

CABINET

Minutes of the Cabinet meeting held at 10.00 a.m. on Tuesday 25 September 2007 in Conference Room 1, County Hall, Ruthin.

PRESENT

Councillors S A Davies, Lead Member for Policy, Communications and Improvement; P A Dobb, Lead Member for Health, Social Care & Wellbeing; E C Edwards, Lead Member for Customer Care and Citizen Engagement; M A German, Lead Member for Children, Young People and Families; S Roberts, Lead Member for Schools and Lifelong Learning; G O Rowlands, Lead Member for Finance and Procurement and J Thompson Hill, Lead Member for Property and Sustainable Development and E W Williams, Lead Member for Environment.

Observers: Councillors J R Bartley; R E Barton; M LI Davies; G C Evans; K N Hawkins; N J Hughes; N Hugh Jones and M M Jones.

ALSO PRESENT

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

APOLOGIES

Councillors R W Hughes, Leader and Lead Member for Economic Prosperity & European Programmes; D Owens, Lead Member and the Chief Executive.

ANNOUNCEMENT

Councillor S A Davies chaired the meeting as Councillor R W Hughes, leader was in a meeting with pupils from Rhyl High School.

1 URGENT MATTERS

There were no Urgent Matters.

2 MINUTES OF THE CABINET

The Minutes of the Cabinet meeting held on 11 July 2007 were submitted.

A full report on agency figures, including Design Services figures, would be provided for the October Cabinet meeting.

Councillor E W Williams, referring to Councillor D Owens, said he felt aggrieved that no mention had been made of Councillor Owens' absence at the meeting and asked for a formal update on the current situation. He wished to record Cabinet's appreciation for the good work carried out by Councillor Owens whilst Lead Member for Schools and

Lifelong Learning. Councillor S A Davies informed Members that Councillor D Owens was still a Cabinet Member but no formal assignment of a portfolio had been made. Councillor M A German wished Councillor Owens name to be included in the Apologies.

RESOLVED that, subject to the above, the minutes of the meeting held on 11 September 2007 be approved as a correct record and signed by the Deputy Leader.

3 HOUSING REVENUE ACCOUNT BUDGET & CAPITAL PLAN REPORT 2007-2008

Councillor P A Dobb presented the report for Members to note the latest financial forecast position of the Housing Revenue Account (H.R.A.) for the current financial year. The latest figures showed that a surplus of £969k would be generated by the end of the financial year, which was £192k higher than the planned surplus. This was as a result of the negative Subsidy likely to be lower than originally planned because of the impact of the leasing subsidy and better than anticipated income from garage rents for example.

Councillor Dobb referred to the achievements to the end of August 2007 on the major contracts and cited various examples, for example 186 properties were under major refurbishment with 152 completed, 2516 properties had their windows contract completed and 880 properties having heating contracts completed. A considerable backlog of work had been inherited when the Disabled Facility Grant (DFG) had been brought into Housing Services. However, some of the works would be completed as part of the major improvement programme which would also help increase turn-around time.

Referring to the rural housing stock, Councillor E W Williams asked whether consideration had been given to rebuilding or replacing 3 bedroom houses with 2 bedroom houses and whether a task and finish group was required to give such issues consideration. He also referred to the fact that many older people did not wish to live in rural areas where public transport could on occasion be difficult. Responding, Councillor Dobb said no rebuilding was being undertaken, only refurbishment of Council properties and there was a need for the larger houses in many areas of the County. She agreed that older people's housing in rural areas needed to be considered. The Corporate Director: Social Services and Housing felt there was no need to establish a task and finish group and confirmed the Authority were unable to meet demand for 3 bedroom houses. She agreed sheltered housing could be difficult to let in some rural areas.

Councillor E C Edwards, referring to the backlog of work on properties, asked whether any monies would be released from the Housing Revenue Account to help finance the work to Council properties. Councillor Dobb said some of the work required was included the current year's business plan. The Corporate Director: Social Services and Housing confirmed that whilst the Housing Revenue Account funds were ringfenced for use on the Authority's own stock, some of that funding would be released to deal with the backlog.

RESOLVED that Members note the latest financial forecast position of the Housing Revenue Account (H.R.A.) for the current financial year.

4 REVENUE BUDGET PROJECTED OUTTURN 2007-2008 AND SUMMARY CAPITAL PLAN 2007-2008 TO 2009-2010

Councillor G O Rowlands presented the report for Members to note the budget performance figures for the 2007/08 financial year as detailed in Appendix 1 and note the summary capital plan performance for 2007/08 financial year as detailed in Appendices 2 and 3.

RESOVLED that Members note the budget performance figures for 2007/08 as detailed in Appendix 1 and the summary capital plan performance figures for 2007/08 financial year as detailed in Appendices 2 and 3.

5 ANNUAL TREASURY REPORT 2006-2007

The Deputy Chief Executive / Corporate Director: Resources presented the annual report on the performance of the treasury management function in accordance with the Authority's Treasury Policy Statement. The report detailed previous expectations of the economic climate, the resultant strategy agreed, the actual interest rate performance and the actions undertaken by Council in response. Members were asked to approve the treasury activities undertaken in 2006-2007 as detailed in the appendix to the report.

The Deputy Chief Executive / Corporate Director: Resources referred to current financial markets in general and to the fact that the Authority was limited to how much could be invested in any one place so as to spread any risk.

In response to a query from Councillor J Thompson Hill on whether borrowing rates for prudential borrowing would rise following the rise in borrowing rates in America, the Deputy Chief Executive / Corporate Director: Resources said this could have an effect on any additional borrowing which the Authority may need. However, advice would be sought when required from Treasury Specialists.

The Principal Management Accountant discussed the annual change in capital financing requirements at Appendix 2 to the report and said that Members should pay particular attention to 2 pieces of information – the ratio of financing costs to net revenue stream for the County Fund and HRA were 6.6% and 10.22% respectively, which meant, for example, for every £100 the Council currently spent, £6.60 was spent on debt and interest repayments and in the HRA it would be £10.22 for every £100. It was higher for the HRA due to the ongoing investment as per the Housing Stock Business Plan. The percentage for the HRA was likely to increase each year until the decent homes standard had been met, then fall back.

Members also needed to note the impact this had on Council Tax and housing rents. The Council was spending the equivalent of £10.78 of Band D Council Tax and the equivalent of £5.05 of the average housing rent to finance the costs of Prudential Borrowing.

RESOLVED that Cabinet approve the Annual Treasury Report for 2006/07.

6 CABINET FORWARD WORK PROGRAMME

Councillor S A Davies presented the Cabinet Forward Work Programme.

Councillor S Roberts joined the meeting and was welcomed as the new Lead Member for Schools and Lifelong Learning by Councillor S A Davies.

RESOLVED that Cabinet note the Cabinet Forward Work Programme and the amendments.

7 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 paragraph 14 of Part 4 of Schedule 12A of the Local Government Act 1972.

PART II

8 CAPITAL PLAN

Councillor G O Rowlands, Lead Member for Finance and Procurement presented the report for Members to note the latest position on the 2007-2008 element of the Capital Plan. He informed Members that the Capital Strategy Group would be meeting later in the day to discuss 100% funded projects.

The Principal Management Accountant detailed the 3 projects which would be funded by a combination of the Welsh Assembly Government – Department of Enterprise, Innovation and Networks / Cadwyn Clwyd / LAGBI, namely Prestatyn Central Beach (Making Waves), Summerhouse and Gardens at Nantclwyd House and the Demolition of Wall near land train station. Fully funded projects costing under £1m were considered by the Corporate Executive Team and then subject to Capital Strategy Group agreement.

The Corporate Director: Environment confirmed that work on Bryn Tyner had been completed and a report would shortly be prepared for the Scrutiny Committee, which would detail the complexity of the work carried out.

An update was received from Councillor J Thompson Hill, informing Members that construction on Clawdd Offa School was 3 weeks ahead of schedule but external ground works were 1 week behind schedule. However, it was not expected that this would cause any difficulties. Office accommodation moves would be completed in the near future. Land Registry queries had been resolved which would mean the farm disposal could go ahead.

The Corporate Director: Environment in response to a query from Councillor E W Williams, said he would arrange for an update on Community Capital proposals / projects to be provided for all Members. He also agreed to let all Members know the revised arrangements in regard to the Members' Capital Fund administration.

The Deputy Chief Executive / Corporate Director: Resources informed Councillor M LI Davies (Observer) that the 3 projects detailed above had been included in the Cabinet Capital Plan report in June 2007. There is an opportunity for Members to bring forward suggested capital schemes, through the relevant Lead Member, as capital funding bids have been requested from services by the end of October for schemes to be included in the capital plan in the near future.

RESOLVED that Members note the latest position on the 2007-2008 element of the Capital Plan. The Corporate Director: Environment to arrange for an update on proposals / projects and revised arrangements for the Members' Capital Fund Administration.

The meeting concluded at 10.40 a.m.

REPORT TO: CHIEF EXECUTIVE

FROM: ACTING DIRECTOR OF EDUCATION / INTERIM HEAD OF SCHOOL IMPROVEMENT

DATE: 30 October 2007

SUBJECT: Draft Estyn Action Plan

1 DECISION SOUGHT

- 1) Note the progress to date on the Action Plan.
- 2) Approve the Action Plan for submission to the Welsh Assembly Government and Estyn by 5 November, subject to any improvements and amendments identified as necessary before then.

2 REASON FOR SEEKING DECISION

The deadline for submission of the Draft Action Plan to the Welsh Assembly Government is 5 November 2007. Drafts have been circulated to various stakeholders for information and comment and feedback will not be received in some cases until 30 October 2007.

3 POWER TO MAKE THE DECISION

The duty to prepare an Action Plan (Section 39 Education Act 1997) is vested in the Cabinet as a consequence of legislation under the Local Government Act 2000. Under article 7.3.7(a) of the Council's constitution, in the absence of a Cabinet, the Chief Executive has delegated authority to make decisions in its place.

4 COST IMPLICATIONS

The report is in draft form and the full costs of implementation are yet to be established. However, there will clearly be a significant financial implication for the Council in this year and future years.

5 FINANCIAL CONTROLLER STATEMENT

Any additional costs must be clearly identified and submitted as part of the 2008/09 budget round. The Council will also be required to identify existing resources which can be redirected. The proper funding of the Education Department is of the utmost importance to the Council.

6 CONSULTATION CARRIED OUT

Extensive consultation has been carried out with Schools, Governors, Councillors, staff and external partners and will continue throughout the process.

7 IMPLICATIONS ON OTHER POLICY AREAS:

7.1 THE VISION

A high quality Education Service underpins almost all elements of the Council's vision.

7.2 OTHER POLICY AREAS INCLUDING CORPORATE

One of the key areas that is addressed by the Action Plan is a closer integration of Education and Corporate policies and strategies.

8 ACTION PLAN

The Draft Action Plan is to be submitted to the Welsh Assembly Government by 5 November; the final version will be submitted to Estyn by 27 December 2007. Actions arising from the Plan itself will start to be implemented immediately in accordance with the timescales contained in the relevant Work Plans.

9 RECOMMENDATIONS

- 1) Note the progress to date on the Action Plan.
- 2) Approve the Action Plan for submission to the Welsh Assembly Government and Estyn by 5 November, subject to any improvements and amendments identified as necessary before then.

Draft
Proposals
Action Plan
Version 13
Up-dated 25.10.07

Statement of Intent

“This Statement of Intent is a commitment from Denbighshire County Council to work in partnership with schools and key stakeholders to achieve significantly better outcomes for children and young people. Our aspiration is for all of our schools to offer a first class education service. We accept that this requires radical change.

Underpinning this commitment is the understanding that the provision of first class education can best be accomplished through a partnership in which the Council, its services and schools support and respect each other’s contribution and work together to meet key priorities. The Statement operates within a context of shared responsibilities across the full range of local government services, but focuses specifically on improved learning and well-being for children and young people.

The Council will rigorously implement the Estyn post inspection action plan and work in partnership with schools to monitor, challenge and support improved educational attainment”.

Agreed by Denbighshire County Council on 17 October 2007.

Denbighshire's Vision for Education

**We will enable children and young people
to feel valued, happy, healthy and safe
and to achieve their full potential.**

*Improved Learning and Well-being
for all Children & Young People
in Denbighshire*

DENBIGHSHIRE'S DRAFT ACTION PLAN IN RESPONSE TO THE ESTYN REPORT

INTRODUCTION

STATEMENT OF INTENT

On 17 October, Councillors in Denbighshire unanimously agreed a Statement of Intent to drive forward education issues in the county.

“This Statement of Intent is a commitment from Denbighshire County Council to work in partnership with schools and key stakeholders to achieve significantly better outcomes for children and young people. Our aspiration is for all of our schools to offer a first class education service. We accept that this requires radical change.

“Underpinning this commitment is the understanding that the provision of first class education can best be accomplished through a partnership in which the Council, its services and schools support and respect each others' contribution and work together to meet key priorities. The Statement operates within a context of shared responsibilities across the full range of local government services, but focuses specifically on improved learning and well being for children and young people.

“The Council will rigorously implement the Estyn post inspection action plan and work in partnership with schools to monitor, challenge and support improved educational attainment.”

EDUCATION VISION

On 17 October Councillors in Denbighshire amended the Council's corporate priorities, to better reflect the need to improve standards of education in the county.

The top priority agreed in 2004 was for improving education buildings and was approved following the development of the Community Plan. Now councillors have agreed to amend the priority to read “School and Educational Improvement”.

DRAFT RESPONSE TO ESTYN REPORT

Attached is a copy of the Authority's draft response to the Estyn Report. Whilst it is still evolving it is important that key stakeholders have the opportunity to comment even though the time scales we have to meet are very tight.

The Authority has already begun its journey of improvement by reviewing the priority that it attaches to education for the future. That change is articulated on the first page of this document. This provides a firm base from which we can plan our pupil, improvement journey for pupils, schools and the Council.

This improvement journey will require changes to the way in which we do things. The attached draft Action Plan indicates the extensive range of improvements and changes we have to plan and manage over the next few years.

Our immediate response must be to the recommendations in the Estyn Report. These are attached as an appendix for ease of reference.

A starting point is the recognition of where we are and what we have to do. Estyn comment on three main areas for improvement:

- poor performance of schools
- leadership and management at all levels in the Authority
- use of resources

The Action Plan deals with each of these three in turn.

We have identified for each area the following weaknesses and challenges and the main actions noted to start the improvement journey:

Poor Performance in Schools

Weakness and challenge

R1

- We acknowledge the need to raise attainment, particularly at Key Stage 4.
- We need to improve basic skills through Foundation stage and Key Stages 2 and 3, securing a steady upward trend, based on accurate teacher assessment that places us at least above the Welsh median in performance measures.
- In all phases, but particularly in Key Stage 4, we need to support school strategies to improve attendance and reduce exclusions.
- At Key Stage 4 we need to support and challenge schools to offer a broad, motivating curriculum, opening up a choice of pathways 14-19 and improving the staying-on rate post-16.
- School Improvement Officers will agree targets and improvement priorities with all schools, based on a shared framework for self evaluation.
- We need to use data better to identify schools most in need of our support to improve. A nominated School Improvement Officer will co-ordinate all services' input.

Leadership and Management

R2

- Leadership and management of Education have not systematically implemented clear plans.
- We have not based planning on two-way communication with stakeholders about their needs and aspirations and have not made best use of potential links with partner services.
- Our Action Plan is clear and is based on systematic work plans that will deliver results.
- Key actions adopted in the Plan are based on improved contact and communication with stakeholders and Social Services.
- Council structures and committees have been supplemented by the Schools Standards Monitoring Group and the Modernising Education Project Board. Reports to Council, Cabinet and Scrutiny will continuously refer to progress with the Action Plan.
- the introduction of rigorous internal monitoring and external validation processes

Use of Resources

R3

- We have not defined our strategic priorities for education clearly enough to prioritise funding.
- We are not using our funding well enough to meet the entitlement of children and young people.
- We have not evaluated sufficiently the impact and value for money of the human and financial resources we have deployed.
- Our funding processes, including funding formulae and delegation, have not been communicated to schools clearly enough.
- The Action Plan contains clear priorities and actions to deliver them are costed.
- The Plan defines clear action better to meet the needs and entitlement of children and young people and makes a commitment to increase funding in order to do so.
- Our response to recommendation 3 includes action to regularly monitor and evaluate the impact of services we deliver.
- In line with the commitment to better communication that permeates the Plan, actions under Recommendation 3 will ensure that financial processes are more transparent and better understood.

Action Plan V13 251007
DELIVERING THE PLAN

We have established clear and challenging targets within the action Plan and its supporting work plans. Our key aims are:

Recommendation	Over the next five years we will:
1	<ul style="list-style-type: none"> • Improve pupils' attainment to above the Wales median in all key stages • Improve pupils' attendance rates to above the all Wales average • Reduce pupil exclusions from schools to below the Welsh average
2	<ul style="list-style-type: none"> • Improve leadership and management based on effective communication with stakeholders, especially councillors and schools, leading to improved performance at all levels • Implement a robust performance management framework that informs all aspects of our work • Ensure that all plans are monitored, evaluated and on track to deliver • Implement a Communication and Consultation Strategy to ensure inclusive approach to education
3	<ul style="list-style-type: none"> • Review services carried out to refocus funding and resources on priorities • Allocate additional funding, support for schools and increase internal capacity to meet our targets

It is important to realise that as we introduce improvement we will have to update our action plans/work plans constantly. Therefore this is an ongoing process and will aid the cultural changes required to support the modernising agenda to which the Authority is already committed.

MONITORING, EXTERNAL CHALLENGE AND EXTERNAL EXPERTISE

The structure of the Action Plan will:

- agree actions
- set targets
- allocate responsibilities to individuals
- allocate resources where appropriate
- review progress

These steps will be timetabled as part of the internal and external monitoring that is built into the plan and will be undertaken on a regular basis.

To underpin this process further, responsible officers will monitor the progress of each identified task and report to the lead officer who will coordinate reports to the Modernising Education Project Board (MEPB). Monthly meetings of the MEPB have been scheduled to monitor progress of main tasks; clear deadlines have been set against each tasks and the responsible officer will monitor progress continually and prepare formal reports to the lead officer in preparation for reporting to MEPB.

Evaluation – We have put in place External Verification in partnership with the Welsh Local Government Association. Three consultants, chosen by and paid for by the WLGA, have challenged us in the production of this action plan. They will evaluate the impact of the key actions we are proposing to take.

We plan to establish external verification of progress on a fortnightly basis initially after which a programme of evaluation will be timetabled against key actions.

We are sourcing best practice expertise from other councils, including Powys and Neath Port Talbot.

RESOURCES

The delivery of the Action Plan is dependant upon having adequate resources available to deliver the plan in a professional and timely manner.

The two key strands that emerge at present are the Financial and HR strategies. As part of a subsequent and wider review, there will also be a requirement to review other services that the Authority provides to schools including building maintenance, Health & Safety, IT support and school catering, personnel and financial support. The resources that are required to deliver these tasks either have been or are currently being costed and prioritised. This will allow a five year financial strategy to be prepared and ultimately presented to Council for approval.

Financial Strategy

The Action Plan has identified Key Actions (based on the Estyn recommendations) and supporting Key Tasks. The resources that are required to deliver these tasks either have been or are currently being costed and prioritised. This will allow a five year financial strategy to be prepared and ultimately presented to Council for approval.

In recognition of the fact that additional resources will be essential in order to address the issues in the Estyn report, significant additional funding will be required both centrally and targeted in schools. We are already committed to

Action Plan V13 251007

providing an additional £290k in 2008-09 as the second stage of increased funding for secondary schools in line with the proposals in the PricewaterhouseCoopers Report. The provisional and final settlements from the Assembly this year are delayed because of the Treasury's comprehensive spending review, which makes it impossible for the council at this stage to know if it can afford all the requirements without significant impact on other services.

The ongoing work with the Schools Budget Forum this year is identifying significant pressures particularly in the large primary schools. There will be a need for further revenue investment to underpin borrowing for capital expenditure in schools. It is too early to be certain whether it will be possible to address these pressures as well as all the items identified in the draft action plan. The prioritisation methodology currently being developed will be used to identify the more urgent funding required centrally. Inevitable there will also be costs associated with any restructuring.

Additional funding will also be made available for 2007 / 08 to allow immediate progress with the Action Plan.

The work currently being undertaken has highlighted that the national funding formula for education (the indicator based assessment or IBA) severely disadvantages Denbighshire compared to most Welsh Authorities and against all the authorities in the family group. One of the major reasons for this appears to be around certain elements of the formula involving Free School Meals and population distribution. This will be taken up with our Assembly Members. In addition the Authority has made representations for many years that the difficulty associated with transient population is inadequately reflected in the funding formulae.

The issue of the overall funding level received from the Assembly also plays a major part in the long-running concern about the overall level of funding of Education within the county. If it were possible to allocate an additional funding of £800k for 2008/09, this would largely plug the gap between budget and IBA on present figures – however we do not have any information about what the IBA for 2008/09 will be and whether the council's spending decisions will plug this gap. As indicated the more productive medium term debate is about ensuring that Education has an appropriate level of funding and that all funding is used effectively.

The Authority has successfully increased the capital funding available in recent years by using powers available under prudential borrowing. It is recognised that this strategy has to continue although representations need to be made to the Assembly to increase capital funding for schools generally.

HR STRATEGY

Deliver of the Action Plan will not be possible without having the right people with the right experience in place. We will look at all forms of recruitment in order to be able to supplement existing staff resources in the short term whilst seeking to recruit permanent staff as a priority to support school improvement.

Action Plan V13 251007

The Action Plan identifies a number of areas where we need to strengthen operational teams.

Work has also started on the structure at a senior level. As outlined in the Action Plan, it is essential to fill the post of Head of School Improvement. This task is under way, with the aim of filling the post by April 2008.

Decisions on the Strategy and Resources department will be taken very soon and are expected to lead to significant reconfiguration to focus entirely on policy and performance.

Interim Arrangements are currently being considered to move the Action Plan forward immediately pending permanent appointments.

ACTION PLAN FORMAT

The Action Plan addresses each of the bullet points within Estyn's recommendations. Each main recommendation has been sub-divided into specific issues. We have numbered these in the attached appendix for ease of reference.

The Action plan addresses each of these issues with key tasks, allocates a responsible person, identifies success criteria and indicates timescale.

All of the information is provided in grid form.

In addition, each key task will be underpinned by a work plan which details what we will do, when we will do it, who will be responsible, risk management analysis and the resource implications. (At this stage, we have attached a small sample of work plans for illustrative purposes – we expect the key ones, about a third of the total, to be submitted by 5 November and the balance by Estyn's deadline of 27 December.)

The Action Plan has been divided into 3 Phases to acknowledge the long term nature of some of the changes required. Actions have been prioritised taking into account timescale and resource and have been phased accordingly.

Phase 1	October 2007 – August 2008
Phase 2	September 2008 – August 2010
Phase 3	September 2010 – August 2012

Appendix: ESTYN RECOMMENDATIONS

- R1** address the issue of poor performance in schools by:
- R1.1 identifying the reasons why the overall attainment of pupils, particularly at key stage 4, is low and what needs to be done to improve it
 - R1.2 developing, in partnership with schools, a coherent and specific school improvement strategy sharply focused on the priorities needed to raise performance
 - R1.3 improving overall attendance figures across the authority
 - R1.4 reducing permanent and fixed term exclusions
 - R1.5 improving the amount of provision and support for children and young people with social, emotional and behavioural difficulties
 - R1.6 rigorously monitoring and challenging the performance of schools through the effective use of data
 - R1.7 determining schools' entitlement to support from the local authority according to need, and communicating this clearly to schools
- R2** improve the leadership and management of education at all levels of the authority by:
- R2.1 identifying clearly and addressing systematically, through robust planning and monitoring, the key strategic priorities needed to improve performance at all levels
 - R2.2 creating clearer links between operational, service and corporate priorities;
 - R2.3 consulting and communicating effectively with schools, parents, pupils and other key partners
 - R2.4 influencing schools to work in constructive partnership with officers and elected members on agreed improvement strategies to raise performance
 - R2.5 improving relationships and communication between parts of social and education services to successfully implement the Children Act 2004
 - R2.6 using the scrutiny function to establish clear accountability and challenge robustly officers, members and services who are accountable for raising standards and improving the quality of provision

R3 improve the use of resources by:

- R3.1 linking funding priorities within the education budget more closely into strategic and operational planning processes
- R3.2 prioritising resources according to the needs of children, young people and schools
- R3.3 evaluating the impact of the use of resources
- R3.4 completing the work on funding formulae for secondary and special schools and the delegation of resources for SEN and behaviour support
- R3.5 working openly with schools to improve their understanding of funding decisions and processes

DRAFT

Recommendation: 1

Address the issue of poor performance in schools

Lead Responsibility: Corporate Director : Lifelong Learning

1.1 Identify the reasons why the overall attainment of pupils particularly at key stage 4 is low and what needs to be done to improve it

No	Key Task	Personnel	Success Criteria	Time Scale
1.1.1	Agree a Partnership model between schools and the local authority which establishes respective roles and responsibilities in the process of raising standards and improving quality of education.	Chief Executive	<ol style="list-style-type: none"> 1. Partnership model agreed with headteachers and approved by Council 2. Roles and responsibilities clearly defined and understood within the partnership 3. Formal partnership documented and implemented and reviewed continuously 4. Effective relationships 	Phase 1 Dec 2007
1.1.2	Establish a common understanding between the Local Authority and schools as to why the overall attainment of pupils, in particular at KS4, is low.	Head of School Improvement (with School Improvement and Partnership & Inclusion teams in consultation with schools)	<ol style="list-style-type: none"> 1. Common agreement established in partnership with schools on the reasons for low attainment 2. Common agreement in partnership with schools to raise overall attainment 	Phase 1 by Dec 2007
1.1.3	Provide school performance and pupil attainment data to assist the identification of low attainment across all key stages.	Head of School Improvement Additional secondary school improvement officer	<ol style="list-style-type: none"> 1. Performance data made available to all schools 2. Clear understanding established regarding the significance of this data 	Phase 1 by Dec 2007 Phase 1 By Feb 2008

		Additional primary school improvement officer	<p>in targeting to secure continuous improvement</p> <p>3. Effective use of this data to target schools and pupils within schools in order to secure improvement measured against benchmarking data</p>	<p>Schools identified by Oct 2007</p> <p>On-going action to be completed by Feb 2008</p>
1.1.4	Produce a council five year inclusion strategy	Head of Partnership & Inclusion and Head of Children's Services	<p>1. Task & Finish group established</p> <p>2. Full consultation with all partners completed effectively</p> <p>3. Content agreed by all partners on the strategy</p> <p>4. Successful on-going implementation of strategy undertaken and reviewed over a five year period</p>	<p>Phase 1</p> <p>By Nov 2007</p> <p>By Mar 2008</p> <p>Jun 2008</p> <p>From Jul 2008</p>

1.2 Developing, in partnership with schools, a coherent and specific school improvements strategy sharply focused on the priorities needed to raise performance

	Key Task	Personnel	Success Criteria	Time Scale
1.2.1	Establish and agree strategic priorities for the Education service in partnership with schools and ascertain appropriate funding required to support these priorities	Corporate Director for Lifelong Learning	<ol style="list-style-type: none"> 1. Strategic priorities agreed with schools and elected members 2. Clear link established between the priorities and their funding 	Phase 1 Dec 2007
1.2.2	Develop and implement Community Focused Schools Strategy to deliver holistic support to children, young people and families within their community	Education Partnerships Officer	See 2.5.8 below	
1.2.3	Further enhance collaborative working between School Improvement and Partnership and Inclusion Service	Head of Partnership & Inclusion Head of School Improvement	<ol style="list-style-type: none"> 1. Planned timetable of meetings in place 2. Improved knowledge of the needs of schools and their pupils through the sharing of information across both services 3. Effective use of information to improve pupil attainment, raise standards and enhance quality of education 	Phase 1 From Nov 2007 and monthly thereafter

1.2.4	Agree and implement an improvement framework with schools and elected members to ensure a common understanding of support, challenge, monitoring and intervention	Senior Secondary School Improvement Officer Primary School Improvement Officer External consultants within WLGA financed support	1. Agreed improvement framework in place 2. Evidenced based categorisation of schools in place which informs targeted support and challenge 3. Categorisation and levels of support are transparent to schools	Phase 1 Dec 2007
1.2.5	Review policy for schools causing concern within the Partnership agreement	Primary School Improvement Officer	1. Review completed 2. Consultation with schools completed December 2007 3. Approved and implemented	Phase 1 Nov 2007 Feb 2008 From Mar 2008
1.2.6	Ensure an understanding of the criteria for intervention within the Partnership agreement	Senior Secondary School Improvement Officer Primary School Improvement Officer	1. Criteria for intervention are transparent to relevant stakeholders	Phase 1 Feb 2008
1.2.7	Prepare a detailed training programme for schools and education staff in consultation with stakeholders	Primary School Improvement Officer	1. Formal consultation with schools to identify training and development priorities completed 2. Professional Development programme in place for all staff	Phase 1 By Dec 2007 and annually thereafter April 2008

1.2.8	Appoint a Training & Development Manager to co-ordinate a comprehensive programme for Continuing Professional Development	Primary School Improvement Officer	<ol style="list-style-type: none"> 1. Job description for role produced 2. Manager in post 	<p>Phase 1 Nov 2007</p> <p>Apr 2008</p>
1.2.9	Roll our solution orientated schools programme to all schools over a three year period as a vehicle for school improvement and managing change	Behaviour Support Manager	<ol style="list-style-type: none"> 1. 20 schools identified and trained in SOS programme 2. Positive impacts identified on issues of school improvement, attendance, behaviour and leadership and management at schools level 	<p>Phase 1 Jul 2008</p>

DRAFT

1.3 Improving overall attendance figures across the authority

	Key Task	Personnel	Success Criteria	Time Scale
1.3.1	Establish base line of information of how schools are tackling attendance across the authority	Education Social Work Manager	1. Consistent approach to addressing attendance approach across all schools	Phase 1 Nov 2007
1.3.2	Review the role of education social workers working in partnership with schools to improve attendance	Education Social Work Manager	1. Review complete	Phase 1 Dec 2007
1.3.3	Review timescales within attendance strategy and communicate new targets to schools and other partners	Education Social Work Manager	1. New timescales in place and agreed with all schools 2. Consultation and agreement with Children & Young Peoples Partnership	Phase 1 Dec 2007
1.3.4	Ensure attendance is a cross cutting theme within the seven areas of children & Young Peoples Single Plan	Head of Partnership & Inclusion and Corporate Director Social Services & Housing	1. Children & Young People's Plan clearly shows cross cutting themes	Phase 1 Apr 2008
1.3.5	Through convergence funding pursue the development of vocational skills centres	14-19 Coordinator	1. Feasibility and initial plans in place to consider the development of skills centres 2. Skills Centres appear as a project with the County's convergence fund	Phase 2 See J Gamles

			plans 3. Funding agreed and in place 4. Skills Centres capital plan and revenue work plans in place by....	
1.3.6	Liaise with Neath Port Talbot to implement good practice in the use of attendance officers to support families	Head of Partnership & Inclusion and Head of Children's Services	1. Partnership established with Neath Port Talbot	Phase 1 Dec 2007

1.4 Reducing permanent and fixed term exclusions

	Key Task	Personnel	Success Criteria	Time Scale
1.4.1	Establish base line of information of how schools are tackling exclusions across the authority	Education Social Work Manager	1. Common understanding established across all schools in partnership with the Local Authority	Phase 1 Dec 2007
1.4.2	Review the role of education social workers in addressing exclusion issues (Cross reference with 1.3.2)	Education Social Work Manager	1. Review completed	Phase 1 Dec 2007
1.4.3	Reduce the number of permanent and fixed term exclusions to at least the Welsh average	Education Social Work Manager	1. Timetable of training for heads and behaviour managers on procedures 2. Consistent approach to exclusions utilised across all schools 3. Levels of exclusions are in line with the average for Wales	Phase 1 On-going from Sept 2007

1.4.4	Work with schools at Key Stage4 to ensure appropriate curriculum opportunities for all young people and in particular those at risk of exclusion and looked after children	14-19 Coordinator	1. Individual Learning Pathways in place	Phase 1 On-going from Sept 2007
1.4.5	Establish on site inclusion centres for secondary schools (Cross reference to Resources Plan)	Behaviour Support Manager	<ol style="list-style-type: none"> 1. Feasibility study into inclusion units in all secondary schools 2. Inclusion centres established in three secondary schools and refurbished in one secondary school 3. Further implementation across remaining schools 	<p>Phase 1 On-going from Oct 2007</p> <p>Phase 1 Aug 2008</p> <p>Phase 2 From Sept 2008</p>

1.5 Improving the amount of provision in support for children and young people with social emotional and behavioural difficulties

	Key Task	Personnel	Success Criteria	Time Scale
1.5.1	Work in partnership with schools to enable them to better identify pupils with social emotional and behavioural difficulties, focusing on the level of pupil need and the training and development needs of staff in schools	Head of Partnerships & Inclusion	1. Partnerships established	Phase 1 From Oct 2007
1.5.2	Review asset management plan to reflect premises for KS3 pupil referral units and centre for pupils with emotional difficulties and other asset requirements within the action plan	Head of Strategy & Resources	Prioritised within Asset Management plan (Cross reference to Section 3)	Phase 1 From Oct 2007
1.5.3	Develop an open and transparent funding formula to determine schools entitlement to additional funding for children and young people with additional learning needs	Lead Officer Additional Learning Needs - Secondary	1. Funding formula clearly established	Phase 2 To be implemented Apr 2009
1.5.4	Ensure appropriate	Lead Officer Additional	1. Relevant level of provision	Phase 1

	provision, where relevant for Additional Learning Needs pupils at designated special schools	Learning Needs - Secondary	established in Special Schools	On-going from Oct 2007
--	--	----------------------------	--------------------------------	------------------------

1.6 Rigorously monitoring and challenging the performance of schools through the effective use of data

	Key Task	Personnel	Success Criteria	Time Scale
1.6.1	Ensure that the school performance data available is analysed rigorously and effectively	School Improvement Officer Primary	1. Rigorous analysis of performance data completed	Phase 1 Nov 2007
1.6.2	Make effective use of the data to target underperforming schools robustly	School Improvement Officer Primary	1. Under-performing schools identified through the analysis of data	Phase 1 On-going from Sept 2007
1.6.3	Support, challenge and work in partnership with schools to ensure that all schools are analysing and using performance data effectively within their self evaluation procedures	School Improvement Officer Primary	1. Analysis of data clearly evident in the development plans of all schools 2. School improvement officers use data prominently to identify trends in performance	Phase 1 Feb 2008
1.6.4	Ensure Denbighshire County Council sets clear targets for schools that meet statutory requirements for setting performance	Corporate Director Lifelong Learning	1. County targets shared formally with all schools 2. Statutory requirements are fully met	Dec 2007

	targets			
1.6.5	Ensure Fisher Family Trust data (D minimum) is used prominently for school target setting within and across schools	School Improvement Officer Primary	1. Clear evidence of FFT data in the target setting process	Phase 1 31 December 2007
1.6.7	Within the Partnership Agreement, establish arrangements where the school improvement service supports headteachers in monitoring the quality of teaching and learning	School Improvement Officer Primary	1. All schools have effective approaches to monitoring 2. Based on Estyn reports, standards in teaching meet WAG targets of 85%	Phase 2 From 1 September 2008 On-going annual analysis from 1 September 2007
1.6.8	School improvement officers and partnership & Inclusion officers to work with identified high risk schools to help develop a school improvement plan	School Improvement Officer Primary	1. Training provided for headteachers on action planning 2. Identified schools causing concern have produced school improvement plans in partnership with officers	Phase 1 1 January 2008 15 February 2008

1.7 Determining schools entitlement to support from the local authority according to need, and communicating this clearly to schools

	Key Task	Personnel	Success Criteria	Time Scale
1.7.1	Clearly define the support entitlement of schools based on individual and collective needs (Cross reference to 1.2.4)	Head of School Improvement	Identified in 1.2.4	Phase 1
1.7.2	Determine the resources required to enable school improvement and Partnership & Inclusion services to undertake the statutory function of Denbighshire County Council	Corporate Director : Lifelong Learning	1. Denbighshire has the capacity and expertise to perform its statutory function of support, challenge, monitoring and intervention	Phase 1 Feb 2008
1.7.3	Review structure of school improvement service to provide improved service delivery	Corporate Director : Lifelong Learning	1. Review completed	Phase 1 Apr 2008
1.7.4	Review the Curriculum Support Service arrangements	Head of School Improvement	1. Review completed	Phase 1 Apr 2008
1.7.5	Clearly communicate to schools how the revised provision is used for core	Corporate Director	1. A transparent understanding of how resources are to be used in the Partnership agreement with schools	Phase 1 May 2008

	functions and to meet the needs of schools and their pupils			
--	---	--	--	--

DRAFT

Recommendation 2

Improve the leadership and management of education at all levels of the authority

Lead Responsibility: Chief Executive

2.1 Identify clearly and address systematically, through robust planning and monitoring, the key strategic priorities needed to improve performance at all levels

	Key Task	Personnel	Success Criteria	Time Scale
2.1.1	Establish Vision for education strategy and key strategic priorities.	Strategic Policy Officer	<ol style="list-style-type: none"> 1 Programme for vision exercise in place Jan 2008 2 Vision agreed by Council March 2008 3 Vision linked to Children & Young Peoples Single Plan 	Phase 1
2.1.2	Develop prioritisation process and frameworks to enable education to set priorities in partnership with key stakeholders	Senior Project Manager	Frame work in place	Phase 1
2.1.3	Review location and structure of the directorate to ensure they are fit for purpose and represent value for money	Chief Executive	<ol style="list-style-type: none"> 1 Head of School Improvement in place by April 2008 2 Review of services undertaken by March 2008 3 Structures in place that are fit for purpose by April 2008 	Phase 1
2.1.4	Development of Performance Management Framework	Corporate Director : Resources	<ol style="list-style-type: none"> 1. Framework agreed following consultation with schools. Performance analysis and targets 	

			relate to strategic priorities.	
2.1.5	Implement the performance management framework. Consistent use of the corporate appraisal system	Corporate Director : Resources	The Council can demonstrate consistent application of a robust system	
2.1.6	Take decisions to go to formal consultation on VI Form provision in Rhyl	Chief Executive	Report to Council 20 November 2007	
2.1.7	Complete formal consultation process on VI Forms in Rhyl	Chief Executive	Consultation completed by 31 January 2008. Final decision taken.	
2.1.8	Report to cabinet with recommendations on way forward in respect of Cambridge Education report; agree recommendations to council on 20 th January 2008 on way forward	Chief Executive	Report submitted to Council by 20 th January 2008	
2.1.9	Implement the Council's decision on modernising education	Chief Executive	Dependent on 2.1.8	
2.1.10	Carry out a fundamental review and implement admissions policy and procedures	Corporate Director : Lifelong Learning	1.Review completed by Sept 2008 2. Schools do not admit over admissions limit	Phase 2
2.1.11	Appoint a permanent Head of School Improvement. Recruit interim head of	Corporate Director Lifelong Learning	Suitable candidate appointed	

	service for spring term 2008			
2.1.12	Clearly allocate responsibilities, functions, and resources to enable services to respond effectively and within deadlines to Estyn's report	Chief Executive	All actions in plan on track and being delivered.	

