People with mental health problems requiring an immediate assessment under the Mental Health Act, or removed to a place of safety under Section 136.
- (c) Children looked after by the Local Authority.
- (d) Children in need, but not at risk of significant harm
- (e) Mentally disordered and/or vulnerable adults detained in connection with a criminal offence, where an appropriate adult is required to protect their welfare whilst in custody.
- (f) Elderly people or disabled adults with community care package of support, where an emergency has arisen and whose immediate welfare would be jeopardised if immediate assistance were not given.
- (g) Vulnerable adults at risk of significant harm, but not covered by Mental Health Act or the National Assistance Act 1948.
- (h) Support to other statutory and recognised voluntary agencies, which have a need to access the child protection register.

The above categories of response are not fixed and the Emergency Duty Team will exercise professional judgement in managing complex and diverse situations.

The EDT will not usually provide a service for people who are ordinarily resident in an adjacent county, except in exceptional circumstances but will refer on to the relevant EDT. For people who are ordinarily resident in North West Wales or North West England, then in the first instance contact will be made with the parent authority.

A request for assistance from the Emergency Duty Team could result in one or more of the following responses:-

- Telephone discussion.
- A visit to either the home of an individual or to the place where the individual is, for example, a hospital; police station; a school.
- An immediate referral to another more appropriate emergency source of assistance, for example, Housing, Women's Aid, medical services.
- A referral on the next working day to a daytime service, e.g. Social Services mainstream services.
- Information, in the case of an individual known to a service will be passed to the service on the next working day.

The nature of the response will be determined by an assessment of immediate risk and vulnerability including that of the worker and the most appropriate agency to respond.

The purpose of the response will be to reduce risk and stabilise the emergency until mainstream daytime services of Social Services and/or other agencies, or the emergency services of another agency assume responsibility.

We will seek resolutions to problems using minimum levels of intervention in the lives of service users to achieve maximum safety, promote independence and maintain dignity. Where possible we will endeavour to maintain service users in their own home, within their family or chosen network.

## **1.5 Range of the Service**

The Emergency Duty Team will make an assessment of the presented emergency situation in accordance with relevant legislation, policies and procedures.

If the situation requires it, a package of care will be provided to meet the assessed need and to maintain the situation safely until the next working day.

Social Services departmental resources will primarily be used to provide alternative and/or extra care. Resources include:-

- (a) Care provision outside the home, e.g. foster care for children; residential care for both children and adults.
- (b) Extra support within the home, e.g. project work support for children and families; home care support for adults.
- (c) Financial support to purchase alternative or extra care, and essential items, e.g. food and heating.

The Emergency Duty Team will signpost referrers to, or make direct referrals to appropriate agencies, e.g. Housing; Benefit Agencies; Health; Police. Referrals will be made immediately or on the next working day following an assessment of need.

The Emergency Duty Team will furnish other agencies with relevant information to assist in their assessment and support of individuals.

## **1.6 Quality of the Service**

The service will be provided by qualified and experienced Social Workers who have proven skills and judgement in assessment and provision of care packages in emergency situations.

Requests for assistance will be dealt with speedily and courteously. In times of competing requests, the Social Worker on duty will either prioritise the request and/or call for support from another Social Services member of staff. He or she will also request support from another agency, e.g. Police Officer; doctor, if judged to be necessary. The referrers will be informed when prioritising is necessary, of an expected time of response.

To effect a seamless service, the Emergency Duty Team Social Worker on duty will be available, for professionals, half an hour prior to the closing of daytime services to receive relevant information about known or potential service users. The next working day he or she will furnish, wherever possible, a written record of interventions to the relevant teams by 09.30.

Requests for action **MUST** be made directly to the SW on duty, by phone. The team will not accept pre-arranged appointments made by anyone outside the EDT. Nor will it accept written information that commits the team to a specific timed action similarly the EDT will not commit teams to this either.

All new referrals to either Social Services or another agency will be made early on the next working day.

All communication, whether written or verbal, will be coherent, understandable informed and relevant.

Quality standards for the Emergency Duty team are contained in appendix 2.

## **1.7 Review of the Service**

The service will be reviewed, at a minimum, annually. The policy, procedures and protocols will be updated to take into account the changing needs of the communities it covers.

## **PART TWO – OPERATIONAL PROCEDURES**

### **2.1 EMERGENCY DUTY TEAM**

#### **2.1.1 Preparation**

Emergency Duty Team staff should be on duty at the prescribed time.

- (a) Staff should be adequately prepared for duty, this includes:-
  - Pool car working and adequate petrol;
  - Necessary food supplies;
  - Phones working and charged;
  - Possession of a valid identity card;
- (b) Staff should be prepared for changes in the duty rota. The rota should be viewed in flexible way.
- (c) The duty social worker must ensure that:
  - The answer phone is checked;
  - Fax is checked;
  - Team e-mail is checked;
  - Telephone lines are in working order.

#### **2.1.2 Hours of Operation**

- (a) There will always be one social worker available to deal with Social Services emergencies in North East Wales between the hours of:
  - 5.00pm – 8.30am Monday to Thursday
  - 4.30pm Friday – 8.30am Monday
  - All public holidays and other days when Local Offices are closed.NB. Actual hours of work for members of the EDT may vary
- (b) Active work commencing prior to 5pm Monday to Thursday (4.30pm Fridays) remains the responsibility of Local Offices (see appendix 1). Any exception to this is at the discretion of the Emergency Duty Team Social Worker. When difficulties arise over “ownership or responsibility”, it must be born in mind that delivery of the service is paramount. (see 2.2.1 and 2.2.2)

#### **2.1.3 Intake**

Calls to the EDT will ordinarily be answered by a qualified social worker. In exceptional circumstances, where all EDT social workers are out on emergency visits, calls will be received by call centre staff.

All calls are entered onto the EDT log sheet including details of the outcome.

## **2.2 Handover of Work**

2.2.1 EDT should be considered as an extension of the daytime service into out of hours but only for emergency duty. For this arrangement to work well there needs to be cooperation between the daytime and out of hours services. These policies and procedures are intended to assist that cooperation.

### **2.2.2 Handover of Work from Daytime Services to EDT**

All referrals, which have been received by daytime services during normal working hours, i.e. up to 5.00pm Monday to Thursday and 4.30pm on Friday, remain the primary responsibility of those daytime services. There are some circumstances where handover of work to EDT will be appropriate.

(a) if the referral is received by the daytime service and falls within the remit of EDT (see 1.4), but there is good reason why the piece of work cannot be actioned by the daytime services, then the work should be handed over to EDT, subject to 2.2.3 below.

(b) for work which would fall within the remit of EDT (see 1.4), if the assessment process has started, then the expectation is that daytime services will complete that piece of work, however, if there is good reason why daytime services cannot complete that piece of work then daytime can negotiate a handover of the work to EDT.

There should be no assumption that EDT will routinely takeover other unfinished work from daytime services except in exceptional circumstances and with the approval of the EDT social worker on duty.

2.2.3 Daytime services must not commit EDT to making a visit at a particular without first agreeing that time with the EDT social worker on duty.

2.2.4 Information from daytime services about the work to be handed over should be sent to EDT by fax, email or telephone supported by any care and protection plans, contingency plans, including a risk assessment. For mental health referrals, which are to be handed over to EDT, daytime services should gather information to hand over such as identifying the Nearest Relative.

### **2.2.5 Handover of work from EDT to Daytime services**

EDT will forward information about work done out of hours to agreed central points or teams, by agreed systems. Any piece of work which has been started by EDT but has not been completed by 8.30am Monday to Friday should usually be completed by EDT. If this is not possible then the EDT should contact the relevant daytime workers and agree the handover of work.

### **2.3 Pre-Assessment Checks**

- (a) A copy of the child protection register is kept on site.
- (b) Essential Client information.
- (c) Previous Service Reports (including those of Emergency Duty Team)
- (d) Information Alert Forms

### **2.4 Assessment and Eligibility Criteria**

- 2.4.1 All assessments will take account of guidelines, policies and procedures appertaining to the particular client group wherever possible. The guidelines, policies and procedures of Wrexham County Borough Council will be used as the default procedure.
- 2.4.2 All emergency duty team members must take full account of the responsibilities of the Emergency Duty Team and of each social service departments statutory duties in ensuring that referrals are pursued to a point where satisfactory arrangements have been made until the next working day.
- 2.4.3 When a referral involves liaison with other agencies, ownership must be clearly identified. However, in situations where Emergency Duty Team does not have direct ownership it is incumbent on the Duty Team to ensure that appropriate assessment has been made and that the Emergency Duty Team responsibilities have been fulfilled.
- 2.4.4 The expectation is that customers should obtain a consistent response from the Emergency Duty Team throughout duty periods, irrespective of the time of day or night, and irrespective of their location.
- 2.4.5 It is important, whenever appropriate, to inform the referrer and other relevant people, of the outcome of the referral to the Emergency Duty Team.

## **2.5 Prioritising**

The generic nature of the service will provide times of completing referrals, which will be prioritised, based upon assessment of need and urgency. This will involve a professional judgement regarding vulnerability and risk. In broad terms, dependent upon context of referral information received, the Team would prioritise as follows:-

- (i) Children at risk of significant harm where there is an immediate need for assessment/intervention under Child Protection Procedures.
- (ii) People with mental health problems requiring an immediate assessment under the Mental Health Act, or removed to a place of safety under Section 136.
- (iii) Children looked after by the Local Authority.
- (iv) Children in need, but not at risk of significant harm.
- (v) Mentally disordered and/or vulnerable adults detained in connection with a criminal offence, where an appropriate adult is required to protect their welfare whilst in custody
- (vi) Elderly people or disabled adults with community care packages of support, where an emergency has arisen and whose immediate welfare would be jeopardised if immediate assistance were not given.
- (vii) Vulnerable adults at risk of significant harm, but not covered by the Mental Health Act or the National Assistance Act 1948.
- (viii) Support to other statutory and recognised voluntary agencies, which have a need to access the child protection register.

The above categories of response are not fixed/exhaustive and the Emergency Duty Team will exercise professional judgement in managing complex and diverse situations.

## **2.6 HEALTH AND SAFETY RISK ASSESSMENT**

### **2.6.1 Assessing Risk**

The duty social worker will always assess the potential risk elements to the worker when a referral is accepted.

If the client is known previously the duty social worker will:-

- Check computer records for potential hazard warning.
- Check previous visit reports by the Emergency Duty Team social workers.

For all referrals, questions will be asked concerning the following points:-

- Background history
- Present situation
- History of violence, aggression whether verbal or physical and who directed towards
- What signs of any of the above occurred and are occurring at the referral time?
- Where is the client?
- What safeguards are there?
- Decision about safety precautions worker needs to take if any, e.g. police accompaniment

## **2.6.2 Staff Guidelines on Risk Assessment**

- Worker always carries a mobile phone.
- Worker always carries bleep.
- Worker always carries a personal alarm.
- Worker follows Health and Safety procedure.
- Worker would leave the situation should threatening behaviour occur.
- Police would be requested to attend with duty social worker should it be deemed necessary.
- Duty social worker should never visit Mental Health Assessment alone, should always arrange to meet Psychiatrist/Section 12 Doctor and GP outside of the home.
- EDT Lone Worker Policy to be adhered to.

## **2.7 Working Together and Confidentiality**

2.7.1 Working with service users, relatives and carers and staff from other agencies we will deliver services effectively and sensitively to all service users including those users, who may be confused, have limited understanding or where statutory intervention to safeguard and protect from harm has been employed against the wishes of the service user, or those of a parent where the service user is a child or young person.

In each situation we will ensure that every effort is made to consult service users on matters affecting their welfare, care or treatment. Unless the service user objects, relatives, carers and advocates in the process will be consulted if this will lead to the best outcome for the service user. Information will only ever be shared with other professionals without such consent on a need to know basis to ensure the safety of children and vulnerable adults and in accordance with agreed Information Sharing Protocols.

2.7.2 The three Partner Authorities will make available to the EDT all necessary information to ensure that the specified service can be provided. The following principles will apply to any personal information received

- all personal information will be treated as confidential
- information will only be used for the purpose for which it is given
- information will only ever be shared with a third party without service user consent, on a need to know basis to ensure the safety of children and vulnerable adults and in accordance with any agreed Information Sharing Protocols

2.7.3 Should a breach of confidentiality occur, EDT will review their systems of control within an agreed time to ensure that such a breach does not occur again.

2.7.4 Training will be made available to EDT staff to enable them to understand and comply with the requirements of the Data Protection Act 1998 and associated statutory guidance.

2.7.5 Access to Personal Information: All recorded information is the property of the partner authority. It is the responsibility of the partner authority to respond to any requests for access to personal information. Such enquiries to the EDT Manager will be referred to the relevant partner authority.

## **2.8 Children and Young People**

The Emergency Duty Team has a legal duty to assess, and respond where appropriate, to all matters concerning children at immediate risk or children in need whose situation requires urgent intervention.

EDT work with Children and Families is governed outside of normal office hours by the same requirements for a quality service as daytime services and by a range of legislation.

### **2.8.1 Child Protection**

- a) Section 47 of the Children Act imposes on the Local Authority a duty to investigate where there is reasonable cause to suspect that a child is suffering, or is likely to suffer, significant harm.

All referrals concerning issues of child protection will be assessed in order to reach a decision as to whether an immediate response is necessary. These referrals will encompass allegations of sexual, physical and emotional abuse and neglect.

A decision on the appropriate response must be in accordance with the All Wales Child Protection Procedures.

- b) When a referral is received, as much detailed information as possible should be obtained. Background information should be sought from available records and liaison may be necessary with the allocated social worker's Team Manager, the Police, Public Protection Unit and

other relevant agencies. A check with the Child Protection Register must be made.

- c) Referrals concerning allegations of physical abuse, sexual abuse, emotional abuse or neglect should be discussed where possible with an officer from the Public Protection Unit and a plan of action agreed. If an officer from the Police Protection Unit is unavailable, the discussion should take place with the Duty Inspector or Duty Sergeant. This discussion will constitute a strategy discussion in compliance with the All Wales Child Protection Procedures 2008 and will be recorded on the relevant ICS exemplar.
- d) The safety of the child is paramount and where following initial enquiries an information gathering, any doubt persists about the safety of the child/children concerned, a visit must be made in order to see the child/children. The status and the purpose of this visit should be agreed with the police during the course of the strategy discussion. When appropriate, all other children in the household should be seen.
- e) In the event of further intervention being required, there should be full collaboration with Health Personnel, Police and other relevant agencies, in accordance with the All Wales Child Protection procedures.
- f) Where a child is suspected to have sustained abuse, medical investigations must be initiated.
- g) When immediate action needs to be taken regarding alternative care arrangements for the child/children, the following should be considered:
  - Alleged perpetrator found alternative accommodation
  - Family
  - Friends
  - Family Support Worker
  - Accommodation (Section 20)
  - Police Protection (Section 46)
  - Emergency Protection Order (Section 44)

The protection of the child remains paramount; it is also essential to minimise the trauma to the child/children concerned in deciding on alternative placement.

