



Director of Social Services Annual Report



2018 –2019



Contents

Section 1. Introduction

Section 2. Director's Summary of Performance

Section 3. How Are People Shaping our Services?

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

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

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

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

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

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

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

Section 5. How We Do What We Do

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

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

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

Section 6. Accessing Further Information and Key Documents

Section 1. Introduction

Denbighshire County Council's Director of Social Services Annual Report demonstrates how we have promoted well-being and accounted for the delivery of well-being standards under the requirements of the Social Services and Well-being Act 2014 and Regulation and Inspection of Social Care (Wales) Act 2016. Within the report we will clearly lay out the improvement journey we have taken in providing services to those citizens who have accessed information, advice and assistance and those individuals and carers who receive care and support across Denbighshire.

Within the report which we will provide an evaluation of Denbighshire County Council's performance in delivering social services functions over the last year. In producing this report we have engaged with a range of key stakeholders including citizens who have shared their experiences of receiving care and support from our Social Services and partners who have helped us deliver that support.

We will explain how we have achieved the Welsh Government's 6 quality standards for well-being outcomes:-

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

Section 2. Director's Summary of Performance

Director's Summary of Performance

I am pleased to present Denbighshire's Social Services Annual Report 2018-19. The purpose of the report is to give a fair assessment of what we set out to do this year, what we actually have done and achieved and what we still have to do.

Over the last 12 months Social Services have consolidated new ways of working introduced with the Social Services and Well-Being Act 2014 and looked to address areas for improvement identified through engagement with our citizens.

We are on our way to achieving our joint vision, with Betsi Cadwaladr University Health Board for the provision of integrated health and social care in the community. We have established 2 Community Resource Teams, where health and social care staff are working together in Ruthin and Rhyl and have another 2 coming on stream during 2019/2020.

Social Services staff strive to achieve the best outcomes for our citizens to help them live independent and fulfilled lives, working closely with a wide range of partners. This is at a time when we see a continued reduction in resources and higher demand for services

Our focus for the coming year will include projects that are continuing from last year and new developments such as:-

- Developing a range of services to support a greater number of carers across Denbighshire similar to the gardening project set up in Tweedmill, St Asaph.
- Actively working towards a Dementia Friendly Denbighshire County Council
- Concluding our review of the roll out of Support Budgets and work closely with our partners and providers to ensure that our citizens have full choice and control over their care and support needs.
- Children's Services continuing with their implementation of revised practice and processes in line with Social Services and Well-Being Act 2014.
- Within our mental health services we will be developing a learning programme with a recovery and wellbeing approach where sessions are held in appropriate and accessible settings in the community.
- Reviewing and enhancing access for Looked After Children and Care Leavers in Denbighshire with the opportunity to participate in a local authority work placement and/or traineeship scheme.
- Developing a 2/3 day residential placement for a total of 40 Looked After Children which will involve Life Skills e.g. cooking, budgeting/finances, employment, mental wellbeing and social interaction/skills.
- Implementing any learning and/or recommendations from the Care Inspectorate Wales (CIW) recent inspection.
- Delivering the 4 North Wales Transformation Programmes

Nicola Stubbins
Corporate Director for Communities and Statutory Director for Social Services



Section 3. How Are People Shaping our Services?

Feedback from People Using Our Services

Within Denbighshire the citizen remains at the heart of our services and we strive to engage people wherever we can when shaping, developing and reviewing services. We take many different approaches, from ensuring the citizen is fully engaged when agreeing care and support needs, through to them helping us recruit our staff and providing feedback, either through our compliments and complaints procedures, our annual survey or through general discussion with a wide range of staff and elected members.

Since 1st April 2018 11,000 referrals for information, advice and assistance were made to our Single Point of Access (SPoA). Having contacted SPoA for information, advice and assistance 2300 citizens received an assessment, which resulted in 25% of citizens then receiving a package of care and support.

Have Your Say Survey

During Autumn 2018 we completed our annual Have Your Say Survey. 266 citizens who had received support from our Adult Services completed and returned the questionnaire. 24 children/young people and 41 parents responded from our Children's Services.

We are pleased to see that we had more positive responses compared to our 2017 survey for carers who felt they had been treated with dignity & respect and that they felt safe. However we saw a drop in the number of carers who were happy with the support they have had and who feel supported to continue to care.

For adults who have received services we are pleased to report that we have seen an increased number of adults say that they are happy with their quality of life and feel safe, as well as feeling they had the right information and advice. We did however see a drop in numbers of those adults knowing who to contact about their care.

95% of parents stated they were actively involved in all decisions about how their child/children's care and support was provided.

Of those 16 /17 year olds who took part in the survey 100% said they had received help, advice and support to prepare them for adulthood.

However only 71% of children surveyed said they were happy with the people they live with.

We are in the process of developing an action plan to address the areas of the survey that indicate we need to improve and as part of that work we recently received feedback on our services from two carers in Denbighshire – see their interview on Page 22.

Complaints, Representations, Concerns & Compliments

During 2018/19 we recorded 51 complaints – 34 involving adults' services and 17 involving children's services. This is slightly up on 2017/18 (47 complaints) and down on 2016/17 (68 complaints). We received an increased number of complaints regarding Homelessness Prevention and overall the highest category of complaints was regarding staff. All complaints were dealt with within expected timescales and 55% were either upheld or partially upheld. Additionally we handled 52 concerns (91 last year) that we were able to resolve informally.

From these concerns we have looked at where we need to make service improvements and learn from the feedback. As a result we have provided training to both Adults' and Children's Services staff to gain additional skills to manage citizen's expectations of the Service and understand how to deal with conflict. Approximately 24 staff attended sessions in Q4, and sessions are planned throughout 2019/20.

One complaint during 2018/19 has identified a service improvement/lesson learned, which is the need to ensure that a Secondary Officer is identified at the beginning of the complaint investigation as a fall-back should any difficulties arise.

Over the last 12 months we have seen a significant increase in the number of compliments received going up from 222 in 2017/18 to 324.

Below are various ways in which we have engaged citizens to help shape our individual services within both Community Support Services and Children's and Education Services -

- **CESI (Community Equipment Service)** – during 2018/19 this service has engaged with over 2500 citizens to provide a range of equipment and assistive technology. Through our citizen feedback process we have received 100% positive feedback

Just carry on the way you are going and all should appreciate it. I think this is a first class intervention.

Made a difference to us both as now I am quite confident on going out and leaving my wife alone

- **Homelessness Prevention Team** – co-production is now embedded into all of our service development. We worked with citizens and project staff to develop and deliver our first co-produced annual Homelessness Prevention Event, 'Homes and Hopes'. The day was extremely well attended by both citizens and staff, with each session of the day having everyone working together to showcase what matters, and raise awareness of key issues in homelessness prevention. The learning from the planning and event has fed into the Supporting People/Homelessness Prevention Local Commissioning Plan 2019-22. Citizens are also involved in developing awareness raising / staff training, focussing on the understanding diversity, empathy and compassion within homelessness.

