

CABINET

Minutes of the Cabinet meeting held at 10.00 a.m. on Tuesday 27 November 2007 in Conference Room 1, County Hall, Ruthin.

PRESENT

Councillors P A Dobb, Lead Member for Social Services; E C Edwards, Lead Member for Customer Care and Community Safety; H H Evans, Leader and Lead Member for Education; M A German, Lead Member for Environment; G M Kensler, Lead Member for Promoting Denbighshire; P J Marfleet, Lead Member for Modernisation and Improvement; G O Rowlands, Lead Member for Regeneration and Housing; J A Smith, Lead Member for Business Management, Communications & Personnel and J Thompson Hill, Lead Member for Finance.

Observers: Councillors R E Barton; M LI Davies and C L Hughes.

ALSO PRESENT

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

APOLOGIES

There were no apologies.

WELCOME

Councillor H H Evans, Leader and Lead Member for Education welcomed everyone to the first meeting of the recently appointed Cabinet. He looked forward to working closely with Cabinet Members and officers at what was a particularly busy time for the Authority.

Councillor Evans referred to changes to the format of Cabinet meetings and said that for the meeting to work most efficiently and professionally, non-Executive Members would in future be asked to write to both the relevant Cabinet Portfolio holder and officer with any queries they had on the reports to be considered on the Cabinet Agenda, 3 days prior to the Cabinet meeting. Following a brief discussion, it was **agreed** if any non-Executive Members had questions, they would whenever possible submit them to the Lead Member and relevant officer by 11.00 a.m. on the Monday morning before the Tuesday Cabinet meeting.

Councillor Evans introduced and welcomed Dr Mohammed Mehmet, the Interim Corporate Director: Lifelong Learning.

The meeting was chaired by Councillor J A Smith.

1 URGENT MATTERS

There were no Urgent Matters.

2 MINUTES

Members were asked to receive the notes of the Executive Decisions meeting taken by the Chief Executive on 30 October 2007.

***RESOLVED** that the Executive Decisions taken at the meeting held on 30 October 2007 be noted.*

3 MONITORING THE AUTHORITY'S KEY PERFORMANCE INDICATORS AND PROGRESS AGAINST THE KEY ACTIONS IN THE IMPROVEMENT PLAN

Councillor P J Marfleet presented the report for Members to note the Corporate Quarterly Performance report: Performance against the Authority's key performance indicators for the second quarter of 2007-2008 – July, August and September 2007 and that Cabinet consider any issue in greater depth as deemed necessary.

It was proposed that Lead Members would detail their own portfolio indicators when the next quarter's report was presented. Councillor Marfleet expressed concern regarding the volume of indicators to be monitored. He informed members that the indicators were cumulative and that the real challenge would be to bring all in on target. The Welsh median figures did not necessarily follow the data being collected on an equal basis and he suggested the importance of concentrating on the Authority's own improvements.

Councillor Marfleet referred to the commitment and buy-in to performance indicators by Social Services and Housing staff and stressed the importance of a buy-in not only at strategic level but also at team and individual levels by all Directorates. He referred in general terms to problems with Education / Lifelong Learning and said most of the data to be collected was for the academic year. Referring to Resources, he suggested more indicators were required. He also felt it was important that the underlying causes for staff absences be understood across the Authority.

The Head of Strategic Policy informed Members that 73% of indicators were on target, but of the 27% below target, 70% of those were more than 10% below target.

Referring to the annual Education indicators, Councillor J Thompson Hill asked whether the most effective indicators were being reported as other indicators were being reported quarterly. In response, the Chief Executive said some Education indicators would be reported on a term basis whilst others were annual and asked whether Members there was any point in reporting annual figures. The Deputy Chief Executive / Corporate Director: Resources reminded Members that performance management was the more important, rather than the indicators. Councillor H H Evans agreed and said this was the key to improvement and would be a major challenge for the next few

months in particular. He reported that the percentage of pupils eligible for assessment at the end of Key Stage 3 was on an improving trend and this needed to continue.

The Corporate Director: Environment endorsed comments made by the Deputy Chief Executive / Corporate Director: Resources and said his departments were entirely committed to managing performance. The Directorate had 17 indicators, of which 4 were not on target but 2 showed improvement. Significant progress was being made.

In response to comments from Councillor C L Hughes regarding the percentage of pupils' attendance in secondary schools and there being no figures available for attendance by either primary or looked after children, Councillor H H Evans said the issue would be under consideration which would hopefully lead to improvements.

Councillor G M Kensler commented that the symbols used in the report were easy to follow. She asked whether the percentage of looked after children attending one or more schools was covered by both the Education and Social Services and Housing Directorates. The Corporate Director: Social Services said in practice this worked across both Directorates. Information had been given to Estyn and CSSIW that many of the moves were for positive reasons, e.g. adoption or proactive reasons such as being at risk of permanent exclusion from the current school.

Councillor Marfleet again reminded Members that indicators were a measurement and it was important to continue to strive for improvement.

RESOLVED that Cabinet note the Quarterly Performance Report and agree to pay particular attention to issues requiring further discussion and/or remedial action, particularly those indicators which are not on target.

4 PROJECTS PROPOSED FOR SUPPORT THROUGH THE RURAL DEVELOPMENT PLAN FOR WALES

[Councillors J Thompson Hill and H H Evans declared an interest in the item.]

Councillor G O Rowlands presented the report seeking Cabinet approval of the inclusion of Council projects in the business plan for rural Denbighshire to be submitted for financial support through the Rural Development Plan for Wales. The Principal Regeneration Manager detailed the Axies and informed members that the Authority would need to fund 20% of the project costs through either existing revenue budgets or for capital projects, through taking account of the value of assets used or capital funding through the capital match funding allocation.

Councillor P A Dobb, as Champion for Older People, was pleased to see more bus routes being planned and said it was important to have easy access buses in rural areas. She was also pleased, as Health Champion, to see the walking route projects included.

As Chair of the Board, Councillor H H Evans thanked officers for their work and informed Members that the private, community and voluntary sector had been involved. The DCC draft Rural Action Plan would hopefully be endorsed by the Authority and the proposed projects would address some issues which had not been previously addressed.

The Principal Regeneration Manager, in response to questions from Councillor E C Edwards, said that an example of small public realm improvements could be a trail of works of art from the new Craft Centre to the town centre and confirmed that Denbighshire Voluntary Services Council would have an officer working alongside the project applicant.

Councillor J Thompson Hill was pleased to see the wide range of projects and the involvement of both the private and voluntary sectors. He reminded Members that funding was tight and that match funding would need to be sourced from existing budgets. Councillor M A German hoped that the Members' Capital Projects budget would continue and that all Members should be encouraged to collaborate with the Rural Development Plan for Wales.

In regard to some of the proposed projects, there would be limited grants available for match funding and some projects would require staffing. After project completion, the Authority could in some instances be left with an increase in staff headcount. The Principal Regeneration Manager informed Members that staffing was dependent on the Rural Development Plan for Wales being approved by the European Commission. A further business plan would be required for the second phase from 2011-2013 and the principal areas were for visitor infrastructure and rural business centres. Councillor P J Marfleet said that whilst 2013 was some time in the future, currently the Authority was paying for staffing costs from projects which had commenced some years earlier.

Responding to queries from Members, the Principal Regeneration Manager informed Members that the projects, for example bus services, were to bring economic benefit to the County. There was scope in the Plan through Axis 4 for cross-border working.

Councillor R E Barton expressed disappointment that the projects had not been considered by the Rural Forum. He also discussed the definition by the Authority and National Assembly of the Vale of Clwyd and wanted to ensure that the rural ward of Llanarmon yn Ia/Llandegla was included in the business plan. The Principal Regeneration Manager said grants for micro-businesses listed for capital were small. He confirmed the geographical area covered by the Plan only excluded Rhyl, Prestatyn and Dyserth from the whole of Denbighshire.

RESOLVED that Cabinet approve the inclusion of the Council projects listed in the annex to the report in the business plan for Rural Denbighshire to be submitted for financial support through the Rural Development Plan for Wales.

5 DEVELOPMENT BRIEFS FOR SITES IN THE WEST RHYL REGENERATION STRATEGY

Councillor G O Rowlands presented the report seeking Cabinet approval of the development briefs for 3 sites in the West Rhyl Regeneration Strategy.

The Corporate Director: Environment, in response to a query from Councillor P A Dobb, said approximately 70% of residents were in favour of the proposals although some residents would be adversely affected. The private sector were showing interest in Rhyl which was encouraging for the Authority's aspirations for the town. There was more positive support than opposition to the proposals. Councillor J Thompson Hill welcomed the proposals for improvement and said most of the public concern appeared to be to ensure the façade of the Queen's Arcade remained.

Councillor G M Kensler queried whether Rhyl Town Council had been consulted and whether there was a need for a 1000 year lease. The Corporate Director: Environment said it was vital that key decisions taken were the best for the area and would set a direction to secure the future of Rhyl. No formal consultation had been held with the Town Council but discussions had been held with Rhyl and local Councillors who were in general pleased with the improvements being made in Rhyl.

The Chief Executive queried the need for similar projects to be discussed by Cabinet. However, the Corporate Director: Environment said similar projects could be the subject of a compulsory purchase orders at some point in the future and the Welsh Assembly Government would need to see full consideration of the issues by the Cabinet.

RESOLVED that Cabinet approve the development briefs for part of site C (85-90 West Parade), site D (91 West Parade-Sydenham Avenue) and site O (the town centre retail site) in the West Rhyl Regeneration Strategy.

6 HOUSING REVENUE ACCOUNT BUDGET AND CAPITAL PLAN REPORT 2007-2008

Councillor G O Rowlands presented the report for Members to note the latest financial forecast position of the Housing Revenue Account (HRA) for the current financial year. He reported that approximately 460 refurbishments had been completed. Housing Services would in future be managing the Disabled Facility Grant works for Council dwellings but had inherited a considerable backlog.

The Head of Housing Services informed Members that assumptions regarding the Right to Buy scheme were included in the Housing Stock Business Plan and were monitored monthly. The Right to Buy sales were estimated to be 18 this year compared to the forecast in the HSBP of 25. The Plan is regularly monitored and has been externally reviewed. The plan remains viable over the 30 years of the plan.

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

7 REVENUE BUDGET AND SUMMARY CAPITAL PLAN 2007-2008

Councillor J Thompson Hill 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.

Councillor Thompson Hill informed Members of a projected overspend of £422k at the end of October, excluding the schools' delegated budgets, primarily within the Lifelong Learning directorate. Social Services and Housing showed an increased underspend of £31k, the true position being pressure in year offset by an underspend carried forward from the previous year. There was also a £50k projected overspend on translation facilities within the County Clerks services.

There were pressures in the Lifelong Learning directorate from the 52 week residential facility at Ysgol Plas Brondyffryn. Currently there are only 2 out of County placements and is anticipated to result in a £277k overspend. A projection of about a further £200k overspend in the next financial year was also made. The facility is expected to generate annual surpluses from 2009-2010. Discussions were on-going with the Welsh Assembly Government to see if they could help with any funding as the delay in opening the facility was due in part to further requirements by the Assembly.

There were additional costs in connection with the initial impact of the Estyn report and the temporary cover for the Corporate Director and Head of Service. The treatment of the mould outbreak on artefacts in the Archives was a further pressure. Blessed Edward Jones RC High School is also likely to incur extra costs.

Councillor P A Dobb suggested an updated business plan to contain the operating loss at Ysgol Plas Brondyffryn was required and asked whether historical data could be made available. She said immediate action was required. Councillor H H Evans said the current situation was unacceptable and he said he and the Interim Corporate Director would be meeting with the Chair of Governors, staff and advisory officers as a matter of urgency to address this. He was also concerned regarding the situation at Blessed Edward Jones RC High School. The Chief Executive said the project was an example where revenue implications had not been considered in detail at the onset. However, this situation would not again arise as projects had now to be considered by the Capital Sub-Group before being included in the Capital Plan. The Chief Executive informed Members that the delay in opening the facility at Ysgol Plas Brondyffryn was due to more information required by WAG regarding staff appointments and the Minister was being asked to help with the funding shortfall. An active marketing campaign was being held across Wales and this would be extended over the border. Councillor P A Dobb said the facility should be marketed across the UK. Members said the facility had

been built as a Regional Centre of Excellence and were eager to ensure that the Authority had the right to ensure the facility could be marketed in England. As Chair of Governors of Ysgol Plas Brondyffryn, Councillor G M Kensler said the Welsh Assembly Government had been very supportive of the school. She informed Members that the delay in registering Hyfrydle, the childrens' home, was partly due to a change in CSSIW regulations which came into effect in July 2007. The house and manager had to be registered before pupils could be admitted to the school. It was hoped more pupils would enrol before the end of the financial year and she looked forward to an early meeting with the Leader and Interim Corporate Director: Lifelong Learning. The Leader advised he would hold this meeting as soon as possible.

Councillor E C Edwards expressed his support for the school and reminded colleagues of the need to treat such issues with sensitivity. He asked whether any collaboration / partnership between the North Wales Authorities had been considered. The Deputy Chief Executive / Corporate Director: Resources confirmed that information regarding the school had been circulated across Wales and that the Welsh Assembly Government would be asked to inform the Welsh Authorities that pupils should be placed at Ysgol Plas Brondyffryn before taking up placements in private establishments.

The Financial Controller explained that the budget for the facility formed part of the non delegated budget and not the school's budget. The spend and therefore the risk therefore rest with the Council not the school. He said it was not possible to forecast when the budget would move to a surplus figure in the future and therefore any deficit in 2007/8 would need to be written off.

Councillor C L Hughes suggested Ysgol Plas Brondyffryn be marketed to parents also if possible which could lead to a greater take-up of places. He was willing to attend any meetings if he could help in any way.

RESOVLED that Members note the budget performance figures for 2007/08 as detailed in Appendix 1 and agree the need for urgent action to be taken to fill vacant places at the 52 week residential unit at Ysgol Plas Brondyffryn and to also note the summary capital plan performance figures for the 2007/08 financial year as detailed in Appendices 2 and 3.

At this juncture (11.30 a.m.) the meeting adjourned for 15 minutes to allow Members to participate in refreshments.

8 ASSEMBLY SETTLEMENT AND BUDGET SETTING 2008-2008 UPDATE

Councillor J Thompson Hill presented the report for Members to note the detail of the Assembly settlement for the next financial year and indicative figures for 2009-2010 and 2010-2011, together with progress to date on the budget setting exercise. He said the provisional settlement was very disappointing at £129.287m, an increase of only 2.3%, which was well below the level of inflation. It was likely that the figure for the following year next year would be only 2%.

The Performance Incentive Grant, originally a 3 year grant scheme, was being retained. At just over £1m it could be a potential source of funding for service pressures in 2008-2009. However, the Assembly have yet to clarify any new targets that need to be delivered to secure the funding.

The Capital settlement at £7.858m was worse than the Revenue position with an increase of only 1.2% in WAG support.

Councillor Thompson Hill said the first round of Directorate budget setting meetings had been held. After factoring in the likely impacts of pay awards and price increases next year, the commitment to invest £700k in the initial response to the Estyn report, the employer's pension contributions, there would be little available for service pressures if the increase in Council Tax was to be kept at +2%. The review of the use of the Performance Incentive Grant could enable some of that grant to be redirected to service pressure areas. Second round meetings were currently taking place and the final settlement figures were expected from the Welsh Assembly Government by the end of January 2008 and would be considered by Cabinet at its meeting on 5 February 2008.

Members agreed with Councillor Thompson Hill's suggestion that a further Resolution be added at 9.3, stating that the Authority would be sending a strong response to the Assembly regarding the disappointing settlement figures. The Chief Executive agreed and said in two years Denbighshire would be receiving the lowest percentage increase in Wales. The settlement figures for the rural areas in the North of Wales were particularly difficult.

The Financial Controller informed Members that the formula for the settlement was reviewed each year. Good settlements had been received in previous years but the Authority was now suffering adverse formula changes. The Comprehensive Spending Review was carried out every 2 years and from this the Welsh Assembly Government produced a 3 year budget.

Councillor P J Marfleet said Local Authorities were underfunded and expected to pick up more costs each year. He saw no reason why Local Authorities in North Wales were disadvantaged - both Denbighshire and Conwy, for example, had the highest age group population which had a significant effect on both services and funding. He asked that local AMs be lobbied as well as early contact made with the other Local Authorities. He strongly advocated a limit on the rise in the Council Tax and that Denbighshire should not go to the 5% capping limit. Councillor G M Kensler agreed a constructive dialogue with AMs was required.

Councillor H H Evans suggested frontline and statutory services were at risk. The Authority would have to change how it worked in order to ensure service delivery. There was a need to raise the profile of the position of the Authority. He said he was looking to work with AMs, and particularly on North Wales issues. Councillor M LI Davies suggested that the Chief Executive prepare a draft letter for all Members which

they could use to lobby both AMs and MPs and also perhaps for use by schools. Councillor P A Dobb suggested the voluntary sector and private care homes also be asked for their support.

The Corporate Director: Social Services and Housing said that the NHS had received a 4.2% increase but Denbighshire and others were expected to help with care in the community and early release of patients from hospitals.

Councillor E C Edwards reminded colleagues that the current Council term would end in 5 months and although Education was rightly the priority, it was necessary to ensure that the other services also have to be delivered and improved upon for the next 5 months. The new Customer Care Centre was now showing what still needed to be done, both in the Environmental and Social Services and Housing Directorates. A radical solution was required as the Authority was in a serious position.

Councillor P J Marfleet suggested more investment should be made in the voluntary sector as they could play a crucial role in helping services. He felt it was important to explore collaboration but not to necessarily enforce it.

Councillor J Thompson Hill said the Authority would work with all available agencies. He agreed with Councillor Edwards that other services also have to be delivered and improved upon and that efficiency savings would have to be made in other areas. He referred to the potential energy savings which would not now happen. He asked whether Members wished to consider a 2% increase in Council Tax or another figure and whether during the budget setting process a meeting should be convened for all Members.

Councillor H H Evans suggested that figures should be considered initially for a low increase which would allow some leeway in the final discussions when the fuller picture was known. Councillor G O Rowlands agreed with Councillor Evans and Councillor G M Kensler agreed a 2% increase should be the starting point.

RESOLVED that:

- 1 *Cabinet note the general content of the Assembly provisional settlement for 2008-2009 and indicative figures for 2009-2010 and 2010-2011*
- 2 *Cabinet note the progress to date with the budget setting progress for 2008-2009*
- 3 *the Authority would send a strong response to the Assembly regarding the disappointing settlement figures and lobby AMs*
- 4 *a budget discussion meeting be convened for all Members.*

9 ROUTINE REPORTING ON PERSONNEL

Councillor J A Smith presented the report for Members to note the information on the staff headcount.

The Deputy Chief Executive / Corporate Director: Resources said that now that there was confidence in the figures, it was necessary to consider how the information would be utilised. Councillor E C Edwards agreed the information provided was useful and stressed the importance of utilising the information in regard to service delivery.

Councillor P J Marfleet suggested that from the information provided, it would be useful to know the underlying causes of sick absence. Staff were the Authority's single biggest cost and it could be possible to make savings on staff costs which would in turn help with the budgets. The percentage of full time employees was currently increasing greater than the population. It was important to consider carefully any grants being sought which would ultimately lead to increases in the staff headcount. It was the Authority's role to run some services but in other instances it was to develop and not run projects. He felt it was important to create an economic, vibrant society in the County and detailed discussion should take place on the information being provided.

Councillor M LI Davies supported the need for utilising the information in the report and suggested that instead of the decision on the report asking Members to note the figures, the decision should ask Cabinet to take action where relevant.

Councillor P A Dobb said it was important to be proactive with the information being provided. She suggested information could be sought from counties of excellence in Wales or Beacon Councils in England if relevant. Councillor P J Marfleet said he had asked for information from other Welsh Local Authorities to see if there was a growth in anomalies. Councillor G M Kensler stressed the importance of tying in the information with performance management and also exit interviews.

The Chief Executive discussed sickness absence being lower in the summer months, but some of this was due to the fact that teachers and many staff were on annual leave. Seasonal patterns happened in every organisation. Councillor R E Barton said it was also important to tackle short term absences.

RESOLVED that Members note the information in the report.

10 CABINET FORWARD WORK PROGRAMME

Councillor J A Smith presented the Cabinet Forward Work Programme.

Councillor E C Edwards strongly felt that the Work Programme should not be used as a Scrutiny tool, and Cabinet reports (with the exception of policy changes etc) should not be considered first by Scrutiny Committees as a matter of course. The Executive took the decisions and if applicable, Scrutiny Committees should call in reports. He asked that Scrutiny Chairs be reminded of their important role.

RESOLVED that Cabinet note the Cabinet Forward Work Programme.

11 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 20 of Part 4 of Schedule 12A of the Local Government Act 1972.

PART II

12 CAPITAL PLAN

Councillor J Thompson Hill presented the report for Members to note the latest position on the 2007-2008 element of the Capital Plan. He said the Welsh Assembly Government had allocated £1.4m grant in 2008-2009 to enable the Authority to continue its Housing Renewal Areas work. To date, capital bids totalling £42.2m for capital resources in 2008/9 had been received. These would have to be considered by the Capital Strategy group in the light of the capital funding available.

Councillor E C Edwards thanked the Corporate Director: Environment and the 3D and Catering departments in particular for their excellent work on the new dining facilities at Ysgol Brynhyfryd, Ruthin. The dining room was a much needed and appreciated improvement at the school.

Councillor J Thompson Hill asked Members to note the new column on Appendix 1 which now included risk assessment.

RESOLVED that Members note the latest position on the 2007-2008 element of the Capital Plan.

Councillor M LI Davies thanked the Chair, Members and officers for their consideration of Observer Members at the meeting.

The meeting concluded at 12.50 p.m.

REPORT TO CABINET

CABINET MEMBER: Councillor H H Evans
Leader and Lead Member for Lifelong Learning

DATE: 18 December 2007

SUBJECT: Draft Action Plan in response to Estyn

1. DECISION SOUGHT

1.1 Cabinet is requested to approve the attached revised Action Plan as fit for submission to Estyn.

2. REASON FOR SEEKING DECISION

2.1 Member approval is required for the revised action plan in light of the comments from Estyn on the plan that was submitted at the beginning of November.

2.2 Elected Members have been extensively involved in consideration of the Estyn Report and in discussions and consultations about actions required in response. Council formally approved the plan submitted to WAG on 2 November at its meeting on 20 November

2.3 Following submission of the draft Action Plan a letter was received from Estyn setting out 10 points that needed to be addressed within a revised Action Plan.

2.4 The plan format has been revised and incorporates the points raised together with other improvements identified by the Action Team and Modernising Education Programme Board.

2.5 The main development has been to amalgamate the 88 previously identified tasks and underpinning work plans to 19, which directly respond to the Estyn Inspection Report Recommendations.

2.6 The activity from the original work plans has been incorporated within the 19 plans and therefore information already gathered has not been lost.

2.7 It now rests with Cabinet to decide that the revised Action Plan should be approved. The plan is still in draft and we will be working on finalising it up to 21 December 2007, when it will be submitted in order to meet Estyn's deadline of 27 December.

3 POWER TO MAKE THE DECISION

3.1 The Council is under a duty to prepare an Action Plan under Section 39 of the Education Act 1997. This duty is vested in the Cabinet as a consequence of legislation under the Local Government Act 2000.

4. COST IMPLICATIONS

- 4.1 Many of the actions can be delivered by redirecting existing resources to focus more clearly on the schools which need support most and by challenging all schools to use funding effectively to raise standards. Detailed costings are identified in the work plans and a summary of the financial requirements for the Action Plan is attached. These considerations will be taken into account in the budget setting process for 2008/09.

5. FINANCIAL CONTROLLER STATEMENT

- 5.1 The financial implications resulting from the Action Plan will form a major element of the debate around the Budget Setting exercise for 2008/9 and later years. These implications, potentially both revenue and capital, will need to begin to be clarified.

6. CONSULTATION CARRIED OUT

- 6.2 Extensive consultations have been held with Scrutiny, Headteachers, Chairs of Governors, Social Services and, in particular, Children's Services are engaged in supporting the whole process as well as relevant sections of the Plan.

7. IMPLICATIONS ON OTHER POLICY AREAS

7.1 THE VISION

The Council has already agreed to amend its priorities to focus on School and Educational Improvement as a priority.