- h) Detailed recording (including “skin map” where appropriate) should be completed for all child protection referrals.
- i) Joint interviews  
When a referral is received and a joint interview is indicated:
  - Decide in consultation with Police, whether the interview needs to take place as a matter of urgency, i.e. before the next working day.

- If no joint trained emergency duty team staff are available and there is a pressing need for this service every effort will be made by the team to facilitate a suitably trained social worker either from members of the team not on duty that day or from members of the day time services who are willing to be called upon to meet this need.

### **2.8.2 Emergency Protection Orders (Section 44 Children Act)**

Purpose: To enable children to in a genuine emergency to be removed from where they are, or kept where they are, in order to provide immediate short term protection.

Criteria: There is a reasonable cause to believe that the child is likely to suffer significant harm if:

- (a) he/she is not removed to accommodation provided by or on behalf of the applicant or
- (b) he/she does not remain in the place in which he is then being accommodated.
- (c) If enquiries are being made with respect to a child under Section 47 (1) (b) and those enquiries are being frustrated by access to the child being unreasonably refused to a person authorised to seek access and the applicant has reasonable cause to believe that access to the child is required as a matter of urgency.

Procedure: When deciding whether to make application for an Emergency Protection Order:

- Consult Emergency Duty Team Manager or relevant Service Manager if required.
- Seek legal advice from Authority Solicitor.

When a decision is taken to apply for an Emergency Protection Order, the relevant Justices Clerk should be contacted in order to arrange a Magistrate to hear the Application.

### **2.8.3 Police Protection (Section 46 Children Act)**

Purpose: To enable a child who would otherwise be likely to suffer significant harm to be removed by the police to suitable accommodation or for the police to prevent the child's removal from hospital or any other place, in order to provide immediate short term protection.

Procedure:

- (a) Any police constable may take a child into police protection. Please note Section 46 (3) with regard to the constable's responsibilities.

- (b) When this has occurred, ensure that the “designated officer” enquires into the case and completes the necessary documentation, a copy of which should be handed to the Duty Social Worker.
- (c) Section 47 imposes on the Local Authority a duty to investigate when a child is taken into police protection. The Emergency Duty Team should make such enquiries as considered necessary to enable to Local Authority to decide whether they should take any action to safeguard or promote the child’s welfare.
- (d) The maximum duration of police protection is 72 hours. On occasions, it is possible that the 72-hour period will expire before the next working day. In this situation, a clear plan must be established with the “designated officer” about action to be taken in anticipation of the expiry. Refer to Home Office Circular 44/2003.
- (e) When the police give prior notice of planned intervention to remove children into Police Protection the Duty Social Worker must consult in the following order:-
  - Emergency Duty Team Manager
  - Service Manager

Paperwork:

If a child is placed in Local Authority accommodation:

- Copy of police forms
- The standard LAC paperwork for accommodating children

**2.8.4 Accommodation of Children and Young People**

- a) The Emergency Duty Team will incorporate the principles of the Children Act and of departmental policies and objectives in promoting the upbringing of children within their families in a way that is commensurate with their welfare and safety.
- b) When a referral is received and an assessment made, which indicates that it is not appropriate or not possible for a child to remain with their family, then in discussion with the parent/person with parental responsibility the following options should be considered and agreed:-
  - Temporary stay with extended family
  - Temporary stay with friends

If such arrangements are made it is important to be clear with the parent/person with parental responsibility that EDT are facilitating an arrangement that is being made by the parent concerned and EDT are **not** placing the child under Section 20.

  - Use of funds from Section 17 Children Act.
  - Other appropriate resources.
- c) If informal arrangements are inappropriate or not possible, provision of accommodation under Section 20 Children’s Act should be the

next consideration. This could include placing a child with family or friends.

#### Paperwork:

When a child or young person is accommodated under Section 20 or when a child or young person is moved by the EDT, LAC forms should be completed whenever possible.

### **2.8.5 Resources**

**(See APPENDIX 6 regarding level of expenditure EDT is delegated to commit.)**

From the onset, consideration should be given, wherever possible to the possibility of the child remaining in the family.

If a placement is required, this should be tailored as far as possible to the child's needs e.g. fostering in preference to residential care.

#### a) Fostering

Refer to short-term foster parent vacancy list for potential vacancies.

It is important to provide the foster parent with relevant information to enable decision to be taken as to whether placement is appropriate.

#### Paperwork

- Complete LAC form
- Inform Family Placement Team by fax or telephone of the use of a resource
- Leave a copy of all relevant documentation with the foster parents and send a copy to local office staff on the next working day.

#### b) Residential

Resources are to be used in accordance with the agreed Delegation scheme. All relevant paperwork to be left with residential staff for their information and for the attention of local office staff. As much information as possible concerning the child to be left with residential staff.

#### c) Other Resources

From time to time, other resources e.g. landlords, YMCA, YWCA, will be identified to the Emergency Duty Team and should be given appropriate consideration.

### **2.8.6 Children and Young People Who Abscond**

- (a) Children "Looked After" by Wrexham, Flintshire and Denbighshire County Councils.

The Emergency Duty Team will arrange the recovery of children who abscond within the authority and will act in accordance with the All Wales Child Protection Procedures 2008 in respect of children missing from home or care.

Foster carers will advise the EDT of children and young people missing from their care. It will be the responsibility of the Partner Authorities to ensure that a risk assessment is available to the foster carer, which can be shared with the EDT to determine in conjunction with the foster carer the necessary response in accordance with protocols regarding missing children and young people.

- (b) Children “Looked After” by Wrexham, Flintshire or Denbighshire outside the county.  
The local Social Services Department should be approached and asked to accommodate the child until the next working day. Any relevant information concerning the child will be provided by the Emergency Duty Team.
- (c) Children within Wrexham, Flintshire or Denbighshire “Looked After” by another Local Authority.  
The authority with responsibility will be contacted to establish when they will arrange collection of the child. If daytime or overnight accommodation is required, the Emergency Duty Team will co-ordinate the arrangements.
- (d) Children missing from home.  
Children who are missing from their home are not the responsibility of the Emergency Duty Team. It is for the police and the parents to make necessary arrangements. It is recognised that in individual circumstances the Emergency Duty Team may be approached to advise and assist.

The EDT, only where necessary and possible, will return people from the Police Station to their appropriate placements.

When individuals are located, the EDT should assess their situation and they should be subsequently returned to the placement agreed with the partner authority unless there is evidence that to do so would place them at risk of significant harm. In such cases alternative arrangements would be made.

If appropriate following the risk assessment, individuals who have become stranded or are missing from placement will be provided with transport to return them to placement. The Partner Authorities may request EDT to use a preferred provider for transporting/escorting individuals to their placements and should ensure the details are supplied to EDT.

In exceptional circumstances if there are issues around prioritised work and the availability of EDT personnel, the EDT will engage an approved contractor to undertake the transportation. Costs will be recharged to the partner authority. The decision in respect of engaging an external service provided rests with the EDT Manager or authorised deputy.

Where children/young people are accommodated under Section 20 of the Children's Act 1989 and Parental Responsibility is solely held by either or both parents, consultation with the latter should take place where possible if there is refusal to return to an agreed placement.

### **2.8.7 Secure Accommodation**

- (a) On occasion, when absolutely necessary and where no alternative exists, it may be appropriate for the Emergency Duty Team to consider the need for a child/young person to be placed in Secure Accommodation.
- (b) Refer to scheme of Delegation. Consultation with a legal advisor and with Head of Service will also be necessary. Refer to S25 Children's Act, and also refer to Children Act Guidance and regulations Volume 1 (Court Orders) pp66 – 68. 1
- (c) Where a placement in secure accommodation is to exceed 72 hours, the Local Authority must seek the authority of the Court.

When the 72 hour period is due to expire over weekend/bank holiday, certain provisions apply; refer to children Act Guidance and Regulations Volume 4 (Residential Care) 8.34 and 8.35.

### **2.8.8 Response to Foster Parents**

Foster parents are a valuable resource and the Emergency Duty Team should provide the fullest possible support in dealing with out of hours emergencies.

- a) When the Emergency Duty Team are notified by a foster parent that a child placed with them has gone missing or absconded, the Duty Social Worker should maintain regular contact until the child is found, returned, or alternative arrangements are made. On an overnight shift, the duty social worker should telephone the foster parent before going off duty the following morning. At a weekend, contact should be made every 8 hours.
- b) When the Emergency Duty Team are contacted by a foster parent seeking advice and support in managing a child's behaviour, the situation should be fully discussed and the greatest possible support in keeping with the role of an emergency service should be offered.

### **2.8.9 Child Care Arrangements for Children of Parents Who Are Detained in Custody**

It is not the role of the Social Services Department to provide a childminding service unless a parent is in custody for an exceptionally long period of time and no other reasonable alternative is available.

Where no alternative exists, a childminder can be suggested as a short-term arrangement. Overnight arrangements may involve consideration of accommodation. (Section 20 Children's Act). However, 2.9.4 of this procedure should be followed to determine whether that point is reached.

### **2.8.10 Preventative Services**

Section 17 (1) of the Children's Act states: "It shall be the general duty of every Local Authority:-

- To safeguard and promote the welfare of children within their area who are in need and
  - So far as is consistent with that duty, to promote the upbringing of such children by their families."
- a) In responding to referrals, the Emergency Duty Team should consider a range of services to families (e.g. homecare, day care, childminding, transport costs, foods in kind). The provision of cash can be considered, in exceptional circumstances only.
- b) Section 17 budgets are the responsibility of Service Managers (Child Car) in each county. When the proposed costs are substantial (e.g. over £250) consultation should take place with the Emergency Duty Team Manager/coordinator and/or the appropriate Service Manager holding the budget, before being agreed,
- c) Whenever Section 17 costs are incurred, report to Local Office.
- d) If payment is made from Emergency Duty Team cash float, retain original copies and pass to Manager (EDT).
- e) Day Care: Day Care can be negotiated on a flexible basis with residential homes, foster parents, childminders and family centres.

### **2.8.11 Matrimonial and Family Disputes Concerning Children**

Callers involved in disputes concerning residence orders, contact and other similar matters of private family law, should in general be encouraged to seek legal advice.

### **2.8.12 Leaving Care**

- (a) The Children (Leaving Care) Act 2000 refers to the duty of the Local Authority to advise, assist and befriend children being “Looked After” by them with a view promoting their welfare when they cease to be looked after.
- (b) Those people qualifying for “advice and assistance” under Section 24 are those who ceased, after reaching the age of 16, to be “Looked After” by a Local Authority and are still under the age of 21.
- (c) Refer to Children (Leaving Care) Act 2000 Guidance September 2001 for detailed criteria (duty of power concerning advice, befriending and giving assistance. There is provision, in exceptional circumstances and giving assistance, for cash to be given. Prior to giving cash, it may be necessary to consult with the relevant Manager.

### **2.8.13 Police and Criminal Evidence Act**

The Emergency Duty Team, where required, act as “Appropriate Adult” for vulnerable adults at the discretion of the Police Custody officer.

Appropriate Adult service for children and young people is provided by the Youth Justice Service of the county where the child or young person is in custody, however, for Wrexham and Denbighshire the EDT will be the first point of contact for the police and will then alert the sessional worker rota'd to provide an Appropriate Adult service.

This function will be carried out by the EDT only in exceptional circumstances.

If the young person requires transport home from the police station, the EDT may be requested to arrange this where no alternative is available.

## **2.9 Vulnerable Adults**

EDT work with Adults is governed outside of office hours by the same requirements for a quality service as daytime services and by a range of legislation.

### **2.9.1 People with Mental Health Needs**

The Emergency Duty Team will respond to mental health crises adhering to the requirements of the Mental Health Act and of current national and local Codes of practice.

- a) When a referral is received from a GP with urgent concerns about a patient’s mental health, the advice given should usually be that the matter should firstly be discussed with the duty psychiatrist. When compulsory admission to hospital under the Mental Health Act is being

actively considered, the Emergency Duty Team would normally expect to attend at the same time as the Duty Psychiatrist.

- b) When a person refers his or herself, or when referral is made by a concerned relative, member of the public, the advice given should be to involve the person's GP in the first instance. It may be appropriate for the Emergency Duty Team to initiate contact with GP.
- c) The Emergency Duty Team will undertake assessments where hospital admission is not deemed appropriate, but where the use of departmental resources and/of Community Care Services need to be urgently considered.
- d) The EDT will undertake formal Mental Health Assessments under the Mental Health Act when appropriately requested to do so. In undertaking the above duties the Approved Social Worker will have regard to the guiding principles set out in the Mental Health Act Code of Practice (1999) and any locally agreed procedures.
- e) The EDT will respond to requests to assess in-patients subject to S5(2) of the Mental Health Act where requests are made outside office hours.
- f) Where another authority outside of North East Wales has placed and funded one of their residents into a placement, the EDT will in the first instance ask the placing authority to respond to requests for MHA assessment. If they are not able to do so and if the request is for a S2 assessment then the EDT may undertake this but advise the placing authority of this and that the expectation is that the placing authority will follow-up on this.

If the request is for a S3 assessment, the EDT will not normally undertake this but will advise placing authority that they need to arrange to undertake the assessment. If this is not possible then the EDT must ask the placing authority to fax confirmation to them that they are asking NEW EDT to undertake S3 assessment and if necessary application on their behalf and that they (placing authority) will be responsible for any S117 duties.

- g) It will be the responsibility of the Partner Authorities to inform and update the EDT and each Approved Social Worker of any local joint procedures between Social Services, Hospital, Police and Ambulance and any changes to these.
- h) All Mental health Act statutory forms must be fully completed and scrutinised before handing to hospital staff.
  - Referral and form should be completed at the time, with copies sent, as appropriate to the relevant hospital and local office.
  - ASW reports must be completed and sent to the relevant Local Office.

- ASW reports must be completed whenever an assessment is undertaken under the Mental Health Act, irrespective of the outcome. Departmental guidelines for completion of ASW reports should be followed.

