

**CABINET**

Minutes of the Cabinet meeting held in Conference Room 1, County Hall, Ruthin on Tuesday 19 July 2005 at 10.00 a.m.

**PRESENT**

Councillors P A Dobb, Lead Member for Health & Wellbeing; E C Edwards, Lead Member for Communities; R W Hughes, Leader and Lead Member for Regeneration; M A German, Lead Member for Children and Young People; P J Marfleet, Lead Member for Finance and Personnel; D Owens, Lead Member for Lifelong Learning and J Thompson Hill, Lead Member for Property and Asset Management.

Observers: Councillors R E Barton, M LI Davies, G C Evans, N J Hughes, T R Hughes, N Hugh Jones, M M Jones, P W Owen and G J Pickering.

**ALSO PRESENT**

Chief Executive; Deputy Chief Executive / Corporate Director: Resources, County Clerk and the Financial Controller.

**APOLOGIES**

Councillors S A Davies, Lead Member for Business & Communications; S Roberts, Lead Member for Promoting Denbighshire and E W Williams, Lead Member for Environment.

**ANNOUNCEMENT**

Councillor R W Hughes, on behalf of Members, welcomed the delegation from Gliwicki, Poland to the Cabinet meeting.

Councillor R W Hughes informed the meeting of her attendance at the Rhyl Town Council meeting on 18.07.2005 and had been asked to pass on their grateful thanks to the staff involved in making the Big Buzz such a success in the short time available and also for the way staff rallied to clear and tidy the site on the promenade following departure of the unauthorised occupiers.

**1 URGENT MATTERS**

There were no Urgent Matters.

**2 MINUTES OF THE CABINET**

The Minutes of the Cabinet meeting held on 21 June 2005 were submitted.

Item 6 Procurement of a Replacement System for Social Services Electronic Client Record System: Councillor P A Dobb said the last sentence in the

fourth paragraph should read: “the Corporate Director: Personal Services said should an extra post be required in ICT, it would have to be considered in the 2006-2007 budget round.

Item 9 Cabinet Forward Work Programme: Councillor P A Dobb said it was hoped that information from the Welsh Assembly Government would be available in time for a report to be provided for Cabinet on Improving Housing Stock in September 2005.

Item 12 Property: Health and Safety Implications: Councillor J Thompson Hill said the Improvement Notice had been received. Health and Safety arrangements were being put in place. The Corporate Director: Resources said the item was linked to the Capital Plan and the decision was that spending on DDA would be slowed down and advantage taken of any slippage.

**RESOLVED** that, subject to the above, the Minutes of the Cabinet meeting held on 21 June 2005 be approved as a correct record and signed by the Leader.

### **3 A VISION FOR DENBIGHSHIRE - A VISION FOR THE COUNTY**

Councillor R W Hughes presented the report seeking Members’ approval to recommend to full Council in July 2005 the process for agreeing a vision for the County of Denbighshire. She said there would also be an opportunity to review the community strategy and a letter would be sent to Chairs and Clerks of Town and Community Councils and the Authority’s partners and school children would be invited to participate. It was hoped to have an interactive website from September.

Councillor P J Marfleet agreed it was crucial to engage Town and Community Councils directly. He stressed the importance of ‘branding’ for the County although it was possible a large sum would need to be allocated for this.

Councillor P A Dobb supported the need for a vision for the County.

Councillor E C Edwards also supported the need for a vision for the County and said the Community Strategy needed strengthening. He reminded Members that One Voice Wales would have a role but not all Community Councils in Denbighshire were members of the organisation. It was also important to take account of the Wales Spatial Plan and Objective 1 when preparing the vision. He said consultation events for Town and Community Councils were being held in the north and south of the County at the end of September 2005 and as early notice of the meetings was being given, it was hoped for a high attendance, to enable input into the Vision.

**RESOLVED** that Members approve for recommendation to full Council in July 2005 the process for agreeing a Vision for the County of Denbighshire.

#### **4 CORPORATE COMMUNICATIONS STRATEGY: ACTION PLAN**

Councillor R W Hughes presented the report seeking Cabinet approval for the recommendations noted in the Corporate Communication Strategy Action Plan.

Following discussion, Members agreed to delete the sentence regarding surgeries being held by Councillors in paragraph 2.2 of the Annex.

Following a query from Councillor P A Dobb regarding the Citizens 500 Panel, discussion followed and Members agreed the demographic profile of the Panel needed to be addressed. Councillor E C Edwards said the Panel could prove an excellent tool for consultation on the Community Strategy and Vision for the County. The PR Manager said a lack of resources had led to the Panel not being as active as previously but it was hoped to have a more demographic spread across the County by October 2005 and other departments in the Authority would make use of the Panel for consultation. Councillor E C Edwards said the North Wales Police were looking for an outlet for consultation and would possibly be interested in using the Panel, which could help with costs.

**RESOLVED** that Cabinet agree the Corporate Communications Strategy as set out in the Action Plan, as amended above.

#### **5 MODERNISING EDUCATION IN DENBIGHSHIRE**

Councillor D Owens presented the report for Members to note progress and developments since February 2005 and seeking approval to develop a new Modernising Education Programme for Denbighshire approach which would include a more detailed indicative timescale for progressing the programme. Authorisation was sought for the additional resource requirements for delivering the programme and the establishment of a core Programme Team. The Programme Team would consist of 3 staff with input from specialist officers as and when required.

Councillor P J Marfleet welcomed the report and said he was pleased the whole community was to be consulted. He referred to paragraph 2.3 and said school clusters were not just about bilingual affinity but also an overlap of areas. He agreed with recommendation 8.3 which 'acknowledged' the additional resource requirements and suggested there was a need to absorb budget requirements from elsewhere.

Councillor P A Dobb endorsed the report and said the Local Health Board as one of the Authority's main partners should be involved in the consultation.

Councillor E C Edwards said schools and school places were a community issue and he supported Councillor Owens' report. He reminded Members of the recent tragic events in London and Most Revd Dr Rowan Williams, Archbishop of Canterbury's comments on the importance of communities.

Councillor R W Hughes said she had visited a number of schools with Councillor Owens and had been reminded of their important role in the communities. The Visioning Exercise would include communities.

Councillor N Hugh Jones, Chair of Lifelong Learning Scrutiny also welcomed the report which would look at education in the County in a democratic way and include community consultation.

Councillor M M Jones said it was a shambles and a shame the way the report was presented in February 2005, which contained mention of pupils, teachers parents and communities. The Authority could not afford to make such mistakes again. She queried whether the timing for this report was correct and suggested that every school should be fairly looked at.

Councillor T R Hughes said he supported Councillor M M Jones' comments and that the costs of the consultation could mean cuts in the Lifelong Learning budget. He suggested that the Welsh Assembly Government should be approached for funding to pay for the consultation.

Councillor D Owens stressed that every school would be included in the report and it was hoped that an overlap of pupils between schools could be taken into account.

The Corporate Director: Lifelong Learning agreed to make available the information mentioned at paragraph 2 of Annex A for the public and also to discuss classroom provision at Ysgol Bro Famau with Councillor R E Barton. The Corporate Director said the presentation by Carmarthenshire officers had included an element of parental choice and this would also be taken into account if at all possible. With regard to costs, he said it could be possible that Tim Data could provide help for some of the statistical information. He confirmed that maintenance of schools would continue to be a priority.

Councillor M LI Davies supported Councillor T R Hughes' comments regarding costs and asked whether any information was available from other Counties who had or were carrying out similar consultation.

Councillor G C Evans asked officers to ensure that maintenance of all schools for the next 3 years continued to be to a good standard.

Councillor D Owens said the Authority would write to the Welsh Assembly Government requesting funding for the consultation. He also referred to the Authority's work with the Denbighshire Schools Forum who were being helpful in the process leading to the consultation. He also confirmed that local consultation would take place.

**RESOLVED** that Members:

[a] *note progress and developments since February 2005.*

*[b] approve the development of a new approach called the Modernising Education Programme for Denbighshire which will include more detailed indicative timescales for taking the matter forward*

*[c] acknowledge the additional resource requirements for delivering the Programme and authorise the establishment of a core Programme Team at a cost of £90k per year for 3 years*

## **6 FINAL REVENUE ACCOUNTS 2004-2005**

Councillor P J Marfleet presented the report for Members to note the final revenue outturn position for 2004-2005 for both service and corporate budgets and seeking Cabinet recommendation to Council the treatment of reserves as detailed in the report. He reported that £481k has been contributed to balances. This would potentially reduce the need to add £0.5m per annum for the next 2 years with the aim of bringing general balances to £4.2m by 31.03.08 although this would still be below the Wales Audit Office recommended level.

With regard to specific reserves of £688k, Councillor Marfleet said some items had to be included, for example winter maintenance funding, but may not all be needed. £565k was being written back from reserves and related to the resolution of capital funding commutation adjustments. Other funds in specific reserves will be considered and released in future if at all possible.

Councillor Marfleet thanked the Financial Controller and his team for their hard work in preparing all the budget reports.

***RESOLVED*** that Cabinet note the final revenue outturn position for the year ended 31.03.2004 for both service and corporate budgets and recommend to Council the establishment of reserves and carrying forward of earmarked balances as detailed in paragraphs 4.3, 4.4 and 4.8 of the report.

## **7 FINAL CAPITAL ACCOUNTS 2004-2005**

Councillor P J Marfleet presented the report for Members to note the final outturn of capital expenditure in respect of 2004-2005 and approve the relevant statutory determinations. He informed Members that determinations 2 and 3 did not apply as credit arrangements were not entered into or transferred during the year.

The Chief Executive informed Members that determinations for following years would be made under the Local Government Act 2003.

***RESOLVED*** that Cabinet note the final figures in respect of the Capital Plan for 2004-2005 and approve the statutory determinations detailed in the report.

## **8 REVENUE BUDGET 2005-2006**

Councillor P J Marfleet presented the report for Members to note the budget performance figures for the current financial year as detailed in the appendices to the report and consider any actions necessary to bring the Directorates' projected spending in line with available budgets. The current potential overspends totalled £752k which was up from the £483k in the last report. He said it was essential that services planned their spending at an early stage in the financial year and that savings were made. It was important to anticipate such items as fuel price increases for example. Councillor Marfleet suggested low level detail was not required for the reports and stressed the need for accurate reporting.

The Chief Executive agreed the monthly reports needed to be more robust and reliable and a realistic assessment of the outturn would be reported in September 2005. He also agreed with the Lead Member that there would be no monies available from central funds to ease pressures, as had happened in the past.

Councillor P A Dobb reminded Members that social care adjustments could not be made overnight but cutbacks could be possible when the position was known in September 2005.

**RESOLVED** that Cabinet note the figures in the Appendices and that Lead Members consider remedial actions to align projected spending levels with approved budgets.

## **9 HOUSING REVENUE ACCOUNT BUDGET 2005 / 2006**

Councillor P A Dobb presented the report for Members to note the latest financial forecast position of the Housing Revenue Account (HRA) for 2005-2006.

Councillor Dobb said work was on schedule with the capital schemes and work had commenced on window installation in houses in Corwen.

**RESOLVED** that Cabinet note the latest financial forecast position of the Housing Revenue Account for 2005-2006.

At this juncture (11.30 a.m.) the meeting adjourned for 10 minutes to allow Members to participate in refreshments.

## **10 LOCAL AUTHORITY BUSINESS GROWTH INCENTIVE GRANT SCHEME**

Councillor P J Marfleet presented the report seeking Cabinet approval of the recommendations relating to the use of the remaining Local Authority Business Growth Incentive Scheme resources provided by the Welsh Assembly Government.

Councillor Marfleet said £50k had already been agreed towards the customer care centre costs which meant £171k was available towards business growth in the County. It was essential that business growth was managed and

targets achieved otherwise the Authority could be subject to clawback of grant. He urged Lead Members and senior officers to ensure staffing, subject to time limited funding, do not become permanent staff.

Councillor P A Dobb expressed her concern about the shops which were closing in Ruthin and Denbigh for example, as a result of high business rates. She asked whether it was possible for the funding to be allocated directly to businesses and not to employing STVEIs or other staff. Councillor Marfleet said it was important to provide the environment and investment in helping thriving businesses to improve and not to help failing businesses. He said some businesses received rural rate relief and it was proposed to extend the STVEI activity to St Asaph and Rhuddlan to help further enterprises.

Councillor E C Edwards said it was difficult for small businesses to compete and it was essential to have 'feet on the streets', particularly in the smaller towns. He queried whether they had made best use of some of the grant scheme by allocating £50k to the customer care centre costs. The Deputy Chief Executive / Corporate Director: Resources said as the grant was unhypothecated there was no restriction on its allocation by the Authority.

The Head of Development Services suggested the Authority could offer help with form filling for rural rate relief and the Authority's role was to bring businesses together.

Councillor E C Edwards stressed all areas should have a share and reminded Members that both Rhyl and Prestatyn/Meliden had received extra monies in the form of £60k funding from the North Hoyle Windfarm Community Fund. He said the Wales Spatial Plan was also crucial to Denbighshire. The Head of Development Services said it was more likely that business growth would be north of the A55. In response to a query from Councillor M A German regarding an officer to cover Prestatyn, the Head of Development Services said it was difficult to secure officers for temporary 3 year posts and when secured, the post holders would not always stay the full term.

Councillor R E Barton informed the meeting that the scheme was 2005-2006 and not 2006-2006 as stated in Appendix 1. He also asked that information on rural rate relief be provided to new Councillors as part of their induction as this would help them when dealing with constituency problems.

**RESOLVED** that Cabinet:

- [a] *allocate the LABGI resources to drive up business start-ups and developments alongside increases in business rate collection*
- [b] *enhance the property and inspectorate function within revenues.*
- [c] *provide resources for the continuation of the existing rural business partnership activities*

[d] *provide additional resources for business growth development in Rhyl through the appointment of an officer*

[e] *provide additional resources for the appointment of a senior officer to drive forward business development in Prestatyn and provide appropriate project costs.*

## **11 DRAFT SUPPLEMENTARY PLANNING GUIDANCE [SPG] ON AFFORDABLE HOUSING IN RESIDENTIAL DEVELOPMENTS**

Councillor P A Dobb presented the report seeking Cabinet agreement to the Supplementary Planning Guidance on Affordable Housing in Residential Developments and recommend its approval by Council for the purposes of seeking an element of affordable housing in schemes seeking planning permission. Councillor Dobb said over 2000 were on the Authority's waiting lists, of which 1400 were single/family and 500 were older people.

Councillor M A German supported the report and thanked officers for their work on the document.

**RESOLVED** *that Cabinet approve the Supplementary Planning Guidance on Affordable Housing in Residential Schemes and recommend its approval by Full Council.*

## **12 ELECTRONIC GOVERNMENT PROGRESS**

Councillor R W Hughes presented the report to inform Cabinet of e-government progress over the year 2004-2005 and seeking approval for the continuation of e-government development resulting in more efficient business processes and improved customer service.

The Head of ICT said the Authority was electronically linked to both Flintshire and Gwynedd County Councils and shared information whenever possible.

Councillor P J Marfleet supported the report and said the use of technology should be maximised. Denbighshire was amongst the top 4 authorities in Wales. The public should be encouraged to use the internet to communicate with the Council.

**RESOLVED** *that Cabinet note the information in the report and approve the progression of the e-government initiative in 2005/2006 for further website development, Corporate Customer Service Centre phases and Business Process Analysis.*

## **13 CABINET FORWARD WORK PROGRAMME**



Councillor R W Hughes presented the report for Members to note the Cabinet Forward Work Programme.

**RESOLVED** that Cabinet note the contents of the Forward Work Programme.

## **14 URGENT ITEMS**

There were no Urgent Items.

## **EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED** under Section 100A(4) of the Local Government Act 1972 the Press and Public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 5 and 8 of Part 1 of Schedule 12A of the Local Government Act 1972.

## **PART II**

## **15 COMMUNITY CAPITAL PROJECTS**

Councillors E C Edwards, R W Hughes, D Owens, M LI Davies, R E Barton and the Chief Executive and County Clerk declared an interest in selected items in the report.

Councillor R W Hughes presented the report seeking approval for applications for financial support from the allocation for Community Capital Projects. Councillor R W Hughes left the meeting whilst the Prestatyn and Meliden Safety Groups project was discussed and the Chair was taken by Councillor J Thompson Hill for that item.

Members discussed the projects and agreed the applications listed in Annex A except for the Bedford Street Residents/Friends Assoc, Rhyl - move to Annex B; Cyffylliog Community Centre - defer application until another site identified and the Oaktree Partnership Steering Group, Rhyl - defer, applicants to find other funding avenues.

Members also discussed the application by the Clwyd Coast Credit Union and it was agreed that any capital receipts received should be included in the Community Capital Projects Budget.

It was also agreed to implement a suggestion from the Corporate Director: Lifelong Learning to show the application scoring against each item which could help with prioritisation of the applications if required.

With regard to delegation of decisions involving sums of less than £10k to officers, Members agreed this should be after consultation with the local Members.

**RESOLVED** that Cabinet approve the provision of support from the allocation for Community Capital projects for

(a) the applications listed in Annex A except for:

Bedford Street Residents/Friends assoc, Rhyl - move to Annex B

Cyffylliog Community Centre - defer application until another site identified

Oaktree Partnership Steering Group, Rhyl - defer - applicants to find other funding avenues

(b) the applications listed in Annex B for implementation in 2006/2007 subject to sufficient resources being made available in the capital plan for that year for this purpose and the conditions attached to each project being satisfied as appropriate.

## 16 CAPITAL PLAN 2005-2006

Councillor P J Marfleet presented the report for Members to note the latest projected position in the 2005/06 element of the capital plan. He said £5.9m expenditure was uncommitted whilst £6.178m was uncommitted. He stressed the need to carry out schools maintenance schemes as quickly as possible, particularly with the onset of the summer holiday period.

The Chief Executive apologised for an out of date figure supplied in the report.

**RESOLVED** that Cabinet note the position of the 2005/06 element of the Council's agreed 3 Year Capital Plan

## 17 COMMISSIONING PROJECT ALPHA

Councillor D Owens presented the report seeking Members' approval to proceed with commissioning the project and approval of the outline milestone plan and timescales as detailed in the Annex to the report. Authorisation was sought for officers to embark on formal consultation with stakeholders during September 2005 in preparation to publish Statutory Notices in October 2005. Members were also requested to delegate to the Lead Member for Lifelong Learning the authority to take decisions on critical matters which would place the project at risk, including approval of the consultation plan and granting final consent to proceed with purchasing the site. Such decisions would be reported to Cabinet as part of a regular report on the project's progress. It was imperative that these works commenced immediately.

The Corporate Director: Lifelong Learning said Project Alpha would be the first new school build in Denbighshire and he thanked colleagues for their support. In response to a query from Councillor E C Edwards, he confirmed that David Evans would be the project manager.

Councillor P J Marfleet said thinking ahead and good planning on a new build by another Authority had led to energy savings, lower running costs and a building fit for purpose.

**RESOLVED** that Members

- [a] *approve the outline milestone plan and implicit timescales for Project Alpha included at Annex A*
- [b] *authorise officers to proceed with commissioning the project*
- [c] *authorise officers to prepare, and embark on, formal consultation with stakeholders during September 2005 in preparation to publish Statutory Notices in October 2005*
- [ch] *delegate to the Lead Member for Lifelong Learning the authority to take urgent decisions on critical matters which would place the project at risk including approval of the content and structure of consultation documents and consultation plan and granting final consent to proceed with purchasing the site. Such decisions would be reported to Cabinet as part of a regular report on project progress.*

**18 PRESTATYN: FFRITH BEACH**

Councillor J Thompson Hill presented the report seeking Members' consideration of the recommendations of the Ffrith Beach Working Group and to make budget provision for the site. Members received a written representation from Ms S Drew of the Prestatyn and District Environmental Association.

Councillor Thompson Hill said security was previously paid for by the Culture and Leisure Department and the Authority's insurers say minimum security cover must be provided.

Councillor M A German said another local group had been formed who would have an interest in the development of the Ffrith Beach, namely the Ffrith Residents and Tower Gardens Association. Councillor German also proposed that car parking charges be removed for all time from the car park at the Ffrith Beach.

After discussion, Members agreed the Chief Executive and Corporate Directors should vire the required funding.

**RESOLVED** that Members agree chemical toilets be provided by the funfair operator; and that officers market the site for a lease term of 25 years.

*Members further agree the Corporate Executive Team identify from existing budgets funding for the clearance and marketing, abortive marketing costs, additional security of unauthorised camp and for daily mobile security patrol.*

**19 SCALA CINEMA AND ARTS CENTRE**

Councillor J Thompson Hill presented the report seeking Members' agreement to submit an application to the Welsh Assembly Government for Physical Regeneration Fund [PRF] implementation grant for the Scala Cinema and Arts Centre project, and to make grant applications to the WDA, Arts Council of Wales and other appropriate funding bodies. Members received a written representation from Ms S Drew of the Friends of the Scala, Prestatyn.

Councillor Thompson Hill said a firm offer of funding amounting to £20k had been made by Prestatyn Town Council. It was important to proceed with the project as quickly as possible as it would help with regeneration of the High Street and as the County's second largest town it was essential that it had its own 'town hall' in the centre. Councillor M A German agreed the project would help revitalise Prestatyn and also be a focal point in the town.