8 ACTION PLAN

- 8.1 The Action Plan for which formal approval is requested is attached. It is accompanied by the work plans that underpin our response to each recommendation.
- 8.2 The Head of Policy and Performance is developing a programme management system with the Programme Manager and Change Manager to monitor and manage the delivery of the Action Plan.
- 8.3 The management system will enable reports on progress to be made to Modernising Education Programme Board, Scrutiny Committee, Council & Cabinet and to the external Recovery Board which will set up by Minister.
- 8.4 The Action Plan also addresses a number of key recommendations from the Cambridge Modernising Education work, especially in the area of improving educational standards. The final Cambridge Modernising Education report will be presented to senior officers in late December 2007/early January 2008. Following consideration of this report, the Modernising Education Programme Board will oversee the development of a three year action plan, which will address those key findings within the Cambridge Modernising Education report, that have not already been addressed by the Estyn Action Plan. The approach that the council will take to the development of the Action Plan in response to

the Cambridge report will be driven by our 'Statement of Intent', agreed by council on 17 October 2007. This means there will be consultations with key stakeholders before concrete proposals are agreed by Cabinet. This will be reported to Cabinet in due course.

9 RECOMMENDATIONS

- 9.1 Cabinet is asked to approve the revised format of the Action Plan.
 - 9.2 Cabinet is asked to agree that the Action Plan is submitted to WAG and Estyn, subject to minor amendments arising from advice from WLGA and outcomes of the appraisal process.
 - 9.3 Cabinet is asked to endorse the approach to the Cambridge Modernising Education recommendations, set out in paragraph 8.4.
- .

Denbighshire County Council

ACTION PLAN IN RESPONSE TO ESTYN INSPECTION REPORT 2007



CYNGOR

Sir Ddinbych

Denbighshire
COUNTY COUNCIL

CONTENTS

Statement of Intent		3
Denbighshire's Vision for Education		4
Introduction		5
Lead Responsibilities		12
Table of Targets		14
Action Plan		15
Appendix		
1	What have we done since the inspection?	36
2	Estyn Recommendations	38
3	Diagram of Monitoring arrangements	40
4	Diagram of Evaluation arrangements	41
5	Diagram of Accountability of Education	42
6	Glossary of Terms	43

DENBIGHSHIRE'S ACTION PLAN IN RESPONSE TO THE ESTYN REPORT

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 ACTION PLAN IN RESPONSE TO THE ESTYN REPORT

INTRODUCTION

The Estyn Inspection Report has identified shortcomings in important areas of Denbighshire's Education Service. The report comments on three main areas for improvement:

- Poor performance of schools
- Leadership and management of education at all levels in the Authority
- Use of resources

Denbighshire accepts the findings of the Estyn report and recognises that its response will involve radical changes to the way in which education is led/managed and delivered within the county. Accordingly, members of the council have revised their top priority to read 'School and Educational Improvement' and articulated this commitment in the Statement of Intent on the front page of this document.

Members and officers fully appreciate the critical importance of engaging schools in the improvement process. We have given the highest priority to developing relationships with schools and encouraging effective communications and joint working. There is a renewed determination to improve trust and develop a strong shared sense of purpose around raising standards for all the children and young people of Denbighshire.

Our improvement journey has already started. Since the publication of the inspection report, the council has taken the following actions:

- established raising educational standards in schools as the top priority;
- appointed a new Leader of the council, with a lead responsibility for Education;
- appointed an Interim Director of Lifelong Learning and an Interim Head of School Improvement, with a very clear brief on educational standards;
- earmarked an additional £700k for immediate action and given commitment to a further injection of resources for 2008-2009;
- started the process for filling key posts in school improvement, inclusion and programme management;
- established a member/officer Modernising Education Board, chaired by the Leader, to oversee the development and implementation of this plan and the county's wider education programme.

A detailed list of additional actions, already implemented in response to each recommendation, is Appendix 1.

A STRATEGIC APPROACH

We have developed this Action Plan within the broad context of our responsibilities under the Children Act 2004, but specifically the development of the Children and Young People's Single Plan, the Cambridge Modernising Education report and the Denbighshire Young People's Partnership Action Plan. All of the actions within this Action Plan have been cross-referenced and many contribute to achieving the aims of these wider developments. The key findings of these reports will form the core educational priorities within the Children and Young People's Single Plan, which will be finalised in July 2008. The newly established Modernising Education Board (MEB) will ensure that the county's contribution to the Single Plan is effectively coordinated.

The final Cambridge Modernising Education report will be presented to the council in late December 2007/early January 2008. Following consideration of the report, the council will develop a three year Action Plan. It is expected that a large number of the Cambridge recommendations will be addressed by our response to the Estyn Inspection report but others, relating to the pattern of school provision will require further action. In approaching its response to the Cambridge Modernising Education report's recommendations, the council will give the highest priority to its commitment to raise standards within the spirit of the 'Statement of Intent'.

FINANCE

The resources that are required to deliver the Action Plan have been costed by the relevant Heads of Service and taken into account in the development of the Plan. Many of the activities will be within available resources. However, the Authority recognises that an increase in funding is immediately necessary (this expenditure will be committed in 2007/08) and has agreed to earmark £700k for 2008/09 over and above the available budgets in schools and the council. Furthermore, there are ongoing discussions, within the context of the budget setting process, about further increased funding for education. Final decisions about additional funding for 2008/09 and beyond will be made by members at their council meeting on 12 February 2008. The Schools' Budget Forum is fully engaged with this process.

Members, officers and schools have given a great deal of thought to how the additional £700k should be targeted in order to optimise impact on raising standards in our schools. Our proposals are as follows:

- Delegate to secondary schools for raising attainment at GCSE £290k
- Increase the council's capacity to challenge and support schools £120k
by appointing three additional members of the School Improvement Team:
 - one Secondary School Improvement Officer
 - two Primary School Improvement Officers
- Increase the capacity of the council and schools to provide £170k
pupils with effective support for improving behaviour and attendance and reducing exclusions
- Strengthen the capacity of the Authority to manage change and £120k
effectively deliver this work programme and its plans

HUMAN RESOURCES

Delivery of the Action Plan and the required changes will not be possible without the right people, with the right skills in place. We are reviewing current staff roles and responsibilities and considering all forms of recruitment in order to be able to supplement existing staff in the short term, while seeking to recruit permanent staff.

Key interim arrangements are in place to move the Action Plan forward immediately pending permanent appointments. The Policy and Performance team has been restructured and, as outlined in the Action Plan, the process for filling the post of Head of School Improvement and other school improvement posts has started.

WHERE DO WE WANT TO BE?

We have established clear and challenging targets within the Action Plan and its supporting Work Plans. Our key aims are:

Estyn Recommendation	Over the next three years we will:
1	<ul style="list-style-type: none"> • Improve pupil attainment in all key stages, especially at KS4 so that attainment is at or better than the 'top 10' performing authorities in Wales • Reduce permanent and fixed term pupil exclusions from schools to below the Wales average • Improve pupil attendance by 1% in primary schools and 1% in secondary schools and year on year 2008-09, 2009-10, 2010-11
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
3	<ul style="list-style-type: none"> • Review and 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 implement improvement we will need to develop and keep under regular review the detail within the Work Plans and other Business Plans. 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.

WORK PROGRAMME

We use the term Work Programme to encompass both the Action Plan and Work Plans

HOW HAVE WE DEVELOPED THE ACTION PLAN AND ASSOCIATED WORK PLANS

The Action Plan addresses each of the 18 bullet points within Estyn's three overall recommendations.

The Action Plan addresses each of these bullet points indicating the responsible person, objectives to be accomplished, timescales and progress indicators. The completion dates cross-reference to other important policies or initiatives, and costs are also set out clearly.

Therefore, the first bullet point under recommendation R1 is R1.1, the second is R1.2 and so on. (see Appendix 2)

Each bullet point recommendation is underpinned by a Work Plan which details the success criteria, how we will measure our progress, and a key activities list, detailing what will be done, when it will be done, who will be responsible and timescales. Each Work Plan contains detailed risk assessment, staff resources and stakeholder involvement. These Work Plans directly address the three overall recommendations of the inspection report.

In addition to these work plans, we have chosen to include two additional work plans, which address key areas, commented about within the inspection report, although not in the recommendations. We have taken the view that these work plans should be part of our Action Plan because they are important to the overall successful implementation of our improvement agenda. These are as follows:

Task 1.2 (a) - Produce a five year Inclusion and Prevention Strategy; and

Task 2.5 (a) - Develop and implement Community Focused Schools and Integrated Support Strategy to deliver holistic support to children, young people and families within the community.

At the end of each recommendation, we describe how each key task will be monitored, evaluated and reviewed. The effective implementation of each task will be evaluated using quantitative and qualitative information, focusing on outputs and outcomes.

We believe that the development of the work plans as an integral part of the Action Plan clearly sets out the holistic approach that has been taken to link the work required to deliver the Action Plan. We also believe that this approach provides a clear focus for staff and members to see the direction of travel and progress. This will also provide a suitable evidence base to monitor progress, by both internal and external bodies, and ensure accountability.

HOW WILL THE ACTION PLAN BE MONITORED, EVALUATED AND REVIEWED?

The Modernising Education Board (MEB) is responsible for overseeing the effective implementation on the Action Plan.

A Programme Manager is responsible for the coordination of all Key Tasks and Work Plans and for ensuring that the Board is kept informed and able to drive the Action Plan forward.

A diagram representing the monitoring process is presented in Appendix 3. Specific actions to monitor progress in meeting all aspects of the Estyn recommendations appear in each section of the Action Plan.

The Action Plan changes the priorities and activities within the education service. These changes will become part of the everyday working of the service. A Change Manager has been recruited whose role is to support the embedding of new processes and practices into mainstream working. Heads of Service have already started the process of reviewing their business and team plans to reflect the work plans.

The findings of the Cambridge Modernising Education Report are not fully discussed in this document. However, actions will be taken alongside those shown in this Action Plan and will be fully integrated into the Programme Management processes.

We will establish arrangements for key stakeholders including head teachers, governors, young people and parents to participate in the implementation and review of the Action Plan.

HOW WILL THE WORK PROGRAMME BE EVALUATED?

We use "evaluation" in relation to the Action Plan and Work Plans to describe the process of assessing whether key actions have successful outputs / outcomes when evaluated against the progress indicators and success criteria set out in the Programme. The evidence gathered through the evaluation process will determine further prioritisation, action and development.

Evaluation of the programme will be undertaken in two ways:

Evaluation will take place in both the short term and over a longer period to ensure that the required outcomes are being delivered. This will analyse the effectiveness of the work plans being undertaken to ensure that what we are doing is making a difference to schools and education in Denbighshire.

Essential to the success of the evaluation process is the need to have a robust system of self evaluation both within the council and schools. The aim of this process is to decide, using both qualitative and quantitative information, whether

change has worked or not and, as a result, identify best practice or decide on other courses of action. The use of agreed data will form a key aspect of this work.

We have put in place external verification in partnership with the Welsh Local Government Association (WLGA).

They will have access to all stakeholders and will be able to review and challenge any of our actions. They will regularly report their findings to the WLGA who will in turn ensure Welsh Assembly Government (WAG) are fully informed of our progress. The external evaluators will also update the MEB on their findings so any appropriate action can be taken. A diagram representing the evaluation process can be found in Appendix 4.

Further external evaluation will also be undertaken by Estyn who will monitor, review and inspect progress against their report's recommendations

In addition to this we are sourcing best practice expertise from other councils, including Powys and Neath Port Talbot and we will constantly challenge our methods and processes to ensure we continually improve.

This process is designed to inform and give confidence to stakeholders that sufficient sustained progress is being made towards delivery of the Action Plan

HOW WE WILL REVIEW THE ACTION PLAN?

A formal annual review process of the whole Action Plan will take place to ensure that targets and actions have been achieved and to identify issues for further improvement and development.

The Business Change Manager and Programme Manager will work with Schools, Activity Leaders, Heads of Service and Corporate Directors to identify the evidence required to demonstrate the value of the task in the context of achieving the desired sustainable change and realisation of improvements in relation to the three main areas identified by Estyn.

The annual review will involve the Task Leaders who will be required to provide evidence for consideration and challenge by the Business Change Manager and Programme Manager. A formal report of the assessment will be presented to Modernising Education Board. The Board will be asked to consider recommendations for action or considerations of issues which may influence future business planning for the Authority.

WHO ARE OUR STAKEHOLDERS?

Throughout the document reference is made to "stakeholders". The Council considers that key stakeholders of this plan are:

- children & young people;

- schools, headteachers and teachers;
- governors;
- councillors and staff from across the council;
- parents and Parent Teacher Associations;
- Assembly Members and Members of Parliament;
- Welsh Assembly Government.
- Estyn.

Where in the Action Plan reference is made to “schools” this will include headteachers and governing bodies.

HOW WILL WE BE ACCOUNTABLE TO OUR STAKEHOLDERS?

Appendix 5 shows the lines of accountability within the education service. It shows clear management responsibility within and across schools from head teacher through to Chief Executive and full Council. It also shows that elected members have a very clear role in ensuring a quality service is provided.

The diagram highlights the key responsibility of Scrutiny in ensuring that all parties are fully accountable for the performance of education within Denbighshire. A strong scrutiny role will ensure that schools, officers and other elected members are constantly challenged to improve performance and deliver quality services. External support in developing the scrutiny function has been put in place.

The introduction of the Schools Standards Monitoring Group (SSMG), (whose function is to analyse performance through data provided by the performance management team, to provide challenge to schools and officers and to identify areas of additional support required to improve performance) provides a significant addition to Scrutiny’s function. It will allow more direct interaction with and scrutiny of officers, headteachers and chairs of governors, and will allow best practice to be shared on a regular basis.

The delivery of the Action Plan needs to become embedded in the mainstream activities of the service. This will be done by:

- incorporating the Action Plan within the Community Strategy and Improvement Plan;
- linking Directorate and Service plans to the Action Plan objectives;
- business plans underpin the delivering of the Action and Work Plans;
- targets and personal development objectives for individual staff that reflect the need to deliver the Work Plans.

We recognise that this is a significant cultural change for many staff and Members within the council. We will ensure that they participate fully in the development and delivery of the underpinning Work Plans, and are kept fully informed of progress within the Action Plan. We will keep staff informed and engaged through:

- regular briefings by the Chief Executive;
- meetings with Corporate Directors and Heads of Service;

- attendance by Leader, Chief Executive and other senior officers at area and county level meetings of headteachers;
- updates at team meetings;
- newsletters, bulletins and e-mail updates;
- using internal publications (eg Headlines);
- appraisals and staff supervision.

It is important that other stakeholders are able to interact with the Council and understand the improvements that are being undertaken. This means that the Council must improve the transparency of its decision making and reporting. It will:

- provide clear understandable information that is easy to access;
- communicate regularly and clearly with key stakeholders;
- continue to engage in meaningful consultation;
- encourage participation of all stakeholders;
- promote and develop a range of open and equitable partnerships.

In setting out its proposals in this way, the Council wishes to demonstrate that it has both committed itself to a radical plan for action and has taken a holistic view of the changes required.

Whilst the Action Plan provides the means of raising pupil achievement, this work also enabled pupil improvement and welfare to be linked with the development of the Children & Young People's Single Plan during 2008.

Lead responsibility for Recommendations:

Recommendation 1	Lead Responsibility	Councillor Portfolio Responsibility
Address the issue of poor performance in schools by	Corporate Director Lifelong Learning	Leader
Sub recommendations:		
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	Head of School Improvement	Education
R1.2 developing, in partnership with schools, a coherent and specific school improvement strategy sharply focused on the priorities needed to raise performance	Head of School Improvement	Modernisation & Improvement
R1.2 a) Produce a council five year Prevention & Inclusion Strategy	Head of Partnerships & Inclusion and Head of Children's Services	Regeneration & Housing
R1.3 improving overall attendance figures across the authority	Head of Partnership & Inclusion	Customer Care & Community Safety
R1.4 reducing permanent and fixed term exclusions	Head of Partnership & Inclusion	Social Services
R1.5 improving the amount of provision and support for children and young people with social, emotional and behavioural difficulties	Head of Partnership & Inclusion	Social Services
R1.6 rigorously monitoring and challenging the performance of schools through the effective use of data	Head of School Improvement	Modernisation & Improvement
R1.7 determining schools' entitlement to support from the Council according to need, and communicating this clearly to schools	Head of School Improvement	Leader
Recommendation 2	Lead Responsibility	Councillor Portfolio Responsibility
Improve the leadership and management of education at all levels of the authority by:	Chief Executive	Leader
Sub recommendations:		
R2.1 identifying clearly and addressing systematically, through robust planning and monitoring, the key strategic priorities needed to improve performance at all levels	Head of Policy & Performance	Modernisation & Improvement
R2.2 creating clearer links between operational, service and	Head of Policy & Performance	Modernisation & Improvement

	corporate priorities;		
R2.3	consulting and communicating effectively with schools, parents, pupils and other key partners	Head of Partnership & Inclusion	Business Management, Communications and Personnel
R2.4	influencing schools to work in constructive partnership with officers and elected members on agreed improvement strategies to raise performance	Head of School Improvement	Modernisation & Improvement
R2.5	improving relationships and communication between parts of social and education services to successfully implement the Children Act 2004	Corporate Director – Social Services & Housing	Social Services
R2.5b)	Develop and implement Community Focused Schools and Integrated Support Strategy to deliver holistic support to children, young people and families within their community	Head of Partnership & Inclusion and Head of Children’s Services	Social Services
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	County Clerk	Business Management, Communications and Personnel
Recommendation 3		Lead Responsibility	Councillor Portfolio Responsibility
Improve the use of resources		Corporate Director - Resources	Leader
Sub recommendations:			
R3.1	linking funding priorities within the education budget more closely into strategic and operational planning processes	Senior Management Accountant – Lifelong Learning	Finance
R3.2	prioritising resources according to the needs of children, young people and schools	Senior Management Accountant – Lifelong Learning	Education
R3.3	evaluating the impact of the use of resources	Senior Management Accountant	Modernisation & Improvement
R3.4	completing the work on funding formulae for secondary and special schools and the delegation of resources for SEN and behaviour support	Corporate Director Lifelong Learning	Finance
R3.5	working openly with schools to improve their understanding of funding decisions and processes	Senior Management Accountant – Lifelong Learning	Education

Key Performance Indicators:

ATTAINMENT	Target by:					
	Current Baseline 2006/07	Aug 08	Aug 09	Aug 10	Aug 11	Aug 12
The figures show the rise in trend that we will have to achieve in order to match current performance of the family Local Authorities. Closing the gap in Key Stages 1, 2 and 3 will be achievable more readily than in Key Stage 4. In setting the targets, account has been taken of the schools' aggregated targets, FFT data and Denbighshire's ranking in the family group and national benchmark data. Schools' aggregated targets for 2008 for 5+A*-C have been rechecked with schools and are now close to Local Authority target. KS3 and KS4 CSI school forecasts are higher than FFT predicts. When further performance data is available in September 2008 the targets will be reviewed and adjusted appropriately.						
Percentage of KS1 pupils achieving the Core Subject Indicator (CSI)	80.7%				reviewed in 2010	reviewed in 2010
Percentage of KS2 pupils achieving the Core Subject Indicator (CSI)	73.2%				reviewed in 2010	reviewed in 2010
Percentage of KS3 pupils achieving the Core Subject Indicator (CSI)	57.4%				reviewed in 2010	reviewed in 2010
Percentage of KS4 pupils achieving the Core Subject Indicator (CSI)	34.4%				reviewed in 2010	reviewed in 2010
Percentage of KS4 pupils achieving A* to C	47.1%				reviewed in 2010	reviewed in 2010
ATTENDANCE AND EXCLUSION:	Current Baseline	Target by:				
		Aug 08	Aug 09	Aug 10	Aug 11	Aug 12
Primary attendance 2006/2007	94.3%	95.3%	95.8%	Review		
Secondary attendance 2006/2007	89.9%	91%	91.5%	92%	Review	
Reduction in number of days lost to fixed term exclusions based on WAG data 2005 - 06	3.5	3.0	2.5	Review		
Reduction in number of permanent exclusions based on WAG data 2005 - 06	18	16	14	Review		

RECOMMENDATION 1: Address the issue of poor performance in schools by:

RECOMMENDATION WORK PLAN: 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			
RESPONSIBLE PERSON:		Success Criteria:	
Head of School Improvement		In three years time, end of key stage results, especially at KS4, place the Local Authority in the 'top 10' performing authorities in Wales In five years time end of key stage results, especially at KS4, match or exceed the two highest achieving members of the family group	
	Objectives	Time Scale	Progress Indicators
	Clearly identify barriers to school improvement and put in place strategies to raise the overall attainment of pupils, particularly at KS4		-
	Agree improvements targets with all schools on the based on accurate analysis of data and review of improvement plans. Further review the accuracy of target setting as data for 2008 becomes available.	Complete by January 2008	- At least 12 primary schools and 4 secondary schools improve benchmark performance by one quartile in 2008 - At the end of KS4, local authority aggregate rises from <i>tbc%</i> to <i>tbc%</i> A*-C in 2008 - Accurate & ambitious targets for KS4 2009 are set by all Secondary Schools - The Local Authority has a clear system in place for categorising schools for support and sufficient resources effectively deployed and monitored by SSMG - Increased opportunities established for informal learning
	Categorise schools and prioritise support on the basis of a shared evaluation framework	January 2008	
	Immediately target up to 15 primary schools and 5 secondary schools with high potential to raise attainment with additional support	Ongoing September 2007	
	Additionally as a result of target setting in December 2007/January 2008, identify schools at risk of low achievement, particularly at the end of KS4, review improvement plans and target support	January 2008 Ongoing	
	Focus support on core subjects, literacy & numeracy, teaching & learning and accuracy and effectiveness of assessment	ongoing	
	Report regularly to elected members through the School Standards Monitoring Group (SSMG) on the focus of improvement in targeted schools, progress with the implementation of plans, the effectiveness of support and achievement of targets	January 2008 ongoing	
	Increase opportunities for young people to engage / achieve through informal / non formal learning in school	January 2008 ongoing	
	Cross reference and Links	<i>Cross reference to Cambridge Report Recommendations</i>	

RECOMMENDATION WORK PLAN: R1.2			
Developing, in partnership with schools, a coherent and specific school improvement strategy sharply focused on the priorities needed to raise performance			
RESPONSIBLE PERSON:		Success Criteria:	
Head of School Improvement		<p>Any schools identified as cause for concern, improve to at least satisfactory (grade 3) within 12 months</p> <p>Effective collaboration between Local Authority services has been put in place to support identified needs in targeted schools leads to clear evidence of progress in school's improvement plans</p>	
Objectives	Time Scale	Progress Indicators	
A Partnership Agreement will be reached with schools, clearly defining roles and expectations in relation to raising performance	January 2008	<ul style="list-style-type: none"> - Support enables schools to reach end of key stage targets - Schools' performance matches LA aggregate targets - Improvements result in at least 90% of targeted schools reaching agreed targets within a year - Sample surveys of governing bodies (12 primary and 4 secondary) reflect that at least 85% (14) believe Local Authority support makes a significant contribution to target setting, schools self evaluation and improvement planning 	
A shared self evaluation framework will be established and levels of support will be allocated according to the category in which a school is placed	January 2008 Ongoing		
The highest level of support will be directed to schools causing concern with the expectation that cause for concern will be removed within twelve months because of improved performance	January 2008 ongoing		
Support will be focused on improving teaching and learning, assessment, behaviour and attendance	April 2008 ongoing		
Cross reference and Links		<i>Cross reference to Cambridge Report Recommendations</i>	

<p>RECOMMENDATION WORK PLAN: R1.2(a) Developing, in partnership with schools, a coherent and specific Prevention and Inclusion strategy sharply focused on the priorities needed to raise performance of children with Additional Learning Needs Development of a Prevention and Inclusion Strategy</p>			
<p>RESPONSIBLE PERSON: Head of Partnership & Inclusion</p>		<p>Success Indicators: Prevention and Inclusion Strategy in place, outlining key objective for the next 5 years; Schools understand clearly what support they can expect for children with ALN; Improved attainment of children with additional learning needs, in particular children who have SEN across all ranges so that each child raises their attainment by Improved attendance by 1.5% in targeted schools – 3 high schools in 2008-09; Reduction in days lost through fixed term and permanent exclusions in three high schools in 2008-09; Children’s needs are identified by partnership working across all agencies in order that individual need is more appropriately met in the 0-5 age range; Quality training and support regarding Inclusion for all staff in schools – 70% of staff receive training in aspects of ALN, 100% of staff with specific responsibilities receive appropriate training eg Designated Teachers Child Protection, Behaviour Support Teachers, SENCOs.</p>	
	Objectives	Time Scale	Progress Indicators
	Agree a multi-agency Prevention and Inclusion Strategy which addresses the needs of children and young people	July 2008	Consultation on draft strategy March – June 2008
	All children including those with Additional Learning Needs make measurable progress and achieve	February 2008 August 2008	Baseline established, support targeted; measurable progress identified for children with SEN, EAL Looked After Children and more able and talented children
	There is effective collaboration with schools and all partners which help to ensure that children stay safe and healthy	June 2008	Parents Forum established Youth Council established Multi-agency teams in place to support children and young people’s learning needs