Citizens were also engaged in other ways to inform the content of this Plan, including through a number of formal and informal consultation exercises. Citizen feedback has helped the Homelessness Prevention Team to reflect on practice and help staff recognise the impact of their practice. This has included a commitment made to develop more psychologically informed paperwork/processes within the homelessness prevention service. One outcome of this has been that the statutory assessment form was reviewed by a group of citizens and frontline staff, and has now been replaced by a 'what matters'-focussed conversation.

Citizens were heavily involved in our recent review of emergency, temporary accommodation through Imogen Blood & Associates and the recommendations from that report are currently being actioned.

- **Learning disabilities** – we collate the findings from each person centred review and from this we identify how best to respond and we develop an action plan. This is done jointly with citizens.

We have rolled out an enablement project for people with Learning Disabilities, Autistic Spectrum Disorder and Acquired Brain Injury. This service aims to develop individual skills in increase independence and reduce the reliance on statutory services.



We work alongside an Occupational Therapist to complete a functional assessment and then identify what support is required to meet a specific outcome. We then develop a personal action plan for the individual reducing the intensity of support as skills develop.

We continue to co-produce new approaches including the use of personal support budgets, 24 hour supported living projects and are currently developing new models of support such as own front door, outreach, etc.

Based on feedback from citizens and their families, we have continued to develop the hub approach to supporting citizens, parents and other partners. We have three hubs addressing the need for multi-disciplinary assessments for new referrals, existing citizens and those in community living and their support agencies and carers.

We continue to develop services in response to the findings of the Person-Centred reviews and are reviewing the “working together for change” action plan in each Person-Centred Plan meeting, a group which is attended by partners and citizens from a number of backgrounds.

The group formerly known as the Strategic Planning Group has been renamed as the Denbighshire Participation group and the purpose of that group has been redefined. In future the group will look at specific issues and feed into developments on that basis. The agenda will be planned in advance and time will be allowed to plan participation events. The first event is planned to look at the review of work opportunities services.

We have involved individuals and their families in the development of service specifications and tender questions for new community living schemes. This includes working with individuals, staff and families to identify important outcomes

- **Carers** - We have set up a corporate project ‘Supporting Carers in Denbighshire’ with the overarching objective to ensure all Carers in Denbighshire are well supported. The project covers all ages including Parent Carers and Young Carers. The priorities of the action plans have been directly derived from a county conversation exercise, surveys results from adult family carers and our annual Have Your Say Survey.

We are currently setting up a project on the Denbighshire County Council website to facilitate engagement as part of the Supporting Adult Carers Project. The aim is to gather views and comments from interested carers in relation to the project objectives to help shape future actions.

We celebrated Carer’s Week (June) Carers Rights Day (November) and Young Carers (January) by promoting events in connection with partner organisations. There is an established and active carer’s strategy group in Denbighshire and carers living in Denbighshire are also involved at a regional level as part of the carer’s reference group that feeds into the Regional Partnership Board.

Working closely with Age Connects we have asked older people what matters to them and responded to these requests. In discussions in forums around the county, carers have told us that traditional respite does not work for them. They want the opportunity to do the leisure activities they used to enjoy, in a safe space to give them a break.

Miss A is planning to stay in the Premier Inn the night before her birthday as a treat and also to experience what living independently is like.

The most common activity older carers missed was gardening, as a result Age Connects have set up 'Perennials' in which carers can go with the person they care for to garden at the Tweedmill retail outlet in St Asaph. Whilst there the carer can take a break for a coffee or a snack and to share experiences with other carers.

During the last 12 month a local carer was involved in the recruitment of the new Commissioning Officer for Carers and we had a Denbighshire Carer involved in the Welsh Government '*Measuring the Mountain' project which is due to be launched during 2019.

*Measuring the Mountain is an all-Wales project evaluating the impact of the Social Services and Well-being (Wales) Act 2014. It is a collaboration between public sector, third sector and people affected by the Act's implementation.

Moving forward, we have explored citizen participation during our recent Social Worker peer forums, and have identified other carers who may be happy to support us in the future. We all agree that their input is vital if the support we provide is going to make a positive difference to the citizens and carers we support'.

- **Talking Points** – On 7th March 2019, Denbighshire Talking Points held its annual Pause & Review event providing staff, citizens and 3rd sector organisations the opportunity to share their thoughts and experiences to help plan the next stage of the journey towards delivering a more person centred, community based service to citizens, in partnership with our local communities.



Supported by the National Development Team for Inclusion (NDTi), the emphasis was to spend the day reflecting on how far we have come in achieving our goals, explore successes and challenges and develop a clear plan as to where we want to be heading.

During the day we heard an update on the current status of Talking Points/Community Led Conversation (CLC) work in Denbighshire, reflected on how far we have come in achieving our original plan, explored successes and challenges, and thought about what this tells us, as we embark on the next stage together.

- **Older People** – wherever possible we encourage the involvement of and seek feedback from our citizens, especially those who are or have accessed our services. This ongoing engagement and feedback allows us to continuously improve our services to ensure they are meeting the needs of our citizens and that the residents of Denbighshire are instrumental in shaping services.
- Recently we have been able to involve local citizens in the recruitment of new posts for Dementia Support Workers and the training of staff.

"In my opinion, Joyce and Jim brought a new dimension to the interview process, with their wealth of knowledge and real life experience. It provided a 2 way learning process for the panel, in learning more about the experience of living with early onset dementia, and for Joyce and Jim in learning more about our social services processes and community opportunities. They were brilliant at helping to draw out the emotional intelligent skills of our interviewees. It was a long two days, having had an excellent response to our Advert. Joyce and Jim kept our spirits up with their narratives and humour and even brought us cakes to enjoy with our coffee!" Deputy Team Manager, Prestatyn Community Resource Team

- **Children's Services** – During the last year we have reviewed and updated all consultation documents allowing us to ensure that we capture voices of children and young people at LAC Reviews and Child Protection Conferences. The young people are encouraged to complete the consultation forms in advance of Child Protection Conference and LAC Reviews particularly if they do not want to attend them. This enables conference members to hear things from the young person's perspective and sometimes when discussing concerns the voice of the young person can be missing.

We also utilise specific surveys to seek the views of children, young people, parents or carers that have been supported by our service, in relation to the impact the support has had, how they were involved and any suggestions for improvements, this includes safeguarding.

- **KIC Club (Kids in Care – Young People's Forum)** is for Denbighshire's looked after young people aged 8 to 15 who live with foster carers to meet each other, share their experiences, say what is going well and what they would like to change s and feedback from members is that they enjoy and value the sessions.

During the year activities for the KIC Club have included an Art Workshop from a local artist, a Street Dance Session and a Development Officer from Children in Wales facilitated a session on Children's Rights.

A local Rotary Club have presented the club with a cheque to help fund their Summer activity and the Business Development Officer attended one of their meetings to thank them for their kind contribution and to show them what the money has gone towards.

Representatives from the Care Inspectorate Wales attended the Foster Carers Coffee Morning in September 2018 and an informal session with 5 members of the KIC Club to gain their views and experiences of the Fostering Services and about the care and support they've received. Their views along with other young people and carers in Wales will be featured in a national report published later in the year.