### **2.9.2 People with Learning Disabilities**

When a person with a learning disability is identified as being vulnerable and at immediate risk, the Emergency Duty team will make an assessment of the risk and take necessary steps to ensure the person's safety until the next working day. This may include the provision of domiciliary services or residential care.

### **2.9.3 Interpreter/ Appropriate Adult**

The Emergency Duty Team may be requested to arrange an interpreter for a hearing impaired person (Codes of Practice C.3.6) \*or to act as Appropriate Adult for a visually impaired person (C.3.14).

In cases of doubt about a person's medical fitness to be interviewed, it is the police responsibility to ensure that a police surgeon is called, his opinion sought and a decision reached.

See Codes of Practice C1.E concerning attendance of Social Worker vis-à-vis relative as appropriate adult. Wherever possible, external interpreters should be used.

The EDT will act as appropriate adult for vulnerable people, under PACE 1984. Interviews will not be undertaken after 12.00am., unless in exceptional circumstances. It is the responsibility of each of the Partner Authorities to ensure that the appropriate Police personnel within their authority are aware of this.

At the end of PACE procedures, it may be necessary to consider the person's immediate welfare.

The details of those people subject to Supervised Discharge Orders, or subject to Multi Agency Public Protection Meetings within the Partner Authorities should be notified to the EDT, where considered necessary, via an Alert Form in order to inform any necessary emergency response.

### **2.9.4 Adults Absent from Placement**

The EDT will follow local protocols regarding adults absent from placement where these are available. Where not, the following will apply. The EDT will only be advised of individuals missing from placements if action is required of them. Such situations would include incidents of suspected or alleged abuse, or injury. In such cases appropriate liaison would be undertaken with the residential manager or named officer for any immediate follow up necessary, having North Wales Procedures for the Protection of Vulnerable Adults.

The EDT, only where necessary and possible, will return people from the Police Stations to their appropriate placements.

When individuals are located, the EDT should assess their situation and they should be subsequently returned to the placement agreed with the Partner Authority unless there is evidence that to do so would place them at risk of significant harm. In such cases alternative arrangements would be made.

If appropriate following the risk assessment, individuals who have become stranded or are missing from placement will be provided with transport to return them to placement. The Partner Authorities may request EDT to use a preferred provider for transporting/escorting individuals to their placements and should ensure the details are supplied to EDT.

In exceptional circumstances if there are issues around prioritised work and the availability of EDT personnel, the EDT will engage an approved contractor to undertake the transportation. Costs will be recharged to the Partner Authority. The decision in respect of engaging an external service provided rests with the EDT Manager or authorised deputy.

### **2.9.5 People Who Are Homeless**

Responsibility for adult homeless individuals and families lies with the relevant Housing Department Wrexham, Flintshire or Denbighshire (Housing Act 1985) except where a person requires accommodation under Part III of the National Assistance Act.

Calls relating to homelessness should be directed to the relevant homelessness officer. The Emergency Duty Team will take basic details of the situation appropriate for referral to the Housing Department.

In the event of no accommodation being available, the matter should be referred to the Local Housing Department for a final decision.

### **2.9.6 Protection of Vulnerable Adults**

The Emergency Duty Team will adhere to current Protection of Vulnerable Adult regulations and guidelines.

### **2.9.7 Benefits Agency**

The Emergency Duty Team will act as a contact point for Benefits Agency referrals and will respect the confidentiality of Benefits Agency Out of Hours Service phone number.

Referrals concerning people in immediate financial need will be passed to the Benefits Agency Out of Hours Service.

The Duty Social Worker should attempt to ascertain that referrals to the Benefits Agency have been accepted and dealt with as appropriate.

### **2.9.8 Domestic Abuse**

When a referral is received, the Emergency Duty Team will offer advice, support and co-ordinating role to individuals suffering domestic violence.

For unaccompanied women, the EDT will provide appropriate telephone help line numbers to enable service users/professionals to access refuge accommodation.

Where a vulnerable adult is identified in a referral concerning domestic abuse, special consideration should be given to that person's particular needs.

Where children are involved, regard must be given to the All Wales Child Protection Procedures 2008 as appropriate and the EDT will undertake/begin initial assessment of the children as Children in Need (S17 Children Act 1989) and if appropriate pass to daytime services for follow up assessment or provision of services.

Where there are Children in Need requiring transport, the EDT will arrange /negotiate this via the police, the refuge or taxi firms. The partner authority will meet costs for taxi provision.

The EDT will not usually provide support for families in refuges who are ordinarily resident outside North East Wales, unless there are exceptional circumstances. The family will be referred to the parent authority.

### **2.10 ACCESS TO RESOURCES – ADULTS**

**(See APPENDIX 6 for level of expenditure EDT is delegated to commit.)**

a) The EDT will carry out assessments on any adult who is felt to be in need of immediate assistance having regard to the Unified Assessment Process and Fair Access criteria. The EDT will assess the eligibility for Community Care Services having regard to the level of risk and will arrange provision in conjunction with other out of hour's services available for each of the Partner Authorities. Each partner authority will provide the EDT with a list of services in which placements and/or arrangements can be made and update this on a regular basis. These will include:-

- Local Authority Residential Care
- Local Authority Home Care
- Any other Local Authority Service
- Independent Sector Provision

- b) **Domiciliary Care Services** All domiciliary care providers are required by the Care Standards Act to have in place out of hours arrangements and to inform service users of these.

If a request is received for a new assessment for domiciliary care, the Emergency Duty Team have a responsibility to visit and make an assessment (provided that the need is urgent). When a need to commence domiciliary care is identified, arrangements will be made with either internal Home Care service or an independent sector approved agency.

## 2.11 Record Keeping

The EDT's recording of work undertaken out of hours should reflect the standards outlined within the SSI "Recording with Care" document. All forms and case recording formats will be agreed between EDT and the Partner Authorities. Original documentation will be sent to each Partner Authority (electronically or hard copy) and copies kept for EDT use for specified period as per agreement with Partner Authorities.

All incoming telephone calls and faxes will be recorded on the Emergency Duty Team 'Log Sheet'. Log Sheets record the time of call, response time, caller, client, client group, area, brief details of presenting problem, and the outcome.

All referrals generated from EDT will be in a format and content (either paper or electronic) as agreed with Partner Authorities and taking into account any statutory guidance. All referrals will note date and time of each contact and with whom, comment on risk assessment, identify reasons for decisions taken, and details of services provided and any follow on suggested or arrangements made with the service user.

Referrals will be sent to daytime services utilising the business system information system where possible, or by fax, for action the next working day. Each fax header requests the recipient to contact a member of the EDT staff to confirm receipt. In addition the fax machine used at the EDT prints transmission reports. These reports indicate whether the transmission has been successful or unsuccessful. Where any failures are notified, the EDT staff will rectify this.

Partner Authorities will screen all EDT referrals as urgent and contact will be made with service users immediately via phone call where important work needs to be followed through that day and in writing where further assessment by daytime staff indicates same day response is not necessary.

The EDT manager will ensure that sufficient records are maintained as to enable the completion of reports to the Operational Management Group and Partnership Management Board as detailed in the Partnership Agreement.

## **2.12 Complaint Management**

Complaints about the EDT will be managed in line with Wrexham Departmental Complaints Procedures. Complaints received by the EDT which are about an individual local authority response will be forwarded to the relevant county.

- All complaints will be recorded
- If possible, complaints will be dealt with at the Local Level by the Emergency Duty Team Manager.
- If the Emergency Duty Team Manager cannot resolve the problem, or the person does not wish for it to be dealt with locally, the person can go to the formal stage.

## **2.13 Communication Between EDT Staff**

Communication between EDT staff is achieved by means of a Communication Book in which messages and information is recorded, each team member has a responsibility to read this when they come on duty. They then sign the book to say they have read the message or the information intended for them. During weekends and Bank Holidays any outstanding work or Essential Information is passed in person from the Social Worker going off duty to the Social Worker taking over duty.

## **2.14 Training**

The Emergency Duty Team Social Worker is unique in operational terms and has to have a working knowledge of all client groups and legislation. They represent the department to other agencies and professionals.

Emergency Duty Team Social Workers need to keep abreast of all new service developments, changes in Legislation and relevant Policies and Procedures of each county.

Emergency Duty Team Social Workers have both specific and generic needs, which can be progressed by accessing training available to the various operational divisions and by training provided by the North West Emergency Duty Teams Training Group which operates under the auspices of the N W Association of Directors of Social Services.

## APPENDIX 1

### **Protocol for links between the Emergency Duty Team and Day Time Services**

#### **Objective**

To ensure that the Emergency Duty Team are informed of any situation which may require their intervention and that appropriate information is passed back to the responsible Social Services Locality Team on the next working day.

The Emergency Duty Team provides an “emergency only” out of hours service.

“Emergency” is usually defined as a situation where service users are at significant risk and for whom delay, until daytime services can respond, would be detrimental.

The Emergency Duty Team can be most effective if they are notified of situations where involvement may be required. Alerts by daytime staff must be sufficient to enable the Emergency Duty Team staff to determine the appropriate nature and extent of the response of the service needed.

Daytime teams must not commit the EDT to any action without their prior agreement, nor will the EDT commit the daytime to specific action without possible the next working day.

It is essential that any involvement by the Emergency Duty Team is passed to the responsible Social Services Locality Team/Social Worker as soon as possible the next working day.

#### **Practice Guidelines**

Daytime Social Services staff anticipate, as far as possible, any situations where the Emergency Duty Team may be contacted out of hours.

Daytime Social Work staff must brief the Emergency Duty Team, on the Information Form, of any situation which might arise, including contingency arrangements for existing service users who are likely to need an out of hours service.

Where appropriate, current care and/or protection plans, copies of legal orders, are forwarded to the Emergency Duty Team. The team are notified when the plans change or their involvement becomes less likely.

Information can be passed to the Emergency Duty Team by e-mail, fax or by telephone but requests for action must be made verbally (by phone).

The Emergency Duty Team ensures that the daytime Social Worker receives information as soon as possible on the next working day so any action taken out of hours can be followed up by the daytime Team responsible. The Emergency Duty Team must ensure that the information is confirmed in writing as soon as possible, using departmental documentation and forms. The responsible Team ensures that the information is added to the case file.

The Emergency Duty Team will forward their written reports/documentation to Teams by fax or e-mail by 10.00am on the first working day following their involvement (unless circumstances prevent, in which case they would be sent as soon as possible).

See also EDT Statement of Purpose (appendix 5)

## APPENDIX 2

### Standards of Emergency Out of Hours Social Services

#### ***Standard 1 – Outcomes for service users***

Service users receive a prompt and effective Social Services out of hours response, which is adequate to deal with the need referred or is sufficient to support service users until mainstream services can be provided, if necessary.

#### **Criteria**

1. Public information is provided on the emergency out of hours service, which includes access arrangements and any eligibility criteria that apply.
2. Service users can access the emergency out of hours service quickly.
3. Service users receive an appropriate response which is effective in reducing risk and stabilising an emergency.
4. Out of hours intervention if followed up efficiently by mainstream services where necessary.
5. Service users are able to access the complaints procedure, if dissatisfied with the service they received.
6. Service users express satisfaction with the service provided and are positive about the outcome of their enquiry.

## ***Standard 2 – Principles and policy***

**The Social Services Department has a clearly written, up-to-date and comprehensive policy for securing emergency out of hours services.**

### **Criteria**

1. The department's policy is based on an assessment of the needs of the community, and other relevant organisations, for emergency services outside normal office hours.
2. The policy defines those emergencies to which the SSD will respond, and the range and nature of that response.
3. The policy includes all emergency services provided out of hours by the department, including those provided by a designated emergency duty team or staff on rota.
4. Explicit standards define the quality of the service to be provided by the emergency out of hours staff.
5. The policy defines the links between out of hours and mainstream services.
6. Where services are provided by another social services department, or as part of a consortium of authorities, the out of hours policy is specified in contracts or service level agreements.
7. The policy is reviewed periodically, and updated to take into account changing needs in the community.

### ***Standard 3 – Inter-agency Collaboration and Cooperation***

**The Social Services Department work collaboratively with other agencies, and departments within the local authority, to ensure a coordinated approach to the provision of emergency out of hour services.**

#### **Criteria**

1. Protocols have been agreed that define the nature and extent of each agency's contribution to shared out of hours responsibilities.
2. Inter-agency protocols include arrangements for access, exchanging information and maintaining confidentiality.
3. Regular reviews of inter-agency working are held and working arrangements are adapted as necessary.
4. Other agencies express satisfaction with the service provided by the social services department.

## ***Standard 4 – Assessment and Service Provision***

**Out of hours assessment are sufficient to determine the nature and extend of the response or services needed, which are then provided promptly.**

### **Criteria**

1. Services provided by emergency out of hours staff are in accordance with statutory requirements and regulations, that apply to particular service user groups, and in accordance with the SSD's policies and procedures.
2. Written, up-to-date procedures are available to support the emergency duty team, and are used by staff.
3. Decisions in response to service user requests are based on clear assessments of need, urgency and risk.
4. Emergency out of hours staff have access to adequate information about known service users, held by the SSD and other agencies, or departments of the local authority.
5. Emergency out of hours staff receive care or protection plans which include contingency arrangements for those existing service users who are likely to need an out of hours response.
6. Emergency out of hours staff are able to access an adequate range of resources to support their intervention, including those commissioned by the SSD and provided externally, which are provided promptly.
7. On-going case work is communicated effectively through out of hours staff shift changes, and with mainstream staff, in a manner that maintains consistency and avoids duplication.
8. Intervention demonstrates that emergency out of hours staff understand other agencies' responsibilities and promote co-operative working.
9. Case recording complies with the SSD's recording procedures and gives a sufficient account of action taken and services provided.

## ***Standard 5 – Equal Opportunities***

**Emergency out of hours services respond to the needs and preferences of service users, and services provided and sensitive to race, religion, language, culture, gender and disability.**

### **Criteria**

1. The emergency out of hours policy and procedures demonstrate the department's commitment to equal opportunities.
2. Information on emergency out of hours services provided is available publicly in a range of media and languages, which reflects the needs of the community.
3. A range of interpretation and translation services can be accessed by staff out of hours.
4. Choice is available in the services provided in response to the needs or requirements of service users.
5. Training in equalities issues is provided for emergency out of hours staff.
6. The department's ethnic monitoring procedure includes requests for emergency out of hours services, and informs the development of future services.
7. Service users say that they were treated with respect and that services provided were appropriate to their particular needs.