Councillor P A Dobb said she would be pleased to see the Scala Centre and that it would also be of benefit to older people as it was located in the heart of the town. She was not supportive of the increase in funding that would be required by the Authority.

Councillor P J Marfleet agreed the centre should be progressed but a significant amount of money and a large revenue stream would be required. He suggested officers and Members should consider various options with regard to the centre, dependent upon the outcome of grant applications.

Councillor E C Edwards agreed the Scala Centre project should be pursued and guidance provided by the Corporate Directors regarding the funding. He also said the CCTV would need relocating.

Councillor M LI Davies said he supported the report but could not support an annual grant whilst Bodelwyddan Castle Trust and Clwyd Leisure Ltd were facing cuts in the amounts of grants they received.

**RESOLVED** that Cabinet agree to

- [a] *submit an application to the Welsh Assembly Government for Physical Regeneration Fund [PRF] implementation grant for the Scala Cinema and Arts Centre project, and to make grant applications to the WDA, Arts Council of Wales and other appropriate funding bodies.*
- [b] *review the future of the Scala project when the results of the major funding applications are known.*

The meeting concluded at 1.35 p.m.

**REPORT TO CABINET:** Councillor M A German Lead Member for Children and Young People

**DATE** 13<sup>th</sup> September 2005

**SUBJECT:** Youth Service ESTYN Report

## **1. DECISION SOUGHT**

1.1 The Youth Service has conducted a review and self assessment using the ESTYN Guidance on the Inspection of Youth Support Services 2004. An executive summary of the key points of the full report is attached (appendix 1). A copy of the self assessment report can be provided by contacting the Youth Service Office 01824 708214.

1.2 As a result of conducting the review and self assessment a 3 year Improvement plan (appendix 2) has been written that is intended to address weaknesses and risk areas.

1.3 Cabinet is asked to agree that the Youth Service should proceed to implement the 3 year improvement plan.

## **2. REASON FOR SEEKING DECISION**

2.1 The Youth Service is a statutory service as a result of the Learning and Skills Act 2000. The Service is directed to implement the Extending Entitlement strategy (WAG 2000 and 2002) as a key partner of the Young Peoples Partnership (YPP).

2.2 The WAG Extending Entitlement Policy gives directions to deliver universal youth work and youth support services that are available for all young people. Extending Entitlement gives young people the right to access services and where needs have been identified as not met, for those gaps in provision to be filled. This is the 'rights / need tension', and at a time of restricted and limited resources will continue to be a challenge for the Youth Service and Youth Support Services.

2.3 The Improvement Plan (appendix 2) sets a course of action that will enable the service to meet its obligations as a partner of the Young Peoples Partnership more effectively.

### **Improvements that can be achieved within existing resources**

2.4 There are improvements that can be achieved within existing resources. These are highlighted in the Executive Summary (appendix 1) and detailed in the Improvement Plan (appendix2)

## **Improvements that will require external and internal funding bids over the next 4 years**

2.5 For 2005-06 the expected external funding contribution is around 51% of the total budget profile. The service considers this to be a strength, however this means that around 60% (11) of the full time team are temporary. 64% (7 Informal Education, School Youth Work, Detached Work) are due to end their contracts in this financial year. The rest will end in March 2007 (Healthy Living Centre and Rural Youth Worker). The total amount that the service will need to secure through external funding is in the region of 453K.

2.6 The service will continue to seek extension to these posts through Cymorth, Community Safety etc. and not seek to be a burden on Council funds. In particular through the Cymorth grant which is administered through the Young Peoples Partnership. For 2006-2008 there will be a new commissioning / bidding process and there cannot be guarantees of continuation of funding. The immediate risk is that the Informal Education Project and Schools Youth Work funding will cease. This will have a severe impact on the Service and young people.

2.7 The key priority for the service will be to secure funding for the Informal Education Officer Post since funding will create the capacity to implement some aspects improvement plan, continue to seek external funding, maintain current commitments and develop service provision. If funding is unlikely to be supported through external sources it will be desirable for the Service to submit a funding bid to the County Council to mainstream this post. If a funding bid was approved by the Council the post could be deployed with a broader brief than the Service Level Agreement that will come with Cymorth funding. This will cost £49K including on costs. The potential ending of this post will result in a much longer timescale for the implementation of the improvement plan and limit the ability of the service to meet current expectations.

Further details of improvements that has budget implications are in the Executive Summary (appendix 1) and the Improvement Plan (appendix 2)

### **3. POWER TO MAKE THE DECISION**

3.1 Section 124 of the Learning and Skills Act 2000 as directed in the Welsh Assembly Government Direction and Guidance 'Extending Entitlement Support for 11-25 year olds in Wales publication dated July 2002

### **4. COST IMPLICATIONS**

4.1 This paper is not a funding bid. It highlights the challenges for the Youth Service over the next two years to secure funding to continue with existing management and delivery of work with young people and to create capacity to improve the impact of service delivery.

4.2 To secure service management of targeted work, informal education projects and operational management the indicative amount will be £49K

4.3 To secure continuation funding of projects that are externally funded through short term funding streams over the next 2 years around £453K is required

4.4 To develop the service beyond current capacity through the appointment of professional level youth workers funding streams will need to be targeted for £224K

4.5 To secure detached and mobile youth work an indicative capital investment of £100K and staffing and programme costs of £76K per annum.

4.6 To provide a permanent Youth Project in Rhuddlan £12K will need to be secured.

4.7 To implement an apprenticeship/trainee youth worker scheme funding streams to secure an indicative cost of £197K will need to be identified.

4.8 To work with Denbigh Youth Project to secure targeted work in Denbigh at an indicative cost of £70K per annum.

## **5 FINANCIAL CONTROLLER STATEMENT**

5.1 The report highlights in part 4 the need to identify revenue funding of £1.081m and capital resources of £100k to maintain current service levels and develop the areas detailed. While the report does not represent a specific bid for resources as much of the funding is to be sought externally, any match funding or unfunded elements could fall to be considered for funding by the Council at a time when future Welsh Assembly Government settlements are expected to be tight.

5.2 It is premature to consider the potential for growth in service budgets until the budget setting process for 2006/7 and 3 year indicative budget position to 2008/9 is more clearly developed. However part of the Council's budget strategy is to improve the position of Denbighshire on the level of Council Tax relative to other North Wales Councils over the life of this Council. This suggests the first call for any potential costs resulting from the matters referred to in the report should be the current Directorate base budget.

5.3 All service budgets will need to be reviewed for the potential to deliver efficiency savings and gains as the Assembly's response to Central Government requirements resulting from the Gerson report will be to top slice 1% from the annual WAG funding for 5 years commencing with the current financial year.

## **6 CONSULTATION CARRIED OUT**

6.1 The review and self-assessment and the writing of the improvement plan involved young people, youth service staff, Culture and Leisure Officers, Education Services Officers, Area Partnership Managers, management committees and the Young Peoples Partnership.

6.2 A consultation event with the Young Peoples Partnership endorsed the improvement plan on the 7<sup>th</sup> July 2004 which was approved by the full partnership on the 22<sup>nd</sup> July 2005.

6.3 The Young Peoples Partnership Development Officer stated ' I see the continuous improvement plan as the way forward for three main reasons;

- To develop sustainable capacity within the youth service to support young people to learn and access their needs and rights through universal basic entitlement
- To enable the Youth Service to reach excellence in quality through ESTYN Standards
- To enable the Youth Service to become embedded within the Young peoples Partnership through clear links and lines of accountability between the Youth Service Plan and the Young Peoples Partnership Strategic Plan and Annual Delivery Plan'

6.4 Education Services have endorsed the plan and state that they 'look forward to closer partnerships with the Youth Service in promoting the agenda of ensuring all young people in Denbighshire have access to the 10 entitlements.'

6.6 The Lifelong Learning Scrutiny Committee considered the self assessment report and improvement plan on the 16<sup>th</sup> June 2005 and they are supporting the report and improvement plan.

## **7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE**

7.1 The Learning Pathways for 14 -19 year olds. There is a focus on the Youth Service making a contribution as learning coaches, personal support workers for young people through informal and non formal learning to support young people's achievement in formal education and training.

7.2 Community Safety for Young People. The Youth Service is expected to play a role in working on community safety issues in partnership with young people, Community Safety Partnerships, the Youth Offending Team (YOT) and the Youth Inclusion Programme (YIP)

7.3 Denbighshire Community Strategy and Area Action Plans. The Youth Service is expected to make a contribution in ensuring young people learn and achieve and engage in democracy and having their voices heard and responded to.



7.4 Health and Well Being Strategy. The Youth Service will contribute to tackling the health and well being of young people such as diet, nutrition, alcohol use, drug use and sexual health.

## **8 RECOMMENDATIONS**

8.1 To instruct the Youth Service to implement the improvement plan, subject to the relevant funding being identified.

# **Youth Service Review and ESTYN Report**

## **1.0 Executive Summary**

1.1 This summary highlights the key points arising from the Youth Service review and the design of the 3 year improvement plan. The full report can be accessed by contacting the Youth Service on 01824 708214

1.2 It is expected that the Youth Service, as part of the Young Peoples Partnership, will undergo an external inspection by ESTYN within the next year or so. The review of the service has therefore been referenced to the ESTYN framework for Youth Support Services.

1.3 The review has highlighted that there is a need to enable the youth service to improve its ability to meet the modern youth work agenda as a key partner in the Young Peoples Partnership.

## **2.0 The Youth Service and the Young Peoples Partnership**

2.1 The Youth Service is a statutory service as a result of the Learning and Skills Act 2000. The Service is directed to implement the Extending Entitlement strategy (WAG 2000 and 2002) as a key partner of the Young Peoples Partnership (YPP).

2.2 The Young Peoples Partnership in Denbighshire has been in existence since 2002 and there are increasing expectations being placed upon the YPP and the Youth Service to provide youth work and support services to young people in order to deliver the 10 entitlements to young people and enable them to;

- (a.) Participate effectively in Education or Training
- (b.) Take advantage of opportunities for employment
- (c.) Participate effectively and responsibly in the life of their community

2.3 This agenda has resulted in expectations that the YPP and the service will make contributions to;

- Support formal education and training through informal and non formal learning
- Develop a voice for Denbighshire young people
- Deal with homelessness issues
- Contribute to preparation for work
- Deliver global and international work with young people
- Tackle crime, disorder and anti social behaviour work
- Work with young people in custody
- Deliver Personal support and learning coach roles with 14 -19 year olds
- Contribute to tackling the consequences of poverty
- Provide Information and advice
- Tackle Transport and access to services in rural and urban environments

2.4 Extending Entitlement gives directions to deliver universal youth work and youth support services that are available for all young people. This gives young people the right to access services and where needs have been identified as not being met, for those gaps in provision to be filled. In an environment of limited resources the challenge is to meet both the 'entitlement' and 'needs' agenda.

2.5 The Youth Service has not previously reviewed the implications of being able to meet expectations within Extending Entitlement and through the YPP. Therefore this review is the first time that these increasing expectations have been considered. The Improvement Plan seeks to enable the service to improve its ability to meet the expectations of Extending Entitlement as a key partner of the Young Peoples Partnership.

2.6 There is a need to keep the expectations from the WAG and the Extending Entitlement agenda under continuous review to ensure that the Youth Service can deliver expectations as a key partner of the Young Peoples Partnership.

### **3.0 Key Review and Self Assessment Outcomes**

#### **The North Wales Context**

3.1 The Local Authority Youth Service in Wales Audit (February 2005) detail comparison data of the North Wales Youth Services. Denbighshire contacts around 9.5% of the 11-25 year old youth population. This is the lowest in North Wales. The range varies from 9.5% (Denbighshire) to 19.5% (Flintshire). Denbighshire's core budget expenditure that supports this delivery is the lowest in North Wales. Denbighshire spends £34.88 per 11-25 year old. The range of expenditure in North Wales is from £34.88 to £51.69 (Conwy).

3.2 The service will be able to improve the contacts with young people to 12% within existing resources within 12 – 18 months and up to a further 3% in the following 12 – 18 months. Based on existing information we will then be in contact with the same number of young people as 2 geographical neighbours and have the lowest core budget expenditure.

3.3 This assumes that we will have a full staff complement and all existing vacancies are filled by September 2005.

#### **Meeting Young People's entitlements and needs in Denbighshire**

3.4 Extending Entitlement gives directions to deliver universal youth work and youth support services that are available for all young people. Extending Entitlement gives young people the right to access services and where needs have been identified as not met, for those gaps in provision to be filled. This is the 'rights /

need tension', and at a time of restricted and limited resources will continue to be a challenge for the Youth Service and Youth Support Services.

3.5 Historically strategic needs assessment and analysis has been underdeveloped as a youth service with the locations of youth clubs being based on the demands and expectations of the local community. Consequently this has been a 'rights' and entitlement approach.

3.6 Meeting the needs and entitlements of young people have been identified and met through relationship-based work as the opportunity presents itself. This is a spontaneous and valued response, typically delivered at a local club/project/group level.

3.7 As a member of the Young Peoples Partnership the service was keen to be part of the commissioning of a needs analysis that would identify needs of young people that can be used to further shape and develop the service. At the time of writing this extensive work has yet to be published, however this will be used in the improvement planning phases over the next 3 years.

3.8 The context for work with young people in Denbighshire include:

- (i) Lower than the national average numeracy and literacy levels
- (ii) Use of the Welsh Language among young people is lowest in Rhyl West (17.1%) and the highest is in Llandrillo (86%)
- (iii) Above average mental health issues for adults
- (iv) Estimate that 20% of young people have mental health issues
- (v) One in 8 young people report self harming behaviour
- (vi) A higher suicide rate.
- (viii) Lone parents have risen by 52.8%
- (ix) 49% of the 11-25 youth population reside in the North Area, 31% in the Central Area and 20% in the Southern Area.
- (x) The index of multiple deprivation highlights that 4 out of the 5 most deprived wards in Denbighshire are in the North Area with the exception of Upper Denbigh / Henllan in the Central Area.
- (xi) The deprivation indicator of access to services generally affects the South Area.
- (xii) Following the national trend, one in five boys and one in four girls in Denbighshire are overweight or obese
- (xiii) There is a higher rate of juvenile crime in Rhyl and Prestatyn
- (xiv) Higher number of (unpaid) young carers (5.2%) than the Wales average (2.7%)

### **Denbighshire Youth Service**

3.9 The service is delivered through 8 County Youth Centres/Projects, 15 Voluntary Supported Youth Clubs/groups, 4 health clubs and through joint work with a range of services/organisations such as Culture and Leisure, Education Services, Denbigh Youth Project, CARS Project, Youth Inclusion Programme, Youth Offending Team, West Rhyl Young Peoples Project, the Young Peoples Partnership and its member organizations

and uniformed youth groups (e.g. Sea Cadets, Scouts) The service has clear strengths that include:

- County wide network of Clubs and projects
- Work with young people in school settings
- The Duke of Edinburgh Award
- Junior Worker Training
- Cookery, nutrition and diet programmes
- Information and advice on health issues
- Production of Web Sites
- Participation in the Funky Dragon council
- Forum based work
- Enabling young people to organise educational trips and visits
- Personal support to young people (e.g. finding accommodation)
- Participation in management committee / steering groups
- Recognising young peoples learning and achievement

3.10 Young people that use the service were consulted on their views of the service. 92% considered that have learned new skills at their project/club, 93% believe they have a good relationship with youth workers 89% receive recognition for their achievements and 88% think that youth workers provide good levels of personal support.

3.11 There is an expectation that the service continues to contact more young people and increase both non-formal and informal learning outputs as part of our contribution in the Young Peoples Partnership.

3.12 The review has identified that there is a clear need to continue to modernise youth work in Denbighshire. This will build on the progress made through the incremental improvements made to date.

#### **4.0 Improvements that can be achieved within existing resources**

4.1 Embed a culture of continuous improvement. To include a timetable of investigations on areas that will improve quality and quality of Youth Work for Young People and the Quality Assurance process for Youth Work.

(Improvement Plan section 1)

4.2 Design a Youth Work self assessment tool that will form the basis of an annual self assessment programme.

(Improvement Plan Section1)

4.3 Modernise the relationship between Youth Club/Project Management Committees and the Service, including the establishment of an advisory group.

(Improvement Plan section 2)

4.4 Take actions to develop the service work force:

- (a) updating job descriptions, improving recruitment packs, involve young people in interviewing, youth work specific induction information for each role
- (b) Use the National Occupational Standards to assess Youth Work competence and training/development needs
- (c) Training and development on the Wales Youth Work Curriculum and Extending Entitlement
- (d) Improve staff effectiveness in Child Protection and Health and the safety of young people.

(Improvement plan section 3)

4.5 Establish a Youth Service Strategic Plan that includes Area based and Thematic based youth work. Including:

- a. Youth Work delivery plans for all work
- b. Partnership work with Culture and Leisure, Personal Services, Education Services
- c. A County wide Curriculum Calendar of Events
- d. Link Youth Service planning and quality assurance with the Young Peoples Partnership

(Improvement Plan Section 10)

4.6 Work with the Framework Partnership to design youth work responses to the Initial Needs Assessment Report.

(Improvement Plan Section 11)

4.7 Improve the understanding of professional Youth Work through:

- a Presentations and dissemination of information to stakeholders
- b. Design of Curriculum Policies and Guidelines

(Improvement Plan Section 13)

4.8 Improve Young Peoples ability to have their voices heard and responded to, this includes:

- a. Involving young people in governance
- b. Involving young people in recruitment of youth workers
- c. Decision making in the service and Young Peoples Partnership
- d. Involving young people in the inspection of services

(Improvement Plan section 14)

## **5.0 Improvements that will require external and internal funding bids over the next 4 years**

5.1 For 2005-06 the expected external funding contribution is around 51% of the total budget profile. The service considers this to be a strength, however this means that around 60% (11) of the full time team are temporary. 64% (7 Informal Education, School Youth Work, Detached Work) are due to end their contracts in this financial year. The rest will end in March 2007 (Healthy Living Centre and Rural Youth Worker). The total amount that the service will need to secure through external funding is in the region of 453K.

5.2 The service will continue to seek extension to these posts through Cymorth, Community Safety etc. and not seek to be a burden on Council funds. In particular through the Cymorth grant which is administered through the Young Peoples Partnership. For 2006-2008 there will be a new commissioning / bidding process and there cannot be guarantees of continuation of funding. The immediate risk is that the Informal Education Project and Schools Youth Work funding will cease. This will have a severe impact on the Service and young people.

5.3 The key priority for the service will be to secure funding for the Informal Education Officer Post since funding will create the capacity to implement some aspects improvement plan, continue to seek external funding, maintain current commitments and develop service provision. If funding is unlikely to be supported through external sources it will be desirable for the Service to submit a funding bid to the County Council to mainstream this post. If a funding bid was approved by the Council the post could be deployed with a broader brief than the Service Level Agreement that will come with Cymorth funding. This will cost £49K including on costs. The potential ending of this post will result in a much longer timescale for the implementation of the improvement plan and limit the ability of the service to meet current expectations.

(Improvement Plan Section 4)

### **Priority 2 areas include:**

5.4 Securing continuation of existing externally funded youth work through external funding streams. (Total of 453K)

(Improvement Plan section 5)

5.5 Secure external funding to increase the professional youth work capacity based in and around Rhyl, Prestatyn, St Asaph, Denbigh, Ruthin, Cowen and Llangollen. (The indicative cost is 224K per annum). This will increase capacity to

- Raise contact with young people by 12.5%
- 1176 additional annual youth work sessions
- 7 School Holiday Programmes
- 7 Outreach work projects in rural and urban settings
- 7 International Youth Work projects
- 7 Wales Heritage Youth Work programmes
- Increase in Accreditation and adventurous activity work
- 7 Youth Forum and participation programmes
- Capacity for new developments in areas not yet covered

(Improvement Plan Section 6)

5.6 To secure external funding in order to implement a mobile and detached youth work project to compliment existing work in Urban and Rural Communities. Increase contact with young people by 5% and delivery of an addition 252 sessions (Indicative costs 100K Capital 76K per annum)

(Improvement Plan Section 7)

5.7 To secure external funding to implement a Youth Work apprenticeship scheme for 18-25 year olds. To train young people to youth work professional occupational standards. Youth work engaged in will include peer research with other young people, mentorship and volunteering programmes and developing a voice for young people in Denbighshire.

(Indicative costs are 197K per annum for 6 trainees / workers in training)

(Improvement Plan Section 8)

5.8 Establish a building improvement programme to ensure that venues used for youth work are equipped as a learning environment.

(Improvement Plan Section 9)

5.9 External funding bids to support the Young Peoples Project in Rhuddlan to become permanent (Indicative cost £12K).

(Improvement Plan Section 12)

5.10 Plan a forward strategy to secure the work of Denbigh Youth Project. (indicative cost of £70K per annum in its current form.



(Improvement Plan Section 15)

## **6.0 The Policy Context for the Youth Service**

6.1 The Learning Pathways for 14 -19 year olds. There is a focus on the Youth Service making a contribution as learning coaches, personal support workers for young people through informal and non formal learning to support young people's achievement in formal education and training.

6.2 Community Safety for Young People. The Youth Service is expected to play a role in working on community safety issues in partnership with young people, Community Safety Partnerships, the Youth Offending Team (YOT) and the Youth Inclusion Programme (YIP)

6.3 Denbighshire Community Strategy and Area Action Plans. The Youth Service is expected to make a contribution in ensuring young people learn and achieve and engage in democracy and having their voices heard and responded to.