2.2 Creating clearer links between operational, service and corporate priorities

	Key Task	Personnel	Success Criteria	Time Scale
2.2.1	Ensure consistency of service plans across the directorate to effectively align service plans and corporate business plans	Corporate Director : Lifelong Learning	1. Plans aligned with each other, reflecting departmental and corporate priorities 2. Staff performance targets relate to these plans	
2.2.2	Ensure vision for education strategy and key strategic priorities are in alignment with corporate policies	Strategic Policy Officer	1 Vision linked with other strategic plans. 2 Education Strategic Priorities aligned with other corporate policies	Phase 1
2.2.3	School Development Plans and Service Plans to be aligned	Head of School Improvement	1. All schools' Plans analysed 2. Negotiation with schools finalises agreed priorities	
2.2.4	Develop the programme management methodology to ensure delivery of the plan	Senior Project Manager	Staff at all levels apply the programme management methodology as appropriate	

2.3 Consult and communicate effectively with schools, parents, pupils and other key partners

	Key Task	Personnel	Success Criteria	Time Scale
2.3.1	Establish and implement a consultation and communication strategy with schools and key stakeholders	Corporate Communications Manager	Communication Group in Place by December 2007 Communication review carried out and improved strategies in place by April 2008	Phase 1
2.3.2	Improve communications with Governors	Head of School Improvement	1. New arrangements for communications with Governors in place 2. Satisfaction survey of Governors	

2.4 Influencing schools to work in constructive partnership with officers and elected members on agreed improvement strategies to raise performance

	Key Task	Personnel	Success Criteria	Time Scale
2.4.1	Deliver governor training sessions regarding roles and responsibilities to challenge issues of performance, attendance and behaviour	School Improvement Officer Primary	Training timetable devised and delivered by July 2008	Phase 1
2.4.2	Schools Standards Monitoring Group to invite Heads and Chairs of Governors of a range of schools (three per term) to	Head of School Improvement	1 Terms of reference agreed with schools December 2007 2 Programme of invited schools agreed November 2007	Phase 1

	outline strategies for improvement and negotiate additional support required			
--	--	--	--	--

2.5 Improving relationships and communication between parts of social and education services to successfully implement the Children Act 2004

	Key Task	Personnel	Success Criteria	Time Scale
2.5.1	Implement a three year strategic programme of joint service development between Social Services & Housing and Lifelong Learning	Corporate Director : Social Services & Housing/Corporate Director : Lifelong Learning	Programme agreed by March 2008 and implemented from April 2008	Phase 1
2.5.2	Establish regular quarterly meetings between social services and education management teams.	Corporate Director : Lifelong Learning Corporate Director Social Services & Housing	1. Formal terms of reference agreed February 2008 2. Agreed joint programme of work	
2.5.3	Cross agency development of the Single Children and Young People's Plan 2008 – 2011 with underpinning monitoring and review arrangements	Corporate Director Social Service & Housing	1. Draft Plan out for consultation March 2008. 2. Adopted by Partnership July 2008	
2.5.6	Development of joint approaches to placements for disabled children and young people	Head of Childrens' Services Head of Partnership & Inclusion	Implement agreed appropriate provision	

2.5.7	Produce a council five year inclusion strategy	Head of Childrens' Services Head of Partnership & Inclusion	See 1.1.4 above	
2.5.8	Develop and implement Community Focused Schools Strategy to deliver holistic support to children, young people and families within their community	Education Partnerships Officer	<ol style="list-style-type: none"> 1. Strategy in place 2. Strategy and operational delivery agreed between schools, social services and other partners 3. Full service schools with integrated service delivery by September 2008 4. All schools are community focused schools 	<p>Phase 1 Dec 2007</p> <p>Feb 2008</p> <p>Sept 2008</p> <p>Completion by end of Phase 2 August 2009</p>

2.6 Using the scrutiny function to establish clear accountability and challenge robustly officers, members and services who re accountable for raising standards and improving the quality of provision

	Key Task	Personnel	Success Criteria	Time Scale
2.6.1	Review scrutiny in order to ensure a more effective role	County Clerk	<ol style="list-style-type: none"> 1 Review of scrutiny functions completed by March 2008 2 Implementation of recommendations by May 2008 	Phase 1
2.6.2	Provide effective training and development programme on the role of scrutiny for elected members	County Clerk	<ol style="list-style-type: none"> 1. Elected Members involved in planning appropriate training. 2. Elected Members receive appropriate training – June 2008 onwards 	

2.6.3	Schools Standards Monitoring Group to invite Heads and Chairs of Governors of a range of schools (three per term) to outline strategies for improvement and negotiate additional support required	Head of School Improvement	See 2.4.2 above	
2.6.4	Deliver governor training sessions regarding roles and responsibilities to scrutinise issues of performance, attendance and behaviour	Head of School Improvement	See 2.4.1 above	

DRAFT

Recommendation 3
 Improve the use of resources

Lead Responsibility: Corporate Director Resources

3.1 Link funding priorities within the education budget more closely into strategic and operational planning processes

	Key Task	Personnel	Success Criteria	Time Scale
3.1.1	Ensure consistency of service plans across the directorate to effectively align service plans and corporate business plans	Corporate Director : Lifelong Learning	1. Service Plans are clearly aligned with each other and with departmental and corporate priorities. 2. Staff performance targets are related to those Plans.	Phase 1 Apr 2008
3.1.2	Identify low priority areas and ensure resources are targeted into high priorities	Corporate Director : Resources	1. Corporate Director Lifelong Learning identifies low priority areas 2. Education budget realigned to high priority areas 3. Wider review of discretionary services completed as part of the efficiency strategy.	Phase 1 Feb 2008 Phase 2 Feb 2009
3.1.3	Develop business case for capital and revenue bids which support attainment and have clear success criteria and targets and agree with stakeholders	Senior Project Manager	1. Submission of robust business cases mandatory for extra funding 2. Spending is closely tied to achieving strategic objectives	Phase 1 Feb 2008

3.2 Prioritise resources according to the needs of children, young people and schools

	Key Task	Personnel	Success Criteria	Time Scale
3.2.1	Review allocation of funding to ensure that existing and future resources are targeted to meet areas of greatest needs identified in school and service plans	Senior Management Accountant – Lifelong Learning	School and service plans reflect a clear connection between spending and raising attainment.	Phase 1 Apr 2008
3.2.2	Review the split between delegated and non delegated budgets	Senior Management Accountant – Lifelong Learning	Through Headteachers' Federation and School Budget Forum, schools agree that the funds allocated appropriately support improvement targets.	Phase 2 Dec 2008

3.3 Evaluate the impact of the use of resources

	Key Task	Personnel	Success Criteria	Time Scale
3.3.1	Develop a methodology to determine the effectiveness of funding and the impact of additional resources	Senior Management Accountant – Lifelong Learning	Council and the schools are able to demonstrate that standards have risen as a result of spending decisions.	Phase 2 Dec 2008
3.3.2	Develop and implement a robust integrated performance management framework to ensure	Corporate Director : Resources	See performance management workplan reference 2.1.4 above	Phase 1 Jul 2008

	performance is effectively monitored			
3.3.3	Challenge and review mechanisms (school budget forum) and systems for central and delegated budgets in order to improve the focus on strategic priorities and be more transparent with all stakeholders	Senior Management Accountant – Lifelong Learning	<ol style="list-style-type: none"> 1. Funds reallocated to schools to address areas of greatest need following consultation 2. Improved feedback from Headteachers, Governors and service managers on funding issues 	Phase 2 Dec 2008
3.3.4	Evaluate the current ICT provision for administrative and academic purposes and identify future needs and methods of service delivery	Corporate Director : Resources	<ol style="list-style-type: none"> 1. Review of Service provision complete. 2. Agree changes to best meet the needs of schools. 	Phase 2 Apr 2009

3.4 Complete the work on funding formulae for secondary and special schools and the delegation of resources for SEN and behaviour support

	Key Task	Personnel	Success Criteria	Time Scale
3.4.1	Complete and implement reviews of funding formula (except SEN and Behaviour Support)	Corporate Director Lifelong Learning (Cambridge Consultants)	<ol style="list-style-type: none"> 1. Schools Budget Forum agrees the results of the Review. 2. Review completed and funding allocated. 	Phase 1 Apr 2008
3.4.2	Review the delegation of resources for SEN and behaviour support	Corporate Director Lifelong Learning (Cambridge Consultants)	<ol style="list-style-type: none"> 1. Schools Budget Forum agrees the results of the Review. 2. Review completed and funding 	Phase 2 Apr 2009

			allocated.	
--	--	--	------------	--

3.5 Work openly with schools to improve their understanding of funding decisions and processes

	Key Task	Personnel	Success Criteria	Time Scale
3.5.1	Improve Directorates' and schools' understanding of each others and corporate responsibilities	Principal Management Accountant	<ol style="list-style-type: none"> 1. Collectively schools have a sound understanding of roles and mutual responsibilities. 2. In the case of a difficulty arising with individual schools, officers take prompt action to resolve problems. 	Phase 2 Dec 2008
3.5.2	Develop a transparent and open mechanism for communicating the funding and budget process with schools	Senior Management Accountant – Lifelong Learning	Schools will have a source of information that they can access that will be up to date, user friendly and provide a single point of contact.	Phase 2 Dec 2008
3.5.3	Agree methodology for three year budgets	Financial Controller	<ol style="list-style-type: none"> 1. Agreement of methodology with schools 2. Methodology is understood and implemented 	Phase 2 Dec 2008
3.5.4	Review with relevant stakeholders the costs, quality and service levels of central support (eg procurement, finance, HR, ICT, catering and building maintenance etc)	Corporate Director : Resources	<ol style="list-style-type: none"> 1. Services provided are understood and represent value for money 2. Quality and service levels are agreed and documented. 	Phase 2 Dec 2009

WORK PLAN

For Modernising Education



Task: 1.3.3	Review timescales within Attendance strategy and communicate new targets to schools and other partners		
Task Leader:	Wayne Wheatley	Recommendation Lead:	Huw Griffiths
Date:	25th October 2007	Document Version:	1

BACKGROUND INFORMATION

Task: What is the task that needs to be undertaken?
<ul style="list-style-type: none"> • Work with Headteachers and pastoral care staff to implement the Attendance strategy across the county. • Schools to set targets for Attendance on a termly basis and full year figure. • Individual target setting of pupils of concern. • Implement registration codes across the county to achieve accurate recording of Attendance • Appoint School Governor with responsibility for Attendance in every school. • Training administration staff in schools on registration codes. • Intergration of pupils back to school and curriculum

SUCCESS CRITERIA: How will we recognise when the activity has been completed?
<ul style="list-style-type: none"> • Pupil attendance rates increase to above the Welsh average over a five year period • All Headteachers have been consulted on the Attendance Strategy • School targets provide a measure for schools to achieve improvements with Attendance • Appoint School Governor for Attendance to raise the profile of this key action in school • Schools causing concern with attendance are targeted by School Improvement / Partnership and Inclusion. • Schools planning of pupils back to school and curriculum are evident (Back to school plan)

KPI's: How will we measure our progress towards achieving our objective?						
Measure:	Current Baseline	Target by:				
		Aug 08	Aug 09	Aug 10	Aug 11	Aug 12
Primary 2006/2007	94.3%	95.3%	Improvement on previous year to be agreed	Improvement on previous year to be agreed		
Secondary 2006/2007	89.9%	91.4%	Improvement on previous year to be agreed	Improvement on previous year to be agreed		

WORK PLAN

For Modernising Education



ACTIVITY LIST

KEY ACTIVITY: What key activities are required to complete this task, and who will undertake the activity?			
Key Activity:	Completion date:	Activity Leader:	Decision Maker
Schools to set targets for attendance termly and yearly	Dec 2007	W Wheatley	
Monitor and evaluate implementation of the Attendance strategy	July 2008	W Wheatley	
Ensure attendance is a cross cutting theme within the seven areas of children & young peoples plan (Agency support plan)	Nov 2008 Agencies	S Jones W Wheatley	
Implementation of Attendance codes in schools	Nov 2007	Helen Evans	
School Governor appointed for Attendance	Apr 2008	W Wheatley	
Training administration staff in schools on registration codes	Apr2008	Helen Evans	
Planning of pupils back to school	Nov 2008	Schools	
ACTIVITY COMPLETE			

WORK PLAN

For Modernising Education



RISK ASSESSMENT

See Guidance Notes.

What is the risk of the task not being delivered on time? What actions will you take to minimise the likelihood of this risk happening?				
RISKS: <ul style="list-style-type: none"> Schools not receptive to the Attendance Strategy Schools do not set targets for Attendance and submit to Tim Data All schools not implementing the same attendance coding system 				
ACTIONS: <ul style="list-style-type: none"> Work with schools in cluster groups to implement the Attendance Strategy Engage Tim Data to follow up schools who do not set targets 				
Inherent Risk:		Likelih'd Score	Impact Score	Risk Score
		2	4	8
Managed Risk:		Likelih'd Score	Impact Score	Risk Score
		2	4	8

What is the risk of their being insufficient money to deliver this task successfully? What actions will you take to minimise the likelihood of this risk happening?				
RISKS: <ul style="list-style-type: none"> No requirement for funding 				
ACTIONS: <ul style="list-style-type: none"> None 				
Inherent Risk:		Likelih'd Score	Impact Score	Risk Score
Managed Risk:		Likelih'd Score	Impact Score	Risk Score

What is the risk of this task receiving negative media coverage? What actions will you take to minimise the likelihood of this risk happening?				
<ul style="list-style-type: none"> High if the above actions on Attendance codes, school target setting and attendance strategy actions are not implemented within the next twelve months To successfully complete all tasks. 				
Inherent Risk:		Likelih'd Score	Impact Score	Risk Score
		1	5	5

WORK PLAN

For Modernising Education



Managed Risk	Likeli'h'd Score	Impact Score	Risk Score
	1	5	5

STAFF RESOURCES & STAKEHOLDER INVOLVEMENT

Who will be involved in delivering the task and activity?

Name/Group:	Role:
W Wheatley	To ensure the attendance strategy is implemented in schools. Monitor and evaluate the effectiveness of recording systems in schools. ESW Service to support schools with improving attendance rates.
H Evans	Collect data and use results to manage performance within schools . Provide training to school administration staff on attendance coding system.
Schools	Set targets and implement strategies to improve attendance. Appoint school governor for attendance. (Back to school plan)
S Jones	Raise the profile of Attendance with the CYPP.
School Improvement	Target schools causing concern

FINANCIAL INFORMATION

Cost element	Rev/Cap	2007/08	2008/09	2009/10	TOTAL
Core funding for all ESW posts	Rev	0	£58k	£95k	£153k
			£58k	£95k	£153k

SIGNATURES

I confirm that this Work Plan has been prepared with all reasonable care

Work Plan prepared by:			
Name:	W Wheatley	Post:	Education Social Work Team Leader
Signature:			Date: 23rd October 2007
	(task Leader)		

Work Plan approved by:

WORK PLAN

For Modernising Education



Name:		Post:	
Signature:	(Recommendation Leader)		Date:

GUIDANCE NOTES ON RISKASSESSMENT

Likelihood

5	Almost certain	Is expected to occur in most circumstances
4	Likely	Will probably occur at some time, or in most circumstances
3	Possible	Fairly likely to occur at some time, or in some circumstances
2	Unlikely	Is unlikely to, but could, occur at some time
1	Rare	May occur only in exceptional circumstances

Impact

5	Catastrophic	Output will never be delivered Huge financial implication of going over-budget (over £50,000) Outcomes will never be achieved Extensive coverage in national press/TV
4	Major	Delivery of output could be delayed over 1 year Major financial implication of going over-budget (£10,000 to £50,000) Achievement of outcomes will be delayed by over a year Coverage in national press/TV
3	Moderate	Delivery of output could be delayed over 6 months High financial implication of going over-budget (£5,000 to £10,000) Achievement of outcomes will be delayed by over 6 months Front page coverage in local press and or local TV
2	Minor	Delivery of output could be delayed by over 3 months Moderate financial implication of going over-budget (£1,000 to £5,000) Achievement of outcomes will be delayed by over 3 months Some coverage in local press
1	Insignificant	Delivery of output could be delayed by over 1 month Low financial implication of going over-budget (up to £1,000) Achievement of outcomes will be delayed by over 1 month Minimal coverage in local press
0	None	Outputs will be delivered on time No financial risk Outcomes will be delivered on time No media coverage

WORK PLAN

For Modernising Education



Task: 1.2.4	To agree and implement an improvement framework with Headteachers and stakeholders to enable categorisation of schools to determine levels of support, challenge and intervention		
Activity Leader:	Head of School Improvement	Recommendation Lead:	Corporate Director
Date:	25.10.07	Document Version:	2.1

BACKGROUND INFORMATION

TASK: What is the task that needs to be undertaken?
Establish a framework for monitoring, challenging, supporting and intervening in schools

SUCCESS CRITERIA: How will we recognise when the task has been completed?
<ul style="list-style-type: none"> • Agreed categorisation system in place • Levels of support and challenge clearly identified based on the categorisation • Headteachers and Chairs of Governors are fully aware of their entitlement to support • Timetable of monthly meetings established between officers from the School Improvement Service and Partnerships and Inclusion Service to co-ordinate input to targeted schools

KPI's: How will we measure our progress towards achieving our objective?						
Not relevant to this task						
Measure:	Current Baseline	Target by:				
		Aug 08	Aug 09	Aug 10	Aug 11	Aug 12

WORK PLAN

For Modernising Education



TASK LIST

KEY TASKS: What key tasks are required to complete this activity, and who will undertake the tasks?			
Key Task:	Completion date:	Task Leader:	Decision Maker
Contact partner authorities (Powys & Neath Port Talbot) to view good practice models of school categorisation	31 December, 2007	Tony Jones	Head of School Improvement
Consult with headteachers, Lifelong Learning Scrutiny and Standards Monitoring Group on the draft proposals	15 February, 2008	Tony Jones	Head of School Improvement
Secure formal approval of Council	By 31 March, 2008	Head of School Improvement	Corporate Director
Implement with schools a system of categorising schools in terms of standards, teaching, learning, management and resources based on risk assessment	1 April 2008	Tony Jones	Head of School Improvement
Inform headteachers and Chairs of Governors of their entitlement to support based on categorisation	From 1 April, 2008	School Improvement Officers	Head of School Improvement
Hold monthly meetings of core teams from School Improvement and Partnerships and Inclusion Service to monitor and evaluate progress of schools	1 April, 2008	Head of School Improvement & Head of partnerships and Inclusion	Corporate Director
ACTIVITY COMPLETE	1 April, 2008		

WORK PLAN

For Modernising Education



RISK ASSESSMENT

See Guidance Notes.

What is the risk of the activity not being delivered on time? What actions will you take to minimise the likelihood of this risk happening?				
RISKS: <ul style="list-style-type: none"> Inadequate capacity within existing staff to complete the tasks 				
ACTIONS: <ul style="list-style-type: none"> Authority is given to individual officers to undertake the actions required in respect of target schools Highest priority will be given to highest risk schools 				
Inherent Risk:		Likelih'd Score	Impact Score	Risk Score
		4	4	16
Managed Risk:		Likelih'd Score	Impact Score	Risk Score
		2	4	8

What is the risk of their being insufficient money to deliver this activity successfully? What actions will you take to minimise the likelihood of this risk happening?				
RISKS: <ul style="list-style-type: none"> Low level of risk as there are no major funding implications attached to this task 				
ACTIONS: <ul style="list-style-type: none"> Officers are currently using a risk assessment format to target areas of greatest need, but this needs to be reviewed in line with the tasks listed above 				
Inherent Risk:		Likelih'd Score	Impact Score	Risk Score
		2	3	6
Managed Risk:		Likelih'd Score	Impact Score	Risk Score
		1	2	2

What is the risk of this activity receiving negative media coverage? What actions will you take to minimise the likelihood of this risk happening?				
No significant risk of this receiving negative media coverage				
Inherent Risk:		Likelih'd Score	Impact Score	Risk Score
Managed Risk:		Likelih'd Score	Impact Score	Risk Score

WORK PLAN

For Modernising Education



STAFF RESOURCES & STAKEHOLDER INVOLVEMENT

Who will be involved in delivering the activity?

Name/Group:	Role:
Officers from Powys, Neath, Port Talbot	Sharing current good practice with officers from Denbighshire
Headteachers, Lifelong Learning Scrutiny and Standards Monitoring Group	Involvement in the consultation process
School Improvement Officers	Initiate and complete tasks
Headteachers and Chairs of Governors	To agree entitlement to support
Council	To agree categorisation system
Head of School Improvement & Partnerships and Inclusion	Securing effective co-operation and collaboration between officers

FINANCIAL INFORMATION

Please provide details of estimated funding requirement to deliver the activity.

Cost element	Rev/Cap	2007/08	2008/09	2009/10	TOTAL
Travel and subsistence costs		£2k	0	0	£2k
Total					£2K

SIGNATURES

I confirm that this Work Plan has been prepared with all reasonable care

Work Plan prepared by:			
Name:	Tony Byrne	Post:	Head of School Improvement Service.
Signature:	(Activity Leader)		Date: 23.10.07

Work Plan approved by:			
Name:	Huw Griffiths	Post:	Corporate Director
Signature:	(Recommendation Leader)		Date: 24.10.07

GUIDANCE NOTES ON RISKASSESSMENT

Likelihood

5	Almost certain	Is expected to occur in most circumstances
4	Likely	Will probably occur at some time, or in most circumstances
3	Possible	Fairly likely to occur at some time, or in some circumstances
2	Unlikely	Is unlikely to, but could, occur at some time
1	Rare	May occur only in exceptional circumstances

WORK PLAN

For Modernising Education



Impact

5	Catastrophic	Output will never be delivered Huge financial implication of going over-budget (over £50,000) Outcomes will never be achieved Extensive coverage in national press/TV
4	Major	Delivery of output could be delayed over 1 year Major financial implication of going over-budget (£10,000 to £50,000) Achievement of outcomes will be delayed by over a year Coverage in national press/TV
3	Moderate	Delivery of output could be delayed over 6 months High financial implication of going over-budget (£5,000 to £10,000) Achievement of outcomes will be delayed by over 6 months Front page coverage in local press and or local TV
2	Minor	Delivery of output could be delayed by over 3 months Moderate financial implication of going over-budget (£1,000 to £5,000) Achievement of outcomes will be delayed by over 3 months Some coverage in local press
1	Insignificant	Delivery of output could be delayed by over 1 month Low financial implication of going over-budget (up to £1,000) Achievement of outcomes will be delayed by over 1 month Minimal coverage in local press
0	None	Outputs will be delivered on time No financial risk Outcomes will be delivered on time No media coverage

WORK PLAN

For Modernising Education



Task: 2.1.11	To appoint a permanent Head of School Improvement		
Task Leader:	Head of School Improvement	Recommendation Lead:	Corporate Director
Date:	25 th October 2007	Document Version:	5.1

BACKGROUND INFORMATION

TASK: What is the task that needs to be undertaken?

Appointing a new Head of Service for School Improvement

SUCCESS CRITERIA: How will we recognise when the task has been completed?

- Recruitment process completed
- New Head of Service in post by 1 April 2008

KPI's: How will we measure our progress towards achieving our objective?

Not relevant for this task

Measure:	Current Baseline	Target by:				
		Aug 08	Aug 09	Aug 10	Aug 11	Aug 12

WORK PLAN

For Modernising Education



ACTIVITY LIST

KEY ACTIVITIES: What key Activities are required to complete this task, and who will undertake the activities?

Key Activity:	Completion date:	Activity Leader:	Decision Maker
Implement recruitment strategy	November 2007	Gatenby Sanderson (Consultants)	Corporate Director
Secure appointment of new Head of service	December 2007	Corporate Director	Appointment Panel
New Head of Service in post	1 April, 2008	Corporate Director	
ACTIVITY COMPLETE	1 April, 2008		

WORK PLAN

For Modernising Education



RISK ASSESSMENT

See Guidance Notes.

What is the risk of the task not being delivered on time? What actions will you take to minimise the likelihood of this risk happening?			
<p>RISKS:</p> <ul style="list-style-type: none"> The absence of the Corporate Director due to illness could have a negative impact on the identified timescales Capacity of current officers to move this task forward No Cabinet in place since 22 October, 2007 due to a successful motion of no confidence The lack of suitably qualified and experienced bilingual candidates <p>ACTIONS:</p> <ul style="list-style-type: none"> The Interim Head of School Improvement has been given the authority to initiate the process of recruitment Gatenby-Sanderson positioned to provide selection of suitable interim candidates 			
Inherent Risk:	Likelih'd Score	Impact Score	Risk Score
	5	5	25
Managed Risk:	Likelih'd Score	Impact Score	Risk Score
	3	3	9

What is the risk of their being insufficient money to deliver this task successfully? What actions will you take to minimise the likelihood of this risk happening?			
<p>RISKS:</p> <ul style="list-style-type: none"> Insufficient allocation of funds to attract a high quality person <p>ACTIONS:</p> <ul style="list-style-type: none"> Increased salary has been secured due to an unsuccessful attempt to recruit during the Summer Term, 2007 			
Inherent Risk:	Likelih'd Score	Impact Score	Risk Score
	4	4	16
Managed Risk:	Likelih'd Score	Impact Score	Risk Score
	3	4	12

WORK PLAN

For Modernising Education



SIGNATURES

I confirm that this Work Plan has been prepared with all reasonable care

Work Plan prepared by:			
Name:	Tony Byrne	Post:	Head of School Improvement Service.
Signature:		Date:	23.10.07

Work Plan approved by:			
Name:	Ian Miller	Post:	Chief Executive
Signature:		Date:	
(Recommendation Leader)			

GUIDANCE NOTES ON RISKASSESSMENT

Likelihood

5	Almost certain	Is expected to occur in most circumstances
4	Likely	Will probably occur at some time, or in most circumstances
3	Possible	Fairly likely to occur at some time, or in some circumstances
2	Unlikely	Is unlikely to, but could, occur at some time
1	Rare	May occur only in exceptional circumstances

Impact

5	Catastrophic	Output will never be delivered Huge financial implication of going over-budget (over £50,000) Outcomes will never be achieved Extensive coverage in national press/TV
4	Major	Delivery of output could be delayed over 1 year Major financial implication of going over-budget (£10,000 to £50,000) Achievement of outcomes will be delayed by over a year Coverage in national press/TV
3	Moderate	Delivery of output could be delayed over 6 months High financial implication of going over-budget (£5,000 to £10,000) Achievement of outcomes will be delayed by over 6 months Front page coverage in local press and or local TV
2	Minor	Delivery of output could be delayed by over 3 months Moderate financial implication of going over-budget (£1,000 to £5,000) Achievement of outcomes will be delayed by over 3 months Some coverage in local press
1	Insignificant	Delivery of output could be delayed by over 1 month Low financial implication of going over-budget (up to £1,000) Achievement of outcomes will be delayed by over 1 month Minimal coverage in local press
0	None	Outputs will be delivered on time No financial risk Outcomes will be delivered on time No media coverage

WORK PLAN

For Modernising Education



Task: 3.3.3 and 3.5.2	Transparency & Challenge		
Task Leader:	Shaer Halewood	Recommendation Lead:	Alan Evans
Date:	25 October 2007	Document Version:	1

BACKGROUND INFORMATION

TASK: What is the task that needs to be undertaken?
<p>Communicate clearly with schools and all service managers regarding the Council's budget decisions to ensure transparency and openness with respect to funding</p> <p>Challenge & review mechanisms in order to improve the focus on strategic priorities and be more transparent with stakeholders</p>

SUCCESS CRITERIA: How will we recognise when the task has been completed?
<p>Improved feedback from Headteachers, Governors and Service Managers on funding issues.</p> <p>Funds reallocated to schools to greatest area of need following schools consultation and agreement</p> <p>Reduced queries from budget holders on funding issues</p> <p>Members, Governors and Senior Management receive timely financial information which allows them to challenge and review the service and engage early intervention as necessary</p> <p>Schools and services will have a benchmark framework to compare with other DCC schools and other local authorities enabling them to assess their performance and take action accordingly</p> <p>There will be a rolling programme of training for schools, officers and Governors on all aspects of financial management that will cater for all levels of expertise</p> <p>Schools will have a source of information that they can access that will be up to date, user friendly and a single point of contact for financial information</p> <p>A framework will be in place for schools and services to challenge and review their processes to assess their own performance in terms of finance and that can be benchmarked with each other and reported</p> <p>There will be clarity between the function of the school, education and finance in terms of financial responsibilities</p> <p>Finance Section priorities and objectives will be linked to education priorities and resources will be targeted in terms of need</p>
KPI's: How will we measure our progress towards achieving our objective?

Measure:	Current Baseline	Target by:				
		Aug 08	Aug 09	Aug 10	Aug 11	Aug 12
No of training sessions for schools	0	1	2	2	2	2
No of Newsletters	0	0	2	3	3	3
No Governor Training sessions	0/1	2	2	2	2	2
No Reports to Scrutiny/SBF	0	1	3	3	3	3

WORK PLAN

For Modernising Education



ACTIVITY LIST

KEY ACTIVITY: What key activities are required to complete this task, and who will undertake the Activity?			
Key Activity:	Completion date:	Task Leader:	Decision Maker
Develop a rolling programme of training and workshops in consultation with school staff on all aspects of financial management including: <ul style="list-style-type: none"> Budget setting How schools are funded Why funds are centrally retained Closure of accounts Budget control and monitoring Maximisation of grants 	Two sessions a year in March and September Commencing March 08 1st session completed 25 th Oct 07	Shaer Halewood	Alan Evans
Refocus and develop a rolling programme of training and workshops to Governors on all aspects of their financial responsibilities and include relevant refresher sessions as appropriate e.g. budget setting process, ways to achieve efficiency savings etc Engage Governors in training programmes and include various hands on sessions e.g. use of website etc	Two sessions a year in March and September Commencing March 08	Shaer Halewood with Tony Jones	Huw Griffiths
Develop an agreed standard forward work programme for the Schools Budget Forum and Scrutiny to include: <ul style="list-style-type: none"> Budget Setting Process Section 52 Statements & RA Forms Comparisons with OLA's Benchmarking comparisons within family groups Financial year end review incl capital 	Annually in September. First report presented 26 th Sept 07	Shaer Halewood	Alan Evans
Build periodic financial monitoring into Scrutiny work programme and submit half year, three quarter year and year end reports on capital and revenue performance for the Directorate	June/October & January annually. June 2008 start	Shaer Halewood	Scrutiny Chair
Develop a dedicated schools website where all information, templates, links, regulations, reports etc can be found for schools as the first point of information.	Dec 2008	Shaer Halewood	ICT Website Team
Provide training workshops for schools to navigate round the website backed up by a user guide. Include specific pages for Governors. Arrange regular updates on the site with relevant documents	Dec 2008	Shaer Halewood	ICT Website Team
Develop termly schools newsletter with information on new developments, changes to processes, approaching deadlines and other relevant information to maintain links between schools and the authority. Ensure newsletter is targeted to correct personnel in schools e.g. Bursar, Governors	Sept 2008	Shaer Halewood	SBF
Develop a visible presence with schools by attending meetings in school (possibly with schools support officers), attending head teacher conferences and meetings, attendance at Governing Body Meetings	April 2008	LMS Team	SBF
Develop the Financial Management in Schools Standard (DfES) tool as used in England for	Sept 2009	Shaer Halewood	SBF

WORK PLAN

For Modernising Education



challenge and review of school effectiveness. Use the tool as a basis for training sessions and encourage schools to use the self evaluation process to score themselves. Benchmark schools against each other to identify areas of best practice for sharing			
Develop the use of the Key Lines of Enquiry from Use of Resources block in CPA as used in English authorities as good practice to challenge and review processes within Education (not schools). Identify areas of weakness and provide support and training to Education to mitigate this. This could also then be used more widely and rolled out across the authority	Sept 2009	Shaer Halewood	Huw Griffiths
Arrange a framework for communicating with and feeding back information from schools to the Schools Support Officers. Hold set periodic meetings with Schools Support Officers to enable joint working, share information and ensure an early intervention mechanism to identify potential issues	Dec 2007	Shaer Halewood	Huw Griffiths
Review the role of the LMS Team and Bursars in schools to ensure the financial responsibilities are understood and being undertaken appropriately. Ensure there is clarity between roles via a detailed SLA. Provide training as necessary to ensure all bursars are up to a specific standard (may involve running an accredited course in house for Bursars to attend)	Sept 2008	LMS Team	SBF
Review financial management and administration process systems used in schools to ensure they are effective and relevant and schools are not undertaking unnecessary or outdated tasks resulting in inefficiency	June 2009	LMS Team	SBF
Ensure Governors are focussed on school funding priorities in Governing Body meetings and not unnecessarily spending time on operational issues. (will be picked up via the FMSS and Training)	June 2009	LMS Team	Tony Jones/SBF
Review the information provided to Governors by schools to aid challenge, review and decision making and focussed on priorities. Ensure all relevant information is being passed on to Governors from schools in a timely manner	June 2009	LMS Team	Tony Jones/SBF
Ensure finance is included within the schools self evaluation framework as identified in Key Action 2 (para 84 & 86) to ensure synergies and cross cutting threads e.g. CRSA	Refer to Key Action 2		
Develop a process for benchmarking for schools and education to compare: <ul style="list-style-type: none"> • Within the authority to identify areas of success and weakness • Within the family group of authorities to identify variances for investigation • Within an all Wales average to identify variances and the reasons for them Report the outcome of the exercise to Scrutiny & SBF and ensure their understanding of variances	June 2009	LMS Team	ADEW/Huw Griffiths
Review a process for pooling budgets with education, social services and health to promote	March 2009	SMA's	Corporate Directors

WORK PLAN

For Modernising Education



closer working and a targeted funding approach to corporate priorities. Identify reviews already undertaken in OLA's for past experience			
Ensure a standard level of financial awareness and competencies are built into person specifications when advertising for posts that have financial management responsibility. Ensure Governors are aware of the importance of financial competence when appointing Bursars	Dec 2007	Schools Support Officers	Huw Griffiths
Ensure financial management training is included as part of induction for new staff in the LEA and in schools within a maximum given timescale of starting	Feb 2008	Schools Support Officers Shaer Halewood	Huw Griffiths
Respond to changes in Education staffing or process structures within the finance structure by refocusing priorities, systems and staffing to meet Directorate priorities and need	Jan 2008	LL Finance Team	Shaer Halewood
Ensure the finance section business plan, objectives and appraisals process are aligned to directorate objectives and business plan to enable to support Directorate and Corporate priorities	Jan 2008	LL Finance Team	Shaer Halewood
Review cost and quality of service provided by Lifelong Learning Finance to ensure it is fit for purpose, the service the schools require and provides value for money. Benchmark the service against OLA's and the Wales average and report to schools on the outcome	Dec 2008	Shaer Halewood	Alan Evans

WORK PLAN

For Modernising Education



RISK ASSESSMENT

See Guidance Notes.

What is the risk of the task not being delivered on time? What actions will you take to minimise the likelihood of this risk happening?			
<p>RISKS:</p> <ul style="list-style-type: none"> Loss of trust and confidence within schools perceiving that nothing has changed Existing inefficient processes continue through lack of challenge and training Change culture is more difficult to embed Staff are appointed who are unable to fulfil finance responsibilities effectively Duplication of effort across schools, school improvement officers finance and other services <p>ACTIONS:</p> <ul style="list-style-type: none"> Maintain close links with schools and keep them informed as to progress on the action plan and reasons for any possible delay with revised timescales for completion Ensure training and workshops are rolled out within the agreed timescales as priority and ensure schools & Governors sign up to attend Maintain open communication with schools regarding any changes to be made and ensure they are consulted on and understand the reasons for any changes Ensure benchmarking is undertaken and the reasons for any variance understood and communicated effectively. Ensure funding is targeted to priorities and is on a phased basis Explain the reasons for including financial competencies to be included – that it will be for the overall benefit of the school and service in the future Work in partnership with other officers to ensure a common goal to achieving corporate priorities 			
Inherent Risk:	Likelih'd Score	Impact Score	Risk Score
	3	4	12
Managed Risk:	Likelih'd Score	Impact Score	Risk Score
	2	4	8

What is the risk of their being insufficient money to deliver this task successfully? What actions will you take to minimise the likelihood of this risk happening?			
<p>RISKS:</p> <ul style="list-style-type: none"> Loss of trust and confidence within schools perceiving that nothing has changed Existing inefficient processes continue through lack of challenge and training Change culture is more difficult to embed OLA's improving at a faster rate therefore moving us further down the WAG league tables Staff are appointed who are unable to fulfil finance responsibilities effectively Duplication of effort across schools, school improvement officers finance and other services <p>ACTIONS:</p> <ul style="list-style-type: none"> Compile budget bid for additional staff in LMS Team in 2008-09 budget round 			
Inherent Risk:	Likelih'd Score	Impact Score	Risk Score
	3	4	12
Managed Risk:	Likelih'd Score	Impact Score	Risk Score
	2	4	8

WORK PLAN

For Modernising Education



What is the risk of this task receiving negative media coverage? What actions will you take to minimise the likelihood of this risk happening?				
RISKS:				
<ul style="list-style-type: none"> Loss of trust and confidence within schools 				
ACTIONS:				
<ul style="list-style-type: none"> Ensure schools are communicated to openly and regularly 				
Inherent Risk:		Likelih'd Score	Impact Score	Risk Score
		3	4	12
Managed Risk		Likelih'd Score	Impact Score	Risk Score
		2	4	8

STAFF RESOURCES & STAKEHOLDER INVOLVEMENT

Who will be involved in delivering the task and activity?

Name/Group:	Role:
Head teachers	Attend and engage in training / seminar sessions Ensure school staff are adequately training to undertake responsibilities
Governors	Attend and engage in training / seminar sessions Ensure school staff are adequately training to undertake responsibilities
Bursars/School Staff	Assess financial competency and undertake training where necessary Identify outdated tasks and new ways of working
LMS Team/Central Budgets	Provide training to teachers, school staff and Governors where necessary to varying levels Identify and share areas of best practice between schools and OLA's Develop webpage and newsletter
ICT	Develop dedicated schools webpage
SMA	Provide reports to Scrutiny and SBF on regular basis

FINANCIAL INFORMATION

Please provide details of estimated funding requirement to deliver the task and activity.

Cost element	Rev/Cap	2007/08	2008/09	2009/10	TOTAL
Additional Post - Senior Schools Finance Officer	Rev	£10k	£40k	£40k	£90k
Training Programme including Supply Cover for teachers	Rev	0	£20k	£20k	£40k
TOTAL		£10k	£60k	£60k	£130K

WORK PLAN

For Modernising Education



SIGNATURES

I confirm that this Work Plan has been prepared with all reasonable care

Work Plan prepared by:			
Name:		Post:	
Signature:			Date:
	(Task Leader)		

Work Plan approved by:			
Name:		Post:	
Signature:			Date:
	(Recommendation Leader)		

GUIDANCE NOTES ON RISKASSESSMENT

Likelihood

5	Almost certain	Is expected to occur in most circumstances
4	Likely	Will probably occur at some time, or in most circumstances
3	Possible	Fairly likely to occur at some time, or in some circumstances
2	Unlikely	Is unlikely to, but could, occur at some time
1	Rare	May occur only in exceptional circumstances

Impact

5	Catastrophic	Output will never be delivered Huge financial implication of going over-budget (over £50,000) Outcomes will never be achieved Extensive coverage in national press/TV
4	Major	Delivery of output could be delayed over 1 year Major financial implication of going over-budget (£10,000 to £50,000) Achievement of outcomes will be delayed by over a year Coverage in national press/TV
3	Moderate	Delivery of output could be delayed over 6 months High financial implication of going over-budget (£5,000 to £10,000) Achievement of outcomes will be delayed by over 6 months Front page coverage in local press and or local TV
2	Minor	Delivery of output could be delayed by over 3 months Moderate financial implication of going over-budget (£1,000 to £5,000) Achievement of outcomes will be delayed by over 3 months Some coverage in local press
1	Insignificant	Delivery of output could be delayed by over 1 month Low financial implication of going over-budget (up to £1,000) Achievement of outcomes will be delayed by over 1 month Minimal coverage in local press
0	None	Outputs will be delivered on time No financial risk Outcomes will be delivered on time No media coverage

REPORT TO: CHIEF EXECUTIVE

REPORT BY: ACTING HEAD OF EDUCATION / INTERIM HEAD OF SCHOOL IMPROVEMENT

DATE: 30 OCTOBER 2007

SUBJECT: REVIEW OF 16-19 PROVISION IN RHYL

1. DECISION SOUGHT

1.1 Take a decision on the acceptability of the Cambridge Education proposal regarding changing 16-19 provision in Rhyl. Consequently instigate formal consultation.