## ***Standard 6 – Staff Competence and Deployment***

**Emergency out of hours staff are appropriately recruited, trained deployed and supervised.**

### **Criteria**

1. The skills, knowledge and qualifications of out of hours staff are sufficient to provide and emergency out of hours service.
2. There are clear standards of competency for staff providing emergency out of hours services, which is supported by appropriate training.
3. Rotas provide adequate staff to deal with the level and nature of anticipate demand.
4. Staff receive regular and effective supervision, which includes monitoring of their performance.
5. Where services are contracted out, monitoring arrangements include evaluation of staff performance.
6. Staff on duty can access managers for guidance, support and decision making.
7. Staff are aware of developments or changes in policy or procedures within the SSD, other departments, agencies or contracted services.
8. Adequate arrangements are in place to promote the safety and protection of staff providing out of hours services.
9. Accommodation for staff, which may include working from home, are satisfactory, and allows a rapid response to referrals or enquiries.

## ***Standard 7 – Organisation and Management***

**The SSD's organisation and management arrangements support effective emergency out of hours services.**

### **Criteria**

1. The organisation of emergency out of hours services is clearly stated and is adequate to implement the SSD's policy.
2. The provision of emergency out of hours services demonstrates that best value for money is obtained.
3. The delegation of decision making authority is formally recorded and understood by staff and managers.
4. Management information is collected for monitoring and review purposes.
5. Information from complaints, both from service users and other agencies, is used to review the effectiveness of the service, and indicate any changes necessary.
6. Emergency out of hours services provided by other local authorities, or as part of a consortium, are supported by contracts that define management accountability and monitoring arrangements.
7. There are adequate administrative arrangements to support the provision of out of hours service.

***From SSI 1. SSI 'Open All hours' – Inspection of Local Authority Social Services emergency Out of Hours arrangements – 1999***

**ACHIEVING BETTER OUTCOMES FOR SERVICE USERS**

**Action Points for Social Services Managers**

- Do you publicise your out of hours service? Does this include information on what services are provided, how service users can make access and any eligibility criteria that apply?
- Do you distribute information about your out of hours service so that it reaches those most likely to need support?
- Can service users access your service quickly? Can your service respond promptly, having assessed the risk and urgency of the referral?

**STRATEGIC DEVELOPMENT**

**Action points for Social Services Managers**

- Is your out of hours service based on an evaluation of the needs of the community, and other agencies?
- Do your policies reflect a strategic view of out of hours services, taking into account all services available, not just the EDT?
- Do you undertake regular reviews of your out of hours provision to ensure that it responds to changing needs, takes account of new service developments, the needs of other agencies and provides best value?
- Is your EDT's threshold for response adequate to current service user needs, and does it make best use of all services available out of hours?
- Have you developed formal protocols with other agencies providing out of hours services, which define your respective responsibilities?
- Is your commissioning of out of hours services based on formal contracts that define the nature and extent of the service to be provided, quality standards, and review arrangements?
- Do you have standards for the quality of out of hours work, which are routinely monitored?
- Do you routinely review EDT and produce annual business plan?

**USING RESOURCES FOR BEST VALUE**

**Action Points for Social Services Managers**

- Have you organised your EDT staff to reflect the variable patterns of demand for out of hours services?
- Do you collect and analyse management information to check that the out of hours service complies with your policy, and provides an adequate response to demand?
- Do you monitor and analyse the ethnicity of service users, to ensure that the service responds appropriately to their needs?
- Have you considered a best value review of your out of hours service?

- Does your workforce planning include EDT staff, to ensure that sufficient experienced and trained staff are available?
- Do you provide adequate training for EDT staff, based on the core skills needed for providing out of hours services?

## **APPENDIX 4**

Contact Arrangements for Housing Departments/Homeless Officer

Wrexham: Care Call

Denbighshire

Flintshire

## North East Wales Emergency Duty Team

### Statement of Purpose

The services of the Emergency Duty Team (EDT) are available to all members of the public who live in Wrexham, Flintshire and Denbighshire and whose circumstances appear to warrant immediate Social Services assistance, out of normal office hours. Requests for assistance can be made by individuals or by organisations acting on their behalf.

The EDT provides service users with a responsive quality service, staffed by appropriately trained staff, whose work is routinely monitored and evaluated.

Following a request for assistance, access to a direct service from the EDT will be provided to people who are assessed as having **critical needs that require immediate intervention**. In the absence of eligibility for a direct service, the EDT may signpost the individual or organisation or make a referral to another appropriate organisation.

In times of completing referrals and using professional judgements regarding vulnerability and risk in the context of referral information received, the Team will prioritise as follows:-

- a) Children at risk of significant harm where there is an immediate need for assessment/intervention under Child Protection Procedures.
- b) People with mental health problems requiring an immediate assessment under the Mental Health Act, or removed to a place of safety under Section 136.
- c) Children looked after by the Local Authority.
- d) Children in need, but not at risk of significant harm.
- e) Mentally disordered and/or vulnerable adults detained in connection with a criminal offence, where an appropriate adult is required to protect their welfare whilst in custody.
- f) Older people or disabled adults with community care package of support, where an emergency has arisen and whose immediate welfare would be jeopardised if immediate assistance were not given.
- g) Vulnerable adults at risk of significant harm, but not covered by Mental Health Act or the National Assistance Act 1948.

- h) Support to other statutory and recognised voluntary agencies, which have a need to access the child protection register.

The above categories of response are not fixed and the Emergency Duty Team will exercise professional judgement in managing complex and diverse situations. The final decision on priority at the time will be made by the social worker on duty. Any concerns about prioritisation should be taken up with the EDT manager during daytime office hours.

Where the EDT are requested to provide assistance for a person who is ordinarily resident in an adjacent county, in the first instance this will be referred to the EDT in county in which the person is ordinarily resident. Further assistance may be provided in exceptional circumstances.

A request for assistance from the Emergency Duty Team could result in one or more of the following responses:-

- Telephone discussion
- A visit to either the home of an individual or to the place where the individual is, for example, a hospital; police station; a school.
- An immediate referral to another more appropriate emergency source of assistance, for example, Housing, Women's Aid, medical services.
- A referral on the next working day to a day time service, e.g. Social Services mainstream services.
- Information, in the case of an individual known to a service will be passed to the service on the next working day.

The nature of the response will be determined by an assessment of immediate risk and vulnerability including that of the worker and the most appropriate agency to respond. Referrers will be informed when prioritising is necessary, of an expected time of response.

**The purpose of the response will be to reduce risk and stabilise the emergency until mainstream daytime services of Social Services and/or other agencies, or the emergency services of another agency assume responsibility.** The EDT may also request support from another agency, e.g. Police Officer or doctor, if judges to be necessary.

The EDT will seek resolutions to problems using minimum levels of intervention in the lives of service users to achieve maximum safety, promote independence and maintain dignity. Where possible we will endeavour to maintain service users in their own home, within their family or chosen network. If the situation requires it, a package of care will be provided to meet the assessed need and to maintain the situation safely until the next working day.

The Emergency Duty Team may signpost referrers to, or make direct referrals to other appropriate agencies, e.g. Housing; Benefit Agencies; Health; Police.

The Emergency Duty Team will also furnish other agencies with relevant information to assist in their assessment and support of individuals.

To effect a seamless service, the Emergency Duty Team Social Worker on duty will be available, for professionals, half an hour prior to the closing of daytime services to receive relevant information about known or potential service users. The next working day he or she will furnish, wherever possible, a written record of interventions to the relevant teams by 09.30am.

Requests for action **MUST** be made directly to the social worker on duty, by phone. The team will not accept pre-arranged appointments made by anyone outside the EDT. Nor will it accept written information that commits the team to specific timed action: e.g. a pre-arranged welfare check. Similarly, the EDT will not commit other teams/agencies to this either.

All referrals, which have been received by daytime services during normal working hours, i.e. up to 5.00pm Monday to Thursday and 4.30pm on Friday, remain the prime responsibility of those daytime services even though the tasks associated with such referrals may not have been completed. The referrer must not be asked by daytime services to ring back after 5.00pm (4.30pm on a Friday) to access the NEWEDT Service. The EDT is not resourced to routinely take over unfinished work from daytime services.

All communication, whether written or verbal, will be coherent, understandable informed and relevant.

The EDT is **not** available for:

- Appropriate Adult duties for Children (this function is delivered by the local Youth Offending Service)
- Requests to transport children home
- Work which can safely be left until the next working day
- Continuing work which has been commenced during normal office hours

Hours of operation are: Monday – Thursday 5pm to 8.30am  
Weekends from 4.30pm on Friday until 8.30am on Monday (all day Saturday and Sunday) and Bank Holidays.

Please note that the EDT is based in Wrexham and time must be allowed for travelling.

Complaints about the EDT should be made using standard social services complaints procedure. In the first instance they should usually be made verbally to the team manager of their line manager.

### **Schedule of Delegation**

The staff of the EDT are responsible for making decisions out of hours. Where a social worker requires clarification/management support in respect of decision making they should:

- Discuss the issue with other EDT staff on duty
- Refer to the Team Manager (when on duty)

If they remain unsure about the appropriate action to take, they should contact the EDT regional coordinator or a senior manager in the relevant county for advice (i.e. the county in which the service user resides).

The regional coordinator and senior managers do not operate a formal on call rota but have agreed to provide advice if they are available.

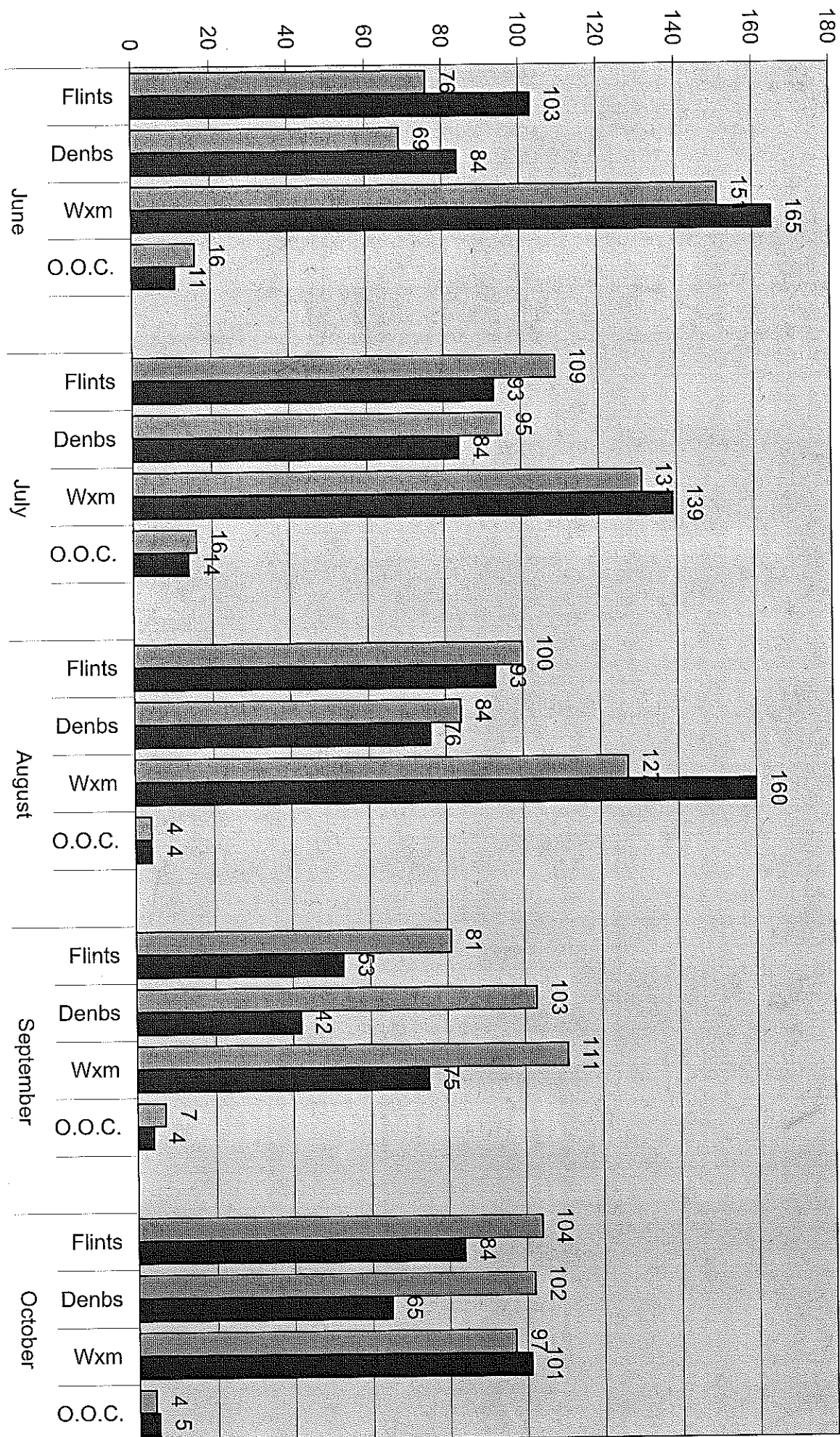
However, in the circumstances outlined below, the advice of a senior manager must be sought before action is taken/a relevant senior manager must be informed.