6.4 Health and Well Being Strategy. The Youth Service will contribute to tackling the health and well being of young people such as diet, nutrition, alcohol use, drug use and sexual health.

## **7.0 Summary**

7.1 The Youth Service structure and style of delivery has evolved from a traditional base which will need to change in order to meet the challenges of the modern youth work agenda. This will need to be done in partnership with the Young Peoples Partnership.

7.2 The service has strong areas of practice which need to be built upon and developed across the service.

7.3 The budget profile and the subsequent staffing structure has risks which will need to be addressed in order to maintain and improve the quality of youth work and to train and retain nationally qualified youth workers

7.4 The Improvement Plan 2005-08 sets out a course of actions that will address weaknesses and reduce risks, subject to the relevant funding being identified.

Roger Ellerton  
Principal Youth Officer  
31<sup>st</sup> August 2005.

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## Self-Assessment Strategic Improvement Plan 2005-08

Improvement	Action	Risk	Outcome/Target	Lead	Time Scale	Cost and Source of Budget
<b>1 Continuous Improvement Culture</b>	Plan a series of single-issue investigations / reports that make recommendations based on findings. These include:	Improvements will not be made to improve effectiveness and efficiency. Failure to meet ESTYN requirements within Extending Entitlement and the Framework agendas.	8 Reports made to the Young Peoples Partnership and Scrutiny/Cabinet that make recommendations for improvement	PYO	From Dec 2005 and on going	Staff Time contained within Core Budget
	(a) Identify the effectiveness / efficiency of youth work in one night per week clubs and explore options for joint funding of Youth Groups between the service and Community and Town Council	Potential failure to challenge use of traditional and historical budget use. Failure to meet ESTYN requirements	15 Youth Clubs assessed. Recommendations to improve efficiency and effectiveness	PYO	Jan 06	Staff Time contained within Core Budget

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<b>Improvement</b>	<b>Action</b>	<b>Risk</b>	<b>Outcome / Target</b>	<b>Lead</b>	<b>Time Scale</b>	<b>Cost and Source of Budget</b>
	(b) How the service can improve work with Key voluntary organisations. (E.g. West Rhyl Young Peoples Project, Denbigh Youth Project, National Children's Homes, Barnados, DVSC, Urdd, The Young Farmers and Welsh Language Board, Princes Trust, Uniformed Groups)	Not meeting Extending entitlement / ESTYN framework Particular risk of not meeting Welsh Language and Heritage Culture requirements. Emerging National issue from ESTYN inspections	2 improvement agreements made with voluntary organisations each year to meet joint targets through shared resources/strategies	PYO	From April 2006 onwards	Staff Time contained within Core Budget
	(c) How to train and retain Youth Workers to meet the increasing agenda of Extending Entitlement	Service will not be able to contribute effectively to the Young Peoples Partnership. Risk of criticism from ESTYN and WAG. Recreation level youth work.	Report to the YPP , Scrutiny and Cabinet on the most effective and efficient options written.	IEDO	June 2006	Extending Entitlement Training Fund for Youth Work from WAG

Footnote: Ability to deliver plan is dependant upon a number of variables. (E.g. resources becoming available, support from the YPP, the need to reprioritise and respond to crisis, vacancy levels in the service)

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<b>Improvement</b>	<b>Action</b>	<b>Risk</b>	<b>Outcome / Target</b>	<b>Lead</b>	<b>Time Scale</b>	<b>Cost and Source of Budget</b>
	(d) Consult with neighbouring authorities on areas of work that can be delivered in partnership	Poor use of limited resources in North Wales. Risk of not meeting ESTYN Framework.	Potential for partnership work is assessed with 4 authorities. Recommendations made to the YPP, Scrutiny/Cabinet on options.	PYO	December 2006	Staff Time contained within Core Budget
	(e) Assessment of the impact of the new Senior Worker structure	Impact of new improvements not known.	North Central and South roles reviewed.	PYO	Sept 2007	Staff Time contained within Core Budget
	(f) The Locations of Youth Clubs / groups for accessibility of young people. This includes examination of work with minority groups, special and particular needs	Failure to promote and ensure inclusion of disadvantages groups Not meeting ESTYN Framework requirements	Assessment of 32 Delivery Points. Contrast access, population and entitlement and needs. Recommendations on options made.	PYO	December 2006	Staff Time contained within Core Budget

Footnote: Ability to deliver plan is dependant upon a number of variables. (E.g. resources becoming available, support from the YPP, the need to reprioritise and respond to crisis, vacancy levels in the service)

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<b>Improvement</b>	<b>Action</b>	<b>Risk</b>	<b>Outcome / Target</b>	<b>Lead</b>	<b>Time Scale</b>	<b>Cost and Source of Budget</b>
	(g) Assess the impact of the Healthy Living Centre on the lives of young people in Corwen and surrounding villages	Impact of NOF funding on young peoples health not known which will prejudice future funding bids. Failure to meet ESTYN requirements	Report details the impact on young peoples lives and report to be used for future funding bids	PYO	July 2006	Staff Time contained within Core Budget
	(h) Investigation and recommendations into how the service can contribute to Extending entitlement play and leisure enrichment	Failure to meet extending entitlement and ESTYN requirements	Recommendations for action determined and reported to the Framework Partnership, Scrutiny/Cabinet	PYO	December 2006	Staff Time contained within Core Budget

Footnote: Ability to deliver plan is dependant upon a number of variables. (E.g. resources becoming available, support from the YPP, the need to reprioritise and respond to crisis, vacancy levels in the service)

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<b>Improvement</b>	<b>Action</b>	<b>Risk</b>	<b>Outcome / Target</b>	<b>Lead</b>	<b>Time Scale</b>	<b>Cost and Source of Budget</b>
	1.2 Implement Annual Evidence Based Self Assessment based on ESTYN and Quality Indicators for Youth Services	Service will not be able to improve year on year.	Annual Self Assessment report made to YPP and Cabinet/Scrutiny each year.	PYO	From April – June 2006 and Annually	Staff Time contained within Core Budget
	1.3 Design standards for Denbighshire Youth Clubs and Groups that are funded by the service. Create evidence based assessment processes for all Youth Work to comply with	Effective practice will not be identified for replication and poor practice not identified for improvement. Young people’s needs not met. Risk of failing an ESTYN inspection	100% inspection of the quality of young peoples learning and achievement.	PYO	December 2005	Staff Time contained within Core Budget

Footnote: Ability to deliver plan is dependant upon a number of variables. (E.g. resources becoming available, support from the YPP, the need to reprioritise and respond to crisis, vacancy levels in the service)

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<b>Improvement</b>	<b>Action</b>	<b>Risk</b>	<b>Outcome / Target</b>	<b>Lead</b>	<b>Time Scale</b>	<b>Cost and Source of Budget</b>
	1.4 Train staff in inspecting youth work	Self-assessment will be descriptive and not analytical. Fail to meet ESTYN requirements and occupational standard	8 Youth Workers Trained and Youth Work inspected. Improvements identified.	IEDO	September 2005- March 2006	Extending Entitlement Training Fund for Youth Work from WAG
	1.5 Use the existing Wales Youth Service Audit information to continue to compile performance data	Service will be unable to bench mark against Wales Youth Services and measure service progress year on year	Audit format used to measure performance year on year.	PYO	March 2006	Staff Time contained within Core Budget
	1.6 Set Denbighshire performance indicators for Youth Work and the Youth Service	Service will be unable to compete effectively. Failure to meet ESTYN requirements	Report that details the performance indicators used to measure performance to YPP and Cabinet/Scrutiny	PYO	March 2006	Staff Time contained within Core Budget

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<b>Improvement</b>	<b>Action</b>	<b>Risk</b>	<b>Outcome / Target</b>	<b>Lead</b>	<b>Time Scale</b>	<b>Cost and Source of Budget</b>
	1.7 Set targets to improve contact with young people from 9.5% to 15% and accreditation/learning outcomes from 16% to 19%.	Failure to implement continuous improvement targets to meet ESTYN framework.	15% of Youth Population in contact with service and 19% of those have recorded learning outcome/accreditation award	PYO	September 2008	Core and external budgets
<b>2. Management Committee / Advisory Groups / Steering Groups</b>	2.1 Produce paper to modernise the role function and relationship between management committees and the service.	Lack of clarity will reduce the effectiveness of the service for young people. Management of clubs and projects remains unclear in certain circumstances. Failure to Meet ESTYN requirements.	100% of management committees have modernised role to support young people / youth service in the community. MC members supported by the service.	PYO	December 2005	Staff Time contained within Core Budget
	2.2 Establish service advisory group	Lack of understanding of youth work and the contribution that youth services can make to the YPP, Community Strategy Area Plans will limit impact.	1 Group to be established meeting 3 times per year. Young people participate in decision making	PYO	Dec 2006	Time Printing Core

Footnote: Ability to deliver plan is dependant upon a number of variables. (E.g. resources becoming available, support from the YPP, the need to reprioritise and respond to crisis, vacancy levels in the service)



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<b>Improvement</b>	<b>Action</b>	<b>Risk</b>	<b>Outcome / Target</b>	<b>Lead</b>	<b>Time Scale</b>	<b>Cost and Source of Budget</b>
<b>3. Work Force Development</b>	3.1 Update Job Descriptions to reflect occupational standards and requirement of posts	Failure to meet ESTYN and Extending entitlement for modern youth work. Failing Investor in People	100% of Job Descriptions reviewed and updated. 100% of staff understand role.	PYO	March 2006	Staff Time contained within Core Budget
	3.2 Establish new recruitment packs and selection process to involve young people	Failure to meet ESTYN and Extending entitlement for modern youth work	1 Training programme delivered. 1 new recruitment pack designed. 1 Volunteer recruitment course launched. 8 YP involved	IEDO	December 05	Staff Time contained within Core Budget
	3.3 Produce induction pack for each identified specific role. Identify posts that appointing unqualified youth workers is not acceptable	Failure to meet ESTYN and Extending entitlement for modern youth work. Failing Investor in People	Standard established for qualification / trainee posts. 100% of posts has Youth Work role induction pack	PYO	June 06	Staff Time contained within Core Budget

Footnote: Ability to deliver plan is dependant upon a number of variables. (E.g. resources becoming available, support from the YPP, the need to reprioritise and respond to crisis, vacancy levels in the service)

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<b>Improvement</b>	<b>Action</b>	<b>Risk</b>	<b>Outcome / Target</b>	<b>Lead</b>	<b>Time Scale</b>	<b>Cost and Source of Budget</b>
	3.4 Use National Occupational Standards to assess competence and development needs	Youth workers practice is not assessed and development needs remain unidentified. Professional practice limited. Failure to meet ESTYN and Extending Entitlement	Preferred model for assessment of Youth Worker Competence is identified	IEDO	Sept 06	Staff Time Printing Costs
	3.5 Reassess the tasks expected from Youth workers employed on a sessional basis in contrast with the time allocated.	Youth Workers unable to meet service expectations due to time allocation. Risk of not meeting ESTYN and IIP frameworks.	Evaluation of time use completed for first 9 months of year. New Time directive designed for 06-07	PYO	January 2006	Staff time Core
	3.6 Update training for all staff on child protection and health and safety legislation	The welfare and care of young people is at risk. Risk of not meeting ESTYN framework.	All staff are aware of child protection and health and safety procedures	PYO	March 2006 and on going annually	Extending Entitlement Training Fund for Youth Work from WAG

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<b>Improvement</b>	<b>Action</b>	<b>Risk</b>	<b>Outcome /Target</b>	<b>Lead</b>	<b>Time Scale</b>	<b>Cost and Source of Budget</b>
	3.7 Training and practice development to improve skills and knowledge of modern youth work. Including Youth Work Curriculum, 10 entitlements, accreditation and recording learning outcomes	Failure to meet ESTYN and Extending Entitlement. Quality of Youth work low. Professional level practice undeveloped	3 Courses delivered 1 Conference delivered 1 Practice Development Programme 1 Training week Service level Practice Development Needs analysis completed	IEDO	September 2005 to March 06 and annually to 2008	Extending Entitlement Training Fund for Youth Work from WAG
<b>4. Secure Management Support</b>	4.1 Secure the Informal Education Officer post as the second Service manager	Maintenance of current structure and workload will be at risk. Development unlikely. Unable to meet ESTYN and Extending Entitlement. Unable to Contribute to the Young Peoples Partnership	IEDO post secured to manage: School Youth Work Informal ED Development Play Work Detached YW YW in Custody Workforce Development	PYO	September – December 2005	49K including on costs  Funding bid required

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<b>Improvement</b>	<b>Action</b>	<b>Risk</b>	<b>Outcome / Target</b>	<b>Lead</b>	<b>Time Scale</b>	<b>Cost and Source of Budget</b>
<b>5. Secure funding for current fixed term and temporary work.</b>	5.1 Develop exit strategies and prepare funding bids to secure effective youth work projects to maintain structure.	Structure of youth work delivery weakens, young people's needs are unmet risk of a failure to meet ESTYN and Extending Entitlement. Service reduced to core budget network. Withdrawal from Young Peoples Partnership	School Youth Work, Detached Work, Play Work, Cookery and nutrition, informal education work continues, Healthy Living Centre in Corwen, Rural Youth Work. 10 Posts secured. YP involvement and needs continue to be met.	IEDO	September – December 2005 and September 06	453K  Funding Bid required: Cymorth DCC WAG Others as opportunity arises
<b>6 Improve Professional Youth Work Capacity to meet needs and entitlements of Young People</b>	6.1 Funding bid to improve capacity for Community Based Youth Work in Rhyl, Prestatyn, St Asaph, Denbigh, Ruthin, Llangollen. Corwen Includes capacity for:	Professional Youth Work capacity not realised and risk of not meeting ESTYN, Extending Entitlement, Community Strategy, Learning Pathways Policies and criteria.	7 FTE posts secured delivering an additional 1176 sessions annually Increasing contact with YP from 9.5% to 22% YP Population 7 School Holiday Projects Delivered annually. 3200 attendances	PYO	Dependant upon Funding streams becoming available	224K Staff 21K Programme Costs  Funding bid required DCC Cymorth Community and Town Council

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<b>Improvement</b>	<b>Action</b>	<b>Risk</b>	<b>Outcome for Young People/Service</b>	<b>Lead</b>	<b>Time Scale</b>	<b>Cost and Source of Budget</b>
	(a) Establish School Holiday Programmes	Youth Work interventions will not include School Holiday and Term time work	7 School Holiday Projects Delivered. Disabled Young People included	IEDO	Dependant upon Funding streams becoming available	Programme costs through Funding Bids
	(b) Deliver outreach Work on the streets	The numbers the service contacts will remain the same, young people on the streets remain outside of service contact.	Raises contact with young people to 22% Increased Consultation with Young People	IEDO	Dependant upon Funding streams becoming available	Programme costs through Funding Bids
	© Engage in International Youth Work	Wales Youth Work Curriculum Statement not implemented. Failure to meet ESTYN expectations	7 Projects in Global and International Youth Work	IEDO	Dependant upon Funding streams becoming available	Programme costs through Funding Bids

Footnote: Ability to deliver plan is dependant upon a number of variables. (E.g. resources becoming available, support from the YPP, the need to reprioritise and respond to crisis, vacancy levels in the service)

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<b>Improvement</b>	<b>Action</b>	<b>Risk</b>	<b>Outcome for Young People/Service</b>	<b>Lead</b>	<b>Time Scale</b>	<b>Cost and Source of Budget</b>
	(d) Improve Wales Heritage Youth Work	Bilingual and Wales Heritage Youth Work limited to existing work. Failure to meet ESTYN and Extending Entitlement.	7 Projects that improve Bilingual and Cultural Heritage involvement and Learning	IEDO	Dependant upon Funding streams becoming available	Programme costs through Funding Bids
	(e) Increase Learning outcome and accreditation based Youth Work	Failure to meet expectations and requirements of ESTYN, Extending Entitlement, Community Strategy, Learning Pathways	Increases accreditation and recorded learning outcome evidence by 100%	IEDO	Dependant upon Funding streams becoming available	Programme costs through Funding Bids
	(f) Increase Youth Form based Youth Work, Democratic renewal work with Young People, Governance in Young Peoples Partnership and Council related areas.	Failure to engage young people in local democracy and meet Community Strategy, ESTYN, Extending Entitlement	Youth Participation programmes strengthened and co-ordinated in 3 Service Areas. Calendar of events delivered.	IEDO	Dependant upon Funding streams becoming available	Programme costs through Funding Bids

Footnote: Ability to deliver plan is dependant upon a number of variables. (E.g. resources becoming available, support from the YPP, the need to reprioritise and respond to crisis, vacancy levels in the service)

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<b>Improvement</b>	<b>Action</b>	<b>Risk</b>	<b>Outcome for Young People/Service</b>	<b>Lead</b>	<b>Time Scale</b>	<b>Cost and Source of Budget</b>
<b>7 Improve Capacity for Detached Youth Work</b>	7.1 Funding Bid to purchase an effective Mobile that is refurbished with Youth Work tools. To use in Both Urban and Rural parts of the County. To put Youth Work where young people are.	Failure to meet ESTYN and Extending Entitlement. Failure to meet young people that are excluded from provision, especially those most at risk and vulnerable	Raises contact with Young people in service by an additional 5%. 800 Including the excluded, marginalized and disengaged young people engage in learning.	IEDO	Funding Bid as Opportunity arises	100K Capital  76K Staffing and Programme
<b>8 Establish a Youth Work Apprenticeship Scheme</b>	8.1 Funding bid to recruit young youth workers of the future. To grow our own professional level youth workers. Train to professional standards. Research cutting edge Youth Work interventions around the UK	Capacity to attract young youth workers will be reduced. Potential for Young Youth Workers to engage in democratic renewal Youth Work lost	6 Young People Trained to Occupational Standards. 3 Peer Research Projects conducted annually, 3 Young People Led Participation Fora established.	IEDO	Funding Bid as Opportunity arises	Indicative budget 197K

Footnote: Ability to deliver plan is dependant upon a number of variables. (E.g. resources becoming available, support from the YPP, the need to reprioritise and respond to crisis, vacancy levels in the service)

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<b>Improvement</b>	<b>Action</b>	<b>Risk</b>	<b>Outcome for Young People/Service</b>	<b>Lead</b>	<b>Time Scale</b>	<b>Cost and Source of Budget</b>
<b>9 Youth Centre Buildings</b>	<p>9.1 Establish building requirements for the delivery of youth work with those buildings we own and those buildings we rent.</p> <p>This includes modern curriculum based resource packs for informal / non formal learning</p>	<p>Failure to meet ESTYN and Extending Entitlement. Health and safety, DDA access issues. Not creating a learning environment for young people to engage in informal and non-formal learning.</p>	<p>Creating safe and suitable learning environments for young people. 100% of building assessed. Youth work curriculum based resources available and deployed</p>	PYO	<p>March 2006 and reviewed each year.</p>	<p>Dependant upon the research into requirements. Funding bid required</p> <p>Resources from Practice Development Core /WAG/Unofficial Funds</p>
	<p><b>9.2 Rhyl YC.</b> Assess building needs after new build completed. Post building review of quality of build and forward plan</p> <p><b>Bedford Street Centre.</b> Assess building for long term group work use in partnership with agencies</p>	<p>New facility not optimised to full potential. Snagging problems not resolved.</p> <p>New facility for targeted work funded through Cymorth Risk of not meeting Extending Entitlement targeted provision</p>	<p>Appropriate and well resourced learning environment for young people</p> <p>Continued use of group work space for ICT work, group work with YIP</p>	<p>SW North</p> <p>IEDO</p>	<p>From September 2005</p> <p>September 2005</p>	<p>Not Known until build completed</p> <p>Not Known</p>

Footnote: Ability to deliver plan is dependant upon a number of variables. (E.g. resources becoming available, support from the YPP, the need to reprioritise and respond to crisis, vacancy levels in the service)



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<b>Improvement</b>	<b>Action</b>	<b>Risk</b>	<b>Outcome / Target</b>	<b>Lead</b>	<b>Time Scale</b>	<b>Cost and Source of Budget</b>
	<b>9.3 Prestatyn YC.</b> Survey required to determined life of wooden structure	Continue to repair building when it is not known whether it is past serviceable life span. Inefficient use of resources.	Life Span report produced with option recommendations.  Creating safe and suitable learning environments for young people	SW North	October 2005	Staff Time
	<b>9.4 St Asaph YC.</b> Research requirements for second floor. Digi Lab / ICT use requirements.	Youth Work limited to small groups.	Resource Plan written and options recommended  Creating safe and suitable learning environments for young people	SW Central	October 2005	Staff time and Funding bid required

Footnote: Ability to deliver plan is dependant upon a number of variables. (E.g. resources becoming available, support from the YPP, the need to reprioritise and respond to crisis, vacancy levels in the service)