2. BACKGROUND

2.1 A summary of the reasons behind the Cambridge proposal and of the outcomes of informal consultation is attached as an Appendix 1. An alternative model is being developed by the two Rhyl high school Headteachers and the College Principal but it was not submitted during the informational consultation period or in time for this report (although it will be circulated if it is available before 30 October). During the formal consultation period, it will be possible to study this model and to take a view of its feasibility. The reason why consideration should be given to it is that it represents a joint proposal and partnership between the Schools and College in 14-19 education is essential. However, if the extent of change and degree of improvement required cannot be demonstrated within that model, then the Cambridge solution of a new centre is preferable.

Appendix 3 include details of the extensive arrangements made for the informal consultation from late June to 5 October and summarises the responses received.

3. REASON FOR SEEKING DECISION

3.1 Performance at A' level is poor in Rhyl.

3.2 The staying-on rate post-16 is very low.

3.3 To continue with the current state of affairs is unacceptable.

3.4 If statutory consultation does not begin soon after Full Council on 20 November then the opportunity to implement change for September 2009 will be missed.

It is important to stress that a decision to undertake statutory consultation does **not** commit the Council to implement the proposal. A final decision would be taken after the consultation period.

4. POWER TO MAKE THE DECISION

- 4.1 As a result of legislation under the Local Government Act 2000, only the full Council can approve the single education plan. It would be necessary for the Council to amend the Single Education Plan if the proposals are to be implemented. However the powers to publish statutory proposals are executive functions, which fall to the Cabinet.
- 4.2 In November 2006, on the basis of the consultation responses and further legal advice, the then Education, Lifelong Learning and Skills Minister, determined that, where there is a need to re-organise sixth-forms in community schools, the councils concerned should take forward the proposals using their own powers, under Section 28 of the School Standards and Framework Act 1998. Where there is a need to re-organise a sixth-form at a foundation or voluntary school, the Minister's powers in the 2000 Act would be delegated to the council concerned on application. Such an application has been submitted to WAG officials already on a contingency basis – they have been asked for a reply in time for the Council's meeting on 20 November.
- 4.3 Under section 28(5) of the 1998 Act there is a requirement to consult such persons as appears to the promoters to be appropriate **before** publishing any formal proposals. This has been discharged by the informal consultation already undertaken: it is a requirement to consult appropriate persons, not to obtain their consent.

5. COST IMPLICATIONS

- 5.1 The preferred option to create a new centre on the Rhyl College site will have an impact on the Rhyl schools. This needs to be assessed in detail before a final decision is taken during 2008 on implementation as do the costs of any alternative proposal. If the 6th forms closed, the schools would no longer receive post 16 funding from DCELLS from the date of implementation (assumed to be September 2009). The true cost of the 6th forms is likely to be higher than the grant received so this might have a positive impact for the schools in terms of their other activities. Some staff may be liable for transfer to the college under the TUPE Regulations. However there would be the need to reshape the teaching and ancillary staff at both schools, with the potential for redundancy costs. We would seek to mitigate these through our redeployment policies wherever possible – and for which we have a good track record in respect of school-based staff. There may also be opportunities for the college to use the services of existing school staff for a transitional period only in order to minimise transition costs. These matters will need detailed consideration and consultation with staff and their unions.
- 5.2 There may be some cost implications under the Council's transport policy if parents choose to send their children to Roman Catholic schools in Denbigh or Flint for 6th form education.

- 5.3 There will also be minor costs associated with the consultation process to meet statutory requirements. They will be absorbed within existing budgets. As with any decision by the council, there is the possibility of challenge through the courts by way of judicial review which might involve more substantial costs. The risk of such challenge being successful is assessed as low at the present time.
- 5.4 The other financial implications will fall to the College and Welsh Assembly Government to address in terms of the capital cost of the project. Coleg Llandrillo can apply to DCELLS for capital funding for this project from the strategic capital investment fund. DCELLS may ask the college and the Local Authority to contribute towards the capital cost of the project. While we will examine the possibility further, our initial stance is that it would not be appropriate for the council to spend its limited capital resources on creating assets for a third party, even if the change is one that the council wishes to see: there are pressing capital investment needs in our schools and roads, for example. The council would not be able to use existing Objective 1 applications allied with the Learning Centres project, and there appears to be little opportunity under Convergence funding.
- 5.5 Revenue funding for a new centre at the College will be drawn down from the National Planning and Funding System (NPFS) by Coleg Llandrillo.

6. FINANCIAL CONTROLLER'S STATEMENT

- 6.1 The transfer of the service to a new facility funded through DELLS removes some marginal costs from the Council but as stated above has the potential for significant one off costs from redundancy/early retirement etc. It is unclear whether DELLS can be approached to assist with these costs. The Council would also be left with potentially underused sites and the fixed costs that relate to them, which are part funded currently by DELLS.

A full review of the financial implications will need to be made before a final decision can be taken.

7. RECOMMENDATIONS

- 1) That formal consultation on closing the 6th forms with effect from September 2009 should commence **subject to**
 - (a) the full Council agreeing on 20 November that it would be prepared in principle to amend the single education plan; **and**
 - (b) the Welsh Assembly Government agreeing to delegate to the Council the Minister's powers to make a proposal in respect of the sixth form at Blessed Edwards Jones.
- 2) That a recommendation be submitted to full Council on 20 November that it should be prepared in principle to amend the single education plan accordingly.

- 3) That the alternative model produced by the Schools and College be considered and that the costs of this approach and closure of the sixth forms be evaluated fully during formal consultation.
- 4) That the Schools and College be requested to review the prospects for current Year 11 students in September 2008, including the transitional arrangements that might be necessary.

RATIONALE FOR A NEW CENTRE AT COLEG LLANDRILLO-RHYL SITE

1. The reasons that led to the review of post 16 education in Rhyl are more acute than ever. The number of young people progressing to the 6th forms to pursue Level 3 qualifications in the two secondary schools has declined again this year.
2. The performance of the two schools is poor, both at GCSE and A level. Indeed the schools have the worst results in Denbighshire by a considerable margin;
3. The size of the two sixth forms as presently configured is not sustainable. That at Blessed Edward Jones has already long passed the point of no return: there is no prospect whatsoever that the school will recover enough pupils to justify retention of its own 6th form – the school would need to grow by a factor of at least 3 which is simply not realistic when pupil numbers across the county continue to decline;
4. Continuing with the sixth forms at their present sizes will lead to resources intended for students at Key Stages 3 and 4 continuing to be used to shore up the sixth forms.
5. There is a reasonable expectation that performance at the schools will improve following the appointment of a new head teacher at Rhyl High School and an acting head teacher at Blessed Edward Jones. However both schools have a long way to travel in their improvement. There are strong arguments that the schools need to focus on driving up standards at Key Stages 3 and 4. The performance of secondary schools in these key stages has been highlighted as a key issue for the county council in the Estyn report.
6. A Level results based on 2007 provisional examination data shows that Rhyl High School had the lowest percentage of students achieving 2 A-Levels Grades A-C in the county at 34.4%. This is a fall of 14.1% from 2006. The equivalent figure for Blessed Edward Jones was 48% but only 14 students were entered for two or more A levels. Rhyl's secondary schools accounted for 9% of the pupils achieving 2 A-Level Grades in Denbighshire, even though Rhyl has about a quarter of the county's population.
7. The reduction in numbers returning to the 6th form is exacerbating the already limited range of courses currently offered at 16. Retention rates from the lower sixth form to higher sixth form are very low in both schools. This leads to poor choices with many young people failing to achieve their main qualification by the time they are 18. This will without doubt lead to a reduction in those staying on to complete their qualifications and continuing poor standards.

8. The number of A level students in the Rhyl high schools continues to be well below the Estyn and Wales Audit Office's recommendation of 150 students, which is taken as the minimum size for a sixth form. Estyn also stress that this should be viewed in the light of flexibilities that schools exploit to increase choice and cost effectiveness. Estyn, however, point out that both choice and cost effectiveness are increased where small A-level groups in schools are joined with existing groups in colleges, which also generally offer more choice.
9. The work by Cambridge Education across the county has not identified any need for proposals to be made in respect of other sixth forms in Denbighshire. **There are therefore no plans at present to bring forward similar proposals with regard to other sixth forms.**
10. The statistics in appendix 2 show that many sixth form students from Rhyl are already opting for schools elsewhere, particularly Prestatyn. While there will still be choice for students and their parents about where they should study A levels, it is not realistic to suggest that there should be no A level provision in the county's largest town when we have such provision in much smaller settlements. Existing parental choice arrangements ensures that those who wish to pursue A levels in a school base 6th form can do so.
11. While the views of the Diocese in respect of religious ethos are understood and respected, it is not realistic to keep a 6th form open solely for that reason. There are Roman Catholic 6th forms available at St Brigid's, Denbigh (10 miles away) although it operates a selective policy on admissions, and at Richard Gwyn High School, Flint (15 miles away). We would need to assess whether these are within a reasonable travelling distance which is normally taken to be 45 minutes for secondary school pupils.
12. Cambridge Education's experience of reorganising post 16 education in other authorities shows that only a fundamental change in the way it is delivered will provide the step change in choice and standards that is required. If standards are to rise a robust new model with clear lines of leadership must be implemented. Cambridge Education's preferred option of transferring sixth forms at Rhyl High School and Blessed Edward Jones Catholic High School to a new centre on the Coleg Llandrillo site in Rhyl would provide this.
13. Coleg Llandrillo is the best further education college in Wales with a proven track record in achievement at A Level and vocational Level 3 qualifications. We are proud that it has two sites in Denbighshire. It is the only college with seven grade one's in its Estyn Inspection. In 2006-7 the college delivered AS and A2 courses to 261 students: of those students taking 2 or more A Levels, provisional examination data indicates that 75% achieved grades A-C and 99% achieved A to G grades. Further education at Coleg Llandrillo is already the most popular destination for 16 year olds in Rhyl.
14. The continuing success of the Rhyl Going Forward and Rhyl City strategies is dependant on the supply of young people with at least Level 3 qualifications. These initiatives require a step-change in the achievement of 16 to 19 year olds. The curriculum currently offered is not meeting the needs of all young

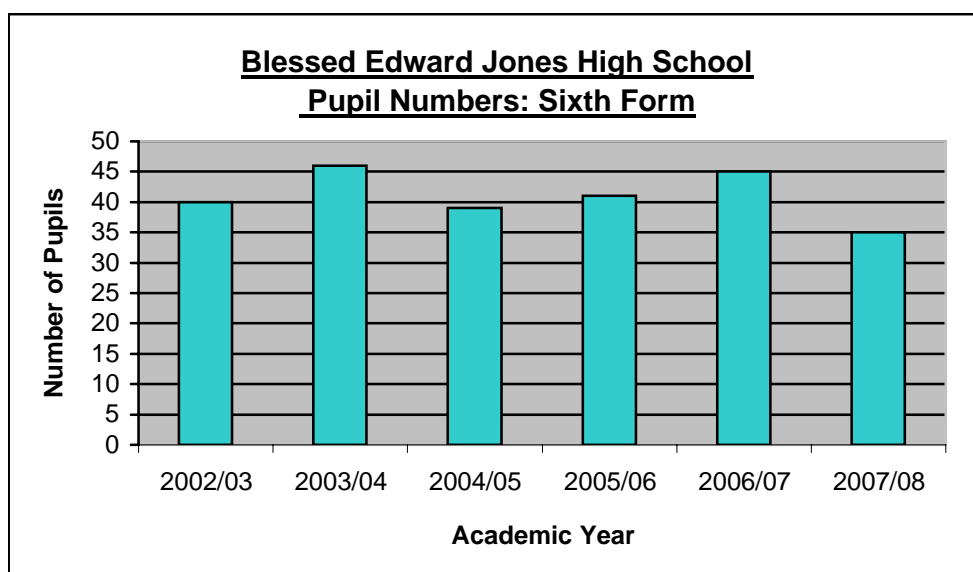
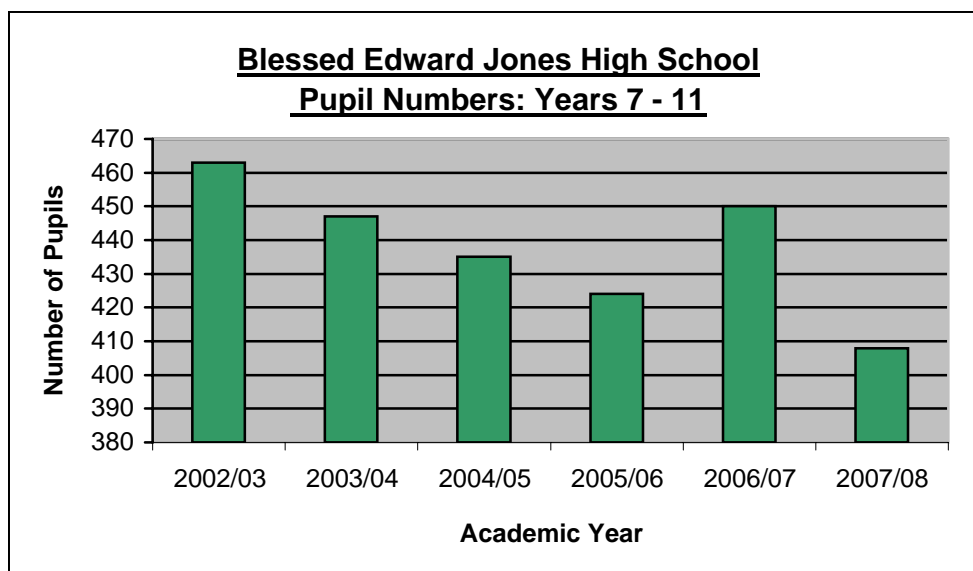
people. A broader offering, including more advanced vocational specialisms will enable a greater number of young people gain level 2 and 3 qualifications.

15. Cambridge Education highlighted that there is no learner-driven argument for retaining the status quo. It is not delivering sufficient choice to 14-19 year olds at present and it cannot possibly deliver the enhanced entitlements. The funding of schools, based on such small student numbers, makes it impossible to broaden the offer.
16. The Welsh Assembly Government through DCELLS continues to be supportive of a transformation in post 16 education in Rhyl. In a joint statement between Jane Davidson, Minister for Education, Lifelong Learning and Skills and Councillor Rhiannon Hughes welcomed the outline proposal to develop a project to provide new facilities for post 16 learners in Rhyl, in partnership with Coleg Llandrillo.

Appendix 2

Blessed Edward Jones High School: Pupil Numbers

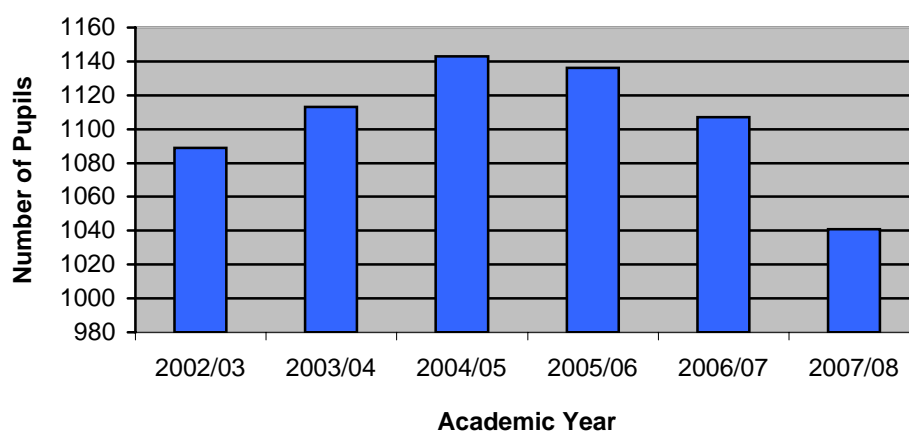
	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
Years 7 - 11	463	447	435	424	450	408
Sixth Form	40	46	39	41	45	35
Sixth Form: Percentage of School	7.95%	9.33%	8.23%	8.82%	9.09%	7.90%



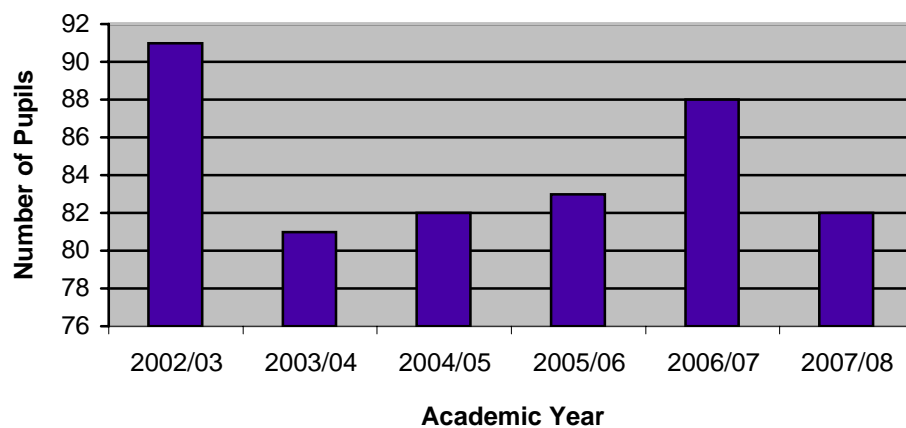
Rhyl High School: Pupil Numbers

	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
Years 7 - 11	1089	1113	1143	1136	1107	1041
Sixth Form	91	81	82	83	88	82
Sixth Form: Percentage of School	7.71%	6.78%	6.69%	6.81%	7.36%	7.30%

Rhyl High Pupil Numbers: Years 7 - 11



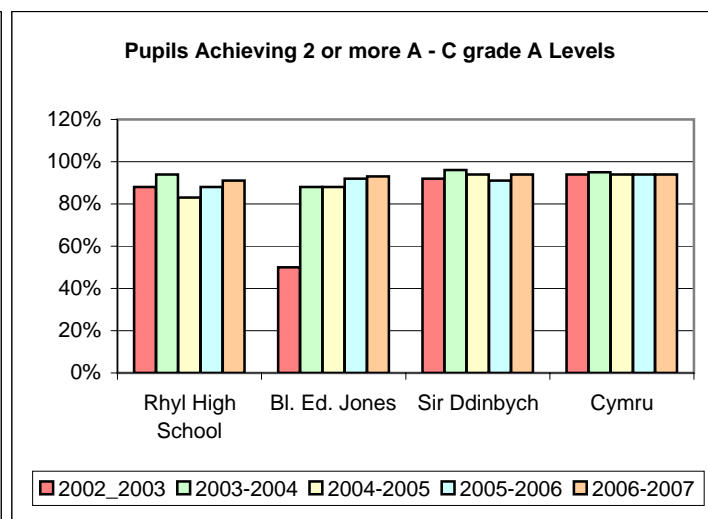
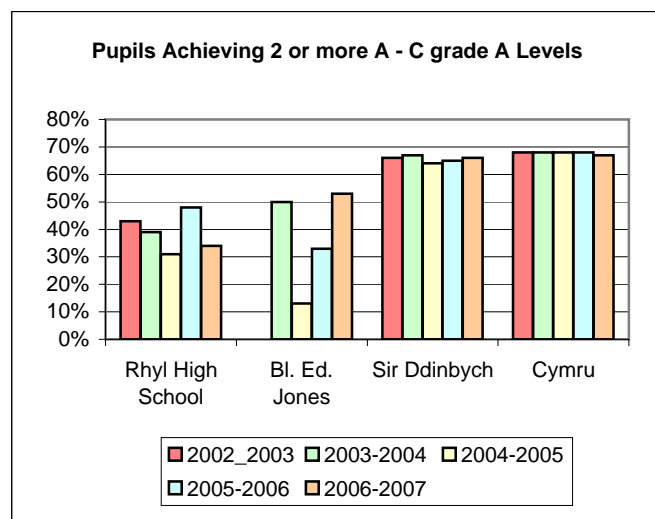
Rhyl High Pupil Numbers: Sixth Form



A LEVEL PERFORMANCE

	Achieving 2 or more A - C Grades			
	Rhyl High	Blessed EJ	Sir Ddinbych	Cymru
2002_2003	43%	0%	66%	68%
2003-2004	39%	50%	67%	68%
2004-2005	31%	13%	64%	68%
2005-2006	48%	33%	65%	68%
2006-2007	34%	53%	66%	67%

	Achieving 2 or more A - G Grades			
	Rhyl High	Blessed EJ	Sir Ddinbych	Cymru
	88%	50%	92%	94%
	94%	88%	96%	95%
	83%	88%	94%	94%
	88%	92%	91%	94%
	91%	93%	94%	94%



Number of pupils entered

	2 or more A Levels		Less than 2 A Levels	
	Rhyl High	Blessed EJ	Rhyl High	Blessed EJ
2002_2003	40	2	11	6
2003-2004	31	8	22	11
2004-2005	36	8	15	6
2005-2006	33	12	13	6
2006-2007	32	15	6	3

GCSE Performance

	2002-2003				2003-2004			
	5 A* - C		5 A* - G		5 A* - C		5 A* - G	
	Result	Bench marking	Result	Bench marking	Result	Bench marking	Result	Bench marking
Blessed EJ High School	31.0%	Second	82.0%	First	24.0%	Third	76.0%	Fourth
Rhyl High School	28.0%	Fourth	73.0%	Fourth	25.0%	Fourth	74.0%	Second
Denbighsire	47.0%		83.0%		48.0%		83.7%	
Wales	51.0%		85.0%		51.4%		85.3%	

	2004-2005				2005-2006				2006-2007			
	5 A* - C		5 A* - G		5 A* - C		5 A* - G		5 A* - C		5 A* - G	
	Result	Bench marking	Result	Bench marking	Result	Bench marking	Result	Bench marking	Result	Bench marking	Result	Bench marking
Blessed EJ High School	34.0%	Third	74.0%	Third	17.0%	Fourth	78.0%	Fourth	21.0%	N/A	75.0%	N/A
Rhyl High School	27.0%	Fourth	68.0%	Third	26.0%	Fourth	74.0%	Fourth	22.0%	N/A	67.0%	N/A
Denbighsire	48.5%		82.9%		48.5%		84.1%		47.0%		82.0%	
Wales	52.2%		85.2%		53.8%		86.0%		54.0%		86.0%	

The 2007 Benchmarking tables will not be available until December

Pupils living in Rhyl and attending other schools for A levels

Ysgol	2002 - 2003	2003 - 2004	2004 - 2005	2005 - 2006	2006 - 2007	2007 - 2008	
						Yr 12	Yr 13
Prestatyn High School	29	21	20	19	20	38	17
Ysgol Glan Clwyd	20	11	19	12	11	21	11
St Brigid's						9	7

Consultation process

Since June the following have been consulted as part of the Cambridge Education work and local discussions:

- DCC Legal and Project Management Services.
- Welsh Assembly Government, DCELLS
- Denbighshire Secondary Head teachers
- Rhyl Town Council
- Rhyl County Councilors
- Dolen Dysg, Denbighshire CCET
- Head teacher: Blessed Edward Jones Roman Catholic High School
- Chair of Governors Blessed Edward Jones Roman Catholic High School
- Head teacher: Rhyl High School
- Chair of Governors Rhyl High School
- Head teacher: Prestatyn High School
- Denbighshire 14-19 Network
- Chair of Governors Prestatyn High School
- Head teacher: Ysgol Glan Clwyd
- Principal: Coleg Llandrillo
- Vice-Principal: Coleg Llandrillo
- Regional Director: DCELLS Mid-Wales Region
- Denbighshire Young Peoples Partnerships
- Careers Wales North West
- Meeting with Rhyl High School Community
- School Councils at Rhyl High schools
- Meeting with Blessed Edward Jones Roman Catholic High School Community
- Open Meeting at the Pavilion Theatre Rhyl

The Corporate Director for Lifelong Learning wrote to all Secondary Head teachers, Chairs of Governors, Rhyl Town Council and via Denbighshire web site to seek responses to the proposals. Respondents were encouraged to reply to four set questions addressing the Cambridge Education reports key issues.

Rhyl Town Council was eager to understand the reasons for the review and has met the Corporate Director for Lifelong Learning and Senior Education Officer twice to discuss the issues surrounding the review. The Rhyl Town and County Councilors asked a series of written questions to the Corporate Director for Lifelong Learning. The Town Council facilitated a meeting of the two high schools, Coleg Llandrillo and Local Authority to share issues and to identify whether a viable alternative solution existed.

CONSULTATION MEETINGS

As part of this consultation Denbighshire County Council arranged three meetings in order to explain the proposals in more detail, listen to views, receive comments and answer questions.

Meetings were held at Blessed Edward Jones Catholic High School on September 25th and at Rhyl High School on September 26th. Both meetings gave the

communities of both high schools an opportunity to hear the reasons for the need for change, the Cambridge proposals, response from schools and the opportunity to ask questions. The school's governors, staff, pupils and parents attended the meetings.

An open meeting was held on October 3rd at the Rhyl Pavilion Theatre. There were presentations by Cambridge Education, High Schools and Coleg Llandrillo. This gave the wider community the opportunity to be made aware of reasons for the review, its recommendations and raise questions with the specialist.

Summary of responses to the Cambridge Education review of post 16 education in Rhyl

A total of 250 responses were received, 240 being identical photocopied letters that are believed to have been distributed by Rhyl High School to parents at various schools in the town. Most of the responses rejected Cambridge Education report's proposals with only two letters supporting the recommendations. This pattern of responses is expected and by no means unique – virtually all proposals for school reorganisation across Wales are contested by schools and parents.

Three open evenings were held at Blessed Edward Jones (BEJ), the Rhyl Pavilion Theatre and Rhyl High School (RHS). Generally attendees at the events

- criticised the validity of the Cambridge report
- Were disappointed that there was little mention of the importance of faith-based schooling
- And felt that the timing of the meetings led to a low turnout.

Ten individual letters were received by Denbighshire County Council (DCC) many of which:

- Recognised that the situation in Rhyl needed to improve
- Also questioned the Cambridge report's impartiality and its failure to 'recognise the legitimate rights of Catholic providers in education'.
- Many of the letters encouraged greater collaboration between BEJ, RHS and Coleg Llandrillo rather than closing sixth forms. It was felt this would also give students greater choice and freedom in exploring their post 16 options.
- The Governors of Prestatyn High School were concerned a big college at Rhyl would lead to competition between the two institutions.
- Several letters criticised the timeline for consultation with Rhyl Town Council, for example, arguing that this was 'generating an overriding mistrust of DCC'.
- Many respondents felt that there was virtually no consultation with students and questioned the amount of resources being given to schools in Rhyl.
- RHS has a campaign titled 'S.O.S (Save our Sixth form)' with over 240 letters being sent by parents to DCC arguing that taking away its sixth form would harm Rhyl in the long-term and wouldn't help pupils continue their education beyond sixteen years old.

The only positive responses came from Coleg Llandrillo and an individual member of the public who pointed to the College's high academic achievement and range of vocational qualifications as justifying the Cambridge report's proposals.

FOR A COLLABORATIVE APPROACH

The Diocese of Wrexham Education Service seeks to collaborate with Denbighshire local authority in order to extend and improve the effectiveness and viability of 16-19 provision. It had serious concern that Cambridge Education had failed to consult with the Diocese or to recognise the legitimate rights of Catholic providers in education. The Diocese of Wrexham believes that the report is flawed and in parts, unfairly biased in favour of a one size fits all, college solution.

Rhyl High School wishes the local authority to consider other options that have not been considered, especially ones based on a real partnership between Rhyl High School, Blessed Edward Jones Catholic High School and Coleg Llandrillo. They hope that the council would support a collective submission of a brief outline of such a partnership model from the three partners as a separate response to the report.

Rhyl High School felt that the report was written without the knowledge of what the recommendations would be from the other two reports, these will clearly impact upon any future planning for education in Denbighshire and as such it would be potentially disastrous to make any major structural changes to the post-16 sector without taking regard of these other reports and the resulting vision and action plans.

The Head teacher of Rhyl High School could not support any of the recommendations, as he did not believe they would result in the best solution for Rhyl.

The Diocese of Wrexham Education Service wishes to emphasise that Catholic schools have a vital role to play in post 16 educations and the Catholic community is entitled to its place in post 16 provision and expansion. Parents and students expect widening choice in what they study, and where and how. Catholic education post 16 is part of that option.

The Catholic community has set for itself an urgent priority for faith based education so that it maintains its rightful place in local provision. It wishes to do this through collaboration and cooperation with other post 16 providers. It does not want to give up its right to offer a distinctive contribution to the education of post 16 students.

The Head teachers of Blessed Edward Jones Catholic and Rhyl High Schools highlighted that there are many successful models of 16-19 and 14-19 partnerships around the UK and many of these are based on clusters of high schools collaborating together to give quality offers and efficient provision to young people exemplified by the Leeds Local Delivery Partnership model and the Wolverhampton model. It is in their view that a real partnership, based on shared governance, common admission and curriculum policies, an effective quality assurance model and strong Rhyl-based identity/image/branding is the best way forward for the young people of Rhyl. Such a model is currently under discussion by the leaders of the three partners Rhyl High School, Blessed Edward Jones Catholic High School and Coleg Llandrillo. This will be articulated in a written document, prepared by all three partners.

The two high schools would like the council to opt for the alternative solution offered by a real partnership approach between the three partners and allow time for this to develop into a high quality provision. This would be in line with a strategic vision from educational leaders in Rhyl that will be a flagship for North Wales.

Prestatyn High School governors suggest that many 16 year old learners and their parents do not believe they are ready for provision at an adult learning site even if it was steered towards a sixth form age group. They believe the provision of a school based experience is in fact putting the needs of these learners first and would be interested in exploring such an approach further with schools in Rhyl.

REPORT TO: CHIEF EXECUTIVE

REPORT BY: PRINCIPAL HOUSING & AREA RENEWAL OFFICER

DATE: 30 October 2007

SUBJECT: Renewal Area Status for West Parade, Rhyl

1 Decision Sought

1.1 For the Chief Executive to support the declaration of Renewal Area status for West Parade Rhyl.

2.0 Reason for Seeking Decision

2.1 In 1992 one of the first Renewal Areas in Wales, West Rhyl Renewal Area, was set up by Rhuddlan Borough Council. The scheme ran for 10 years which was the maximum duration allowed for Renewal Areas under the legislation at that time.

2.2 The scheme was very successful. It was funded year on year through Supplementary Credit Approval utilising a total of approximately £16,000,000 up until March 2002. This provided for improvements to 914 properties in the area.

2.3 There was also additional environmental improvements to the area such as the construction of boundary walls and re-surfacing of alleyways, a playground was developed at Vaughan Street in partnership with the local school children who painted the boundary walls with the assistance of a community artist who designed the mural, and a multi sports pitch in John Street/Gordon Avenue was built.

2.4 Several successful private investment projects within the Renewal Area also complimented our schemes, notably:-

i) Welsh Water have made improvements to the infrastructure with the provision of a multi million pound sewage plant on the Marine Lake site at Westbourne Avenue.

ii) Aldi supermarket was built near Marine Lake which is a very successful branch in their chain

iii) Wellington Community Centre was built early on in the project which now accommodates Rhyl Town Council and its meeting rooms are used by community groups

2.5 Unfortunately West Parade had not been developed through the West Rhyl Renewal Area and projected a negative impression of Rhyl. This was mainly because, at the time, on balance it was felt that increased outcomes would be

achieved by addressing a greater number of smaller units in the streets behind West Parade.

- 2.6 West Rhyl is still one of the most deprived areas in Wales. In the 2005 Welsh Index of Multiple Deprivation, lower super output area Rhyl West 2 was ranked the 2nd most deprived areas in Wales with Rhyl West 1 the 12th most deprived. Whilst the West Rhyl Renewal area has made great improvement to the fabric of the buildings there are still real social problems in terms of income and employment deprivation, health and educational issues. Denbighshire recognises these problems and a partnership has been forged to try to address these issues – the Rhyl Going Forward Pact
- 2.7 In view of the above, the intention is to declare the West Parade a Renewal Area. To meet that objective an assessment study has been carried out to establish the condition of the properties and the environment, income levels etc to ensure that the area is appropriate for Renewal Area Status and that the objectives of the Renewal Area can be achieved.
- 2.8 A consultant was engaged to carry out a study of the area with due regard to the **Neighbourhood Renewal Assessment (NRA)** process which was carried out in accordance with Annex H of the National Assembly for Wales Circular 20/02 - Housing Renewal Guidance.
- 2.9 Some startling statistics were revealed through the study particularly in relation to tenure and income levels.
- 2.10 The tenure profile of the study area is very different to that of Denbighshire, the Coastal 2 sub area (in the Local Stock Condition Survey) and of Wales (as reported in the 1998 Welsh National House Condition Survey).

Tenure profile of the study area, with comparisons (%)

	Study Area	Coastal 2	Denbighshire	Wales
Owner occupied	10.11	77.30	83.60	70.80
Privately rented	70.74	17.40	12.10	21.6
Rented from Housing Association	19.15	5.30	4.30	7.7
All tenures	100.00	100.00	100.00	100.00

- 2.11 The main factor of note is the extremely small size of the owner occupied sector and the correspondingly large private rented sector in the study area
- 2.12 Incomes in the study area are also low, with almost 80% earning less than £10,000 per year. This would indicate that the neighbourhood is likely to

score very high on indicators of deprivation, especially when combined with the poor housing conditions.

Household Incomes - (%)

Without Refusals and Don't Knows	%
Under £10,000	79.66
£10,000 to £20,000	18.64
Over £20,000	1.69
All Households	100

- 2.13 In recent years it is clear that the Rhyl Going Forward Strategy has been the catalyst for much strategic activity. Development is already ongoing in Rhyl or is committed to commence in the near future, such as improvements to the retail shopping centre, the Modus Ocean Plaza development and improvements to the harbour development and targeted action on West Parade itself.
- 2.14 The West Parade NRA concluded that declaration of a Renewal Area is the most appropriate course of action and that the “conditions in the study area are poor and in need of improvement”, therefore, the overall purpose of the renewal area declaration could be described as:

The actions within the renewal area aim to support the wider initiatives of the Rhyl Going Forward Strategy by improving investor confidence and protecting existing investment through working to remedy the aspects of the Proposed West Parade Renewal Area that are presently dysfunctional, and improving the quality of life for local people”

2.15 **The Objectives of the Renewal Area study are set out below:**

- To improve the quality of life for residents by targeting homes in the poorest condition
- To support the continuation of an affordable housing market alongside a fuller choice of dwellings
- To restore and replace derelict property through enforcement and compulsory purchase where necessary
- To bring back underused or derelict sites
- To improve the environment through increasing the amount of green space in the vicinity.
- To create population stability through the provision of housing, employment and training opportunities and through working with partners on mechanisms for tenancy support
- To improve the environment through tackling issues associated with refuse storage and disposal

- To improve opportunities for retail, other commerce and tourism by increasing confidence in this part of Rhyl
- 2.16 Traditionally, Renewal Areas have had a 10 year lifespan. In order to ensure task focus and deliverability, we intend that the West Parade Renewal Area is declared for a 8 year period with the option to review.
- 2.17 The broad priorities are listed below, however with the detailed objectives listed in appendix 1
- Develop a pilot additional licensing scheme for the private rented sector
 - Action to reduce fly tipping and dumping, whilst identifying a means to make better accommodation for refuse storage
 - Develop a mechanism (or mechanisms) to ensure greater co-ordination and partnership activity at the operational level between the different agencies in the private, public and third (voluntary) sectors
 - Targeted energy efficiency measures as part of Warm Wales and standalone initiatives
- 2.18 The recommendation therefore is that Denbighshire County Council declare the whole of the study area to be a formal Renewal Area and continue to work with partners to improve quality of life for people in this part of Rhyl. This area is identified as zone 1 in appendix 2.
- 2.2 Additionally, a zone outside of the formal Renewal Area should be created where environmental and socio-economic initiatives can be carried out to support activity within the Renewal Area. This area is identified as zone 2 in appendix 2.
- 2.3 Formal approval is not required from Welsh Assembly Government (WAG) for the Renewal Area declaration. Once Denbighshire County Council give their support then formal declaration can be made. Copies of our declaration and this report are then sent to WAG for their records.
- 3.0 Power to Make the Decision**
- 3.1 Regulatory Reform (Housing Assistance)(England & Wales) Order 2002
- 4.0 Cost Implications**
- 4.1 Capital funding for the projects will be received from the Welsh Assembly Government allocation of Specific Capital Grants for Renewal Areas.
- 5.0 Financial Controller Statement**
- 5.1 The costs from the future renovation project will be funded from special WAG grant.

6.0 Consultation Carried Out

- 6.1 Rhyl Town Council
Head of Planning & Public Protection
Rhyl Going Forward Manager
Clwyd Alyn Housing Association
Housing Enforcement Manager
Denbighshire's Conservation Architect
Public through attendance at Rhyl Information Day
Welsh Assembly Government
All of whom were supportive and their ideas have been included in the project action plan in appendix 1

7.0 Implications on Other Policy Areas Including Corporate

- 7.1 Rhyl Going Forward Strategy
West Rhyl Regeneration Strategy
Local Housing Strategy
Community Strategy
Health & Wellbeing Strategy
- 7.2 Vision – Supports the aim to reduce deprivation.

8.0 Action Plan

Action	By whom	By when
Issue formal declaration of Renewal Area by public notice	Gareth Roberts	November 2007
Provide copy of this report to WAG	Gareth Roberts	December 2007
Determine work plan and project programme	Rhyl Projects Group	May 2008

9.0 Recommendation

- 9.1 The Chief Executive to support the declaration of the West Parade Renewal Area prior to the submission of the NRA to the Welsh Assembly Government.