We continue to involve services users and young people in our recruitment process, including this year interviews for the advocacy tender and the Young Persons Positive Pathway Co-ordinator interviews.

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

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

This is what we said we would do

- Support our citizens to have more choice and control over the packages of care and support to help them achieve the outcomes that matter to them, by rolling out our Support budget model to citizens receiving a new package of care and support.
- Engage both adults and carers who currently receive services, through a peer forum to help shape services and focussing on those areas within our annual Have Your Say survey where we have not scored as well as we would have liked e.g. I can do the things that are important to me
- Continue with the development of our Single Point of Access (SPoA) focussing on: establishing a robust quality assurance framework; improving joint working with the hospital and community based health and social care services; and making SPoA more accessible to support GP practices and promote public health messages.
- We will fully implement the new regionally agreed templates for assessments and care and support plans and embed and new service pathways within our existing case management systems in Children's services.
- Towards the end 2017 we initiated a project to build new referral, assessment and care and support plan templates into our current case management database to further reinforce the shared culture of working with people to co-produce solutions to their problems. We will build on this during the next 12 months.
- Children's services will become fully compliant with guidance and the spirit of the Social Services and Well-being (Wales) Act establishing a shared understanding across all partner agencies.

This is what we have done and achieved

84% of adults felt involved in decisions about their care & support
77% of carers said they were involved in decisions about their cared for person's care & support, but only 69% felt involved in decisions about their own support
82% of children and young people said that their views about their care and support have been listened to
96% of children and young people know who to speak to about their care and support
88% of children had their assessments completed within statutory timescales

Throughout 2018/2019 we have continued to support Citizens to have more choice and control by promoting Support Budgets and Direct Payments, with a range of options depending on the amount of involvement the individual wishes to have in planning and control. An example of the difference a support budget can make is the story of Martha and her daughter:

We are fully committed to rolling out Support Budgets as our default offer and that is why, in response to staff, we have embarked on a review of the processes and practices that underpin the roll out. We want staff to be confident in offering Support Budgets but recognise that some of our current processes are challenging.

Last year we asked people who responded to our Have Your Say survey if they would like to participate in an engagement group, but there was not enough take up to progress this idea. Instead we have engaged with existing fora to try to identify key areas to work on. This engagement is ongoing.

Single Point Of Access (SPoA) has continued to evolve and adapt throughout 2018 and this will continue as our Community Resource Teams co-locate and develop integrated working practices such as introducing shared referral points. SPoA will remain as our first point of contact to provide Information, Advice and Assistance to the citizens of Denbighshire. In January 2019 we decided to strengthen the links between SPoA and the Step Down Team, a small countywide team that focusses on hospital discharge. We believe this model where focus is on Information, Advice, Assistance, prevention, co-ordination and facilitating discharge, will strengthen the service we provide.



Martha's outcome was 'for my daughter and son-in-law to be able to go on holiday or to go the cinema' Martha was in residential care and wanted to go home to live with her family. She requires support throughout the day and night, her daughter is willing to support but needs help. Following discussion a support budget was put in place to employ personal assistants. A truly personalised care and support plan was produced, clearly setting out 'how' and 'when' support should be provided e.g. 'I love my tea. Please offer me first thing in the morning as this gets me moving.' Both Martha and her daughter found the experience of developing a care plan really positive.

This year we have also established a Well Being Information point in Ysbyty Glan Clwyd, which is supported by our SPoA Well-being Coordinator. It means that our Hospital colleagues can signpost patients to the Information Point, in recognition that *social prescribing will be of benefit to the patient. Having the information point strengthens and supports the work of the Hospital Patient Advice and Support Service (PAS) which provides information and support to patients and their visitors. PAS will also be able to identify patients who will benefit from the Well-being Point and signpost them accordingly.

*Social prescribing is a way for health professionals to refer patients to support in the community in order to improve their health, well-being and social welfare.

To improve quality assurance a robust review of SPoA operations has started, namely in recognition of the increased volume of work demanded of SPoA. Part of this review will include ensuring that we have an operational model that is efficient and effective and our Information Technology is fit for purpose. We will continue our engagement with GPs across the County, which has seen our Community Navigators increase their presence in GP practices and GPs making appointments for patients in our community based Talking Points.

Advocacy - Overall referrals to our advocacy services, during the last 12 months, have remained more or less constant and we have invested in initiatives to raise awareness of these services and what they can offer, working with the Older Person's Commissioner and Golden thread advocacy project. We have had few referrals for under 65s but this service is out to tender.

A young adult in a residential community project, living communally with others. He was supported to air his wishes of more independent living and desire to build on life skills. The outcome with support of the advocate is that he now lives in a setting that sees him responsible for his own tenancy and own home.

Children's Services have successfully implemented a range of regionally agreed documentation in accordance with the Social Services and Well-Being Act 2014 i.e. we have continued to work with partner agencies in a variety of forums to ensure a shared understanding and commitment to the spirit of the Act.

In the last year we have integrated Families First and Flying Start into one service under a new management team. We continue to receive positive feedback regarding communication between the services commissioned by Families First and the families they support.

The 'team around the family' approach promoting collaboration and co-production to resolve problems and increase resilience has been promoted across early intervention and prevention teams, has resulted in 75 percent of cases being closed with a positive outcome – a 10% improvement on 2017/18.

This is what we still have to do

84% of adults know who to contact about their care – 87% last year
84% of adults know who to contact about their care – 87% last year

- Look at innovative ways to ensure our citizens know who to contact about their care and how to contact SPoA.
- To conclude our review of the roll out of Support Budgets, developing processes and guidance from lessons learned; embedding a positive risk taking approach; and work closely with our partners and providers to ensure that our citizens have full choice and control over their care and support needs.
- We will continue to adapt and improve SPoA in line with the development of Community Resource Teams and to ensure we have a well-trained and competent team to deliver good quality Information, Advice and Assistance to the citizens of Denbighshire.
- Children Services will continue with their implementation of revised practice and processes in line with Social Services and Well-Being Act 2014. During the next 12 months focus will be given on identified training needs including; collaborative conversations and assessing eligible needs being the priority for 2019.
- In addition Children's Services are currently reviewing a range of operational functions to ensure value for money and leaner systems. These individual projects have their own terms of reference and are chaired by officers from across the service.