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<b>Improvement</b>	<b>Action</b>	<b>Risk</b>	<b>Outcome for Young People/Service</b>	<b>Lead</b>	<b>Time Scale</b>	<b>Cost and Source of Budget</b>
	<p><b>9.5 Denbigh YC.</b>            Consider options for the development of Youth Work in Denbigh with Education Services/Denbigh Youth Project/ use of Town Hall and other venues            Facilities need improving to attract 16-25 year olds</p>	<p>Inefficient use of resources to hire Denbigh YC premises.</p>	<p>Proposals to create safe and suitable learning environments for young people</p>	<p>SW Central</p>	<p>December 2005</p>	<p>Staff time.</p>
	<p><b>9.6 Ruthin YC.</b> Assess needs of building for modern Youth Work. To include ICT to same standards as Llangollen and Rhyl. Outdoor activity Area. County Store, Toilets upgrade. Group Work Space. DDA work Needs upgrading to attract 16-25 year olds</p>	<p>Health and safety , DDA access issues. Not creating a learning environment for young people to engage in informal and non-formal learning.</p>	<p>Scheme to provide safe and attractive learning environment for young people</p>	<p>SW South</p>	<p>October 2005.</p>	<p>Indicative Costs             ICT 36K            Building Work 100K             Bids required</p>

Footnote: Ability to deliver plan is dependant upon a number of variables. (E.g. resources becoming available, support from the YPP, the need to reprioritise and respond to crisis, vacancy levels in the service)

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<b>Improvement</b>	<b>Action</b>	<b>Risk</b>	<b>Outcome for Young People/Service</b>	<b>Lead</b>	<b>Time Scale</b>	<b>Cost and Source of Budget</b>
	<b>9.7 Llangollen YC.</b> Modernise Kitchen area to be serviceable as Healthy Cooking and non-alcoholic bar area. Needs upgrading to attract 16-25 year olds	Not creating a learning environment for young people to engage in informal and non-formal learning. Failure to work with 16 –25 year olds, not meeting Digi Lab targets and lose externally funded ICT equipment.	Learning environment for 16-25 year olds	SW South	Dependant upon funding streams becoming available	Indicative cost £10k
	<b>9.8 Corwen Youth Centre/Healthy Living Centre.</b> Examine young people space allocation and use in contrast to community use.	Not creating a learning environment for young people to engage in informal and non-formal learning. Failure to meet ESTYN and Extending Entitlement	Options recommendations to ensure that there is a clear focus on young peoples broader health needs as part of the work in the Healthy Living Centre	SW South	September 2005.	Staff Time Core

Footnote: Ability to deliver plan is dependant upon a number of variables. (E.g. resources becoming available, support from the YPP, the need to reprioritise and respond to crisis, vacancy levels in the service)

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<b>Improvement</b>	<b>Action</b>	<b>Risk</b>	<b>Outcome for Young People/Service</b>	<b>Lead</b>	<b>Time Scale</b>	<b>Cost and Source of Budget</b>
<b>10 Establish a Youth Service Strategic Plan that includes Thematic and Geographical sections / targets</b>	10.1 Complete the Youth Work delivery planning process and produce Plans that will be monitored and evaluated. Area and Thematic.	Failure to meet ESTYN framework. Youth work is not planned, monitored and evaluated effectively. Contributions to the Young People Partnership at risk.	100% of delivery plans written. Young People directly engaged in annual plans for each youth work unit. Plans contribute to meeting Community Strategy and Area Plan targets	PYO	December 2005	Staff Time
	10.2 Explore contributions that can be made in partnership with Culture and Leisure service areas, Education Services and Personal Services, voluntary organisations	Failure to meet ESTYN framework. Youth work is not planned, monitored and evaluated effectively. Contributions to the Young People Partnership at risk	Contributions for strategic plan identified from the 3 Service Areas	IEDO	January 2006 and on going	Staff Time

Footnote: Ability to deliver plan is dependant upon a number of variables. (E.g. resources becoming available, support from the YPP, the need to reprioritise and respond to crisis, vacancy levels in the service)

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<b>Improvement</b>	<b>Action</b>	<b>Risk</b>	<b>Outcome / Target</b>	<b>Lead</b>	<b>Time Scale</b>	<b>Cost and Source of Budget</b>
	10.3 Establish a Curriculum Calendar of Events	Failure to meet ESTYN framework. Youth work is not planned, monitored and evaluated effectively. Contributions to the Young People Partnership at risk	8 events Promote Culture of Wales/Language/Health Young Peoples Issues	IEDO	October 2005	To be met within existing budget
	10.4 Link the Youth Service into Young Peoples Partnership planning process	Failure to meet ESTYN framework. Youth work is not planned, monitored and evaluated effectively. Contributions to the Young People Partnership at risk	Young people benefit through the Youth Service and Young Peoples Partnership joint working arrangements.	PYO	March 2006	Staff time. To be met within existing budget
	10.5 Optimise existing resources to meet targets and plans for youth work	Inefficient and ineffective use of resources/missed opportunity. Failure to meet ESTYN framework	Unofficial funds deployed to meet Youth Centre / project Targets and equipment /programme needs.	PYO	March 2006	Staff Time Core Budget

Footnote: Ability to deliver plan is dependant upon a number of variables. (E.g. resources becoming available, support from the YPP, the need to reprioritise and respond to crisis, vacancy levels in the service)

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<b>Improvement</b>	<b>Action</b>	<b>Risk</b>	<b>Outcome / target</b>	<b>Lead</b>	<b>Time Scale</b>	<b>Cost and Source of Budget</b>
<b>11. Design a needs and rights response to the Framework Needs Analysis</b>	<p>11.1 Work with the Young Peoples Partnership to analyse the research data to determine risks for children and young people.</p> <p>Design Youth Work responses to meet needs.</p>	<p>Failure to meet ESTYN framework. Youth work is not planned to meet both needs and rights agenda.</p>	<p>Dependant upon Needs Analysis outcome e.g.</p> <p>Projects designed to meet needs of young people</p> <p>School Youth Work Projects</p> <p>Involvement in Decision Making</p> <p>Junior Youth and Play Work</p> <p>Involving Young People in the Council and other agency governance</p> <p>Health and Community safety of Young People</p>	PYO	March 06	Dependant upon Cymorth Commissioning

Footnote: Ability to deliver plan is dependant upon a number of variables. (E.g. resources becoming available, support from the YPP, the need to reprioritise and respond to crisis, vacancy levels in the service)

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<b>Improvement</b>	<b>Action</b>	<b>Risk</b>	<b>Outcome / Target</b>	<b>Lead</b>	<b>Time Scale</b>	<b>Cost and Source of Budget</b>
			Leisure Enrichment Independent Living Programmes			
<b>12. Support the Rhuddlan Young Peoples Project</b>	Submit funding bids to keep informal learning work programmed with young people in Rhuddlan.	567 Young people without easy access to Youth Work provision. Failure to build on participation video / film and web site projects.	Project becomes permanent and provides informal and non-formal learning. 140 young people involved 1260 annual attendances. 28 learning outcomes/accreditation awards	PYO	Dependant on funding bid availabilities	£11K Staffing £1K programme  Accommodation cost to be determined.

Footnote: Ability to deliver plan is dependant upon a number of variables. (E.g. resources becoming available, support from the YPP, the need to reprioritise and respond to crisis, vacancy levels in the service)

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<b>Improvement</b>	<b>Action</b>	<b>Risk</b>	<b>Outcome</b>	<b>Lead</b>	<b>Time Scale</b>	<b>Cost and Source of Budget</b>
<b>13. Improve the understanding of Professional Youth Work</b>	13.1 Promote Professional Youth Work Practice with Young People, Young Peoples Partnership, Council services, Elected members, Town and Community Councils	Modern professional Youth work is not understood and risks being marginalised in partnerships and funding bids. Young people will not understand their entitlement to professional Youth Work.	Formal presentations and discussions are planned throughout the year. Target of 6 each year.	PYO	January 2006 – March 2008	Staff Time
	13.2 Produce information leaflets for Young People highlighting their Entitlement	Young people remain uninformed.	With the YPP leaflets are disseminated to all young people.	IEDO	April 2006	Staff Time Printing costs  YPP / Cymorth

Footnote: Ability to deliver plan is dependant upon a number of variables. (E.g. resources becoming available, support from the YPP, the need to reprioritise and respond to crisis, vacancy levels in the service)



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Improvement	Action	Risk	Outcome	Lead	Time Scale	Cost and Source of Budget
	<p>13.3 Design and disseminate and brief stakeholders on modern youth work curriculum and guidelines:</p> <p>(a) Youth Work Curriculum</p> <p>(b) Residential Youth Work (including international Youth Work</p> <p>© Detached Youth Work</p> <p>(d) Anti Oppressive Youth Work</p> <p>(e) Health (including sexual health) Youth Work</p>	<p>Risk of not meeting ESTYN framework. Youth work not understood and delivered. Unsafe practice develops.</p>	<p>Timetable to Design, print, brief and disseminate Policy and Guidelines is established</p>	<p>IEDO</p>	<p>October 2005 – March 2008</p>	<p>Time and Printing Costs</p>

Footnote: Ability to deliver plan is dependant upon a number of variables. (E.g. resources becoming available, support from the YPP, the need to reprioritise and respond to crisis, vacancy levels in the service)

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<b>Improvement</b>	<b>Action</b>	<b>Risk</b>	<b>Outcome</b>	<b>Lead</b>	<b>Time Scale</b>	<b>Cost and Source of Budget</b>
	(f) Inspecting Youth Work  (g) Involving Young People in Governance					
<b>14 Improve Young Peoples ability to have their voices heard and responded to</b>	14.1 Involve young people in Governance of the Youth Service, Young Peoples Partnership, Council Forums, interviewing staff in the Youth Service and YPP agencies	Young peoples voices not heard or responded to if they are heard. Weak ESTYN inspection profile. Not meeting Community Strategy and Action Plans.	40 Young People trained in Governance 20 Young People involved in recruitment 10 Young people involved in governance / decision making in Youth Service and YPP 10 Young People involved in inspecting Youth Work	IEDO	January 2006-March 2008	Staff Time  Core and External budget

Footnote: Ability to deliver plan is dependant upon a number of variables. (E.g. resources becoming available, support from the YPP, the need to reprioritise and respond to crisis, vacancy levels in the service)

**DRAFT**

<b>Improvement</b>	<b>Action</b>	<b>Risk</b>	<b>Outcome</b>	<b>Lead</b>	<b>Time Scale</b>	<b>Cost and Source of Budget</b>
<b>15. Work with the Registered Charity, Denbigh Youth Project to continue targeted youth work.</b>	Establish a forward strategy to secure the work of the project	Reduction in provision in Denbigh. Vulnerable young peoples needs are not met.	The work of the project continues.	PYO	September05 and on going	External funding bid required indicative costs of £70K

Footnote: Ability to deliver plan is dependant upon a number of variables. (E.g. resources becoming available, support from the YPP, the need to reprioritise and respond to crisis, vacancy levels in the service)

**REPORT TO CABINET**

**CABINET MEMBER:** Councillor P J Marfleet, Lead Member for Finance & Human Resources

**DATE:** 13 September 2005

**SUBJECT:** **Revenue Budget 2005/06**

**1 DECISION SOUGHT**

That Members note the budget performance figures for the current financial year as detailed in the attached appendices and consider remedial actions necessary to bring Directorate's projected spending in line with available budgets.

**2 REASON FOR SEEKING DECISION**

The need to deliver the Council's agreed budget strategy for the current financial year and avoid reducing already inadequate reserves.

**3 POWER TO MAKE THE DECISION**

Local Authorities are required under section 151 of the Local Government Act (1972) to make arrangements for the proper administration of their financial affairs.

**4 COST IMPLICATIONS**

This report details the latest projections of Service budget year end positions as reported by Directorates. The projections are as at the end of July 2005.

The appendix details potential overspendings totalling £333k (£752k last report). The main area of improvement is the larger than anticipated level of Supporting People grant that was only finally confirmed by WAG in July. Other reported pressure areas namely, Lifelong Learning, Land Charges and Legal services remain at a similar level to the last report, apart from the impact of spending in connection with the Ffrith site.

The last report suggested a further potential revenue pressure resulting from the need to incur costs on Legionellosis prevention and Fire Risk surveys of £335k in a full year, with a presumably lesser impact on the current financial year. It is proposed to capitalise an element of the Environment Directorate's revenue spend to offset the actual level of cost finally incurred in year. The costs capitalised could be accommodated within the capital plan for 2005/6 as slippage in expenditure on DDA works has been identified.

Other potential but thus far unquantifiable pressures are the impact of the Single Status Pay Review and the appeals against the recent Council Tax revaluations, both of which may exceed the assumptions within the budget.

There are further potential pressures and a projected corporate underspend. Investment income from surplus cash flow resulting from the continuing impact of slippage on the Capital Plan etc. is likely to produce unbudgetted income of about £400k. However before any use is made of this funding, which is of a one off nature, the following issues need to be addressed;

1. For Personal Services there is an underlying budget deficit of £450k based on current spending patterns. This is currently masked by the use of the budget underspend brought forward from last financial year.

2 a) Within the Lifelong Learning Directorate the current overspend on School & College transport is not fully understood. It is therefore difficult to assess the level of funding needed for the future.

2 b) The impact on the Special Education Needs budget of devolving elements to schools is still being evaluated.

2 c). It has always been recognised that the provision of the new facilities at Ysgol Plas BronDyffryn could have budget implications for the service. Estimates of these costs are currently being finalised.

3. While the Environment Directorate does not suffer the same level of demand led pressures it is none the less likely to be under further pressure from Health & Safety requirements.

Once the position on these further potential pressures and the likely level of increased investment income has been more fully appraised, figures will be included in a future report to Cabinet. Also to be included will be more detail on how overall net pressures can be contained within service budgets by illustrating the sorts of actions that can be taken both one off and longer term.

## **5 FINANCIAL CONTROLLER STATEMENT**

Work needs to continue to take place to review service budgets and identify savings that will enable total Directorate spending to be contained within budget.

## **6 CONSULTATION CARRIED OUT**

Lead Cabinet Members need to continue to consult with Heads of Service to agree necessary remedial action to prevent overspends in 2005/06.

**7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE**

The level of funding available to services together with budgetary performance impacts upon all services of the Council.

**8 RECOMMENDATION**

1. That Members note the figures in the appendices and
2. That Members consider remedial actions necessary to bring service projected spend in line with budgets.

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2005/06  
POSITION AS AT END JULY 2005**

Directorate	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Previous report £000s
Lifelong Learning (excluding schools delegated)	28,757	-10,385	18,372	29,085	-10,366	18,719	328	19	347	305
Environment	30,888	10,758	20,130	30,956	10,741	20,215	68	17	85	88
Personal Services	47,383	-15,817	31,566	48,299	-16,860	31,439	916	-1,043	-127	331
County Clerk	2,004	-565	1,439	2,133	-665	1,468	129	-100	29	29
Resources	7,750	-2,355	5,395	7,750	-2,355	5,395	0	0	0	0
Corporate, Miscellaneous & Benefits	26,987	-22,034	4,953	26,977	-22,024	4,953	-10	10	0	0
<b>Total All Services</b>	<b>143,769</b>	<b>-40,398</b>	<b>81,855</b>	<b>145,200</b>	<b>-41,529</b>	<b>82,189</b>	<b>1,431</b>	<b>-1,097</b>	<b>334</b>	<b>753</b>
Capital Financing Charges/Investment Income			10,891			10,891			0	0
Precepts & Levies			3,975			3,975			0	0
			<b>96,721</b>			<b>97,055</b>			<b>334</b>	<b>753</b>

**Note:**

The Management Accounting rules of the Council require debtor account entries to be reversed in respect of amounts outstanding for more 30 days after the due date. In the event that debts cannot be collected, services will be required to meet the cost of the debt write-off. This may impact on the actual outturn achieved by services at the year end.

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2005/06  
LIFELONG LEARNING  
POSITION AS AT END JULY 2005**

	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Previous report £000s
Individual School Budgets	50,263	-4,596	45,667	50,263	-4,596	45,667	0	0	0	0
School Funds Held Centrally	15,559	-4,408	11,151	15,751	-4,408	11,343	192	0	192	192
Non school Funding	1,335	-864	471	1,379	-864	515	44	0	44	44
Leisure Services	7,114	-4,049	3,065	7,183	-4,042	3,141	69	7	76	46
Culture	3,001	-348	2,653	3,024	-348	2,676	23	0	23	23
Countryside	1,136	-675	461	1,136	-663	473	0	12	12	0
Youth	612	-41	571	612	-41	571	0	0	0	0
	28,757	-10,385	18,372	29,085	-10,366	18,719	328	19	347	305
<b>Total Lifelong Learning</b>	<b>79,020</b>	<b>-14,981</b>	<b>64,039</b>	<b>79,348</b>	<b>-14,962</b>	<b>64,386</b>	<b>328</b>	<b>19</b>	<b>347</b>	<b>305</b>



**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2005/06**  
**LIFELONG LEARNING**  
**POSITION AS AT END JULY 2005**

<u>Comments</u>	<b>Current Month</b>	<b>Previous Month</b>
	<b>£000s</b>	<b>£000s</b>
<b>EDUCATION</b>		
<b>Individual School Budgets:</b> Individual expenditure on the schools delegated budgets cannot be forecast with any certainty until the latter half of the financial year as the expenditure, although monitored centrally, is under the control of each each individual school governing body.	0	0
<b>School Funds Held Centrally:</b>		
<b>School Transport</b> An initial projection based on April contract prices with an estimated inflationary increase from Sept, indicates that the cost of school transport will exceed the budget provision for the year	192	192
<b>SEN</b> The budget for Behavioural Support Workers in schools was delegated to all schools from April 2005. The budget for Pupil Support Workers has so far only been delegated to Secondary and Special schools. It is planned to delegate the remaining budgets to Primary schools in September 2005. An exercise identifying the costs of Pupil Support workers in Primary schools and therefore any potential shortfall, along with any potential offsetting savings is currently underway.		
<b>Non School Funding</b>		
<b>College Transport</b> Initial projection using the same criteria as for schools transport.	44	44
<b>TOTAL EDUCATION</b>	<b>236</b>	<b>236</b>
<b>CULTURE &amp; LEISURE</b>		
<b>Leisure</b>		
Vandalism / other premises costs to maintain Frith Beach	40	0
Energy Costs increase & income shortfall	36	36
Pavilion Theatre staffing	0	10
<b>Culture</b>		
Increase in Libraries' NNDR	23	23
Countryside : reduction in CCW grants	12	0
<b>TOTAL CULTURE &amp; LEISURE</b>	<b>111</b>	<b>69</b>
<b>TOTAL LIFELONG LEARNING</b>		
Total	<b>347</b>	<b>305</b>

**CULTURE & LEISURE EFFICIENCY SAVINGS PROGRESS REPORT**

<b>Proposed Efficiency Saving</b>	<b>Target</b>	<b>Progress</b>
Reduce funding to grant aided bodies	26,873	Achieved
Reduction of Library Service & Records M:	8,928	Achievable
Cut Pavilion Theatre Secretary post by 50%	9,534	Achieved through savings on Ass Dir post
Reduction of furniture/equipment purchase	6,800	Achievable
Increase fees & charges	37,865	Unlikely due to extended Leisure Centre closures
<b>Total</b>	<b>90,000</b>	
<b>Summary</b>		
	36,407	Achieved
	46,593	Achievable
	<u>83,000</u>	
	<u>7,000</u>	Shortfall

**Education Efficiency savings**

	<b>£</b>		
SCHOOLS DELEGATED BUDGET	353,000	To be achieved by individual Primary School Governing Bodies	
FREE SCHOOL MEALS REDUCTION	50,000	On target to be achieved	
REDUCED MEALS SUBSIDY	38,500	Achieved	
SCHOOLS INSURANCE EXCESS	31,500	On target to be achieved	
MANAGEMENT & SECRETARIAT	5,120	Achieved	
CLIENT SERVICES	7,000	Achieved	
ADVISORY	11,700	Achieved	Summary
PRIM. ED. - NON DELEGATED	28,780	Achieved	353,000 To be achieved by schools
SECONDARY - NON DELEGATED	28,240	Achieved	198,730 Achieved
SPECIAL SCHOOLS - NON DELEG.	9,040	Achieved	41,270 To be achieved
STATEMENTING	7,500	Achieved	<u>593,000</u>
EDUCATION MISCELLANEOUS	22,620	60% Achieved; 40% On target to be achieved	
	593,000		

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2005/06**  
**ENVIRONMENT DIRECTORATE**  
**POSITION AS AT END JULY 2005**

	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Previous report £000s
Development Services	8,516	5,111	3,405	8,504	5,099	3,405	-12	12	0	0
Transport & Infrastructure	8,163	3,090	5,073	8,163	3,090	5,073	0	0	0	0
Planning & Public Protection - (Note 1&2)	4,107	1,948	2,159	4,148	1,904	2,244	41	44	85	88
Director & Support	1,174	104	1,070	1,174	104	1,070	0	0	0	0
Environmental Services (Note 3)	8,928	505	8,423	8,967	544	8,423	39	-39	0	0
<b>Total Environment</b>	<b>30,888</b>	<b>10,758</b>	<b>20,130</b>	<b>30,956</b>	<b>10,741</b>	<b>20,215</b>	<b>68</b>	<b>17</b>	<b>85</b>	<b>88</b>

**Notes:**

1. Anticipated reduction in DEFRA income offset by reduced allowable costs.
2. Land charges - budget pressure of £85k (an unrealistic income budget less savings identified by Environment Directorate.)
3. Increased income on Public Conveniences matched by spend to improve service.