	There is early intervention to support children with special needs in the 0-5 age range	April 2008	Multi-agency team in place to identify, assess and support under 5s with Special Needs (Health, Education and Social Care)
	Children and young people make successful transitions through phases (eg primary to secondary transfer and/or types of provision)	2008 2008	Admissions centralised - Workshops and information sessions on school transfer process for parents Transition (Conwy & Denbighshire) protocol in place for children with Statements of SEN and adhered to
	There is fair access to high quality support and provision for all children and young people.	April 2009	Appropriate provision and support for ALN; Agreement with Headteachers on the banding system and associated funding; Modelling of bands with pilot schools SEN banding in place and associated funding.
	Increase the confidence and expertise of all staff in order to meet the individual needs of all children and young people.	Comprehensive training programme in place by September 2008	Training needs identified – Spring 2008 Quality of training evaluated through questionnaires, surveys and numbers of staff accessing training
	Cross reference and Links	Cambridge Report Recommendations;	

DRAFT

RECOMMENDATION WORK PLAN: R1.3			
Improving overall attendance figures across the authority			
RESPONSIBLE PERSON:		Success Criteria:	
Head of Partnership & Inclusion		Pupil attendance rates increase by 1% in primary schools and 1% in secondary schools year on year 2008-09, 2009-10, 2010-11	
	Objectives	Time Scale	Progress Indicators
	Schools to set targets for attendance termly and full year monitored by School Improvement and ESW Service	December 2007	<ul style="list-style-type: none"> - Targets set and monitoring is included in Performance Management Framework - Training identified and delivered where needed - Consistent use of coding used across all schools - Reintegration programme in place - Attendance targets met - Pupils at risk of non attendance supported in school - Wider curriculum opportunities at KS4
	There are effective partnership strategies in place between schools, ESW service and other agencies in order to improve attendance	September 2008	
	Improved support and reintegration programmes for poor attenders	September 2008	
	Work with schools through 14-19 Network to develop a more Inclusive Curriculum	September 2009	
	Cross reference and Links	Prevention & Inclusion Strategy; 14-19 Learning Pathways <i>Cross reference to Cambridge Report Recommendations</i>	

RECOMMENDATION WORK PLAN: R1.4			
Reducing permanent and fixed term exclusions			
RESPONSIBLE PERSON:		Success Criteria:	
Head of Partnership & Inclusion		Fixed term and permanent exclusions have been reduced to at least the same as the top performer in our family of comparative schools.	
	Objectives	Time Scale	Progress Indicators
	Establish clear strategy with all schools on interventions to be used to prevent exclusions	February 2008	<ul style="list-style-type: none"> - Agreed strategy in place - Reduction in fixed term and permanent exclusions from January 2008 - Increased training on teaching and learning styles - Expanded curriculum opportunities at KS4 - Review capacity to deliver needs relating to attendance and attainment - Capacity increased targeted to needs
	Re-engaging with young people in danger of disaffection by supporting schools in the development of more inclusive teaching and learning	July 2008	
	Develop a more inclusive curriculum to facilitate the engagement of young people particularly at KS4	September 2009	
	Extend capacity of Behaviour Support Service to increase support for pupils at risk of exclusion	April 2008	
Cross reference and Links		<i>Cross reference to Cambridge Report Recommendations</i>	

RECOMMENDATION WORK PLAN: R1.5 improving the amount of provision and support for children and young people with social, emotional and behavioural difficulties			
RESPONSIBLE PERSON: Head of Partnership & Inclusion		Success Criteria: On Site Inclusion Centres established in schools identified with greatest need	
	Objectives	Time Scale	Progress Indicators
	Increase the support for pupils with BESD to maintain their place in mainstream schools	April 2008	<ul style="list-style-type: none"> - On site inclusion centres developed according to needs - Extended support from 14-19 network to increase provision
	Development of on site inclusion centres on sites of 3 high schools	September 2010	
	Improved Capacity within the KS4 PRU to extend the provision offered	August 2009	
	Extend educational entitlement to excluded pupils at KS4	September 2008	
Cross reference and Links		<i>Cross reference to Cambridge Report Recommendations</i>	

RECOMMENDATION WORK PLAN: R1.6		
Rigorously monitoring and challenging the performance of schools through the effective use of data		
RESPONSIBLE PERSON:	Success Criteria:	
Head of School Improvement	Intervention in targeted schools identified through data leads to improvement in 2008	
	Aggregate targets for Denbighshire place the Local Authority within the top ten performing authorities in Wales within three years	
Objectives	Time Scale	Progress Indicators
Improve data analysis supplied to schools to clarify the extent of improvement required to reach challenging targets	January 2008	<ul style="list-style-type: none"> - Survey of primary and secondary schools indicates provision of data has improved on 2006-2007 - Officer visits recorded on electronic database, including analysis of data, available to other services - Schools targets align closely with council aggregate targets
Use data analysis as a sound basis for improvement planning by schools supported by attached school improvement officer	May 2008 Ongoing	
School improvement officers monitor the quality of provision, especially in teaching, learning and assessment, which enables learners to achieve their targets	January 2008	
External consultants and the Curriculum Support Service are deployed to support improvement in provision in 15 primary schools and 5 secondary schools	April 2008	
Data is shared more effectively with other services in the council; other services are fully briefed on interpretation of data and support from other services is co-ordinated effectively	February 2008	
Head teachers and governors are supported through training and school visits in interpreting data	March 2008	
Cross reference and Links	<i>Cross reference to Cambridge Report Recommendations</i>	

RECOMMENDATION WORK PLAN: R1.7			
Determining schools' entitlement to support from the Council according to need, and communicating this clearly to schools			
RESPONSIBLE PERSON:		Outcomes:	
Head of School Improvement		Funding and resources will be targeted for children and young people with the greatest need	
	Objectives	Time Scale	Progress Indicators
	Adapt the school funding formula to include a banding system which ensures that resources appropriately meet the needs of children and young people	April 2008	<ul style="list-style-type: none"> - Banding system in Place and resources appropriately targeted - Schools causing concern Policy implemented and times deadlines met - Schools are notified of their entitlement - Schools access appropriate support according to their entitlement
	Develop and implement a policy for schools targeting resources to schools with particular reference to prompt intervention in schools causing concern	April 2008 Ongoing	
	Through the partnership model, communicate to schools their entitlement to support which recognises the responsibility of both the local authority and schools to achieve improvement in pupils' attainment	May 2008 ongoing	
Cross reference and Links		<i>Cross reference to Cambridge Report Recommendations</i>	

RECOMMENDATION 1:

MONITORING

To ensure that we achieve the objectives set we will monitor the implementation of Key Tasks in relation to Recommendation 1 by focusing on:

- Visits by an attached School Improvement Officer which will focus on:
 - Pupil progress and attainment across Key Stages 1, 2, 3, 4
 - Evidence of the impact of improvement priorities on pupil attainment
- Class observations carried out by School Improvement Officers and inclusion / behaviour officers, recorded on database of school visits
- Analysis of school inspection reports
- Reports on visits by School Improvement Officers including targets set for individual schools visited on database of school visits
- Reports by Partnership & Inclusion Officers held on database of school visits
- Activity leaders documenting progress and reporting to Head of Service on monthly basis.
- Moderation meetings and Cluster Meetings with schools
- Heads of Service (and other officers when requested) reporting to Schools Standards Monitoring Group (SSMG)
- Performance data and area of concern on progress towards targets reviewed at monthly Directorate meetings.
- Level of challenge to higher performing schools approved at annual target meetings
- Half-termly meetings of Heads' Forum with Head(s) of Service to monitor the working of the Partnership Agreement
- School Improvement and Partnership & Inclusion Services share information through monthly meetings to contribute to effective monitoring

EVALUATION

We will evaluate the impact of Key Tasks against success criteria in relation to Recommendation 1 by focusing on the following information:

- Pupil attainment within and across all Key Stages using pupil performance data, teacher assessments and benchmarking information
- Quality of learning and teaching
- Quality and effectiveness of school evaluation
- Impact of training and development programmes on standards and the quality of provision
- The effectiveness of school and service leadership and management
- Effective use of resources including grant funding delegated to schools / services and managed by Head Teachers, service managers and budget holders
- Progress in implementing of school development plans (SDPs) and school improvement action plans (SIAPs)

RECOMMENDATION 2 : Improve the leadership and management of education at all levels of the authority by

RECOMMENDATION WORK PLAN: R2.1			
Identifying clearly and addressing systematically, through robust planning and monitoring, the key strategic priorities needed to improve performance at all levels			
RESPONSIBLE PERSON:		Success Criteria:	
Head of Policy and Performance		Directorate structure in place that will enable delivery of improved services Structure is effective, efficient and fit for purpose A robust performance management framework in place Data used effectively within improvement strategy	
	Objectives	Time Scale	Progress Indicators
	Performance Management Framework developed and implemented and performance information is provided that enables challenge and support for improvement	June 2008	<ul style="list-style-type: none"> - Performance Framework developed - Local KPIs identified - Bench mark and key performance data shared with schools, governors, members, scrutiny etc - Performance information provided in School profiles - Review taken place - Changes implemented - Service delivery is effective and efficient
	Directorate structure reviewed and agreed new structure implemented to enable improvements	August 2008	
	Current practice reviewed and innovative systems introduced to monitor, support, challenge, identify key strategic priorities to improve performance	August 2008	
	Challenging core performance indicators set in consultation with schools that are regularly reviewed for continual improvement	ongoing	
Cross reference and Links		<i>Cross reference to Cambridge Report Recommendations</i>	

RECOMMENDATION WORK PLAN: R2.2			
Creating clearer links between operational, service and corporate priorities			
RESPONSIBLE PERSON:		Success Criteria:	
Head of Policy and Performance		Clear priorities, objectives and targets identified and implemented Operational and service business plans link to corporate strategy Staff fully conversant with processes and their purpose	
	Key Activity within Work Plan	Time Scale	Progress Indicators
	Clear priorities are identified for education by working with schools, pupils, governors, councillors, officers and key stakeholders	March 2008	<ul style="list-style-type: none"> - Programme of consultation implemented - Priorities for education agreed - Priorities align with key strategies - Education Business plan in place - Appraisal and job descriptions for officers reflect priorities, objectives and targets
	School development plans and directorate service plans are aligned and there is consistency of service plans across the Directorate	September 2008	
	Operational plans align to Children & Young People's Single Plan and the Community Strategy	March 2008	
	Performance appraisals include objectives that support priorities for education	Ongoing	
Cross reference and Links		<i>Cross reference to Cambridge Report Recommendations</i>	

RECOMMENDATION WORK PLAN: R2.3			
Consult and communicate effectively with schools, parents, pupils and other key partners			
RESPONSIBLE PERSON:		Success Criteria:	
Head of Partnership & Inclusion		Effective school area network is in place Effective communications with Schools, Governors, Parents, and Pupils Communication and Consultation Strategy implemented	
	Objectives	Time Scale	Progress Indicators
	Area networks/clusters for schools discussed, agreed with head teachers and implemented as the key network for all communications, consultations and forum discussions with the Council and council partners.	June 2008	<ul style="list-style-type: none"> - Consultation carried out and network areas agreed - Clear terms of reference in place - All officers access the networks to establish need, support and consult on initiatives - Clarity established in relationship of networks to other partnerships - Plan format agreed with all schools - Agreed plans in place - Support provided contributes to improvement - Range of communications sent to stakeholders - Survey shows stakeholders feel communications have improved
	Area networks/clusters' plans enable localised package of support based on the needs of schools, parents, pupils and the community	June 2008	
	Regular, meaningful and effective communications with schools, governors, parents and pupils utilising range of appropriate media including YouthDen, newsletters, publications and a range of appropriate groups and forums	Ongoing	
	Cross reference and Strategic Links	Influenced by Community Focused School & Integrated Support Strategy; Children & Young People's Single Plan; 14-19 Learning Pathways; Rights to Action <i>Cross reference to Cambridge Report Recommendations</i>	

RECOMMENDATION WORK PLAN: R2.4		
Influencing schools to work in constructive partnership with officers and elected members on agreed improvement strategies to raise performance		
RESPONSIBLE PERSON:	Success Criteria:	
Head of School Improvement	Partnership Agreement between schools and council Improved partnership arrangements to improved achievement in schools	
	Objectives	Time Scale
	Roles and responsibilities of council and schools are discussed, agreed and defined in a partnership document	February 2008
	Elected members take a key role in challenge and scrutiny for schools and council services to raise performance	Ongoing from December 2007
	Schools are closely and consistently involved in the commissioning of support to promote curriculum development across all phases	January 2008
		<ul style="list-style-type: none"> - Schools, councillors, governors and officers involved in development of partnership agreement - Agreed document in place and implemented - councillor members of SSMG - Programme of work in place for SSMG - Reports forwarded to Scrutiny - Role & responsibilities of governors appointed by the Council are identified clearly - Support commissioned and delivered - Development programmes in place
	Cross reference and Strategic Links	<i>Cross reference to Cambridge Report Recommendations</i>

DRAFT

RECOMMENDATION WORK PLAN: R2.5			
Improving relationships and communication between parts of social and education services to successfully implement the Children Act 2004			
RESPONSIBLE PERSON:		Success Criteria:	
Corporate Director – Social Services & Housing		Children & Young People's Single Plan published Joined up delivery of support to schools from social services and education services Support provided contributes to improvements in attendance and attainment	
	Objectives	Time Scale	Progress Indicators
	Effective joint planning between social services and education services, including schools, in developing the Single Plan	January 2008	<ul style="list-style-type: none"> - Task & Finish Group membership - Needs assessment agreed by social and education services - Objectives and priorities agreed - Outcomes and targets agreed - Draft Plan published for consultation - Monitoring and review process agreed - Joint Social Services and Lifelong Learning scrutiny agree Single Plan - Single Plan published
	Strategic aims and objectives of single plan reflect education and social services targets and outcomes	June 2008	
	Single Plan published and implemented through service operational plans highlighting integrated delivery	October 2008	
	Cross reference and Links	corporate strategies including HWSCB; Family Support; Prevention and Inclusion; Community Strategy <i>Cross reference to Cambridge Report Recommendations</i>	

<p>RECOMMENDATION WORK PLAN: R2.5(a) Improving relationships and communication between parts of social and education services to successfully implement the Children Act 2004 Develop and implement Community Focused Schools and Integrated Support Strategy to deliver holistic support to children, young people and families within their community</p>			
<p>RESPONSIBLE PERSON: Head of Partnership & Inclusion Head of Children's Services</p>		<p>Success Criteria: Community Focused Schools & Integrated Support Strategy in place Partnerships are identified and delivering joined up services to support children and families Improved attendance and attainment of targeted children within targeted schools All schools are part of the Community Focused Schools initiative</p>	
	Objectives	Time Scale	Progress Indicators
	Community Focused Schools & Integrated Support Strategy, agreed by Schools, Education and Social Services in place	January 2008	<ul style="list-style-type: none"> - Effective joint development meetings occurred - Strategy effectively coordinated and implemented - Opportunities for joint working identified - CFS objectives in criteria of Monitoring group - Support provided through CFS delivery is identified in school development plans to additional - Improvement in attendance and attainment identified for targeted pupils supported by integrated support services - Full service schools operational - Range of multi-agency, integrated support services accessed
	CFS and Integrated Support objectives utilised as part of challenge and support criteria with schools	December 2008 Ongoing	
	CFS network subsumed into Schools Area Networks to ensure clarity of needs to enable provision of appropriate support services for schools, pupils, families and the community	June 2008	
	Full Service Schools (or Federation of full service schools) identified and Operational	August 2010	
	Cross reference and Links		Attendance Strategy; Prevention & Inclusion Strategy; C&YP Single Plan; Family Support Strategy; <i>Cross reference to Cambridge Report Recommendations</i>

RECOMMENDATION WORK PLAN: 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			
RESPONSIBLE PERSON:		Outcomes:	
County Clerk		Improved data supplied to Scrutiny Evidence of scrutiny committee's positive impact on improvements in services	
	Key Activity within Work Plan	Time Scale	Progress Indicators
	Schools Standards Monitoring Group set up to challenge schools performance	December 2007	- SSMG Group established
	Training and development for councillors and scrutiny members to clearly establish their role in raising standards and improving provision	Ongoing January 2008	- Work programme in place - Programme in place
	Scrutiny role developed to provide robust challenge and support to schools and council services	April 2008 Ongoing	- All scrutiny members attended - Challenge process in place - Reports sent to monitoring groups
Cross reference and Links		<i>Cross reference to Cambridge Report Recommendations</i>	

RECOMMENDATION 2:

MONITORING

To ensure that we achieve the objectives set we will monitor the implementation of Key Tasks in relation to Recommendation 2 by focusing on:

- Monthly report on “Red Amber Green Rating” (system to assess internal performance) to Task Leader on progress made in the implementation of Key Tasks
- Monthly Task Leader report to Modernising Education Programme Board (MEPB)
- MEB calling for additional formal reports as required.
- Quarterly reports on progress to and from Chairs of Governors and Head Teachers to MEPB
- MEB review of Key Tasks against strategic priorities identified in corporate plans
- Monthly MEB review reports to Scrutiny and to Cabinet
- Scrutiny review of Key Tasks which are not progressing at expected rate
- Quarterly reports to full Council
- Six monthly feedback surveys with stakeholder groups
- Monthly meetings on joint tasks between Head of Children’s Services and Head of Partnership & Inclusion

EVALUATION

We will evaluate the impact of Key Tasks against success criteria in relation to Recommendation 2 by focusing on the following information:

- The impact of the implementation of key strategic priorities on pupil attainment, school and service performance
 - Effective consultation and improved communication with schools, parents, pupils and other partners
 - Improvement in the quality of relationships and partnerships between officers, elected members and schools
 - The development and effectiveness of common approaches (single voice) in implementing operational, service and corporate priorities
 - Closer, well coordinated, strategic and operational development between social and education services
 - The robustness and impact of the scrutiny function on service and school improvement and ensuring accountability
- All of which will enable us to critically evaluate:
- The effectiveness and impact of the management of change in relation to the Estyn Report, the implementation of the post inspection Action Plan and development and improvement across Denbighshire County Council

RECOMMENDATION 3 : Improve the use of resources by:

RECOMMENDATION WORK PLAN: R3.1 & R3.2

- linking funding priorities within the education budget more closely into strategic and operational planning processes
- Prioritise resources according to the needs of children, young people and schools

RESPONSIBLE PERSON:

Senior Management Accountant – Lifelong Learning

Success Criteria:

- Budgets aligned to Education priorities and service plans
- Resources directed at areas of need
- Support Services are delivered to meet the needs of pupils, are cost effective, and add value to school improvement and pupil attainment

	Objectives	Time Scale	Progress Indicators
	Budgets are reviewed and realigned to priorities	April 2008	Revised proposals for budgets are agreed
	Medium term financial planning strategy linked to strategic priorities	August 2008	Financial Planning Strategy produced
	Support Services are delivered in the most cost effective way	May 2009	Option analysis undertaken and the chosen method of supply agreed by schools
	Cross reference and Links	Linked to Cambridge report recommendations Could be reviewed by NWRPB under the collaboration process	

DRAFT

RECOMMENDATION WORK PLAN: R3.3		
- Evaluating the impact of the use of resources		
RESPONSIBLE PERSON:	Success Criteria:	
Senior Management Accountant	<ul style="list-style-type: none"> • Capital and revenue bids from schools are robust and have clear success criteria • Demonstration that funding has had a positive impact on standards 	
Objective	Time Scale	Progress Indicators
Capital and Revenue business case forms and training are developed and rolled out to schools	December 2007	<i>Schools submit robust capital and revenue bids</i>
Framework in place for reporting the outcomes of funding decisions	June 2008	<i>Reports published on the impact funding has had on standards</i>
Methodology in place to challenge and review all funding linked to pupil attainment over a three year period (phased in stages)	June 2008	<i>Reports published on the impact funding has had on attainment and whether future bids/level of funding is appropriate</i>
Cross reference and Strategic Links		
Current and future benchmarking information on standards Ties into the revenue and capital budget setting process Cambridge Report reference		

RECOMMENDATION WORK PLAN: R3.4			
- Completing the work on funding formulae for secondary and special schools and the delegation of resources for SEN and behaviour support			
RESPONSIBLE PERSON: Corporate Director Lifelong Learning		Success Criteria: Revised funding formulae, that target resources appropriately, are agreed and implemented Delegation of SEN and behaviour support budgets is agreed and implemented	
	Objectives	Time Scale	Progress Indicators
	Implement revised funding formula for primary and secondary schools	April 2009	Formula agreed December 2008 Formula implemented April 2009
	Implement revised funding formula for special schools	April 2009	Formula agreed January 2009 Formula implemented April 2009 Methodology agreed November 2008 Methodology Implemented April 2009
	Implement, following agreement with schools, revised SEN delegation	April 2009	
	Cross reference and Links	PricewaterhouseCoopers report	

RECOMMENDATION WORK PLAN: R3.5			
- Working openly with schools to improve their understanding of funding decisions and processes			
RESPONSIBLE PERSON: Senior Management Accountant – Lifelong Learning		Success Criteria: Head teachers, governors and relevant education staff can demonstrate clear understanding of what their budgets are, how they are constructed and ensure their effective use.	
	Objectives	Time Scale	Progress Indicators
	Finance training programme implemented (In conjunction with wider training programme)	March 2008 and ongoing	Programme in place and being delivered Schools take more meaningful part in budget process
	Schools and other key stakeholders fully engaged in financial planning and budget process	September 2008	
Cross reference and Links			
		Links to corporate financial planning WAG budget setting	

RECOMMENDATION 3

MONITORING

To ensure that we achieve the objectives set we will monitor the implementation of Key Tasks in relation to Recommendation 3 by focusing on:

- The effectiveness of decision making on resource allocation to support the implementation of the Key Tasks in the Action Plan
- Quarterly checks of spending on priorities
- Over/under spend reported to Key Task Leader and where necessary to the officer responsible for budget adjustment
- School Improvement Officers report to Head of Service on schools' use of increased delegation
- Challenge and review mechanisms cited in 3.3.3 with reports from MEPB to full Council
- School Improvement, Partnership & Inclusion and other relevant officers report feedback to and from Head Teachers and Chairs of Finance on impact of funding formula changes

EVALUATION

We will evaluate the impact of Key Tasks against success criteria in relation to Recommendation 3 by focusing on the following information:

- Effective links established between funding priorities and strategic and operational planning process
- Resources are prioritised according to the needs of children, young people and schools identified through detailed analysis of school development plans, Single Plan needs analysis and other relevant data and information
- Improvement in the levels of pupil attainment, attendance and behaviour and schools' effective use of resources in raising standards and improving quality of provision
- The positive impact of the funding formula for secondary and special schools on the attainment and achievement of pupils with additional learning needs
- The positive impact in schools' use of the delegated resources for SEN and behaviour support on pupils attainment, achievement and behaviour
- Schools have a clear understanding of funding decisions and processes

In evaluating the above we will:

- Critically analyse and challenge the allocation of funding, including external grant funding, and the use of resources to ensure best value

APPENDIX 1

WHAT HAVE WE DONE SINCE THE INSPECTION?