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

This is what we said we would do

- Having developed a co-located community resource team (CRT) in Rhyl during 2017-18, we will be working towards a further 3 integrated CRTs across Denbighshire with our colleagues from BCUHB in order to deliver seamless health and social care support to the adults of Denbighshire.
- We will be completing a review of the Adult Day Services within the Mental Health Service to ensure they are fit for purpose and are modernised in line with new legislation.
- We will continue with the planned development of extra care housing in Denbigh and Ruthin and the externalisation of our in-house provision, including Dolwen Residential Home.
- In response to the Additional Learning Needs Transformation Programme we are reviewing our structure for supporting children with complex needs due to disability or ill health and will be developing a new team of staff from social care, early intervention, transition and independence support and the statutory Education Service for Additional Learning Needs to provide an integrated response to supporting families throughout the full year and across their home, social and school life.
- Review our structure for supporting children with complex needs due to disability or ill health to deliver a more integrated response for families and ensure that we are compliant with both the Social Service and Well-being (Wales) Act and Additional Learning Needs and Education Tribunal (Wales) Act

This is what we have done and achieved

86% of adults said they live in a home that best supports their well-being – 82% last year
89% of adults were happy with their care & support – 87% last year
The average age of adults entering residential care homes (excludes nursing) is now 83, compared to 88 at the start of the last financial year.
62% of adults who completed a period of re-ablement either have a reduced or no package of care and support 6 months later
43% of Looked After Children were registered with a dentist within 3 months of becoming Looked After.
100% of Looked After Children were registered with a GP

We have established 2 Community Resource Teams in Denbighshire and have another 2 coming on stream during 2019/2020. We are well on our way to achieving our joint vision, with Betsi Cadwaladr University Health Board (BCUHB) for the provision of comprehensive, flexible and responsive community services.

The Community Resource Teams are made up of District Nurses, Community Nurses, Specialist Nurses, Social Workers, Occupational Therapists, Physiotherapists, Social Care Practitioners and Community Navigators.



For the citizens of Denbighshire, Community Resource Teams means they will be receiving seamless health and social care support. Following initial assessment and understanding 'what matters' to the individual, the right professional will support at the right time to keep our citizens independently living at home as long as possible.

During 2018 we completed a review of our Mental Health Day Centre in Denbigh, which resulted in its closure. The small number of individuals who used to attend the centre are now accessing various community resources. We have also started a review of our day services in Rhyl to ensure we are delivering services that meet the needs of our citizens.

Awel y Dyffryn, the new Extra Care Housing facility in Denbigh is now under construction and should be completed by Autumn 2020. This will provide 71 units of accommodation – 51 units of extra care housing for older people, 12 units of general needs accommodation for older people and 8 units of supported housing for adults with complex disabilities.

Joint working continues with Grwp Cynefin around the development of Llys Awelon in Ruthin to increase the capacity from 21 units of extra care accommodation to more than 50 units.

Over the last 12 months we have seen Hafan Deg Day Centre in Rhyl outsourced and is now run by KL Care. Activities now include pamper sessions, computer classes and gardening and services have increased to include a laundry service and a luncheon club.

We conducted a tendering exercise for the outsourcing of Dolwen Residential Home in Denbigh, but we did not receive enough interest to complete this. Currently discussions are ongoing with partners including Betsi Cadwaladr University Health Board to look at the health and social care needs for the town. This partnership approach will ensure any new developments will provide sustainable health and social care solutions for at least the next 25 years.

A review is currently being undertaken of our Learning Disability Day Services and Work Opportunities with a report due in the early summer 2019.

In the past year the Children with Disabilities Team has transformed to incorporate a single unit to support children with disabilities and life limiting illness across the range of need from Early Intervention to acute statutory interventions. This approach recognises that both the child and carers needs and circumstances will change over the course of childhood and the desire of both children and parents to have consistency of support from a single service. As a result families are not being referred between teams when their situations change and can access an appropriate level of support within a single familiar team.

During 2018/19 Families First has mobilised the newly commissioned Family Life Skills service, delivered by Barnardos Cymru and has supported 472 individuals. The service supports families to develop the skills and confidence to look after their own well-being. The service is supporting families to promote good family relationships, look after their children's health, promote positive parenting skills, prevent risky or damaging behaviour, financial literacy and management skills, live in good homes, and to work well with schools and colleges.

You have changed the life of our family dramatically this year. Before you came they were trying to put me on strong medication and I could have ended up in a mental home. My eldest son is now living in a lovely house thanks to you, my middle son has been so happy to spend time with me on his own, and my youngest son now sings his way to school in the morning. Honestly I can't even begin to say how much our lives have been enriched by having your support. Thank you so much."

This is what we still have to do

84% of adults felt involved in decisions about their care & support – 85% last year

Adults experiencing a delayed transfer of care from hospital (cumulative) has risen to 1.95 from 0.61 over the last 12 months

- We will continue to develop and implement our Community Resource Teams, learning from our established teams in Rhyl and Ruthin and introducing new Teams in Denbigh and Prestatyn. Developing a more seamless health and social care service within Denbighshire should help us to reduce the number of delayed transfers of care from hospital.
- Within our mental health services we will be developing a learning programme with a recovery and well-being approach where sessions are held in appropriate and accessible settings in the community as a means of efficiently and economically delivering low level services. The Denbighshire Learning Partnership has been established to support this development and we are currently exploring areas of good practice through the North Wales Learning for Well-being Network.
- We will implement the findings of the Learning Disability Day Services & Work Opportunities review.
- We will continue to work in partnership with our citizens to ensure they are involved in decisions about their care and support at every opportunity.

c) Protecting and safeguarding people from abuse, neglect or harm

This is what we said we would do

- Ensure consistency of approach by all designated lead managers (DLMs)
- Ensuring Safeguarding is everyone's business
- Developing quarterly lessons learned reports which will be shared across all of Community Support Services
- Review and develop our Return Home Interview system to better manage potential criminal and sexual exploitation of children
- Aim to work with Police to respond to challenges and risks posed to children and young people in Denbighshire by organised crime and gang activity
- Focus on how we recruit and retain staff in an environment of increasing complexity and decreasing resources (See our workforce development section on page 26)
- Continuing to ensure that schools effectively undertake all aspects of safeguarding responsibilities, particularly in relation to site safeguarding.

This is what we have done and achieved

83% of carers said they feel safe – 71% last year
75% of adults said they feel safe – 73% last year
3% of re-registrations of children on local authority child protection register
The average length of time for all children who were on the child protection register during the year 253.05 days

Ensuring Safeguarding is everyone's business has seen a variety of actions and processes being embedded into practice over the last 12 months. This includes:-

- Continuing to develop a shared understanding and language regarding corporate safeguarding responsibilities. The corporate Safeguarding Plan has focussed on delivering mandatory training across the Local Authority via an E-Learning Module - Safeguarding & Violence Against Women. The Training has been completed by all staff in Community Support Services and Children's Services.
- Quarterly process meetings being held with Designated Lead Managers (DLMs) which also includes a focus on good practice in the form of discussion about individual case studies. External speakers from partner organisations such as Police and Health are also invited.
- DLMs have also been involved in completing the quarterly audits of safeguarding cases.
- Safeguarding is highlighted throughout the business of adult services ensuring it is included in all work streams e.g. review of Individual Care and Support plans and Support Budgets. It is also a standing item on management meetings.
- Summaries of lessons learnt and/or action plans from Adult Practice Reviews / Quarterly Audit Reports are also discussed in management and team meetings with any relevant actions / learning implemented.



Over the last 12 months we have widened the Collaborative work with partner agencies and widening the remit of Child Sexual Exploitation (CSE) Panels which has seen us work more collaboratively with the police. Those young people known to Education & Social Services who are assessed as High Risk are regularly reviewed and risk plans monitored. The membership of the group has increased to include third sector as well as the statutory agencies. The Panel has been an encouraging development, combining the expertise and resources of several bodies in order to identify children at risk of exploitation.