Appendix 1

Action	Notes on Rationale
Strategic Level	
Identify a Champion for the West Parade, Rhyl Renewal Area	<p>Committed and authoritative individual to act as the lead on the regeneration of West Rhyl. Particular focus on leveraging in action and resources from partners.</p> <p>Should be non political. Should aim to continue to disseminate the message that “what is good for deprived neighbourhoods in Denbighshire is good for everyone in Denbighshire.”</p>
Implement a West Parade Rhyl Partnership Group	<p>A multi-agency partnership forum is necessary in order to guarantee action and resources are delivered.</p> <p>Should be separate from the existing Rhyl Projects Group, and especially for the proposed Renewal Area.</p> <p>A Stakeholders Group to bring together different partners and to scrutinise their action in the proposed Renewal Area.</p>
Implement a cross authority <i>Supporting People</i> information sharing group	<p>The proportions of people with support needs in the West Parade Rhyl Renewal Area and its immediate environs is a matter that would benefit from ongoing monitoring as this directly impacts upon the demographic</p> <p>The use of B and B accommodation by neighbouring authorities is an example.</p> <p>The group would ensure that Denbighshire County Council is more aware of the population profile of the local community and can potentially mitigate against adverse implications that might arise.</p>
Identify mechanisms to monitor the actions of third sector agencies and to monitor their progress in delivering positive outcomes.	<p>There appears to be an active third sector but further co-ordination and information sharing might be required in order to maximise its positive impact in the neighbourhood.</p>
Identify mechanisms to engage and involve local people more as well as improving access to	<p>Such as Community development workers and more Information schemes perhaps?</p>

existing services such as recreation and leisure facilities.	
Continue to support the Police in delivering the Communities <i>First</i> programme and help make people feel safer in the neighbourhood.	The study area continues to be an area known as a high crime area. Improving the public's experience of community safety is likely to be key in improving confidence in the future of the area.
Agree potential Renewal Area boundaries	Determine if there is a need for <i>buffer areas</i> or a wider area where some interventions may also be rolled out.
Carry out further research into existing datasets to complete understanding of area dynamics.	The NRA process has captured more data than is present in this report.
Examine potential to develop a design led approach to implementation to support the wide masterplanning type approach to regeneration in Rhyl.	It has been suggested that an urban design approach in conjunction with renewal area implementation may offer advantages for the impact of the study area on the wider area. This might take the form of design specific development schemes to take advantage of any sites that may become available.
Operational and Policy Level	
Continue to pursue Compulsory Purchase Orders in the case of recalcitrant owners of empty properties, especially on West Parade	Long term empty properties have a significant negative impact on the local area and slow down regeneration initiatives. When voluntary action is not taken to resolve matters then targeted CPO should be pursued.
Enforcement and prosecution of landlords of poor quality rented dwellings	As part of a strategy to uplift the overall quality of the private rented sector in the neighbourhood. It is hoped that a small number of high profile prosecutions would send the appropriate message.
Invest additional time and resource into the Landlord's Forum	Link to assistance for housing renewal or soft touch inspection? There is a need to develop mechanisms to produce a strategy to uplift the overall quality of the private rented sector in the neighbourhood.
Analyse data to determine the	As part of a strategy to uplift the overall quality of

numbers of Houses in Multiple Occupation that are to be licensed under the new Act	the private rented sector in the neighbourhood
Examine the potential for additional licensing of other private rented accommodation	There is a need to develop mechanisms to produce a strategy to uplift the overall quality of the private rented sector in the neighbourhood.
Develop policy on the use of assistance for housing renewal to encourage the conversion of flatted accommodation back to family accommodation It is suggested that particular streets be selected as streets that are to be encouraged to more back in to single family accommodation. Aquarium Street and Queen Street are potentials in this regard.	The housing types in the neighbourhood do not encourage family living, and this has an impact upon the demographic of the neighbourhood
Develop an Empty Property Strategy	This should possibly be county wide, but it could be piloted within the study area.
Develop policy on use of Empty Property Management Orders and apply	Possibly in conjunction with a partner RSL
Work up the potential to seek to declare a small clearance area between West Parade, the coach park and Edward Henry Street	Deal with poor condition properties, rationalise the amount of stock of similar characteristics and aim to lighten the neighbourhood by providing open greenspace and landscaping Possible reorientation of the streetscene towards Wellington Road and the community centre might also help recontextualise the neighbourhood
Carry out investigative work in cases of refuse dumping and initiate high profile prosecutions	The dumping of refuse continues to be a significant sign of lack of ownership in the renewal of West Parade Rhyl, and whilst it is recognised that there are storage and collection issues, indiscriminate refuse dumping is not a solution. It is hoped that a small number of high profile prosecutions would send the appropriate message.
Work with partner RSL's and the	The housing types in the neighbourhood do not

<p>private sector to develop ways to encourage tenure diversification whilst ensuring the availability of affordable housing for local people</p>	<p>encourage family living, and this has an impact upon the demographic of the neighbourhood</p> <p>This might include shared ownership type schemes.</p>
<p>Work up a community based mechanism to resolve the refuse storage issues</p>	<p>The siting of a communal bin store on each street might be a start to this process</p>
<p>Support local residents groups in producing a local newsletter describing actions and progress in the Renewal Area once declared</p>	<p>Aim to counter negative rumouring as well as to help build up community interest and engagement in the renewal progress</p>
<p>Work with partners to identify additional support mechanisms for vulnerable households in the neighbourhood</p>	<p>Link to Community Safety and Health agendas</p>
<p>Allocate a proportion of funding for the purposes of providing additional resources to implement Energy Efficiency programmes in the neighbourhood</p>	<p>A cost-effective mechanism with high impact for dealing with the single largest cause of Category 1 hazards and Welsh Housing Quality Standard failures.</p> <p>Additionally, this scheme will positively improve quality of life for residents and help the Council meet its responsibilities under the Home Energy Conservation Act.</p>

REPORT TO: CHIEF EXECUTIVE

REPORT BY: CORPORATE DIRECTOR: SOCIAL SERVICES & HOUSING
SERVICE MANAGER FOR ADULTS UNDER 65

DATE: 30 October 2007

SUBJECT: Section 33 Agreement – Denbighshire Community Occupational
Therapy Service

1 DECISION SOUGHT

To seek approval from the Chief Executive for the draft Section 33 Agreement for Community Occupational Therapy Service within Denbighshire.

2 REASON FOR SEEKING DECISION

Community Occupational Therapy Services have already achieved a degree of integration with the Conwy and Denbighshire NHS Trust. In particular:

- NHS Occupational Therapists (OTs) undertake Community Care Assessments.
- There is a single point of access for Community OT referrals (the First Contact Team of Denbighshire Social Services).
- There is a joint allocation system between the Conwy and Denbighshire NHS Trust and Denbighshire Social Services.
- There are regular management meetings to run the operation of the partnership.

The Section 33 Agreement formalises these developments (See Appendix 1).

Section 33

The Section 33 Agreement is under the heading of 'integrated provision'. It has taken two years to arrive at the current draft and has been agreed by the County's Legal Department and Welsh Legal for the Trust.

Consequences of the Integrated Provision

The most important consequences are:

- Improved service to clients/ patients because of:
 - greater co-ordination of the two services
 - agreed systems for prioritising work
 - reductions in waiting times
- Improved joint working between Social Services and Trust Staff, and Social Services and Trust Managers.
- Agreed systems for the implementation and ongoing development of Unified Assessment.

The agreement looks forward to further developments such as:

- Social Services OTs working with known clients in Community Hospitals.
- Increasing the skill levels of both sets of OTs through joint training.
- Improving the IT links between the two organisations.
- Developing a joint approach on the use of unqualified staff.

Approval Process

This agreement has been approved by the Conwy and Denbighshire Trust Management Group and the Social Services Adult Services Management Group, the Health, Social Care & Well-being Lead Officers' Group and Strategic Partnership Board.

It will also need to be approved by Conwy & Denbighshire NHS the Trust Board. Although not a party to the Agreement, Denbighshire Local Health Board will have to signal their acceptance of the Trust entering into the Agreement by letter.

3 POWER TO MAKE THE DECISION

Section 3 of the 1999 Local Government Act places a duty of best value on local authorities to make arrangements to secure continuous improvement in the way in which they exercise their functions, taking account of economy, efficiency and effectiveness.

National Health Services (Wales) Act 2006 Part 3, Section 33 Arrangements between NHS bodies and local authorities regulations to make provision for or in connection with enabling prescribed NHS bodies (on the one hand) and prescribed local authorities (on the other) to enter into prescribed arrangements in relation to the exercise of:

- a. Prescribed functions of the NHS bodies, and
- b. Prescribed health-related functions of the local authorities,

if the arrangements are likely to lead to an improvement in the way in which those functions are exercised.

4 COST IMPLICATIONS

This agreement is to formalise existing arrangements and promote greater collaboration, in the future, between the County's and the Trust's Community Occupational Therapy Services. These arrangements do not involve the County in greater expenditure and the joint working has produced a more cost effective system.

5 FINANCIAL CONTROLLER STATEMENT

This is an excellent example of collaborative working with a public sector partner that should produce efficiency gains for the Council. The level of spend, at about £600k , will need to be contained within the service budget available.

6 CONSULTATION CARRIED OUT

The Council and the Trust have approved the terms of this agreement. The Key consultations have been through the following representatives:

- Denbighshire County Council
- Denbighshire Local Health Board
- Conwy & Denbighshire NHS Trust

These individuals are bodies or their successors or organisations, which continue to be consulted about the implementation of this Agreement and any further developments.

To satisfy the terms of the Partnership Regulations, all Partners have been consulted throughout the development of these Partnership Arrangements and support them. They have jointly carried out consultation for the Arrangements by organising stakeholder workshops and through the Health, Social Care & Well-being Strategy consultation involving user groups, carers, staff, non-statutory providers, Denbighshire Health, Social Care & Well-being Strategic Partnership Board and Lead Officers' Group (See Appendix 2 for consultation responses/comments). The Partners are committed to continue to work closely with and consult with other stakeholders.

Consultation has also taken place with Denbighshire Disability Forum who represent the service users and carers.

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

The policy intention of the S33 Partnership Agreements was to break down barriers to joint working, enabling joint planning and service delivery for those areas of service complementary to Health and Social Care. The health related functions will be subject to the Councils' obligations for Best Value. The Council and Trust will agree the detailed process and procedures for Best Value reviews. The Council will agree to reflect this in its commissioning requirements.

The Partners will also undertake reviews to identify service delivery improvements, efficiency and cost saving in line with Best Value and the Service Change Efficiency Plan (SCEP).

The Council and Trust are committed to an approach to equality and equal opportunities. An Operational Plan will also be developed to influence and inform commissioners to modernise the service.

8 **ACTION PLAN**

<u>Action</u>	<u>Lead Member/ Officer</u>	<u>Date</u>
Passed to the Conwy and Denbighshire NHS Trust for approval.	Neil Ayling/ Peter Fowler	30 th October 2007
Passed to the Denbighshire Local Health Board for acceptance	Neil Ayling/ Peter Fowler	30 th October 2007

9 **RECOMMENDATION**

That the Chief Executive approves the Section 33 Agreement.



Conwy & Denbighshire
NHS Trust

Denbighshire County Council
Conwy & Denbighshire NHS Trust

**Partnership Agreement under Section
33 of the National Health Service
(Wales) Act 2006**

**Denbighshire Community Occupational
Therapy Partnership**

May 2007 – Version 17

Section 1 – Parties, Date, Interpretation, Background, Objectives and

1. Parties to the Agreement

1.1 This is an agreement between:

- (i) Denbighshire County Council (“the Council”)
- (ii) Conwy and Denbighshire NHS Trust (“the Trust”)

These bodies are referred to in this Agreement as “the Partners”.

2. The Date of the Agreement

2.1 This Agreement is date 2007.

3. Background

3.1 The Council is a Local Authority within the meaning of the Local Authority Social Services Act 1970 and accordingly has statutory responsibility for meeting the social care needs of disabled persons aged 18 years or over who require occupational therapy services in the County. The Council also provides other services in addition to those under this agreement.

3.2 The Trust is an NHS Trust within the meaning of Section 5 of the National Health Services and Community Care Act 1990 and has responsibility for meeting the health care needs of such persons aforesaid.

3.3 Section 33 of the National Health Service (Wales) Act 2006 (Section 33 of the Health Act 1999) has introduced powers for NHS Trust to exercise various Local Authority Functions and for the Local Authority to exercise various NHS Trust functions in relation to Community OT partnership. The partners are committed to the integration of these functions and wish to enter into the partnership arrangement referred to in this agreement in pursuant of this commitment. This agreement is a partnership agreement entered into under the provision of Section 33 of the National Health Service (Wales) Act 2006. (**Schedule 1- Background Information**)

4. Aims and Objectives of the Partnership Agreement

4.1 The Partnership will be known as the Denbighshire Community Occupational Therapy Partnership.

4.2 The aim of the Partnership Agreement is to improve services through closer working between Occupational Therapists employed by Denbighshire County Council and Conwy & Denbighshire NHS Trust. This will ensure continuity of service for patient/service users and more effective and efficient service outcomes.

4.3 This Agreement will:

- 4.3.1 Enable specified health or Local Authority functions to be carried out by OT’s employed either by Health or Social Services with no change in terms or

conditions of employment or movement of monies from one organisation to another.

4.3.2 It will also improve services and develop an integrated OT Service by:

- Allowing the service to be accessed by all referrers at a single point to work with patient/service users within the community of Denbighshire as appropriate.
- Both health & social care staff sharing skills within the Health and Social Care economy whilst maintaining specialist OT services within each Organisation.

4.3.3 It will ensure coordinated management of the service through: **(see Schedule 2 – Leadership, Strategy & Planning; Accountability Triangle; Role of Line Manager & Professional Supervision Structures)**

- The consideration of the development of a single management structure.
- Development of compatible IT systems.

4.3.4 To work in partnership to reduce duplication, simplify systems providing community OT services in Denbighshire and have the service user perspective at its core.

4.3.5 To adhere to agreed policies and procedures in relation to the provision of care to be adopted across the whole service.

4.3.6 To create an organisation structure that enables the stakeholders to participate fully in decision making and planning of services.

4.3.7 To reduce the duplication in service delivery of planning and commissioning.

4.3.8 To reflect compliance with all references in **Schedule 1 (Background Information)**.

4.3.9 To ensure the integrated model fulfils all delegated statutory responsibility.

5 Benefits

5.1 By fulfilling the above objectives the Partners anticipate benefits and improvements for patients/service users and expect the following benefits to improve their experience:

5.1.1 Reduced waiting times compliant with SaFF targets and Performance Indicators and Access Targets for 2009.

5.1.2 Provision of a more timely response.

5.1.3 Provision of a seamless and consistent service leading to a reduction in waiting lists and time taken to administer them.

5.1.4 Re-skilled staff with an effective skill mix to deliver and improve independence through reablement, rehabilitation and appropriate technology.

5.1.5 Improved communication and joint working practices to eliminate duplication and reduction in multiple assessments (through the use of Unified Assessment and single point of access).

- 5.1.6 Increased joint and cross boundary working between health and social service Occupational Therapists; understanding of each others roles and responsibilities
- 5.1.7 Increased opportunities to access and share clinical supervision, training and best practice
- 5.1.8 Increased job satisfaction leading to improved resources across health and social services
- 5.1.9 An integrated health and social care model which should include joint procedures and policies
- 5.1.10 A service compliant with statutory functions of both organisations

6. Approval and Consultation

6.1 The Council and the Trust have approved the terms of this agreement.

6.2 The key consultations have been through the following representatives:

- Denbighshire County Council;
- Denbighshire Local Health Board
- Conwy and Denbighshire NHS Trust

These individuals are bodies or their successors or organisations, which continue to be consulted about the implementation of this agreement and any further developments.

6.3 In accordance with each partners corporate governance procedures, approval for the partnership agreement has been given by:-

- Denbighshire County Council, and
- Conwy and Denbighshire NHS Trust.

6.4 To satisfy the terms of the Partnership Regulations, all Partners have been consulted throughout the development of these Partnership Arrangements and support them. They have jointly carried out consultation for these Arrangements by organising stakeholder workshops and through the HSCWB Strategy consultation involving user groups, carers, staff, non-statutory providers, Denbighshire Health, Social Care & Well-being Strategic Partnership Board and Lead Officers' Group. The Partners are committed to continue to work closely with and consult with other stakeholders.

6.5 Consultation has also taken place with DDF who represent the services users and carers.

7. Performance and Procurement Principles

7.1 The Trust hereby acknowledges the Council's own best value principles within the meaning of Section 1 of the Local Government Act 1999 (The 1999 Act) and that the Council have a duty to secure best value in relation to the functions referred to in this agreement.

7.2 In relation to the said function the Trust shall act in all respects for the purposes of this agreement as if it were a best value authority within the meaning of the 1999 Act.

- 7.3 The Trust shall co-operate with the Council as the Council may reasonably require to secure the Council's shall fulfil their obligations under the 1999 Act in relation to the said function.
- 7.4 The partners will work together to fulfil identified objectives of "Drivers for Change", found in **Schedule 1 (Background Information)**.
- 7.5 As part of the implementation of this agreement, the Partnership Board will develop agreed measures with targets that enable managers and staff to improve and maintain performance ensuring continuous improvement is integral to the plan. These will include: -
- 7.5.1 Developing measures of performance, which can capture progress and reflect the business activity of the Partnership.
- 7.5.2 The extent to which outputs, including timescales and milestones are being met.
- 7.5.3 The staffing inputs.
- 7.5.4 The extent to which the exercise of flexibility in Section 33 of the National Health Service (Wales) Act 2006 is the reason for the improved service, or reduction in performance of service.
- 7.5.5 Collecting and collating data to review and monitor progress.
- 7.5.6 Service audits and users/carer feedback.
- 7.5.7 Establishing records of outcomes.
- 7.6 The Partnership Board will provide the HSCWB, SPB and LOG with reports and data that ensure they can meet their statutory performance requirements and their Quality Controls Assurance Standards (see **Schedule 3 – Social Services Standards, SaFF & Access 2009 Targets**). The Partners are committed to work closely with and consult with other stakeholders.

8. Interpretation

- 8.1 In this Agreement the following words shall mean:

DCC	Denbighshire County Council
the Trust	Conwy & Denbighshire NHS Trust
LA	Local Authority
DLHB	Denbighshire Local Health Board
OT	Occupational Therapy
Client group	Patients/service users with general needs living in Denbighshire who are assessed as having a need that can be met by the OT Service and who are likely to receive OT within their own homes or other community settings including community hospitals
"the Board"	Denbighshire Community Occupational Therapy Partnership

	Board
HSCWB	Health, Social Care & Well-being
PAS	Patient Administration System
PARIS	Social Services' IT system that will re-place Care.Com
Care.Com	Social Services' IT system
Functions	Health and Social Services related Functions (See Schedule 9)
SaFF	Service and Financial Framework
General Needs	Community assessments, rehabilitation and support
WASPI	Wales Accord on the Sharing of Personal Information
SPB	Strategic Partnership Board
LOG	Lead Officers' Group
WAG	Welsh Assembly Government
HASSLE	Health & Social Services Liaison and Education Group
DDF	Denbighshire Disability Forum
TUPE	Transfer Undertaking Protection of Employment
HPC	Health Profession's Council
SCEP	Service Change and Efficiency Plan
Care Plan	A 'care plan' is a description of the client's needs and how these will be met that is developed and agreed as a result of an assessment or review.

- 8.2 The masculine includes the feminine and vice versa; the singular includes the plural and vice versa.
- 8.3 Headings are for ease of reference only and shall not be construed as part of this Agreement or deemed to indicate the meaning of the relevant clauses to which they relate.
- 8.4 A reference to any statute, order, regulation, statutory instrument, code of practice, guidance, circular, direction or the like shall be deemed to include any amendment, re-enactment or replacement thereof.
- 8.5 References to Schedules are references to the Schedules to this Agreement.
- 8.6 References to a person or body shall not be restricted to natural persons and shall include a company, corporation or organisation.

Section 2 – Outline of Partnership Project

9. Terms and Extension

- 9.1 This is an enabling agreement, within which schedules can be reviewed, amended or added, with the agreement of all Partners.
- 9.2 This three year Agreement shall commence on.....2007 and shall (subject to earlier termination or extension in accordance with clause 9.3 below) terminate automatically without notice on the 31st March 2010.
- 9.3 The Councils may by notice in writing to the Trust not later than 3 months before the date that this agreement would otherwise expire, state the intention to extend the contract period by a period not exceeding 3 years.

- 9.4 If not later than 1 month before the date on which this Agreement would otherwise expire the Trust serves on the Council a notice in writing objecting to the Council's intention to extend the contract period then this agreement shall expire as first provided in Clause 9.2 above. If no such objection is made by the Trust in accordance with this Clause then this Agreement shall be extended by the period as stated pursuant to Clause 9.2.
- 9.5 The Council may serve a further notice pursuant to Clause 9.2 stating the intention to further extend this Agreement and in any such case Clause 9.3 shall apply.

10. Brief Description of the Partnership Arrangements

- 10.1 The Health Act 1999 Flexibilities Guidance and the NHS Local Authorities Partnership Arrangements (Wales) Regulations were launched in November 2000. The Flexibilities Framework is for the NHS organisations and local authorities working together with local partners to develop partnership arrangements, which will lead to an improvement in the way their prescribed working practices, are exercised.
- 10.2 The Partnership Arrangements are to comprise of:
- 10.2.1 An integrated single point of access for community OT referrals to the OT Partnership including access to appropriate information systems for OT staff in accordance with Unified Assessment process and the agreed Information Sharing Protocol (see **Schedule 4 – WASPI & HSCWB ISP.**)
- 10.2.2 An integrated OT referral process for community patients/service users.
- 10.2.3 An integrated OT screening process for community patients/service users.
- 10.2.4 A joint allocation system for community OT referrals for allocations North and South of the county (see **Schedule 5 & 6 – Terms of Reference North and South**).
- The allocation of community OT referrals to appropriate Health OT staff that have not been referred by a Medical Practitioner.
 - The allocation of community OT referrals made by a Medical Practitioner to Social Services OT staff.
- 10.3 The above 3 processes are reflected in a flow chart (see **Schedule 7 & 8**).
- 10.3.1 Integrated Occupational Therapy assessment and provision permitted by the Flexibilities Framework whereby:
- Conwy and Denbighshire NHS Trust Occupational Therapists working in Denbighshire with patients/ service users who live in Denbighshire acting on behalf of Denbighshire County Council to meet client need by assessing clients under the Community Care Act and make arrangements to meet identified need within agreed standards, protocols and competencies (See College of Occupational Therapists Professional Code of Conduct) as agreed by the Board (See

Schedule 9 – Conwy and Denbighshire Directory of OT staff working in Denbighshire).

- Social Services Occupational Therapy Health Profession's Council (HPC) registered staff act on (**see schedule 9**) behalf of the health service to meet patient/service user need when in an inpatient setting by assessing in-patients and make arrangements to meet identified need within agreed standards, protocols and competencies as agreed by the Board (See **Schedule 3 Social Services Standards**).

11. The Functions to be included in the Partnership Arrangements

- 11.1 The Partnership Arrangements shall encompass the Functions. The Functions and Services referred to in Clauses 10.1 inclusive to 10.3.1 above are subject to such exclusions as are specified in **Schedule 9** (which also includes **Functions and Limitations**).

12. Fulfilment of Functions

- 12.1 It is the Partners' intention that the Partnership Arrangements shall be the mechanism through which the Functions shall be fulfilled.

- 12.2 Any Partnership Arrangements under this Agreement shall not affect: -

12.2.1 The liabilities of the Partners to any third parties for the exercise of their respective Functions and obligations.

12.2.2 The services currently provided by the Trust in fulfilment of the Trust Functions.

13. General Principles

- 13.1 The Partners will in relation to the Partnership Arrangements:

13.1.1 Treat each other with respect and an equality of esteem

13.1.2 Be open with information about the performance and financial status of each other

13.1.3 Provide early information and notice about relevant problems

13.1.4 The partners shall act and communicate within the spirit of partnership in respect to the detail identified in this Agreement.

14. Notification to the Welsh Assembly

- 14.1 The Partners have jointly notified WAG of the exercise of Section 33 of the National Health Service (Wales) Act 2006 Flexibilities on the prescribed form as required by the Regulations on (*Fill in date*).

Section 3 – Details of the Partnership Arrangements

15. Governance

Introduction

- 15.1 This Agreement shall be governed by and construed in accordance with the Laws of England and Wales.
- 15.2 In accordance with each Partner's corporate governance procedures, approval for the Partnership Arrangements and terms of this Agreement has been given by:
- Denbighshire County Council
Conwy and Denbighshire NHS Trust
- 15.3 The following provisions relate to the management of and accountability in respect of the Partnership Arrangements and have been written on the basis that good governance must ensure that public service bodies and the individuals within them can provide account of:
- 15.3.1 The improved performance expected from the Partnership Arrangements.
- 15.3.2 Meeting operational objectives and priorities.
- 15.3.3 Proper and efficient use of public money.
- 15.3.4 The quality of services provided.
- 15.4 The Partners have agreed to delegate their responsibility for the management of the Functions to the Board.
- 15.5 The Board shall be accountable for the management of the Functions.
- 15.6 The terms of reference of the Board are set out in **Schedule 10**.
- 15.7 Each of the Partners shall remain accountable for their respective Functions and shall report directly to their respective corporate governance body.
- 15.8 The Partners are committed to develop Integrated Performance Indicators, which will include the respective Partner's obligations to maintain their respective performance indicators, (see **Schedule 11**).

Clinical Governance

- 15.9 The Trust is subject to a duty of Clinical Governance that is a framework through which the Trust is continuously improving the quality of its services and safeguarding high standards of care by creating an environment in which excellence in clinical care will flourish. The Trust and the Partnership Arrangements insofar as they concern the Trust's Functions shall therefore be subject to clinical governance structure within the Trust. Similar governance arrangements will apply within Social Services.

- 15.10 Each Partner will retain responsibility for their statutory duties carried out under the Partnership Arrangements.

Activity/ Contracts

16. Human Resources

- 16.1 The provision in this Agreement will relate to all staff that are or will be engaged in the Functions included within the Partnership Arrangements or supporting those so engaged.
- 16.2 Line management and professional supervision responsibilities remain with the employing organisation. The respective employees' policies and procedures will apply; there is no change to the conditions of employment.
- 16.3 Whilst the Partners maintain an individual responsibility for the training of their staff, the Partners will use their best endeavours to develop a joint training programme as appropriate.
- 16.4 Competencies of unregistered staff are to be reviewed.
- 16.5 The Council and the Trust are committed to achieving and maintaining Investors in People Status for the benefit of their staff and those who receive services. This will be supported by the establishment of a comprehensive workforce strategy to ensure that staffing levels are maintained, staff training is provided and the most appropriate skill mix maintained at all levels.
- 16.6 Responsibility for premises and associated health and safety requirements, responsibilities and liabilities shall remain with the owners of those properties.
- 16.7 Staff are to be made aware of the Partner Organisations health and safety arrangements i.e. fire precautions, lone worker policies etc.

Staffing – General

- 16.8 The Trust and the Council shall ensure that it has at their disposal for the purpose of the Partnership Arrangements sufficient and suitably qualified and experienced persons and shall ensure that staff are properly instructed, supervised and trained. In order to assist in the fulfilment of their obligations under this Clause the Trust and the Council shall, inter alia, report to the Board upon the staffing needs of the Partnership Arrangements and upon any action in relation thereto that they consider the Board ought to take.

Line Management and Professional Supervision

- 16.9 The respective Partners' organisational procedures will apply.

Grievance and Disciplinary Arrangements

16.10 The respective Partners' Grievance and Disciplinary procedures will apply.

Complaints - Staff

16.11 All complaints will be compliant with the existing arrangements between the partners depending upon the employment organisation in relation to the complaint. This will be reported to the Board.

Health and Safety Arrangements

- 16.12 The Partners have a duty of care to ensure that there are in place proper arrangements for the Health and Safety for all their employees providing the services under this Agreement, together with Service Users and other members of the public. The Partners agree to disclose only material evidence and facts relevant to the health and safety of employees and to share all risk assessment.
- 16.13 The Partners will ensure that the performance of the Partnership Arrangements meet all requirements laid down in Health and Safety legislation.
- 16.14 Each Partner will ensure that operational policies are reviewed and monitored to reflect both statutory requirements and the operational needs of a multi-agency service.
- 16.15 The Partners recognise the need to have in place policies to maximise the safety of staff in dealing with unpredictable clients or clients known to be violent or abusive. The Partner will ensure there are policies in place are consistent across the service
- 16.16 The responsibility for premises and associated health and safety requirements, responsibilities and liabilities shall remain with the owners of those properties.
- 16.17 The Partners will each be responsible for public liability cover for their employees. The Trust will be responsible for professional indemnity insurance. It is recorded that the Council effects officials indemnity insurance, which covers losses not falling into the professional negligence or the public liability categories.

Training

- 16.18 Shared learning between the Partners is essential in underpinning this Agreement. Many staff will not have a history of joint working and shared learning can be crucial to success through the development of an understanding of the different roles that people perform and to develop a common language on which to base activity.
- 16.19 Whilst the Partners maintain an individual responsibility for the training of their staff, the Board will use their influence to develop a joint training programme.

Information Technology and Communication Provision

16.20 The Partners will each maintain for their employees a level of information technology provision appropriate to and meets the service users' needs.

Section 4 – Resources

17. Grants

- 17.1 The Partners will review all potential or additional sources of grants that may be available to support the Functions from time to time. The Partners will apply for all appropriate grants.
- 17.2 The Partners acting reasonably will agree the manner in which any grant application should be made and the terms on which any such grant shall be administered and applied.
- 17.3 The Partners will ensure that all monies from any grants received will be applied in line with the terms and conditions of the grant.

18. Financial Management Arrangements

- 18.1 The Standing Financial Instructions, Standing Orders and Schemes of Delegation of each of the Partners shall apply at all times. The staff must be aware of and comply with the financial management arrangements of their employing organisation.

19. Liability and Insurance

- 19.1 Each Partner shall indemnify the other in respect of any action, cost or claim relating to personal injury (including death) or damage to or loss of property, which arises as a direct consequence of a default of a Partner under the agreement or from the negligent act, or omission of the Partner.
- 19.2 The Partners shall ensure that at all times adequate and appropriate policies of insurance are maintained.
- 19.3 All clinical negligence claims will be subject to the Professional Indemnity of the clinician under the vicarious liability of the employing organisation.
- 19.4 In this Clause 20 “liabilities” shall be deemed to include all costs claims liabilities expenses and demands made against or suffered or incurred by the relevant Partner including (but not limited to) the following:
- 19.4.1 Public liability;
 - 19.4.2. Employer's liability;
 - 19.4.3 Professional indemnity (including but not limited to officers liability and clinical negligence);

- 19.4.4 Employment claims including (but not limited to) claims for:
 - 19.4.5 Ombudsman awards;
 - 19.4.6 Claims for breach of the Human Rights Act 1998 and claims in public law; and “liability” shall be construed accordingly.
- 19.5 “Uninsured liabilities payment” means any payment in respect of any liabilities of a Partner arising (directly or indirectly) from any of the Functions during the period in which the relevant Functions shall be included in the Partnership Arrangements to the extent that such payment shall not be recoverable from any insurance monies (or equivalent under NHS schemes) received or receivable by the relevant Partner. This shall include such payment arising as a result of any liability to make any payment under the indemnities in Clause 19.8. It shall also include any payment to the extent, which it is not recoverable under any insurance arrangements (or equivalent) due to the excess provisions in such arrangements.
- 19.6 The Council will indemnify and keep the Trust indemnified against all liabilities arising directly or indirectly from any events acts or omissions in relation to the Health Related Functions occurring prior to the date on which they are included in the Partnership Arrangements.
- 19.7 The Trust will indemnify and keep the Council indemnified against all liabilities arising directly or indirectly from any events, acts or omissions in relation to the health related function occurring prior to the date on which they are included in the partnership arrangements.
- 19.8 Each Partner will indemnify and keep indemnified the other Partners against all liabilities arising directly or indirectly from any event, act or omission of that Partner or its employees or contractors in respect of the Functions which shall occur during the period in which the relevant Functions which shall be included in the Partnership Arrangements save to the extent that such liability shall arise out of any act or omission of the other Partner or its employees and contractors.

Section 5 – Operational and Governance Issues

20. Standards of Conduct

- 20.1 The Trust and the Council will comply and will ensure staff compliance with all statutory requirements national and local and other guidance on conduct and probity and to ensure good corporate governance (including their respective Standing Orders and Standing Financial Instructions).
- 20.2 The Trust and the Council shall ensure that it carries out its responsibilities in such a manner as to ensure the fulfilment of the Functions.

21. Standards of Service

Best Value

- 21.1 The Council are subject to the duty of Best Value under the Local Government Act 1999. The Health Related Functions will be subject to the Councils' obligations for Best Value. Both the Trust and the Council will make available to the Trust, staff and resources to support the carrying out of Best Value reviews. The Council and the Trust will agree the detailed process and procedures for Best Value reviews. The Council will agree to reflect this in its commissioning requirements.
- 21.2 The Trust will ensure that following any Best Value Review the results of such Review are incorporated and reflected in its delivery and performance of the Health Related Functions.

22. Efficiency saving – best value and Service Change Efficiency Plan (SCEP)

- 22.1 The Partners and the Board shall undertake reviews to identify service delivery improvements, efficiency and cost saving.

General Service Standards

- 22.2 General Service Standards for the Partnership Arrangements will be set in accordance with legislation and guidance produced by WAG and the Department of Health and as may be agreed locally by the Trust and the Council. These standards will be monitored and reviewed by the Board.
- 22.3 The Board will also have a performance management relationship with:
- Conwy and Denbighshire NHS Trust
 - The Council for the Functions, which they have delegated to the Trust.

Equality and Equal Opportunities

- 22.4 The Council and the Trust are committed to an approach to equality and equal opportunities as represented in their respective policies.

23. Annual Reporting and Review

- 23.1 The Board shall carry out an annual review within 28 days of the end of each quarter in each financial year of (and as agreed frequencies thereafter) to review:
- 23.1.1 The Partnership Arrangements.
 - 23.1.2 The Functions of each Partner which have been carried out by the other Partners.
- 23.2 The LHB shall be invited to attend each annual review. The Board shall submit to each of the Partners within 28 days after each review a report documenting the matters discussed at the review.

24. Process for Quality Improvement, Monitoring Arrangements, Annual Review and Reporting

24.1 The Board agree to carry out an annual review, by no later than 42 days after the end of each financial year of the operation of this Agreement including:

24.1.1 An evaluation of performance against agreed performance measures targets and priorities.

24.1.2 Review of the targets and priorities for the forthcoming year.

24.1.3 Service quality and delivery and proposed changes.

24.1.4 Staffing levels (whole time and agency staff).

24.1.5 Shared learning and apportionments for joint training.

24.1.6 An evaluation of any statistics or information required to be kept by WAG or the Department of Health from time to time.

24.1.7 Review of staffing levels and skill mix.

24.1.8 The statutory Functions of each party, which have been carried out by the other party using the Flexibilities in Section 33 of the National Health Service (Wales) Act 2006.

24.1.9 Development of Operational Plan to influence and inform commissioners to modernise the service.

24.2 As part of the implementation of this Agreement, the Denbighshire Community OT Partnership Board will develop and work towards agreed measures with targets that enable managers and staff to improve performance and ensure that continuous improvement is integral to this Agreement. These will include:

24.2.1 Developing measures of performance, which can capture progress and reflect the business activity of the Partnership

24.2.2 The extent to which outputs, including time-scales and milestones are being met i.e. referral response times particularly SaFF targets, Performance Indicators and 2009 Access Targets

24.2.3 The extent to which the exercise of Flexibilities in Section 33 of the National Health Service (Wales) Act 2006 is the reason for improved performance, or reduction in the performance of the service

24.2.4 Collecting and collating data to review and monitor progress, including performance against standards.

24.2.5 Service audits and user/carer feedback

24.2.6 Evidence of Continued Professional Development and HPC registration

(**Schedule 10** of this Agreement will provide more detailed performance management information).

24.3 The Board shall within 42 days of the annual review prepare an annual report documenting the matters referred to in Clause 24.1 to the HSCWB, SPB and LOG to ensure Partners meet their statutory performance for their organisation.

24.4 The Board may agree protocols in relation to the management and provision of information relating to the annual review and annual report from time to time.

25. Planning

The Board have an Annual Operational Plan ready to be reflected in each of the organisations plans for ensuing years.

26. Changes in Legislation etc

The Board shall review the operation of the Partnership Arrangements and all or any procedures or requirements of this Agreement on the coming into force of any relevant statutory or other legislation or guidance affecting the Partnership Arrangements and agree to take all necessary steps to ensure that the Partnership Arrangements comply with such legislation.

27. Substandard Performance

In the event of the Board or any of the Partners shall have any concerns on the operation of the Partnership Arrangements or the standards achieved in connection with the carrying out of the functions it may convene a review with the other Partners with a view to agreeing a course of action to resolve concerns. Nothing in this Clause 26 shall prejudice the Partners' rights to terminate this agreement pursuant to Clause 33.

28. Ombudsman

28.1 Both the Trust and the Council will co-operate with investigations and procedures to ensure compliance with all relevant legislation.

Section 6 – Termination and Other Provisions

29. Early Termination

29.1 Any Partner may at any time by notice in writing to the other Partners terminate this agreement if:

29.2 One of the Partners commits a material breach of any of its obligations hereunder which is capable of remedy but has not been remedied within a reasonable time

after receipt of written notice from the terminating Partner serving notice requiring remedy of the breach.

- 29.3 The Agreement shall determine 3 months or such shorter period as the Partners may agree after such notice is served.
- 29.4 Any Partner may by written notice to the other Partners terminate this Agreement if:
- 29.4.1 As a result of any change in law or legislation it is unable to fulfil its obligations hereunder;
 - 29.4.2 Its fulfilment of its obligations hereunder would be in contravention of any guidance from WAG or any Secretary of State issued after the date hereof.
 - 29.4.3 Its fulfilment would be ultra vires.
 - 29.4.4 and the Partners shall be unable to agree a modification or variation to this Agreement so as to enable the Partner to fulfil its obligations in accordance with law and guidance.
- 29.5 In the case of notice pursuant to Clause 29.4.1 and 29.4.2 the Agreement shall terminate after such reasonable period as shall be specified in the notice having regard to the nature of the change referred to in Clause 29.4.1 or the guidance referred to in Clause 29.4.2 as the case may be. In the case of notice pursuant to Clause 29.4.3 this Agreement shall terminate as from the date of service of such notice.
- 29.6 Any Partner must give 6 months written notice to the other Partners to terminate this Agreement if for budgetary or operational reasons, that Partner is no longer able to contribute sufficient staff to the Partnership Arrangements (or any part of them).
- 29.7 This Agreement can also be terminated in accordance with the provisions of Clauses 9.
- 29.8 Termination of this Agreement (whether pursuant to Clause 9 or this Clause 33 or otherwise) shall be without prejudice to the Partners' rights in respect.
- 29.9 The Partners shall notify WAG and the Secretary of State of any decision to terminate the Partnership Arrangements whether pursuant to Clauses 9, Clause 29 or otherwise.

30. Termination Consequences

- 30.1 In the event of termination of this Partnership Agreement whether by expiry of its term under Clause 9 or otherwise and without prejudice to any other rights or obligations hereunder that any of the Partners may have, the Partners shall cooperate with each other to secure so far as is reasonably practicable that continuity

of service provision at a standard no less than that prescribed hereunder at the date of termination is maintained for the Service Users and their Carers and that the hand over of the Service to any new provider is conducted in an orderly, efficient and economic manner so as to minimise disruption to the service users, carers and staff. A mutually acceptable hand over period shall be agreed between the Partners and any new provider of the Service.

30.2 Without prejudice to condition 33.1 above:

30.2.1 The Partners shall hold such meetings with each other and with such other persons as may be necessary.

30.2.2 The Board shall provide to the Council and the Trust such information as they may reasonably require for the purposes of managing the consequences of termination.

30.3 With the agreement set out in clause 33 above as the primary consideration, the Partners shall address at such meetings:-

- Examination of Waiting List and reallocation of all outstanding work depending upon the service users needs
- Continuing obligations.
- Complaints received prior to date of termination.
- No new allocation of work under the Partnership Arrangements

30.4 Each Partner shall bear its own costs in complying with this Clause.

30.5 In the event of a dispute between the Partners in connection with termination consequences the Dispute Procedure as set out in clause 37 above shall apply.

30.6 These provisions are subject to any other agreement between the Partners, which may exist at the date of termination governing the allocation of service users.

31. Public Relations

The Board will consult with the Partners in respect of matters involving public relations in so far as reasonably practicable having regard to the nature and urgency of the issue involved.

32. Entire Agreement

32.1 The terms herein contained together with the contents of the Schedules constitute the complete agreement between the Partners with respect to the subject matter hereof and supersede all previous communications representation promise or condition not incorporated herein shall not be binding on any Partner.

32.2 No agreement or understanding varying or extending any of the terms or provisions hereof shall be binding upon any Partner unless in writing and signed by a duly authorised officer of representative of the Partners.

33. Governing Law

This Agreement shall be governed by and construed in accordance with the Laws of England and Wales.

34. Disputes

34.1 The Partners recognise that disputes under this Agreement should be resolved promptly and amicably and that a disputes procedure should be incorporated within it requiring disputes to be resolved as the lowest practicable level within the organisations of the three Partners.