**4. Progress with Efficiency Savings put forward as part of the Budget Setting exercise**

Details	£'000s	Progress
(i) Projected Directorate Underspend 2004/05	100	Achieved
(ii) Income generation - Decriminalisation	50	On target
(iii) Income generation - Car Parking	100	On target
(iv) Development/Building Control - smarter working	30	On target
(v) Savings from Recruitment/Agency Process	30	On target
(vi) Income generation target - Other Fees & Charges	20	Achievable
(vii) Trading Activity Surplus	50	On target
<b>TOTAL</b>	<b>380</b>	

Projected additional costs arising from Health & Safety issues (Cabinet Report 21/06/05):

Legionellosis control	£235k
Fire Risk Assessments	100k
	<u>£335k</u>

It has been agreed that the above costs will be funded from slippage on the DDA capital budget in 2005/6 but there will be ongoing revenue pressures in future years.

Following on from the above it is not yet known how the additional revenue pressure of £50k in respect of extra Health & Safety processes will be funded but it is anticipated that these costs will be absorbed in the Directorate's overall revenue budget.

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2005/06**  
**PERSONAL SERVICES**  
**POSITION AS AT END JULY 2005**

	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Previous report £000s
Children Services	8,690	-1,540	7,150	9,306	-1,526	7,780	616	14	630	660
Adult Services	31,459	-9,176	22,283	32,165	-9,465	22,700	706	-289	417	300
Business Support & Development	1,651	0	1,651	1,750	-26	1,724	99	-26	73	58
Supporting People Grant	4,224	-3,989	235	3,701	-4,129	-428	-523	-140	-663	-109
Underspend Brought Forward 2004/5	0	0	0	0	-540	-540	0	-540	-540	-540
	<b>46,024</b>	<b>-14,705</b>	<b>31,319</b>	<b>46,922</b>	<b>-15,686</b>	<b>31,236</b>	<b>898</b>	<b>-981</b>	<b>-83</b>	<b>369</b>
Non HRA Housing	1,359	-1,112	247	1,377	-1,136	241	18	-24	-6	0
Underspend Brought Forward 2004/5	0	0	0	0	-38	-38	0	-38	-38	-38
<b>Total Personal Services</b>	<b>47,383</b>	<b>-15,817</b>	<b>31,566</b>	<b>48,299</b>	<b>-16,860</b>	<b>31,439</b>	<b>916</b>	<b>-1,043</b>	<b>-127</b>	<b>331</b>

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2005/06**  
**PERSONAL SERVICES**  
**POSITION AS AT END JULY 2005**

<u>Comments</u>	<u>Current Month</u>	<u>Previous report</u>
	<u>£000s</u>	<u>£000s</u>
<b>PERSONAL SERVICES</b>		
<b>CHILDREN'S SERVICES</b>		
Specialist Placement commitments remain the major pressure area with a predicted overspend of just over £1m. A new scheme of financial delegation has improved budgetary control in the department. Measures to contain expenditure in the long term are being developed, including consortium contracting and schemes to recruit and retain foster carers.	630	660
<b>ADULT SERVICES</b>		
<b>Learning Disabilities</b>		
The reduction in overspend predicted is due to : 1. Reduced staff costs. 2. An increase of £20k in charging policy income. And 3. Respite costs reduction estimated at £20k achieved after detailed contract review. The main pressure is Family Support which is facing an overspend of £206k, also Work Opportunities service is projecting an overspend of £43k, due to service demand.	268	326
<b>Mental Illness</b>		
The Mental Health Partnership with NHS and Conwy Council commenced on 4 July. A single management structure has been created but budgets have not been pooled. Residential placements continue to be a key pressure. Consultants are currently reviewing care packages aiming to reduce the cost to the Council.	148	148
<b>Older People</b>		
The main pressure area is still Provider Unit Elderly Residential Homes. Long term strategies involving extra care housing are in place though this will not affect outturn in the short/medium term.	77	55
<b>PDSI</b>		
The main overspend is in Community Care North. Spend has increased considerable in July and the outturn forecast raised accordingly to £498k, an increase of £36k. This is being partly offset by the spend in Community Care South. Other pressure areas are Direct Payments £56k, Disability Stores £11k, and Project Work £9k. Occupational Therapy is on target.	192	144
<b>Performance Management &amp; Commissioning</b>		
This underspend is due to staff vacancies within the administration budgets.	-67	-64
<b>Other Adult Services</b>		
The net underspend reported is budget that is as yet unallocated but will be reallocated within the service to meet pressures during the course of the year. Expenditure on stationery under the new corporate contract	-190	-298
<b>Cefndy Enterprises</b>		
The variation is due to an increased sales forecast for the year.	-11	-11
<b>TOTAL ADULT SERVICES</b>	<b>417</b>	<b>300</b>
<b>Business Support &amp; Development</b>		
The projected overspend is caused mainly by directorate costs - primarily telephone and ICT charges. The budget currently under review.	73	58
	<b>73</b>	<b>58</b>
<b>Supporting People</b>		
The SPG grant (notification received from WAG end of July) was higher than expected. An amount of £256k is earmarked for potential claw back and although reported as part of the Directorate position, should not be used to fund overspends. The in year underspend for Supporting People excluding the earmarked amount is	-663	-109
	<b>-663</b>	<b>-109</b>
2004/05 Underspend brought forward	-540	-540
<b>Total Personal Services</b>	<b>Total</b>	<b>369</b>
	<b>-83</b>	<b>369</b>

**Personal Services Efficiency Savings 2005/06 - Progress Report**

<b>Children Services</b>	<b>Target</b>	<b>Details</b>	<b>Status</b>	<b>Comments</b>
Transport	£15,000	Delegation of transport budgets to Team Managers with strict ceiling on spend.	Achievable	Scheme of delegation of budgets to Team Managers being introduced including restricted budget for Transport
Staff	£15,000	Slippage and savings on posts	Achievable	
Contract savings	£8,000	Work on reducing costs of external placements	Unlikely	Savings unlikely to happen in 2005/06
<b>Adult Services</b>				
Charging Policy	£100,000	Primarily full year impact of charging policy to People with Learning Disabilities	Still Hopeful	Based on 1 month £80k -£100k extra may be achievable, but some are challenging the charges. Waiver Panel Meeting 13/06/05. Also subject to unpaid invoices/bad debts
Contract Reviews - invest to save	£30,000	Impact of Care Brokers, Contracts Officers reducing high costs of some placements	Achievable	Care Broker now in post. Introduction of fixed rates to Domiciliary Providers planned
Fee increases reduced by .5%	£80,000	Not increasing fees by 1% over inflation. Likely to cause problems in an unstable market.	Still Achievable -	Budgets have been cut. All neighbouring authorities with reservations now pay rates higher than Denbighshire.
Work Opps Income	£10,000	Promoting businesses/dividing Llewelyn Room at Henllan	Uncertain	Partly depends on future County plans for Henllan
Cancer Recharge	£5,000	Contribution from neighbouring Authorities	Achieved	LHB re free nursing care admin.
Staff	£39,000	Reduction in posts	Achieved	Straight budget cut.
<b>Business Support &amp; Development</b>				
House Keeping	£10,000	Working with Procurement to improve efficiencies of purchases and reduce waste.	Achievable	Cash limited stationery budgets being established.
Staff	£5,000		Achievable	Slippage on appointments to posts/staff not at top of scale.
<b>Housing</b>				
Piper Lifeline charges	£10,000	Increase in charges	Achieved	Increases applied to 2005/06 charges
Accommodation Support Officer	£75,000	Savings generated by Support Officer in temporary costs of homelessness.	Achievable	If demand on accommodation remains as at present
<b>Totals</b>	<b>£402,000</b>			

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2005/06  
CHIEF EXECUTIVE, RESOURCES, CORPORATE & MISCELLANEOUS  
POSITION AS AT END JULY 2005**

	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Previous report £000s
County Clerks	2,004	-565	1,439	2,133	-665	1,468	129	-100	29	29
<b>Resources Directorate</b>										
Finance	3,773	-1,777	1,996	3,773	-1,777	1,996	0	0	0	0
Policy Unit	333	0	333	333	0	333	0	0	0	0
Audit	415	-60	355	415	-60	355	0	0	0	0
I.T	2,141	-349	1,792	2,141	-349	1,792	0	0	0	0
Personnel	1,088	-169	919	1,088	-169	919	0	0	0	0
<b>Total</b>	<b>7,750</b>	<b>-2,355</b>	<b>5,395</b>	<b>7,750</b>	<b>-2,355</b>	<b>5,395</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Corporate and Miscellaneous</b>	5,697	-764	4,933	5,687	-754	4,933	-10	10	0	0
<b>Benefits</b>	21,290	-21,270	20	21,290	-21,270	20	0	0	0	0
<b>Total Resources, County Clerks &amp; Corporate</b>	<b>36,741</b>	<b>(24,954)</b>	<b>11,787</b>	<b>36,860</b>	<b>(25,044)</b>	<b>11,816</b>	<b>119</b>	<b>(90)</b>	<b>29</b>	<b>29</b>

**REPORT TO CABINET**

**CABINET MEMBER:** Councillor P Dobb, Lead Member for Health & Wellbeing

**DATE:** 13 September 2005

**SUBJECT:** Housing Revenue Account Budget 2005/06

**1 DECISION SOUGHT**

To note the latest financial forecast position (revenue and capital) of the Housing Revenue Account (H.R.A.) for the current financial year.

**2 REASON FOR SEEKING DECISION**

The need to deliver the Council's agreed budget strategies for the current financial year.

**3 POWER TO MAKE THE DECISION**

Housing Act 1985, Part II.

**4 COST IMPLICATIONS**

The projections undertaken at the end of July 2005 show a potential net under-spend at year end of £321k (Appendix 1) against the revised budget.

Vacancy savings within the Rents (£35k) and Supervision and Management [Special] (£9k) are partially offset by additional agency staff costs (for maternity leave cover) (£24k) within Supervision and Management [General].

Expenditure on Repairs and Maintenance is forecast to be £173k lower than revised estimate. This is due to a general reduction in repairs reporting, reduced number of void properties and minor impact from the major capital works being undertaken this year.

The increase in Debt Charges (£18k) is due to lower than estimated capital receipts for the year ~ which means that less debt will be written off in the year.

The increase in HRA Subsidy payment to WAG (£10k) is due to higher dwelling numbers (as a result of lower RTB sales). Most components of subsidy are calculated on a 'per dwelling' basis.

The budgeted contribution (£50k) towards the Provision for Bad Debts will not be required this year as rent arrears have continued to fall.



Rental income is forecast to be £102k (1.2%) higher than revised estimate. This is due to reduced voids and higher dwelling numbers (RTB sales lower than forecast).

Progress on HRA capital schemes is included as Appendix 2. Work has now began on all schemes. The £600k slippage on major improvements is due to the work starting a few weeks later than originally scheduled – this slippage, however, will be spent within a few weeks in the next financial year. Some final account payments (on works pre 2005/06) are higher than originally estimated and the forecast is now £98k higher than revised estimate. The latest forecasts reported in Appendix 2 are expected to be achieved.

## **5 FINANCIAL CONTROLLER STATEMENT**

The improvement in the overall budgetary position is welcomed, but it will be necessary to remain vigilant in the management of budgets to ensure that the anticipated surplus is delivered at the end of the financial year.

## **6 CONSULTATION CARRIED OUT**

Lead Cabinet members will be required to consult with Heads of Service to monitor the H.R.A. in 2005/06.

## **7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE**

The level of funding available to services together with budgetary performance impacts upon all services of the Council.

## **8 RECOMMENDATION**

To note the latest financial forecast position (revenue and capital) of the Housing Revenue Account (H.R.A.) for the current financial year.

HOUSING REVENUE ACCOUNT

<u>2004/05</u>		<u>2005/06</u>		
<u>Actual</u>		<u>Revised</u>	<u>Forecast</u>	<u>Variance</u>
<u>£</u>		<u>Budget</u>	<u>Out-turn</u>	<u>to Budget</u>
		<u>£</u>	<u>£</u>	<u>£</u>
<b><u>EXPENDITURE</u></b>				
1,092,024	Supervision & Management - General	1,142,595	1,166,905	24,310
205,881	Supervision & Management - Special	213,009	204,322	-8,687
131,271	Welfare Services	127,445	128,179	734
384,881	Rents	437,328	402,456	-34,872
2,174,227	Repairs and Maintenance	2,662,610	2,489,665	-172,945
3,988,284	Total - Management and Maintenance	4,582,987	4,391,527	-191,460
57,489	Rent Rebates	28,745	28,745	0
1,076,385	Debt Charges	902,596	920,265	17,669
0	C.E.R.A.	326,216	326,216	0
2,584,435	Subsidy	2,681,622	2,691,933	10,311
-169,217	Provision for Bad Debts	50,000	0	-50,000
<b>7,537,376</b>	<b>Total Expenditure</b>	<b>8,572,166</b>	<b>8,358,686</b>	<b>-213,480</b>
<b><u>INCOME</u></b>				
8,319,302	Rents (net of voids)	8,378,032	8,479,850	101,818
88,733	Garages	91,088	92,950	1,862
120,921	Interest	141,547	145,408	3,861
<b>8,528,956</b>	<b>Total Income</b>	<b>8,610,667</b>	<b>8,718,208</b>	<b>107,541</b>
<b>Surplus / Deficit (-) for the Year:</b>				
<b>665,364</b>	<b>General Balances</b>	<b>364,717</b>	<b>685,738</b>	<b>321,021</b>
<b>326,216</b>	<b>Earmarked Balances</b>	<b>-326,216</b>	<b>-326,216</b>	<b>0</b>
662,070	Balance as at start of year ~ General	1,327,434	1,327,434	0
0	Balance as at start of year ~ Earmarked	326,216	326,216	0
1,327,434	Balance as at end of year ~ General	1,692,151	2,013,172	321,021
326,216	Balance as at end of year ~ Earmarked	0	0	0

## Appendix 2

### Housing Revenue Account Capital ~ 2005/06

Project Description	Revised Estimate £	Actual and Committed £	Latest Forecast £	Variance to Estimate £
Housing Repair Work (Pre 2005/06 works)	522,000	611,735	620,000	98,000
Environmental Improvements	347,000	77,675	400,000	53,000
Major Improvements ~ All groups	3,600,000	359,408	3,000,000	-600,000
DFG ~ Council Properties	100,000	54,086	100,000	0
Window Replacements	2,976,000	177,612	2,976,000	0
Central Heating Contract	980,000	264,589	980,000	0
<b>Total</b>	<b><u>8,525,000</u></b>	<b><u>1,545,105</u></b>	<b><u>8,076,000</u></b>	<b><u>-449,000</u></b>
<b>Funding:</b>				
Major Repairs Allowance	2,400,000	1,219,105	2,400,000	0
Usable Capital Receipts	2,431,000		2,476,000	45,000
Prudential Borrowing	3,368,000		2,874,000	-494,000
Financed from Revenue (CERA)	326,000	326,000	326,000	0
<b>Total</b>	<b><u>8,525,000</u></b>	<b><u>1,545,105</u></b>	<b><u>8,076,000</u></b>	<b><u>-449,000</u></b>

**REPORT TO CABINET**

**REPORT BY: COUNCILLOR S ROBERTS, LEAD MEMBER FOR PROMOTING DENBIGHSHIRE**

**DATE: 13 SEPTEMBER 2005**

**SUBJECT: TRANSFORMATION OF RUTHIN CRAFT CENTRE**

**1. Decision Sought**

1.1 To endorse the Ruthin Craft Centre Development Study and to agree to proceed to the implementation phase of the project, subject to the availability of funding.

1.2 To recommend to Council that the Capital Plan makes provision for a £480k contribution to the capital cost of the project.

**2. Reason for seeking Decision**

2.1 The County Council and the Arts Council of Wales (ACW) have identified the transformation and development of Ruthin Craft Centre into Wales' centre for contemporary applied arts as a high priority. A Feasibility Study into the development of the Craft Centre was undertaken in 2003/04, which was endorsed by the Council in May 2004. At this time it was agreed to proceed to the Development Phase of the project which has been funded by the Arts Council of Wales, Cadwyn Clwyd and Ruthin Town Council in addition to the County Council.

2.2 The Development Phase is now complete and has produced a Business Plan formulated by MN Arts Associates, and an exciting and innovative design by Sergison Bates Architects for transforming the Craft Centre into a nationally important centre for applied art and crafts. Sergison Bates were selected by open competition in December 2004 and the plans that they have prepared from a brief formulated by the Council have been submitted for planning permission. It is anticipated that the application will be determined at the September Planning Committee meeting.

2.3 Ruthin Craft Centre is already widely regarded as Wales' national centre for contemporary applied art by the Arts Council of Wales and UK Crafts Council. This is as a result of the exceptional success of the existing management team in raising the national and international status of the gallery and exhibition programme over a number of years. However, the building is over 25 years old, has a number of defects, and is no longer fit for purpose. A study carried out by the Engineers Greig Lin revealed that in order to conform to current regulations

that it would be more cost effective to build a new Centre on the same site than to refurbish the existing Centre. The new building will take advantage of the existing infrastructure and much of the existing planting will be retained and enhanced. The new designs have been able to increase the car parking spaces from 76 to 87 with parking for the tenants and staff.

2.4 The new Centre will have larger galleries and an extended retail gallery, an education space and a larger restaurant with a south facing terrace, Tourist Information Centre, six craft workshops and two craft residency spaces. The new Centre will have a role as a National Centre for Applied Art, Wales, and will provide a major boost to tourism and regeneration in Denbighshire. A summary of the proposals is set out in Appendix 1.

### 3. Power to make the Decision

3.1. Cultural and arts facilities are provided under the Council's powers to promote social, economic and environmental well being contained in Section 2 of the Local Government Act 2000.

### 4. Cost Implications

4.1 The estimated capital cost of the project is £4300k including all fees and associated expenses. The proposed funding package is as follows:

Arts Council of Wales	£3,100k
European Regional Development Fund	£500k
Wales Tourist Board	£105k
Welsh Development Agency	£100k
Cadwyn Clywd	£10k
Ruthin Town Council	£5k
Denbighshire County Council	£480k
<b>Total</b>	<b>£4,300k</b>

4.2 An application has been submitted to the Arts Council of Wales Lottery Fund for a £3,100k grant towards the project. The application will be determined in November 2005 and, as the Craft Centre is a top priority for the Arts Council, it is anticipated that there will be a favourable outcome to the application. The national status of the project means that the Arts Council can contemplate giving such a large grant to the scheme. An application to the European Regional Development Fund has been endorsed by Denbighshire's Objective 1 Partnership and is currently being assessed by the Welsh European Funding Office (WEFO). Although the fund is oversubscribed, WEFO have recognised that the project is of national importance and will seek to prioritise the application when the schemes come up for scrutiny in December 2005. Applications to the Wales Tourist Board, Welsh Development Agency, Cadwyn Clwyd and Ruthin

Town Council will be submitted in September 2005. Assuming these applications for grant are successful the project could start on site early next year.

4.3 The Business Plan includes estimates of anticipated costs, revenue and projected income to sustain the new centre. As part of this process the Arts Council of Wales has been asked to increase their revenue grant by £40k in the first year rising to £60k by year 3, and they have indicated that they could support such an uplift in their annual grant. However, in order to secure this the Business Plan requires the Council to increase its revenue subsidy by £20k pa. This would be increased by £16k in 2006/07 and by a further £4k in the following year. Finding this sum from existing Culture and Leisure budgets would be extremely challenging and would involve significant cut backs in other areas. The new Craft Centre will therefore require additional revenue funding if the project is to proceed, which will have to be considered as part of the forthcoming budget rounds for 2006/07 and 2007/08

4.4 Transforming Ruthin Craft Centre into Wales' centre for contemporary applied arts is an opportunity which the Council should not miss. The national status of the project will generate a funding package which demonstrates excellent leverage for the Council. The original Feasibility Study considered by Cabinet in May 2004 indicated that a capital contribution of £200k would be required from the Council, plus an in-kind contribution of £300k made up of the notional value of the land. However, further work with officials from ACW has revealed that notional land values cannot be used as match funding for a project of this nature. If the project is to proceed, the Council's capital contribution will therefore be £480k over three financial years (2006/-07, 07/08, and 08/09), which represents 11% of the total cost. On the revenue side, an additional allocation of £20k pa from the Council will generate an extra £60k of grant from the Arts Council.

4.5 The Financial Controller has referred to the need to closely manage the risk of cost overrun on the project. The project team have planned for all known eventualities with the project, and allowed a contingency sum within the total project cost which will cover any reasonable unforeseen costs. However, if any serious unknown pressures arise it will be necessary to revisit the project to keep costs within the overall budget.

## **5. Financial Controller Statement**

5.1 The report to full Council later this month updating the 3 year Capital Plan will take account of the latest cost estimates of schemes included in the plan and the potential for funding from Prudential Borrowing. It is likely that this report will demonstrate that planned expenditure exceeds general capital funding available over the period of the plan and that there are no resources available to fund schemes not already allowed for within the plan. Recommendations will be made as to how the expenditure plans could be modified to contain costs within

available funding over the 3 year period. Reference will also be made to the funding requirements of this and other desirable but currently unfunded schemes.