Estyn Recommendation	Actions Taken since Estyn Inspection
R1.1	<ul style="list-style-type: none"> • Analysis carried out identifying the lowest performing schools with high potential to improve by one quartile in benchmark groups. School Improvement Officer assigned to develop improvement strategy • Report submitted to School Standards Monitoring Group on schools' benchmarked performance • Dates of future meetings, terms of reference, and membership agreed for Schools Standards Monitoring Group • Early draft of the inclusion strategy has been developed and presented to teaching unions (Sept 07) • Paper presented to Children & Young People's Strategic Partnership. Agreed to establish a task and finish group to review and finalise the inclusion strategy • Develop formal partnerships with Powys and Neath Port Talbot to supply additional expertise and support for improving teaching and learning.
R1.2	<ul style="list-style-type: none"> • Initial discussions with Powys County Council regarding their school improvement strategy • Established partnership working with Neath Port Talbot CBC, in principle, regarding school improvement and inclusion
R1.5	<ul style="list-style-type: none"> • Gaps in provision have been identified and proposals submitted through budget planning process
R1.7	<ul style="list-style-type: none"> • Denbighshire and Flintshire working in partnership to develop banding and moderation process and with Neath Port Talbot CBC evaluating appropriateness of banding • Three part time associate numeracy officers have been appointed
R2.1	<ul style="list-style-type: none"> • Report to Council 17th October to change corporate priority from "School Buildings" to "School and Education Improvement" • Informal Council meetings indicate commitment to address the funding requirements of the Action Plan • Council has responded positively to WLGA's offer of support, in particular, the input of external verifiers to evaluate Action Plan • Officer seconded from Resources Directorate to develop performance management framework
R2.2	<ul style="list-style-type: none"> • Strong cross directorate commitment to supporting the Action Plan with officers being seconded to the planning process on a task basis
R2.3	<ul style="list-style-type: none"> • Headteachers' seminar held on 4th October to discuss Estyn and Modernising Education Reports • Headteachers' Federation have been asked to establish a Head Teachers Forum to work on strategic matters for school improvement and to act as a key communication group

	<p>between schools and the Council</p> <ul style="list-style-type: none"> • Consultation meetings to develop this Action Plan have been held with chairs of governors (11.10.07 & 27.10.07); Councillors (08.10.07, 17.10.07 & 30.10.07), Officers (02.10.07, 15.10.07, 26.10.07 and in weekly management team meetings), Scrutiny (10.10.07; 17.10.07; 15.11.07) • Council leaders, chief executive and corporate directors attended area head and Head Federation meetings • Regular feedback to staff, schools and AM/MPS
R2.4	<ul style="list-style-type: none"> • New Head of Service for Partnership and Inclusion has been appointed. She has restructured the management team to strengthen existing partnerships and identify new partnering opportunities
R2.5	<ul style="list-style-type: none"> • Joint meetings extended between Social Services and Education • Director of Social Services and Housing/Lead director for Children & Young People, heavily involved in the Estyn Action Plan process and making links with the Children & Young People's Partnerships – eg partnership workshop on attendance and attainment 24.10.07; needs assessment for Single Plan at advanced stage highlighting priority areas linked to this and the YPP Plan
R2.6	<ul style="list-style-type: none"> • Informal Scrutiny Work shop held 7.12.07 to determine work plan and activities for development
R3.2	<ul style="list-style-type: none"> • Schools budget forum budget workshop held on 26th October to explain budget setting process and for schools to identify and evidence their pressures
R3.5	<ul style="list-style-type: none"> • Review of support services costs has been commissioned and will be completed in time for the compilation of next year's budget returns to the Assembly - Feb 08

APPENDIX 2:
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 Council according to need, and communicating this clearly to schools

R2 Improve the leadership and management of education at all levels of the authority by:

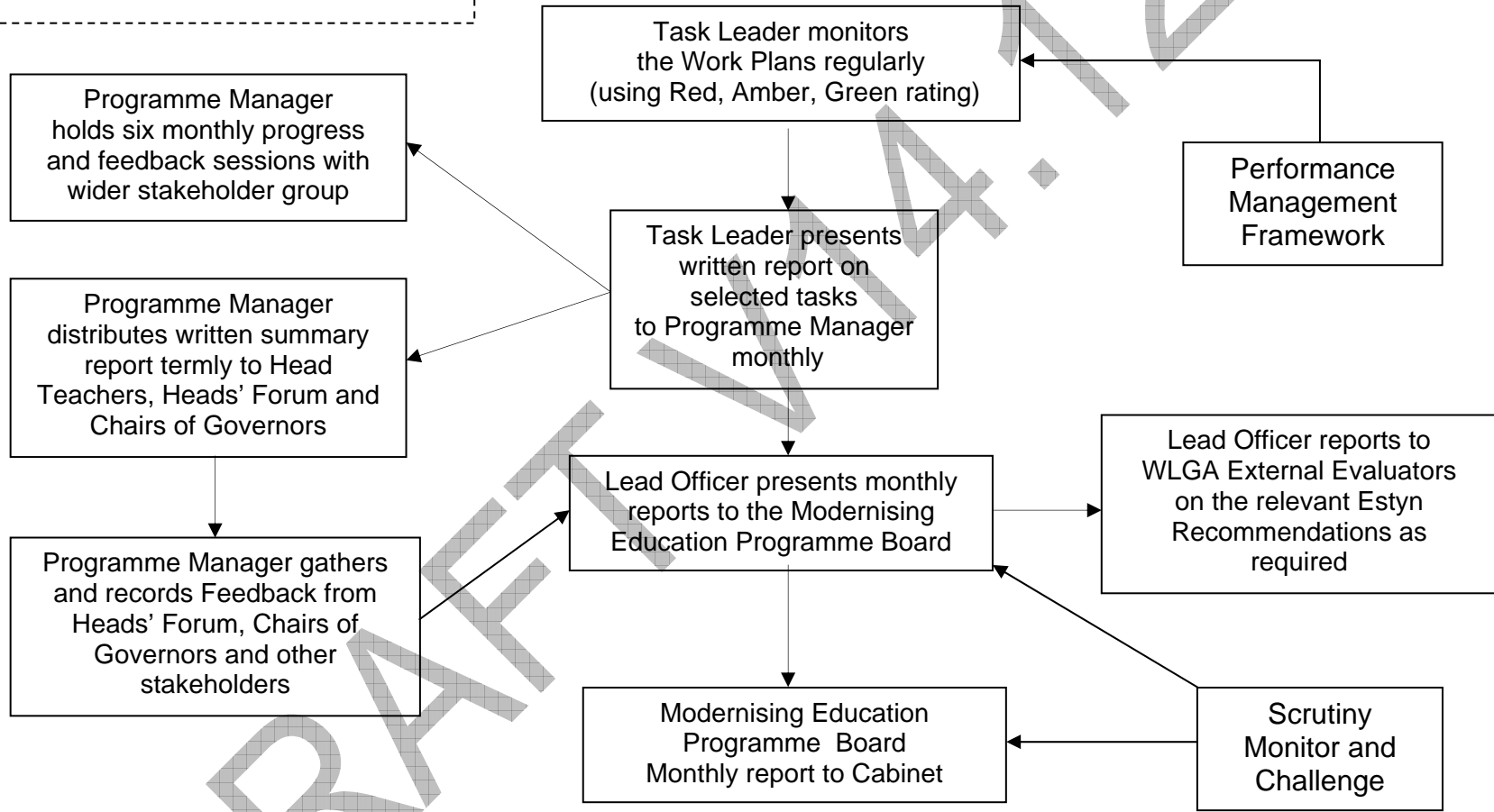
- R2.1 identifying clearly and addressing systematically, through robust planning and monitoring, the key strategic priorities needed to improve performance at all levels
- R2.2 creating clearer links between operational, service and corporate priorities;
- R2.3 consulting and communicating effectively 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

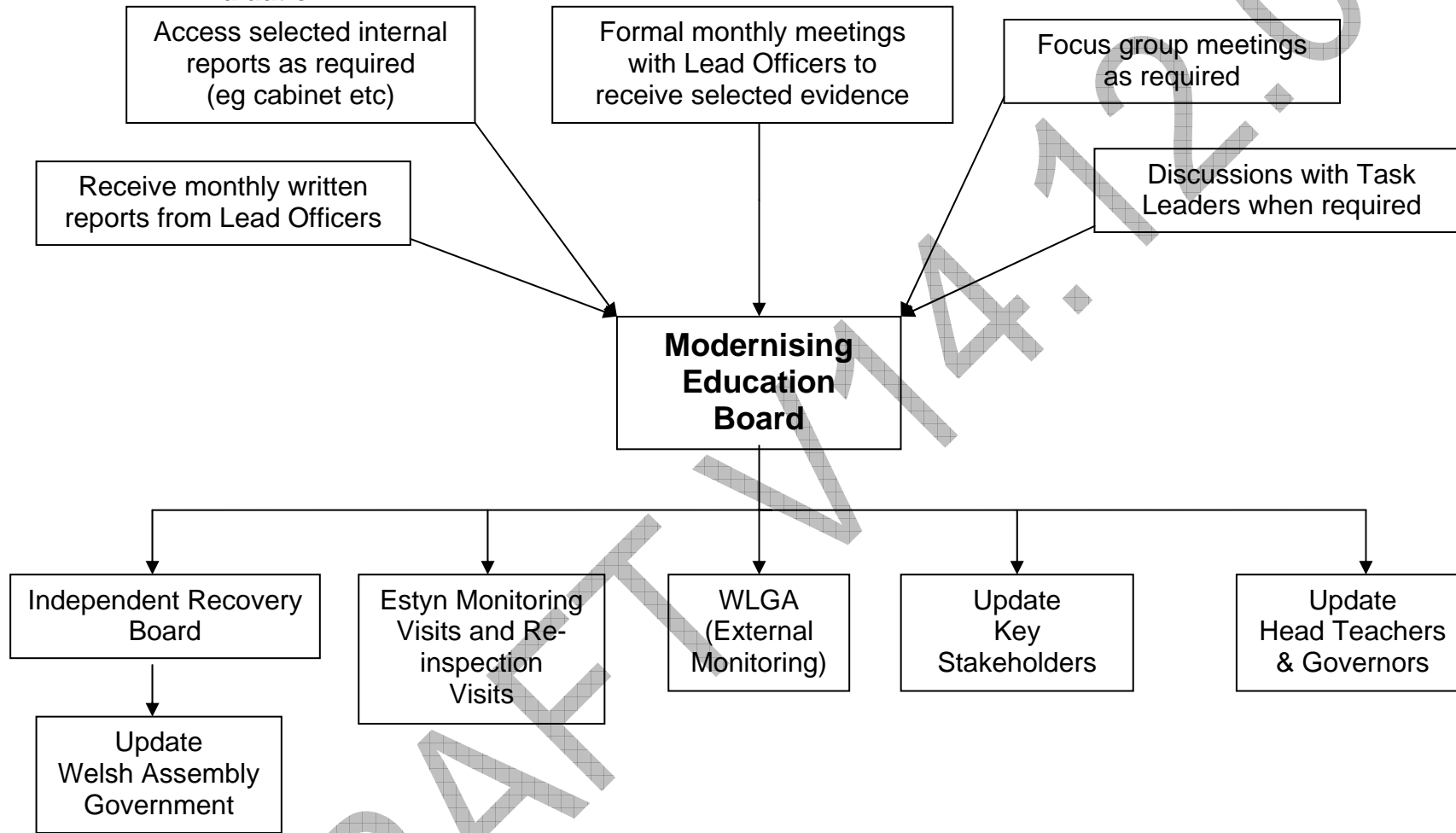
APPENDIX 3: Monitoring

Lead Officers
R1 Corporate Director Lifelong Learning
R2 Chief Executive
R3 Corporate Director Resources

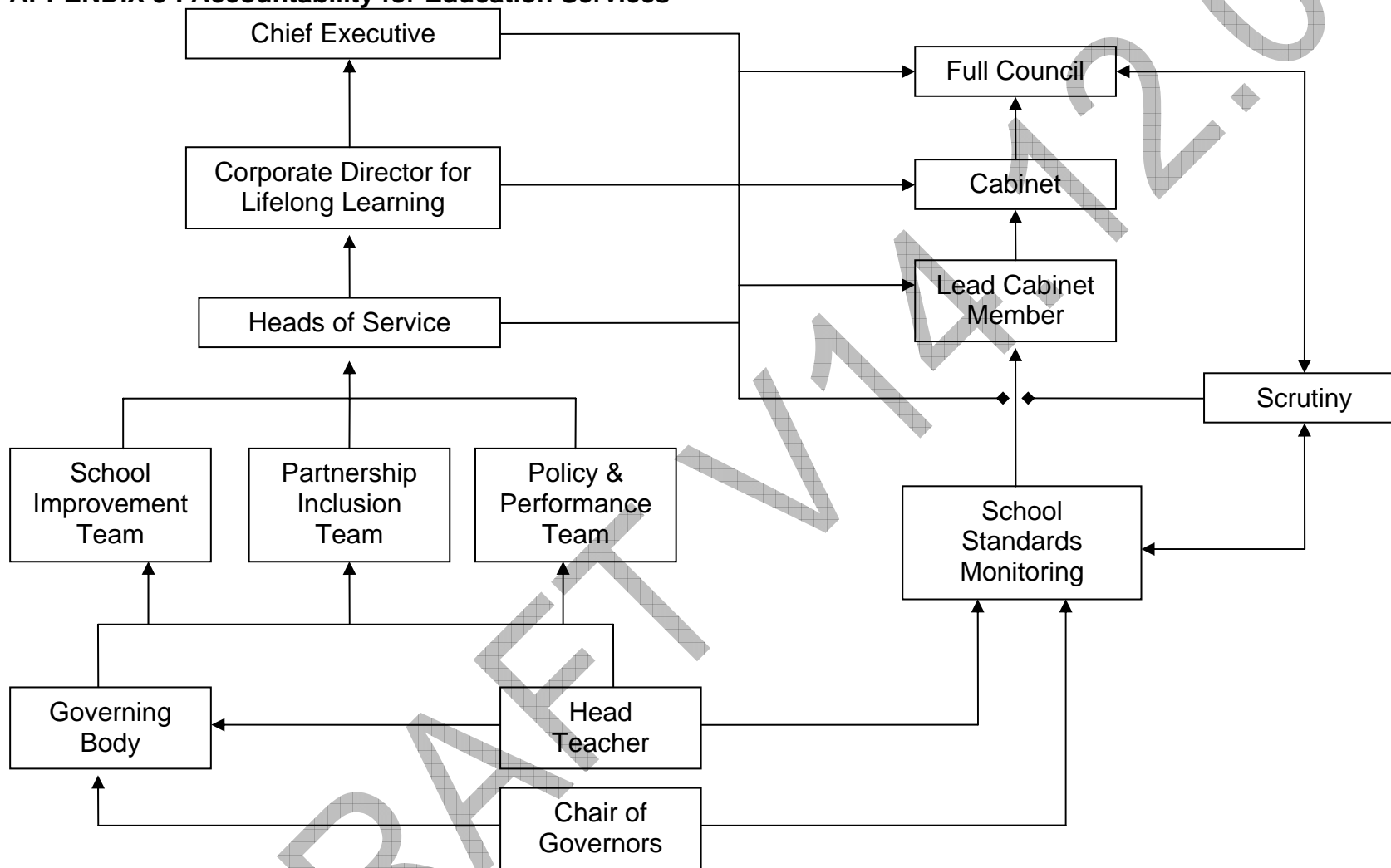


DRAFT

APPENDIX 4: Evaluation



APPENDIX 5 : Accountability for Education Services



APPENDIX 6

Glossary of Terms

ABBREVIATION	
SSMG	Schools Standards Monitoring Group
MEB	Modernising Education Board
SIO	School Improvement Officer
CFS	Community Focused Schools
FSW	Family Support Work
SBF	School Budget Forum
C&YPSP	Children & Young People's Single Plan
CYPP	Children & Young People's Partnership
YPP	Young People's Partnership
YOT	Youth Offending Team
ESW	Education Social Work
WAG	Welsh Assembly Government
WLGA	Welsh Local Government Association
Work Programme	Encompasses the Action Plan and the Work Plans

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR G O ROWLANDS, LEAD MEMBER FOR REGENERATION AND HOUSING

DATE: 18 DECEMBER 2007

SUBJECT: REPORT OF A VISIT BY A DELEGATION FROM DENBIGHSHIRE COUNTY COUNCIL TO VASTERNORRLAND AND BRUSSELS

1. DECISION SOUGHT

Cabinet is asked to agree:

- 1.1 there should be further investigation of EU funding opportunities including social and health care related issues, business regeneration, tourism and ICT.
- 1.2 the range of issues which sprang directly from the delegations primary visit purpose be usefully explored, particularly with a view to accessing EU funding resources. These were:
 - Alcohol and drug abuse rehabilitation
 - multiple use and funding and buildings
 - services to the elderly
 - e-health issues
 - training programmes for health care workers
 - continued sharing of best practice
- 1.3 Potential project ideas in the following areas were identified:-
 - business regeneration
 - tourism development

2. REASONS FOR SEEKING DECISION

- 2.1 Council agreed a report on the international visits by Council delegates should be received by Cabinet.
- 2.2 Sweden - the delegation, comprising Councillors K N Hawkins, P A Dobb and T K Hodgson together with the Corporate Director: Social Services and Housing, Head of Development Services and Principal European Officer visited Vasternorrland between 1-4 October 2007. A detailed report is attached as Appendix 1.

Brussels - the delegation, comprising of Cllr Rhiannon Hughes, Principal European Officer, Assistant European Officer and the Rhyl Going Forward Manager visited Brussels between 8–11th October 2007. A detailed report is attached as Appendix 2

3. POWER TO MAKE DECISION

Section 2 Local Government Act 2000

4. COST IMPLICATIONS

Sweden - all expenditure, £4,128.30 came from the International budget.

Flights	-	£1698.48
Accommodation	-	£1946.84
Expenses, including civic dinner	-	£ 482.98

Brussels - all expenditure, £1,963.28 came from the International budget.

Flight (x1)	£	259.30
Train (x3)	£	254.75
Accommodation	£	1,094.78
Expenses	£	354.45

5. FINANCIAL CONTROLLERS STATEMENT

There are no immediate financial implications resulting from this matter. Any future match funding and revenue cost implications from proposed projects will need to be evaluated through the capital projects review process as normal.

6. CONSULTATION CARRIED OUT

The visits were supported by the Chief Executive and the Denbighshire International Development Forum whose strategy identifies Vasternorrland as a priority partner. It also stresses the importance of keeping abreast of developments within the European Union particularly regarding partnership working and maximising the potential of EU funding resources.

7. IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

7.1 THE VISION

The visit served to support Denbighshire County Council's Vision Statement - Denbighshire in 2025 will be the ideal place to visit, live, work, conduct business and pursue a wide range of activities. by seeking fresh sources of external resources and practices.

7.2 OTHER POLICY AREAS INCLUDING CORPORATE

Inter-regional visits contribute to the overall regeneration strategy of the Council. Responding to European Commission encouragement for inter-regional programmes of work, they can make a contribution to Objective One strategies, Community initiatives such as Leader and Interreg and provide useful support for a range of corporate strategic areas which are beyond the reach of the Structural Funds. Specific strategies such as the Economic Regeneration Strategy, Cultural Tourism Strategy, Tourism Strategy and the Objective One Local Action Plan are principal beneficiaries of this Strategy.

The Council has previously signed a Letter of Intent with Vasternorrland which actively seeks to encourage collaborations between the two counties across service areas particularly with a view to exploiting EU funding opportunities.

Social Services and Housing Directorate have developed a suite of ideas in a range of health and care areas which do not fit into the Convergence Programme. Vasternorrland Council have developed considerable expertise in these areas and had agreed to discuss the sharing of best practice and where possible to exploit the INTERREG IVC and EU thematic funding programmes.

8. ACTION PLAN

8.1 Vasternorrland

EU funding opportunities for social and health care issues, business regeneration, tourism and ICT be further explored – Kevin Edwards.

EU funding resources for alcohol and drug abuse rehabilitation, services to the elderly, e health issues and training programmes for healthcare workers be further explored – Kevin Edwards.

Potential project ideas, business regeneration and tourism development be further pursued – Gareth Evans.

8.2 Brussels

To disseminate information contained in appendix 2 to relevant departments and partners – Kevin Edwards

To provide guidance to all enquirers regarding project ideas stemming from the report – Kevin Edwards

9. RECOMMENDATIONS

9.1 That there should be further investigation of EU funding opportunities including social and health care related issues, business regeneration, tourism and ICT.

9.2 That the range of issues which sprang directly from the delegations primary visit purpose be usefully explored, particularly with a view to accessing EU funding resources. These were:

- Alcohol and drug abuse rehabilitation;
- multiple use and funding and buildings;
- services to the elderly;
- e-health issues;
- training programmes for health care workers;
- continued sharing of best practice

9.3 Potential project ideas in the following areas were identified:-

- business regeneration;
- tourism development.

Vasternorrland County Council

Report of a visit by a delegation from Denbighshire County Council to Vasternorrland County Council

1 – 4 October 2007

Denbighshire delegation:

Councillor Ken Hawkins, Chair of Denbighshire County Council,
Councillor Pauline Dobb, Lead Member for Health, Social Care and Well Being,
Councillor Tom Hodgson, Chair, Social Services Scrutiny Committee,
Sally Ellis, Corporate Director for Social Services and Housing,
Gareth Evans, Head of Development Services and
Kevin Edwards, Principal European Officer

The purpose of the delegation was to explore the prospect for future co-operation and collaboration in the areas of Social Services, Health and Community Care and to discuss possible initiatives in transnational co-operation in these areas and that of economic development and tourism.

The delegation travelled to Vasternorrland through Copenhagen, involving three flights. This saved approximately £200 per person but left the delegates tired after a plus 12 hours journey. The delegation felt that journeys should be as efficient as possible without being financially extravagant and that the saving was outweighed by the personal pressures which such a long and tiring journey imposed.

The delegation was met at Stockholm airport by Benny Erikson, Vice County Commissioner responsible for regional development and Gustav Malmquist, International Co-ordinator who had been visiting Government Offices in Stockholm and flew back with the delegation to Sundsvall.

On arrival the delegation had a working dinner with Benny Erikson, Vice County Commissioner, Sara Eksrom, Chief Executive, Marita Skog, Director of Regional Development, Ilona Novak, International Project Co-ordinator. Sara Eksrom, Chief Executive of Vasternorrland County Council gave an initial presentation of the way in which governmental structures in Sweden were being reviewed. She indicated that in order to understand current developments in health and social, it was necessary to understand the way in which the overall framework of Government was being re-considered. Attitudes to central / local relationships were changing in Sweden and there was a current investigation by a senior civil servant of local and central relationships. This investigation, during the period of the delegations visit, now entered an important phase with the civil servant talking to members and officials of the County Council and also of the Municipalities. Further discussion between Vasternorrland County Council and its neighbours in relation to this were also under way. Re-organisation and collaboration was very much in the air in Sweden and there was a general consensus among local politicians that more powers needed to be devolved locally but there must be structural changes. In Sweden, a considerable amount of local power was vested in the state apparatus and there was a consensus also that much of this had to be transferred to local politicians. Vasternorrland had appointed a special adviser to advise them on the changes and to coordinate all the

discussions. He is Christer Nylén, a former Director of Regional Development in Västernorrland County Council and well known to Denbighshire County Council.

A general discussion ensued about the way in which collaboration was being taken forward in Wales. The Swedish model was not being adopted and many of the Denbighshire representatives felt that a discussion with Västernorrland about the way things were being handled in Sweden would be of benefit to county governance in Denbighshire. Issues such as accountability, democratic involvement and spatial reforms were clearly being tackled vigorously and in depth in Sweden and this contrasted with the service and micro-service approach being developed across different spatial contexts within Wales. The delegation agreed to recommend that this could be an area for further discussion and Sarah Eksrom indicated that there would be presentations on this theme during the remainder of the visit.

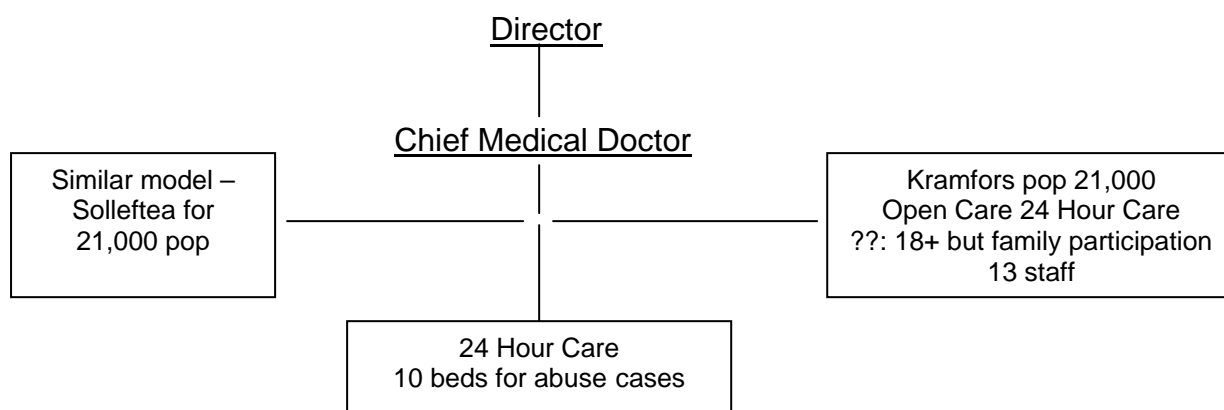
Sarah Eksrom also explained that within Västernorrland County Council, because of its predominant health responsibilities, the Council's Board, which equated roughly to Denbighshire's Cabinet, had been split in two. Boards now existed for health and all separately for the rest of the services which could be loosely categorised as regional development and further education. A County Commissioner, roughly equivalent to Denbighshire's Leader took responsibility for the whole Council with two Commissioners responsible for the two Boards. There would be an opportunity to meet members of the Regional Development Board at a working lunch as that Board would be in session during the delegations visit. The Vice County Commissioner for health etc and her opposition equivalent would be in attendance with the delegation for most of the visit.

Sarah Eksrom also explained that in Sweden opposition representatives had a role on the Board and the opposition member for health would work very closely with the Vice County Commissioner for health taking part in decision making and alongside one another. Both would be available for discussions during the delegation visit.