#### **Occasions when OOHs staff must contact a senior manager.**

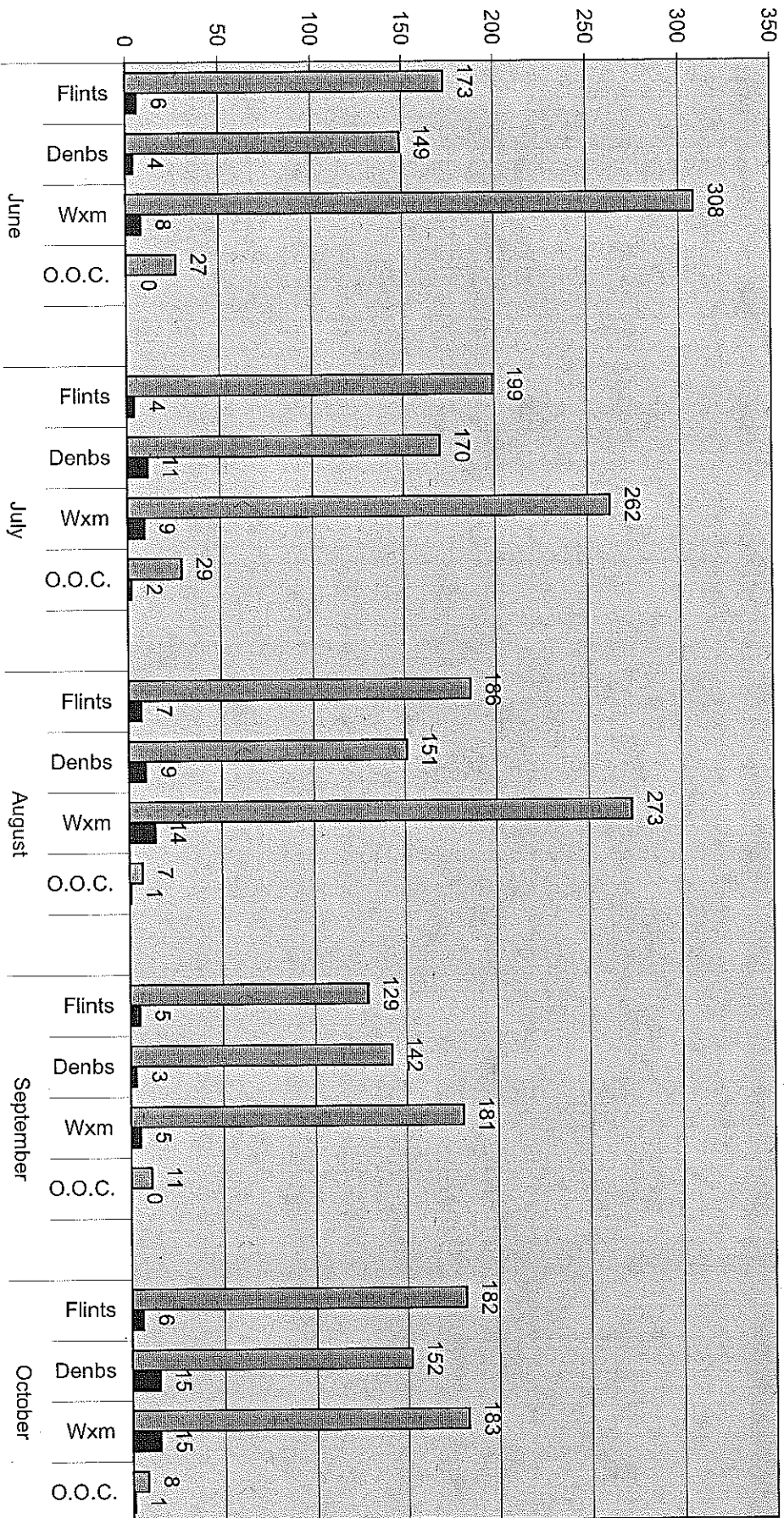
- Serious allegation involving a member of staff made by service user in Community, LA Home requiring view about suspension from duty
- Request for authority to agree place in an emergency to an expensive in/out county placement where no other alternatives are available
- Serious incident in Local Authority Care Home for example fire/evacuation where advice is required on how to proceed.
- Major Incident involving Police siege when Social services have been requested to attend
- Serious Inquiry involving the Police – murder for example when advice on how to proceed maybe required.
- Deaths of service users – known to
- Death of a parent whilst the child is in their care
- Placing children in secure accommodation (director only)

### Jun - Oct 08 - Classifications

Child + Family
  Adults

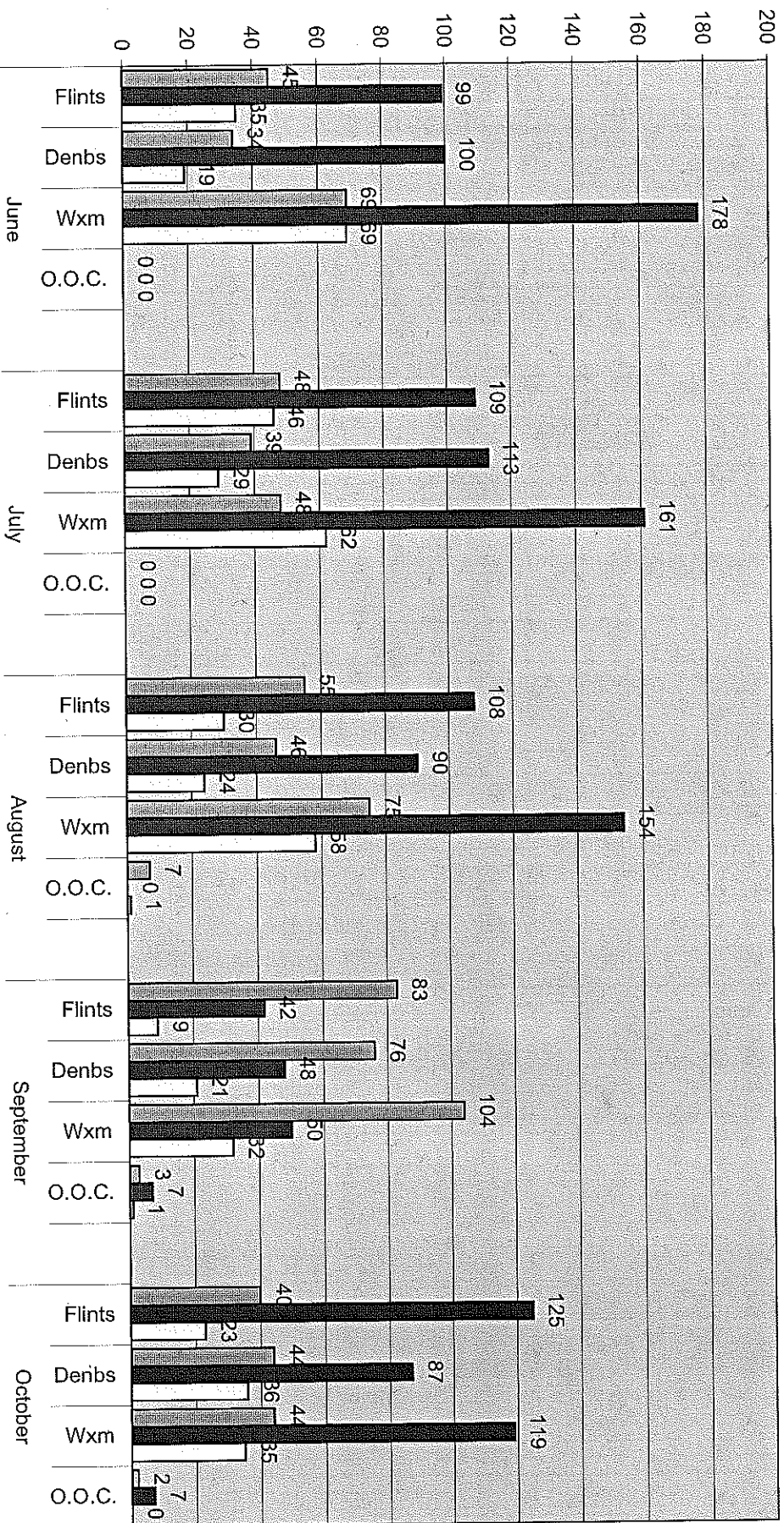


### Jun - Oct 08 responses



### Jun-Oct 08 - shifts

Daytime
  Evening
  Nighttime



Date: 11/03/2009  
 Total calls, 2008: 4397  
 Total calls, June 08 - Feb 09: 5538

Daytime: 1339  
 Evening: 2540  
 Nighttime: 811  
 Calls: 4535  
 Attended visits: 238  
 Calls regarding child(ren) and/or families: 2378  
 Calls regarding adult(s): 2207

	June			July			August			September			October							
	Flints	Denbs	Wxm	O.O.C.	Flints	Denbs	Wxm	O.O.C.	Flints	Denbs	Wxm	O.O.C.	Flints	Denbs	Wxm	O.O.C.				
Flints	45	34	69	0	48	39	48	0	55	48	75	7	83	76	104	3	40	44	44	2
Denbs	99	100	178	0	109	113	161	0	108	90	154	0	42	48	50	7	125	87	118	7
Wxm	35	19	69	0	46	29	62	0	30	24	58	1	9	21	32	1	23	36	35	0
O.O.C.	173	149	308	27	199	170	262	29	186	151	273	7	129	142	181	11	182	132	183	8
Attended visits	6	4	8	0	4	11	9	2	7	9	14	1	5	3	5	0	6	15	15	1
Flints	76	69	151	16	109	95	131	16	100	84	127	4	81	103	111	7	104	102	97	4
Denbs	103	84	165	11	93	84	139	14	93	76	160	4	53	42	75	4	84	69	101	5
Wxm																				
O.O.C.																				

	November			December			January			February			March							
	Flints	Denbs	Wxm	O.O.C.	Flints	Denbs	Wxm	O.O.C.	Flints	Denbs	Wxm	O.O.C.	Flints	Denbs	Wxm	O.O.C.				
Daytime	87	59	64	8	60	44	40	10	44	41	47	0	35	24	44	0				
Evening	88	115	118	14	88	73	119	10	107	86	136	0	85	91	151	0				
Nighttime	39	25	34	1	36	23	32	2	36	23	40	0	32	14	38	0				
Calls	203	193	206	22	177	123	174	19	172	141	218	12	139	125	209	5				
Visits	11	6	11	2	7	17	17	3	15	9	6	0	14	6	24	2				
Children + Families	106	97	105	12	78	65	92	10	91	88	91	7	66	66	121	3				
Adults	90	80	79	8	99	68	90	10	87	56	121	3	68	56	89	3				

## EDT Budget Spend - June 2008 to March 2009

Annual Budget                    £672,000

Monthly budget                 £56,000

	Employee costs	Travel	Supplies	Chester Call Flints	Total
Monthly spend:					
<b>June</b>	25,608				25,608
<b>July</b>	44,956	572	536		46,064
<b>August</b>	49,984	529			50,513
<b>September</b>	46,388	2,906	528		49,822
<b>October</b>	48,578	771	16		49,365
<b>November</b>	60,602	745	8		61,355
<b>December</b>	49,680	697			50,377
<b>January</b>	60,091	611	1,042	2,820	61,744
<b>February</b>	45,722	832	71		46,625
<b>March</b>	53,589	449	549	9,825	54,587
	<b>485,198</b>	<b>8,112</b>	<b>2,750</b>	<b>12,645</b>	<b>496,060</b>

	10 month budget £	Spend to date £	Variance £	Projection was
Pay	536,667	485,198	(51,469)	(52,000)
Travel	13,333	8,112	(5,221)	0
Supplies - mainly phones	6,667	2,750	(3,917)	(4,000)
Chester Call +licence fees	3,333	12,645	9,312	0
	<u>560,000</u>	<u>508,705</u>	<u>(51,295)</u>	<u>(56,000)</u>

### Also set up costs

Advertising	13,685
Desks, computers etc	<u>5,237</u>
	<u>18,922</u>

### Notes

Due to journal corrections, pay may not be allocated to the month the costs were actually incurred

**Social Services and Housing Scrutiny Committee**

**9<sup>th</sup> July 2009**

**Report by: Head of Business Support and Development**

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**Social Services Workforce Plan 2009-2012**

**1. Purpose of the Report**

- 1.1 To inform members of the Scrutiny Committee of the draft Workforce Plan including the progress on recruitment, retention and sickness absence.

**2. Executive Summary**

- The Social Services workforce has remained fairly stable over the past two years; the total number of staff is 688 in Social Services 776 in Social Services and Housing.
- Turnover was 10% in Social Services and Housing overall but only 7% in Children's Services
- The age profile shows 64% of staff is aged between 40-59 and only 18% between 30-39.
- Denbighshire Social Services has achieved over and above the qualification targets set by the Assembly for social care staff directly employed by the authority. Good progress has been made on the percentage of social care staff achieving the qualifications in the independent sector as well.
- Denbighshire has taken a lead role in North Wales on collaboration on workforce development. The training partnership established for the Health and Social Care Support Worker reached the finals of the Social Care Accolades presented last week.
- Sickness absence remains high at 16 days lost per person in 2008/09 however this is lower than 2007/08 and the most recent figures show a reduction again in 2009/10 so far.
- National developments will have an impact and require action within Denbighshire with work on the social work career pathway, the credit and qualifications framework and planning the Children and Young People's Workforce.

**3. Scrutiny Outcomes**

- 3.1 Members will be aware of the progress on the development of the workforce and be able to celebrate and support the collaboration work on workforce across North Wales.

## 4. Recommendations

- 4.1 Members note the draft Workforce Strategy action plan and contribute their comments on the Plan.

## 5. Background

### 5.1 Workforce Strategy

- 5.1.1 Social Services had a Workforce Strategy for 2005-2008. The draft strategy for 2009-2012 has just been completed ready for consultation this month.
- 5.1.2 An area of risk in the last strategy was the recruitment and retention of social workers. Good progress has been made in the past 4 years and the numbers have now stabilised at 101 social workers in total. In particular the social workers in Children's Services rose between the census date of 31<sup>st</sup> March 2008 and 2009 from 28 to 35. This is reflected in the reduction in the number of agency social workers to five, two of whom should be replaced following recruitment this month.
- 5.1.3 A variety of factors contributed to this stabilisation:
  - Trainee social workers posts supporting the 'grow your own' approach;
  - career progression linked to the payscale;
  - career development opportunities into senior practitioner and deputy team manager posts;
  - a good programme of training and development based on identified needs from operational staff and managers;
  - training and development of managers so they give good support and supervision;
  - feedback on good performance and progress in meeting targets;
  - implementation of the communication strategy.
- 5.1.4 At the time of the previous strategy we were beginning to look at development of different skills and types of workers required. Since that time we have trained and deployed 8 Health and Social Care Support workers trained in both health and social care skills to Level 3 NVQ and a specially designed BTEC qualification. The project has been evaluated and as the Reablement service develops it is likely that these 'generic' workers will be used to support people to recover their health and skills to remain independent in the community.
- 5.1.5 There is considerable national interest in these workers as they work across the boundary between health and social care. They can be delegated tasks and supervised by different professionals and thus provide greater consistency of care for service users.

- 5.1.6 The project developed a training partnership which has proved a very positive model for cooperation in training across health and social care and linked into Llandrillo College of Further Education.
- 5.1.7 There has been good progress on management development since the last strategy with programmes completed by service and team managers and increased numbers of qualifications in management achieved. Senior practitioners and deputies are being supported to develop their skills with an additional programme this year and the preparation of such staff for management roles in the future by secondments and project work to give them greater confidence.
- 5.1.8 Foster carers in Denbighshire have achieved a qualification rate of 59% against a national target of 25%.