We continue to strengthen our working relationship with the Police in respect of organised crime and gang activity through the inclusion of this exploitation within the CSE panel and the Multi-Agency Strategy Meetings, ensuring intelligence sharing and appropriate multi-agency response. North Wales Police have provided a number of training events to a variety of audiences on the County Lines challenge.

The function of the Safeguarding & Review Unit has been to focus on practice quality across Children's and Education Services and how we develop a more effective quality assurance function. We routinely monitor the quality of services against local standards. This has been partially achieved by developing an escalation process where Independent Safeguarding & Reviewing Officers escalate practice concerns, this enables us to routinely challenge our practice and thinking.

We complete regular audits which are thematic and include Looked After Children and those on the Child Protection Register to enable us to learn from our practice and of others to improve our service to children and their families.

We have created Social Care practitioner posts to undertake Return Home Interviews to ensure a level of independence from allocated Social Workers. Working with the other North Wales Local Authorities we have agreed a recording format and provided training.

This is what we still have to do

622 adult protection enquiries were completed in the year, with 68% of adult enquiries completed within 7 days.

- Given the revised National Guidance the Head of Service Group are developing a Multi-Agency Policy and Practice Guide, to compliment the National Guidance and support its application across North Wales. This will include an information sharing protocol, agreed distinction between children being reported as missing and a child being reported as absent, and clarity on the shared purpose of Return Home Interviews and appropriate multi-agency response.
- Audits identified that we need to continue to improve quality of care planning including child protection plans. We will continue to develop workers' standard of analysis and subsequent identified outcomes through both training and embedding the new reporting formats that assist in the focus on outcomes.
- During the next 12 months we will be introducing at least one safeguarding reflective practice from every practitioner in Adult Services.
- We will be evaluating the implementation of the Self Neglect and Hoarding Protocols

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

This is what we said we would do

- We need to continue with the reassessment project to ensure every citizen who is in receipt of a package of care and support in Denbighshire is reviewed in line with the Social Services and Well-Being Act and are achieving the outcomes that matter to them.
- Within our Complex Disability Services we are looking to build upon and develop the work of self-advocacy with the independent sector. During the last 12 months the participants within this group have been supported to advocate with Arriva Buses over some issues with using public transport and the involvement of some members of the group with North Wales Police Hate Crime campaign.
- In mental health services we will be reviewing our day services and developing those into recovery and learning models.
- We will work with the 'Working Denbighshire' project creating career pathways / apprenticeships for looked after children & care leavers.



This is what we have done and achieved

54% of adults said they can do the things that are important to them – 52% last year
46% of carers said they can do the things that are important to them – 45% last year
67% of carers said they are happy with support from friends/family/neighbours – 64% last year
86% of adults said they are happy with support from friends/family/neighbours – 84% last year
73% of children achieving the core subject indicator at key stage 2 and 5% at key stage 4
6% of looked after children experienced one or more changes in school during periods of being looked after that were not due to transitional arrangements

Complex Disability Self Advocacy - We have supported individuals to become part of the Police Disability Equality Group and are working with a third to enable them to join too. This is to ensure there is powerful learning disability contingent on the group. We feel that the type of support we are offering the members is particularly enabling, one long standing representative has movingly fed back following a meeting "I heard my voice for the first time and I was listened too".

The Reassessment project has had positive results in ensuring that every citizen who is in receipt of a care and support package is reviewed in line with the Social services and Well-being Act and are achieving the outcomes that matter to them. We have seen changes to care and support packages, leading to increased independence, flexibility and choice and control via equipment and Direct Payments.

Ron's experience of 'specialist equipment' which delivered on his outcome to be able to manage his own personal care after a stroke. Ron was determined to do more for himself - he had a wet floor shower in place and was able to shower without support, but he continued to require assistance with drying. A body dryer adaptation was identified and fitted, allowing Ron to remain in the shower space after washing while the dryer blows warm air to dry him. Ron was delighted with the dryer as he had achieved the one thing he had been unable to manage independently for the last 8 years.

Our peer forums, reflective practice, workshops and direct payments are some of our efforts to unlock the creativity in staff.

Mary dropped by the Talking Point whilst visiting the Library for a book. Mary spoke to the Community Navigator and explained that she had only recently moved to the area to enjoy her retirement, but knowing no one felt lonely. After a conversation it transpired that Mary enjoyed walking so she was provided with information about local walking groups. The Navigator was also aware of a group of retired ladies who visit the library, weekly to return books, on their village walkabout. He set up a meeting and Mary now walks with the ladies, has made new friends and is benefiting from the exercise. Something very simple, but Mary felt that the Community Navigator had really listened to her

Effective 'what matters conversations', Talking Points and Community Navigators can also evidence the prevention of citizen's needs for care and support. Overall, we are proud to report that our asset based approach across our whole service has led to drop in the number of citizens requiring council funded care and support. This is better for citizens, in maintaining independence and for the Council, in reducing demand on our limited budgets.

Homelessness prevention Lived Experience Advisory Board has been established, whereby citizens have been offered, and will continue to be offered, training to build capacity and take full ownership of the group and have a clear voice in homelessness prevention planning in Denbighshire. Co-production group (including citizens) established to develop and deliver homelessness prevention awareness raising training.

We have completed a satisfaction and consultation exercise with individuals who attend in-house work opportunity services and their families. This will help to inform the review and the future design of services

Working Denbighshire has actively engaged with NEWCIS and the Supporting Carers Project and are supporting those carers who wish to find employment.

During the last 12 months engagement with Denbighshire's Flying Start service, supporting vulnerable families to ensure that their children have the best start in life, has increased by 4% to 80%. One aspect of delivery involves the delivery of quality childcare providing opportunities for children to develop and socialise to prepare them to engage in educations as they get older, opportunity to identify and respond to speech, language and communication difficulties early and allow parents to access support to engage in education and learning or employment.

The increased engagement from families along with the widened use of the Wellcom Speech and Language screening tools have enabled the service to identify and address development issues at the earliest possible stage to deliver better future outcomes for the children supported.

The Youth Support consortium, part of the range of support available through the integrated Families First and Flying Start Early Help service, supports vulnerable young people aged between 11 and 18 years and up to 25 years for those affected by disability to achieve their goals regarding their independence, educational and employment.

"I have gone from taking different medications, lacking confidence, getting up at 3pm in the afternoon to getting up at 6am and working all day, received my first pay check, could not have done without your backing."

A disability well-being navigator has been employed by our Children's Services to support parent carers.

Out & About Service –supports on average 16-18 children with significant and limiting disabilities during the school holidays to socialise with peers and go out on trips and activities in the community.