On Tuesday 2nd October, the delegation travelled from Sundsvall to Kramfors both the Vice County Commissioner for Health, Elizabeth Strömquist and the opposition member for health, Oola Norgrem accompanied the delegation to a residential centre for elderly people. Capital for the building, which was relatively new, had been provided by the Kramfors municipality, and Västernorrland County Council paid rent for the part of the building they were using. Elderly clients made contributions towards the cost of their accommodations. The facilities the delegation were shown were new, clean and well maintained and the general atmosphere was one of lightness and cheer.

The delegation was introduced to Lars Emstrom, the manager of the clinic, Ing-Marie Georgsson, psychiatric nurse, Inga-Briol Bjorhluna and Christina Oluna, both nurses. They represented Smadit which is a national corporation against alcohol and drugs arising from traffic incidents.

Structure of Smadit



The above represents the structure of Smadit in Vasternorrland in the two communities of Kramfors and Solleftea. Two hundred communes across Sweden were working with the project. The issue was serious because it was estimated that in Sweden in 2006, 440 people had been killed in traffic accidents because of drugs. Every day they assumed that between 14,000 and 16,000 car drivers were abusing alcohol and drugs. Whilst it must be remembered that the alcohol test is low in Sweden, it was still a case that every 4th driver who died in a car accident was under the influence of alcohol and drugs. Seven agencies were involved in the process and there was close collaboration between them. Agencies such as police, prosecuting authorities, social services, hospitals, the voluntary sector, were all anxious to work together as the problem was difficult to contain. The purpose of the initiative was to reduce the number of relapses and to increase the possibilities of getting realistic help. At Kramfors, they currently dealt with 3,500 to 4,000 patients per annum but there were a high percentage of returnees amongst the patients and some were clearly having difficulty in removing themselves from the units and thriving. They had discovered that it was essential that there should be a network in place which could deal with all the social economic psychiatric mis-use and criminal problems which abusers encountered and to break the normal line which developed along with the consequences such as suspended licence, electronic foot chain, rehab treatment and prison. If isolated actions were not good enough there had to be network assistance, as it was very important that an integrated process was available to deal with the issues. Cllr Tom Hodgson explained that he had been looking for an initiative like this for some time. In Ireland he has come across a rehabilitative process run along institutional lines with a significant amount of sheltered employment experience. However clients who entered into the facility tended to stay there. The high proportion of accident and emergency cases, custody cases and parents on child protection which involved drug and alcohol abuse required initiative and some close co-operation to deal with them. He thanked the Swedish specialists for their presentation. There was a general agreement that the problem was far bigger than people realised and that the problem was probably increasing and having an even greater impact as the cost of treatment was low in relation to the cost of not treating. The delegation then visited the residential suite and were shown the rooms which were used by abusers. One was occupied and it was evident that the process was staff intensive and well focussed.

Lunch was spent with the Vasternorrland Regional Development Board. They had been having one of their quarterly meetings and were discussing the problems of transport infrastructure. One of their main problems is that the main railway line from Stockholm to the north of the county is being redeveloped and large sections of it are unusable and have been in this state for several years. It will be three or four years before work is complete and they have had to switch from public funding to private funding in order to obtain the necessary investment.

The delegation was split into several groups and the working conversations were around the difficulties of political lobbying in order to secure much needed investment for the centre. While a programme of infrastructure improvements involving both the main railway line and the main north south road were underway, nodal points were necessary in order to enable road rail exchanges. Sweden has spent over half a century subsidising lorry transport and destroying the coastal freighter trade. Now this was seen as a major strategic mistake but the change in direction was costly and difficult and it would appear that in Vasternorrland they are beginning to realise that infrastructure decisions taken for cost or on a cost saving basis can have disastrous long term implications.

The main afternoon session was held in the offices of Vasternorrland County Council. Major presentations on the political levels of democracy in Sweden and the way in which agendas for change were emerging was given by Christer Nylen, a Vasternorrland Special Advisor. The senior civil servant who was looking into government reform at the regional level was in Vasternorrland and Christer had spent the morning with him and was due to meet him again that afternoon. He was introducing the civil servant to groups of politicians. In the morning it had been some of the southern municipalities, in the afternoon they would be travelling north to meet County level politicians and then the following day it would be municipal politicians from the north. Reform was in the air and there was a general willingness to change but the actual direction of change was inevitably being contested with one small political party in Vasternorrland opposed to any change preferring that the focus should be on more improvements to localised health care.

The Central Government seemed committed to the process of change and the process was being driven by financial challenges which themselves were being caused by an aging population and a decreasing number of tax payers. In Sweden the public administrative structure was like an egg timer with a large proportion of responsibility and resources at the top, dealt by the State Government, a narrow waist at regional level and then a large base at the county and municipal levels. There was growing recognition that in order to deliver services locally, a more regional emphasis was needed and efforts were underway to define a regional tier of Government which might combine several County Councils so that services such as health could be run on a larger basis providing for a pooling of scarce specialist resources.

A further difficulty was that in Sweden there were over 300 non Governmental organisations at the state level all working separately, all having a local and regional influence but all taking their steer from the capital in Stockholm and paying little heed to local factors. This had led to increasing frustration at local level and increasing friction between local and national organisations. The 'Stockholm perspective' had

become a key feature of the discussion and there was now a significant cross-party support for a regional board of politicians.

In this view, the engines for change were now in place and change appeared to be inevitable. Significant support existed for them and it was quite likely that Vasternorrland County Council in its present form would cease to exist. In the south of Vasternorrland there was support for a west / east solution so that the County to the West and Vasternorrland would form a region. However, elsewhere in Vasternorrland there was more support for a northern solution so that the whole of Northern Sweden including Vasternorrland became one large region.

The talks inevitably generated a long period of discussion and their implications, talk went on into the following day as Denbighshire's Councillors and officers realised the implications for Wales. In the context of collaboration and with the modernising agenda within Wales, here clearly was a model which could be looked at being developed from the base up, engaging politicians and officers in trying to find solutions. It was an integrated approach involving state organisations and local organisations and being mindful of regional issues. There were clearly lessons that could be learned from this and it was agreed that the delegation should suggest to the Chief Executives of Vasternorrland and of Denbighshire that this was an area that was worthy of future exploration.

The second presentation of the afternoon was by Johann Smedberg, the Senior Medical Advisor to the County Council. He said that healthcare, by law in Sweden, should be delivered according to the needs of the population but in reality budgetary considerations, the media and a variety of issues were also key drivers in the health agenda. Vasternorrland County Council therefore had decided to set up a series of project teams to look at the issues affecting health within the County. These covered things like children and young people's health, overweight and obesity issues, ocular health, psychiatric diseases, depression, heart and circulatory problems, diabetes, and neuropsychiatry problems of children and young persons. Every year, 3 or 4 areas have been looked at in order to find solutions to the local situation. The teams were set up on a project management basis with a project manager and four politicians. Organisations from outside the County Council were involved and lead members from within the County Council were involved on the project group. Everyone seemed happy with the process he explained and some results were turning to be good but some not so good. Effectively, even though the process had started in 2004, it was only now beginning to kick in and they were now beginning to develop measured targets for co-operation. This was seen as a big step forward as it became clearer that Vasternorrland County Council's health function could not deliver the health improvements that were necessary on its own. This had been a big lesson that they had learned. At this point Sally Ellis made a presentation on the structure of Social Services in Denbighshire and relationships with external agencies. It was clear however that both Vasternorrland and Denbighshire shared common issues. Wherever a boundary occurred there were enormous issues in grappling with co-operation at the boundaries. In Vasternorrland the structure of Government is different from in Denbighshire but the issues remain exactly the same, sometimes they move from one part of the structure to another but in general the challenge is the same: How to run a public provision that provides wrap around health and care facilities when so many different organisations are involved? In

Vasternorrland, as in Denbighshire, part of the solution is to secure political and professional co-operation around subject areas where intensive work can hammer out solutions. The process has to be endlessly repeated, staff changed and the issues change and a significant part of the management structure has to deal with both the changing environment and the need to provide a proper basis for co-operation. It was emphasised that Vasternorrland were not claiming that they knew all the solutions but rather that they were moving forward, trying to understand all the various partnerships, and the various responses to the problems arising from expectations, while at the same time grappling with budgetary problems.

Johann Smedberg then gave a presentation on Sundsvalls Modellen, an alcohol rehabilitation collaboration between the County Council and the Municipality and the major Swedish paper producer, SCA.

He had been the medical director of the company and at a time when budget cuts were being proposed in the medical area for alcohol treatment. He persuaded the directors to expand the budget on the basis that they would be saving significant sums of money if they could control alcohol usage within the company. They introduced a complete ban on the use of alcohol in the working place. They had focused on identifying alcohol abuse, providing a comprehensive support facility to alcohol abusers so as to ensure that remedial treatment worked, encouraging general discussion about it so that people at risk of alcohol abuse identified the problem and introduced a strict treatment regime and strict punishments against offenders.

The whole policy was driven by health and safety issues as the work environment in the paper mills was potentially dangerous. The whole process was seen as profitable, beneficial and most importantly the Trade Unions accepted it as they could see that, there were benefits all round, in terms of a safer environment and in terms of rehabilitation being generally offered and supported.

In the general discussion afterwards, it became clear that this was an exemplar and had been running for a long time but it had not been taken up widely in the public sector. It did not appear to be operating either in Denbighshire or in Vasternorrland and it was felt that Denbighshire Personnel could usefully look at the model, perhaps the Occupational Health Officer exchanging notes.

That evening the Chair of Denbighshire County Council, Councillor Ken Hawkins entertained the delegation from Vasternorrland County Council led by the Vice President of the General Assembly of Vasternorrland County Council. Gunner Martensson, President of the General Assembly was away in Brussels and had sent his apologies. In discussions during dinner, the similarities between the structures of the two County Councils was reflected on. The President of Vasternorrland is effectively the Chair of the County Council, the General Assembly is the full meeting of the County Council and the President and Vice President act as the Chair and Vice Chair of the County Council performing civic duties and providing a neutral system of governance for the councils very much as in Denbighshire.

On the second day the delegation were up bright and early and at 7.45 a.m. local time, 6.45 a.m. BST were on the bus heading for Solleftea. Solleftea was 100 miles

north west from Sundsvall where the delegation were staying, this gives some ideas of the amount of space covered by Vasternorrland. Solleftea, unlike the other towns, is an inland town and is suffering from increasing depopulation. Houses are not selling and we saw several derelict houses on the outskirts of the town. We were visiting a facility which was run by the Municipality with which the County Council has close collaborative links across health and community care. We were met by John Aberg, Chairman of the Board for care of the elderly in Solleftea, his Political Advisor Margareta Dahlberg, Christina Nilsson Head of the Department for Home Health Service, Curt Skoog, Head of Department and Ava-Lotta Norlen, a nurse.

John Aberg explained that one of their big challenges was the decreasing budget available as they lost their tax base because of falling population. Recruitment resource problems and of course the residual population was more likely to needs services for the elderly.

Their vision was that everyone should have access to the care that they need and one of their political management objectives was to increase the time that staff spends on client contact. By 2009 they wanted this increased to 60% for home help services. It was essential that elderly people should have information, know their options, know the complaints procedure and have an individually tailored service based on need. It was essential that while they were in a home for the elderly that the traditions were upheld, that they had holiday times and that they had access to recreation, entertainment and family visits. They measured the quality of their care annually. For ethnic minorities translation was provided. From the employee perspective they wanted employees to be motivated and enjoy their work. They must feel that they're one part of the organisation and that they are content with their working situation. They annually measure this also and want to increase the professional competence of the workforce so that by 2011 85% must be assistant nurses. They are also trying to reduce the amount of sick days that they have as in Sweden sickness absence is a major problem.

They are having increasing difficulties attracting staff. One of the main issues is low wage levels. They are having difficulties attracting staff from elsewhere in the world to Solleftea.

From a financial perspective their vision is to become financially solid, and they wanted a surplus 'for the greater good of present and future clients'. However, they currently have a budget overspend. They wish to decrease the number of hourly based employees and the Denbighshire delegation had a discussion about this and concluded that this was rather like our agency staff. They wanted it reduced by 30% by 2010. The accommodation cost, in terms of buildings, must decrease and hospital time for clients in care must also decrease. It was essential that these objectives be known to all the organisation so that this could be carried through. They had very little use of private companies in their work.

We were advised that there was very close collaboration between the two Councils. Attempts were being made to remove duplication such as use of ambulances, use of meal preparation facilities, and the two Councils were constantly trying to work together so as to provide a better service where the population was so scattered.

Access to elderly care was discussed. There is a one-stop-shop type of system so that everybody who needs help applies to a particular point. First help would be at their own home and Vasternorrland Council have responsibility for this – health care in their own home. Secondly, residence would be on a voluntary basis probably on a rented footing. The community itself manages health care nurses, physiotherapy, occupational therapy etc and the more serious the requirement then the more Vasternorrland County Council gets involved. They are trying to develop a post which looks at the need of an elderly individual from the moment of first referral to the end and the two Councils therefore need to work quite closely together. They have 500 hundred people in their own homes and they provide 250 care staff to cover for these. These are divided into eight teams covering geographic areas and there are four special teams including those who work at night and those who provide carers support. On the residential side they have 400 staff divided into twelve teams and roughly 35 each and these provide cover for 320 rooms and departments with not more that 400 clients.

They need more special care homes for the confused and for short stay patients. The latter spend two weeks in a residential home and then return home. They have started to have a look at how many places they need for the future. They think they need a special centre for confused clients and therefore more co-operation with the primary health care provider i.e. Vasternorrland County Council. There was a general debate about the political implications when the elderly elect to stay in their own homes but need more sustained support so the possibility of extended care service on a 24 hour basis is being considered.

Co-operation is very much on the cards between Solleftea and Vasternorrland. Ambulance services were mentioned again but also night nurses from Vasternorrland County Council provide useful cover. Elsewhere in the County nurses for holiday cover is an area of collaboration. Food production is an area that is being explored but school food is not part of the collaboration system. This might be explored in the future. In some instances they appear to be ahead of the game. They are the first in Sweden for collaboration in ambulances and night nurses and this certainly extended the reach of the ambulance services into peripheral areas.

Despite this co-operation the general conclusion is that the line between the County and Municipalities will always pose problems. They are trying to address these boundary issues but they recognise that it will always be there.

One glimpse at their future was interesting. They will have less resources and need more care.

- There will be more elderly people with different ethnic backgrounds.
- There will be other younger people with dementia and others in need of care.
- They will lose a lot of nursing staff through retirement and they will have difficulty recruiting younger staff.
- They will have more need of daily activities for clients such as social meetings, support for families when visiting when more elderly people stay on at home.

- They will need more preventative health care; Sally Ellis indicated that in Denbighshire they had an increase of people with learning disabilities who are becoming elderly. The Solleftea response was that this is in line with their own experience which also needs further discussion for the future.

They only had sheltered accommodation in the city of Solleftea, the rural hinterlands did not have it. The proposed changes in government structures and responsibilities were unlikely to affect services for the elderly. However if a northern Sweden region came about as a result of reorganisation the scale will assist health provision, there will be better investment specialisation and the present collaboration arrangements could be increasingly be replaced by a single organisation.

The final meetings of the delegation were held in the county council buildings. They were attended by Bernie Erikson, Elizabeth Strömquist, Oola Norgrem, Marita Scogg, Lona Novak, Gunner Martinsson for part by Anders Huldt of mid Sweden tourism and by the entire Denbighshire delegation. The Director of Regional Development Marita Scogg gave a presentation on creative business projects. She first explained that the regional development included the arts, education or at least an FE part of it, international issues and infrastructure projects. They had looked at the creative business sector and had developed a strategy for its development. A conference in May had brought together a good mix of business and art people and now they were looking for partners overseas. They were anxious to consider Denbighshire as a possible partner because when Vasternorrland had visited Denbighshire there were elements of the OpTIC project at St Asaph which interested them and it might well be that the centre would be interested in the programme dealing with support for businesses of this type. We asked them to send us a brief of their proposal and we agreed that we would talk to the OpTIC centre about this.

Gustav Malmquist then presented on the use of IT in public administration work. He had been formerly responsible for IT in Vasternorrland County Council and his presentation was about the future developments of IT and how developments at the Optic Centre might benefit from transnational collaboration. They were using already several transnational programmes to take this forward and they were particularly interested in data sharing between primary health care, health authorities and municipal home care organisations and needed to resources to take this forward. They were also trying to use off-shoring to help peripheral areas which could not support their own specialisations.

The delegations of Denbighshire and Vasternorrland then split. Part of the Denbighshire delegation had asked for a meeting with the mid Sweden tourist board with which there had been useful co-operation in the past and the Social Services part of the delegation had an informal meeting to consider its initial response to the meeting so far. The meeting with Anders Huldt of the mid Swedish Tourism Board focused on the opportunities within transnational programmes for using the adjacency rule whereby 20% of the resources in any one European area can be used in the adjacent area. Anders explained that his organisation would be very happy to look at co-operation with Denbighshire again. Gareth Evans explained that the CANTATA partnership which involved several old friends of Vasternorrland namely Galicia, Clare and Denbighshire together with Brittany and Portugal would be interested in exploring ways in which honey pot destinations could be exploited to

provide increased footfall for peripheral areas. Anders said he would be happy to receive a brief. Gareth Evans indicated that at the end of the day Denbighshire would be interested in projects which supported businesses in tourism to expand their businesses. Bernie Erikson who was also the Chairman of mid Swedish Tourism explained that he would support proposals that brought business activity into a project and increased the survivability and expansion prospects of businesses. Anders explained that he would be very interested as currently they were looking at IT for marketing and providing a booking and buying system. They were committed to promoting events and conferences on computers and if the CANTATA development went in that direction they would be much interested. Small businesses were at the heart of mid Swedish Tourism and collaboration in that area was something that could be explored.

Kevin Edwards also outlined details of the recent Culture 2007 bid involving Poland, Czech Republic, Slovakia and Portugal. The project involved the use of IT in the provision of virtual reality facilities at historic sites. Vasternorrland also expressed interest in the proposal and would be willing to participate in any future application involving the transnational Programmes.

Finally after a very long day the Denbighshire delegation was reunited and the final session dealt with possible ways forward. In addition to tourist and business activities which could be taken forward through transnational programmes, the Denbighshire delegation indicated that there were areas where simple experience exchange could be explored and perhaps sharing the policy context in each area. Alcohol abuse and its treatment was a clear area where there could be mutual benefits and exploring way of helping one another.

The Kramfors building and the combination of uses and the multi-funding potentiality should also be explored.

Older people sharing house staffs was also a possibility.

E-health – there were common issues here learning and thinking about models of cooperation were also important.

Ilna Novak finally raised issues about a possible co-operation between Vasternorrland, Denbighshire and their other partners. Somogy in Hungary had identified obesity in young children as the major issue and she asked Denbighshire to give some consideration to this as an issue. Again the Denbighshire delegation said they would be happy to receive papers on this.

Vasternorrland then entertained Denbighshire County Council in Sundsvall to the final meal of the delegations visit. Councillor Ken Hawkins thanked the Vice President of Vasternorrland for the hospitality which had been offered to Denbighshire and the amount of time and energy and resources which members and officers of Vasternorrland had expended on the visit. He pointed out that several members of Vasternorrland had given up nearly two whole days in order to be sure that Denbighshire's delegation understood the issues in Vasternorrland and this was much appreciated. Councillor Ken Hawkins invited Vasternorrland to visit Denbighshire in the near future and in a discussion with the Chief Executive of

Vasternorrland it was suggested that given that both County Councils were now facing pressures and opportunities arising from considerable structural and governance changes that this might be the proper topic for such a visit.

The delegation recommends:

1. The delegation concluded that the visit had been useful and hoped that useful long term collaboration could arise from it.
2. There should be further investigation of EU funding Programmes including transnational business, tourism, ICT, social and health care related issues.
3. The range of issues which sprang directly from the delegations primary visit purpose which could be usefully explored were:
 - Alcohol and drug abuse rehabilitation.
 - Multiple use and funding and buildings
 - Older people – E-health issues
 - Training programmes for health care workers
 - Continued sharing of best practice.
4. That planning for visits should not only include financial considerations but the impact on the delegates of using cheaper fares but putting delegates to a considerable amount of trouble.
5. The stock of corporate gifts needed to be reviewed. Denbighshire's corporate gifts are institutionalised. It would be better to find one gift made by a local craftsperson and then filled with some form of local produce perhaps. It needs to be urgently investigated.

Report Committee of the Regions Open Days Seminars 8th – 11th October 2007.

Denbighshire delegation:

Councillor Rhiannon Hughes, Leader Denbighshire County Council;
Kevin Edwards, Principal European Officer;
Paul Smith, Rhyl Going Forward Manager;
James Evans, Assistant European Officer.

Introduction

The EU Committee of the Regions Open Days event is organised on an annual basis and serves the purpose of sharing best practice amongst European regions in a wide variety of subject areas. It also provides a forum for the dissemination on current European Union developments.

The purpose of the visit was to ensure that Denbighshire is fully aware of developments that are taking place at the EU level and contribute towards the various on policy issues debates which affect the delivery of services.

The visit also served the secondary purpose of providing an opportunity to network with other European regions with the regard to the identification of potential EU funding opportunities.

Programme

In the main seminars / workshops were chaired by an expert in the particular subject area who would introduce the theme, the various panellists, and their subjects, allowing time for questions and comments to assist further debate.

Each officer attended a variety of different seminars as follows -

1. Seminars attended by Kevin Edwards Principal European Officer

a. European Investment Bank, JEREMIE and JASPERS

As the European Union's financing arm, the European Investment Bank (EIB) is a major player in the regions and cities of Europe. In 2006, the EIB lent some € 46 billion for key investment projects that helped implement priority EU policy objectives. High on its agenda are stimulating growth in regional development areas and supporting the Lisbon Strategy. In this context, financing infrastructure projects, environmental protection, (sustainable) energy projects, as well as SMEs, are all crucial for Europe's future & at the heart of the EIB's activities.

The EIB which was created by the Treaty of Rome 1958 is a non-profit institution and the Bank's shareholders are the 27 member states of the European Union. It exists to provide lending to projects that promote the objectives of the EU:

- Economic and social cohesion
- Implementation of the Innovation 2010 Initiative
- Environmental sustainability
- Development of Trans-European and Access Networks
- Support of EU Development and Cooperation Policies
- Sustainable, competitive and secure energy
- SME financing and competitiveness

Types of Financing . EIB participation is limited to 50% of project cost and there are two main types of mechanisms:

Large-scale projects: - direct financing - indirect financing (framework or programme loans)

Smaller-scale projects - via financial or other intermediaries (including global grants) - high-growth innovative SMEs: investment funds, venture capital or development capital companies

EIB in the UK Between 2002-2006 the EIB agreed loans of £11 billion in the UK. This is broken down according to the following themes:

- Education & Health (16%)
- Energy (15%)
- Telecoms and RDI (14%)
- Urban Renewal (9%)
- Global Loans, primarily for SMEs (10%)
- Transport (24%)
- Water & Waste (12%)

The EIB Group and the European Commission have developed two new joint initiatives (JASPERS & JEREMIE) with the following objectives:

1. to help the recipient countries and regions to ensure that the cohesion and structural funds money is used in good time, ensuring the best economic return in terms of growth and jobs.
2. to better combine EU budget resources with the EIB Group financial products.
3. to assemble all available expertise from willing partners in order to coordinate their efforts in the same direction.

JASPERS (Joint Assistance to Support Projects in the European Regions), a Partnership involving the Commission, the EIB and the EBRD

- JASPERS has a clear objective: to help beneficiary countries to absorb structural and cohesion funds and to invest them in good projects.
- JASPERS essentially consists of a team of dedicated experts that is being established within the EIB, in partnership with the EBRD, many of which experts will be posted in the field. They will provide technical assistance to Member

States and Regions, in particular in the cohesion countries, with a view to preparing good investment projects.

- The experts will work in close cooperation with the national and regional authorities responsible for the structural funds operational programmes. These authorities will be the clients of JASPERS.
- The experts will also work in cooperation with all partner International Finance Institutions, notably the EBRD who will be a full member of the team together with the EIB, but also probably the World Bank, the Council of Europe Bank and other interested Local and International institutions.

JEREMIE (Joint European Resources for Micro-to-Medium Enterprises)

- JEREMIE is a process whereby the Member States and Regions will be able to use part of their structural funds through the European Investment Fund (EIF) in order to obtain a set of financial products specifically engineered for Micro, Small and Medium Enterprises. In other words, instead of using grants as such, it will be possible to transform part of the grants into financial products.
- These products include, equity, venture capital, guarantees, loans and technical assistance and they will allow a multiplier effect on the budget. (For each euro coming from the budget, the sum of the financing products available could range from 2 to 10 euros).
- The EIF will work with the full back up of the EIB and its lending capacity, but also as a federator of all other sources of finance from other international, national or local financial institutions, investment funds, micro-credit agencies, etc. on both a public and private level.
- The EIF will work with national and local authorities to design each local scheme à la carte taking into account and adapting to local conditions. A funding agreement will be signed in each case. JEREMIE will play a catalyst role to enhance SME access to finance in the regions.