## **6. Consultation Carried out**

6.1. The Development Phase has been guided by a Technical Group made up of representatives from a number of interested departments, including Culture and Leisure, Property, Legal, Estates, Building Services, Economic Regeneration and Planning. Since the architects were appointed, Design Services have been representing DCC along with the Craft Centre Director at design meetings.

6.2 In addition, the Area Partnerships Manager has been involved in the process, together with the Ruthin and Denbigh STVEI Coordinator. Asset Management Group has also been kept informed. The Council's existing Craft Centre business tenants are important stakeholders who will be affected by the proposed development. Separate meetings have been held with this group to ensure that they are fully involved in the process.

6.3 Local members have been briefed on progress with of the Development Phase via the South Area Members Group. A public exhibition of the plans for the new Centre was held at the Craft Centre between 27<sup>th</sup> July and the 5<sup>th</sup> August and Members were invited to view the exhibition and meet the architects after the full Council meeting on 26<sup>th</sup> July. On the evening of 26<sup>th</sup> July the Civic Association, with representatives of the Town Council, Ruthin Chamber of Trade and Commerce, and Ruthin Tourism Group were given a presentation by the architects. This meeting gave overwhelming support for the plans to transform the Centre. Local members also attended this meeting.

## **7. Implications on other Policy Areas including Corporate**

7.1. Culture and arts provision is an important element of local quality of life which the Council seeks to enhance. Transforming the Craft Centre into a national centre for applied art will have a positive impact on the Council's Corporate Aim to 'improve the image of Denbighshire'. The substantial external grants that the project will attract will also make a significant contribution to achieving the aim to 'obtain as much money as possible for Denbighshire'.

7.2 The project also contributes to three of the themes within the Council's Community Strategy. Enhancing educational opportunities and increasing access to cultural facilities will help achieve the Lifelong Learning targets set out in the strategy, and boosting cultural tourism and the number of visitors to Denbighshire is an Economic Prosperity target that the Craft Centre project will help deliver. The need to develop tourism is also a priority under the Environment strategic theme.

7.2 The need to develop and improve the Craft Centre is a specific proposal in the Council's approved Culture and Leisure Strategy 'Pick and Mix', and is fully consistent with your Cultural Tourism Strategy. In addition, the project is identified as a very high priority scheme in the Service Asset Management Plan.

## **8. Recommendation**

8.1. To endorse the Ruthin Craft Centre Development Study and to agree to proceed to the implementation phase of the project, subject to the availability of funding.

8.2 To recommend to Council that the Capital Plan makes provision for a £480k contribution to the capital cost of the project, and notes the case for increasing the annual revenue allocation to the Craft Centre by £16k in the financial year 2006/07 and by a further £4k annually from 2007/08.



**RUTHIN CRAFT CENTRE TRANSFORMATION**

**THE CENTRE FOR APPLIED ART, RUTHIN**

The transformation of Ruthin Craft Centre into the Premier Centre for Applied Art, Wales, is being carried out by a design team led by Sergison Bates Architects.

The new Centre will be located on the existing footprint and will be a zinc and stone cast building. Detailed investigations have revealed the impracticalities of adapting the existing building.

Providing planning permission is given, DCC anticipate funding could be confirmed by December 2005, with building work commencing in the middle of 2006.

The transformation provides an opportunity to retain the successful elements of the existing building – its location, the courtyard form, and a large part of the existing landscaping.

The new Centre will be a courtyard building with a dynamic and adaptable central space creating an environment protected from traffic noise, and a welcoming transitional space between the town and building.

The two existing trees in the courtyard will be retained and allowed space to flourish with complimentary new planting areas.

The form of the building will be expressive of each of its parts; a continuous landscape of undulating roofs and slopes that echo the Clywdian range visible beyond

Canolfan i'r celfyddydau cymhwysol, Rhuthun  
Centre for the applied arts, Ruthin



## **Building**

Two principal materials will be used for the exterior of the building. Zinc for the roof and some areas of the walls. Cast stone for the walls.

All the principal spaces in the building are single storey, but of varying height, arranged around the central courtyard. The main gallery entrance has a similar location to the existing building with easy and visible access from the town centre and the Centre's car park.

Canolfan i'r celfyddydau cymhwysol, Rhuthun  
Centre for the applied arts, Ruthin



The exhibition areas include three principal galleries each of different character and size. Gallery 1 and 2 are top lit and Gallery 3, the glazed Collections Gallery is side lit. The entrance lobby provides direct access to the retail area.

The restaurant is on the northern side of the courtyard with a south facing outdoor terrace, and from the interior distant views of the Clwydian range behind it. The six workshop studios are next to the restaurant.

The education room, the two residency workshop studios, the Tourist Information Centre and the offices are located on the southern side of the courtyard.

The building has been designed to be accessible to everyone. All visitors will use the building in the same way and the single storey level access design makes this easier to achieve.

## **ENVIRONMENTAL DESIGN**

The new Centre for Applied Art addresses the issues of sustainability and the use of resources in a number of ways. The design is based on using the 'passive' elements of the building envelope (walls, floors, openings etc) to create comfortable internal environments throughout the year with the minimum amount of equipment. In this way the energy needs of the building can be reduced.

**Natural Ventilation:** The building has been planned to allow as many spaces as possible to be provided with fresh air ventilation using opening windows and roof-lights.

**Thermal Mass:** The walls and floor of the building will be made from heavyweight materials such as concrete and dense plaster. These materials are exposed on the inside of the rooms to allow them to absorb and release heat/energy during a typical day.

**Glazing, daylight and insulation:** The amount of glazing in the external walls is modest so as to reduce winter heat loss and summer heat gain. Roof lights are used extensively to maximise the use of daylight and minimise the use of electric light during the hours of daylight. Generous insulation levels reduce energy use.

**Orientation and elevations:** There are larger taller elevations on their southern side and lower northern elevations to take maximum benefit from useful winter sun and reduce heating energy needs. Roof overhangs on the southern sides of these spaces are small to improve solar access.

**Road Noise:** The gallery spaces have no opening windows on the elevation facing the roundabout and the roof lights face away from the roundabout to reduce traffic noise.

**The Courtyard:** Light coloured materials and shading from planting at the eastern end of the courtyard will help maintain comfortable temperatures inside the gallery spaces. Rainwater from the roofs will be used to directly irrigate planting in the courtyard

Canolfan I'r celfyddydau cymhwysol, Rhuthun  
Centre for the applied arts, Ruthin



## **LANDSCAPE DESIGN**

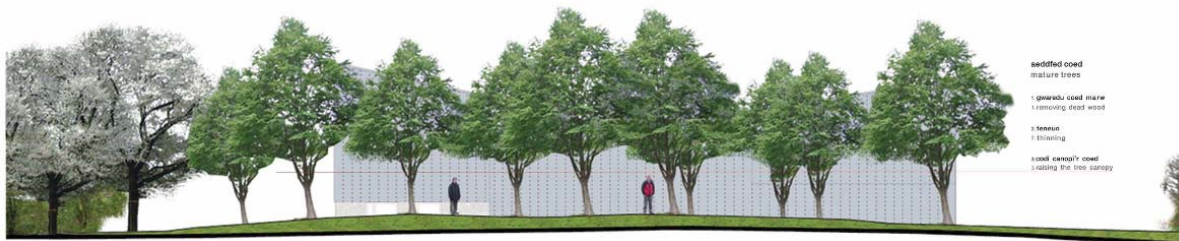
The transformation of the landscape will give year-round interest, with fresh opportunities and enhanced experience for the vibrant Craft Centre community. It will make outside spaces for meeting, making, learning and growing.

Special attention is given to the use of materials and planting that reflect local identity and the quality of the craft, exhibitions and publications, of the Centre.

There will be a calendar of colour, flowering and harvest. The courtyard is a public space for everyday use and special celebration. The car park will be an urban orchard.

Sustainable principles inform planting strategies and management regimes. Water is harvested from the roof to irrigate special plant beds within the courtyard and at its entrance. Existing planting is largely retained and provides the mature structure for the new planting that complements it. Existing trees will be protected during construction, with careful thinning and pruning, as appropriate.

Canolfan i'r celfyddydau cymhwysol, Rhuthun  
Centre for the applied arts, Ruthin



The quality of experience of the users of the site is a prime concern from summer shade, to winter shelter; for outside eating and protection from the rain. Evening as well as daytime use is anticipated, and lighting for pleasure, access and security will be integral to the transformation.

The links within Ruthin, the town trail and immediate access to the site include routes for pedestrians, wheelchair and pushchair users, cycles, cars, buses and service vehicles. Inclusive design, access and enjoyment are the underlying design principles, from arrival to the site, circulation within the site, and at the thresholds to the courtyard and the Craft Centre.

## **Design Team**

**Architects** Sergison Bates

**Landscape Architects** Landscape Interface Studio

**Structural Engineer** Greig-Ling

**Services Engineer** Building Design Partnership

**Cost Consultants** Smith Turner

REPORT TO CABINET

CABINET MEMBER: Cllr E W Williams, Lead Member for Environment

DATE: 13 September 2005

SUBJECT: Denbighshire Local Development Plan (LDP): Process and Progress Report

**1. DECISION SOUGHT**

1.1 The decisions sought in this report are:

- a) To advise Members on the emerging reforms to the Local Development Plan (LDP) system, and the constraints this creates
- b) To approve the approach currently adopted in producing the Denbighshire Local Development Plan.

**2. REASONS FOR SEEKING THE DECISION**

2.1 Several Members have expressed concerns regarding the new development plan system – this report intends to

- a) Inform Members on the fundamental changes that have been made to the development plan system since the introduction of the Planning & Compulsory Purchase Act 2004;
- b) Advise Members of the stages that must now be followed in preparing the LDP and seek their approval of the proposed timetable proposed for each stage;
- c) Highlight the evidence gathering work that is in progress to inform the preparation of the LDP;
- d) Seek approval and feedback from Members regarding the current approach taken to progress the LDP;
- e) Explain the constraints currently impacting on the process due to the emerging guidance and advice.

**A) The New Local Development Plan (LDP) System – Fundamental Changes:**

2.3 Four key areas of legislation by which LDPs differ to UDPs are as follows:

- 1) The need to produce a Delivery Agreement (DA);
- 2) The Need for both Strategic Environmental Assessment (SEA) and Sustainability Appraisal (SA) of the LDP;
- 3) The need to test the ‘Soundness’ of the LDP;
- 4) The Need to Make Plans more Strategic, Concise and Distinctive.

2.4 In order for the Authority to be effective in producing its LDP, it is important that Members are aware of the four areas highlighted above. Each of these areas of change is explained further in Appendix 1.

**B) The Key Stages in Producing an LDP (including proposed dates for Denbighshire):**

2.5 The preparation of an LDP can be broadly broken down into 7 main stages. These 7 stages and the projected dates that the Authority aims to be at for each one is set out below.

Stage 1: Developing the Evidence Base and Preparing the Delivery Agreement:  
Stage 1 Suggested Timetable: Present – December 2005;

Stage 2: Identifying Strategic Options  
Stage 2 Suggested Timetable: Present – July 2006

Stage 3: Public Participation on Preferred Strategy  
Stage 3 Suggested Timetable: 6 week period between April and July 2006

Stage 4: Preparation of Deposit LDP  
Stage 4 Suggested Timetable: June 2006 – June 2007

Stage 5: Consultation of Deposit LDP  
Stage 5 Suggested Timetable: June 2007 – February 2008

Stage 6: Assessing New or Alternative Site Options;  
Suggested Timetable for Stage 6: 6 week period between November 2007 and September 2008

Stage 7: Submission, Examination and Adoption.  
Suggested DCC Timetable for Stage 7: September 2008 – November 2009

2.6 Appendix 2 provides a very brief summary of the requirements at each stage.

2.7 There are significant cost implications for the Authority at Stage 7 of the above timetable, as the Examination in Public takes place during this stage. This is the independent assessment of the LDP by the Planning Inspectorate. The equivalent stage during the preparation of the UDP was the Public Inquiry in 2001 which lasted 2 months and cost £170,000.

2.8 The LDP process, including the timetable set out above needs to be integrated into the ongoing work being undertaken by the Authority on 'Visioning'.

2.9 A detailed breakdown of the timetable is provided in the Draft Delivery Agreement (DA) which will shortly be subject to a Delegated Cabinet Report prior to a period of targeted consultation with stakeholders. A copy of the Draft Delivery Agreement will be subject to a delegated Cabinet decision prior to public

consultation this month. Members will receive a copy of the consultation draft DA. The DA is a very important statutory document and underpins the entire LDP process. Following the consultation of the DA which will commence shortly, necessary amendments will be made prior to its approval by Full Council and ultimately by the Assembly Government.

**C) Key Tasks Already Undertaken to Prepare for the LDP:**

2.10 Paragraph 2.5 of this Report highlighted that Stage 1 is concerned with developing the evidence base and producing the Delivery Agreement.

2.11 The list below highlights the key tasks already undertaken in relation to the Stage 1 work. Several of these documents and studies have been presented to and discussed at the LDP Working Group Officers. Members are invited to advise on additional work required to enhance the evidence gathering exercise undertaken to date. The key tasks (ongoing, draft or complete) are as follows:

- Complete Delivery Agreement (draft)
- Population and Household Projections (ongoing);
- Population and Household Issues Paper (draft);
- Local Housing Needs Assessment (complete);
- Employment Land – Supply and Demand Study (complete);
- Employment Issues Paper (ongoing);
- Major Mixed Development Sites Study (ongoing);
- Wind farm Strategic Search Area Study (ongoing);
- Retail and town centre studies (1 complete / 1 ongoing);
- Retail Issues Paper (complete);
- Sustainability Appraisal / Strategic Environmental Assessment Scoping Report (ongoing)
- Urban Capacity Study (complete);
- Community Facilities Issues Paper (draft);
- Recreational Open Space Issues Paper (complete).

2.12 To view any of the Draft or Complete exercises identified above, Members are invited to contact a member of the Planning Policy Team.

**D) Key Strategic LDP Tasks for the Next 6 Months:**

2.13 Some of the key strategic outputs for the next 6 months will be as follows:

- Approve the Delivery Agreement;
- Develop evidence base further and build consensus with key interest / stakeholder groups – ensuring it is in line with the Denbighshire ‘Visioning’;
- Complete Major Mixed Development Sites Study;
- Complete Wind Farm Study;
- Consult the SA / SEA Scoping Report;
- Prepare LDP Strategic Options;

**E) Published Guidance on New System – Information Gaps:**

- 2.14 The legal and procedural changes associated with the reform to the planning system require a different approach and method of working to that done previously. Guidance and advice is necessary from the Assembly Government and others to enable the smooth transition from the old system to the new. The table below highlights new or proposed guidance that is being produced (predominantly by the Assembly Government) including the status of such publications.
- 2.15 We are currently working in a ‘policy vacuum’, which may make progress slower and more difficult than would otherwise be the case. This vacuum is caused by insufficient guidance from the Assembly Government on the LDP process. At the request of Members, Officers invited Assembly Government officials to explain and advise on the current position. This invitation was declined on the basis that the Assembly Government was meeting their original timetable for producing guidance on the LDP process. We are now working closely with Assembly Government officials to try and ensure there are no ‘surprises’ when documents are published. Members should be aware of the constraints which impact on the timescale and future programming of our work.



<b>Guidance</b>	<b>Status</b>
<b>'The Regulations'</b> (Part 6 of the Compulsory Purchase Act 2004 Draft Commencement & Transitional Provisions Order Explanatory Note; and Draft Regulations (Welsh Assembly Government) – <i>these are the statutory regulations that determine how the system will operate.</i>	Only in <b>Draft</b> at this Stage.  Proposed to be published Autumn 2005.
<b>'A Framework for Assessing the Soundness of Local Development Plans'</b> (The Planning Inspectorate) – <i>this is the Inspectorate's guidance on defining the soundness of an LDP.</i>	Only in <b>Draft</b> at this Stage.  Final Publication Date Uncertain.
<b>'Local Development Plan Manual'</b> (Welsh Assembly Government) – <i>this will be the Assembly's main guide to local planning authorities on how LDP should be produced i.e. a practical guide to producing LDPs.</i>	Not yet available.
<b>'A Draft Practical Guide to the Strategic Environmental Assessment (SEA) Directive'</b> (ODPM, WAG, Scottish Executive) – <i>initial guidance on the SEA directive.</i>	Only in <b>Draft</b> at this Stage.  <b>No specific guidance on SEA of LDPs.</b>  <b>Note – SEA is a statutory requirement.</b>
Guidance on Sustainability Appraisal (SA) of LDPs.	<b>None</b>  <b>Note – SA is a statutory requirement.</b>
Guidance on Producing LDP Delivery Agreement's.	<b>No detailed guidance, although there is a draft checklist in place.</b>  <b>Note – the production of a Delivery Agreement is a statutory requirement.</b>

### 3. POWER TO MAKE THE DECISION

The key areas of legislation on the production of LDPs are the Town and Country Planning Act 1990 and the Planning and Compulsory Purchase Act 2004.

### 4 COST IMPLICATIONS

It is considered that most of the LDP production costs can be met within the existing service budget. However, there is a significant cost attached to the LDP Examination in Public (refer to paragraph 2.7 of this report) and further work is needed to identify the financial position in 2008-09.

## **5 FINANCIAL CONTROLLER STATEMENT**

The production costs should be monitored closely and met by existing service budgets. The LDP Examination in Public costs will need to be identified in the Revenue Budget process for future years.

## **6 CONSULTATION CARRIED OUT**

The following internal consultation has taken place with: Head of Planning & Public Protection; Lead Member for the Environment, Environment Director; and Strategic Policy Manager. External consultation is not considered necessary at the moment.

## **7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE**

The LDP is one of the main plans the Authority is required to produce. It effectively establishes the basis of all development in the County, and as such has implications on all service areas within the Authority.

## **8 RECOMMENDATION**

8.1 It is recommended that Members:

- a) Confirm any areas where they may require further training from officers on the Local Development Plan system / process;
- b) Recognise current constraints of working within the new system; and
- c) Give approval to the approach currently taken by Officers in producing the Denbighshire Local Development Plan (LDP).

## FUNDAMENTAL CHANGES IN THE NEW LOCAL DEVELOPMENT PLAN SYSTEM

### 1) **The need to produce a Delivery Agreement and adhere to its content:**

- It is a statutory requirement for local planning authorities to produce a document called a Delivery Agreement (DA). The DA is a very important statutory document and sets out the 'route map' for preparing the LDP. Once approved the Authority must rigidly follow the content of the DA.
- The DA is a public statement setting out 2 key aspects of the LDP as follows:
  - The LDP Timetable: the comprises of the local authority's project plan for producing the LDP; and
  - The Community Involvement Strategy (CIS): this comprises of the local authority's policy for involving the public in preparing both the LDP and the Sustainability Appraisal (see below).
- The DA must be subject to a delegated cabinet report prior to consultation with key stakeholders. It will then be amended and adopted at Full Council before ultimately obtaining the Assembly Government's approval.
- Once approved the DA commits the local authority into producing their LDP according to the agreed timescales and consultation processes in the DA. Any deviation from the agreed content of the DA will be examined by the Inspector at the Examination in Public (the equivalent to the UDP Public Inquiry) – this will form part of the 'soundness' test (see item 3 below).
- The DA has been discussed at the LDP Working Group and will shortly be subject to delegated cabinet decision to consult with selected stakeholders.

### 2) **The Need for both Strategic Environmental Assessment (SEA) and Sustainability Appraisal (SA):**

- Central to the reform of the planning system is the aim to ensure that LDPs are an effective tool for achieving sustainable development. Local authorities must now undertake both a:
  - Strategic Environmental Assessment (SEA) of the LDP; and
  - Sustainability Appraisal (SA) of the LDP;
- SEA is a European Directive that requires local authorities to appraise the environmental effects of any new plan or programme that has land use implications. The LDP falls into the category of plans that must be assessed and any LDP document published must be accompanied by an Environmental Report setting out the impact of the plan on the environment. This is a challenging task that has significant resource implications;
- SA is an Assembly Government requirement which requires the economic, environmental and social impacts of the LDP to be comprehensively assessed. There are clear links with the Council's 'visioning' process here. As with SEA, SA requires the publication of a Report setting out the economic, social and environmental impacts of the LDP to accompany any LDP publication. As with SEA, this is a challenging task that has significant resource implications;

- Both SA and SEA are areas where officers consider there to be insufficient guidance from the Assembly Government at present.

### 3) The 'Soundness' Test

- An overriding requirement for the new system is that of the **soundness** of LDPs. Local Planning Authorities will now have to comply with various tests to ensure that the LDP is 'sound'. It is crucial that Members have an understanding of the 'Soundness Test' in order to understand how LDPs must be prepared. In preparing the LDP:
  - Local authorities will have to ensure the LDP is 'sound';
  - Those who object to the LDP will need to show why the Plan is not sound;
  - At the LDP's 'Examination in Public' (the equivalent to the UDP Public Inquiry), it is the responsibility of the appointed Independent Inspector to consider the soundness of the Plans as a whole.
- The Planning Inspectorate has come up with a draft guidance note which defines the 'tests of soundness' that a LDP will have to achieve. The tests of whether an LDP is 'sound' or not will be based on the following:
  - Has the LDP been prepared in accordance with the Delivery Agreement?
  - Has the LDP been subject to an appropriate Sustainability Appraisal and Strategic Environmental Assessment?
  - Does the LDP have regard to other relevant plans, policies and strategies relating to the area or adjoining areas?
  - Is it consistent with national policy?
  - Does it have regard to the Wales Spatial Plan?
  - Does it have regard to the community strategy?
  - Does it set out a coherent strategy from which its policies and allocations logically flow and is it compatible with the development plans prepared by neighbouring authorities?
  - Are the strategy, policies and allocations realistic and appropriate having considered the relevant alternatives and are they based on robust and credible evidence?
  - Are there clear mechanisms for implementing and monitoring the Plan?
  - Is it reasonably flexible to deal with changing circumstances?
- Therefore the local planning authority will have to comply with all of the above in order to avoid any significant challenge to the LDP. Again, there are clear links here with the Authority's 'Visioning' exercise – and the LDP must clearly have regard to this exercise (and vice versa).