34.2 The following provision shall apply:-

34.2.1 If the dispute cannot be resolved within the framework of this Agreement it shall be resolved by the Chair of the Board within 28 days of any Partner giving written notice of the dispute to the Chair requiring him to resolve it and if any Partner is dissatisfied by the Chair's resolution or the Chair fails to resolve it within the time period, it may be referred by any Partner to:

34.2.2 The Council's nominated Director of Social Services and the Chief Executive of the Trust for resolution within 28 days and,

34.2.3 in default of agreement under the preceding sub-clause, the Partners shall meet within 28 days of the expiry of the period in the preceding sub-Clause to consider and, if possible, agree the most appropriate method of dispute resolution, including mediation, expert determination or arbitration. Failing such agreement a Partner may apply to the Court.

35. Variation

35.1 If at any time during the term of this Agreement any Partner requests in writing any material change to the NHS Functions or the Social Service Related Functions included in this Agreement, including the nature and / or extent of the services, any material change to the manner in which either are delivered, or, the terms of this Agreement and its Schedules, then:

35.1.1 The other Partners may request a report from the Chair of the Board on the variation requested, to include a statement of whether the change results in an increased or decreased in available services; a timetable for implementation of the change; details of any proposed staffing implications; and any other relevant matter.

35.1.2 The Partners and the Chair of the Board shall meet within 28 days of the request or the preparation of the report, whichever is the later, to determine either agreement in principle to the proposals or to make such recommendations as they deem appropriate.

35.1.3 If any requested variation/ change cannot be agreed or the terms of its implementation cannot be agreed, the change/ variation shall not take place.

35.1.4 Any variation/ change agreed shall take effect from a date to be agreed by the Partners. The Chair of the Board shall give formal prior

written notice to the Partners of each variation and its implementation date.

35.1.5 Clause 38.1 shall not apply to changes which are determined by the Board after consulting the Council's Director of Social Services and the Chief Executive on behalf of the Trust are likely to take effect in and only apply to one financial year and which have no significant impact on the Partnership Arrangement or Health Related Functions. The Board will manage such variations. The Board shall give formal prior written notice to the Partners of each variation and its implementation date.

36. Reference to the Courts

In the event that the Board cannot resolve any dispute under the provisions of Clause 37 the matter may be referred to the Courts. This shall include if the Partners cannot agree the identity of a suitable mediator within a reasonable period of time.

37. No Partnership

Nothing in this Agreement shall create or be deemed to create a legal Partnership of the relationship of employer and employee between the Partners.

38. Transfer / Assignment

38.1 The Partners may only assign the arrangements to their statutory successors.

38.2 The Partners may otherwise not assign or dispose of the Agreement or any obligations and benefits under it without prior written consent of the other Partners.

39. Notices

39.1 Any notice of communication hereunder shall be in writing.

39.2 Any notice or communication to the Council hereunder shall be deemed effectively served if sent by registered post or delivered by hand to the relevant Council at the address set out above and marked for the Director of Social Services or to such other addressee and address notified from time to time to the other Partners for the other Partners for service on the Council.

39.3 Any notice or communication to the Trust hereunder shall be deemed effectively served if sent by registered post or delivered by hand to the address set out above and marked for the attention of the Chief Executive or to such other addressee and address notified from time to time to the other Partners for service on Trust.

39.4 Any notice served by delivery shall be deemed to have been served on the date it is delivered to the addressee. Where notice is posted it shall be sufficient to prove that the notice was properly addressed and posted and the addressee shall be deemed to have been served with the notice 48 hours after the time was posted.

40. The Contracts (Rights of Third Parties) Act 1999

The Contracts (Rights of Third Parties) Act 1999 shall not apply to this Agreement and accordingly the Partners to this Agreement do not intend that any third party should have any rights in respect of this Agreement by virtue of that Act.

IN WITNESS WHERE OF the seals of the Partners have hereunto been affixed the day and year first before written

The common seal of Denbighshire County Council was hereto affixed in the presence of:

SIGNED (AUTHORISED OFFICER)

NAME/POSITION

The common seal of Conwy and Denbighshire NHS Trust was Here unto affixed in the presence of:

CHAIRMAN

AUTHORISED SIGNATORY

REPORT TO: CHIEF EXECUTIVE
REPORT BY: HEAD OF HOUSING SERVICES
DATE: 30th October 2007
SUBJECT: Housing Revenue Account Budget & Capital Plan Report
2007 / 2008

1 DECISION SOUGHT

To note the latest financial forecast position 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

Housing Revenue Budget 2007/08

- The latest figures show that the HRA will generate a surplus of £978k by the end of the financial year, which is £201k higher than the planned surplus.
- The Housing Management element of the budget is forecast to be under spent by £141k. This includes a forecast over spend on repairs and maintenance of £108k that has been transferred to capital as part of the wider housing improvement programme. This has a revenue impact on the capital financing charge of £5k.
- The capitalised works are those that would eventually have been completed as part of the improvement programme.
- Income remains broadly on target, with income from garage rents currently forecast to be better than planned, reflecting the increased charges applied this year.

Housing Stock Business Plan

- The HSBP was fully updated to allow for all changes, including the Subsidy Determinations for 2007/08, the 2006/07 outturn, revised RTB sales, leasing and inflation and it remains in surplus over the 30 years of the Plan.
- There have been 10 sales under the Right to Buy scheme so far this year. The forecast in the HSBP is 25 and if the pattern remains constant throughout, then 20 sales would be achieved. The average

sale values are higher than estimated so far, therefore it is not necessary to amend the Plan at this stage.

- The current council housing stock stands at 3,475.

Housing Capital Plan

- Achievements to the end of September on the major contracts are as follows (the figures quoted in brackets are those that were reported to the end of August 2007):

Major Refurbishments	238 properties underway (186) and 184 completions (152)
Window s contract	2,546 properties completed (2,516)
Heating contract	901 properties completed (880)

- The Capital Plan was been amended in August to reflect activity on the main contracts.
- The major refurbishment contract continues to progress well with 184 properties now having been completed. It is likely now that previous slippage on this contract will be caught up during the rest of the year.
- There has been no expenditure on environmental improvements yet this year and so the forecast has been revised downwards. However, such works have now commenced.
- Management of Disabled Facility Grant (DFG) works for council dwellings has now been taken over by Housing. A considerable backlog of works has been inherited and the cost of such works has been factored into the capital plan this year. Some of this work would have to be completed anyway as part of the major improvement programme so it is effectively being brought forward but some is an additional cost to the HRA. The costs can be contained within the HSBP.
- Some HRA repairs and maintenance have been capitalised now (forecast £120k) but as above, these are costs that would have been incurred legitimately later in the Plan.

Summary

The revenue and capital budgets as reported at the end of September 2007 do not adversely affect the Council’s Housing Stock Business Plan.

The HRA Capital Plan is progressing well and it is likely that some previous slippage will be caught up. Previous reports to Cabinet have identified additional costs around Airey Houses and DFG works but a contingency built in to the capital plan has so far absorbed the increased activity.

The Business Plan is still on target to achieve the Welsh Housing Quality Standard by 2012.

The HRA and capital plan position as reported does not have any additional staffing implications.

5 FINANCIAL CONTROLLER STATEMENT

The latest HRA position is welcomed and will contribute positively to the Housing Stock Business Plan. The Capital Plan should continue to be kept under review and any revisions should continue to demonstrate that there is no adverse impact upon the HSBP.

6 CONSULTATION CARRIED OUT

The HRA capital and revenue budget were agreed by Cabinet in January 2007.

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE & THE COUNCIL'S VISION

The level of funding available to services together with budgetary performance impacts upon all services of the Council. The HSBP will help achieve the ideal living vision, through access to good quality, affordable housing, which is more energy efficient and designed to meet their needs.

8 ACTION PLAN

Action	Responsibility	Date
Ongoing monitoring of the HSBP.	Head of Housing Services & Senior Management Accountant.	Monthly updates to Cabinet.

9 RECOMMENDATION

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

Appendix 1

Housing Revenue Account ~ 2007/08 Budget

<u>2006/07</u> Actual Outturn £	<u>Period 6 September 2007</u>	Original Budget £	<u>2007/08</u> Forecast Out-turn £	Variance to Budget £
<u>EXPENDITURE</u>				
1,098,305	Supervision & Management - General	1,517,750	1,471,221	46,529
251,946	Supervision & Management - Special	260,750	259,165	1,585
134,887	Welfare Services	138,400	130,660	7,741
229,387	Homelessness - Leased Properties	405,000	320,000	85,000
367,845	Rents	0	0	0
2,500,157	Repairs and Maintenance	2,563,300	2,563,300	0
4,582,526	Total Housing Management	4,885,200	4,744,345	140,855
1,048,660	Capital Financing Charges	1,321,524	1,362,750	-41,226
0	Rent Rebate Subsidy Limitation	212,000	212,000	0
2,761,385	Subsidy	2,854,279	2,842,402	11,877
6,690	Provision for Bad Debts	50,000	25,000	25,000
8,399,261	Total Expenditure	9,323,003	9,186,497	136,506
<u>INCOME</u>				
8,938,397	Rents (net of voids)	9,564,200	9,574,084	9,884
145,583	Leased Rents	255,000	254,333	-667
103,685	Garages	140,450	160,794	20,344
152,503	Interest (Balances & RTB mortgages)	140,000	175,000	35,000
9,340,168	Total Income	10,099,650	10,164,212	64,562
Surplus / Deficit (-) for the Year				
940,907	General Balances	776,647	977,715	201,068
0	Earmarked Balances	0	0	0
1,838,624	Balance as at start of year ~ General	2,779,531	2,779,531	0
2,779,531	Balance as at end of year ~ General	3,556,178	3,757,246	201,068

Appendix 2

HRA Capital Plan Update 2007/08

Month 6

Actual 2006/07 £	Description	Approved Schemes £	Actual at End Sep £	Forecast Outturn £
35,482	Housing Repair Work Pre 2007/08	0	24,867	30,000
16,911	Environmental Improvement Works	257,500	0	157,000
1,001,418	2005/06 Major Improvements – All Groups	0	65,574	75,000
1,444,675	2006/07 Major Improvements – All Groups	3,995,370	2,187,153	4,101,307
2,572,010	Windows Replacement	618,000	2,048,332	2,150,000
1,139,880	Central Heating Contract	1,802,500	367,330	1,000,000
0	DFG - Council Properties *	103,000	118,055	400,000
0	HRA Capital Contingency	961,630	0	0
0	Capitalised HRA Repairs & Maintenance	0	107,943	120,000
6,210,376	Total	7,738,000	4,919,255	8,033,307

2006/07 £	HRA Capital Plan Financed By:	Original £	Forecast £
2,400,000	Major Repairs Allowance Grant	2,400,000	2,400,000
431,406	Useable Capital Receipts	370,000	370,000
3,378,970	Prudential Borrowing	4,968,000	5,263,307
6,210,376	Total	7,738,000	8,033,307

Note * - DFG works were funded directly by a contribution from HRA capital receipts in 2006/07.

REPORT TO CHIEF EXECUTIVE

REPORT BY: Deputy Chief Executive / Corporate Director of Resources

DATE: 24 October 2007

SUBJECT: Revenue Budget and Summary Capital Plan 2007/08

1. DECISION SOUGHT

- 1.1 To note the budget performance figures for the 2007/08 financial year as detailed in the attached Appendix 1.
- 1.2 To also note the summary capital plan performance for 2007/08 financial year as detailed in the attached Appendices 2 and 3.

2. REASON FOR SEEKING DECISION

- 2.1 The need to deliver the Council's agreed budget strategy for the 2007/08 financial year and avoid reducing already inadequate reserves.

3. POWER TO MAKE THE DECISION

- 3.1 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

- 4.1 This report details the latest service budget year-end projections as reported by Directorates, together with information on pressures and savings within the corporate budgets. The service projections are as at the end of September 2007.

Appendix 1 details a small forecast underspend of £78k. This excludes the schools' delegated budgets.

- i) **Lifelong Learning** is forecasting an over spend of £177k mainly due to the delay in commencing home working projects. Compensating savings are being sought.
- ii) **Social Services & Housing** position has marginally improved by £27k due to reduction in projected overspend in Business and Support and further savings in Children's Services.
- iii) **Environment** is projecting a net surplus of £80k. This is mainly as a result of Development Control income received to date being significantly higher than anticipated mainly as a result of 3 large wind farm applications.

4.2 Current further pressures within the Education Service;

- i) The new 52 week residential facility at Ysgol Plas Brondyffryn is due to open in November 2007. In the first year of opening the school is forecasting a loss of around £300k which will be carried forward to be offset by surpluses forecast in future years. The school is a regional specialised facility for autism and will generate income from out of county placements from other local authorities. In 2007-08 two placements only are anticipated resulting in a deficit for the year, however the school is anticipating that it will be fully occupied in the following years.
- ii) The costs of the temporary cover for the vacant head of service post together with the anticipated initial costs of the response to Modernising Education are likely to exceed the budget for this service. An element of this increase is planned to be contained with the service budget with the balance available from savings in borrowing costs resulting from further debt rescheduling and other corporate savings, e.g. temporary cessation of special responsibility allowances.

4.3 The **Pay and grading review** is still ongoing. It is likely to be completed shortly and a separate paper will be presented to a future meeting. No assumptions have been made in Directorate budgets or forecasts yet.

4.4 **The schools' delegated budget** – Forecasts that the schools balances will decrease by a further 36k to £1,564k. This projected increase is due to small additional adjustments to 25 school's expenditure. The projected outturn includes planned use of balances brought forward.

4.5 Details are also included in Appendix 1 showing Directorates' progress in achieving the required efficiency savings.

4.6 Appendix 2 shows a **capital plan summary** and Appendix 3 shows expenditure split by Directorate priority.

4.7 Capital expenditure at the end of August is £14.9m. Full details of the Capital Plan are contained in a separate report in part two of the agenda.

5. FINANCIAL CONTROLLER STATEMENT

5.1 Directorates need to exercise tight control over their revenue expenditure to ensure they are able to remain within their budgets. The position regarding the financial impact from the opening of the residential unit at Ysgol Plas Brondyffryn will be kept under close scrutiny. In addition to the above issues, members will be aware of the potential pressure resulting from the school in special measures.

5.2 Whilst the projected outturn position has improved a note of caution must be made; the Authority is only half way into the financial year and during the

forthcoming months there will be undoubted pressures on specific budgets that are liable to increased pressure during the winter period.

6. CONSULTATION CARRIED OUT

- 6.1 Once appointed, Lead Cabinet members will need to continue to consult with Heads of Service to agree necessary remedial action to accommodate pressures in 2007/08.

7. IMPLICATIONS ON OTHER POLICY AREAS

The Vision

- 7.1 Proper management of the Council's revenue budget enables services to work towards delivering the Council's Vision.

Other Policy Areas Including Corporate

- 7.2 Proper management of the Council's revenue budget underpins activity in all of the Council's policy areas.

8. ACTION PLAN

- 8.1 All departments undertake regular budget monitoring to identify savings and efficiencies.

9. RECOMMENDATION

- 9.1 To note the budget performance figures for 2007/08 as detailed in the attached Appendix 1.
- 9.2 To also note the summary capital plan performance figures for 2007/08 financial year as detailed in the attached Appendices 2 and 3.

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2007/08
POSITION AS AT END SEPTEMBER 2007**

Directorate	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Previous report
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Lifelong Learning (excluding schools delegated)	31,155	-11,094	20,061	31,328	-11,090	20,238	173	4	177	170
Environment	38,514	-16,759	21,755	38,469	-16,794	21,675	-45	-35	-80	0
Social Services & Housing	55,689	-17,622	38,067	58,353	-20,426	37,927	2,664	-2,804	-140	-113
County Clerk	1,780	-393	1,387	1,780	-393	1,387	0	0	0	0
Resources	9,442	-2,893	6,549	9,442	-2,893	6,549	0	0	0	0
Corporate, Miscellaneous & Benefits	29,345	-23,023	6,322	29,345	-23,023	6,322	0	0	0	0
Total All Services	165,925	-71,784	94,141	168,717	-74,619	94,098	2,792	-2,835	-43	57
Capital Financing Charges/Investment Income			10,882			10,847			-35	0
Precepts & Levies			4,212			4,212			0	0
			109,235			109,157			-78	57

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 2007/08
LIFELONG LEARNING
POSITION AS AT END SEPTEMBER 2007

	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Previous report
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Individual School Budgets	54,919	-4,575	50,344	57,055	-6,503	50,552	2,136	-1,928	208	172
School Funds Held Centrally	16,320	-4,915	11,405	16,363	-4,915	11,448	43	0	43	62
Non school Funding	2,102	-905	1,197	2,102	-905	1,197	0	0	0	0
Corporate Services	434	-47	387	484	-47	437	50	0	50	50
Countryside & Leisure	5,955	-3,164	2,791	6,022	-3,169	2,853	67	-5	62	58
Tourism, Culture & Heritage	6,344	-2,063	4,281	6,357	-2,054	4,303	13	9	22	0
	31,155	-11,094	20,061	31,328	-11,090	20,238	173	4	177	170
Total Lifelong Learning	86,074	-15,669	70,405	88,383	-17,593	70,790	2,309	-1,924	385	342

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2007/08
LIFELONG LEARNING
POSITION AS AT END SEPTEMBER 2007

<u>Comments</u>	<u>Current Month</u>	<u>Previous Month</u>
	<u>£000s</u>	<u>£000s</u>
EDUCATION		
Individual School Budgets:		
Following updates during September, projections would indicate that the school balances of £1,772k as at 31/03/2007 will reduce to £1,564 during 2007/2008. This is an increase in expenditure of £36k from the last report in August. There have been numero	208	172
SCHOOL FUNDS HELD CENTRALLY		
School Transport		
Detailed projections for the 2007/2008 Financial Year have been completed following receipt of updated contract daily rate prices from Transport and Infrastructure. There are no variances to note since the last Report.	-23	-9
Education Services		
Savings identified in respect of home working are not likely to be achieved in 2007/2008 due to the delay in commencing pilot home working projects across the Authority.	93	93
Other		
Various savings from vacancy control, delays in appointment of staff, variations in income and other management initiated cost savings. These savings are supported through the ongoing budget monitoring process which has identified an increased net expenditure of £5k since last month's report.	-27	-22
Total	251	234
CORPORATE SERVICES		
Projections indicate that there will be an overspend on the Translation Service budget of £50k due to the demand on the Service which requires the use of external providers.	50	50
COUNTRYSIDE & LEISURE		
Electricity costs above inflation allowance in budget	16	16
Additional costs associated with Drift Park paddling pool, amphitheatre & play area	40	37
Unplanned closure of Corwen Pool	5	5
Increased devolved repair and maintenance costs at Corwen Pavilion	7	0
Legal cost associated with the set up of the lease for the Ffrith	4	0
Offset by:		
Increased Income and Denbigh Leisure Centre	-10	0
TOURISM, HERITAGE & CULTURE		
Increased operational and maintenance cost and lower than projected income levels at Royal International Pavilion	15	0
Provision of ill health cover at Pavilion theatre	7	0
TOTAL LIFELONG LEARNING	385	342

108

PROPOSED EFFICIENCY SAVING**TARGET PROGRESS AS AT 31-05-07**
2007/08**EDUCATION**

Schools Delegated Budgets - 0.3%	£	-100,000 To be achieved by school governing bodies
County Voice - Develop income from advertising		-1,000 On target
Project Management Fees recharge		-27,000 May need to be achieved by alternative means
Review of SEN Transport Contracts		-10,000 On target
Assorted efficiencies across the service e.g. vacancies		-70,000 On target

COUNTRYSIDE & LEISURE AND TOURISM, HERITAGE & CULTURE

Reduce funding to grant aided bodies		-6,000 Achievable
Generation of new Income		-30,000 Part achievable. Alternative savings being sort
Alternative Service Delivery Options		-36,000 Part achievable. Alternative savings being sort
TOTAL		-280,000

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2007/08
ENVIRONMENT DIRECTORATE
POSITION AS AT END SEPTEMBER 2007

	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Previous report
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
DEVELOPMENT SERVICES (Note 5)	8,849	-5,086	3,763	8,839	-5,086	3,753	-10	0	-10	0
TRANSPORT & INFRASTRUCTURE (Notes 1,2,3&5)	9,271	-4,151	5,120	9,251	-4,111	5,140	-20	40	20	0
PLANNING & PUBLIC PROTECTION (Notes 4&5)	4,340	-1,935	2,405	4,325	-2,010	2,315	-15	-75	-90	0
DIRECTOR & SUPPORT	1,645	-376	1,269	1,645	-376	1,269	0	0	0	0
ENVIRONMENTAL SERVICES	14,409	-5,211	9,198	14,409	-5,211	9,198	0	0	0	0
Total Environment	38,514	-16,759	21,755	38,469	-16,794	21,675	-45	-35	-80	0

Potential areas of budget pressure

1 The recent flooding problems, particularly in the Prestatyn area, have placed a strain on the Highways maintenance budget. In the event of severe weather during the winter months it is possible that the winter maintenance budget, together with the winter maintenance reserve, will be insufficient to cover the costs.

2 There will be a pressure on the Car Parking income budgets caused by the inclement weather. Particularly affected are the seasonal car parks at Rhyl and Prestatyn and also the parking on Rhyl Promenade. In addition there has been a downturn in fines received from Decriminalised Parking Enforcement.

3 Development Control income received to date is significantly higher than the profiled budget mainly due to 3 large windfarm applications. This income is likely to be offset by additional costs which may continue beyond the end of the financial year. If this is the case it might be prudent to set this income aside to meet any future obligations the Council may incur.

4 Savings from delays in recruiting staff to fill vacant posts.

POSITION AS AT END SEPTEMBER 2007
ENVIRONMENT DIRECTORATE
POSITION AS AT END SEPTEMBER 2007

Efficiency Savings

The Directorate put forward a number of efficiency savings as part of the Budget setting process. These totalled £250K and will be monitored on an on-going basis throughout the financial year. These are summarised between the service departments below

These are summarised between the service departments below

	£000s
Development Services	
Rationalisation of office accommodation following acquisition of Brighton Rd	50 To be achieved
Station caretaker to also take responsibility for Children's Village	7 To be achieved
Business grant assessment to be carried out in-house	8 On target
Restructuring - Valuation & Estates	8 Achieved
Transport & Infrastructure	
Remove Coastal Protection Agency post	6 To be achieved
Savings in salt procurement	20 To be achieved
Review of streetworks recharges	5 On target
Review of school crossing patrols	5 On target
Increased income from increased workload in MPG	30 On target
Parking processing of PCNs jointly - savings per year	10 On target
Planning & Public Protection	
Restructuring - not replacing vacant section manager post	12 Achieved
Restructuring of Building Control Section following staff vacancy	10 Achieved
New income streams from new legislation	10 Achieved
Absorb new legislation / powers within existing workforce	12 On target
Reduction in contaminated land consultants budget	4 Achieved
Formal SLA with Flintshire CC to assist with mineral planning	5 To be achieved
Director and Support	
Reduction in working hours of officer in performance management team	12 Achieved
Environmental Services	
Public conveniences - reductions in overtime payments	5 On target
Rationalisation of sweeper hire costs	5 Achieved
Transfer of officer to Leisure and not replacing	13 Achieved
Replacing team leader with lower graded employee	10 Achieved
Savings following refurbishment of Corwen PC	3 Achieved
	<u>250</u>

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2007/08
SOCIAL SERVICES AND HOUSING
POSITION AS AT END SEPTEMBER 2007

	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Previous report
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Children Services	9,171	-585	8,586	9,628	-1,133	8,495	457	-548	-91	-83
Adult Services	35,962	-9,244	26,718	36,485	-9,455	27,030	523	-211	312	313
Business Support & Development	2,958	-468	2,490	4,797	-2,235	2,562	1,839	-1,767	72	95
Cymorth Grant	1,711	-1,711	0	1,711	-1,711	0	0	0	0	0
Supporting People Grant	4,336	-4,301	35	4,336	-4,301	35	0	0	0	0
Underspend Brought Forward	0	0	0	0	-341	-341	0	-341	-341	-341
Sub Total Social Services	54,138	-16,309	37,829	56,957	-19,176	37,781	2,819	-2,867	-48	-16
Non HRA Housing	1,551	-1,313	238	1,396	-1,206	190	-155	107	-48	-53
Underspend Brought Forward	0	0	0	0	-44	-44	0	-44	-44	-44
Directorate Total	55,689	-17,622	38,067	58,353	-20,426	37,927	2,664	-2,804	-140	-113

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2007/08
SOCIAL SERVICES AND HOUSING
POSITION AS AT END SEPTEMBER 2007

Comments	Current Month £000s	Prev Month £000
SOCIAL SERVICES		
CHILDREN'S SERVICES		
The predicted under spend within Children's Services has increased mainly due to a steady decrease in various levels of spend throughout the Service. The predicted expenditure in Specialist Placements has decreased by just under £47 with net spend being £	-91	-83
ADULT SERVICES		
Learning Disabilities		
Residential Placements, as in previous years, continue to be the major pressure area (£267k, of which £223k is due to the transfer of 2 clients from Children's Services of which 50/50 LHB funding has been secured). Other areas of overspend are in-house wo	267	312
Mental Illness		
The main pressure here is still Residential and Nursing Placements. Day Services are forecast to be over spent by approximately £20k.	87	84
Older People		
Residential Homes (Provider) - Despite new monies of £69k net, the main pressures is still forecast to be Residential Homes, showing an overspend of £208k (which includes Extra Care Housing Costs of £95k	-166	-132
Older People Purchasing The underspend has reduced by £24k compared to the previous outturn. This is due to an increase in spend in the Community Care Budgets which has been offset by slippage on the DToc /Intermediate Care budget		
Provider Day Centres This budget is predicted to be overspent by £26k (was £24k overspent in 2006/07. transport spend is the main budget pressure		
Homecare Provider This budget was underspent in 2006/07 by £43k. Although a pilot scheme is respect of the six weeks homecare and reduced staff slippage on posts would see the budget fully spent, the outturn has improved by £20k to reflect the new Intermediate Care SLA		
PDSI		
Based on 2006/07 experience there is still likely to be overspend on PDSI. Once again the main pressure areas are forecast to be the Community Care budget, (where the over spend has increased by £30k in respect of a new client), and the Occupational Thera	175	146
Performance Management & Commissioning		
The majority of these budgets relate to staffing and are predicted to be under spent due to slippage on vacant posts and staff not currently being at	-114	-117
Other Adult Services		
There is a projected overspends on Community Development which is o##set by under spend on the our of hours service.	-2	-3
Joint Working & Older People Strategy		
These are Grants supplemented by a small base budget. There are plans in place to spend in full.	0	0
Cefndy Enterprises		
The main reason for the predicted overspend is due to 07/08 sales being less than expected and an increase in the cost of materials. Sales in 06/07 reached just under £2.9m whereas current indications are that the 07/08 figure is likely to be around £2.7m	65	23
TOTAL ADULT SERVICES	478	445
Business Support & Development		
The predicted overspend within BSD has reduced due to PARIS project costs reducing throughout the remainder of the year.	72	95
Cymorth Grant		
All expenditure relating to the Cymorth grant has to be spent in year.	0	0
Supporting People Grant		
As agreed by Cabinet, in 2006/07, any in year under spends will be reserved and used to offset the future cuts. The projected recurrent under spend for 2007/08 is £524k, with additional in year under spends of £287k due to projects being commissioned in	0	0
2006/07 Underspend Brought Forward	-341	-341
HOUSING		
An under spend is forecast as grants to the Women's Aid organisation are not being paid in 2007/07. Additionally, some grant income has been rolled forward from 2006/07.	-48	-53
2006/07 Underspend Brought Forward	-44	-44
TOTAL HOUSING	-92	-97
TOTAL SOCIAL SERVICES & HOUSING	26	19

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2007/08
SOCIAL SERVICES AND HOUSING
POSITION AS AT END SEPTEMBER 2007

Efficiency Savings

Service	Efficiency Saving	Further Saving	Details	Status
Children's Services				Achievable
Reduction in placement costs for looked after children (Children's Services)	121		Renegotiation of contracts with independent sector providers will result in cohort of 15 children remaining in the independent sector until the majority. These savings are detailed as a result of admitting fewer Children into care	Achievable
Adult Services				
Hospital discharge service	40		A review of the service is in progress with plans for more cost effective service delivery to generate this saving.	Achievable
Reconfigure posts / skills mix	20		Within Adult Services active consideration of existing posts has meant that in many cases more economical staffing costing arrangements have put in place of previous posts which have a greater cost. Examples are replacement of a Social Worker in Older People Services with a Reviewing Officer / Community Care Officer and recruiting Disability Assistants rather than Occupational therapists in Disability Resource Team.	Achievable
Joint Commissioning - Adults	26		Continued drive to share costs with partner agencies through joint commissioning and review of nursing care invoices	Achievable
Increased preventative work	20	20	The cost per week for residential care is £288 and for Very Dependent Elderly £360.50 so the target would be to reduce the admissions by at least 3 people despite the increase in numbers of older people, by following through on rehabilitation and health promotion strategies.	Achievable
Homecare reductions due to telecare		30	There is evidence from case studies in other areas that telecare can reduce the need for homecare per day by ½	Achievable
Re configure ABER project eligible for Supporting People funding		60	This project meets the criteria for Supporting People funding and would allow us to re configure an existing service more in keeping with the reablement agenda.	Achievable
Llys Marchan Draft mgt agreement and savings by negotiation with Clwyd Alyn		4	The negotiations on this matter need to be concluded which would save yearly legal costs.	Achievable
		2	negotiation with Clwyd Alyn has resulted in a saving on the contract.	Achievable
Review of use of external work opportunities services which are higher cost than in house		8	There is evidence that external work opportunities are higher in costs than internal due partly to the income generation so a review of contracts and a drive to place more people in internal work opportunities would reduce	Achievable
Increase income		30	The review of charges in 2006/07 will generate additional income in 2007/08	Achievable
Business Support & Development				
Implementation of the PARIS system - improved processing	5		We have included only a small saving in 07/08 as there will be a lot of additional time and effort require don implementation. However by the last quarter of the year there should be a saving in time of MIS officers in verifying and checking data which should translate into actual cash savings	Not thought to be achievable-will source other savings
Improved staff retention -	22		Savings on agency costs, recruitment costs and managers time	Achievable
Complaints Investigation collaboration and focus on resolution at stage 1	3		Additional time has been committed to meeting complainants at the first stage and working to an earlier resolution to avoid the need for formal investigation at stage 2. There is also joint work across north Wales being led by Denbighshire on the recruitment of Independent Investigators which should reduce costs.	Achievable
Deletion of ½ post in Senior management admin	10		Re design of some other admin posts will assist with this together with increasingly efficient working of the Directorate administration office.	Achievable
Receivership reconfigure post/generate additional income		10	Invest to save re design of a post which should mean a greater recovery of costs for the authority	Achievable
Efficiencies in office accommodation - Brighton Road		18	Savings from cleaning, caretaking shared facilities and repair costs are not likely to be realised until the last quarter of the year and so would be more suitable for 08/09savings targets.	Achievable
General				
Sickness Absence management	26		This figure is based on the saving to the authority of cover for sickness absence in direct care posts.	Achievable
Transport savings across Directorate		50	The target is to reduce the high cost of transport through the transport review, this is a specific project for the Senior Administrative Officer.	Achievable
Housing				
Housing Savings - Efficiency savings to be achieved by reduction in Bed & Breakfast	2	15	The Council is using leased properties as a more cost effective replacement	Achievable
Business Support and Development				
Total	295	247		

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2007/08
RESOURCES, COUNTY CLERK, CORPORATE & MISCELLANEOUS
POSITION AS AT END SEPTEMBER 2007

	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Previous report
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
County Clerks	1,780	-393	1,387	1,780	-393	1,387	0	0	0	0
Resources Directorate										
Finance	4,627	-2,061	2,566	4,627	-2,061	2,566	0	0	0	0
Policy Unit	403	0	403	403	0	403	0	0	0	0
Audit	438	-85	353	438	-85	353	0	0	0	0
I.T	2,734	-489	2,245	2,734	-489	2,245	0	0	0	0
Personnel	1,214	-258	956	1,214	-258	956	0	0	0	0
Project Management	26	0	26	26	0	26	0	0	0	0
Total	9,442	-2,893	6,549	9,442	-2,893	6,549	0	0	0	0
Corporate and Miscellaneous	7,194	-835	6,359	7,194	-835	6,359	0	0	0	0
Benefits	22,151	-22,188	-37	22,151	-22,188	-37	0	0	0	0
Capital Fin Charges/Investment Income	10,882	0	10,882	10,847	0	10,847	-35	0	-35	0

Note : All efficiency savings proposals on target to be delivered.

Denbighshire County Council - Capital Plan 2007/08 - 2009/10

APPENDIX 2

		2007/8	2008/9	2009/10	2010/11
		£000s	£000s	£000s	£000s
Capital Funding:					
1	General Funding:				
	Unhypothcated Supporting Borrowing	5,825	5,643	5,776	5,776
	General Capital Grant	3,101	2,258	1,736	1,736
	General Capital Receipts	4,441	0		
	Earmarked Capital Receipts	2,924	94	0	0
		16,291	7,995	7,512	7,512
2	Prudential Borrowing	8,883	1,150	0	0
3	Reserves and Contributions	759	219	0	0
4	Specific Grants	21,119	5,016	132	0
	Total Finance	47,052	14,380	7,644	7,512
	Total Estimated Payments	-46,052	-12,198	-817	-250
	Contingency	-1,000	-1,000	-1,000	0
	Unallocated Reserve	0	-1,182	-110	0
	Surplus/ -Insufficient Resources	0	0	5,717	7,262

Capital Expenditure By Directorate

	2007/08	2007/8	2008/9	2009/10	2010/11
	Spend to end September	Estimated programme	Estimated programme	Estimated programme	Estimated programme
		£000	£000	£000	£000
Environment	8,059	22,905	4,744	30	0
Lifelong Learning	6,395	21,465	7,074	712	0
Resources	232	1,345	300	75	0
Social Services and Housing	242	337	80	0	250
Total	14,928	46,052	12,198	817	250

Capital Expenditure by Council Priority

	2007/08	2007/8	2008/9	2009/10	2010/11
	Spend to end September	Estimated programme	Estimated programme	Estimated programme	Estimated programme
		£000	£000	£000	£000
School Buildings	4,500	13,816	5,722	672	0
Highways	1,348	4,990	800	0	0
Public Realm	1,841	3,654	714	60	0
Total	7,689	22,460	7,236	732	0

As part of its 06/07 & 07/08 revenue budget, the Council agreed to fund the borrowing costs of additional Prudential Borrowing. The table below shows how the funds were allocated and forecast expenditure

Additional Prudential Borrowing

	2007/08	2007/8
	Spend to end September	Estimated programme
	£000	£000
School Buildings	390	1,322
Highways	400	2,000
Health & Safety	50	500
Total	840	3,822

REPORT TO: CHIEF EXECUTIVE

**REPORT BY: DEPUTY CHIEF EXECUTIVE / CORPORATE DIRECTOR:
RESOURCES**

DATE: 30 October 2007

SUBJECT: ROUTINE REPORTING ON PERSONNEL

1 DECISION SOUGHT

1.1 For the Chief Executive to note the enclosed report on staff headcount.

2 REASON FOR SEEKING DECISION

2.1. This is an updated monthly report on employee data (appendix A). The monthly gross pay statistics which is a summary of the payments made to employees of Denbighshire County Council each month, and the number of jobs which have contributed to that expenditure remains in the report. Excluded from those figures are payments relating to refund of expenses, such as traveling and subsistence. The figures demonstrate the expenditure on salaries and the number of paid posts within the Authority excluding members. A summary of leavers details is contained on the bottom of the first page of the report.

2.2 A list showing the breakdown of starters is attached (appendix B).

Graphs showing the corporate sickness absence position since April 2006 are attached (appendix C). Last years data has been left on the graphs so a monthly comparison can be made with last year. There is a downward trend this month, which mirror's 06/07. However cumulative data shows that with the exception of Resources and Chief Executive's and County Clerks other Directorates have higher sickness levels than the same period in 2006/07. In addition, two extra graphs have been added one showing the "actual" number of day lost and one showing "short term verses long term" sickness absence.

2.3 The Full Time Equivalent (FTE) numbers and the payments made to employees as described in 2.1 with comparison from 2006/07 and 2007/08, are also attached. (Appendix D)

2.4 Appendix E show's the breakdown by department of Agency Staff.

3 POWER TO MAKE THE DECISION

3.1. Section III of the Local Government Act 1972

4 COST IMPLICATIONS

4.1. There are no significant cost implications associated with the preparation of this information.

- 4.2. Additional costs are involved in the implementation of the payroll system and also in developing the interface between the time recording system and the HR system.

5 FINANCIAL CONTROLLER STATEMENT

- 5.1 Payroll costs are one of the largest costs faced by the Council and therefore any further actions to monitor and control expenditure are beneficial.

6 CONSULTATION CARRIED OUT

- 6.1. The headcount information has been prepared by the Central Personnel team directly from the HR system and discussed by the Corporate Directors.

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

- 7.1. No direct implication on any corporate policy.
- 7.2 The Vision – being able to deliver the Vision depends on having the right number of staff in the right jobs.

8 RECOMMENDATIONS

- 8.1. To note the information considered in this report.