With JASPERS & JEREMIE, the Commission and the EIB Group are making a significant qualitative jump. European institutions are working together to find joint solutions and to make the most of their synergies. This pragmatic approach is expected to lead to efficient results on the ground. Sound investments will foster growth and create jobs, in turn helping the Lisbon agenda.

An example was provided from Wilkopolska Poland here food production sectors have been significant users of JEREMIE on the basis of loans being provided for “risk coverage”

b. SMEs: keystones of Europe

SMEs and craft enterprises are the backbone of the European economy. Organisations representing SMEs presented examples of the need for European support for this vital sector. One major outcome of the seminar was the recommendation that the EU could take in collaboration with the regions to promote the future sustainability of small and craft businesses. Examples were drawn from the following regions

Eifel an organisation involving 10 local bodies. Craft production is the staple industry of the area employing 34k of which 3k are apprentices. It contributes 76m euros to the local economy with a multiplier effect of 27m euros. Crafts are defined differently to the UK and includes engineering for instance. Crafts are closely linked to tourism with the development of craft centres and “craft streets” The creative dimension has been recognised as a key driver added value has been generated via direct sales admission charges etc. Craft production has concentrated on high quality products and visitors are encouraged to stay longer by linking facilities to other tourism products such as national parks, museums galleries etc.

Alsace – the region has recognised the importance of this sector and structural funds have targeted resources to stimulate growth. Leverage ratio of 1:4 has been achieved Airbus and high speed train development and production play a pivotal role in the economic regeneration of the region. Innovation and technology have been singles out as key drivers. 900k jobs have been generated; construction 40%; services 33% food15%; engineering 12%.

Most of the jobs are located in urban areas and migration to city town centres has been actively encouraged. Chambers of Trade and their craft counterparts closely cooperate with each other.

Katowice – EU funds have been used to address the following

- Lack of qualified / skilled employees due to out-migration;
- High levels of unemployment a low skills levels of unemployed;
- Support to Chambers of Commerce;
- Concentration on vocational skills.

Tradesman – apprentice has been identified as key to addressing the above and resources have been allocated accordingly.

c. Added value of partnership evaluation of results

Partnership in the EU Cohesion Policy and civil society’s involvement in the determination of development strategies are part of a wider debate concerning citizens’ participation in the democratic functioning of the EU. What are the reasons for the set of practices and models of participation currently used in the EU and how can civil society organisations contribute to the policy-making process?

Because partnerships can take so many forms, reflecting different administrative and legal structures across Member States and regions, experts often argue that the best approach is to compare partnerships in operation.

Evaluation actions are important since they allow for reflection on the strengths, weaknesses and results of partnership activities. They also feed back into earlier phases of the Structural Funds process by improving the context in which policies are discussed as well as the implementation of projects on the ground. This seminar focused on methods to evaluate partnerships and their potential added-value and multiplier effects.

Partnership principles

- Partnerships integrate the concerns of civil society and the private sector into strategic planning exercises

- sharing of good practice and offer know how from practical experience on what works and what does not;
- enhance influence on public policy making / decision making processes
- demonstrate strong multi-level collaboration;
- demonstrate strong cross-sector collaboration.

Evaluation principles

- evaluation must be carried out from the outset;
- how they impact on strategies e.g Lisbon;
- added value must be considered and whether the whole is greater than the sum of the parts;
- diversity of stakeholders is a key aspect as is role / relationship balance;
- “reproducibility” can the project be replicated in the future;
- recommendations for future development;
- citizen participation in the project at inception through to conclusion

d. Social Economy integrating social enterprises into local development policies.

Regional co-operation is not just for the benefit of those at the top of the economic tree. Emphasis has been placed on studying how to bring the fruits of co-operation to the disadvantaged and socially and economically excluded.

Structural changes may have major consequences for workers, whilst workers can contribute to the positive management of changes. That is why the European Social Fund promotes the increased adaptability of workers, enterprises and entrepreneurs

Social enterprises can provide an excellent response to the problems of structural change, unemployment, migration and depopulation. Supporting the set-up and development of social enterprises as a tool for integrating disadvantaged people in a local development context was a constant theme.

Sweden –

- Social enterprises have been set up in response to local need;
- 25 agencies have been involved in a consortium based on strong and local expertise;
- government financial support has been provided which has been used as a source of match funding;
- National Action Plan has been devised based on UK model;
- thematic EU programmes have been targeted as resource providers;
- knowledge based activities are key themes;
- regional partnerships through local initiatives.

Scotland – New strategy for 2007 aims to bring added value to the public services via 4 aims

- raising profile of social enterprises;
- providing added value to social enterprises, social return on investment;
- open up markets to social enterprises, e.g. social care;

- providing access to finance and business support. Increasing range of finance available part grant part loan.

France - here the greatest emphasis is to provide support to social enterprises. Sustainability is a major problem. 50% of businesses fold within 5 years and in some areas 70%. A support network has been now provided providing a wide range of services e.g. legal, business advice and the approach adopted is flexible and according to the need of the social enterprise.

e. Greener Energy Options through alternative sources and new technologies

The Energy Policy for Europe (EPE) aims to ensure Europe's competitiveness and the availability of affordable energy while promoting environmental sustainability and combating climate change.

Earlier this year, the EU adopted an energy action plan which has three integrated and mutually reinforcing objectives:

- increasing security of energy supply;
- ensuring the competitiveness of European economies and the availability of affordable energy;
- promoting environmental sustainability and combating climate change.

Achieving these objectives will require a transformation into a highly energy efficient and low CO₂ energy economy, with increased use of indigenous and renewable energy sources and greater levels of investment in new energy technologies, something the European Commission has dubbed: a New Industrial Revolution.

Regions that take immediate action to invest in change, in research and development and early implementation of the new generation of low and zerocarbon technologies, will gain massively in terms of security of supply and competitiveness in the medium-to-long term. It is also these regions that will be better able to deal with future price shocks, having invested in indigenous lowcarbon energy with stable prices and turn the threats of climate change and security of supply into opportunities and increased competitiveness.

Eire

Here the aim is to maximise the potential of off and on-shore windfarm developments.

- Energy prices are rising , demand is increasing while emissions are
- rising
- Fossil (and Uranium) Reserves are in question
- Climate Change is for real
- Progress on alternative technology can take a long time
- And a liberalising market...

Most technology driven by the private sector

- Facilitated by national policies to overcome barriers such as lack of information and understanding of local needs.

- Lack of information;
- Political and economic barriers such as lack of capital, high transaction costs, lack of full cost pricing, and trade and policy barriers;
- Lack of understanding of local needs;
- Business limitations, such as risk aversion in financial institutions; and institutional limitations such as insufficient legal protection, and
- inadequate environmental codes and standards.
- Building capacity to adopt new technologies important to encourage effective transfer.
- Capacity building must be adapted to local circumstances, because there are many examples where a lack of technical, business or regulatory skills resulted in a failed attempt at technology transfer.

UK - A detailed technical analysis was provided on the technical details of a wavepower development located off the coast of Cornwall. This has generated 70 jobs in the area and contributed £100m towards the GVA of the county

Britanny - Similarly a detailed analysis was provided regarding power generated from tidal and on-shore wind turbines. The aim is to reduce carbon emissions by 20% 2020 and 25% 2050 – circa 15m tons. Windpower is planned to generate 10% of the region's energy power. INTERREG project(s) are being considered

f. Models of cooperation among regional and local entities

Euroregions are a key element in regional development policy and are one of the most innovative, most valued by border populations and most efficient structures in terms of social and economic territorial development. Together with the EU's financial instruments, Euroregions are one of the elements that have contributed most to spread the concept of Europe.

Norte de Portugal (CCDR-N) and Galicia, Spain

Here partnership agreements have been formalised

- First contacts between Xunta de Galicia and Norte: 80's
- Signature of the Agreement in 1991,
- New set-up agreement in 2006 adapting to the new Co-operation Treaty on cross border co-operation between Portugal and Spain (Treaty of Valencia, 2004).
- The Presidency of the Working Community is alternatively assumed, every two years, by the Presidents of Xunta de Galicia and of CCDR-N.
- Involves 28 municipalities from the 2 regions, 6 universities (3 from each region), and the two regional bodies
- more than 40,000 cross-border workers = trade unions, employer's associations, joint training courses, recognised in both regions
- A Venture Capital Fund for interregional investments with 5 million €, co-financed by INTERREG II and III-A

Cross-border Co-operation Priorities for 2007-2013

- Development of the transportation systems and of the cross border accessibilities (High Speed Train Connection Porto-Vigo)
- Co-operation in the maritime cluster
- Internationalisation of the SMEs from the Euro-region (Innovation and Competitiveness)
- Environment Protection and Urban Sustainable Development
- Increase the Co-operation and the Integration at Social and Institutional levels

Atlantic Arc Commission (AAC)

The AAC was established in 1989 at the CPMR Faro General Assembly. It brings together 30 Regions from the 5 countries bordering the Atlantic Ocean: 8 Spanish Autonomies, 7 French Regional Councils, 5 Portuguese Coordination and Regional Development Commissions, 1 Irish Region and 9 UK County Councils. The President of the AAC is elected for a two-year period.

Objectives and activities

The main objective of the AAC is to give value to the specificities of the Atlantic territories, by enhancing their assets and facing its disadvantages and drawbacks, in a perspective of sustainable development and attractivity of Atlantic territories:

- to reap the benefits of the Atlantic Ocean,
- to improve the accessibility of Atlantic territories,
- to preserve the unique Atlantic environment,
- to cooperate and reconcile Atlantic stakeholders on the basis of joint interests and challenges.

In this respect, the activities of the AAC are twofold. On the one hand, political action aims at influencing EU policy preparation and development impacting on the Atlantic area – either directly or within the CPMR. On the other hand, technical action allows putting in practice the political guidelines set by the Political Bureau

- These actions are implemented by 5 working groups working on:
 - Research and Innovation (led by Basse-Normandie),
 - Transports and accessibility (led by the Basque Country),
 - Integrated Coastal Zones Management and Environment (Led by Aquitaine),
 - Fisheries (led by Galicia), Maritime Safety (led by Lisboa e Vale do Tejo)

Conclusions

- The AAC is now a mature political network with a strong cooperation culture and numerous achievements.
- The new challenges facing the EU are facing the Atlantic Area as well. The Atlantic Regions have to enhance their contribution to the Lisbon agenda.
- The AAC is a forum which can add value to the actions of individual regions.

g. Local governance for inclusion: the efficient set up of ESF

The European Social Fund (ESF) is designed to strengthen economic and social cohesion in the European Union by helping people to improve their skills and job prospects.

It was stressed that people are Europe's greatest resource, and we must empower its people to contribute effectively to our economy. The European Social Fund – 50 years old this year – is the EU's key resource its citizens acquire the skills to play an active role in employment and entrepreneurship. Only by renewing skills can Europe's workers help their enterprises to compete in the global marketplace. At the same time the European Social Fund makes a major contribution to the promotion of social cohesion throughout the Union, by enhancing job opportunities for all of our citizens.

The ESF must be used effectively if individuals and SMEs are to derive maximum benefit from it, Lisbon and Gothenburg agendas have set the scene and have provide an insight into the EUs key objectives.

Links between ESF and the European Employment Strategy have been reinforced so that the ESF can contribute more effectively to the objectives of this strategy. Inclusion and employment strategy are key elements for a successful achievement of the Lisbon Strategy.

At regional level, local authorities are in charge of inclusion and have therefore to show their capacity to identify key actions within their own strategy, to make sure they reach a high rate of access to employment. They also have to demonstrate their capacity to manage ESF programmes efficiently. The ESF will support adaptability for workers and companies, improvement of education and training systems, access to employment and social inclusion.

In new member states, ESF will also support the development of institutional capacity and the efficiency of public administrations at national, regional and local level.

It was stressed the importance of delivering results that contribute to programme objectives. Programmes/ projects should focus on the needs of the ultimate beneficiaries, real involvement of social partners and relevant NGOs, relevant skills of ESF managers, and simple and robust administrative procedures and routines.

Gender equality is a binding objective of the European Employment Strategy, and since the mid 1990s gender mainstreaming has been the method adopted by the EU to achieve it. Resources should be devoted to capacity-building in relation to structures to promote and facilitate gender mainstreaming.

KE 17/10/07

2. Seminars attended by James Evans Asst European Officer

a. How to implement a gender mainstreaming approach into regional development policies

Gender Mainstreaming (GMS) is a way for policies to adapt to, and support, the new roles which women and men play in society; and this benefits the lives of individuals, as well as contributing to the well-being of society. In terms of regional development, it can mean supporting more women to set up businesses, and to sustain these. It may mean encouraging older, unemployed men back into education. It can mean providing better support for carers, older people and children.

A few new things are needed in policy.

- Firstly, there is need for gender disaggregated data. This means collecting data on how women and men benefit from various policies and programmes.
- Secondly, there is need for gender impact assessment of policies. To do this, we need the data which is broken down by gender; as well as advice on gender equality issues in policies. Based on this information, we would then alter policies where necessary, to promote gender equality.
- Thirdly, there is need for specific commitments to promote gender equality in policies.
- Fourthly, it is necessary to monitor and evaluate how these commitments are being met.
- Fifthly, changes in decision-making is needed, including more women in decision-making positions (and sometimes more men, for example in the area of childcare); and also the use of equality criteria in selecting projects for funding.

Private Sector's perspective on Gender equality

Jarmo Salminen who is Managing Director of the Finnish wing of Planar Systems, gave a quick overview of his company's equality plan. He expressed that due to the nature of the private sector, it is vital that the equality plan is linked to the profitability of the company. However, he sees that having an equality plan is actually good for raising the productivity in a company, because people need to feel good within their work environment.

Because having an equality plan is good for morale, which in turn is good for business, therefore, zero tolerance to any kind of harassment is partly crucial to the creation of a respectful and discreet work environment.

It is also vital that everyone is equally rewarded: -

- Equal pay- someone attaining good results for the company, regardless of who they are, should be paid properly, because it is good for the company.
- Equal opportunities- if they are good workers, then their backgrounds do not matter.

Implementation and development perspectives of the Gender mainstreaming strategy (joint forces of 5 European capitals)

This presentation was given by Marta Rawluszko of Poland, regarding transnational cooperation under EQUAL with various institutions coming from Berlin, Bratislava, Lisbon, Vienna and Warsaw- pro(e)quality partnership. This is a partnership that is interested in the implementation of gender mainstreaming strategies.

Successful implementation has to be connected with education, awareness raising and adequate training. These elements are crucial because:-

- They provide participants with facts, figures and indicators concerning the social and economic situation of women
- They support the participants in self-reflection and in developing self-awareness, and helps them define their personal and social identity
- The participants gain understanding of the origin and functioning of gender stereotypes, and of prejudice and its results
- They encourage anti-discriminatory attitudes and behaviours

b. Marketing and developing locations in the greater regions.

The greater region is a collection of four areas that have come together to form a small European lab, allowing for increased cooperation on a number of topics. The four regions involved, include Luxembourg, the Rhineland, Saarland and Lorraine. The greater region is supported by Interreg IIIC.

Luxembourg- 2007 city of culture

Luxembourg is the 2007 city of culture, and decided therefore that it would be beneficial to open this up to the greater region, thereby encouraging cultural activities in the area. The idea here was that it would make the cultural element for sustainable and lasting. Another element was that it meant that Luxembourg was setting a new standard for the European city of culture.

Through this cultural standard set by Luxembourg, there were 130 cross-border projects with around 5000 events in Luxembourg and the greater region. In excess of 600,000 have visited, with 25% of the Luxembourg population being involved in some way. Also, it was estimated that 93% of the population in Luxembourg in July 2007 knew about the year of culture.

Rhineland

There were a number of projects that were granted funds through Interreg IIIC for the Greater Region besides culture, including collaboration on commercial sites and motorways. Due to the wide-remitting nature of these projects, there were inevitable problems with 'NIMBYism' (Not in My Backyard), in that there had to be sensitivities displayed to inhabitants with the creation of commercial sites. Also there had to be more strategic thinking in terms of the motorway project due to the areas natural parks. Much strategic planning was needed, including a comparison study and town and spatial planning.

Nevertheless, more than 20 projects were funded successfully. Also, many seminars, events and books were published in outcome to the projects,

involving local authorities and representatives from the Greater Region. Pursuing the projects was a learning process with many different practices being learnt. The many links built up will be sustained for many more years to come.

Saarland

The speaker talked here about the increased networking in the greater region by common cluster activities. Here, the speaker representing the private sector spoke specifically about the automotive industry in the Greater Region.

The auto enterprise in Saarland is an employer of 1000 people. There are 150 enterprises, employing 47,000 people in Saarland. Also, there are over 150,000 employees in automotive industries in the Greater Region.

There were challenges to intensified networking in the area of automotive enterprise in the Greater Region, including:-

- Language barrier
- Wage fluctuation
- Demography development
- Impacts of globalization

To improve networking between the regions, the idea of common activity domains was proposed, including:-

- Common fair appearances and investigations to present the region
- Events and projects of research and development to connect enterprises and experiences
- Education through a bilingual medium (French and German)

Also, to improve networking in the area of automotive enterprises in the greater region, activities of focus were proposed, including:-

- Marketing
- Cooperation
- Technology transfer
- Qualification
- Networking

c. Energy activity- jobs delivery: The role of renewable energies in regional development.

New jobs by renewable energies in Mecklenburg-Vorpommern (Germany)

The speaker revealed that the production of electricity in this area of Germany had grown from 4% to 36% between 1996 and 2006, which is linked with the growth of wind-power and bio-energy. Over this period, the number of wind-turbines had increased to 1,100, with 12 off-shore wind-parks.

In turn, this has allowed for the creation of sustainable employment. The following shows the employment figures for each renewable energy area:-

- Wind- 1,000 jobs
- Biomass and biogas- 300 jobs
- Solar- 250 jobs

- Bio-diesel- 190 jobs

The types of employment in this sector vary greatly, and include design, erection and maintenance work. Also, interestingly, farm labour is included, in terms of growing crops to be used for energy creation in a biogas plant, in the rural areas; an example of this would be the village of Ivenock.

In terms of employment in biogas, it is estimated that it will increase by 130% in 2010 compared to 2004. Also, there is a great desire to meet the Brussels and Berlin requirements through Energyland 2020 strategy.

Heat entrepreneurship in Western Finland

In Finland, strength lies in the versatility of its energy system. It is a major employer in the country, with in excess of 30,000 employees.

In order to increase business, there is a great networking structure. There is an energy cluster in the five main cities, and also much work with international networks, including Aebiom.

A very interesting aspect of energy creation in Finland is the fact that local farmers sell heat from renewable fuels, mainly wood, to public and private buildings. This initiative started in 1993, now there are around 300 plants in operation in the country dealing with this type of energy creation.

The main bio-fuels used by farmers are wood chippings and sod peat. One of the great benefits of this type of heat entrepreneurship is that it provides farmers with a steady winter income; fantastic, as farming is typically a summer occupation.

Other benefits of this type of heat entrepreneurship it has allowed for improved forest management and increased fuel security. In 1993, biomass heating of elderly peoples homes was 300 kw.

Answer to the future energy demand - Germany

In Germany, off-shore wind-energy has to be increased by 13%, due to economic-regional reasons as well as combating climate-change. So far, there has been the creation of 5000 jobs.

There is a scientific aspect of this strategy to increase off-shore wind-energy. There has been the creation of a research and qualification centre; also universities have cooperated with the industry in terms of maintenance and implementation. Also, master degrees have been offered for young engineers.

In the next year, there will be the establishment of a research platform off-shore, with research into the environment and the logistics of the wind-farms; this will operate in the North Sea.

Sustainable energy communities- a role model for rural affairs- Sweden

ASPIRE- Achieving Energy Sustainability in Peripheral Regions of Europe- this is a project that the Varmland region is working on in coordination with

other European regions through the territorial cooperation programme. The lead partner is Cornwall.

The rural communities in Varmland face problems, concerning:-

- Security of energy supplies
- Economic, social and environmental issues

The project has the goal to develop a replicable model for creating sustainable energy communities, also attempting to remove economical barriers. The expected results include:-

- More jobs and new market for renewable energy.

There has been the use of workshops to increase awareness and knowledge among planners, politicians and policy maker and other activities to increase awareness among citizens.

d. Local authority networks as an opportunity for Europe - Transnational and cross-border actions.

The idea of transnational and cross-border actions is to make sure that one's own region is part of international regions, and making sure that there is the exchanging of good practices with common demands being met.

The use of working groups and the development of partnerships are important for the development of joint projects, as well as conferences and international events.

Another important aspect is providing training in the form of seminars and also the release of publications to raise public awareness.

La Gerondé- the largest départementé (local authority) in France

As the authority is important for local strategy, funding from transnational and cross-border programmes allow the départementé to be one step ahead. It is also allows for:-

- The growing of partnerships within the stakeholders,
- Better cooperation with research institutions
- The opening up of public policy- this means that the départementé can be developed to become more efficient.
- The use of both bottom-up and top-down approaches- the bottom-up approach is a good aspect, as it allows for everyone to feel part of it- brings it down to the EU citizens level and allows for them to play a part in developing policies
- The creation of mini-projects
- Data exchange between partners (a good way to reconcile the different sectors)
- Cultural assessment
- The départementé's policies to be better drafted

3. Seminars attended by Paul Smith

a. The Changing face of Maritime Industries – realising the potential.

Chaired by Desmond Clifford, Head of Welsh Assembly Govt EU Office. The debate considered:-

- How our maritime industries contribute to the overall economic development of the wider region.
- What strategies are required to increase the competitiveness and economic potential of maritime sector
- How to utilise more effectively EU funding
- Realising the potential of the maritime sector to benefit our residents, visitors and heritage agendas.

This included a presentation by Lia Moutselou of the Wales Coastal and Maritime Partnership, Kyle Alexander of the Belfast waterfront Corporation, Patrick Anvrouin of the Conference of Peripheral Maritime Regions and Fernando Rexach president of the Gijon Port Authority

b. Strategies for delivering growth & jobs in maritime regions:-

Looked at staying competitive by stressing the role and potential synergies between the private sector and local authorities, as well as between research centres and companies. Examples came from Finland, Poland and Norway

c. Creating a Sustainable Maritime Economy:-

This looked at Highways of the Seas, Marine Protected Areas. Harnessing of the sea for energy creation, and the role of research in Marine Environment & Food Safety

d. Adapting to the Risks and Impacts of Climate Change – lessons from EU coastal zones:-

This included how countries had responded to the threat of climate change particularly Holland with its many flood plain areas and the Baltic.

e. Innovative collaboration in maritime clusters and projects

Looked at an Island off Denmark that harnesses all its own renewable energy by various methods and exports the remainder, Polish amber miners wishing to cluster with Russian amber miners, a science cluster looking at the potential medical use of marine organisms under the ice in the arctic circle.

What was learnt?

In general terms I made some very useful contacts with other Celtic Countries, other successful previous applicants, and the Welsh Assembly Govt officers who administer the various strategies and funding opportunities. All this assists in understanding how successful bids are made and provides

inspiration for potential bids. In some instances I was able to signpost some maritime industries to those that I am aware of already so that they can benefit from collaborative working.

Of particular interest, is that I met with the Wales Coastal & Maritime Partnership whom I have invited to Denbighshire to explore the potential of our maritime industries future.

I have spoken to The Director of the Maritime Institute in Galway, Ireland with whom I explored the potential of the Foryd harbour as a maritime industry business park on land owned by DCC. We have already completed the infrastructure for such potential and this could form part of our phase 2 development.

The Foryd is ideally placed geographically for maritime industries having easy access to sea, road, rail and airport facilities. We have begun discussions with other local authorities and marine industries here in N Wales and now can begin to develop regional and sub regional plans based on what we have learnt. There could be potential for cross border collaboration between EU countries depending on what we choose to do.

It should also be mentioned that we attended two evening events. One organised by the WLGA Office in Brussels for the Welsh delegates and one by the Northern Ireland Office in Brussels for all Celtic Countries. Here we met other authorities, companies, politicians and government officers with whom we exchanged views in a more informal atmosphere.

REPORT TO: CABINET

FROM: CLLR G M KENSLER, LEAD MEMBER FOR PROMOTING DENBIGHSHIRE

DATE: 18 DECEMBER 2007

SUBJECT: PONTCYSYLLTE AQUEDUCT AND LLANGOLLEN CANAL WORLD HERITAGE SITE

1 DECISION SOUGHT

1.1 To seek Cabinet approval for submission of nomination documents to the UNESCO World Heritage Committee in support of the proposed designation of Pontcysyllte Aqueduct and Llangollen Canal as a World Heritage Site.