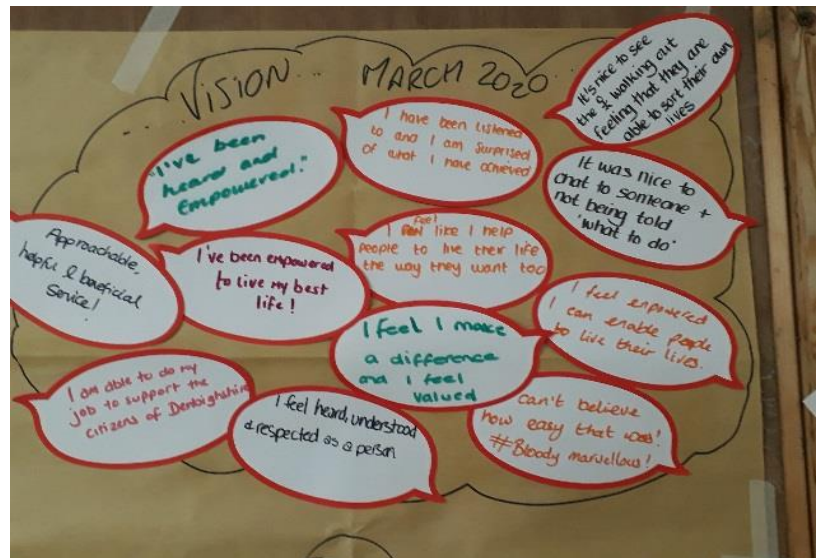
We have developed a Career Pathway role (Work Start Scheme) for a Looked After Child (LAC) which will commence on 1st April 2019 This is a permanent role within the Council starting at Grade 2 and on completion and achievement of qualifications with rise to a Grade 5. Working collaboratively with Barnardo's and Working Denbighshire the young person will receive bespoke mentoring support to ensure they are fully equipped with the right skills needed in the workplace. A toolkit is being developed as part of this scheme to enable the model to be replicated with a further 14 individuals in 2019/20.

This is what we still have to do

56% of carers said they are happy with support had – 61% last year

58% of adults said they feel part of their community – 59% last year

- The Reassessment Project continues, we have appointed an experienced Occupational Therapist to take the project to the next stage which is a review of citizen's who have complex needs and packages, with a view to see if we can reduce dependency on care and support with specialist equipment, thus promoting independence, dignity and delivering on what matters.
- We want to see our Community hubs in Complex Disability mature and deliver the best possible outcomes for the citizens. We want to see our Community Navigator service develop, a Community Navigator is integral to each Community Resource Team. We want to see more examples of citizens being connected with their local communities and more examples of exciting joint initiatives with libraries, Arts and Schools.
- This year we will be acting on the findings of the Talking Points Pause and Review in making our 8 Talking Points across Denbighshire even better for the citizens of Denbighshire. We want our Communities to 'own' Talking Points. Together with partners we want to see the set -up of more Well Being Information points at the heart of communities and the identification of champions, in post offices, hospitals etc.
- Work with Supporting People commissioned projects to establish better mechanisms/support offers to encourage and allow young people in supported housing to take up employment.
- The review of work and day opportunity services (Learning Disability services) is due to be completed by June 2019
- We will continue to investigate options for Lifespan services for people with learning disabilities. We have bid for funding to allow an Occupational Therapist to join the Community Living Cluster to work with individuals who are transitioning from youth services to carry out assessments and early planning to secure more sustainable activities and accommodation.
- To develop a toolkit to allow the Work Start Scheme to be replicated to a further 14 individuals in 2019/20.
- To review and enhance access for Looked After Children and Care Leavers in Denbighshire with the opportunity to participate in a local authority work placement and/or traineeship scheme.
- To develop a 2/3 day residential placement for a total of 40 LAC which will involve Life Skills e.g. cooking, budgeting/finances, employment, mental well-being and social interaction/skills.
- To demonstrate an increase in the number of young people leaving care who have been supported into employment, education or training



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

This is what we said we would do

- Refresh the Carer's Strategy and agree new actions; to achieve this we will undertake engagement and consultation with carers, Third Sector Providers and advocates.
- We will continue to work with NEWCIS (who have former carers as volunteers) by funding training for the carers to support the facilitation of Elderly Mental Health Groups.
- Develop processes to promote positive relationships between parents and schools to maintain their children's educational attendance and outcomes.
- We will work closely with our colleagues in BCUHB to support carers and ensure the completion of carer's assessments is embedded within proposed Community Resource Teams.

This is what we have done and achieved

86% of adults said they are happy with support from friends/family/neighbours – 84% last year
61% of adults said they are happy with their quality of life – 53% last year
77% of carers said they were involved in decisions about their cared for person's care & support, but only 69% felt involved in decisions about their own support – last year 71% & 67% respectively
58% of adults said they feel part of their community – 59% last year
71% of all care leavers were in education, training or employment 12 months after leaving care and 50% after 24 months
15% of all care leavers experienced homelessness during the year

The supporting Carers in Denbighshire Project 2018-2022 supports the corporate priority for building independent and resilient communities as part of the corporate plan 2017-2022. We have refreshed the Denbighshire Carers Strategy

We continue to work in partnership with Third Sector carer support organisations and chair and facilitate the Denbighshire Carers Strategy Group, a forum of organisations that represent carers. Terms of Reference and membership of the Strategy group were reviewed in 2018.

A reading group has been launched to help those living with Dementia and their Carers. We are working with NEWCIS and piloting the Read and Remember reading group at Rhyl Library and One Stop Shop. Working in partnership with the Library Service has also led to increasing the range of books of interest to carers and the housebound library service brings books to people's homes each month including clinically approved books to help people living with Dementia, their families and carers to understand the conditions.



NEWCIS Volunteers also attend Talking Points to provide information and advice to carers.

We have engaged with 2 local carers to learn from their experiences – [see their discussion here.](#)



Denbighshire County Council and Betsi Cadwaladr University Health Board fund a Healthy Carers Worker based in our Single Point of Access (SPoA). The role provides 1-1 Support for carers including home visits for those who may need support with their own health and helping them to provide confident and skilled care and support for the person they care for.

Children's Services have employed a Disability Well-being Navigator to provide support for Parent Carers

We have commissioned Age Connects to deliver the Perennials Gardening Project at Tweedmill in St Asaph, providing opportunity for carers, including those caring for people living with Dementia, to come and 'cultivate community connections' learn about plants and grow flowers and food to take home.

Family Link Workers – are currently supporting 41 primary schools across the County with 2018 /19 seeing the expansion of the service into rural communities and smaller schools.

The purpose of the Family Link Worker is to reduce the impact that difficult family circumstances have on children's learning and well-being. It is a supportive model where parents are empowered to identify their difficulties and then supported to find solutions. Early intervention underpins the service and the implementation of the 'Understanding your child' and 'Online Parenting' Courses has proven very beneficial to the families involved.

To date 72 parents have attended the 10 week Understanding Your Child course, hosted in 8 schools, and a further 69 parents have accessed the Online Parenting course. Training for 36 school and setting staff has also been provided to ensure continuity of approach in managing children's behaviour in the home, pre-school setting and school.



Elective Home Education – we have been working hard to strengthen and develop our links with families who elect to home educate their children. This has been achieved by developing stronger links with our Library Services to access resources, utilising our Leisure Service to provide opportunities for families to develop their health and well-being and supporting pupils back into school or for 14-19 year olds into employment or training, if that is appropriate. Over the last 12 months we have seen an increase from 50 to around 100 pupils who are no longer home educated and are now in mainstream education. This can be attributed to several factors, increased identification, and a national trend of more pupils being withdrawn and demographic changes.