Overall Council Position

Establish't		SS&H				LL				ENV			
		Number of staff	FTEs	Average Number of Days Lost Per Employee	Overall Percentage Absence	Number of staff	FTEs	Average Number of Days Lost Per Employee	Overall Percentage Absence	Number of staff	FTEs	Average Number of Days Lost Per Employee	Overall Percentage Absence
Aug	2006	803	737	0.99	4.49	2483	2197	0.60	2.73	950	805	0.72	3.29
Sep		812	747	1.03	4.92	2504	2239	0.50	2.50	958	828	0.62	2.95
Oct		817	753	1.25	5.68	2447	2169	0.93	4.53	960	836	0.84	3.84
Nov		783	712	1.17	5.31	2332	1977	0.91	4.40	953	832	0.85	3.88
Dec		794	717	0.64	3.35	2338	1930	0.69	3.94	960	823	0.85	4.47
Jan	2007	797	717	1.31	5.98	2321	1888	1.04	5.19	958	744	1.27	5.77
Feb		803	721	1.31	6.53	2316	1872	1.01	5.91	958	744	1.23	6.14
Mar		809	729	1.13	5.14	2324	1897	1.04	4.73	959	752	1.19	5.41
Apr		812	710	1.20	6.31	2326	1905	0.66	4.24	948	743	1.02	5.30
May		814	712	1.25	5.96	2324	1902	1.00	5.10	946	738	1.05	5.53
June		823	718	1.41	6.70	2336	1915	0.60	2.89	961	746	1.11	5.31
July		826	720	1.32	6.01	2353	1935	0.78	4.17	967	752	1.22	5.53
Aug		825	721	1.15	5.23	2352	1936	0.46	2.07	955	742	1.16	5.28
Sept		822	716	1.00	4.98	2395	1951	0.66	3.40	953	740	1.02	5.11

Rolling Average

Aug	2006	803	737	0.99	4.49	2483	2197	0.60	2.73	950	805	0.72	3.29
Sep		808	742	1.01	4.71	2494	2218	0.55	2.62	954	817	0.67	3.12
Oct		811	746	1.09	5.03	2478	2201	0.68	3.25	956	823	0.73	3.36
Nov		804	737	1.11	5.10	2442	2145	0.74	3.54	955	825	0.76	3.49
Dec		802	733	1.02	4.75	2421	2102	0.73	3.62	956	825	0.78	3.69
Jan	2007	801	730	1.07	4.96	2404	2066	0.78	3.88	957	811	0.86	4.03
Feb		801	729	1.10	5.18	2392	2039	0.81	4.17	957	802	0.91	4.33
Mar		802	729	1.10	5.18	2383	2021	0.84	4.24	957	795	0.95	4.47
Apr		803	727	1.11	5.30	2377	2008	0.82	4.24	956	790	0.95	4.56
May		804	726	1.13	5.37	2372	1998	0.84	4.33	955	785	0.96	4.66
June		806	725	1.15	5.49	2368	1990	0.82	4.20	956	781	0.98	4.72
July		808	724	1.17	5.53	2367	1985	0.81	4.19	957	779	1.00	4.79
Aug		810	723	1.18	5.59	2356	1964	0.80	4.14	957	773	1.03	4.95
Sept		810	721	1.18	5.60	2347	1940	0.82	4.21	957	766	1.07	5.13

Starters/Leavers - Sept 2007

Please see attached breakdown on starters and leavers

Please note that the figures contained within this report may differ from previous reports as the data is changing on a daily basis as HR staff input working hours

Overall Council Position

		CE + CC				RES				TOTAL							
		Number of staff	FTEs	Average Number of Days Lost Per Employee	Overall Percentage Absence	Number of staff	FTEs	Average Number of Days Lost Per Employee	Overall Percentage Absence	Number of staff	FTEs	Average Number of Days Lost Per Employee	Overall Percentage Absence	Leavers	Starters	Gross pay	No. of Employments
Establish't																	
Aug	2006	53	49	0.61	2.79	261	240	0.93	4.21	4550	4028	0.75	3.39	110	29	7236479	5317
Sep		54	50	0.27	1.27	257	236	1.17	5.58	4585	4099	0.66	3.21	44	97	7134722	4985
Oct		52	49	0.73	3.32	258	237	1.23	4.46	4534	4044	0.94	4.39	40	31	7303514	5241
Nov		54	51	0.99	4.52	257	237	1.24	5.62	4379	3809	0.96	4.49	17	37	7387035	5377
Dec		52	48	0.69	3.64	259	239	0.68	3.60	4403	3756	0.71	3.87	47	31	7429681	5405
Jan	2007	53	48	0.95	4.33	262	241	0.86	3.90	4391	3638	1.11	5.30	30	33	7290326	5363
Feb		53	48	1.08	5.40	266	246	0.63	3.15	4396	3631	1.07	5.35	34	31	7367968	5384
Mar		52	47	0.87	3.96	266	246	0.81	3.67	4410	3672	1.04	4.74	33	29	7390026	5383
Apr		53	48	0.97	5.08	267	247	0.63	3.34	4406	3653	0.84	4.88	46	33	7507420	5406
May		54	49	0.84	4.14	265	245	1.01	4.83	4403	3646	1.06	5.23	25	23	7357926	5383
June		53	48	0.83	3.95	270	250	0.87	4.15	4443	3676	1.03	4.95	26	39	7424895	5465
July		53	48	0.57	2.58	272	252	0.84	3.82	4471	3707	0.98	4.81	26	36	7530295	5518
Aug		53	48	0.44	1.98	280	260	0.79	3.57	4465	3707	1.00	4.53	100	12	7525557	5473
Sept		53	48	0.13	0.63	290	270	0.92	4.60	4513	3725	0.81	4.08	47	121	7418071	5107
Rolling Average																	
Aug	2006	53	49	0.61	2.79	261	240	0.93	4.21	4550	4028	0.75	3.39	110	29	7236479	5317
Sep		54	49	0.44	2.03	259	238	1.05	4.90	4568	4064	0.71	3.30	77	63	7185601	5151
Oct		53	49	0.54	2.46	259	238	1.11	4.75	4556	4057	0.78	3.66	65	52	7224905	5181
Nov		53	50	0.65	2.98	258	237	1.14	4.97	4512	3995	0.83	3.87	53	49	7265438	5230
Dec		53	49	0.66	3.11	258	238	1.05	4.69	4490	3947	0.80	3.87	52	45	7298286	5265
Jan	2007	53	49	0.71	3.31	259	238	1.02	4.56	4474	3896	0.86	4.11	48	43	7296960	5281
Feb		53	49	0.76	3.61	260	239	0.96	4.36	4463	3858	0.89	4.29	46	41	7307104	5296
Mar		53	49	0.77	3.65	261	240	0.94	4.27	4456	3835	0.91	4.34	44	40	7317469	5307
Apr		53	49	0.80	3.81	261	241	0.91	4.17	4450	3814	0.90	4.40	45	39	7338575	5318
May		53	49	0.80	3.85	262	241	0.92	4.24	4446	3798	0.91	4.49	43	37	7340510	5324
June		53	49	0.80	3.85	263	242	0.91	4.23	4445	3787	0.92	4.53	41	38	7348181	5337
July		53	49	0.78	3.75	263	243	0.91	4.19	4448	3780	0.93	4.55	40	37	7363357	5352
Aug		53	48	0.77	3.68	265	245	0.90	4.14	4441	3753	0.95	4.65	39	36	7387447	5365
Sept		53	48	0.76	3.63	268	247	0.88	4.06	4435	3722	0.96	4.72	39	38	7411059	5375

Leavers for September 2007

Leavers	Total
1.1 Age Retirement	3
1.3 Ill Health Termination/Dismissal	2
1.4 Dismissal - Disciplinary/capability	1
1.7 End of Fixed Term Contract	3
1.9 Died in Service	1
2.2 Worklife Balance	2
2.5 Pay, Benefits & Conditions	2
2.6 Training & Career Development	1
2.8 Other - Please Specify	9
Moved out of Area	1
Not Known	1
Resignation - Another Post Outside DCC	16
Resignation - Personal	5
	47

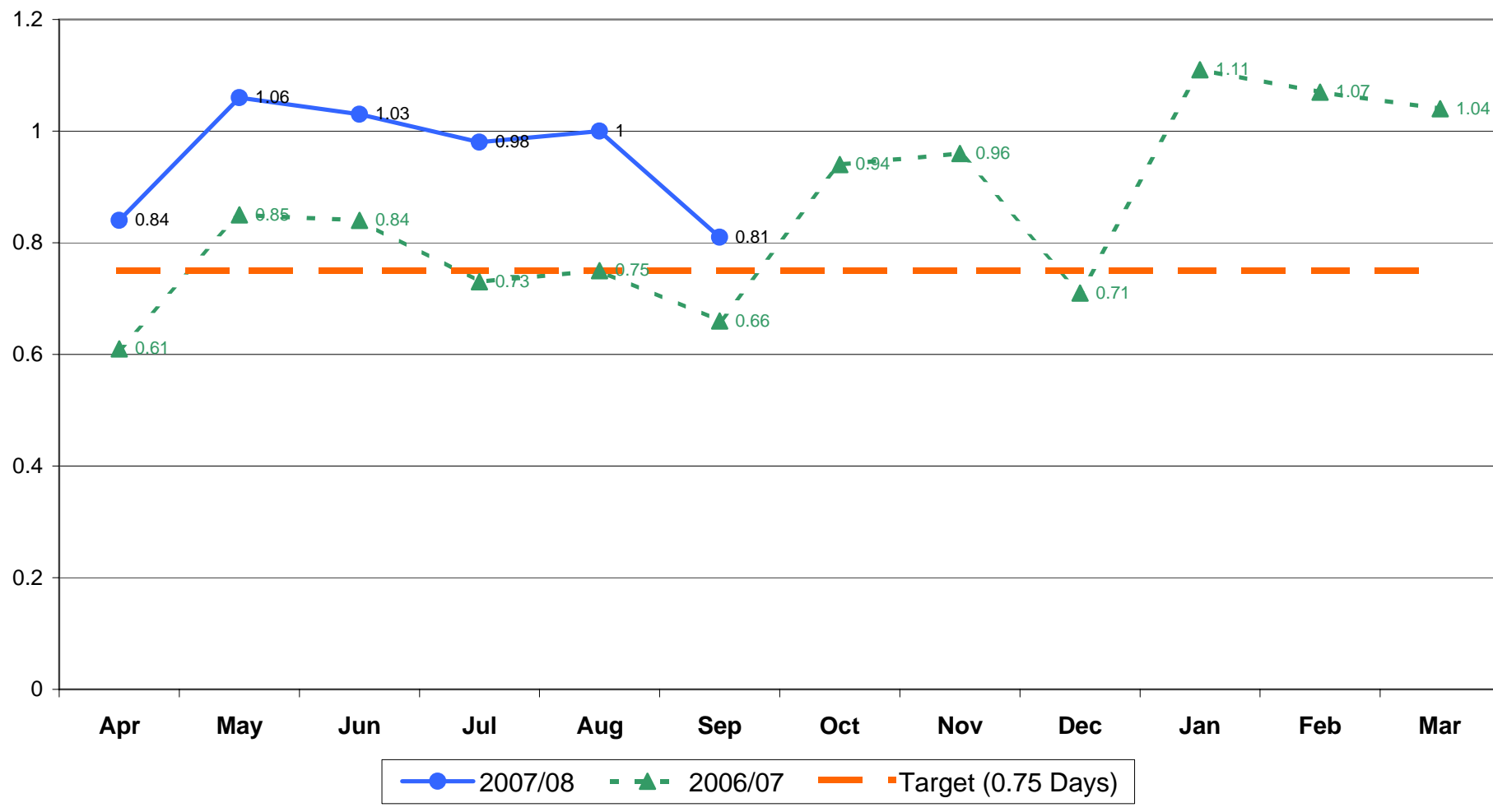
Starters for September

Joining Date	Position	Directorate	Service	Dept	Location:Unit
24/09/2007	Cleaner	Environment	Environmental Services	Cleaning Service	Kinmel Park Depot
24/09/2007	Cleaner	Environment	Environmental Services	Cleaning Service	Kinmel Park Depot
03/09/2007	Quality & Performamce Officer	Environment	Environmental Services	Sign Shop, Street Lighting, Safety & CCTV	Kinmel Park Depot
17/09/2007	Modern Apprentice	Environment	Environmental Services	Sign Shop, Street Lighting, Safety & CCTV	Kinmel Park Depot
24/09/2007	Corporate Modern Apprentice - FP	Environment	Finance & Performance	External Funding Claims Management	Caledfryn
10/09/2007	Receptionist	Environment	Finance & Performance	Personnel	Caledfryn
10/09/2007	Student Environmental Health Officer	Environment	Planning & Public Protection	Health And Private Sector	Trem Clwyd
03/09/2007	Major Projects Group Manager	Environment	Transport & Infrastructure	Bridges, Structures & Major Projects	Caledfryn
24/09/2007	Corporate Modern Apprentice - CS	Lifelong Learning	Countryside & Leisure Services	Countryside	
03/09/2007	5x60 Sports Development Officer	Lifelong Learning	Countryside & Leisure Services	Sports Development	Childrens Village
03/09/2007	5x60 Sports Development Officer	Lifelong Learning	Countryside & Leisure Services	Sports Development	Childrens Village
01/09/2007	Trainee Educational Psychologist	Lifelong Learning	Education	Inclusive Learning	Denbigh - Middle Lane
01/09/2007	Trainee Educational Psychologist	Lifelong Learning	Education	Inclusive Learning	Denbigh - Middle Lane
03/09/2007	Learning Support Assistant	Lifelong Learning	Education	Inclusive Learning	Denbigh - Middle Lane
01/09/2007	Young Person Officer	Lifelong Learning	Education	Secondary	Trem Clwyd
01/09/2007	Young Person Officer	Lifelong Learning	Education	Secondary	Trem Clwyd
01/09/2007	Eal Co-Ordinator	Lifelong Learning	Education	Secondary	Denbigh
01/09/2007	Headteacher	Lifelong Learning	Schools	Primary Schools	Trefnant Controlled School
01/09/2007	Teaching Assistant	Lifelong Learning	Schools	Primary Schools	Emmanuel C.P
01/09/2007	Teaching Assistant	Lifelong Learning	Schools	Primary Schools	Emmanuel C.P
01/09/2007	Teacher	Lifelong Learning	Schools	Primary Schools	Corwen C.P - Caer Drewyn
01/09/2007	Headteacher - Deputy	Lifelong Learning	Schools	Primary Schools	Ysgol Mair R.C
01/09/2007	Teacher	Lifelong Learning	Schools	Primary Schools	Llanrhaeadr Y.C Bro Cinmeirch
01/09/2007	Teacher	Lifelong Learning	Schools	Primary Schools	Betws Gwerfil Goch C.P
01/09/2007	Teacher	Lifelong Learning	Schools	Primary Schools	Prestatyn Bodnant Infants
01/09/2007	Teacher	Lifelong Learning	Schools	Primary Schools	Llanferres Bro Fammau School
01/09/2007	Teaching Assistant	Lifelong Learning	Schools	Primary Schools	C.P Hiraddug
01/09/2007	Mid Day Supervisor	Lifelong Learning	Schools	Primary Schools	Gellifor C.P
01/09/2007	Teaching Assistant	Lifelong Learning	Schools	Primary Schools	Gellifor C.P
01/09/2007	Teaching Assistant	Lifelong Learning	Schools	Primary Schools	Twm O'R Nant C.P
01/09/2007	Teacher	Lifelong Learning	Schools	Primary Schools	Bryn Hedydd C.P
01/09/2007	Nursery Nurse	Lifelong Learning	Schools	Primary Schools	
01/09/2007	Teaching Assistant	Lifelong Learning	Schools	Primary Schools	Twm O'R Nant C.P
01/09/2007	Learning Support Assistant	Lifelong Learning	Schools	Primary Schools	Ruthin C.P
01/09/2007	Teacher	Lifelong Learning	Schools	Primary Schools	Penmorfa C.P
01/09/2007	Teacher	Lifelong Learning	Schools	Primary Schools	Rhewl C.P
01/09/2007	Clerical Assistant	Lifelong Learning	Schools	Primary Schools	Ruthin C.P
01/09/2007	Teacher	Lifelong Learning	Schools	Primary Schools	Llanfair D.C Controlled School

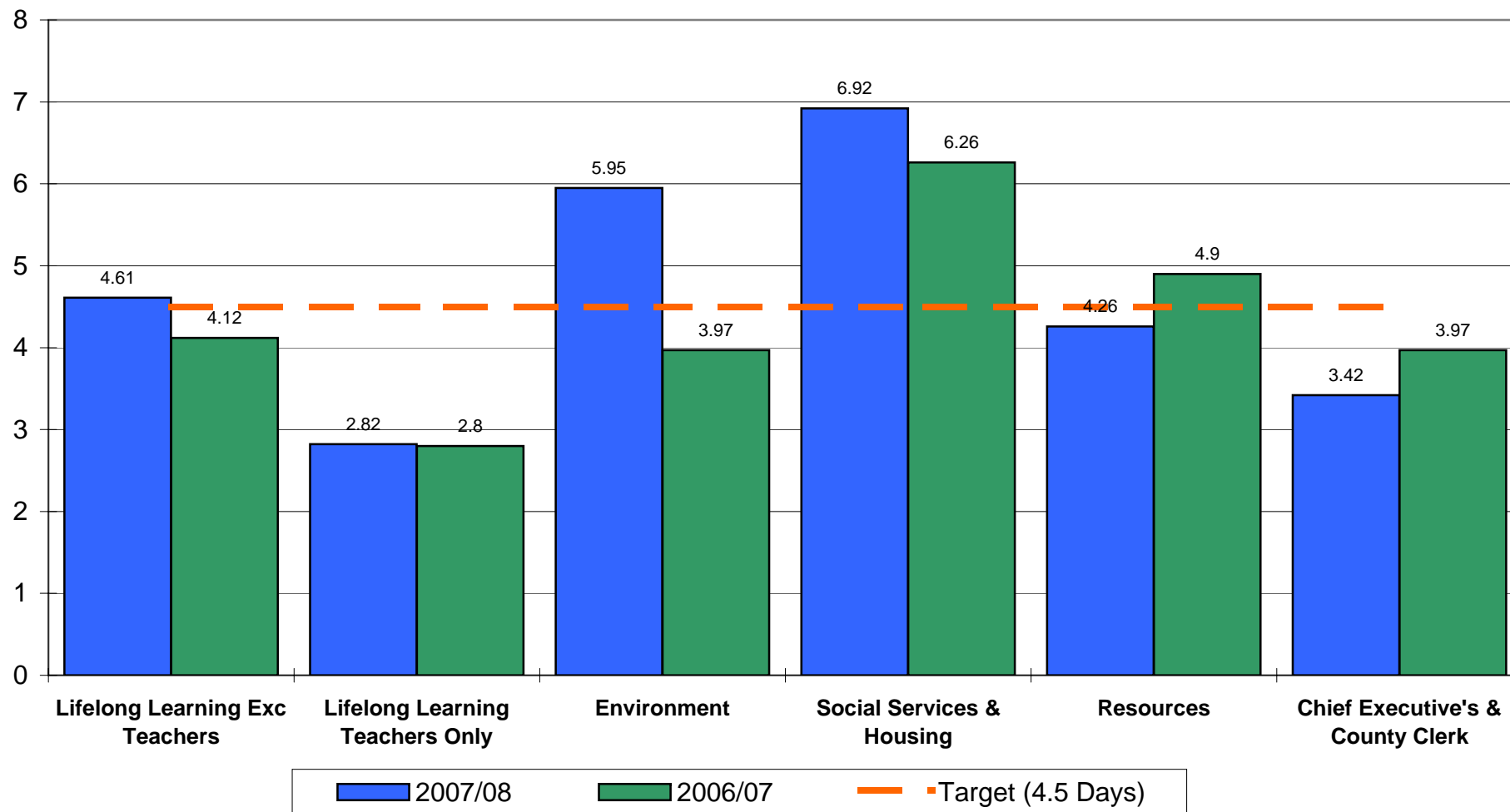
01/09/2007	Teaching Assistant	Lifelong Learning	Schools	Primary Schools	Dewi Sant C.P
01/09/2007	Learning Support Assistant	Lifelong Learning	Schools	Primary Schools	Dewi Sant C.P
01/09/2007	Teacher	Lifelong Learning	Schools	Primary Schools	Llanfair D.C Controlled School
01/09/2007	Clerical Assistant	Lifelong Learning	Schools	Primary Schools	Llewelyn C.P
01/09/2007	Teaching Assistant	Lifelong Learning	Schools	Primary Schools	Tremeirchion Controlled School
01/09/2007	Learning Support Assistant	Lifelong Learning	Schools	Primary Schools	Emmanuel C.P
01/09/2007	Learning Support Assistant	Lifelong Learning	Schools	Primary Schools	Twm O'R Nant C.P
01/09/2007	Learning Support Assistant	Lifelong Learning	Schools	Primary Schools	Bryn Hedydd C.P
17/09/2007	Mid Day Supervisor	Lifelong Learning	Schools	Primary Schools	Bodnant Juniors
01/09/2007	Learning Support Assistant	Lifelong Learning	Schools	Primary Schools	Bryn Hedydd C.P
01/09/2007	Learning Support Assistant	Lifelong Learning	Schools	Primary Schools	Emmanuel C.P
01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Ysgol Brynhyfryd
01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Denbigh High School
01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Ysgol Brynhyfryd
01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Prestatyn High School
01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Blessed Edward Jones R.C High
01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Prestatyn High School
01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Denbigh High School
01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Ysgol Brynhyfryd
01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Denbigh High School
01/09/2007	Headteacher	Lifelong Learning	Schools	Secondary Schools	Rhyl High School
01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Rhyl High School
01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Prestatyn High School
01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Prestatyn High School
01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Ysgol Brynhyfryd
01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Ysgol Dinas Bran
01/09/2007	Cover Assistant	Lifelong Learning	Schools	Secondary Schools	Ysgol Dinas Bran
01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Prestatyn High School
01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Ysgol Brynhyfryd
01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Denbigh High School
01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Prestatyn High School
01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Rhyl High School
01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Denbigh High School
01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Blessed Edward Jones R.C High
03/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Ysgol Dinas Bran
01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Ysgol Brynhyfryd
01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Prestatyn High School
01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Ysgol Brynhyfryd
01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Ysgol Brynhyfryd
01/09/2007	Technician	Lifelong Learning	Schools	Secondary Schools	Ysgol Dinas Bran
01/09/2007	Business & Site Manager	Lifelong Learning	Schools	Secondary Schools	Ysgol Dinas Bran

01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Prestatyn High School
01/09/2007	Higher Level Teaching Assistant	Lifelong Learning	Schools	Secondary Schools	Ysgol Dinas Bran
01/09/2007	Learning Support Assistant	Lifelong Learning	Schools	Secondary Schools	Ysgol Brynhyfryd
01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Blessed Edward Jones R.C High
01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Ysgol Dinas Bran
01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Denbigh High School
01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Ysgol Glan Clwyd
01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Rhyl High School
01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Ysgol Dinas Bran
01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Ysgol Brynhyfryd
01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Denbigh High School
01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Rhyl High School
01/09/2007	Learning Support Assistant	Lifelong Learning	Schools	Secondary Schools	Ysgol Glan Clwyd
01/09/2007	Learning Support Assistant	Lifelong Learning	Schools	Secondary Schools	Ysgol Brynhyfryd
01/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Rhyl High School
03/09/2007	Teacher	Lifelong Learning	Schools	Secondary Schools	Denbigh High School
01/09/2007	Headteacher - Deputy	Lifelong Learning	Schools	Special Schools	Plas Brondyffryn School
03/09/2007	Assistant Manager	Lifelong Learning	Schools	Special Schools	
01/09/2007	Learning Support Assistant	Lifelong Learning	Schools	Special Schools	Tir Morfa School
01/09/2007	Learning Support Assistant	Lifelong Learning	Schools	Special Schools	Tir Morfa School
01/09/2007	Clerical Assistant/Receptionist	Lifelong Learning	Schools	Special Schools	Plas Brondyffryn School
17/09/2007	Residential Childcare Worker	Lifelong Learning	Schools	Special Schools	
03/09/2007	Assistant Manager	Lifelong Learning	Schools	Special Schools	
01/09/2007	Learning Support Assistant	Lifelong Learning	Schools	Special Schools	Tir Morfa School
17/09/2007	Residential Childcare Worker	Lifelong Learning	Schools	Special Schools	
17/09/2007	Night Worker	Lifelong Learning	Schools	Special Schools	
17/09/2007	Residential Childcare Worker	Lifelong Learning	Schools	Special Schools	
01/09/2007	Learning Support Assistant	Lifelong Learning	Schools	Special Schools	Tir Morfa School
17/09/2007	Learning Support Assistant	Lifelong Learning	Schools	Special Schools	Tir Morfa School
03/09/2007	Corporate Modern Apprentice - SR	Lifelong Learning	Strategy & Resources	Administration	Ruthin
03/09/2007	Corporate Modern Apprentice - CL	Lifelong Learning	Tourism, Heritage & Culture	Administration	The Old Gaol
03/09/2007	Gallery Assistant	Lifelong Learning	Tourism, Heritage & Culture	County Arts	The Old Gaol
17/09/2007	Website Content Migration Officer	Resources	Customer Care	Web Management	County Hall
03/09/2007	Corporate Modern Apprentice - LT	Resources	Finance	Revenues	Russell House
17/09/2007	Website Content Migration Officer	Resources	ICT	Electronic Government	Ruthin
24/09/2007	Graduate Trainee	Resources	Strategic Policy Unit		County Hall
03/09/2007	Senior Occupational Therapist	Social Services & H	Adult Services	Assessment & Care Management Adults Under 6	Ty Nant
03/09/2007	Corporate Modern Apprentice - AI	Social Services & H	Adult Services	Assessment & Care Management Older People	Russell House
03/09/2007	Corporate Modern Apprentice - AI	Social Services & H	Adult Services	PMSU	Ty Nant
03/09/2007	Corporate Modern Apprentice - FC	Social Services & H	Adult Services	PMSU	Russell House
03/09/2007	Administration Assistant - HSCWB	Social Services & H	Adult Services	PMSU	Ty Nant
24/09/2007	Corporate Modern Apprentice - SD	Social Services & H	Business Support & Developmen	Professional Development Team	Ty Nant

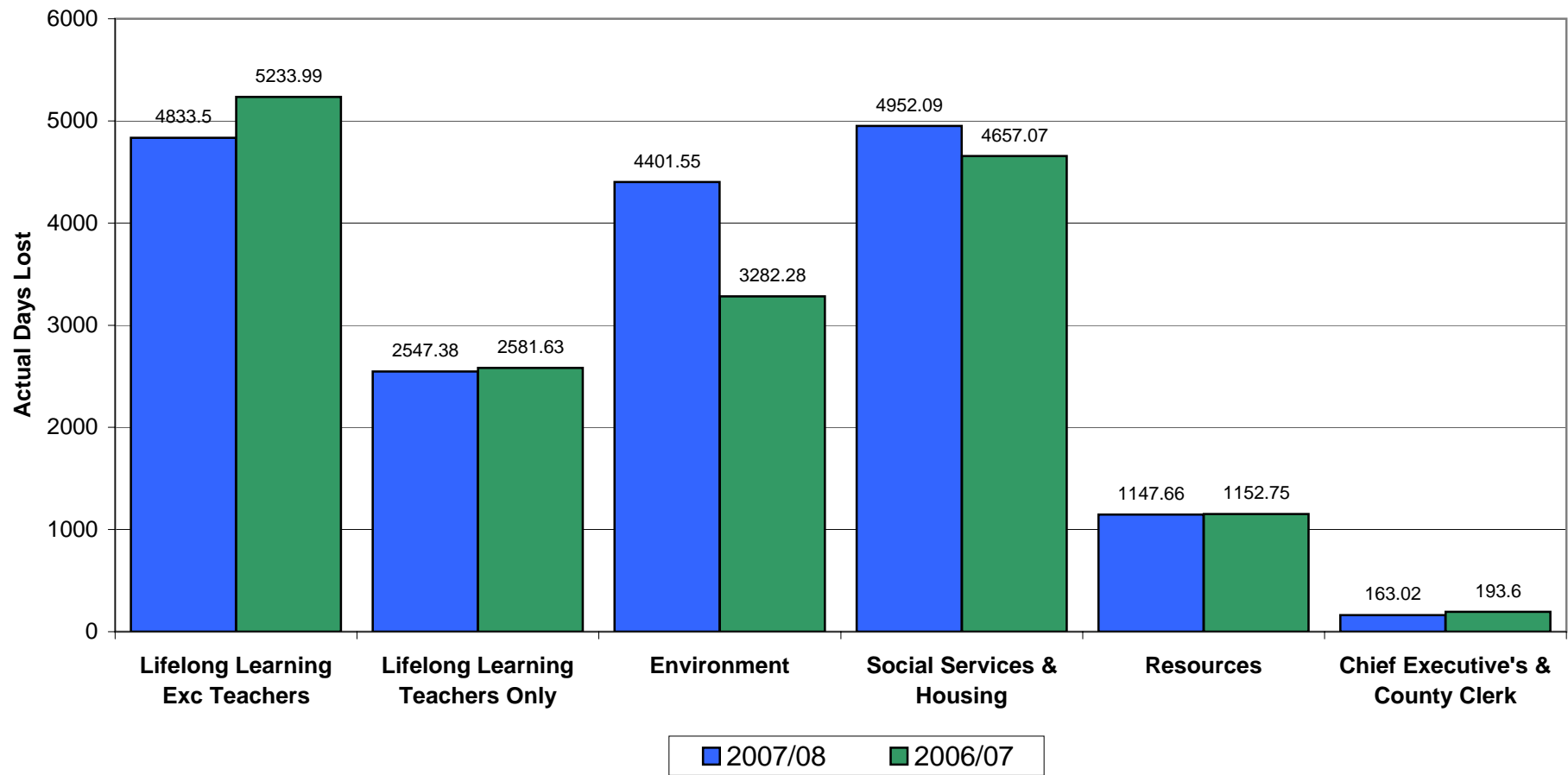
Denbighshire County Council Average Number of Days Lost per Employee September 2007



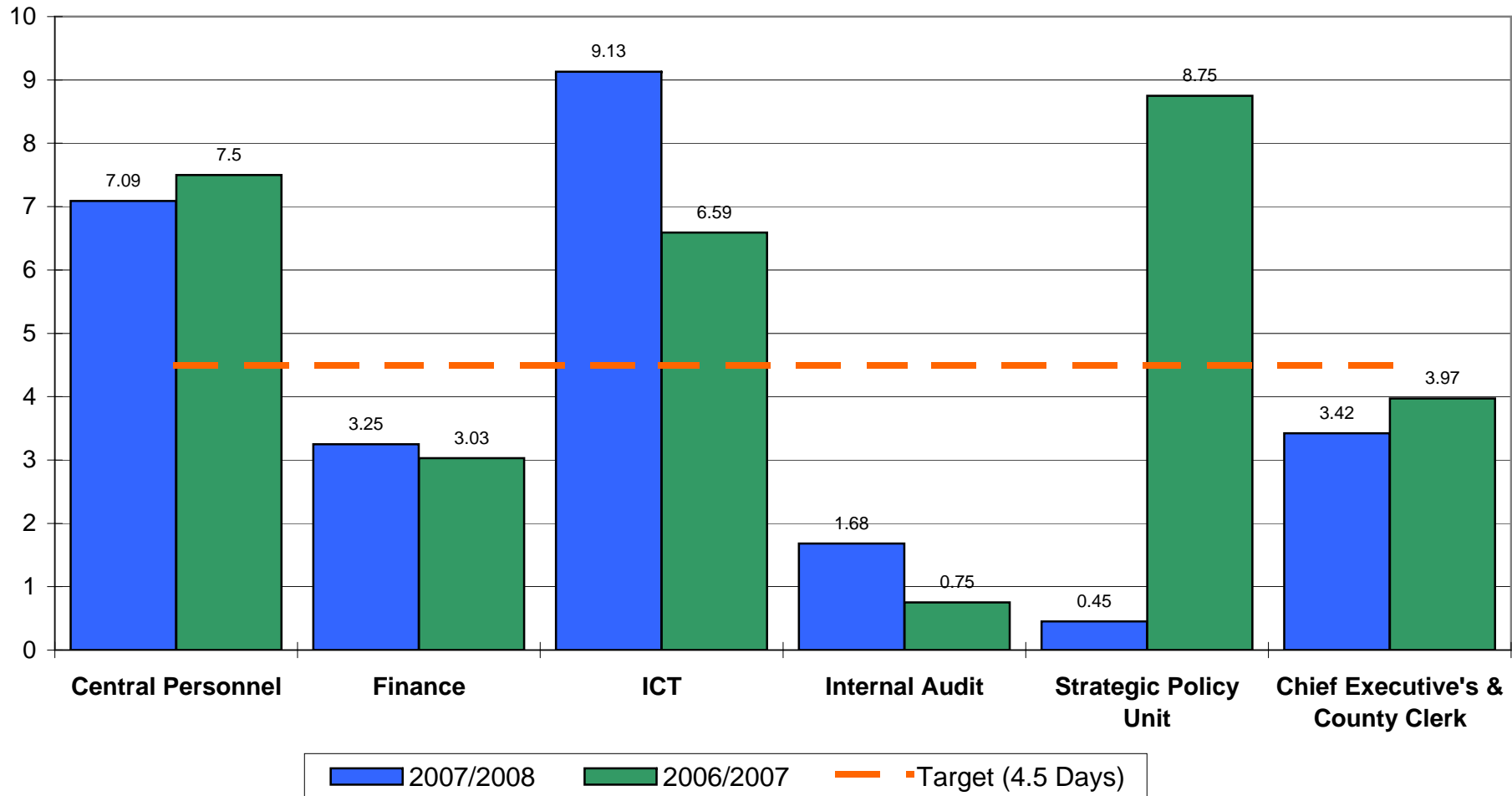
Denbighshire County Council Average Number of Days Lost per Directorate Cumulative April - September 2007



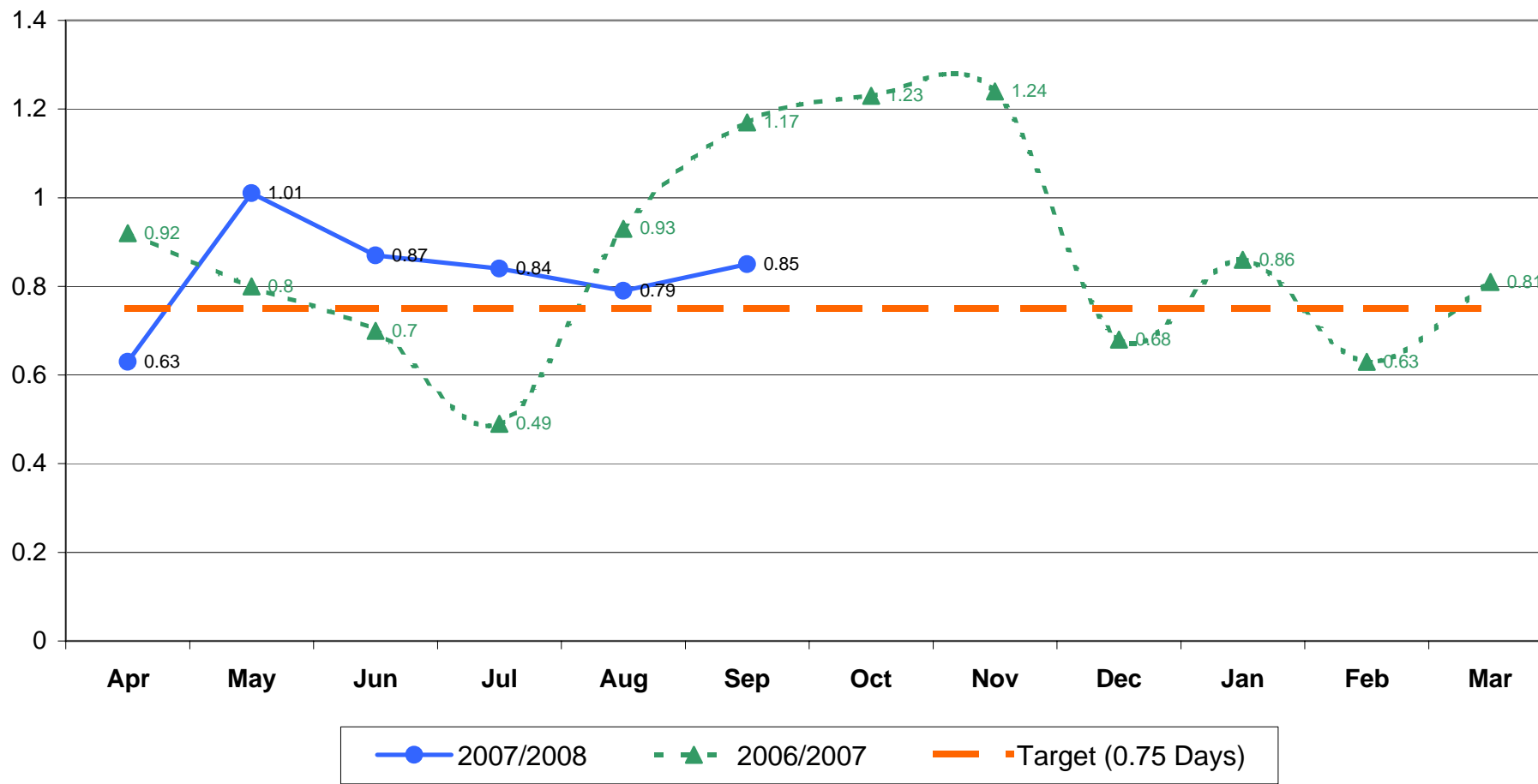
DenbighshireCounty Council Actual Number of Days Lost per Service April - September 2007



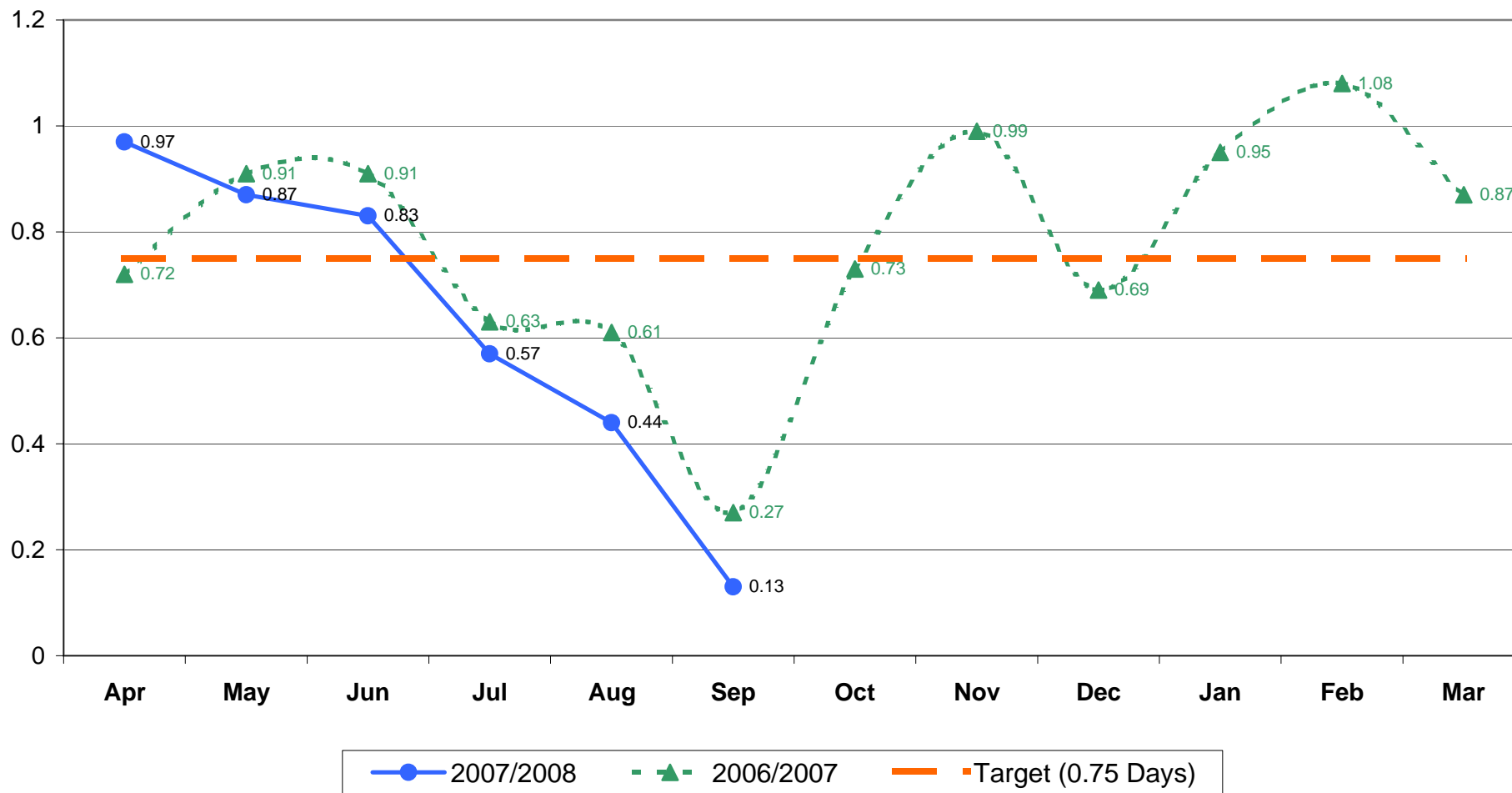
RESOURCES, CHIEF EXECUTIVE'S & COUNTY CLERKS
Average Number of Days Lost per Service
Cumulative April - September 2007