2 REASON FOR SEEKING DECISION

2.1 The Llangollen Canal - formerly called Ellesmere Canal - was first proposed in 1791 at a public meeting in Ellesmere on the Wrexham-Shropshire border. The plan was a canal linking three rivers: the Mersey, the Dee and the Severn - helping industry and linking into the Denbighshire coalfields. Original plans to link through to Chester did not come to fruition, but in 1805 the Pontcysyllte Aqueduct was opened. The section of canal between the aqueduct and Llangollen was constructed as the feeder canal for the system, taking water from the Dee at Horseshoe Falls near Llantysilio.

2.2 The Pontcysyllte Aqueduct had been on the UK's tentative list of World Heritage Sites since the 1990s as an exemplar of 'Outstanding Engineering Achievement'. In 2005 Wrexham County Borough Council commissioned work as part of the 200th anniversary of the Aqueduct to take the proposal forward from the tentative list to becoming a formal UK nomination. This work concluded that the bid for World Heritage status would be stronger if the heavily engineered section of canal from Horseshoe Falls through to Chirk Aqueduct was included. At this point Denbighshire, Shropshire and Oswestry Councils were invited to join the Steering Group set up by Wrexham Council to develop and progress the case. Denbighshire's formal support for the designation and agreement to join the partnership was approved by the Lead Cabinet Member in May 2006.

2.3 It was announced in October 2006 by the then UK Minister for Culture David Lammy that the aqueduct and canal would be the UK nomination for World Heritage Status in 2008. Considerable work followed on from this decision to prepare the formal Nomination Document and Management Plan, define the precise boundary of the site and associated buffer zone, and to undertake wide ranging consultations. Appendix 1 summarises the nomination and management plan documents, and the attached Map 1 shows the proposed site and buffer zone.

2.4. All documentation has to be submitted to the UNESCO World Heritage Committee by next February. The nomination will be assessed by experts from around the world, which will include a formal assessment visit in the summer of 2008. The final decision will be taken by UNESCO at their summer 2009 meeting.

2.5 World Heritage Site status is the definitive international standard for the conservation value and importance of a site. UNESCO describes World Heritage Sites in the following words *'Heritage is our legacy from the past, what we live with today, and what we pass on to future generations. Our cultural and natural heritage are both irreplaceable sources of life and inspiration. Places as unique and diverse as the wilds of East Africa's Serengeti, the Pyramids of Egypt, the Great Barrier Reef in Australia and the Baroque Cathedrals of Latin America make up our world's heritage. What makes the concept of World Heritage exceptional is its universal application. World Heritage Sites belong to all the people's of the world.....'*

2.6 The main benefits for Denbighshire can be summed up as follows:

- Recognition of the intrinsic value of the site itself.
- Conservation of the site through implementation of the Management Plan in collaboration with the Steering Group partners.
- Sustainable tourism - balancing the conservation needs of the site and its value to the local economy as a tourist attraction.
- A potentially significant increase in domestic and overseas tourism visits and spend in Llangollen and the county which is consistent with the Council's tourism and economic development priorities.
- Generating an enhanced sense of pride in the local community, the County and beyond.
- The potential for enhanced funding to both care for and promote the site.

In my view this is a major opportunity for the County and for Wales and it is therefore recommended that you give your full support to the proposal.

3 POWER TO MAKE THE DECISION

3.1 Section 2, Local Government Act 2000; power to promote the social, economic and environmental well being of the area.

4 COST AND STAFFING IMPLICATIONS

4.1 There are no direct additional costs or staffing implications arising from this report. Should the Nomination be confirmed, the majority of actions set out in the Management Plan fall to British Waterways as owners of the majority of the proposed site. Implementation will involve grant applications to bodies such as the Heritage Lottery Fund, EU funds and others. Although World Heritage Site status does not bring any direct additional funds it does lend considerable support to any subsequent bids for external funding for projects within the area.

4.2 Management plan actions for the County Council such as maintenance of the Steering Group (Policy Man 1), identifying potential sources of external

funding (Policy MAN 3) and Input into Planning Policies (Policy PRO 5) are covered by existing budgets, but opportunities to secure additional external funding to extend/add value to the management proposals or to develop new schemes in the light of World Heritage Site status will be explored. Any requirement for additional funding from the Council in support of such projects would be subject to our existing budget procedures.

4.2 Members should note that the Denbighshire Community Capital Fund has funded the County Council's contribution to the costs of preparing the Nomination Document, Management Plan and the consultation process.

5 FINANCIAL CONTROLLER STATEMENT

5.1. The report suggests that there are no financial implications for the Council from this matter in the short term. It is highly unlikely that any additional resources could be identified for any longer term implications that may be requested.

6 CONSULTATION CARRIED OUT

6.1 Denbighshire County Council is a member of the Steering Group. The group is made up of representatives of Wrexham County Borough Council, Denbighshire County Council, Shropshire County Council, Oswestry Borough Council, Welsh Assembly Government, British Waterways, Cadw, Royal Commission on Ancient and Historic Monuments Wales, Countryside Council for Wales, Visit Wales, English Heritage, and the Institute of Civil Engineers. The County Archaeologist represents Denbighshire on this group. If the nomination is successful it is proposed that the Steering Group should continue, but its role will change to coordinate implementation of the Management Plan. In addition, a sub group has been established involving officers from the planning departments of all the local authorities, including a representative from Denbighshire's Planning Policy team.

6.2 To emphasise the partnership and its collaborative approach to management and protection of the site, the main parties involved in the Steering Group signed a Concordat in June 2007.

6.3 UNESCO's decision as to whether or not a Nomination is successful is based on pre-determined criteria. In the case of the Canal and Aqueducts the criteria relate to Outstanding Engineering Achievement. However if there is no support locally or nationally for the Nomination this will count against the proposal, hence the emphasis on wide consultation with the public and a range of interested stakeholders. The consultations took place between June and September this year, and consisted of three main elements:

- All Town and Community Councils within the proposed site (including the buffer zone) have received presentations on the proposals. In Denbighshire the Councils visited were Llangollen and Llantysilio, both of which supported the proposals.

- A six week consultation period for the complete Nomination document and Management Plan during which statutory organisations and groups had an opportunity to comment.
- All householders within the communities covered by both the proposed site and buffer zone received notification of the proposals together with information about a series of local drop in sessions (including one at Llangollen Library) and how to make comments.

6.4 This extensive consultation exercise demonstrated a very high level of support for designation of the area as a World Heritage Site. Local members also support the proposed nomination. The views of Lifelong Learning Scrutiny Committee have also been invited. The Committee will be considering the matter on 11 December and Cabinet will be advised of Scrutiny's views in due course.

7 IMPLICATIONS ON OTHER POLICY AREAS:

7.1 **The Vision** Part of the Council's Vision for 2025 is to "attract more visitors throughout the year who will experience Denbighshire's outstanding natural and built environment, culture and wide range of outdoor activities." It also says that we will "celebrate and respect the diversity of our county. We will make sure that any actions we take protect the environment and do not have a negative impact on the lives of future generations."

7.2 **Other Policies including Corporate** World Heritage Status designation will help achieve aims within the Visitor Economy Strategy for the Dee Valley, Raising the Standard, and the emerging Tourism Strategy. It will also contribute to the delivery of the Lifelong Learning, Economic Prosperity and Environment Objectives of the Community Strategy. A Planning subgroup to the Steering Group has been established to ensure that emerging Local Development Plan Policies across the constituent Authorities will adequately protect the proposed site and buffer zone.

8 ACTION PLAN

8.1. No specific Action Plan is required to implement this decision.

9 RECOMMENDATION

9.1 That Cabinet approves the Nomination Document and Management Plan for the proposed Pontcysyllte Aqueduct and Llangollen Canal World Heritage Site to be submitted to the UNESCO World Heritage Committee.

Pontcysyllte Aqueduct and Canal World Heritage Site Nomination

Draft Nomination and Management Proposals.



A. About World Heritage

The concept of the World Heritage Site is at the core of the World Heritage Convention, adopted by UNESCO (United Nations Education, Scientific and Cultural Organisation) in 1972, to which 184 nations belong. Through the Convention, UNESCO encourages the identification, protection and preservation of the cultural and natural heritage sites around the world considered to be of **outstanding value to humanity**. The Convention established the **World Heritage List**, under the management of an inter-governmental World Heritage Committee, to provide recognition of the fact that some places, both natural and cultural, are of such intrinsic importance that they are the responsibility of the international community as a whole. World Heritage Sites must have outstanding universal value, authenticity and integrity together with an effective management system and legal protection. As members of the Convention, State Parties (National Governments) have pledged to care for their World Heritage Sites as part of the protection of their national heritage.

Nominations for inscription on the World Heritage List are made by the appropriate State Parties and are subject to rigorous evaluation by expert advisers to the World Heritage Committee, the International Council on Monuments and Sites (ICOMOS) for cultural sites and/or the World Conservation Union (WCN) for natural sites. Decisions on the selection of new World Heritage Sites are taken by the World Heritage Committee at its annual summer meetings. There are currently 830 World Heritage Sites in 138 countries. 644 are cultural sites, 162 are natural and 24 are mixed.

Inclusion on the World Heritage List does not bring a prize or money with it, but is essentially a recognition of the international importance and status of a place. With this recognition come responsibilities. Before being given World Heritage Site status a site must be shown to have effective statutory protection and a management plan agreed with site owners to ensure each site's conservation and presentation to the required standards.

The UK currently has 27 World Heritage Sites. These range from cultural sites such as the Ironbridge Gorge and Stonehenge, to natural sites such as the Giant's Causeway, and mixed sites such as St Kilda. If successful, Pontcysyllte will be only the third World Heritage site inscription in Wales, the other two being the Castles and Town Walls of King Edward in Gwynedd and Blaenavon Industrial Landscape. It will also be the first World Heritage Site to cross the border between two parts of the UK (Wales and England). Pontcysyllte has been given the opportunity to be the UK nomination in January 2008.

B. Pontcysyllte Aqueduct and Canal World Heritage Site Nomination Campaign

The campaign for World Heritage Site nomination is being led by Wrexham County Borough Council, British Waterways and the Royal Commission on the Ancient and Historical Monuments of Wales. The campaign Partnership includes these three organisations, together with Denbighshire County Council, Oswestry Borough Council, Shropshire County Council, the Welsh Assembly Government's historic environment service, Cadw, Visit Wales, the Countryside Council for Wales and English Heritage. Funding contributions have also been received from the Institution of Civil Engineers and Tourism Partnership North Wales.

The proposed World Heritage Site crosses several Community Councils and the following have already given their support in principle: Llantysilio Community Council, Llangollen Town Council, Llangollen Rural Council, and Chirk Town Council.

C. Nomination Timetable

The Pontcysyllte nomination documents must be submitted to UNESCO by 1st February 2008. If the paperwork is deemed to be in order, the nomination will be assessed by ICOMOS. The evaluation will include desk-based assessments and a visit by an overseas expert to the site, before the ICOMOS World Heritage Panel makes its recommendation to the UNESCO World Heritage Committee. This will be submitted to the World Heritage Committee for consideration at its meeting in June 2009. An announcement will be made immediately after the meeting.

D. About The Pontcysyllte Aqueduct and Canal Site

1. UNESCO Requirements

UNESCO requires any nominated site to have clearly defined boundaries and a rationale justifying its inscription. The application must be based upon a logical, well-argued case demonstrating its **Outstanding Universal Value**. Outstanding Universal Value means cultural and/or natural significance which is so exceptional as to transcend national boundaries and to be of common importance for present and future generations of all humanity. Sites on the World Heritage List must also have authenticity, integrity, adequate long-term legal protection and an appropriate management plan.

2. The proposed Outstanding Universal Value for Pontcysyllte Aqueduct and Canal

- Pontcysyllte Aqueduct, built between 1795 and 1805 to carry a navigable canal across the Dee Valley in North Wales, is the most spectacular masterpiece of canal engineering in the late eighteenth and early nineteenth centuries. The 11-mile/18 km section of canal centred upon it is an outstanding representation of the age of improvement in transport upon which the Industrial Revolution in Britain was built as well as a striking contribution to its landscape.
- Over 1,180 miles/1,900km of the British waterways network were built in two decades, from 1790 to 1810, providing the arteries of the Industrial Revolution. This was made possible by the development of shareholding to raise capital, the creation of sophisticated contracting teams, and the development and bringing together of new techniques and materials that would later be applied to other construction needs. It relied on the maturing of the profession of civil engineering in the new intellectual climate of the Enlightenment and the daring and creative genius of a handful of eminent engineers, of whom the designers of Pontcysyllte Aqueduct, William Jessop and Thomas Telford, were the most prolific and influential.
- This period represented an important new phase in the history of inland navigation. The pivotal role in economic development of new canal networks was recognised and followed in other industrialising countries. The development of highly-engineered transport routes, involving large cuttings, tunnels, embankments and viaducts or aqueducts was significantly advanced by British canals of this era, of which the Pontcysyllte Aqueduct and Canal are an outstanding example. These approaches and technologies have informed the development of railways and roads from the nineteenth century onwards.

- Britain in the late eighteenth and early nineteenth centuries led the world in innovations in the manufacture and application of iron and pioneered new uses of the material in construction. Pontcysyllte Aqueduct was part of a sequence of innovations and developments that led to the general acceptance of cast iron and then steel as ubiquitous construction materials and enabled ever-greater engineering achievements around the world.

3. The Proposed Pontcysyllte Aqueduct and Canal World Heritage Site and Boundary

In accordance with World Heritage guidelines, the Site's boundaries have been drawn to include all those areas or attributes which are a direct and tangible expression of its outstanding universal value – as a masterpiece of canal engineering and an outstanding representation of the improvement of transport during the Industrial Revolution. It includes the canal, and its engineering features, remains associated with its construction and historical operation such as engineer's houses, wharves and lengthman's cottages, and the immediate surroundings of Pontcysyllte Aqueduct, Horseshoe Falls and Chirk Aqueduct.

The outstanding feature of the proposed Site is undoubtedly Pontcysyllte Aqueduct. However, such is the sophistication of the engineering of the canal and the importance of the Chirk Aqueduct (where Thomas Telford and William Jessop experimented with the use of cast iron) that it was decided that the nomination would be strengthened if the entire length of the feeder canal and of the heavily engineered section south of Pontcysyllte were included. The proposed Site is, therefore, the 11-mile/18 km stretch of canal from the Horseshoe Falls, across the Aqueducts, through to Gledrid Bridge near Rhosweil.

A map is attached to show the proposed Site boundary and Table 1 lists those structures and features to be included in the proposed World Heritage Site. About 95% of the Site is owned by British Waterways.

4. The Buffer Zone

UNESCO requires that both the Site and its Setting are protected from any development which would be deemed harmful to the Site and its Outstanding Universal Value. In order to meet this requirement many World Heritage Sites have a protective Buffer Zone drawn around them. A Buffer Zone has been proposed for Pontcysyllte Aqueduct and Canal and is designed to safeguard the Site through the planning system against inappropriate development. The Buffer Zone has a secondary function of highlighting features associated with the canal during its construction and commercial use.

The Buffer Zone identified (see Map attached) takes in land around the Horseshoe Falls and most of the Dee Valley downstream before turning southwards to Chirk and the Ceiriog Valley. Landscape Planners from the respective Local Authorities have identified a Buffer Zone, which follows the topographical ridgeline on both sides of the valley. In places where the ridgelines are less distinct, the Buffer Zone is drawn to incorporate all areas which contribute to the visual setting of the site. A separate study of Industrial Archaeology, has identified features which are considered integral to the site and should therefore be included within the Buffer Zone. As a result the Buffer Zone becomes quite complex in its inclusion of Cefn Mawr. The majority of the Site and Buffer Zone incorporates an area already designated as a landscape of Special Historic Interest.

5. Planning Implications

Designated sites (listed buildings or scheduled monuments) within the proposed World Heritage Site are protected by ensuring that proposed developments would require Scheduled Ancient Monument Consent, from the Welsh and English Ministers or, in the case of listed buildings, listed building consent from the local planning authority.

Cadw (for land in Wales) and English Heritage (as respects England) are currently assessing the possibility of statutorily protecting the component features of the proposed World Heritage Site by designating them Scheduled Ancient Monuments (SAMs) or listed buildings.

Development in the World Heritage Site

Planning policies will protect the World Heritage Site through the current Unitary Development Plans (UDPs), Local Planning Guidance Notes and Conservation Area designations. In time the UDP will be replaced with new Local Development Plans (LDPs) in Wales and Local Development Frameworks (LDFs) in England. New policies will be produced to safeguard against inappropriate development which would undermine the character and appearance of the World Heritage Site, these will be subject to the statutory consultation requirements for the LDP/LDF. These policies will reflect the fact that the site has been designated for its outstanding universal value and that great weight will be placed on the need to protect it for the benefit of future generations. Developments which would adversely affect the site or setting would not be permitted and could possibly require additional consent (Listed Building, Scheduled Ancient Monument Consent). The principal structures in the Site are in the ownership of British Waterways who has agreed principles and policies for the management of heritage structures on its canals.

Development within the Buffer Zone

Developments which would adversely affect the site or setting of the World Heritage Site would not be permitted. The management plan, (by identifying the ‘Outstanding Universal Value’ of the site, key features, structures, settings and views) will be a material consideration in determining whether a development would adversely affect the site or setting. Furthermore development that directly affects non-scheduled sites of archaeological importance (the management plan will help identify such sites) will only be permitted if an archaeological investigation has been carried out to determine the nature, extent and significance of the remains, and investigation indicates that in-situ preservation is not justified.

E. World Heritage Criteria

1. UNESCO World Heritage Criteria

UNESCO uses 10 criteria for World Heritage Site designation. A site is required to meet only one of these and it is believed that Pontcysyllte Aqueduct meets three. Inscription of Pontcysyllte Aqueduct and Canal is proposed under criteria i, ii and iv. The *Operational Guidelines for the Implementation of the World Heritage Convention* amplify the interpretation of the criteria with regard to the inscription of canals. Annex 3, Guidelines on the Inscription of Heritage Canals, states that these may be significant on technological, economic, social and landscape grounds. Areas of technology that may be of significance include ‘the engineering structures of the line with reference to comparative structural features in other areas of architecture and technology; the development of the sophistication of construction methods; and the transfer of technologies.’ The guidelines also recognise the importance of canals in economic development and as the first man-made routes for the effective carriage of bulk cargoes. The following analysis identifies how Pontcysyllte Aqueduct and Canal meet the criteria for inscription as a World Heritage Site while also addressing issues raised in these specific points of guidance for Heritage Canals.

Criterion i: 'represent a masterpiece of human creative genius'

1. Pontcysyllte Aqueduct is one of the world's most renowned and spectacular achievements of waterways engineering. It has been acknowledged by numerous authorities as a masterpiece of the 'heroic' phase of ambitious and imaginative civil engineering in the late eighteenth and early nineteenth centuries.
2. Pontcysyllte Aqueduct was recognised by contemporaries as a supreme masterpiece. Its virtuosity was understood by engineers and architects, and its extraordinary grace and daring were appreciated by artists, poets and other visitors. Among the words most often used to describe it were 'supreme', 'magnificent', 'beautiful', 'wonderful', 'stupendous'. Promoters of the project and independent witnesses frequently ranked it with the architectural masterpieces of antiquity.
3. Pontcysyllte Aqueduct is the greatest work of two of the exceptional world figures in the early development of civil engineering. Thomas Telford was the most famous engineer of his generation, an innovative and prolific design genius whose influence on civil engineering was manifold and permanent. Pontcysyllte Aqueduct was the earliest of his internationally recognised achievements and the masterpiece he chose for depiction in his portrait as first President of the Institution of Civil Engineers. William Jessop was the most productive engineer of the Canal Age and a revered master; Pontcysyllte Aqueduct was his greatest monument.
4. Pontcysyllte Aqueduct represents a daringly creative application of new ideas combined with supreme skills in the handling of materials. Its designers tested and developed the latest technology in the use of structural cast iron and assembled a team of outstanding founders, masons and surveyors. They created a canal structure of unprecedented lightness and elegance and achieved a crossing of a height and length that would have been impossible by existing methods. It remained for two centuries the highest navigable aqueduct in the world.
5. Pontcysyllte and Chirk Aqueducts are pioneering masterpieces of functionalist aesthetics and among the progenitors of modernist principles in architecture. Their designers pursued the idea that form should follow function, utilised prefabrication and spurned architectural embellishment while intending to create serene and noble structures that would complement a valued landscape. Both aqueducts succeeded as objects of beauty, and were favoured by artists and, without exception, admired by commentators. The French engineer Charles Dupins called Pontcysyllte Aqueduct 'something enchanted' and 'a supreme work of architecture', and it was described by Sir Walter Scott as 'The most impressive work of art I have ever seen.'

Criterion ii: 'exhibit an important interchange of human values... on developments in architecture or technology...'

1. The canals of the Industrial Revolution in Britain marked a new beginning in the promotion of inland waterways for the purpose of economic development, and this was pursued in other industrialising countries. At the opening of Pontcysyllte Aqueduct, it was said that the canal was 'destined to convey the riches of the mineral Kingdom into the World of Industry and thence to every part of the universe'.
2. The canal exemplifies a turning point between the modestly-engineered canals of the eighteenth century and the ambitious civil engineering of the nineteenth, taking a direct and level route by use of embankments, cuttings, tunnels and aqueducts. The unprecedentedly

Pontcysyllte Aqueduct and Canal World Heritage Site Nomination

ambitious crossing of the Dee Valley by embankment and aqueduct symbolises the rigour and confidence of the new engineering, which was further developed in later canals, railways and roads throughout the world.

3. Through the dynamic relationship between Jessop, the prolific master canal-builder, and Telford, the younger engineering genius, the canal became a testing ground for new ideas that were carried forward into subsequent engineering and management practice internationally. In organisation, innovations included principles of contract management, delegation of duties within engineering teams and the professional independence of engineers. In technology, innovations included hollow masonry and new waterproofing methods to reduce weight, composite use of cast iron and stone, earthwork calculations, construction railways, barrow inclines and cut-and-cover tunnels.
4. Telford and Jessop influenced engineering in other countries. They played key roles in the earliest professional bodies, undertook or advised on overseas projects, and mentored and influenced cohorts of younger engineers. Their work was viewed by fellow engineers, commentators and industrial spies from many countries and its principles were incorporated into international practice. Telford is recognised as one of the outstanding figures in the rise of civil engineering as a profession. His work was extensively published and known internationally. The Institution of Civil Engineers, for which he was President during its critical formative years into the world's leading engineering body, now has 80,000 members worldwide.
5. Pontcysyllte and Chirk Aqueducts proved emphatically the potential of iron in construction. Their builders saw them as part of a conscious interchange of technology leading from 'Mr Darby who erected the first Iron Bridge' through the ideas of contemporary British and American designers and ironmasters to the next generation of iron structures around the world. The international fame of Pontcysyllte Aqueduct promoted on-going development of iron construction in bridges and buildings.
6. Pontcysyllte Aqueduct became one of the iconic structures of the early industrial heritage movement. During the 1950s it was saved by a public campaign from potential demolition and designated a Scheduled Ancient Monument of National Importance. It was recognised in the pioneering works of industrial archaeology from the 1960s onwards. In his seminal text, *Industrial Archaeology in Britain* (Penguin, 1972), R.A. Buchanan wrote that it was 'undoubtedly one of the outstanding industrial monuments in the world.' It has provided inspiration to the conservation and study of industrial monuments internationally.

Criterion iv: 'be an outstanding example of a type of building or architectural or technological ensemble... which illustrates a significant stage in human history'

1. The process of industrialisation that began in Britain and spread to the rest of Europe, North America and the entire globe fundamentally changed the economic and social basis of life. It was characterised by improved means of transport and increased inter-regional trade, the development of materials and technologies, the creation of new economic structures, increasing capitalisation, and growth in output. All of these changes can be observed in Pontcysyllte Aqueduct and its canal.
2. Inland waterways were the prime mode of industrial transport throughout the British Industrial Revolution, and were vital in opening up the coalfields to economic exploitation. England and Wales were eventually served by some 5,300 mile/8,600km of navigable inland waterways, an industrial transport system that was not surpassed until the rapid expansion of locomotive

railways in the subsequent phase of industrialisation. The section of canal at Pontcysyllte is an outstanding example of the use of sophisticated engineering techniques for rapid construction of canals to link the British coalfields during the 'canal mania' of the 1790s and 1800s and represents its most impressive achievement.

3. The canal at Pontcysyllte was more highly capitalized per mile than any that preceded it. As a technological ensemble it is an outstanding demonstration of the replacement of labour by capital. Canals were among the first manifestations of successful development by small investors through shareholding and became by far the largest concentrations of capital in the period.