### 4) Making Plans more Strategic, Concise and Distinctive

- Another key change is the Assembly Government's requirement that LDPs be more strategic, concise and distinctive than previously. This will require:
  - A clear vision on how places are planned to be developed, changed or conserved;
  - Identify main areas of change and protection;

- Produce more concise plans than previously – not repeating national guidance and reducing the amount of supporting text for each policy.
- LDPs must therefore be strategic documents setting out a clear vision. “Low level” policy issues and detailed or unnecessary policies should be avoided. Once again, there are links and opportunities to link in to the Council’s ‘Visioning’ exercise here.

**KEY STAGES IN THE PRODUCTION OF A LOCAL DEVELOPMENT PLAN  
(INCLUDING INDICATIVE DATES FOR DENBIGHSHIRE COUNTY COUNCIL)**

**Stage 1: Developing the Evidence Base and Preparing the Delivery Agreement:**

This stage comprises:

- Preparation and approval of the Delivery Agreement;
- Technical exercises including data and topic studies, site assessments etc
- Collecting evidence on national policy, the local context, local strategies e.g. Denbighshire Visioning Exercise.

**Suggested DCC Timetable for Stage 1: Present – December 2005**

**Stage 2: Identifying Strategic Options:**

An important feature of the new system is the early consultation of key stakeholders and the emphasis on testing different strategic development options. There are three main elements where variations and options can be considered, as follows:

- The overall levels of growth to be accommodated;
- The distribution of new development;
- Topic based policies.

**Suggested DCC Timetable for Stage 2: Present – July 2006**

**Stage 3: Public Participation on Preferred Strategy:**

Following Stage 2 (above) the authority will need to identify a preferred option and this must be subject to a 6 week period of public consultation.

**Suggested DCC Timetable for Stage 3: 6week period between April and July 2007**

**Stage 4: Preparation and consultation of Deposit LDP:**

Following consideration of the responses to Stage 3 (above) the Deposit LDP will be produced – this is the Council's approved development plan for the County. This will be subject to a statutory 6 week period of public consultation.

**Suggested DCC Timetable for Stage 4: June 2007 – February 2008**

**Stage 5: Assessing New or Alternative Site Options:**

If during the Deposit (Stage 4, above) public consultation period, an objector proposes new or alternative sites, these must be advertised and made available for public consultation in exactly the same way as for the Deposit period, above.

**Suggested DCC Timetable for Stage 5: 6 week period between Nov 07 and Sept 08**

**Stage 6: Submission, Examination and Adoption.**

Following all of the above stages, the following documents will be submitted for Independent Examination to the Assembly Government and the Planning Inspectorate:

- The Deposit LDP;
- The SA and SEA Reports;
- The Delivery Agreement;
- The Consultation Report;
- Supporting Evidence.

The Examination will involve an independent assessment by a Planning Inspector into the 'soundness' of the LDP. The Inspector's Report will be submitted (along with recommendations for change where necessary) and the notification to adopt will follow.

**Suggested DCC Timetable for Stage 6: September 2008 – November 2009**

**REPORT TO CABINET**

**CABINET MEMBER: Cllr P A Dobb, Lead Member Health and Well-being,  
Cllr M A German, Lead Member Children and Young People**

**DATE: 13<sup>th</sup> September 2005**

**SUBJECT: Emergency Duty Team Social Work Services in Denbighshire**

**1 DECISION SOUGHT**

- 1.1 To agree in principle that Out of Hours Social Work Services are provided within a specialist team across Denbighshire, Flintshire and Wrexham from April 2006.
- 1.2 To agree that this team would be based in Wrexham and line managed by Wrexham County Borough Council subject to satisfactory negotiation of service/management agreements.

**2 REASON FOR SEEKING DECISION**

**2.1 Reason for change in service**

The Joint Review of Denbighshire Social Services in 2003 heavily criticised the out of hours social work arrangements. These services provide access to social work advice and intervention, on an emergency basis, outside office hours. In particular the Joint Review was concerned about the fragility of the service, the fact that it relied on volunteer contributions to the rota and was concerned about large gaps in that rota both within Children and Adults Services. The volunteer rota model is outmoded and is not used currently in any other part of Wales or indeed in England. The feedback from the recent SSIW inspectors reviewing Adult Services confirmed that this criticism of our still existing model is still valid. There is therefore no doubt that we need to develop a significantly improved service. In recent years the provision of Out of Hours services has been maintained through the willingness of staff to commit to taking part in rota arrangements. However this



goodwill cannot be relied upon and the service is therefore insufficiently robust.

There are also well acknowledged strengths in having a full time out of hours team in terms of achieving greater consistency, professionalism and efficiency in out of hours arrangements.

## **2.2 Work Undertaken**

As these issues are not unique to Denbighshire, the Head of Adults Services initiated a project team across 3 Counties of North East Wales, Wrexham, Flintshire and Denbighshire to discuss proposals for a joint way forward. Such regional/joint approaches to service development have been explicitly encouraged by Welsh Assembly Government, the WLGA, and the Social Services Inspectorate for Wales. A project team was formed in February 2004 involving key managers from these counties and chaired by the Head of Adult Services in Denbighshire. This group has undertaken work in the following stages

- An analysis of good practice in out of hours services across Wales and the UK
- Detailed fact finding visit to Caerphilly – a 5 County partnership agreement has been introduced 2 years ago.
- A detailed analysis of out of hours activity in Denbighshire, Flintshire and Wrexham for Children and Adult Services
- An analysis of current budget arrangements to support Emergency Duty Services in Denbighshire, Flintshire and Wrexham
- A full list of service options were generated
- Detailed options appraisal was completed and a short list of two options generated
- Final detailed SWOT Analysis of remaining options and conclusions reached
- Option appraisal recommended option of specialist team across Flintshire, Denbighshire and Wrexham based on current Wrexham location.

This work is described in more detail in appendix 1.

## **2.3 Conclusions of work**

A clear recommendation from the project team is that the model to be adopted is an Out of Hours Social Work Service across 3 counties based in the current location in Wrexham. The clear advantages of this model are as follows:-

- Builds on current Wrexham service
- Utilises management team and expertise
- Less disruptive regarding recruitment issues
- Most cost effective option
- Utilises current accommodation and infrastructure of team in Wrexham
- Provides a robust and dependable service
- Allows future flexibility and changes in model regarding working with other partners, notably Health

As with all models considered there are disadvantages, the main one being the time needed to respond from Wrexham base to areas of Denbighshire, particularly North Denbighshire. However the low rate of call activity per day, currently one 1 actual visit per day on average for both Flintshire and Denbighshire would mean this is eminently manageable within the staffing team which is anticipated to be 3 Social Workers on duty up to midnight and 2 between midnight and 9 am.

Therefore the clear conclusion of the group is that this model will achieve all necessary improvements in quality at the most affordable price. Detailed consideration of service/management agreements has not yet been undertaken but will be required to formalise the collaboration.

## **2.4 Necessary Resource and Implications**

The current financial support for out of hours services in Denbighshire is approximately £150,000. In the new joint team arrangements this would rise to approximately £195,000 and therefore there will be an increase of financial commitment of £45,000. This would be funded in equal measure from Adults and Children's services, £22.5k from Care Capacity Grant for Adults, and £22.5k from reprofiling Family Support Work services in Children's services.

It should be remembered that this delivers a full time robust service which will meet all statutory requirements and respond to the issues of weakness raised by Social Services Inspectors. Certainly economies of scale are also realized with the 3 county arrangement and delivery of a local service of this quality would necessitate a much greater increase in resources. It should also be remembered that there may well be hidden management support costs in existing arrangements for example regarding capacity of operational service managers which would not be needed under the new arrangements.

Therefore the new service will require a modest increase in resources, to be found from existing budgets in year 06/07. However the improved service delivers the following outcomes:-

1. Responds to significant criticism in SSIW Inspection and Joint Review reports which require response.
2. Provides robust, reliable service, (patently not the case currently).
3. Provides a service with improved policies, procedures and management effectiveness.
4. Removes a current service delivery model which is known to be outmoded (and indeed is the only such service in Wales and England).
5. Provides a more thorough response to users out of hours, and has potential for future extension of service, in collaboration with health and other agencies.

## **2.5 Final comment**

Members are asked to approve strategic direction of this specialist EDT service.

This report will obviously be presented to 3 political structures in Flintshire, Denbighshire and Wrexham. There may be minor amendment of plans due to discussions within these arenas and a degree of flexibility will be required in terms of implementation. When agreed, a Project Manager will be identified to take the project forward.

### **3 POWER TO MAKE THE DECISION**

Section 1A of the Local Authority Social Services Act 1970 in respect of Social Work Services. Section 113 of the Local Government Act 1972 in relation to establishing joint provision with another local authority.

### **4 COST IMPLICATIONS**

New service would require additional £45,000 of funding from Personal Services. This will be found in the financial year 2006/2007 from existing resources.

### **5 FINANCIAL CONTROLLER STATEMENT**

The proposal is an example of collaborative working with partners which the Assembly is recommending as one of the ways forward to achieve greater efficiency in service delivery. The Assembly's assumptions on the potential for efficiency savings and gains will lead to a 1% reduction in WAG funding for the next few years. In the case of this proposal there will be a significantly improved quality of service but this will actually lead to an overall increase in costs.

### **6 CONSULTATION CARRIED OUT**

Detailed consultation with other Local Authority Senior Officers and with staff through involvement in Project Board. Consultation to be carried out with users through the Denbighshire Social Services Consultation Group, which includes representations of service user groups. The issue is to be discussed at the Personal Services Scrutiny Committee meeting on September 8<sup>th</sup>.

### **7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE**

Social Work services have clear links with other services most notably with housing services and with health partners. These issues have been fully considered in the project board producing this report and recommendations. Quite clearly the initial response to people in crisis situations can have a fundamental effect on long term health and peoples ability to maintain their independence. The provision of high quality out of hours services are therefore

highly cost effective in maintaining independence and reducing long term burdens on health and social care agencies.

## **8 RECOMMENDATION**

- 1.1 To agree in principle that Out of Hours Social Work Services are provided within a specialist team across Denbighshire, Flintshire and Wrexham from April 2006.
- 1.2 To agree that this team would be based in Wrexham and line managed by Wrexham County Borough Council subject to satisfactory negotiation of service/management agreements.

## **Report of Wrexham, Flintshire and Denbighshire Project Board**

### **Title: Proposal for North East Wales Out of Hours Social Work Service**

#### 1. Analysis of Current EDT Activity

An analysis of EDT activity over the calendar year 2004 was carried out by the team and is presented in appendix 2. The table shows some quite striking differences in service delivery across the 3 areas. The total number of calls for all three areas in a year is 5,556. Of these calls slightly over 10% result in an actual visit by an out of hours worker. This figure is 621. This represents an average of 12 calls per week. As can be seen from the data the current Wrexham team is most active both in contacts and visits. It currently has 50 contacts per week and 5.5 visits per week. The figure for Denbighshire is 27 contacts and just over 4 visits were week. It is striking the preponderance of children's service visits in Denbighshire. In Flintshire the contacts are very similar to Denbighshire at 28 and calls significantly lower at 2 visits per week. One comparison between Denbighshire and Flintshire is that the call activity are very similar for adults but starkly different for children (32 calls in Flintshire compared to 157 calls in Denbighshire). In the activity data the Wrexham stats have overall totals and do not subdivide calls data for adults and children. The following general conclusions can be made from the data.

- a) Although significant in terms of activity the rate of calls per week would appear to be manageable by one team across 3 counties. Also notably the current visit rate outside Wrexham combined is currently on average slightly less than 1 visit per day.
- b) The activity in Wrexham appears to be higher than in Denbighshire and Flintshire in terms of contacts at any rate which may reflect referrers greater willingness to contact the team when a specialist team is in place. The visiting pattern is though more in line with the other counties.
- c) In general the focus of the work is with children, certainly in Denbighshire and Wrexham. Flintshire seems to buck this trend with equal activity in terms of contacts for Adults and Children and double the activity and calls for Adults over Children.
- d) The proportion for client group activity on a more detailed basis gives some interesting themes, the overall proportion across the 3 counties is 66% for children's work, the other main client groups are similar proportions with 12% mental health, 13% older people and 9% for others.

#### 2. Analysis of Expenditure

The analysis of expenditure is set out in Appendix 2. The spend for 2004/05 is currently very similar for Flintshire and Denbighshire with

approximately 150k spent in both authorities. The spend in Wrexham is significantly higher with £236k in that financial year. As can be seen the current combined total of all 3 authorities in spend is £530k.

### 3. Evaluation of Options

The work group produced a long list of all options for consideration as a possible future model of service. A long list of options was produced and evaluated as follows:-

(Appendix 3)

From these options a short list of 2 possible options was generated. These are:

1. Emergency Duty Team based at one location
2. One Emergency Duty Teams based at 2 strategical locations across Flintshire, Denbighshire and Wrexham.

### 4. SWOT Analysis of Options Shortlist

The final stage of this option appraisal evaluated the favoured options which consisted of a SWOT Analysis of both models. They cover the following models and variations.

1. One team based in Wrexham covering Wrexham, Flintshire and Denbighshire
2. One team based in Mold covering Wrexham, Flintshire and Denbighshire
3. Team based in Wrexham and St Asaph covering Wrexham, Flintshire and Denbighshire
4. One team based centrally covering Flintshire and Denbighshire.

The details of the SWOT are analysed in Appendix 4.

The outcome of this SWOT analysis is quite interesting. The firm conclusion of the group which represented the views of Flintshire and Denbighshire participants is that the one clear preferred model is option 1 in terms of 1 team based in Wrexham covering the 3 counties. There are clear advantages in this model in that it builds on the current Wrexham service with minimum disruption, it also utilises the management team and expertise and the recruitment issues with an augmented team would be less disruptive to other services than with a further team starting from scratch. (This is not an insignificant point with the problems of recruitment in all areas and the possible attractiveness of the out of hours social work role to practitioners in busy child care or adult operational teams). This is also the cheapest option utilising the current accommodation and infrastructure of the team in Wrexham.

The main disadvantage of this option is clearly the response time both to Flintshire and especially Denbighshire. The team estimated this would be a maximum of 50 minutes assuming good traffic conditions. However the low number of call activity demonstrated above with currently only 1 a day on average to both Flintshire and Denbighshire mean this is eminently manageable within the staffing of the team which is expected to be 3 Social Workers on duty up to midnight and 2 beyond. Therefore the clear conclusion of the group is in terms of this model which would achieve all of the necessary improvements in quality at the most affordable price.

Consideration of other options is included. The 2 centre model (model 3) has been discarded in terms of prohibitive cost and difficulties of running such a service. The model around model 2 has some potential benefits but would be more difficult and costly to implement and seems on the face of it unacceptable to Wrexham. Option 4 must remain as a back-up option if Wrexham decided to maintain their current arrangements. It provides most of the advantages of Option 1 but at greater cost to Flintshire and Denbighshire. It also loses some of the clear advantages of collaborative working for the 3 authorities in terms of workforce planning and acting as a base for further collaboration on arrangements such as joint commissioning.

In conclusion then there is 1 clear favoured option of the project team which is building on the current Wexham EDT Team at current base to expand its role to cover the 3 Counties.

## 5. Financial Implications

As part of the project group work Bryn Williams the current Team Operational Manager did some modelling around rotas to provide a service to 3 counties. They are included as Appendix C. In summary these provide an initial costing for immediate staff costs for the team as follows:

- For a rota providing 3 Social Workers working up until midnight and 2 Social Workers from midnight through to 9 am the overall costs for such a service would be £400k per annum.
- For a rota with 2 Social Workers providing a service at all times the costing would be £340k.

It was concluded that to provide a robust service for this geographical area taking into account driving distances that the first option would be needed. This of course is just staffing costs and significant management infrastructure, accommodation and transport costs would be also relevant. These are estimated as follows:

Management Support	40,000
Travel	35,000
Accommodation	30,000
Infrastructure and administrative support	50,000



It is thought prudent as well to build a small slippage budget into the budget of £30,000. This brings the total budget for 3 Counties team based in Wrexham of £585,000.

The Project Board has talked about how this should be apportioned across the 3 Counties. One option would be to work on population linked to activity. Another model would be in terms of initially introducing an equitable 3 way split between the 3 counties. The proportions of an envisaged budget for the 3 Counties is as follows based on 05/06 figures

### 3 Way Split

Wrexham	£195,000
Flintshire	£195,000
Denbighshire	£195,000

### Population/Activity based model

Flintshire	£205,000
Wrexham	£195,000
Denbighshire	£185,000

It is accepted that the latter evaluation is to some degree a rough and ready calculation but is perhaps a realistic apportioning at an early stage. If agreed then contributions of agencies could be altered following 1 year of activity within the teams.

It is interesting to note that for Flintshire and Denbighshire an increase in Out of Hours investment is needed to sustain the model of approximately £50,000 for both counties. For Wrexham it is interesting that there would appear to be a saving of approximately £30,000 in taking this model forward. This to some degree seems unsurprising in that for Flintshire and Denbighshire the need to provide a more robust service would indicate the need for strengthening of resources whilst for Wrexham they have already provided that increased infrastructure. The potential for economy of scale is realised.

## APPENDIX 2

### Analysis of EDT Activity and Costs for EDT – Flintshire, Denbighshire, Wrexham (January to December 04)

	FLINTSHIRE				DENBIGHSHIRE				WREXHAM				GRAND TOTAL
	Adults	Children	Total		Adults	Children	Total		Adults	Children	Total		
			Per Yr	Per Wk			Per Yr	Per Wk			Per Yr	Per Wk	
<b>Number of Contacts</b>	732	728	1460	28	295	1146	1441	27	1000	1655	2655	51	5556
<b>Calls resulting in a visit</b>	68	32	100	2	68	157	225	4.3	-	-	296	5.6	621
<b>Client Group %</b>													
▪ Children	50				75				73				66
▪ Mental Health	13.5				8				14.5				12
▪ Older People	22.5				6				10				13
▪ Other Adults	14				11				3.5				9 (all others)
<b>[ Spend: (04/05)</b>	<b>£83k</b>	<b>£64k</b>	<b>£147k</b>		<b>£70k</b>	<b>£77k</b>	<b>£147k</b>				<b>£236k</b>		<b>£530k</b> ]

**Option 1**

2 Geographical bases 1 North, 1 South attached to the local health facilities. This option seemed to have a lot of advantages in terms of a robust and sizeable team covering each others work across a large area. Important to have 1 team rather than a group of teams would provide the potential to improve current level of service certainly in authorities with current voluntary rota. Geographical accessibility could be achieved with considered planting of bases, if two bases chosen. There would be advantages in terms of consistency and mutual support in terms of EDT service.

Option Favoured

**Option 2**

1 Management Structure with 3 patches, each patch utilising a health base. This option would have the advantage of having a specialist EDT presence in each county. However it was not favoured due to the fact there is really 3 teams within a team, and does not achieve any advantages in terms of team cohesion, or indeed economies of scale. Also loses advantages of a common professional approach to EDT services compared to Option 1.

Option Not Favoured

**Option 3**

1 Base, 1 EDT Team. This option initially disregarded, due to geographical inaccessibility. However there may need to be some further work around this, as evaluation may mean that geographical accessibility is not too great.

Option Favoured

**Option 4**

Keep the status quo but with a shared management arrangement. This option not favoured due to retention of current disadvantages of voluntary model and also inconsistencies between Wrexham viz a viz Flintshire and Denbighshire.

Option Not Favoured

**Option 5**

The lead could be an independent body. This option not favoured due to unavailability of organisations able to take on brief for adult and children's social care. Also concerns about additional monitoring to ensure quality which would make the system cumbersome.

Option Not Favoured

**Option 6**

Dedicated EDT working from home. This option was not favoured due to the complexities in effectively managing such a service and the problems in ensuring appropriate levels of training, standards, service delivery, etc.

Option Not Favoured

**Option 7**

Keep the status quo. This not favoured due to known problems with voluntary rota, i.e. recruitment and retention, inconsistency of service, problems in asking workers to balance duties on top of full time job.

Option Not Favoured

**Option 8**

Fully integrated service with health. This option was seen as a very positive long term strategic direction. However in the short term this is not going to be achievable, due to complexities in how the LHB's are developing in each area.