This is what we still have to do

42% of carers said they feel part of their community – 48% last year
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46% of carers said they can do the things that are important to them – 45% last year
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- We will learn from the experiences of our local carers by making information more accessible and ensure we have 1 Carer Assessor in each Community Resource Team to continue building on the links between Health and Social Care and break down barriers for carers.
- We will continue to implement and widen delivery of our Supporting Parent project to offer the 'Solihull Understanding Comes Before Change' approach to promote positive parenting to all parents in Denbighshire.
- Increase capacity (in house and third sector) for preventative services to support greater number of carers coming forward for support as a direct result of the Supporting Carers in Denbighshire Project.
- To implement and embed recommendations and actions from the Welsh Government's Measuring the Mountain Initiative.

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

This is what we said we would do

- Continue working with communities and partners to increase the number of Dementia Friendly Communities and Organisations in Denbighshire in line with the Corporate Plan, led by our Ageing Well Denbighshire Partnership.
- Continue to work with all Council Departments, Registered Social Landlords, Third Sector Organisations and Private sector Landlords to increase the range and amount of suitable emergency and temporary accommodation within Denbighshire.
- We will continue to develop our Homelessness Prevention Services in line with the Housing Act to ensure we deliver more prevention work. We will also develop online tools for citizens to use if at risk of homelessness including signposting to appropriate help and support.
- We will introduce a Housing Specific Community Navigator to work in partnership with Jobcentre Plus to support those citizens at risk of homelessness due to Welfare Reform.
- We will aim to recruit new Foster Carers to expand the choice, scope and coverage of placements for children taken into care. We will continue to work with the National Fostering Framework to standardise payments for Foster Carers across Wales
- We will work with partners to manage the impact Universal Credit is going to have on some of our more vulnerable families, for example; those experiencing domestic abuse, learning difficulties and families vulnerable due to risk of losing their tenancies
- Continue to identify suitable accommodation for our care leavers

This is what we have done and achieved

83% of people reporting they chose to live in a residential care home
86% of adults said they live in a home that best supports their well-being – 82% last year
87% of carers said they live in a home that best supports their well-being – 75% last year
97% of carers were able to use their preferred language – same as last year
98% of adults were able to use their preferred language – 97% last year

Sharing our experience of supporting citizens living with dementia and their carers we have contributed to the development of the Corporate Plan project 'Working towards a Dementia Friendly Denbighshire County Council'.

"Just to say I was lucky enough to go on this tour bus, a really eye opening experience and I highly recommend it to everyone."

Having secured funding from the Integrated Care Fund we have held a range of Dementia training, which has been opened up to partners, internal and external to the Council. We brought The Dementia Bus to Denbighshire and the experience was extremely popular, to really bring home what it is like to live with Dementia

We are members of a steering group contributing towards Denbigh Town becoming a Dementia Friendly Town. Our particular focus is working with GP practices in the town.

As part of delivering on the Dementia Action Plan we now have Dementia Social Care Practitioners attached to each of our Community Resource Teams

We have developed a landlord offer to increase and improve suitable temporary accommodation for those households experiencing homelessness, and over the last 3 months have increased our portfolio to over 50 properties.

To reduce the number of households becoming homeless we have introduced a number of initiatives during the last 12 months this includes a Triage Officer. This officer will undertake mediation if homelessness is because of family breakdown, signpost to other agencies e.g. Citizens Advice for budgeting support or to the Discretionary Housing Payment team for financial assistance to clear rent arrears.

We now have a Homelessness Navigator based within Rhyl Jobcentre Plus who is supporting citizens at the point of their engagement with the Job Centre. This helps us to support those citizens who also need help to claim the right benefits such as Universal Credit.

Mr A come into the Job Centre, he had a job offer but his lack of housing was preventing him taking the job. The Navigator liaised with the Homelessness Prevention Team who offered financial assistance towards a deposit and rent in advance. With everyone working together, he secured accommodation and a job.

We are also working with partners such as Citizens Advice Denbighshire to ensure we are supporting citizens to claim Universal Credit, and our Community Navigators have supported citizens to access Food Banks if there has been delays in receiving payments. Training has also been provided for Frontline Staff to ensure they have an awareness of Universal Credit.

We have commissioned 3 new community living schemes for adults with complex disabilities - supporting people to live as independently as possible in a safe and comfortable environment.

The Young People's Positive Pathway has been established since July 2018, and supports young people (aged up to 25) to prevent homelessness, through identifying housing resources and providing mediation and emotional support. This includes identifying suitable accommodation for Looked After Children.

Denbighshire County Council continue to be active members of the National Fostering Framework, and over the last 12 months some of the key activities have included:-

- Marketing, Recruitment and Retention
- Harmonising Fees and Allowances
- National Training, Learning and Development Framework

This is what we still have to do

- Embed the role of Dementia Social Care Practitioner within each of the 4 Community Resource Teams and look to see how these roles can support the development of dementia friendly communities and organisations in Denbighshire.
- Actively work towards a Dementia Friendly Denbighshire County Council
- Continue to develop Talking Points as 'safe places' based on feedback from the recent Pause and Review.
- Continue to work with both Registered Social Landlords and Private Rented Sector Landlords to identify suitable accommodation for supported housing projects - this would include those young people with complex mental health needs.
- Aim to develop a programme of work, including a DVD presentation developed by young people for use in schools, identifying the issues and challenges of homelessness for the individual, and the impact on the emotional health of the young person.
- Continue to work towards increasing numbers of foster carers in an extremely competitive market.

Section 5. How we do what we do.

Workforce Development

We have rolled out training to all staff and providers in relation to Active Support and plan to set up a Community of practice/steering group to ensure the continuation and sustainability of the approach. We have made a joint bid with health to Integrated Care Fund to further embed Active Support within Denbighshire.

Peer Forums are working well to positively involve staff in decision making and to ensure consistent responses to families and citizens regarding new packages of support and reviews of existing services. Person-Centred Planning training has been carried out with operational teams and providers around the proportionate and preventative approaches to support with people with Learning Disabilities and Autism.

Our South Locality team who have been nominated in BASW Cymru's 2019 Social Work awards in the Social Work Team category. The team have received a certificate of achievement from BASW for their hard work and contribution to social work in Wales.

Our Community Equipment Service have also embarked on providing training placements in collaboration with the Citizens advice Bureau, work opportunities service and Grwp Llandrillo. The latter has provided Health and Social Care students access to the service where they have benefited from working directly with service provision and our citizens.

The Homelessness Prevention staff have attended training around cuckooing, county lines and modern day slavery.

Community Support Services Workforce Development Team runs training courses for carers covering all aspects of caring including safeguarding and challenging behaviour and special courses for those caring for a person with Dementia.

Within our Children's Services there is ongoing promotion of a learning culture and have delivered themed learning events across the service including:-

- Universal Credit
- Early Help Pathways
- Care Planning and Child Protection
- Statutory Duties to looked after children

Every effort continues to be made to retain existing staff members in an increasing complex and competitive environment. Training, including:- learning seminars; service days; professional development; supervision; de-briefing, and one to one support in respect of emotional resilience are all employed to ensure we provide appropriate support to staff.