## **5.2 Sickness Absence**

- 5.2.1 Social Services had an average of 16.6 days lost per person in 2008/09 which was lower than 2007/08, 10 days were long term sickness and for each of the services long term sickness was higher than short term. Social Services and Housing had fewer 1 day absences than other Directorates but the numbers were still higher on Monday and Fridays than other days.
- 5.2.2 The figures for 2009/10 so far show a reduction from the previous years at 1.1 days for the month of May. Housing, Children's Partnerships and Business Support were all below the corporate target of .92 days.
- 5.2.3 The strategy reported to Scrutiny Committee in March 2008 continues to be the basis of the work to reduce absence levels;
  - i. Regular reporting on performance at every level of management meeting.
  - ii. Identifying and focusing on the hot spots, examining in detail the causes of the absence.
  - iii. Active promotion and implementation of the absence management framework including chasing up of records of sickness and return to work interviews and the use of health management panels to identify ways to improve performance.
  - iv. Training, coaching and support to managers to conduct absence review meetings and cope with the challenges that staff may present with due regard to issues of disability or chronic conditions.
- 5.2.4 The work will continue on these actions supported by the work of the corporate personnel sickness officer but primarily requiring managers' attention. It has not always been easy to get regular information reports at a service and team level and we plan to improve that this year by the help of a part time Information officer to

collate and analyse the detail to identify trends, hot spots and problems beginning to develop so that action can be taken promptly. The Corporate Personnel Officer and Sickness Officer have now met with each Head of Service to discuss action on the highest 10% of absences.

### **5.3 Partnership working**

- 5.3.1 Social Services are responsible for the planning and delivery of the Social Care Workforce Development Programme for Denbighshire funded by the Welsh Assembly. A bid is made each year for a grant which, among other training, has to fund support to the Independent sector workforce to achieve qualifications and attend training events.
- 5.3.2 A survey is carried out each year with the Independent sector to gather workforce information and training needs. The plan is coordinated through the Training group which is run jointly with Conwy County Borough Council and partner agencies. This group reports to the Health, Social Care and Well Being Workforce group for Denbighshire and also the regional Social Care in Partnership (SCiP) North Wales.
- 5.3.3 Over the past year I have acted as Chair of SCiP North Wales and worked with other authorities to give greater clarity to what needs to be done locally and what would it benefit us to share at a regional level. We have been very successful at recruiting a lively Coordinator for the partnership and set up the regional office in Denbigh alongside the North Wales Practice Learning Centre (PLC) whose remit is social work qualifying and post qualifying training.
- 5.3.4 This year we have worked together on the workforce survey. The aim is to get to a position whereby Independent Providers do not have to complete numerous surveys but one for North Wales with accurate data collected and analysed to give a regional as well as a local picture. This is particularly relevant as many of the Providers deliver services across authority boundaries.
- 5.3.5 SCiP also provides the forum to work together on recruitment with Careers Wales and Job Centre Plus. In Denbighshire Social Services runs taster days in November for school pupils to give greater understanding of social care and the opportunities for young people to enjoy a varied and positive career. This is particularly important as we will need to recruit increasing numbers of staff to support vulnerable people in the community in the future.
- 5.3.6 We hope to develop the Practice Learning Centre to jointly commission post qualifying training for social workers across North Wales to reduce duplication of effort and costs for each authority.

The Denbighshire Children and Young People's Partnership (CYPP) has a Training and Workforce Group to plan training across agencies within the partnership. Recruitment, career pathways and joint training are the key areas for this group. Obviously the Children and Young People's Workforce goes much wider than social care. The national Children and Young People's Workforce Development network is leading on a joined up approach to training and development of the whole CYPP workforce with a shared Workforce Strategy and a Common Core of Skills Knowledge and Understanding intended to bring different sectors together and develop a shared qualifications framework. I have represented the Association of Directors of Social Services on the Network and there are some very positive developments which should assist in improved communication across agencies and a common core of training.

## **5.4 Future**

- 5.4.1 In the presentation of awards last December 141 awards were presented with 57 NVQs being achieved. 39 of those NVQs were due to the work of the in-house NVQ Assessors. The numbers we require to take through NVQs is reducing as we are well above the national target and more people gain their NVQ 2 Care before they join Social Services.
- 5.4.2 Qualifications will be changing in the future and two of our NVQ assessors are reaching retirement age. As an efficiency measure we are therefore working towards collaboration on an NVQ Assessment Centre with neighbouring authorities such as Conwy and commissioning from North Wales Training Agency and Llandrillo College.
- 5.4.3 Our own Assessment Centre has achieved high standards in the past and whatever the provision we agree on in the future it would need to match this high standard but it is an area where we can directly respond to the Welsh Assembly Government's (WAG) First Minister's challenge at the National Social Services Conference that although there are 22 local authorities there doesn't need to be 22 of everything.
- 5.4.4 In addition to this major change for the structure of workforce development Social Services will be;
- Developing programmes of training, assessment and experience for aspiring managers to meet the need for succession planning.
  - Taking our career progression framework further to match national plans by reviewing the options for consultant social workers and linking progression to the new PQ courses.
  - Working with the PLC to accredit courses and jointly run courses across North Wales

- Developing new approach to Trainees including using the Open University distance learning as a route to the social work degree.
- Developing further the role of the Health and Social Care Support Worker.
- Working within the Children and Young People's Partnership to develop joint approaches to career development and training, particularly for Family Support Workers and sessional staff who may already work for several agencies.
- Working with SCiP North Wales to promote social care and child care as a career.

## **6. Consultation Carried Out**

6.1 Consultation is carried out through the various workforce groups mentioned above and the Internal Workforce Strategy group for Social Services and Housing.

## **7. Implications on Other Policy Areas**

7.1 The achievement of all plans and policies is dependent on a skilled and qualified workforce.

## **8. Background Papers**

- Fulfilled live Supported Communities Workforce Action Plan. Care Council for Wales. [www.ccwales.org.uk](http://www.ccwales.org.uk).
- Draft Welsh Assembly Government Children and Young People's Workforce Strategy (due to be published in September)
- Denbighshire County Council 5 year strategic Social Care Workforce Development Plan
- Draft Social Services Workforce Strategy 2009-2012

### **Contact Officer:**

Head of Business Support and Development  
01824 706552

**Social Services and Housing Scrutiny Committee**

9<sup>th</sup> July, 2009

**Report by the Head of Business Support and Development**

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**Key Performance Indicators and Targets for 2009/2010**

1. **Purpose of the Report**

To identify Key Performance Indicators (KPIs) and targets for 2009/2010.
2. **Executive Summary**
  - 2.1 The Social Services & Housing Directorate have 83 prescribed performance indicators. In addition the Authority has entered into an Improvement Agreement with the Welsh Assembly Government to achieve specific targets.
  - 2.2 The volume of indicators requires focus on a set of KPIs that have strategic importance to the Authority. The report identifies 31 KPIs and suggests targets for each KPI. It is proposed that performance against the KPIs is brought to Scrutiny on a quarterly basis.
3. **Scrutiny Outcomes**

To assist Members in monitoring and scrutinising the Directorate's performance.
4. **Recommendations**
  - 4.1 That the Committee:
    - 4.1.1 supports the KPIs and associated targets
    - 4.1.2 receives a report providing an analysis of Denbighshire's performance compared to the rest of Wales in September 2009
    - 4.1.3 reviews performance against the targets on a quarterly basis
5. **Background**
  - 5.1 The Welsh Assembly Government (WAG) has prescribed a comprehensive set of statutory and core performance indicators for all Local Authorities in Wales. Systems are in place to monitor performance against the 83 prescribed indicators for the Directorate on a quarterly basis.
  - 5.2 It is suggested that Scrutiny should have a continued role in monitoring and scrutinising performance against a set of KPIs that have strategic importance to the Authority.
  - 5.3 The proposed set of KPIs and associated targets is set out in Appendix 1.
  - 5.4 The KPIs draw on:

- Strategic indicators – these are indicators against which all Local Authorities must report performance. These indicators are subject to review from the Wales Audit Office
  - Improvement Agreements – these are indicators where the Authority has committed to achieving specific targets in return for improvement agreement funding. If targets are not met funding may be tapered to reflect performance
  - Local Indicators for Housing Services
  - 2 improvement agreements for Environment Services that relate to Disabled Facility Grants and link to the work of Social Services & Housing
- 5.5 The national suite of performance indicators for housing landlord services (known as HLS indicators) have been removed by the Welsh Assembly as the indicators are no longer relevant to all Local Authorities. Scrutiny will be aware that a number of Local Authorities have transferred their housing stock, or propose to do so during the coming year. The most relevant indicators have been retained as local indicators for Housing Services.
- 6. Target setting**
- 6.1 Appendix 1 identifies targets for each KPI. Scrutiny is advised that:
- targets relating to Demographic Change have been developed through the Demographic Change Board
  - targets for Improvement Agreements have been agreed with the WAG
  - targets for local indicators have been set by the Head of Service
- 6.2 In August 2009 comparative performance against PI's across Wales will be available for 2008/2009. It is intended that Denbighshire's performance, compared with the rest of Wales, is analysed and targets for 2009/2010 are reconsidered within the context of Denbighshire's aim to be a higher performing council. If changes to targets are evaluated as necessary a report seeking confirmation will be presented to Scrutiny in September alongside quarter 1 data for 2009/2010.
- 7. Consultation Carried Out**
- Relevant targets have been directed by the work of the Demographic Change Board.
- 8. Implications on Other Policy Areas**
- The achievement of targets will help in the delivery of actions supporting Demographic Change, Modernising Education and Regeneration.
- 9. Background Papers**
- Social Services & Housing Directorate Business Plan 2009-2012

**Contact Officers:**

Performance Management Officer: Social Services (01824) 712350  
 Senior Housing Performance Officer (01824) 712936

Adult Services: Strategic Indicators and Improvement Agreements			2008/9					2009/10					On target?	Performance improved since 08/09?	Comments	
Ref No	Description of PI		Target	Q1	Q2	Q3	Q4	Target	Q1	Q2	Q3	Q4				
Strategic Indicators	SCA/001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over.	Cumulative	<1.5	0.31	0.41	0.41	0.51	<1.5							
	SCA/002a	The rate of older people (aged 65+) supported in the community per 1,000 population aged 65 or over at 31 March. <b>Excludes professional support</b>	Census date	85	83.59	89.77	97.47	89.13 1785 people	87 1810 people							
	SCA/002b	The rate of older people (aged 65+) whom the authority supports in care homes per 1,000 population aged 65 or over at 31st March.	Census date	<30	29.06	30.23	25.52	26.01	27							
Improvement Agreements	SCA/010	We will increase the number of people who are supported to live at home by assistive technology	Cumulative	250 people	134 people	235 people	403 people	421 people	300 people							
	SCA/016b iii	Of the adult protection referrals completed during the year, the percentage where the risk has been removed or reduced	Cumulative	56%	44.44%	77.92%	80.17%	81.82%	65.00%							
	LPI 10	Rate of LD clients aged 18 to 64 supported in the community during the year. <b>Excludes professional support</b>	Cumulative	3.76	3.50	3.50	3.53	3.8	3.8							
	LPI 11	Rate of PDSI clients aged 18 to 64 supported in the community during the year. <b>Excludes professional support</b>	Cumulative	8.00	6.67	7.89	9.28	9.28	8.5							
	LPI 12	Rate of MH clients aged 18 to 64 supported in the community during the year. <b>Excludes professional support</b>	Cumulative	2.46	2.02	2.00	2.21	2.17	2.5							
Environment Services																
	PSR/002	Average number of calendar days taken to deliver a Disabled Facilities grant	Cumulative	350 days	331 days	423 days	332 days	322 days	350 days							
	PSR/006	Average number of calendar days taken to deliver low cost adaptation works in private dwellings where the Disabled Facilities grant process is not used	Cumulative	90 days	90 days	72 days	38 days	55 days	90 days							

Children's Services: Key Performance Indicators			2008/9					2009/10					On target?	Performance improved since 08/09?	Comments	
Ref No	Description of PI		Target	Q1	Q2	Q3	Q4	Target	Q1	Q2	Q3	Q4				
Strategic Indicators	SCC/001 a	The percentage of first placements of looked after children during the year that began with a care plan in place	Cumulative	95%	100.00%	94.87%	87.72%	84%	95%							
	SCC/001 b	For those children looked after whose second review (due at 4 month) was due in the year, the percentage with a plan for permanence at the due date	Cumulative	100%	100.00%	100.00%	100.00%	100%	100%							
	SCC002	The percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March	Cumulative	<15%	3.23%	9.88%	12.50%	19.10%	<15%							
Improvement Agreements	SCC/006	The percentage of referrals during the year on which a decision was made within 1 working day	Cumulative	>90%	94.13%	92.94%	92.64%	92.63%	95.00%							
	SCC/042 a	The percentage of initial assessments carried out within 7 working days	Cumulative	>85%	95.16%	87.83%	90.22%	88.77%	90.00%							
	SCC/043 a	The percentage of core assessments carried out within 35 working days	Cumulative	>75%	76.32%	68.75%	81.18%	81.72%	80.00%							
	SCC/011 a	The percentage of initial assessments that took place during the year where there is evidence that he child has been seen by the Social Worker	Cumulative	>75%	70.97%	65.31%	75.04%	79.18%	80.00%							
	SCC/011 b	The percentage of initial assessments that took place during the year where there is evidence that he child has been seen alone by the Social Worker	Cumulative	>45%	37.10%	34.69%	41.00%	43.85%	50.00%							
	SCC/013 a	The percentage of open cases of children on the Child Protection Register with an allocated social worker	End of the quarter	100%	100.00%	100.00%	100%	100%	100%							
	SCC/013 b	The percentage of open cases of children Looked After with an allocated social worker	End of the quarter	100%	100.00%	100.00%	100%	100%	100%							
SCC/013 c	The percentage of open cases of children In Need with an allocated social worker	End of the quarter	95%	98.29%	100.00%	95.32%	98%	95%								

Housing Services			2008/9						2009/10						On target?	Performance improved since 08/09?	Comments
Ref No	Description of PI	Target	Q1	Q2	Q3	Q4	Final figure	Target	Q1	Q2	Q3	Q4	Final figure				
Local Indicators	PLA006	<b>Affordable Housing</b> Total number of affordable housing units provided within Denbighshire	80	Annual Reporting				86 units	26 units	Annual Reporting							
	HHA/01 5b	<b>Homelessness</b> The average number of days that all homeless households spent in other forms of temporary accommodation (not B&B)	Cumulative	150	199	134	163	154	162	200 days							
	LI/HS/0 5 a) i) (prev. HLS/01 2a i)	<b>Rent Arrears</b> Total amount of Rent arrears owed by current tenants in permanent accommodation as a percentage of the total rent collectable for the financial year	Cumulative	2.25%	2.45%	2.24%	2.58%	2.18%	2.18%	2.25%							
	LI/HS/1 5 a) (prev. HLS/01 4)	<b>Rent loss due to voids</b> The average number of calendar days taken to let a) all units of permanent accommodation during the financial year	Cumulative	55	54	61	72	60	62	70 calendar days							
	LI/HS/1 9 c) (prev. HLA.01 0c)	<b>Housing Maintenance</b> The average number of days taken to complete non-urgent repairs	Cumulative	30	28	35	31	47	35 days	30 days							
Improvement Agreements	HHA/C/ 013	The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months	Cumulative	80%	98.00%	96.00%	97%	98%	98%	80%							
	LI/HS	Number of cases presented per annum (total enquiries)	Cumulative						703	900 to 1,000							
	LI/HS	Number of cases where homelessness was prevented	Cumulative						211	10% higher than formal assessments							
	LI/HS	Number of cases where formal homelessness assessment required	Cumulative						213	10% lower than prevention numbers							
	LI/HS	Cost per case of deposits, arrears, settlements etc							£380	£380							

**Social Services and Housing Scrutiny Committee**

**9 July 2009**

**Report by the Scrutiny Support Officer**

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**Scrutiny Work Programme**

**1. Purpose of the Report**

To review the future work programme for the Social Services and Housing Scrutiny Committee and update members on relevant issues.