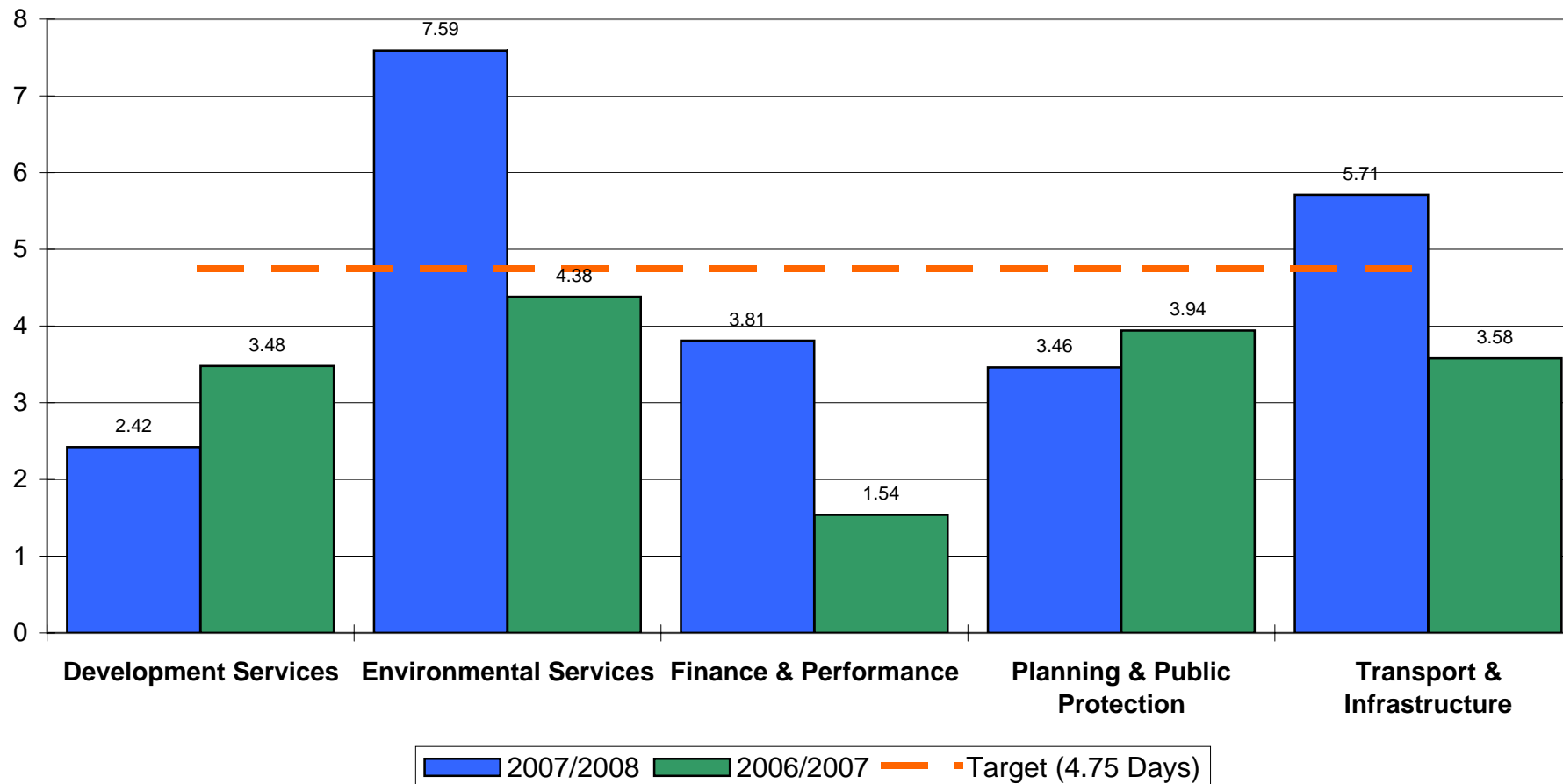
RESOURCES Average Number of Days Lost per Employee September 2007



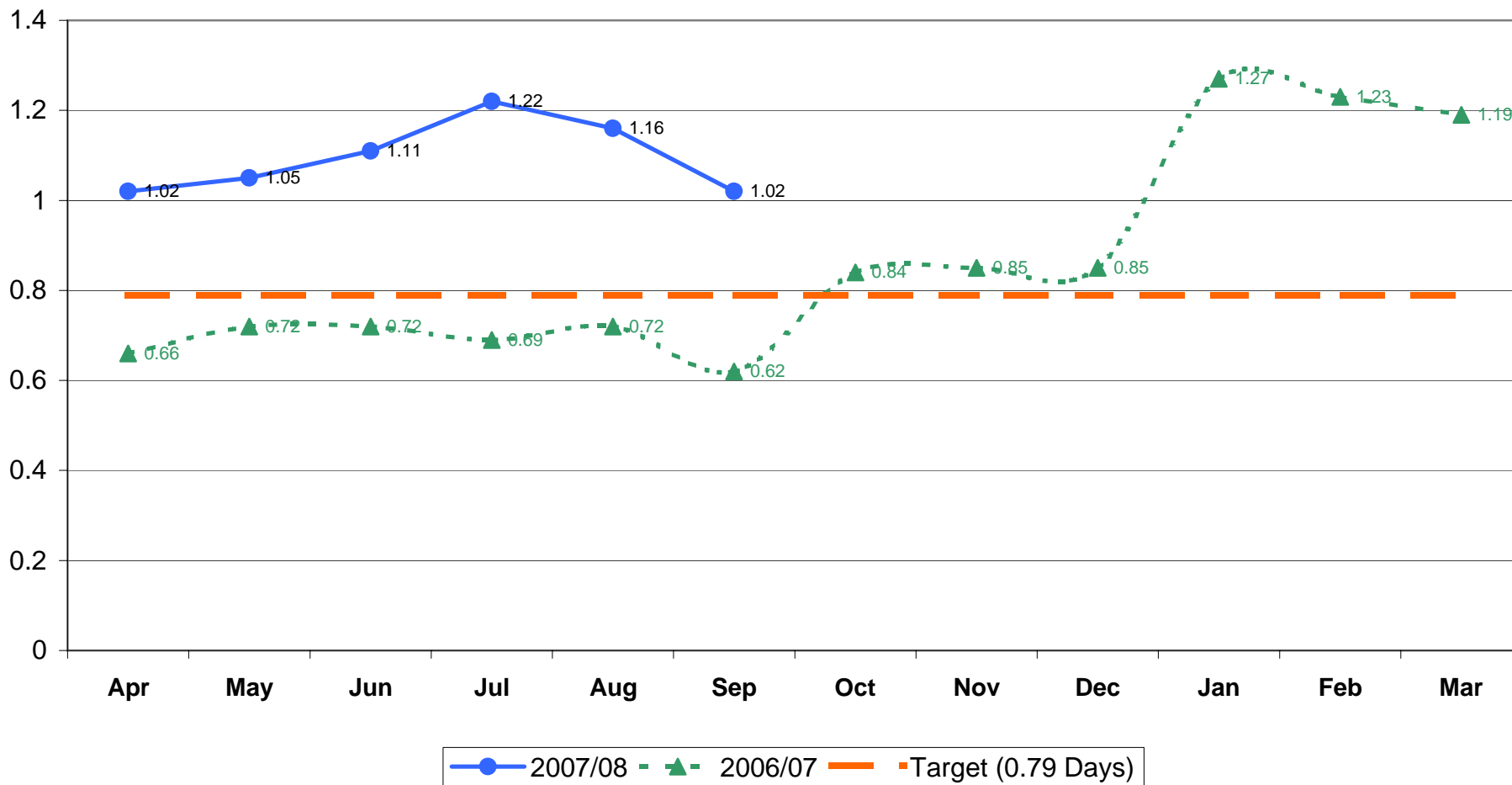
CHIEF EXECUTIVE'S & COUNTY CLERKS Average Number of Days Lost per Employee September 2007



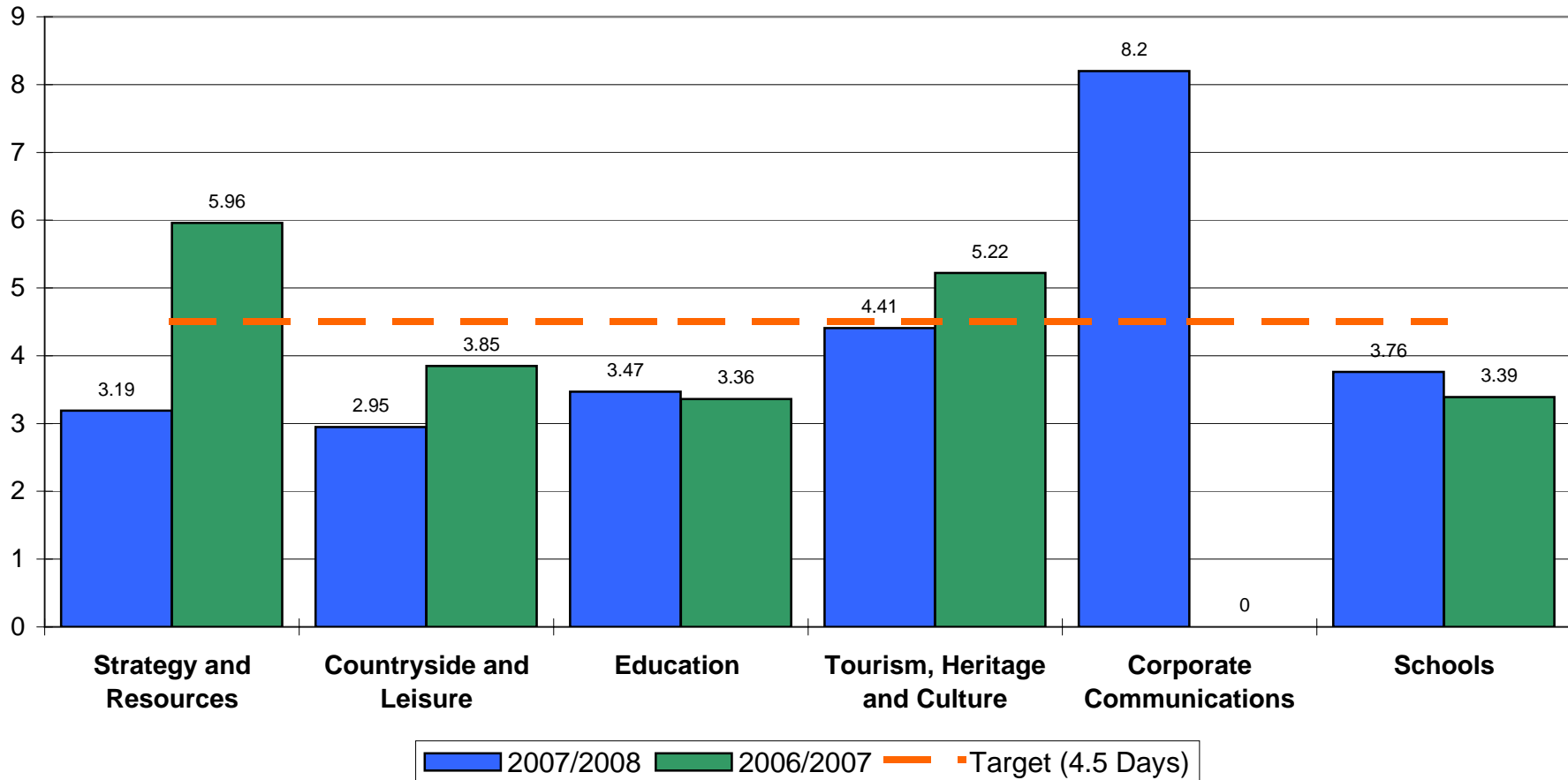
ENVIRONMENT DIRECTORATE Average Number of Days Lost per Service Cumulative April - September 2007



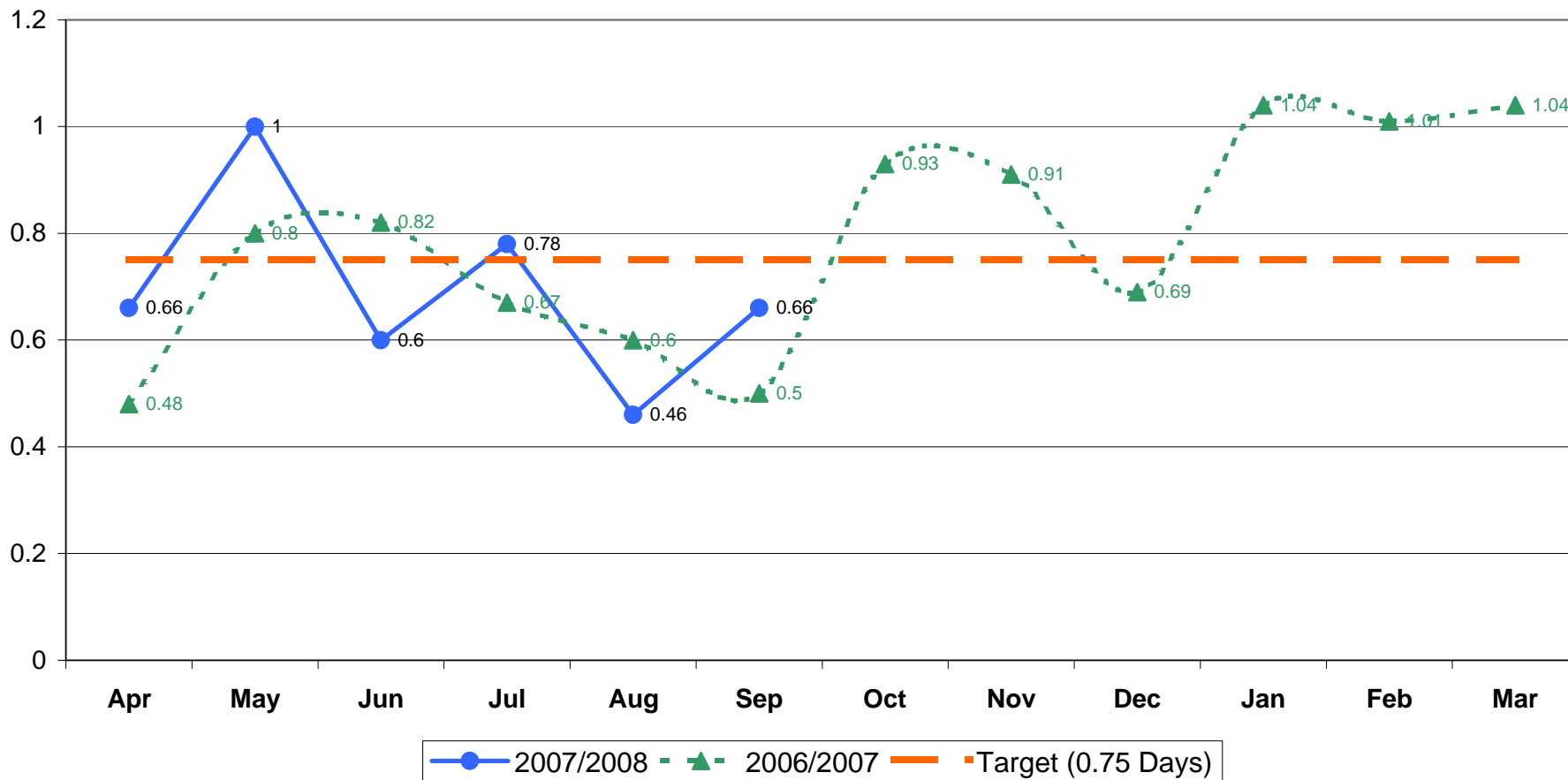
ENVIRONMENT DIRECTORATE Average Number of Days Lost per Employee September 2007



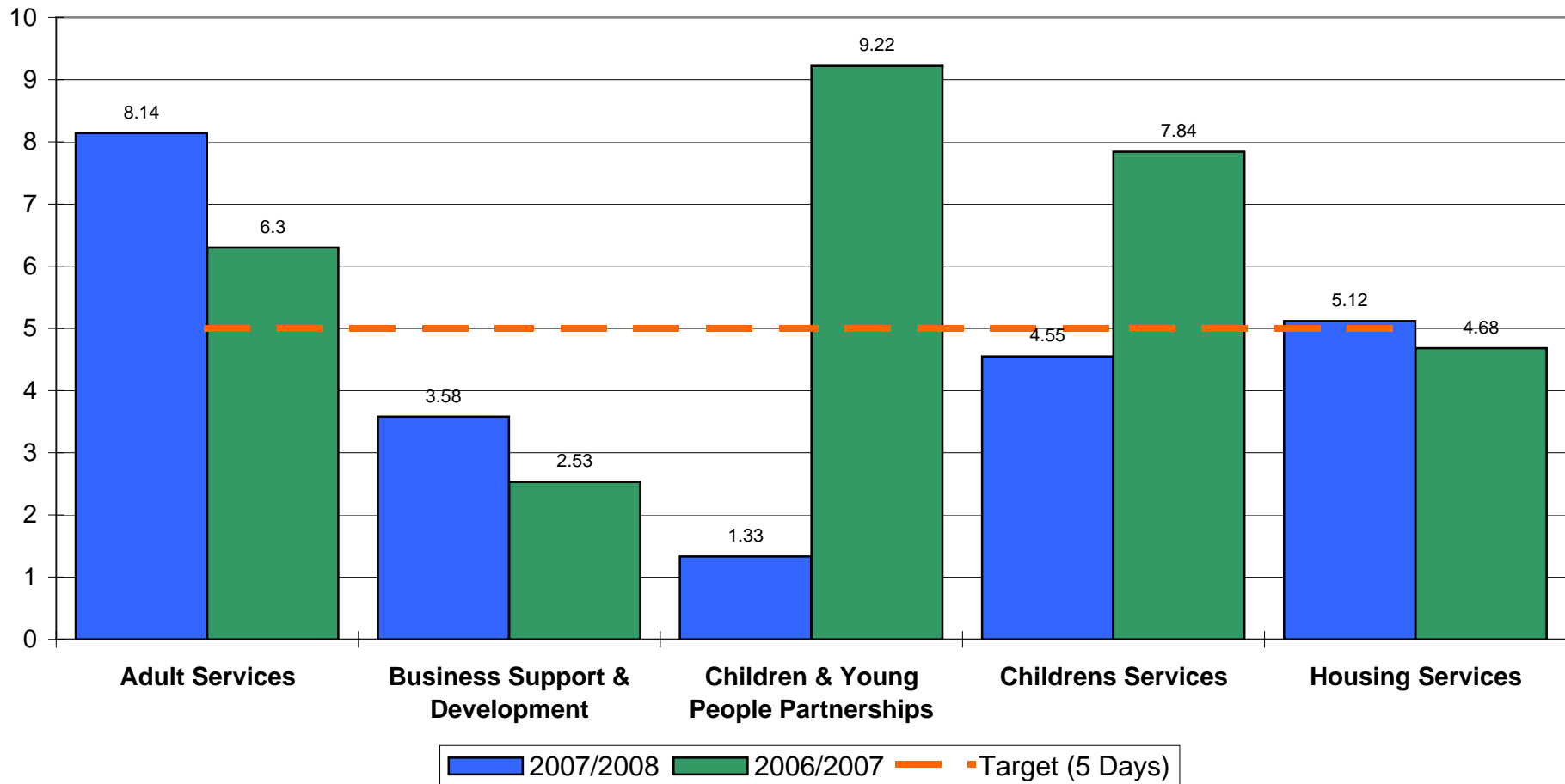
LIFELONG LEARNING DIRECTORATE Average Number of Days Lost per Service Cumulative April - September 2007



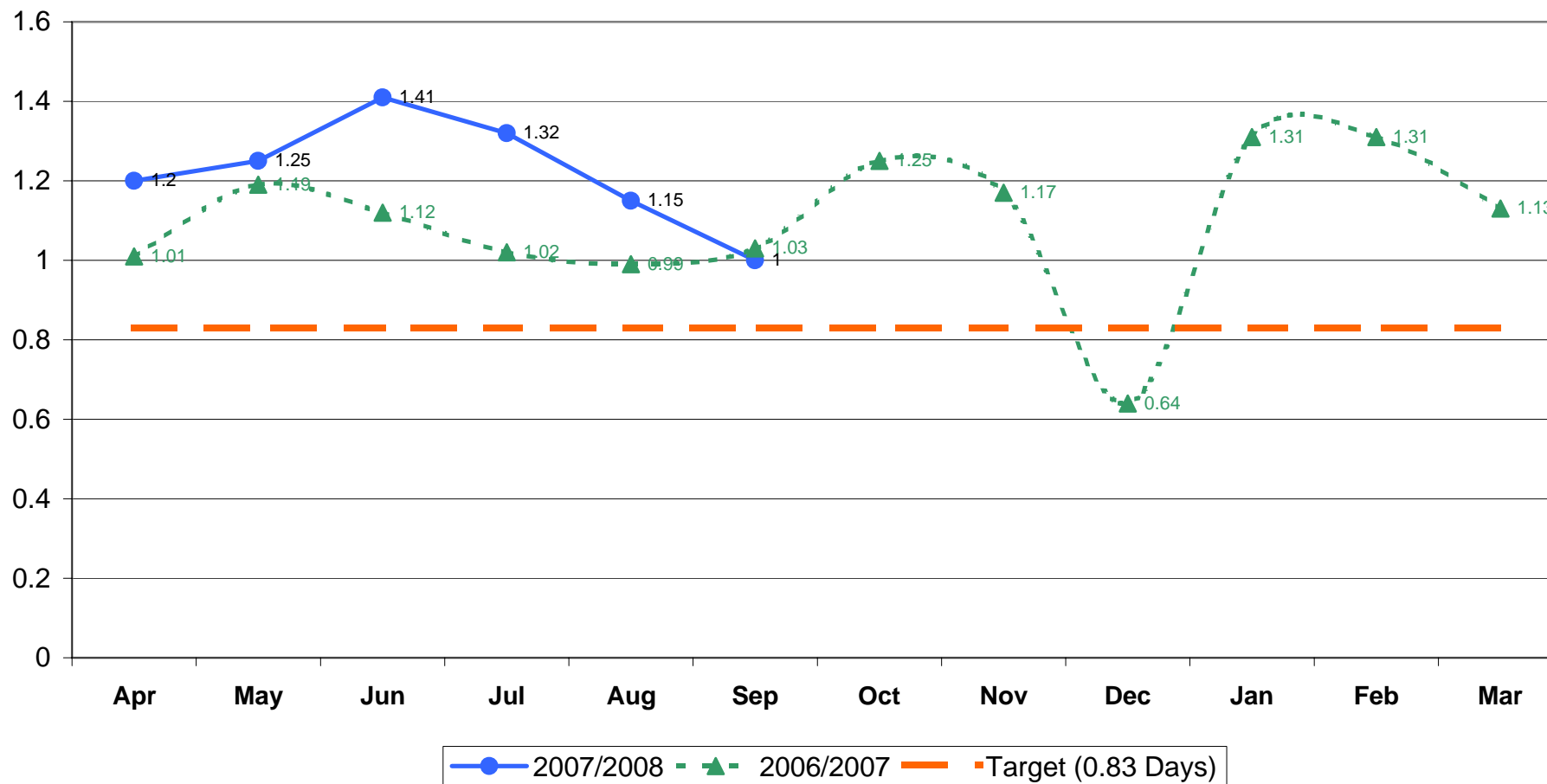
LIFELONG LEARNING DIRECTORATE Average Number of Days Lost per Employee September 2007



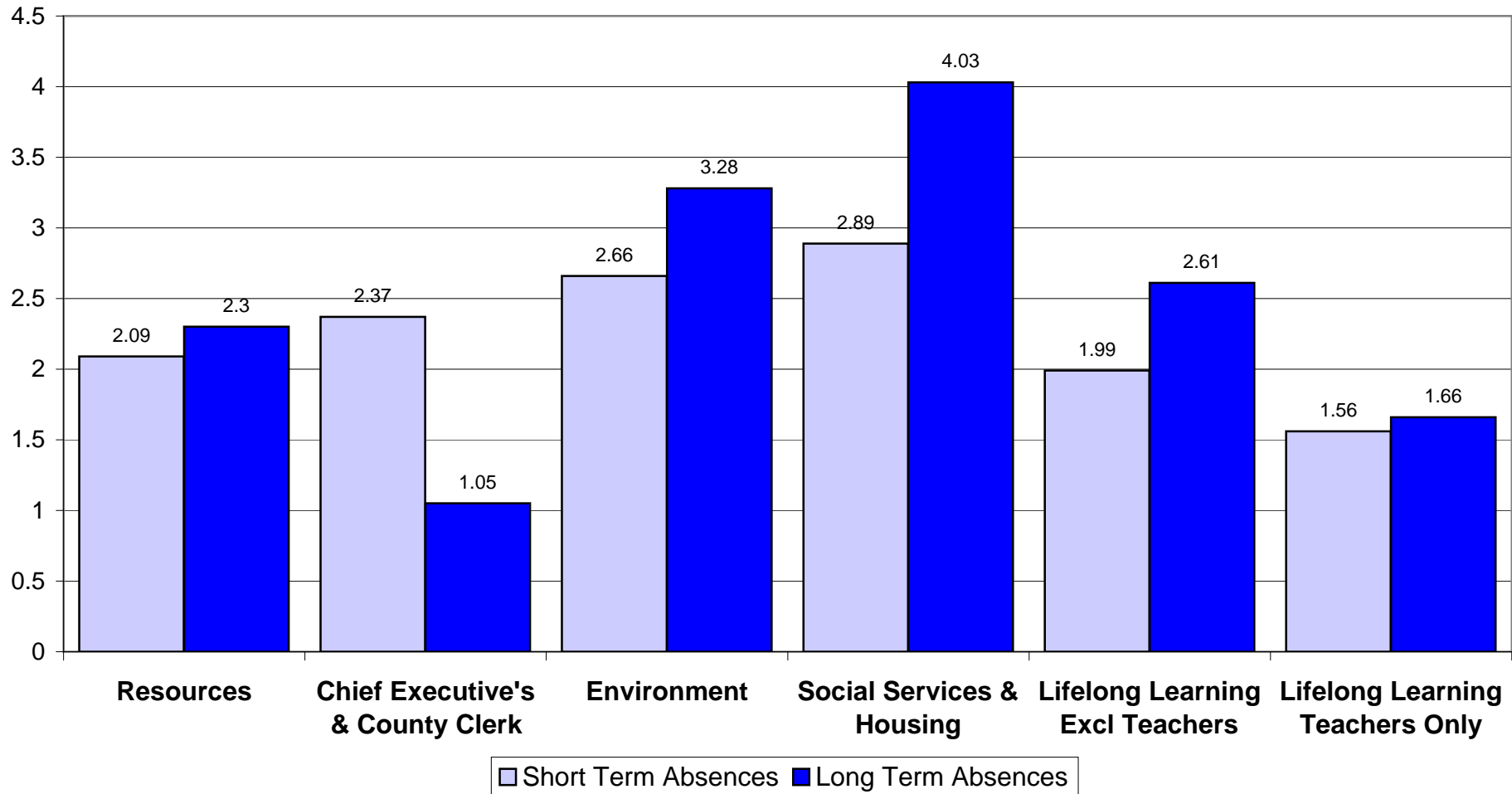
SOCIAL SERVICES DIRECTORATE
Average Number of Days Lost per Service
Cumulative April - September 2007



SOCIAL SERVICES DIRECTORATE Average Number of Days Lost Per Employee September 2007

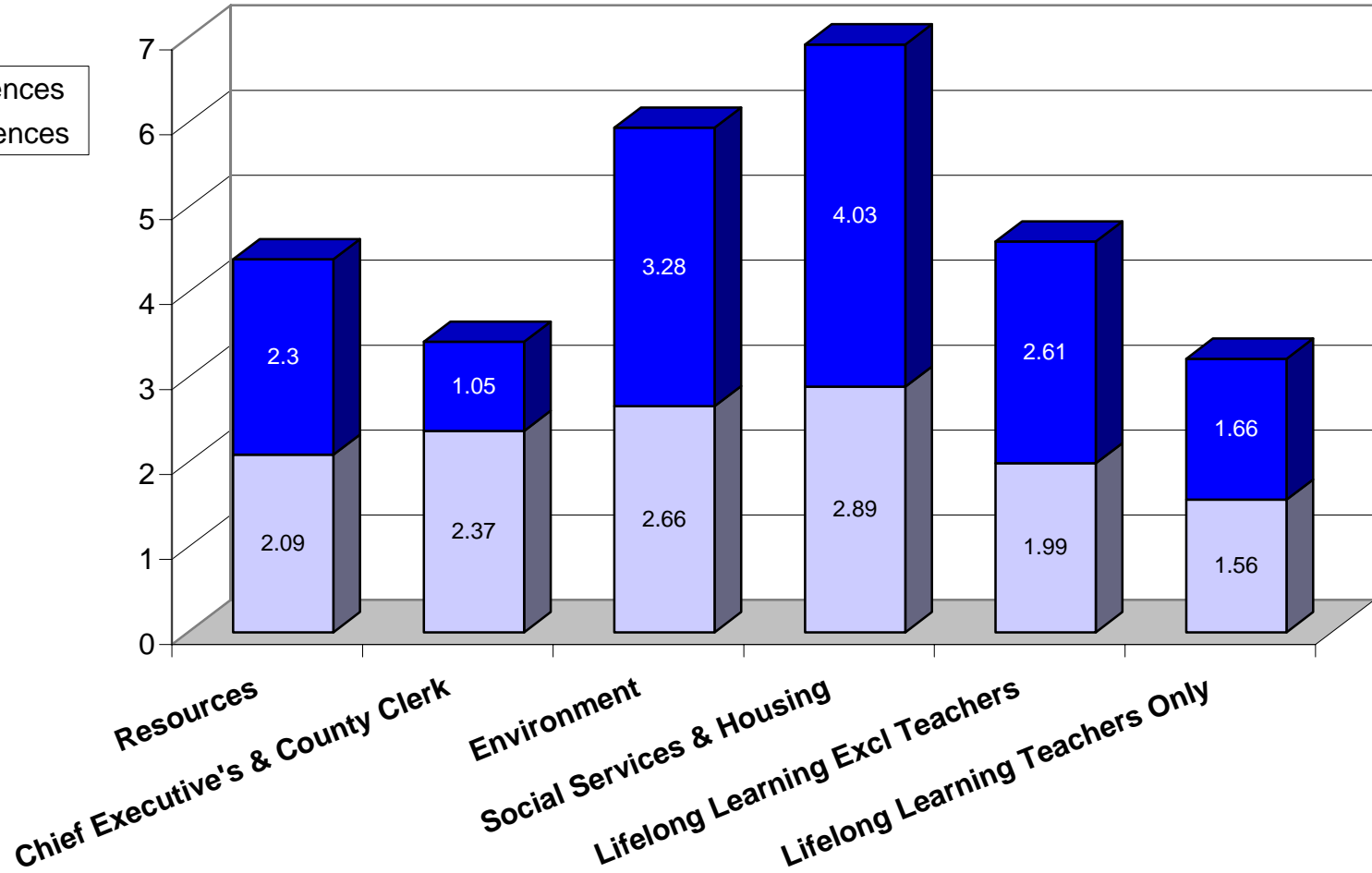


DENBIGHSHIRE COUNTY COUNCIL Short Term Absence v Long Term Absence April - September 2007

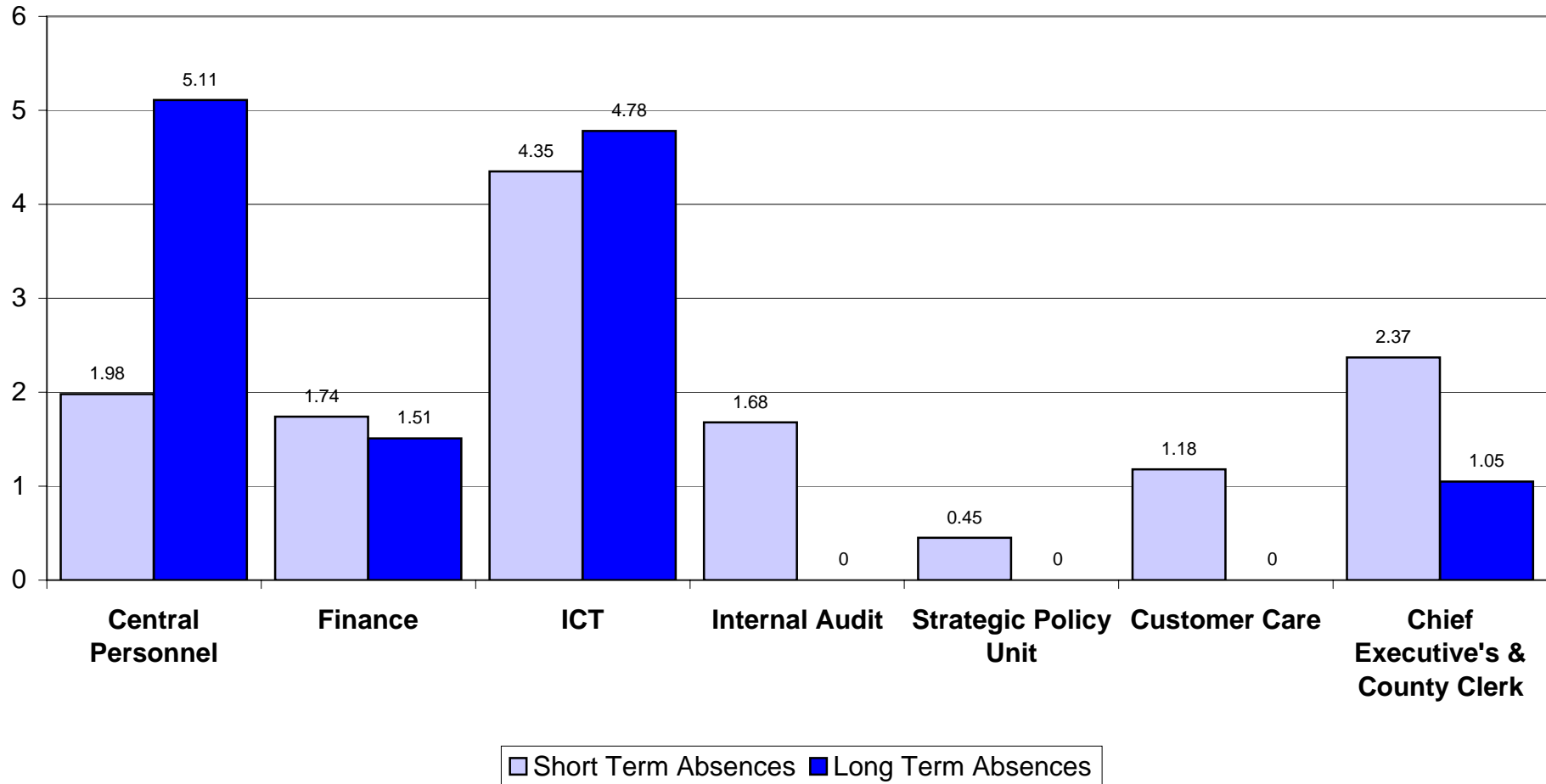


DENBIGHSHIRE COUNTY COUNCIL
Short Term v Long Term Absences
April - September 2007

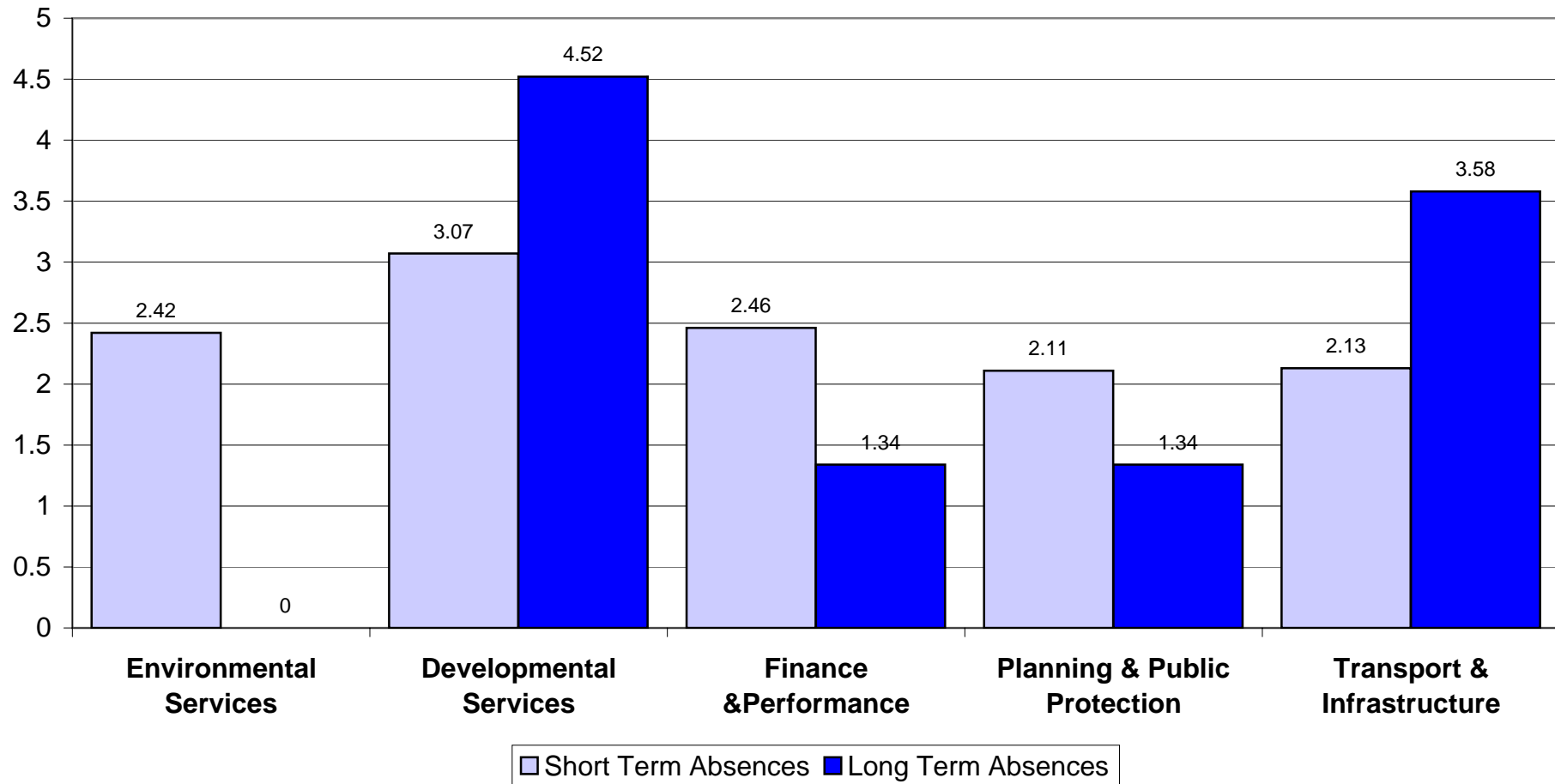
■ Long Term Absences
■ Short Term Absences