We have been fortunate in not having to rely on agency staff, and this is reflected in the stability and consistency in much of the casework, particularly in relation to stable numbers of looked after children together with court work and permanency placements.

Mwy 'na Geiriau – More than just words

During 2018/19 we have focused on a continuation of awareness raising activity around the 'Active Offer' and creating favourable conditions for the use of the Welsh Language within our frontline services. This has been achieved through promoting specific cultural events such as 'Dydd Santes Dwynwen', 'Dydd Miwsig Cymraeg' and St. David's Day.

The Regional 'More than Just Words' group met. Agreed interim actions for delivery during 2019-20 which have been incorporated into the CSS Business Plan. Actions centre on three themes:

- Theme 1: Increasing the number of Welsh speakers
- Theme 2: Increasing the use of the Welsh language
- Theme 3: Creating favourable conditions – infrastructure and context

A presentation about the 'More than just words' framework was delivered in a recent Provider Event and included information about the Active Offer, available resources and free Welsh language training for the Care Sector.

As part of the Dementia training, 4 courses were delivered on 'Communication in Dementia' and included the bilingual context of Wales and the importance of the Active Offer within Dementia Care.

The Welsh Language Champion has attended key meetings and groups within the Local Authority to promote the 'Active Offer', such as the RISCA Task & Finish group where attendees were made aware of the basic principles and support available in implementing the approach within our in-house Provider Services including our Independence at Home Team and Residential Care Homes.

A weekly informal Welsh group is now being held in Russell House ('Paned a Sgwrs'). This is being facilitated by the Council's Welsh language officer. Staff have also been made aware of opportunities to attend a free residential Welsh language course at Nant Gwrtheyrn for those who want to improve their Welsh language skills.

Welsh language skills are always considered as part of recruitment for key posts engaging with citizens and partner organisations.

Managing our Resources and Planning for the Future

We are about to have a benchmarking activity looking at where we are now as a service in relation to the Draft North Wales Learning Disability Strategy and to identify actions for closer adherence to the principles of the strategy and actions that need to take place to transform service and the community in line with the aims of that strategy.

Financial Planning and Budget Monitoring

Monthly financial outturn reports are presented to the executive forecasting the year-end position. Exceptions or pressures are referenced in the reports, with mitigating actions. The annual budget is set following a lengthy process of reviewing of pressures and savings across all services and engaging with elected members and others as part of that process.

In the medium term, the council has a rolling three-year Medium term Financial Plan which sets out the council's estimated funding position over the period and, working with services, builds in estimates of required savings or additional funding requirements. This medium term planning process helped to identify and secure, through the council's budget, additional funding of £2m in 2019/20 to help support growing pressures in adult social care and children's services.

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

Working in Partnership, Political and Corporate Leadership, Governance and Accountability

The council has very robust internal governance arrangements in place to support the effective management of Community Support Services and Children's and Education Services. Reports are taken to various Scrutiny Committees throughout the year to enable Elected Member to scrutinise policy and performance in relation to social services, including reports to monitor the progress of any actions required in response to the Director's annual report or the CIW's annual report.

We also have a very well established service performance challenge process, where each head of service is challenged annually on areas such as service performance and leadership. The panel for each service challenge meeting includes the Chief Executive; Corporate Directors; Lead Members; Scrutiny Members and our external regulators (the Wales Audit Office and the Care Inspectorate Wales).

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

Providing an integrated and collaborative approach to health and social care is a statutory requirement of the Social Services and Well-Being Act (Wales) 2014, whilst providing seamless services to our citizens is also a corporate priority. Within Denbighshire our Community Support Services team are working closely with Betsi Cadwaladr University Health Board (BCUHB) and Conwy Borough Council as well as 3rd Sector and

Independent Sector partners to form integrated Community Resource Teams (CRTs) across Primary Care and community services. The aim is to provide a consistent approach to meeting health and social care needs and enable improved levels of integrated working between Primary Care and community services across health and social care, delivering a seamless service for citizens.

The Director for Social Services also represents Denbighshire County Council on the Regional Partnership Board and host the team who conduct the work on behalf of the Board. The Board is made up of representatives of the six North Wales Local Authorities, Betsi Cadwaladr University Health Board, Housing Associations and the Third Sector. The Board's vision is "Together improving the health and well-being of people and communities".

There are well-established relationships and partnership working going on across both adult and children's Social Services with a variety of organisations including a host of Third Sector organisations, North Wales Police, the Fire and Rescue Service along with many private sector Care Providers including Domiciliary and Residential care.

Section 6. Accessing Further Information and Key Documents

Annual Customer Feedback Report 2018/19: <https://www.denbighshire.gov.uk/en/your-council/complaints-compliments-and-feedback/making-a-complaint/making-a-complaint-about-the-council.aspx>

Corporate Plans and Strategies: <https://www.denbighshire.gov.uk/en/your-council/strategies-plans-and-policies/corporate-strategies/corporate-plans-and-strategies.aspx>

Safeguarding: <https://www.denbighshire.gov.uk/en/resident/health-and-social-care/safeguarding.aspx>

Welsh Language Standards: <https://www.denbighshire.gov.uk/en/your-council/strategies-plans-and-policies/welsh-language-standards.aspx>

Well-being in Schools: <https://www.denbighshire.gov.uk/en/your-council/strategies-plans-and-policies/education-and-schools/information-for-schools/wellbeing-in-schools.aspx>

Regional Homelessness Prevention Strategy: <https://www.denbighshire.gov.uk/en/your-council/strategies-plans-and-policies/housing-strategies/north-wales-regional-homelessness-prevention-strategy.aspx>

Talking Points: <https://www.denbighshire.gov.uk/en/resident/health-and-social-care/adults-and-older-people/talking-points.aspx>

Advocacy: <https://www.denbighshire.gov.uk/en/resident/health-and-social-care/advocacy.aspx>

DEWIS Cymru: <https://www.dewis.wales/>

Help to Live at Home: <https://www.denbighshire.gov.uk/en/resident/health-and-social-care/adults-and-older-people/help-to-live-at-home.aspx>

Support for Carers: <https://www.denbighshire.gov.uk/en/resident/health-and-social-care/carers/carers.aspx>

County Conversations Engagement Portal: <https://countyconversation.denbighshire.gov.uk/KMS/news.aspx>

Denbighshire Leisure: <https://www.denbighshire.gov.uk/en/resident/leisure/leisure.aspx>

Housing Options (Extra Care Housing): <https://www.denbighshire.gov.uk/en/resident/health-and-social-care/adults-and-older-people/housing-related-advice-guidance/housing-options.aspx>

Ageing Well in Denbighshire: <https://www.denbighshire.gov.uk/en/your-council/strategies-plans-and-policies/social-care/Ageing-Well-In-Denbighshire.aspx>

Community Support Services - Annual Survey: <https://www.denbighshire.gov.uk/en/resident/health-and-social-care/adults-and-older-people/community-support-services-annual-survey.aspx>