**2. Scrutiny Outcomes**

2.1 Committee members are recommended to review the items listed in the forward work programme (appendix 1) for future meetings taking into consideration:

- Relevance to the Committee's/Council's priorities
- Meeting workload
- Timeliness
- Outcomes
- Key issues and information to be included
- Officers and/or lead Cabinet members who should be invited
- Questions to be put to officers/lead Cabinet members

2.2 By reviewing and prioritising issues, members are able to ensure that the work programme delivers a member-led agenda. **The Committee has set a maximum of 4 reports plus the work programme for any one meeting.** Where the number of suggested items exceeds 4, the Committee is requested to determine whether items should be rescheduled, issued to members for consultation or information, or rejected.

2.3 Committee members are also recommended to identify key issues and information which should be included in future reports. The Cabinet's forward work programme (appendix 3) may assist members in this respect. The participation of particular officers or lead Cabinet members should also be clarified, where the Committee feels that their attendance is necessary or helpful.

**3. Development of 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. To assist the process of prioritising reports, officers submit a 'proposal

form' to clarify the purpose, importance and potential outcomes of suggested issues.

Proposals for future agenda items

3.2 One proposal form, that scores the suggested topic on how highly it links to either corporate or scrutiny aims and priorities, and its impact on service users and the community in general, has been submitted for the Committee's consideration. The information and scores given are to be viewed only as a guide as they are not independently assessed or evaluated for consistency.

3.3 The form contains a checklist to focus the Committee's time on important issues and identify where it can make a difference, for example, by scrutinising an issue that is not being adequately addressed or that should lead to improvements in the service being delivered. Marks in the shaded cells (as shown in the table in paragraph 3.4) may mean that the topic is suitable for discussion at Committee level, whilst marks in the blank cells may indicate that the intended report is less suitable and could be circulated for information. Recommended criteria for accepting reports include:-

- Relevance to the Committee's / Council's priorities
- Meeting workload
- Timeliness
- Outcomes

3.4 To illustrate the point, a checklist marked as below raises questions of the issue's suitability on a number of points, for example, it was already being adequately addressed and it was not expected that the Committee would be able to add further value or recommend improvements.

	Yes	No
Is the topic already being addressed satisfactorily?	x	
Is Scrutiny likely to result in service improvements or other measurable benefits?		x
Does the topic concern a poor performing service or a high budgetary commitment?		x
Are there adequate resources / realistic possibility of adequate resources to achieve the objective(s)?	x	
Is the Scrutiny activity timely, i.e. will scrutiny be able to recommend changes to the service delivery, policy, strategy, etc?		x
Is the topic linked to corporate or scrutiny aims and priorities?		x
Has the topic been identified as a risk in the Joint Risk Assessment / is it subject to an external auditor report?		x

3.5 The form submitted for members' consideration is attached at appendix 2 and relates to the following topic. The blank right-hand side column of the table below is for members' use.

	<b>Topic</b>	<b>Date</b>	<b>Accept / Reject / Circulate for Information?</b>
2	Supporting Carers in Denbighshire – Annual Report	3 September 2009/Information Report	

Cabinet forward work programme

3.6 As mentioned in paragraph 2.3 above attached at appendix 3, for information purposes, is the latest version of the Cabinet's forward work programme. The Committee may find this document useful when considering items for inclusion on its programme of future work.

3.7 When reviewing its future work programme it is advisable for the Committee to consider the relevance of the topics for discussion to the Council's aims of:

- Modernisation; and
- Sustainability

and its four overarching priorities of:

- Modernising education
- Responding to demographic change
- Regeneration
- Roads and flood defences

3.8 Joint Lifelong Learning and Social Services and Housing Scrutiny Forum

The next meeting of the Joint Lifelong Learning and Social Services and Housing Scrutiny Forum is scheduled for 17 July 2009. Attached at Appendix 4 for members' information is a copy of the Joint Forum's Forward Work Plan. At the Social Services and Housing Scrutiny Committee meeting on 11 June Councillor N J Hughes was nominated to serve as one of the Committee's four representatives on the Joint Scrutiny Forum. The Committee's other representatives being the Chair, Vice-Chair and Councillor C Davies. Councillor Hughes has confirmed that he is willing to accept the nomination and serve on the Forum.

**4 Carers Champion**

4.1 At the Committee's last meeting a reference was made to the fact that Denbighshire County Council does not presently have a Carers Champion. Due to some uncertainty around whether it was a requirement for an authority's 'Carers Champion' to be a portfolio holder, members instructed officers to enquire into the matter. The enquiries made to date have been inconclusive, as have the efforts to source a 'role description' for the post.

However, the enquiries are ongoing and the outcomes will be reported in due course.

- 4.2 Nonetheless, the research to date has established that whilst the majority of local authorities do have councillors that take an active interest in carers' matters, these individuals do not necessarily hold the official title of 'Carers Champion'. The Commissioning Officer (Carers) is currently in the process of preparing the annual report on supporting carers in Denbighshire (see appendix 2) and will coordinate her research into carers' champions with the production of that report.

## **5 Preparations for Winter**

- 5.1 The Environment and Regeneration Scrutiny Committee at its meeting on 18 June considered a report on the 'Review of the Impact of the 2008/09 Winter Maintenance Arrangements'. Whilst this report concentrated on the impact of last winter's prolonged periods of cold weather on winter maintenance arrangements for the County's highways, the consequential implications on the infrastructure system and on the Directorate's budget, the Committee did highlight issues concerning health, social care and well-being during periods of adverse weather conditions.

- 5.2 The Committee's concerns relate to the arrangements in place to assist the elderly and vulnerable to prepare for winter. Members suggested that the Social Services and Housing Scrutiny Committee should be asked to explore ways of assisting the elderly and vulnerable to adequately prepare for winter, including methods of effectively communicating information on how to be prepared and what to do during prolonged periods of cold weather, to these sometimes hard to reach groups.

## **6 Promoting Health & Well-Being**

The Council's Corporate Health and Improvement Group has made arrangements for the Welsh Local Government Association (WLGA) to hold a session for scrutiny members on scrutiny members' role in promoting health and well-being. In line with other scrutiny committees, this Committee is requested to nominate two members, in addition to the Chair, to attend this session, which is scheduled for the afternoon of 29 July. The event will be held in Brighton Road, Rhyl

## **7 Implications on other Policy Areas**

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

## **8. Recommendations**

That Members:

- 8.1 having considered the above information amend, approve, or revise as necessary the Social Services and Housing Scrutiny Committee's forward work programme as contained in Appendix 1; and
- 8.2 nominate two members to attend the event on scrutiny members' role in promoting health and well-being.

**Contact Officer:** Scrutiny Support Officer. Tel No: (01824) 712554  
**e-mail:** dcc\_admin@denbighshire.gov.uk

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

<b>Meeting</b>	<b>Item (description / title)</b>	<b>Purpose of report</b>	<b>Expected Outcomes</b>	<b>Author</b>	<b>Date Entered</b>
3 September	1 Homelessness and Housing Advice	To report the findings of the Homelessness and Housing Advice Task and Finish Group established in September 2008	The proposal of recommendations in relation to restructuring the Council's Housing Advice function (including the development of a range of Housing Options) and information on grant funding to develop complimentary services with the Third Sector etc.	Simon Kaye	September 08
	2 Monitoring the WAO Report on Implementing the Local Housing Strategy	To provide information on the progress made in implementing the recommendations contained in the WAO report of July 2008	To monitor the Authority's progress against the recommendations and provide member input into the process	Paul Quirk	February 09 (6 monthly review)
	3 Quarterly Performance Report – Quarter 1	To enable members to fulfil their Scrutiny role with regard to the monitoring of performance.	Delivery of the Committee's role in monitoring and challenging officers, lead members and services in respect of agreed targets and objectives.	Craig Macleod	April 09
	4 Safeguarding Children	Pre-decision scrutiny of all aspects of safeguarding children work, including information on the Safeguarding Inspection and the Local Safeguarding Children Board update	An evaluation of the measures in place to safeguard children within the County and the formulation of recommendations to Cabinet in respect of work to safeguard children	Nicola Francis/Julie Moss	June 09
	5 Additional HMO Licensing	Pre-decision scrutiny of proposals for additional HMO	Recommendations to Cabinet in respect of the proposals for	Graham Boase/Mannon	June 09

Meeting	Item (description / title)		Purpose of report	Expected Outcomes	Author	Date Entered
			Licensing	additional HMO licensing	Thomas	
1 October	1	Self-Directed Support	To report the progress made with the implementation of the Self-Directed Support Pilot	An evaluation of the progress to date with the implementation of the Scheme for service-users and the Council and to assess the value of rolling-out the Scheme to other service-users	Vicky Morgan	March 09
	2	Key Issues for Denbighshire County Council Family Placement Services	To draw the Council's Fostering Service to the Committee's attention	An evaluation of the services provided and outcomes achieved for children, foster children and foster carers and member input into how these can be improved in future	David Hynes	June 2009
	3	Improving Services for Elderly Disabled Adults	To inform members of the cross-agency provision of services and support available, and provided, to the elderly living in their own homes, including the care available and provided in emergency situations	An evaluation of the cross-agency provision of services to the elderly living in their own homes will enable the Committee to assess whether current procedures and protocols require enhancing with a view to improving the services provided	Sue Wright	February 09 (rescheduled June 09)
	4	Supporting People Operational Plan 2010/11	Pre-decision scrutiny of the annual Plan	An evaluation of the Plan's objectives and of the deliverability of its outcomes will inform the Committee's recommendations to Cabinet in relation to the Plan	Jenny Elliott	June 09
29 October	1.	Joint Risk Assessment	Annual Review of the Directorate's high level risks	(i)effective scrutiny of the strategic management of high level risks; and	Ivan Butler	April 09

Meeting	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered	
			(ii) identification of service/budgetary issues for attention by scrutiny/Cabinet/Officers			
	2	Draft Budget Proposals	Introduction of the emerging budget proposals	Scrutiny to comment on resource allocation within and across service areas	Roberta Hayes	April 09
	3	Quarterly Performance Report – Quarter 2	To enable members to fulfil their Scrutiny role with regard to the monitoring of performance.	Delivery of the Committee's role in monitoring and challenging officers, lead members and services in respect of agreed targets and objectives.	Craig Macleod	April 09
	4	Enforcement of Policies and Procedures in respect of the Breach of Council Housing Tenancy Agreements	Information on the Council's policy and procedures in respect of tenancy agreements, particularly the measures taken to enforce the policy in respect of anti-social behaviour. (Report to include case studies and an assessment of the impact of tenants' anti-social behaviour on the wider community)	Evaluation of the current policy, procedures and enforcement measures will enable the Committee to determine whether recommendations require to be formulated with a view to amending/revising the current policy and procedures	Paul Quirk/Duncan Jones	June 09
26 November	1	Review of Improving Outcomes for Care Leavers	To receive information on the review of improving outcomes for care leavers, including an assessment of the impact of the Personal Advisor Service and the number of young people accessing housing, training etc	An evaluation of the review of improving outcomes for care leavers and member input into how outcomes for care leavers can be further improved in future	Susan Dicks	June 2009
	2					

Meeting	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered	
	3					
	4					
7 January 2010(potential all day event to include Directorate Budget proposals	1	Budget Proposals	Pre-decision scrutiny of the budget proposals	Scrutiny to comment/make recommendations to Cabinet and Council in relation to the budget proposals for the forthcoming year	Roberta Hayes/Roger Parry	April 09
	2	Annual Performance Evaluation Report for 2008/09	To consider a report reviewing the performance of services	Identification of strengths, weaknesses and areas for improvement and further scrutiny	Sally Ellis	April 09
	3	Social Services Fees and Charges 2010/11	To consider the level of fees paid to residential and nursing homes	To provide observations on the level of fees paid to independent sector providers and the financial pressures facing the Directorate as part of the budget setting processes	Anne Hughes-Jones	April 09
	4	<i>Monitoring the recommendations of the WAO follow-up review of the PARIS Social Services System Implementation</i>	<i>To review the progress against the Authority's Action Plan in response to the recommendations of the WAO report on the follow-up review of the PARIS System implementation</i>	<i>To ensure that the WAO's recommendations are satisfactorily addressed and to commence the monitoring process on the progression made against the Action Plan</i>	<i>Craig MacLeod/Michael Jones</i>	<i>July 09</i>
4 February	1	Quarterly Performance Report – Quarter 3	To enable members to fulfil their Scrutiny role with regard to the monitoring of performance.	Delivery of the Committee's role in monitoring and challenging officers, lead members and services in respect of agreed targets and objectives.	Craig Macleod	April 09