Option Not Favoured

## APPENDIX 4

### **1. One Team based in Wrexham covering Wrexham, Flintshire & Denbighshire**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>▪ Premises</li> <li>▪ Existing team</li> <li>▪ Management expertise</li> <li>▪ Procedures and protocols</li> <li>▪ Cheapest option (3 staff per night)</li> <li>▪ Build on present team with minimum charge</li> <li>▪ Robust service</li> <li>▪ Benefits of collaborate work across 3 counties</li> </ul>	<ul style="list-style-type: none"> <li>▪ IT Systems different</li> <li>▪ Response times for F &amp; D (but only 9 visits per week)</li> <li>▪ F &amp; D staff may want to be based in Wrexham</li> <li>▪ Large amount of travel for staff = high % of time spent in the car (but only 9 visits p.w.)</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>▪ Reduced cost of service for Wrexham</li> <li>▪ Improved service quality via team ethos and specialisation</li> <li>▪ More consistent practice</li> </ul>	<ul style="list-style-type: none"> <li>▪ D &amp; F calls may not receive sufficient priority</li> <li>▪ Partner agencies would be concerned about response times (for D &amp; F calls)</li> <li>▪ Reduced service response in F &amp; D</li> </ul>

### **2. One Team based in Mold covering Wrexham, Flintshire & Denbighshire**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>▪ Management expertise</li> <li>▪ Procedures and protocols</li> <li>▪ Second cheapest option (to Wrexham Base)</li> <li>▪ Benefits of collaborative work across 3 counties</li> </ul>	<ul style="list-style-type: none"> <li>▪ Why would Wrexham move</li> <li>▪ Poorer service for Wrexham</li> <li>▪ IT systems different</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>▪ Improved service quality via team ethos and specialization</li> <li>▪ More consistent practice</li> <li>▪ Reduced cost of service for Wrexham</li> </ul>	<ul style="list-style-type: none"> <li>▪ Partner agencies concern about response time for Wrexham</li> <li>▪ Loss of consistency for Wrexham based EDT staff</li> </ul>

### **3. Team based in Wrexham and St Asaph covering Wrexham, Flintshire & Denbs.**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>▪ Better response time</li> <li>▪ Target resources on area of high activity</li> <li>▪ Keeps the 3 LA's involved in the service</li> </ul>	<ul style="list-style-type: none"> <li>▪ Activity levels too low to justify model</li> <li>▪ Additional costs of premises and staffing 4 v 3</li> <li>▪ Fractured team</li> <li>▪ No one else does it – why?</li> </ul>
Opportunities	Threats
	<ul style="list-style-type: none"> <li>▪ Potential for two different team cultures to develop</li> <li>▪ Organizational nightmare</li> </ul>

### **4. One Team based centrally (Mold?) covering Flintshire & Denbighshire**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>▪ Response times</li> <li>▪ No risk of preferential treatment for any one area</li> <li>▪ Common IT systems</li> <li>▪ More robust/reliable arrangements than existing arrangement for F &amp; D</li> <li>▪ Some benefits of collaborative work but only 2 counties.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Cost of premises and staff (unless we can limit it to 2 per night)</li> <li>▪ Limited existing management capacity and expertise</li> <li>▪ Limited procedures/protocols</li> <li>▪ More project management needed than with the tripartite model</li> <li>▪ Loss of some potential for collaboration</li> </ul>
Opportunities	Threats
	<ul style="list-style-type: none"> <li>▪ Impact of recruitment on daytime services</li> <li>▪ Slower progress with implementation because of management capacity and need for premises</li> </ul>

**REPORT TO CABINET**

**CABINET MEMBER:** Councillor S A Davies, Lead Member for Communications

**DATE:** 13 September 2005

**SUBJECT:** **Corporate Communications Strategy - Action Plan**

**1. DECISION SOUGHT**

1.1 To approve the recommendations of the Corporate Communication Strategy Action Plan.

**2. REASON FOR SEEKING DECISION**

2.1 In July Cabinet approved the Corporate Communications Strategy and Action Plan

2.2 The Leader requested a more detailed action plan to be submitted to the next Cabinet to ensure it implementation.

**3. POWER TO MAKE THE DECISION**

3.1 Section 111 of the Local Government Act 1972 - subsidiary powers of local authorities.

**4. COST IMPLICATIONS**

4.1 Potential cost implications above current resources dependant on scope of the Vision for Denbighshire.

**5. FINANCIAL CONTROLLER STATEMENT**

5.1 Costs in connection with the implementation of the strategy will need to be contained within relevant service budgets.

5.2 Any additional costs which may arise from the Visioning Exercise are not budgeted for and funding will need to be identified when costs have been assessed.

**6. CONSULTATION CARRIED OUT**

6.1 The scope of the review, which resulted in the action plan, was agreed by a cross directorate Communication Review Group, which also included members. This Team met regularly throughout the three phases of the review.

- 6.2 Desk top research into the information needs of local communities was carried out in November 2003, followed by a Partners Survey, which included councillors and media, in December 2003.
- 6.3 Denbighshire's Citizens panel was consulted by questionnaire in February 2004.
- 6.4 A small consultation session was also held with a group from the Citizens Panel to gauge their general satisfaction levels with the information they receive from Denbighshire.
- 6.5 A total of 265 staff responded to an internal communications survey.
- 6.6 Monthly Management Conferences

## **7. IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE**

- 7.1 Actions contained in the Strategy document should influence all policy areas.

## **8. RECOMMENDATIONS**

- 8.1 As set out in the Action Plan

<b>CORPORATE COMMUNICATIONS - ACTION PLAN 2005 - 2006</b>			
<b>ACTIVITY AREA / ACTION</b>	<b>COST</b>	<b>BY</b>	<b>OUTCOME / COMMENT</b>
<b>1: Internal Communications</b>			
1.1 Establish communications as a standing item on DMT Agendas	No cost	Corporate Communications (CC) & PA's to directors July 2005  <b>ACHIEVED</b>	- To highlight the importance of communications issues at all levels  -To identify communications threats and opportunities
1.2 Develop team briefings as a means of ensuring employees are regularly updated on policy issues and activities	No cost	CC; Directors; Heads of Service  September 2005	- To improve communications across the authority - To ensure consistent messages are communicated -To improve two way communication with employees
1.3 In conjunction with Central Personnel, develop and implement a staff suggestion scheme	£1k	PR Manager/Head of Personnel September 2005  <b>Scheme agreed; partnership working with West Sussex has resulted in the sharing of an electronic recording and monitoring programme which is currently being tested. Launch - January 2006</b>	- To encourage employees to have a sense of ownership and belonging to the authority - To encourage innovation



1.4 In conjunction with Central personnel, introduce a communication function to all job descriptions at manager level and above	No cost	PR Manager/Head of Personnel  * <b>As part of the development review process for managers, under behaviours, communications will be introduced as from April '06.</b> * <b>Communications will be a key requirement of the appraisal process</b> * <b>current job interview processes now specify communications as being part of the requirements of the post which is tested at interview - on going</b>	- To improve communication across the authority
1.5 Further development of monthly members and staff bulletin	No cost	Corporate Directors On going through incorporation into fortnightly members and staff bulletin - Cabinet Office	- To improve communications with employees
1.6 Staff road shows by the Chief Executive and Leader as and when required to publicise specific issues, but to be at least annually	Staff time	Chief Executive & Leader On going	- To improve communications across the authority - To ensure a consistent message
1.7 Continue to develop the bilingual staff magazine, Penawdau/Headlines	No cost	CC Cross directorate editorial team On going	- To improve communications with employees
1.8 Continue to develop the daily news bulletin for members and staff, Denbighshire Today	No cost	CC On going	- To improve communications with members and employees

1.9 Directorates to develop their own communication action plans in line with the Corporate Communications Strategy. Measurable outcomes to be included in Business Plans	No cost	Corporate Directors Heads of Service  <b>Social Services Communications Plan in place</b>	- To improve communications with employees
1.10 Staff survey to gauge effectiveness of corporate communications	No cost	CC March 2006	- To establish ways to develop and improve communications to employees
<b><u>2: External communications</u></b>			
2.1 Further develop the style and content of Llais y Sir/ County Voice	Within budget	CC On going	- Continue to improve messages to the public - Maximise consultation value
2.2 Further maximise distribution of Llais y Sir/County Voice	Within budget	CC On going	- To ensure widest possible circulation and impact - To ensure equality of opportunity for potential job applicants
2.3 Encourage partner organisations to support Llais y Sir/County Voice	No cost	CC On going	- To secure the involvement of partners in providing information to the public - To improve the community news value of County Voice - To generate income
2.4 Ensure all departments place all advertising through the in-house advertising unit	No cost (potential saving to departments)	CC Heads of Service Directors On going	- To present a corporate approach - To enable departments to benefit from agreed reduced rates - To generate income

2.5 Produce the Guide to Services annually or as an when changes occur	£1,746 per edition	CC	- To provide key, up to date, information to the public about council services and how to access them
2.6 Encourage interest in and attendance at Cabinet/Council meetings	Minimal costs	CC Cabinet Support On going	- To improve community involvement - Remove distrust and disinterest - To improve information and knowledge of council activities
2.7 Ensure the Council is represented at key public events e.g. Denbighshire & Flintshire Show (annually); ad hoc events such as the Urdd Eisteddfod	From budget, unless it is a bigger event requiring specific budget	CC All departments	- To improve the council's image and increase involvement in community affairs - To improve information provision to the public - To present a high standard corporate/civic presence
2.8 Continue to develop Cabinet Question Time (quarterly)	Minimal costs	CC Cabinet Support One each quarter at various venues around the county	- To engage local people - To improve and enhance the value of Question Time as a valuable element of the consultation process - To demonstrate Denbighshire as an open, accountable and listening authority - To improve information and knowledge of council activities
2.9 Further development of Cabinet Watch (monthly)	No cost	CC On going	- To promote a better understanding of the work of the Cabinet

2.10 To review and refresh the Denbighshire 500 Citizens Panel	From within budget	CC September 2005	<ul style="list-style-type: none"> <li>- To encourage an effective two way dialogue</li> <li>- To ensure that public consultation requirements can be achieved</li> </ul>
2.11 Annual customer satisfaction survey through County Voice	No extra cost	CC	<ul style="list-style-type: none"> <li>- To provide a mechanism for public feedback</li> <li>- To provide a measure of public perception of council services</li> </ul>
2.12 Develop and communicate a brand for the Council's Vision for Denbighshire	Dependant on scope, not yet determined.	CC Cabinet Strategic Policy Unit December 2005	<ul style="list-style-type: none"> <li>- To promote the Council's Vision for Denbighshire</li> <li>- To encourage an effective two way dialogue</li> <li>- To engage local people</li> </ul>
<b>3 Media Relations</b>			
3.1 Ensure a high level of quality news releases and encourage directorates to be more media aware	No extra cost	CC Directorate Management Teams On going	<ul style="list-style-type: none"> <li>- To ensure media are informed of council policies, information and activities</li> <li>- To raise the profile of the council's priorities and commitments</li> </ul>
3.2 Provide a corporate media service for the whole authority	No extra cost	CC On going	<ul style="list-style-type: none"> <li>- To act as the main channel of communication between the council and media</li> <li>-To provide advice and guidance to departments</li> </ul>
3.3 Publish news releases bilingually on the web site	No cost	CC On going	<ul style="list-style-type: none"> <li>- To inform as wide an audience as possible</li> </ul>

3.4 Working with Central Personnel, provide media training for members and officers	From within budget	CC Central Personnel On going	- To ensure a professional approach and high standard of presentation
3.5 Consult local media about their views on the service they receive from Corporate Communications (annually)	From within budget	CC Each November	- To establish what improvements could be made to develop the service
<b>4 Consultation</b>			
4.1 Establish a cross directorate Corporate Consultation Group	No cost	CC All directorates Strategic Policy Unit October 2005	-To ensure that all departmental activity is fed into the corporate consultation plan To ensure that corporate standards are met
4.2 Prepare an annual programme for the council's statutory and voluntary consultation requirements	From within budget	CC Corporate Consultation Group Strategic Policy Unit January 2006	- To ensure statutory obligations are met and to prevent clashes or consultation over load
4.3 Produce and distribute corporate guidelines for consultation	From within budget	CC Strategic Policy Unit January 2006	- To ensure a corporate approach and share good practice
4.4 Ensure mechanisms are in place for reporting progress, completion and outcomes of consultation	From within budget	CC Corporate Consultation Group Strategic Policy Unit February 2006	- To demonstrate changes and decisions made as a result of consultation
<b>5 Corporate Identity</b>			
5.1 Monitor all applications of the corporate identity to ensure it is applied consistently and accurately	No cost	CC Departmental Corporate Identity Champions - already identified for each main building On going	- To improve the council's image and reputation

5.2 Up date as necessary the Corporate Identity Manual and ensure staff are aware of changes	No cost	CC On going	To provide instant access to corporate identity guidelines for all employees
<b>6 e-government</b>			
6.1 Ensure that the council's web site is modern looking, constantly updated and interesting	From within existing budgets	Electronic Information Officers E-gov team – ICT On going	- Project a modern image - To improve information availability to a wide audience
6.2 Ensure the web site is publicised and marketed	From within existing budgets	CC All departments On going	- To ensure that the public has access to information and services
6.3 Further develop internal communications by the use of the intra net and e-mail	No cost	CC All departments On going	- To improve systems for dissemination of information
6.4 Publish election results on the web	No cost	ICT CC Electoral As and when required	- To provide immediate information to the public and media

**REPORT TO CABINET**

**CABINET MEMBER: COUNCILLOR P J MARFLEET, LEAD MEMBER FOR FINANCE AND PERSONNEL**

**DATE:** 14<sup>th</sup> September 2005

**SUBJECT: Exemption of Contract Procedure Rule 23.4**

**1 DECISION SOUGHT**

- 1.1 Members to approve the exemption of Contract Procedure Rule 23.4 as set out in the Financial Regulations 31, CPR 23.4 for a period of 6 months specifically for construction contracts as tendered in the main by Development Services.
- 1.2 That Members approve that the method of examining tenders for construction contracts during the period of the exemption will be as laid out within the Construction Industry Board's Code of Practice for the selection of main contractors (1997).

**2 REASON FOR SEEKING DECISION**

2.1 It has been brought to officers' attention that the current Contract Procedure Rule 23.4 as drafted is in contravention of the Code of Practice for the selection of main contractors. This Code is the Code that is used throughout the construction industry.

2.2 The Contract Procedure Rule in question is drafted as follows:-

"23.4 Where, on examination of tenders:

(a) there is an error of clerical or arithmetical transcription or computation manifest upon the face of the document which would affect the tender figure in an otherwise successful tender, the tenderer shall be given details of such errors in writing and shall be allowed the opportunity of correcting those errors;

(b) the tenderer has omitted information or has amended the tender specification or contract terms, the tenderer shall be afforded an opportunity of confirming, rejecting or withdrawing the tender.

23.5 If the tenderer withdraws, or the corrected tender is no longer the lowest tender, the next tenderer in competitive order is to be examined.

2.3 Effectively, this CPR deals with inaccuracies and error found within tender submissions from potential contractors. The current CPR allows for tenderers to amend their tender price should a clerical or an arithmetical error manifest itself in the documentation or confirm or withdraw their tender should they found to have omitted any information.

- 2.4 A Code of Practice for Construction was written for Clients and was published in response to a Government commissioned report in the Construction industry. The Code allows for the tender enquiry to state whether overall price or the pricing document is to be dominant. If the price is dominant the tenderer will be asked to stand or withdraw the tender. If rates are dominant the tenderer can be requested to amend the tender price. The current CPR's do not allow for the, normally preferred, 'price is dominant' option. Details as to which procedure will be used must be included within the tender documentation.
- 2.5 The potential issues that may arise from not amending this clause is that potential contractors can seek to submit incorrect tenders knowing that they will be given an opportunity to amend the price should they be the lowest. This practice should not be entertained by the Council. Further it places the onus firmly back on the tenderer to submit correct tenders prior to the closing date and time.
- 2.6 Should Members see it fit to approve the exemption, it is proposed that the method of examining tenders for construction contracts during the period of the exemption will be as laid out within the Construction Industry Board's Code of Practice for the selection of main contractors (1997) (paragraph 4.4-4.8 pg 21).
- 2.7 The exemption if only sought for 6 months until a formal request is made to full Council for amendment and/or redrafting of this CPR. This time frame will also allow for full consultation to be carried out.
- 2.8 This exemption will not apply to any other contract other than construction contracts. However, consideration will be given during the redrafting / amendment of the CPR to ensure that the same practices are applied to all of the council's contracts.

### **3 POWER TO MAKE THE DECISION**

Cabinet has the power to grant an exemption to any of the CPR's in accordance with CPR 9, Financial Regulations 31 contained within the Constitution.

### **4 COST IMPLICATIONS**

N/A

### **5 FINANCIAL CONTROLLER STATEMENT**

The proposed change to CPR 23.4 is in line with industry practice and reduces the risk of compromising the integrity of the tender process.



**6 CONSULTATION CARRIED OUT**

DEVELOPMENT SERVICES: - The request for the amendment has initially derived from Development Services who support this report.  
COUNTY CLERK.

**7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE**

N/A

**8 RECOMMENDATIONS**

- 8.1 That Members to approve the exemption of Contract Procedure Rule 23.4 as set out in the Financial Regulations 31, CPR 23.4 for a period of 6 months specifically for construction contracts as tendered in the main by Development Services.
- 8.2 That Members approve that the method of examining tenders for construction contracts during the period of the exemption will be as laid out within the Construction Industry Board's Code of Practice for the selection of main contractors (1997).

**CABINET  
FORWARD WORK PROGRAMME**

REPORT TITLE	REPORT LEAD MEMBER / AUTHOR
<b>SEPTEMBER 2005</b>	
Revenue Budget Monitoring Report 2005-2006 [including Procurement] <i>Provides an update of the Revenue Budget position for 2005-2006</i>	Councillor P J Marfleet R Parry
Capital Plan <i>Capital 2005-2006</i>	Councillor P J Marfleet R Parry
Annual Treasury Report 2004-2005	Councillor P J Marfleet R Parry
Housing Revenue Account Budget <i>Sets out the latest financial forecast position of the Housing Revenue Account</i>	Councillor P A Dobb P Quirk
Denbighshire International Strategy	Councillor R W Hughes G Evans
Improving Housing Stock <i>Further consideration of stock transfer options and stock retention with prudential borrowing</i>	Councillor P A Dobb P Quirk
Supporting People Operational Plan 2006-2007 <i>Sets out priorities for supporting people for the year</i>	Councillor P A Dobb N Ayling
Communities First	Councillor M A German S Ellis
Children's Services Improvement Priorities	Councillor M A German N Francis
<b>OCTOBER 2005</b>	
Revenue Budget Monitoring Report 2005-2006 [including Procurement] <i>Provides an update of the Revenue Budget position for 2005-2006</i>	Councillor P J Marfleet R Parry
Housing Revenue Account Budget <i>Sets out the latest financial forecast position of the Housing Revenue Account</i>	Councillor P A Dobb P Quirk
Corporate Quarterly Performance Report	Councillor P J Marfleet J Ogden
Tir Morfa Phase II <i>Approval for commencement of Phase II</i>	Councillor D Owens I Lloyd Roberts
Provision of School Meals: Service Options <i>Sets out the current situation and way forward</i>	Councillor D Owens G E Brooks
New 3 Year Library Plan	Councillor S Roberts H Griffiths
Welsh Language Scheme Revision <i>Scheme due for revision following guidance issued by Welsh Language Board</i>	Councillor S A Davies C Bennett
Response to Children's Commissioner Review 'Children Don't complain'	Councillor M A German S Ellis
<b>NOVEMBER 2005</b>	
Revenue Budget Monitoring Report 2005-2006 [including	Councillor P J Marfleet

<b>REPORT TITLE</b>	<b>REPORT LEAD MEMBER / AUTHOR</b>
Procurement] <i>Provides an update of the Revenue Budget position for 2005-2006</i>	R Parry
Capital Plan <i>Capital 2005-2006</i>	Councillor P J Marfleet R Parry
Customer Service Centre Update	Councillor S A Davies P Wickes
Housing Revenue Account Budget <i>Sets out the latest financial forecast position of the Housing Revenue Account</i>	Councillor P A Dobb P Quirk
Corporate Quarterly Performance Report	Councillor P J Marfleet J Ogden
Managing School Places: Proposals for Consultation	Councillor D Owens G E Brooks
<b>DECEMBER 2005</b>	
Revenue Budget Monitoring Report 2005-2006 [including Procurement] <i>Provides an update of the Revenue Budget position for 2005-2006</i>	Councillor P J Marfleet R Parry
Capital Plan <i>Capital 2005-2006</i>	Councillor P J Marfleet R Parry
Housing Revenue Account Budget <i>Sets out the latest financial forecast position of the Housing Revenue Account</i>	Councillor P A Dobb P Quirk
Urdd Eisteddfod	Councillor S Roberts
Fees and Charges <i>Domiciliary Care / Nursing Homes</i>	Councillor P A Dobb N Ayling
<b>JANUARY 2006</b>	
Revenue Budget Monitoring Report 2005-2006 [including Procurement] <i>Provides an update of the Revenue Budget position for 2005-2006</i>	Councillor P J Marfleet R Parry
Capital Plan <i>Capital 2005-2006</i>	Councillor P J Marfleet R Parry
Housing Revenue Account Budget <i>Sets out the latest financial forecast position of the Housing Revenue Account</i>	Councillor P A Dobb / P Quirk
Corporate Quarterly Performance Report	Councillor P J Marfleet J Ogden