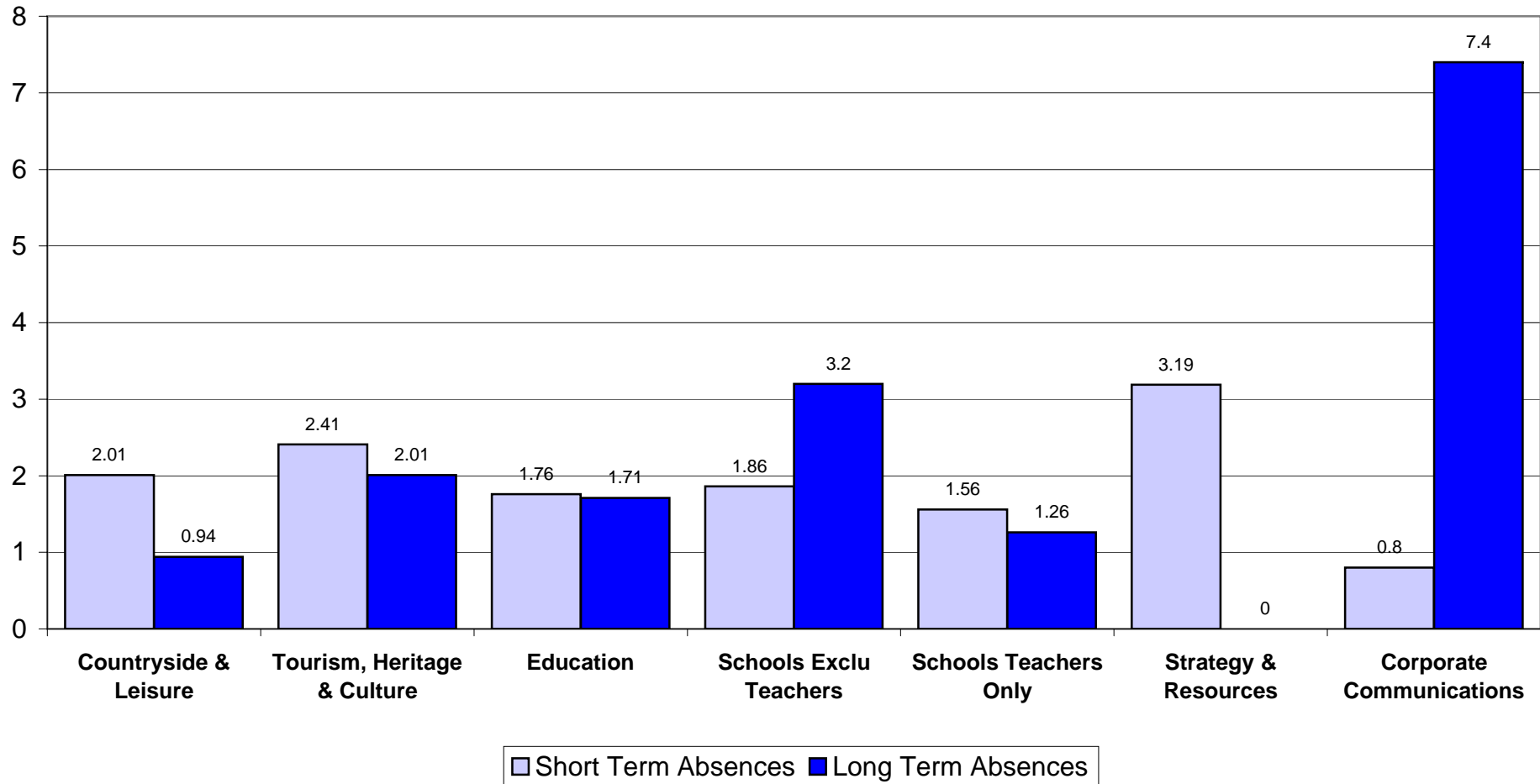
RESOURCES DIRECTORATE
Short Term v Long Term Absences
April - September 2007



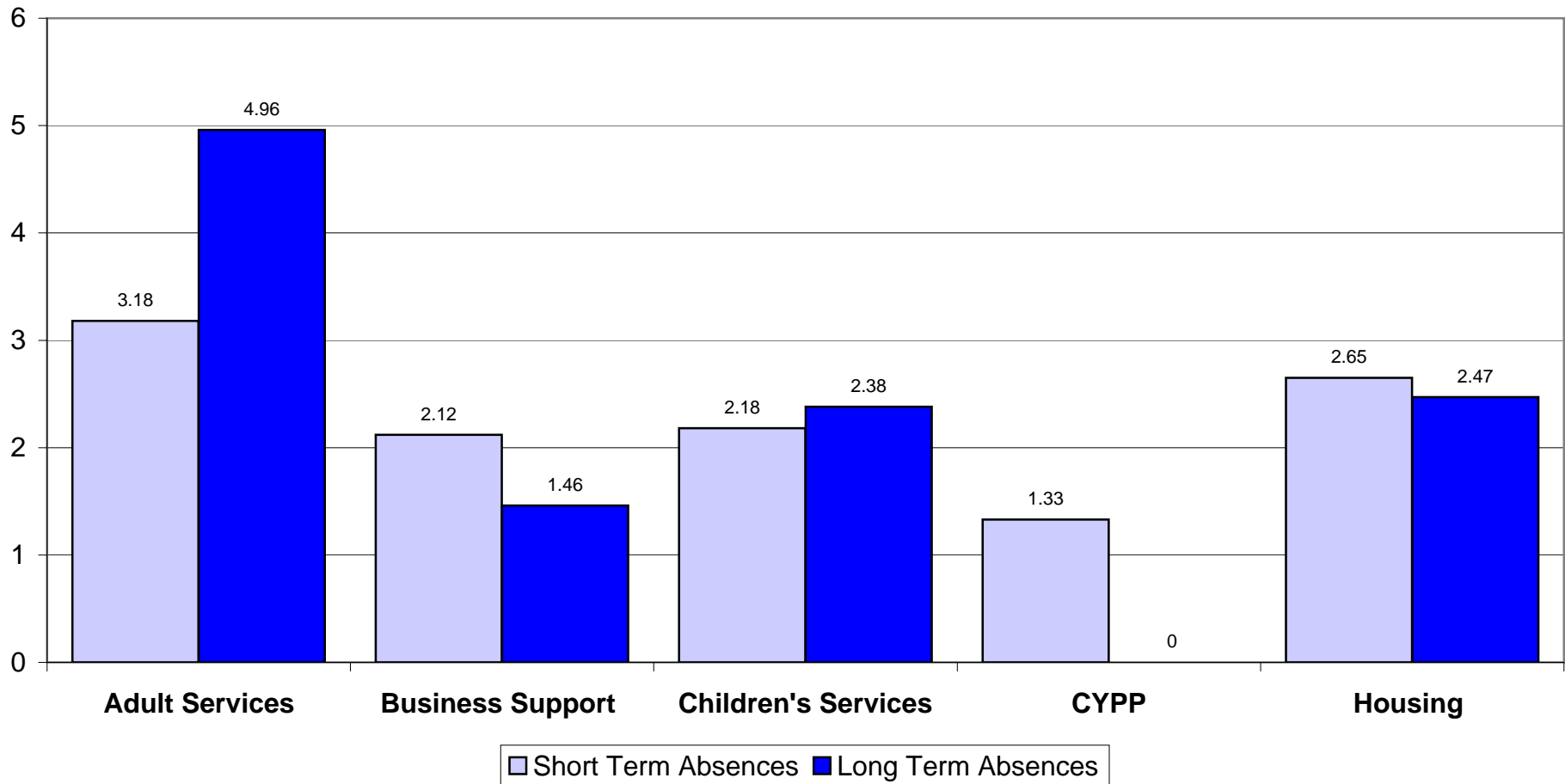
ENVIRONMENT DIRECTORATE
Short Term v Long Term Absences
April - September 2007



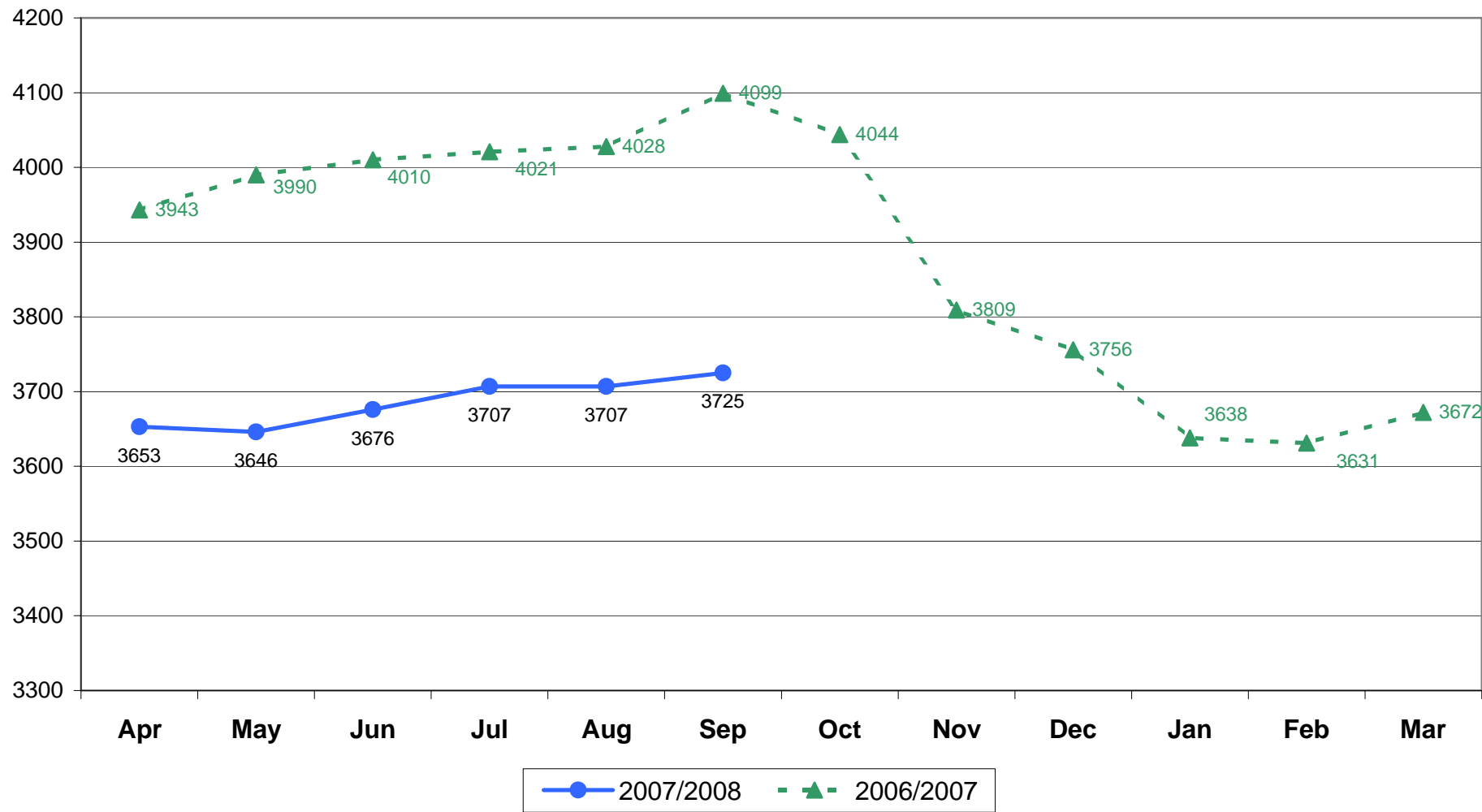
LIFELONG LEARNING
Short Term v Long Term Absences
April - September 2007



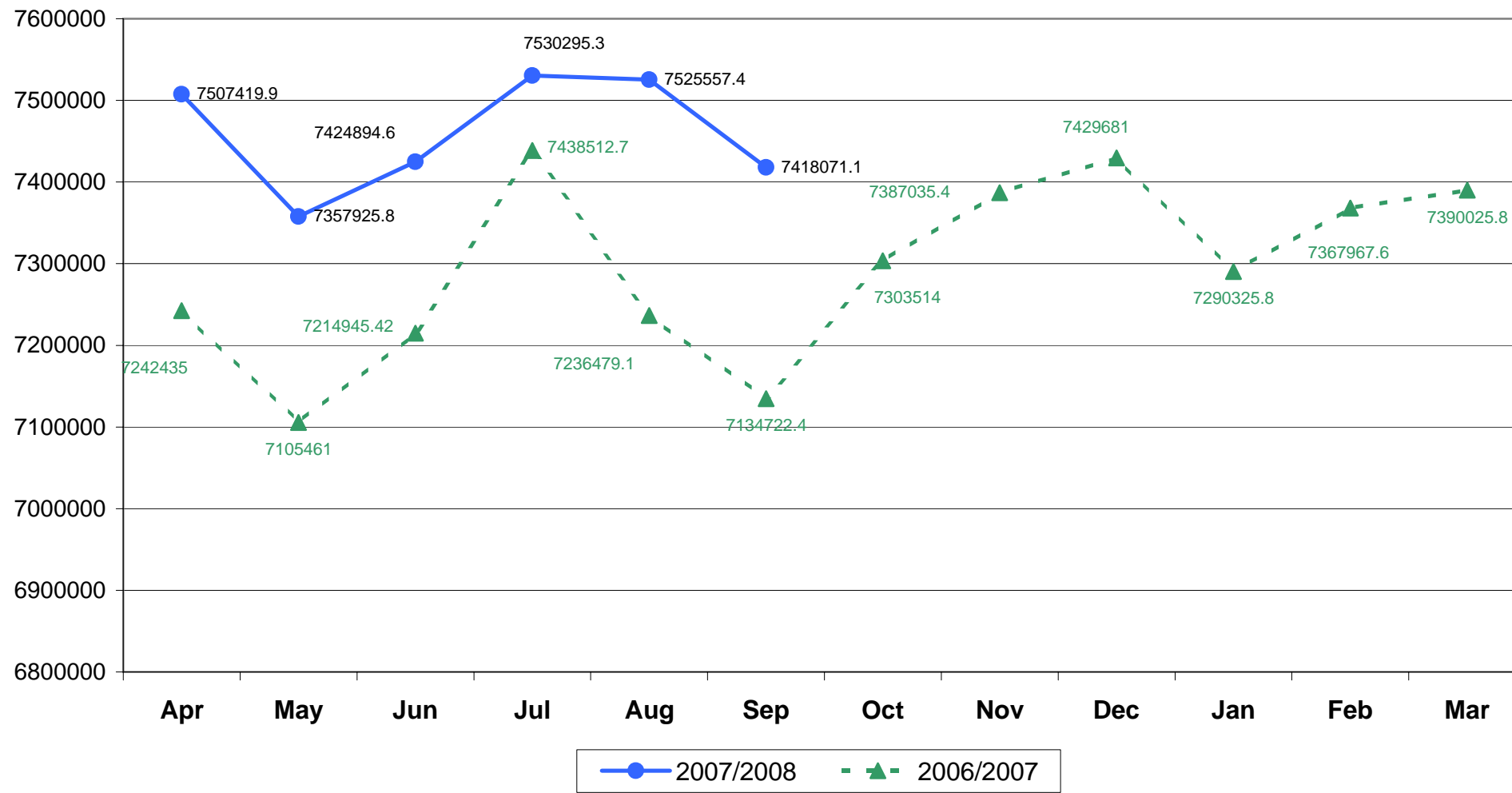
SOCIAL SERVICES & HOUSING Short Term v Long Term Absences April - September 2007



Denbighshire County Council FTE Comparison



Denbighshire County Council Gross Pay Comparison



Agency Staff w/e September 28th 2007

SERVICE	Number of Agency Staff		Over 6 mths FT/PT	
	End September 2007 Full Time	Part Time		
LIFELONG LEARNING				
COUNTRYSIDE & LEISURE	nil			
TOURISM, HERITAGE AND CULTURE	nil			
SCHOOL IMPROVEMENT		1		Trem Clwyd - administration support until restructure is decided
PARTNERSHIPS & INCLUSION	nil			
STRATEGY & RESOURCES	1	1		1 F/T Covering vacancy pending review of HR 1 P/T Long term absence cover within the Business & Performance Unit
CORPORATE COMMUNICATIONS	nil			
CHIEF EXECUTIVES DEPARTMENT				
COUNTY CLERKS	nil	1		20hrs
RESOURCES				
AUDIT	nil			
PERSONNEL	nil			
ICT	nil			
FINANCE	nil			
ENVIRONMENT				
DEVELOPMENT SERVICES				
NANTCLWYD HOUSE	1	3	1 p/t	House Manager = full time. Caretaker (6 mths+) and ticket office staff = part time
BUILDING SERVICES	11	2	11 / 2	Building Surveyors, M & E Engineering Surveyors, Architectural Technicians/Assistants, Clerk of Works and Admin
DESIGN SERVICES	9	1	7 ft	Surveyors - M&E, Building, QS
ENVIRONMENTAL SERVICES	6		2	We have one covering for maternity leave. Others are summer time grounds staff who will be finished within next 3 weeks.
FINANCE AND PERFORMANCE	nil			
PLANNING AND PUBLIC PROTECTION				
POLLUTION	1			Temp EHO for 4 months pending decision over vacancy
FOOD & H&S TEAM	1		Yes	Covering for a number of vacant posts. Likely to be retained for remainder of financial year
HOUSING ENFORCEMENT	2		Yes	Paid for from Performance Improvement Grant. To be retained for rest of year. Grant available to employ additional agency/consultant support
ADMIN	2			1 Ruthin pending decision on vacancy, 1 Rhyl covering vacancy and secondment
DEVELOPMENT CONTROL	1			Covering 2 long term illnesses
TRANSPORT AND INFRASTRUCTURE	4			Technical engineers working on projects
BRIDGES & STRUCTURES	3	1	4	1 Senior Bridge engineer. We have been unable to fill this post despite several attempts. 1 Clerk of works. This role is covered by an agency member of staff as the workload is variable depending on site works, the post is substantially funded from capital allocation. 1 Senior Flood Alleviation engineer. This is covered by an agency member of staff as the workload depends on WAG grant funding which is unknown from year to year, the post is substantially funded by the grant. 1 Part Time Coastal Defense Senior engineer. This is covered by an agency member of staff 2 days a week which is sufficient at present. It is unlikely we will be able to fill this post on a part time basis. Long term we hope to grow our own skills by recruiting staff we can train. The post is substantially funded by WAG grant.
SOCIAL SERVICES & HOUSING				
ADULT SERVICES	10	1	4	Mental Illness 1 (grant), Older People 1/2 time SW. Admin 3, OP 2SW, First Contact 2 LD S53 1, Cefndy Healthcare Finance 1.
BUSINESS SUPPORT & DEVELOPMENT	2		2	2 covering posts in MIS part of the preparation for the introduction of the Paris system 1 Team Managers, 1 Senior Practitioner (covering the secondment of the established team manager who is currently project managing the disability improvement project), 1 Safeguarding and Reviewing officer (21 hours), 10 Social Workers, 2 Family Support Workers (covering long term sickness which is being managed), 2 Personal Advisors, 2.5 full time equivalent Administrators
CHILDRENS' SERVICES	22		14	This is part of a planned strategy. As the authority is well aware from previous reports to cabinet we have been unable to attract senior, experienced social work staff to social services and are therefore growing our own. The use of these experienced agency staff has enabled Children's Services to deliver fully on it improvement plan and transform KPI performance. Some agency staff are on temporary basis to deliver a targeted piece of work such as reducing the number of 'Children Looked After'. Some of the Family Support Workers are covering long term sickness, which is being managed, and the personal advisors to cover the findings of a recent judicial review against Caerphilly, pending the development of a service and permanent recruitment of such advisors.
HOUSING	4	1	1	One (over 6 months) on Project funded By Supporting People, ends 31.10.07, 2 covering Maternity Leave, 1 covering vacancy now filled. One covering new vacancy for Homeless Officer.
	80	12		

Percentage of Completed Performance Appraisals

Chief Exc's & County Clerks

Department	Employees	No. of Appraisals	% complete	Overall % for Directorate
Chief Exc's	10	10	100.00%	98.25%
County Clerk's Legal	23	22	95.65%	
County Clerk's Admin	24	24	100.00%	
Totals	57	56	98.25%	

Resources

Department	Employees	No. of Appraisals	% complete	Overall % for Directorate
Central Personnel	25	25	100.00%	93.15%
ICT	56	56	100.00%	
Internal Audit	10	10	100.00%	
Strategic Policy Unit	8	8	100.00%	
Benefits	50	50	100.00%	
Exchequer Services	45	30	66.67%	
Management Acct	18	16	88.89%	
Revenues	36	36	100.00%	
Totals	248	231	93.15%	

Environment

Department	Employees	No. of Appraisals	% complete	Overall % for Directorate
Directorate	2	2	100.00%	57.50%
Finance & Performance	34	30	88.24%	
Development Services	78	20	25.64%	
Environmental Services	553	326	58.95%	
Transport & Infrastructure	180	68	37.78%	
Planning & Public Protection	113	106	93.81%	
Totals	960	552	57.50%	

Unconfirmed

Social Services & Housing

Department	Employees	No. of Appraisals	% complete	Overall % for Directorate
Adults	564	272	48.23%	56.20%
Children's Services	97	66	68.04%	
Children & YP Partnerships	10	4	40.00%	
Business Support	39	33	84.62%	
Housing	89	74	83.15%	
Totals	799	449	56.20%	

Life Long Learning

Department	Employees	No. of Appraisals	% complete	Overall % for Directorate
Strategy & Resources	39	34	87.18%	57.20%
Countryside & Leisure	110	85	77.27%	
Tourism, Heritage & Culture	148	89	60.14%	
Education Services	182	66	36.26%	
Totals	479	274	57.20%	

Totals

Total Employees	Total No. of Appraisals	Overall % of Completed Appraisals
2543	1562	61.42%

REPORT TO: CHIEF EXECUTIVE

REPORT BY: DEPUTY CHIEF EXECUTIVE / CORPORATE DIRECTOR:
RESOURCES

DATE: 30 OCTOBER 2007

SUBJECT: MONITORING THE ACTIONS AGREED BY CABINET

1 DECISION SOUGHT

- 1.1 To consider the progress the Authority is making against the actions which have been agreed by Cabinet since the 12 September 2006 and the update on the actions agreed since 1 January 2006 (Appendix I refers).

2 REASON FOR SEEKING DECISION

- 2.1 It had been agreed by the Corporate Executive Team that each Cabinet report should include an Action Plan to ensure that decisions made by the Executive were effectively progressed.

- 2.2 In order that progress against the agreed actions could be monitored by Cabinet it was further agreed that a 6 monthly report would be produced by the Strategic Policy Unit. The actions are detailed in Appendix 1:-

- + the date of the Cabinet meeting
- + the responsible portfolio holder / officer
- + the report title
- + the actions from Section 8, the "Action Plan"
- + whether or not the action/s has been completed
- + reasons why the action has not been completed

- 2.3 The Revenue Budget, Housing Revenue Account Budget, Routine Reporting on Personnel and Capital Budget monthly reports are not included in the Appendix as these actions are monitored on a monthly basis.

- 2.4 The following reports have been or will be removed from the Action Plan list as they contain ongoing actions and are being monitored by relevant officers or are routinely being reported to Cabinet:

Asset Review Programme
Capital Prioritisation Process
Improving the Council Housing Stock
Working Together as the Welsh Public Service
School Buildings Improvement Grant 2006-2007 to 2009-2010
Implications of the Beecham Review "Beyond Boundaries" on Denbighshire County Council
Monitoring the Authority's Key Performance Indicators
Monitoring the Actions Agreed by Cabinet

2.5 The following reports have been removed from the list as the actions have been completed:

Spend to Save

Review of Authority Procedures Regarding Rent Collection for Leased Buildings

Houses in Multiple Occupation Licensing – Licence Conditions

Commissioning Strategy for Adults with Learning Difficulties

Partnership Planning Structures Relating to Children and Young People

2.6 Members will note that out of 73 actions, 52% have been completed whilst 47% are incomplete / ongoing. A number of larger projects, for example the Joint Procurement of Waste Disposal Services will be ongoing for a number of years and will continue to be monitored.

3 POWER TO MAKE THE DECISION

3.1 Section III of the Local Government Act 1972.

4 COST IMPLICATIONS

4.1 The cost implications associated with progressing the actions will have been identified in each individual Cabinet report.

5 FINANCIAL CONTROLLER STATEMENT

5.1 There are no financial implications specifically resulting from this report. The implications of the individual action plans will have been included in the relevant reports.

6 CONSULTATION CARRIED OUT

6.1 The Cabinet Officer has contacted the responsible officer for each report for an update on each Action Plan. The report is regularly updated.

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

7.1 Actions agreed at Cabinet will have implications on all policy areas including the Vision and other corporate policies.

8 ACTION PLAN

Action	Lead Member/Officer	Deadline
Regular report to Cabinet on progress against agreed Action Plan	Leader / J Williams	Every 6 months : next report in March 2008

9 RECOMMENDATIONS

9.1 The Chief Executive notes the progress the Authority is making against the actions which have been agreed by Cabinet since the 12 September 2006 and requests further information and/or action where required (Appendix I refers).

CABINET ACTION PLANS ~ 30.10.2007

CABINET DATE	PORTFOLIO HOLDER/ OFFICER	REPORT TITLE	ACTION	COMPLETE	INCOMPLETE	DATE COMMENCED / REASON OUTSTANDING
27.06.2006	Environment S Parker	Joint Procurement of Waste Disposal Services in Conjunction with Conwy CBC and Flintshire CC	<p>Draw up formal partnership agreement between Denbighshire, Flintshire & Conwy Councils - S Parker & DCC Legal Dept. - 10 / 2006</p> <p>Contribute to the development and preparation of the Contract documents - DCC Waste Team & Legal dept. - 3 / 2007</p> <p>Sign Contract documents - Environment Director - 6 / 2007</p> <p>Start delivering waste to new facility - DCC Waste Team 4 / 2010</p>		<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>Memo of Understanding circulated to Chief Executives, to be signed Nov 2007. Flintshire is Lead Authority. Procurement notice prepared by January 2008 with documents ready end December 2008.</p> <p>Procurement process now done differently therefore this action point superceded. Further report to Cabinet November 2007</p>
21.07.2006	Health and Wellbeing E Woods	Extra Care Development, Prestatyn	<p>Work still needs to be undertaken in the following areas and a timescale for these actions will be agreed at a meeting scheduled to take place on 10.07.2006:</p> <p>More detailed financial appraisal.</p> <p>Further discussions with health colleagues.</p> <p>Meeting with Head Teacher and Governors of Bodnant Infants School.</p> <p>Further meetings with residents, day centre users, families and staff using the existing Llys Nant site.</p>	<p>✓</p> <p>✓</p> <p>✓</p>		<p>Successful bid to WAG made</p> <p>Consultation with school and local community taken place and ongoing</p> <p>Day centre consultation with centre users and families ongoing</p>
12.09.2006	Health and Wellbeing Glesni Owen	Delegations and Authorisations to Officers	<p>Implement delegation with immediate effect.</p> <p>Consolidate existing delegations and bring them up to date a further report to be presented to Cabinet – report anticipated November 2006</p>	<p>✓</p>	<p>✓</p>	<p>All delegations and authorisations consolidated by Asst Head of Planning & Public Protection and now under consideration by County Clerk. Report to Cabinet will follow</p>
26.09.2006	Lifelong Learning D Evans	Modernising Education: Progress Update	<p>Modernising Education Programme contract delivered in 4 stages between March 2006 - April 2007:</p> <p>Stage 1 Scoping and Initiation – Cambridge Education – April-June 2006</p> <p>Stage 2 Consultation an Stakeholder Participation Planning – Cambridge Education – June-Aug 2006</p> <p>Stage 3 Data / Intelligence Gathering and Analysis –</p>	<p>✓</p> <p>✓</p>		

CABINET DATE	PORTFOLIO HOLDER/ OFFICER	REPORT TITLE	ACTION	COMPLETE	INCOMPLETE	DATE COMMENCED / REASON OUTSTANDING
				✓	✓	
			Cambridge Education – Aug-Dec 2006 Stage 4 Conclusion: Costed Programme of Options – Cambridge Education – Dec 2006-April 2007 Proposals and Options presented to Members – Cambridge Education and Council – April 2007 Formal Decision on Programme Proposals – Cabinet – Post April 2007	✓ ✓ ✓ ✓		At Council request, additional works undertaken by consultants to enable full picture to be given in final report, which was received from consultants Sept 2007. Report now out to consultation
26.09.2006	Health and Wellbeing N Ayling / E Woods	Extra Care Housing Development: Proposed Development of Llys Nant Site, Prestatyn	SHG bid will be submitted to the Welsh Assembly Government for consideration - Housing Strategy Manager & Extra Care Project Managers –Sept 2006 Finalise nature and scale of LHB financial contribution - Management Accountant, Head of Service, Director of Finance, LHB – Oct 2006 A strategy for the tenure split of the extra care units will be developed - Extra Care Project Managers – Nov 2006 Detailed projections of local care needs will be produced - Extra Care Project Managers – Nov 2006 Capital prioritisation bid submitted to Finance - Extra Care Project Managers – Dec 2006 An extra care project plan to be developed for approval by Council - Extra Care Project Managers – Feb 2007	✓ ✓ ✓ ✓	✓ ✓	Work in progress – awaiting LHB decision on funding Dependent upon funding arrangements - ongoing Projections produced and included in bid to WAG Ongoing work on individual project plans for Rhyl, Ruthin and Prestatyn
28.11.2006	Health and Wellbeing P Quirk	Council Housing Garages	Completion of garage site surveys and consultation with Local Members and Tenants' Associations, Head of Housing Services, 31.12.2006 (in order to influence budget decisions)	✓		Surveys and consultation with Local Members completed. Maintenance programme organised
28.11.2006	Property and Asset Management D Mathews	Faenol Farm Pentrecelyn	Subject to Cabinet approval and the grant of planning consent then we will appoint an agent to dispose of the farm by auction in lots on the open market. Anticipated date of completion Spring 2007.		✓	Revised layout planning application agreed by April 2007 Planning Committee. Legal issues resolved. Will be put for sale by auction on open market November 2007
30.01.2007	Health and Wellbeing Jenny Andrews	Commissioning Strategy for Adults with Learning	Draft Action Plan	✓		Monitored by Adult Service Management Group

CABINET DATE	PORTFOLIO HOLDER/ OFFICER	REPORT TITLE	ACTION	COMPLETE	INCOMPLETE	DATE COMMENCED / REASON OUTSTANDING
		Difficulties				Joint work with Social Services Improvement Agency to develop full business plan arising out of Learning Disabilities Commissioning Strategy
30.01.2007	Health and Wellbeing Gareth Roberts	Warm Wales – Denbighshire Initiative	Officers to engage with Warm Wales, Gareth Roberts, Early February 2007 Provide all available relevant statistics to Warm Wales to inform the Business Plan, Affordable Warmth working group, May 2007 Submit draft Business Plan, Warm Wales, July 2007 Report to Cabinet on final Business Plan, Graham Boase July 2007	✓ ✓ ✓ ✓		Information reported to Informal Cabinet
24.04.2007	Leader J Williams	Improvement Plan	Council to agree Denbighshire's Improvement Plan 15.05.2007 Publish Improvement Plan on Website by 18.05.2007 Publish audited PI data – no later than 31.10.2007	✓ ✓ ✓		Published by Local Government Data Unit 08.10.2007
22.05.2007	Finance and Procurement J Williams	Efficiency Strategy	Make amendments to the strategy as required by Cabinet – 25.05.2007 Carry out an IMPACT assessment on the Efficiency Strategy – 04.06.2007 Present the report to Council for approval – 27.06.2007 Ensure actions are incorporated into Directorate and operational business plans – 01.09.2007	✓ ✓ ✓	✓	Council approval September 2007 To be evidenced 2008
22.05.2007	Property and Sustainable Development E McWilliams	Sustainable Development Plan	Corporate Sustainability Plan approval by Cabinet – 22.05.2007 Perform an impact assessment on plan and actions – 04.06.2007 Corporate Sustainability Plan approved by Council – 27.06.2007 Agreed actions to be a. taken forward by Sustainability Officer – 2007-2008 And to be integrated into Council's business plans – Directorates – 01.09.2007	✓ ✓ ✓ ✓	✓	To be evidenced in 2008 business plans

CABINET DATE	PORTFOLIO HOLDER/ OFFICER	REPORT TITLE	ACTION	COMPLETE	INCOMPLETE	DATE COMMENCED / REASON OUTSTANDING
22.05.2007	Health and Wellbeing / Environment P Quirk	Increasing the Supply of Affordable Housing	Appendices 1 and 2		✓	Affordable Housing Task Group formed and held 2 useful meetings. Work ongoing to implement Affordable Housing Strategy
22.05.2007	Environment S Parker	Denbighshire's Recycling Park Strategy	Finalise plans for new site (north of County) - 07/2007 Obtain planning permission and EA consents - 09/2007 Construction of new facility (north of County) 07 to 08 Develop potential sites for remainder of County 06/2008 Start using the new facility (north of County) - 02/2009 Closure of old facilities (north of County) 03/2009			Report deferred by Cabinet
26.06.2007	Leader M Dixon	Economic Growth Strategy for Denbighshire	Report progress to LSB - M Dixon - On-going Prepare Convergence Action Plan – G Evans – 31.12.2007 Establish Economic Growth Partnership – G Evans – 31.12.2007 Seek approval for match funding block allocation in Capital Plan – P McGrady – include in the budget setting process for the decision by 31.03.2008		✓ ✓ ✓	Ongoing Ongoing Ongoing
26.06.2007	Leader G Evans	European Union Convergence Programme Action Plan for Denbighshire	Further identify sub-regional and Denbighshire – Conwy projects – Leader / G Evans – Ongoing Providing support to translate ideas into bids – K Edwards – Autumn Make applications to Convergence Frameworks – K Edwards – Autumn – ongoing	✓	✓ ✓	Ongoing Ongoing
26.06.2007	Leader P Smith	West Rhyl Implementation Strategy	There is no specific action plan needed here as the decision will be acted upon by primarily the WAG DEIN (West Parade blocks) and the other development partners in West Rhyl When planning applications are submitted these will be dealt with by the Planning Committee of the Council – with appropriate prior consultation	✓		
26.06.2007	Health and Wellbeing	Local Housing Strategy	Key actions from the draft LHS Operational Plan are		✓	Action plan updated annually (by

CABINET DATE	PORTFOLIO HOLDER/ OFFICER	REPORT TITLE	ACTION	COMPLETE	INCOMPLETE	DATE COMMENCED / REASON OUTSTANDING
	S Kaye		attached at Appendix One. Copies of the full LHS and Operational Plan (appendix E & F in the strategy) can be obtained from Sue Lewis or the website			end March), followed by an annual update report for Scrutiny in May each year. LHS Plan adopted by Full Council 06.2007
26.06.2007	Schools and Lifelong Learning H W Griffiths	Proposal to Introduce a Charge for Post 16 Transport	Lobby WAG - Lead Member/Business Performance Manager - July 2007 Seek support from WLGA, Lead Member/Business Performance Manager - July 2007 Review exemption from charging - Business Performance Manager - Begin review in Dec 08/Jan 09		✓ ✓ ✓	Comment included in response to WAG document on 'Learner Travel Measure' WAG will be lobbied November 2007 WLGA support will be sought November 2007 Cabinet amended Resolution – review exemption now to be carried out 'in future'
26.06.2007	Schools and Lifelong Learning H W Griffiths	Review of 16 to 19 Provision in Rhyl	Consult on the Cambridge proposals during July, August and September 2007. In parallel, work could be undertaken to identify impacts, detailed costs and other assessments of the report's recommendations. Report back to Cabinet on 25 September 2007 on the results of the consultation and impacts of the recommendations, including any revenue or capital funding implications	✓	✓ ✓	Further info will become available following discussions with the Welsh Assembly Government Cabinet report October 2007
26.06.2007	Environment S Parker	Denbighshire's Recycling Park Strategy	Finalise plans for new site (north of County) - 07/2007 Obtain planning permission and EA consents - 09/2007 Construction of new facility (north of County) 07 to 09 Develop potential sites for remainder of County 06/2008 Start using the new facility (north of County) - 02/2009 Closure of old facilities (north of County) 03/2009	✓	✓ ✓ ✓ ✓ ✓	Planning will be applied for November 2007 Ongoing Ongoing Ongoing Ongoing
26.06.2007	Property and Sustainable Development A Dailey	Asset Challenge Process	Undertake suitability and sufficiency surveys May/June (on a 2 year cycle) Collate information and combine with condition survey data July Request Service AMP's completed August Identify poorly performing buildings and issue		✓ ✓ ✓	Will be completed by end October 2007 Will be carried out when surveys completed Will be carried out when surveys

CABINET DATE	PORTFOLIO HOLDER/ OFFICER	REPORT TITLE	ACTION	COMPLETE	INCOMPLETE	DATE COMMENCED / REASON OUTSTANDING
			challenge questionnaires September Paper to AMG with recommendations for retention or review of the asset October/November Undertake any feasibility studies November – March for consideration in the next round of Service AMP's. Recommendations reported to AMG & Cabinet throughout this period. It should be noted that for the period 07/08, the above timetable will be subject to timescales for approval of the process. This will not, however, have an impact on Service AMP production.		✓	completed Progress report to AMG in November 2007
17.07.2007	Leader G Evans	Convergence Programme – The Next Steps	Consult on priority areas with Members, Lead Member / Officer – Gareth Evans – by end August 2007. Continue to prepare the Convergence applications – by end September 2007	✓	✓	Convergence Group met 12.09.07 Ongoing pending WAG decision on application process
17.07.2007	Chief Executive	£200k Spend to Save Budget Update	Services to implement agreed projects and monitor delivery of projected savings Services to provide updates on performance of projects as required.		✓ ✓	All ongoing work
17.07.2007	Policy, Communications and Improvement J Williams	Draft Equalities Plan	Equalities Plan to be agreed by Full Council - Cllr S Davies/J Williams - 31 July 2007 Corporate Equalities Group to monitor Plan and Action Plan, Cllr S Davies/J Williams - Ongoing Schedule of meetings to be arranged and Establishment of a Denbighshire Equalities Group, J Williams/D W Davies - September 2007	✓	✓ ✓	Group will meet November 2007 Meeting with Heads of Service November / December 2007 to agree representation on Denbighshire Equalities Group
11.09.2007	Finance and Procurement J Williams	DCC Draft Efficiency Strategy	Report to Full Council - 18.09.2007 Strategy to be monitored monthly by Change Management Board	✓		
25.09.2007	Deputy Chief Executive / Corporate Director: Resources	Annual Treasury Report	Complete the Annual Treasury Report in accordance with CIPFA Code of Practice	✓		

**CABINET
FORWARD WORK PROGRAMME**

REPORT TITLE	REPORT LEAD MEMBER / AUTHOR
NOVEMBER 2007	
Revenue Budget Monitoring Report 2007-2008	Lead Member for Finance R Parry
Capital Plan	Lead Member for Finance R Parry
Routine Reporting on Personnel	Lead Member for Personnel L Atkin / G Humphreys
Housing Revenue Account Budget	Lead Member for Health & Wellbeing P Quirk
Rural Development Plan for Wales Business Plan for Rural Denbighshire	Lead Member for Economic Regeneration - M Dixon
Brief for Rhyl Town Centre Retail Development	Lead Member for Economic Regeneration - M Dixon
Corporate Consultation	Lead Member for Policy & Improvement J Williams
Clwyd Leisure Joint Study	Lead Member for Promoting Denbighshire - T Hughes
Joint Procurement of Waste Disposal Services via North Wales Waste Partnership (explains the mechanism by which the Council expects to satisfy its Landfill Diversion Target, and will seek approval to commit the Council to a very significant procurement process)	Lead Member for Environment S Parker
DECEMBER 2007	
Revenue Budget Monitoring Report 2007-2008	Lead Member for Finance R Parry
Capital Plan	Lead Member for Finance R Parry
Routine Reporting on Personnel	Lead Member for Policy & Improvement L Atkin / G Humphreys
Housing Revenue Account Budget	Lead Member for Health & Wellbeing P Quirk
Modernising Education: Report and Feedback and Implementation Plan to be Endorsed	Lead Member for Lifelong Learning H W Griffiths
Gating Orders in Denbighshire	Lead Member for Safer Communities G Boase / R Schwarz
Supporting People Strategy	Jenny Elliott
Pontcysyllte Aqueduct and Llangollen Canal World Heritage Site	Lead Member for Promoting Denbighshire - T Hughes
15 JANUARY 2008	
Revenue Budget Monitoring Report 2007-2008	Lead Member for Finance R Parry
Capital Plan	Lead Member for Finance R Parry
Routine Reporting on Personnel	Lead Member for Personnel L Atkin / G Humphreys
Housing Revenue Account Budget	Lead Member Health & Wellbeing P Quirk
Relationship Manager's Annual Letter	Leader J Williams

REPORT TITLE	REPORT LEAD MEMBER / AUTHOR
29 JANUARY 2008	
Revenue Budget Monitoring Report 2007-2008	Lead Member for Finance R Parry
Capital Plan	Lead Member for Finance R Parry
Routine Reporting on Personnel	Lead Member for Personnel L Atkin / G Humphreys
Housing Revenue Account Budget	Lead Member for Health & Wellbeing P Quirk
Health, Social Care & Well-being (HSCWB) Strategy 2008/11	Lead Member for Health & Wellbeing Diane Hesketh
West Rhyll Regeneration Strategy – Clarification Note PCN	Lead Member for Environment J Cawley