Meeting	Item (description / title)		Purpose of report	Expected Outcomes	Author	Date Entered
	2	Draft Housing Revenue Account (HRA) Revenue and Capital Budgets 2010/11	To provide members with an opportunity to scrutinise the proposed HRA budget for 2010/10 ahead of its submission to Cabinet	The formulation of observations/recommendations in relation to the proposed HRA Budget, including rent increases, heating charges, capital programme etc. for submission to Cabinet	Paul Quirk	April 09
	3					
	4					
4 March	1	Monitoring the WAO Report on Implementing the Local Housing Strategy	To provide information on the progress made in implementing the recommendations contained in the WAO report of July 2008	To monitor the Authority's progress against the recommendations and provide member input into the process	Paul Quirk	February 09 (6 monthly review)
	2					
	3					
	4					
1 April	1	Self-Directed Support	To report the progress made with the implementation of the Self-Directed Support Pilot	An evaluation of the progress to date with the implementation of the Scheme for service-users and the Council and to assess the value of rolling-out the Scheme to other service-users	Vicky Morgan	March 09
	2	Members' Rota Visits	To provide information on the rota visits undertaken by members to establishments operated by the Social Services Department	Effective monitoring of the action plans drawn up in response to issues highlighted by members following their visits to the establishments	Roberta Hayes	April 09
	3					
	4					

Meeting	Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
29 April	1 Quarterly Performance Report – Year end review	To enable members to fulfil their Scrutiny role with regard to the monitoring of performance.	Delivery of the Committee's role in monitoring and challenging officers, lead members and services in respect of agreed targets and objectives.	Craig Macleod	April 09
	2				
	3				
	4				
27 May	1				
	2				
	3				
	4				

### Future Issues

Item (description / title)	Purpose of report	Expected Outcomes	Author	Date Entered
Regional Learning Disabilities Project	To inform Members of the plans for developing a regional learning disability approach, and invite comments	That members understand the proposals and provide comments on the proposals in order to assist with the planning of the regional approach.	Neil Ayling/Peter Fowler	May 2009

Information / Consultation	Item (description / title)	Purpose of report	Author	Date Entered
Joint Risk Assessment 9 (to be circulated in	Interim Review of the Directorate's high level risks	(ii) effective scrutiny of the strategic management of high level risks; and	Ivan Butler	April 09

Information / Consultation	Item (description / title)	Purpose of report	Author	Date Entered
July)		(ii) identification of service/budgetary issues for attention by scrutiny/Cabinet/Officers		

Updated 29/06/09

Note for officers – Committee Report Deadlines

Meeting	Deadline	Meeting	Deadline	Meeting	Deadline
3 September 09	<b>20 August 09</b>	1 October 09	<b>17 September 09</b>	29 October 09	<b>15 October 2009</b>

Social Services & Housing Scrutiny Work Programme.doc

<b>PROPOSAL FORM FOR AGENDA ITEMS FOR SCRUTINY COMMITTEES</b>					
<b>NAME OF SCRUTINY COMMITTEE</b>	Social Services and Housing				
<b>DATE OF MEETING / TIMESCALE FOR CONSIDERATION</b>	September 2009/Information Report				
<b>TITLE OF REPORT</b>	Supporting Carers in Denbighshire – Annual Report				
<b>P U R P O S E</b>	1. Why is the report being proposed? (see also the checklist overleaf)	The report will provide an update on current services and progress against the Denbighshire Carers Strategy 2008-2011.			
	2. What issues are to be scrutinised?	Consider any recommendations included in the report.			
	3. Is it necessary/desirable for witnesses to attend e.g. lead members, officers/external experts?	Not necessary			
	4. What will the committee achieve by considering the report?	Receiving information on current services for Carers in Denbighshire.			
	5. Score the topic from 0 – 4 on aims & priorities and impact (see overleaf)*	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #cccccc;">Aims &amp; Priorities</th> <th style="background-color: #cccccc;">Impact</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">3</td> </tr> </tbody> </table>	Aims & Priorities	Impact	3
Aims & Priorities	Impact				
3	3				
<b>ADDITIONAL COMMENTS</b>					
<b>REPORTING PATH – what is the next step? Are Scrutiny’s recommendations to be reported elsewhere?</b>	The Annual Report will be presented to Scrutiny and also to the Denbighshire Carers Strategy Group.				
<b>AUTHOR</b>	Carys Williams				

Please complete the following checklist:

	Yes	No
Is the topic already being addressed satisfactorily?	✓	
Is Scrutiny likely to result in service improvements or other measurable benefits?		✓
Does the topic concern a poor performing service or a high budgetary commitment?		✓
Are there adequate resources / realistic possibility of adequate resources to achieve the objective(s)?	N/A	N/A
Is the Scrutiny activity timely, i.e. will scrutiny be able to recommend changes to the service delivery, policy, strategy, etc?		✓
Is the topic linked to corporate or scrutiny aims and priorities?	✓	
Has the topic been identified as a risk in the Joint Risk Assessment / is it subject to an external auditor report?		✓

\*The following table is to be used to guide the scores given:

Score	Aims & Priorities	Impact
0	No links to corporate/scrutiny aims and priorities	No potential benefits
1	No links to corporate/scrutiny aims and priorities but a subject of high public concern	Minor potential benefits affecting only one ward/customer/client group
2	Some evidence of links, but indirect	Minor benefits to two groups/moderate benefits to one
3	Good evidence linking the topic to both aims and priorities	Moderate benefits to more than one group/substantial benefits to one
4	Strong evidence linking both aims and priorities, and has a high level of public concern	Substantial community-wide benefits

## SCORING

### Aims & Priorities

4	Possible topic for Scrutiny – to be timetabled appropriately	Priority topic for Scrutiny – for urgent consideration
3		
2	Reject topic for Scrutiny – topic to be circulated to members for information purposes	Possible topic for Scrutiny – to be timetabled appropriately
1		

0                      1                      2                      3                      4

**Impact**

**APPENDIX 3**

**CABINET: FORWARD WORK PROGRAMME**

<b>14 JULY 2009</b>	
Change Proposals	M Mehmet
Revenue Budget Monitoring Report 2009-2010	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
Medium Term Financial Planning / Efficiency Strategy	Councillor J Thompson Hill R Parry
Write Off Sundry Debtor Account	Councillor J Thompson Hill K Jones
Routine Reporting on Personnel	Councillor R W Hughes L Atkin / G Humphreys
Human Resources: Business Partners	Councillor R W Hughes L Atkin
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Healthy School Meals	Councillor H H Evans Councillor P A Dobb Councillor E W Williams / S Parker
Recommendations from Scrutiny Committees	Scrutiny Officers
Approval of Outline Business Case - for the Procurement of Food Waste Treatment Capacity	Councillor E W Williams S Parker
DCC / CCBC Planning & PP Collaboration (detailed agreement)	Councillors S Frobisher / E W Williams G Boase
Tourism Strategy for North Wales	Councillor D A J Thomas P Murphy / P Smith
Coastal Strategic Regeneration Area	Councillor D A J Thomas G Evans
Harbour Empowerment Order for Foryd Harbour	Councillor D A J Thomas Ray Large
Denbighshire's Revised Welsh Language Scheme	Councillor H H Evans D W Davies
Council's Response to the Pennington Report – Public Inquiry into Sept 2005 Outbreak of E.coli 0157 in S Wales	Councillor S Frobisher, Councillor H H Evans, Councillor J Thompson Hill I Prys Jones / G Boase / E Jones
Review of Transport in Light of Corporate Manslaughter Regulations	Councillor E W Williams G Taylor / A Wright
NO CABINET MEETINGS WILL BE HELD IN AUGUST 2009	
<b>8 SEPTEMBER 2009</b>	
Revenue Budget Monitoring Report 2009-2010	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
Routine Reporting on Personnel	Councillor R W Hughes L Atkin / G Humphreys
Member Development	Councillor R W Hughes K Methven
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Equality Plan 2009-2011	Councillor R W Hughes K Beattie

Additional HMO Licensing	Councillor D A J Thomas G Boase / Mannon Thomas
Pest Control Service for Schools	Councillor H H Evans and Councillor S Frobisher G Boase
Child Protection Family Support Project	Councillor M M Jones Gary Major
Vulnerable Families Generic Support Project	Councillor M M Jones Gary Major
Young People Generic Support Project	Councillor M M Jones Gary Major
Recommendations from Scrutiny Committees	Scrutiny Officers
<b>29 SEPTEMBER 2009</b>	
Revenue Budget Monitoring Report 2009-2010	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
Annual Treasury Management Report	Councillor J Thompson Hill R Parry
Routine Reporting on Personnel	Councillor R W Hughes L Atkin / G Humphreys
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Workforce Planning	Councillor P J Marfleet
Community Capital Projects	Councillor D A J Thomas M Dixon
Complaints Procedures for Highways	Councillor E W Williams
Safeguarding Children to Include Safeguarding Inspection and LSCB Update	Councillor M M Jones N Francis / Julie Moss
<b>27 OCTOBER 2009</b>	
Revenue Budget Monitoring Report 2009-2010	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
Routine Reporting on Personnel	Councillor R W Hughes L Atkin / G Humphreys
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Supporting People Operational Plan for 2010/11	Councillor P A Dobb Jenny Elliott
Young Carers	Councillor M M Jones L Leece
Recommendations from Scrutiny Committees – Uniform charging policy for public use of DCC meeting rooms	Scrutiny Officers – S Price and R A Jones / G Evans
Asset Management	Councillor P J Marfleet G Evans
Agricultural Estate	Councillor P J Marfleet G Evans
Regeneration and Tourism	Councillor D A J Thomas G Evans

Area Profiles	Councillor D A J Thomas G Evans
<b>24 NOVEMBER 2009</b>	
Revenue Budget Monitoring Report 2009-2010	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
Routine Reporting on Personnel	Councillor R W Hughes L Atkin / G Humphreys
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
<b>15 DECEMBER 2009</b>	
Revenue Budget Monitoring Report 2009-2010	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
Routine Reporting on Personnel	Councillor R W Hughes L Atkin / G Humphreys
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
<b>12 JANUARY 2010</b>	
Revenue Budget Monitoring Report 2009-2010	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
Routine Reporting on Personnel	Councillor R W Hughes L Atkin / G Humphreys
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Routine Reporting on Personnel	Councillor R W Hughes L Atkin / G Humphreys
<b>26 JANUARY 2010</b>	
Transforming Education	Councillor H H Evans J Gambles

**Note: Any items entered in italics have not been approved for submission by either one of the parent committees or the Forum. Such reports are listed here for information, pending formal approval.**

<b>Meeting</b>	<b>Item (description / title)</b>		<b>Purpose of report</b>	<b>Expected Outcomes</b>	<b>Author</b>	<b>Date Entered</b>
17 July	1	Cymorth Funding	To review: <ul style="list-style-type: none"> <li>- Membership of the Cymorth funding panel</li> <li>- Break down of allocations between social services and education based projects 2006 – 2009</li> <li>- Re-allocation of unused funds</li> <li>- Projects funded over a number of years.</li> </ul>	The forum will be in a position to respond to the Resources Scrutiny Committee's query regarding the issues listed for this review.	Sally Ellis	May 09
	2	Early Entitlement / Extending Entitlement	To consider the Entitlement Groups' work in support of Core Aim 2.	Members will have greater knowledge of the Entitlement Groups' work.	Gwenn Brockley / Hywyn Williams	May 09
	3	Estyn Inspection of the Youth Support Services 2009	To review the developing action plan for the YSS following the 2009 inspection.	The Forum will have reviewed and challenged the action plan.	Hywyn Williams (cc Roger Ellerton / Talitha Brown)	May 09
30 September	1	Children and Young People's Plan Core Aim 1 (flying start for children) and 3 (health)	To consider the Core Aims and progress towards delivering the desired outcomes.	Plans and progress will have been evaluated and appropriate recommendations made.	Emma Banfield	May 09
	2	Integrated Services for Children with Disabilities	To consider arrangements for delivering multi-agency services to disable children and their families.	To review and support developments in service provision.	Vicky Allen	May 09
	3	<i>Integrated Family Support Team Pioneer Scheme</i>	<i>To consider the outcomes of Denbighshire's bid to become a pioneer site.</i>	<i>To consider how the Scheme will work to eradicate child poverty and provide support for</i>	<i>Vicky Allen</i>	<i>May 09</i>

Joint Lifelong Learning and Social Services and Housing Scrutiny Forum Forward Work Plan **Appendix 4**

				<i>vulnerable children.</i>		
	4	Draft - Safeguarding Children in Education Quality Assurance Framework 2009-2012	Referred by the LLL Scrutiny Committee. To ensure that the recommendations of the Baby Peter Inquiry are met in Denbighshire.	Scrutiny will have challenged the arrangements to ensure they are robust.	Wayne Wheatley / Vicky Allen	May 09
29 Jan 2010	1	Children and Young People's Plan Core Aims 6 (housing and safety at home, in school and in community) and 8 (working together better as a partnership)	To consider the Core Aims and progress towards delivering the outcomes. Feedback on a peer assessment of the Strategic Partnership.	Plans and progress will have been evaluated and appropriate recommendations made.	Emma Banfield	May 09
	2	Multi-agency School Hub Pilot	To consider the pilot project based around a high school & its feeder primary schools.	The project will bring agencies together to improve attainment & achievement, reduce exclusions & promote stable home lives and care placements.	Vicky Allen	May 09
	3	Children and Adolescent Mental Health Services (CAMHS): An Intervention Framework & Model for delivery of CAMHS.	To review work including early identification of need and intervention and options for a therapeutic foster care scheme.	This work will provide a clear pathway for intervention and commissioning & improve the range and availability of local care placements, promoting educational attainment.	Vicky Allen	May 09

<b>Future Items Item (description / title)</b>	<b>Purpose of report</b>	<b>Expected Outcomes</b>	<b>Author</b>	<b>Date Entered</b>
Funding Streams for Children and Young People (except Cymorth)	To consider the funding available and their applications.	Assist co-ordination and understanding of the funding streams	Carly Tobin (LLL) / Social Services tbc	May 09

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

Updated 29/6/2009

*Note for officers – Forum Report Deadlines*

<i>Meeting</i>	<b><i>Deadline</i></b>	<i>Meeting</i>	<b><i>Deadline</i></b>	<i>Meeting</i>	<b><i>Deadline</i></b>
<i>July</i>	<b><i>3 July</i></b>	<i>September</i>	<b><i>16 September</i></b>	<i>January</i>	<b><i>15 January</i></b>

Joint Scrutiny Forum Work Programme.doc