F. Management and Protection

1. UNESCO Requirements

UNESCO requires each World Heritage Site to have a clearly defined site boundary along with a means of protecting the setting of the site. In the case of Pontcysyllte Aqueduct this is achieved by a Buffer Zone. There is also a requirement to have a management plan, which sets out how the site will be physically managed, promoted to the public and used for educational purposes.

2. Potential Pressures include:

- increased visitor numbers;
- increased traffic and parking requirements;
- increased pressure on the canal and its structures, conservation and maintenance;
- increased need for infrastructure e.g. toilets, signs and interpretation; and
- increased pressure on public sector capital and revenue budgets.

3. Management and Protection Response to Anticipated Pressures

The Management Vision for the proposed World Heritage Site is to:

"Manage the World Heritage Site, its Buffer Zone and wider setting in a sustainable manner to conserve, enhance and present the Outstanding Universal Value of the Nomination Site locally and internationally.

Balance the needs of conservation, access, the interests of the local community and the achievement of sustainable economic growth.

Consequently to engage with and deliver benefits to the local communities around the Nomination Site; to attract visitors to the area; to develop opportunities for education and learning and to generate income that adds value to the local economy or is reinvested in the day-to-day running of the Nomination Site."

The Management Plan for the Site needs to show how all these issues will be addressed. The Management Plan will identify the need for the following:

- appropriate designation of the relevant parts of the World Heritage Site;
- appropriate planning policies to protect the outstanding universal value of the site through control of development in the Site and its Buffer Zone;

Pontcysyllte Aqueduct and Canal World Heritage Site Nomination

- a Conservation Management Plan – to ensure that the fabric of the canal and its structures are safeguarded for future generations;
- a Landscape Plan – to improve the landscape setting of the Site by vegetation management and planting;
- a Bio-diversity Action Plan – to develop a site-wide programme for managing and presenting the bio-diversity value of the site as a whole and as part of the education and community involvement programmes;
- a Visitor Management Strategy – to show how increased numbers of visitors will be managed throughout the whole 11-miles/18 kms of the Site. For example it will identify what additional infrastructure will be required such as car parking, toilets, possible Visitor Centre/s and access including improvement of viewpoints;
- the development of physical access to and within the site and to promote the benefits of the site as a level, linear park, accessible to all physical abilities;
- a Signage Strategy – to ensure key features of the Site and access in and out are clearly signed for motorists, pedestrians and other users;
- an Interpretation Strategy – to ensure consistency and high standards throughout the World Heritage Site;
- to develop new planning policies for protection and presentation of the site, consistent across all authorities;
- an Education Strategy – to ensure lifelong learning opportunities for all and understanding of the Site, its history and its international significance and to develop a programme of education opportunities to increase access;
- a Community Action Plan – to enable local communities to be fully involved, and ensure that the benefits and opportunities outweigh any disadvantages, and that the communities can build on their existing pride for their World Heritage Site;
- an Audience Development Plan – to develop existing audiences and to identify those which are not currently being reached and what actions are needed;
- develop a Training Plan – based on works within the site to ensure partner staff, contractors and volunteers develop and maintain the appropriate skills necessary for maintenance into the future; and
- continue the partnership working of the Steering Group to agree appropriate opportunities for economic activity based on/around the waterway and key structures and to identify potential sources of funding in particular external funding which partners and organisations can work together to attract to help achieve the objectives of the Management plan.

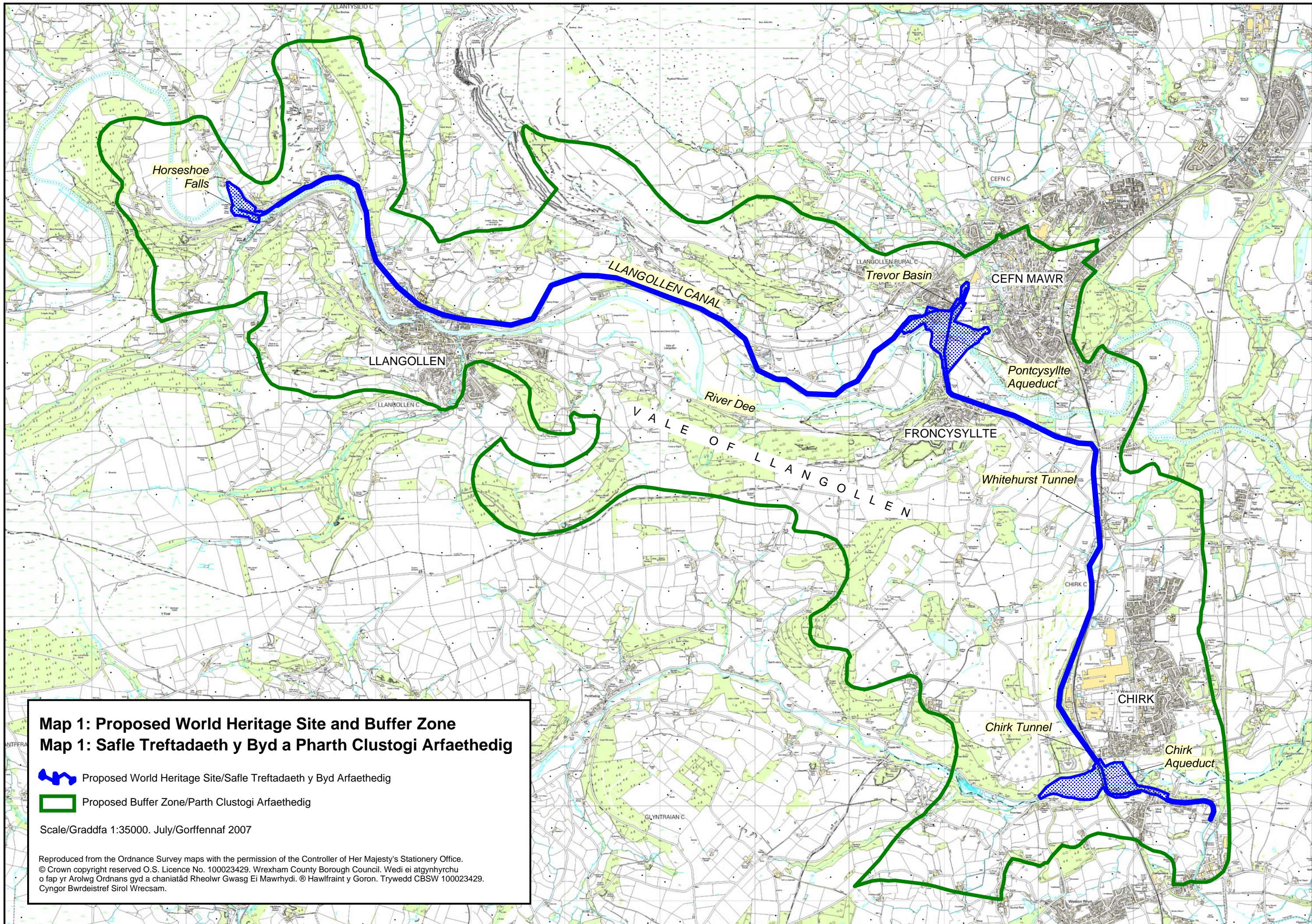
4. Opportunities

World Heritage status can be a catalyst for economic and community regeneration as it builds pride through placing a site on the world stage, attracts additional visitors and creates opportunities for employment. Infrastructure, environmental and conservation improvements have obvious benefits for local people as well as visitors. It is anticipated that there will be opportunities for:

- tourism enterprises, for example catering and retail;
- service-related enterprises, for example taxis, bus services;
- healthy living initiatives such as walking and cycling along towpaths and any other routes developed;
- educational provision;
- events and activities;

Pontcysyllte Aqueduct and Canal World Heritage Site Nomination

- infrastructure improvements such as improved car parking/toilets;
- environmental improvements through the higher standards required of a World Heritage Site;
- marketing opportunities for existing businesses and local towns and villages; and
- increased community pride.



REPORT TO CABINET

CABINET MEMBER: Councillor G O Rowlands, Lead Member for Regeneration and Housing

DATE: 18th December 2007

SUBJECT: Housing Revenue Account Budget & Capital Plan Report 2007 / 2008

1 DECISION SOUGHT

Members 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 £837k by the end of the financial year, which is £61k higher than the planned surplus.
- The Housing Management element of the budget is forecast to under spend by £119k (£115k last month).
- This includes a forecast over spend on repairs and maintenance of £120k 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. In addition, the capital charge has been increased by a further £41k to account for progress on the capital plan (see Capital Plan section).
- The capitalised works are those that would eventually have been completed as part of the improvement programme.
- Rental income remains broadly on target, with income from garage rents currently forecast to be better than planned, reflecting the increased charges applied this year. However, income projections on leased properties have been revised downwards as there are fewer

properties than planned in the scheme so far this year. Budgets had been set assuming 80 properties in the scheme by year-end whereas 60 now appears more likely.

Housing Stock Business Plan

- The HSBP was recently 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 11 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 17 sales would be achieved. The average sale values are higher than estimated thus far therefore it is not necessary to amend the Plan at this stage.
- The current council housing stock stands at 3,474.

Housing Capital Plan

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

Major Refurbishments	253 completions (207)
Window s contract	2,584 properties completed (2,555)
Heating contract	949 properties completed (926)

- The current major refurbishment contract continues to progress well with 253 properties now having been completed. The HSBP had allowed for £2m slippage from previous years to be recovered over the current and next financial year but it was uncertain as to whether such a large amount of work could be achieved. However, completions have risen considerably in recent months and the slippage should be recovered.
- To quantify this, the number of completions so far this year already exceeds the target in the HSBP (which is 248) and is likely to be over 400 by the end of the year.
- The table below shows an extract from the original HSPB and the level of planned works in each year. There was £2.2m slippage in the first two years but it is estimated that the planned expenditure will be exceeded in the current and next year by £2.1m.

	2005.06	2006.07	2007.08	2008.09	Total
	£'000	£'000	£'000	£'000	£'000
HSBP Planned Costs	7,299	7,412	7,528	7,646	29,886
Actual Costs	6,397	6,042	9,390	7,915	29,674
Slippage/(Catch-up)	902	1,370	(1,862)	(269)	141

Extract from original HSBP

- The windows contract is now substantially complete with only extra items added to the contract outstanding (renewing porches and fitting new windows in communal areas). The additional works have been contained within the original contract sum.
- Housing Services now manage the Disabled Facility Grant (DFG) works for council dwellings and inherited a considerable backlog. This has been factored into the capital plan this year. Some of the work would have been completed eventually as part of the major improvement programme and is effectively being brought forward but some is an additional cost to the HRA. The costs can be contained within the HSBP.
- A total of £120k repairs and maintenance works have been capitalised but, as above, these are costs that would have been incurred legitimately later on in the improvement programme.

Summary

- The revenue and capital budgets as reported at the end of November 2007 do not adversely affect the Council's Housing Stock Business Plan.
- The HRA Capital Plan progressing well and previous slippage is being caught up. The windows contract has been successfully completed with only additional requested works to finish.
- 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 demonstrate that there is no adverse impact upon the HSBP.

6 CONSULTATION CARRIED OUT

Cabinet agreed the HRA capital and revenue budget 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

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

Housing Revenue Account ~ 2007/08 Budget

<u>2006/07</u> Actual Outturn £	<u>Period 8 November 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	1,512,088	5,662
251,946	Supervision & Management - Special	260,750	259,165	1,585
134,887	Welfare Services	138,400	121,256	17,144
229,387	Homelessness - Leased Properties	405,000	310,000	95,000
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	4,765,809	119,391
1,048,660	Item 8 Capital Charges	1,321,524	1,405,296	-83,772
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	9,250,507	72,496
<u>INCOME</u>				
8,938,397	Rents (net of voids)	9,564,200	9,567,323	3,123
145,583	Leased Rents	255,000	191,828	-63,172
103,685	Garages	140,450	153,819	13,369
152,503	Interest on Balances & RTB Mortgages	140,000	175,000	35,000
9,340,168	Total Income	10,099,650	10,087,971	-11,679
Surplus / Deficit (-) for the Year				
940,907	General Balances	776,647	837,463	60,816
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	3,616,994	60,816

Appendix 2

HRA Capital Plan Update 2007/08

Month 8

Actual 2006/07 £	Description	Approved Schemes £	Actual at End Nov £	Forecast Outturn £
35,482	Housing Repair Work Pre 2007/08	0	24,877	30,000
16,911	Environmental Improvement Works	257,500	42,662	157,000
1,001,418	2005/06 Major Improvements – All Groups	0	137,558	137,558
1,444,675	2006/07 Major Improvements – All Groups	3,995,370	3,664,919	5,389,250
2,572,010	Windows Replacement	618,000	2,205,876	2,375,876
1,139,880	Central Heating Contract	1,802,500	460,771	780,771
0	DFG - Council Properties *	103,000	217,097	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	6,861,704	9,390,454

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	6,620,454
6,210,376	Total	7,738,000	9,390,454

REPORT TO CABINET

REPORT BY: Councillor J Thompson-Hill, Lead Member for Finance

DATE: 18 December 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 November 2007.

Appendix 1 details a forecast overall overspend of £507k. This excludes the schools' delegated budgets. The position has changed from the last report as follows;

- i) ***Lifelong Learning*** is forecasting an over spend of £737k mainly due to:
 - a) *the delay in commencing home working projects, £93k. Compensating savings are being sought.*
 - b) *The position on the 52 week residential unit at Ysgol Plas Brondyffryn, £277k, see paragraph 4.2.i)*
 - c) *Treatment of the mould outbreak on artefacts at the Archives centre, £77k.*
 - d) *initial phase of Estyn response, interim Director & Head of Service, together with impact of restructure of Strategy & Resources service, £327k.*

- ii) **Social Services & Housing** position has improved by a further £29k due to reduction in projected overspend on Adult 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.
- iv) **The County Clerk** has taken over responsibility for Translation services, overspend of £50k projected, and is experiencing workload pressures within the Legal team.

4.2 Current major pressures within the Education Service;

- i) The situation of the new 52 week residential facility at Ysgol Plas Brondyffryn was reported to the last meeting. Work has begun on identifying the best way forward and a verbal update is expected to be given at the meeting.
- ii) The costs of the temporary cover for the Director and head of service post together with the anticipated initial costs of the response to the Estyn report and the restructure of the Strategy and Resources service will exceed the budget by an estimated amount of £327k.
- iii) The position regarding Blessed Edward Jones High School, which is in special measures, is that the delegated budget is likely to be overspent again this year with the school having a deficit balance at year end. Further costs may also be necessary to assist the school in addressing the issues identified.

4.3 The **Pay and Grading review** is ongoing. It is likely to be completed shortly and a separate updating paper was presented to full Council as a Part 2 item on Nov 20. No assumptions have been made in Directorate budgets or forecasts at this stage. Figures will be built into the 5 Year Budget model for consideration at a later Cabinet meeting.

4.4 **The schools' delegated budget** – Forecasts are that the schools balances will decrease by a further small sum. 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 November is £21.3m. 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.
- 5.2 The situation regarding the financial impact from the opening of the residential unit at Ysgol Plas Brondyffryn has been reviewed and the position is not sufficiently firm to avoid the need to fund the current year loss in year. Urgent action is currently being considered to ensure the places available are taken up as quickly as is reasonably possible.
- 5.3 Members will be aware of the continuing pressure resulting from the school in special measures. It is likely that further sums will need to be spent in the current year to assist with improvement.
- 5.4 The winter period can bring additional spending pressures for several services including Highways and Social Services.

6. CONSULTATION CARRIED OUT

- 6.1 Lead Cabinet members will need 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 and note the feedback on urgent action to be taken to fill vacant places at the 52 week residential unit at Ysgol Plas Brondyffryn.
- 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
SUMMARY POSITION AS AT END NOVEMBER 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)	31,018	-11,094	19,924	31,759	-11,098	20,661	741	-4	737	633
Environment	38,145	-16,719	21,426	38,155	-16,809	21,346	10	-90	-80	-80
Social Services & Housing	55,429	-17,606	37,823	58,338	-20,710	37,628	2,909	-3,104	-195	-166
County Clerk	1,890	-393	1,497	1,940	-363	1,577	50	30	80	70
Resources	10,093	-2,938	7,155	10,093	-2,938	7,155	0	0	0	0
Corporate, Miscellaneous & Benefits	29,202	-23,023	6,179	29,202	-23,023	6,179	0	0	0	0
Total All Services	165,777	-71,773	94,004	169,487	-74,941	94,546	3,710	-3,168	542	457
Capital Financing Charges/Investment Income			10,882			10,847			-35	-35
Precepts & Levies			4,212			4,212			0	0
			109,098			109,605			507	422

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
SUMMARY POSITION AS AT END NOVEMBER 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	55,098	-4,575	50,523	57,287	-6,503	50,784	2,189	-1,928	261	258
School Funds Held Centrally	16,183	-4,915	11,268	16,200	-4,915	11,285	17	0	17	12
Non school Funding	2,102	-905	1,197	2,706	-905	1,801	604	0	604	504
Corporate Services	311	-47	264	311	-47	264	0	0	0	0
Countryside & Leisure	6,078	-3,164	2,914	6,115	-3,177	2,938	37	-13	24	25
Tourism, Culture & Heritage	6,344	-2,063	4,281	6,427	-2,054	4,373	83	9	92	92
	31,018	-11,094	19,924	31,759	-11,098	20,661	741	-4	737	633
Total Lifelong Learning	86,116	-15,669	70,447	89,046	-17,601	71,445	2,930	-1,932	998	891

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2007/08
LIFELONG LEARNING**

SUMMARY POSITION AS AT END NOVEMBER 2007

<u>Comments</u>	Current Month	Previous Month
	£000s	£000s
EDUCATION		
Individual School Budgets:		
Following updates during October, projections would indicate that the school balances of £1,772k as at 31/03/2007 will reduce to £1,546k during 2007/2008. This is an increase in expenditure of £3k from the last report in October.	261	258
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. Current projections indicate a predicted saving of £13k. This is a reduction since last	-13	-41
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. The ongoing budget monitoring process has identified a reduced net expenditure of £23k since last month's report	-63	-40
Total	278	270
CORPORATE SERVICES		
Equalities Services that was previously held in Corporate Services had moved into the Resources Directorate	0	0
NON SCHOOL FUNDING		
The new residential school 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 £277k which will be carried forward to be offset by surpluses forecast in future years. The school is a regional specialise facility for autism and will generate income from out of county placements from other local authorities. In 2007-08 two placements are anticipated resulting in a surplus of expenditure over income however the school is anticipating that it will be fully occupied in the following years.	277	277
As a result of the Estyn Inspection, expenditure has been identified in 2007-08 to deliver the first phase of the action plan. Bids will be submitted for permanent funding for these initiatives in the 2008-09 budget round	190	190
Increased costs arising from restructure of Strategy and Resources service as part of the action plan and employment of interim senior managers to cover key posts.	137	37
COUNTRYSIDE & LEISURE		
Additional costs associated with Drift Park paddling pool, amphitheatre & play area	40	40
Unplanned closure of Corwen Pool	5	5
Increased devolved repair and maintenance costs at Corwen Pavilion	7	7
Legal cost associated with the set up of the lease for the Ffrith	4	4
Offset by:		
Increased Income and Denbigh Leisure Centre	-18	-17
Delayed Appointments	-14	-14
TOURISM, HERITAGE & CULTURE		
Increased operational and maintenance cost and lower than projected income levels at Royal International Pavilion	15	15
Provision of ill health cover at Pavilion theatre	0	0
Clearing of archive material infected by mould following tender process	77	77
TOTAL LIFELONG LEARNING	998	891

PROPOSED EFFICIENCY SAVING

EDUCATION

Schools Delegated Budgets - 0.3%
County Voice - Develop income from advertising
Project Management Fees recharge
Review of SEN Transport Contracts
Assorted efficiencies across the service e.g. vacancies

**TARGET PROGRESS AS AT 31-05-07
2007/08**

£000s

100 To be achieved by school governing bodies
1 On target
27 May need to be achieved by alternative means
10 On target
70 On target

COUNTRYSIDE & LEISURE AND TOURISM, HERITAGE & CULTURE

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

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2007/08
ENVIRONMENT DIRECTORATE
SUMMARY POSITION AS AT END NOVEMBER 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 3)	8,849	-5,078	3,771	8,839	-5,078	3,761	-10	0	-10	-10
TRANSPORT & INFRASTRUCTURE (Notes 1,&3)	9,267	-4,146	5,121	9,307	-4,146	5,161	40	0	40	20
PLANNING & PUBLIC PROTECTION (Notes 4&5)	4,346	-1,948	2,398	4,316	-2,038	2,278	-30	-90	-120	-90
DIRECTOR & SUPPORT	1,393	-331	1,062	1,393	-331	1,062	0	0	0	0
ENVIRONMENTAL SERVICES	14,290	-5,216	9,074	14,300	-5,216	9,084	10	0	10	0
Total Environment	38,145	-16,719	21,426	38,155	-16,809	21,346	10	-90	-80	-80

SUMMARY POSITION AS AT END NOVEMBER 2007
ENVIRONMENT DIRECTORATE
SUMMARY POSITION AS AT END NOVEMBER 2007

Potential areas of budget pressure

- 1 The flooding problems in the summer have placed a strain on the Highways maintenance budget. In the event of severe weather 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 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.
- 3 Savings from delays in recruiting staff to fill vacant posts.

Efficiency Savings

4 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 On going
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 replaced by substitute saving
Savings in salt procurement	20 To be achieved
Review of street works recharges	5 Achieved
Review of school crossing patrols	5 Achieved
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 On target

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

250

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2007/08
SOCIAL SERVICES AND HOUSING
SUMMARY POSITION AS AT END NOVEMBER 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	9,162	-585	8,577	9,613	-1,147	8,466	451	-562	-111	-99
Adult Services	35,955	-9,228	26,727	36,572	-9,652	26,920	617	-424	193	270
Business Support & Development	2,714	-468	2,246	4,565	-2,236	2,329	1,851	-1,768	83	69
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	53,878	-16,293	37,585	56,797	-19,388	37,409	2,919	-3,095	-176	-101
Non HRA Housing	1,551	-1,313	238	1,541	-1,278	263	-10	35	25	-21
Underspend Brought Forward	0	0	0	0	-44	-44	0	-44	-44	-44
Directorate Total	55,429	-17,606	37,823	58,338	-20,710	37,628	2,909	-3,104	-195	-166

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2007/08
SOCIAL SERVICES AND HOUSING

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 Resources and specialist services has decreased by just under £44k with net	-111	-99
ADULT SERVICES		
Learning Disabilities Purchasing - Overspend has reduced by £25k to £214k. The main pressure areas continue to be the respite, residential and nursing placements, despite additional monies being allocated to these budgets. The overspend includes three additional clients transf		
Provider - Projected overspend of £103k with the main pressure areas being Community Living (£78k) and work opportunities (£39k). Increased costs within the CL budget is again due to increased client needs.	195	198
Mental Illness The main pressure here is still Residential and Nursing Placements / Day care showing an overspend of £167k. There is a forecast underspend of £70k on MI Preserved Rights clients. This budget and spend was previously shown under Older People in 2006/07.	104	110
Older People <u>Residential Homes (Provider) -</u> Despite new monies of £69k net, the main pressure is still forecast to be residential homes, showing an overspend of £201k (including Extra Care Housing spend of £91k). This has been shown against Revenue to maintain the availability of Capital funding for future years.	-198	-175
<u>Provider Day Centres</u> This budget is predicted to be overspent by £28k (this was £24koverspent in 2006/07). Transport spend is the main budget pressure.		
<u>Homecare Provider</u> This budget was underspent in 2006/07 by £43k. It was previously thought that a pilot scheme in respect of six weeks free homecare and reduced staff slippage on posts was predicted to be on budget in 07/08. However, the current position is that employer spend is predicted to be to be the same period in 06/07. This together with the new intermediate care SLA means a forecast underspend has increased by £13k to £50k		
PDSI Based on 2006/07 experience there is still likely to be overspend on PDSI. The main pressure areas are forecast to be the Community Care budget and the Occupational Therapy budget, (where the £60k pressure is due to the ever increasing demand for equipmen	152	185
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 the top of their grade.	-136	-124
Other Adult Services There is a projected overspend of £13k on Community development which is offset by an underspend on the out of hours service	-5	-2
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 between £2.6	81	78
TOTAL ADULT SERVICES	193	270
Business Support & Development The predicted overspend for BSD has increased due to a provision for costs in relation to additional Project Manager costs within the Paris Project.	83	69
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
2006/07Underspend Brought Forward	-341	-341
HOUSING A review of expenditure has shown there has been an increase in the cost of homelessness accommodation. This in part reflects the higher standard of accommodation that is a statutory requirement.	25	-21
2006/07Underspend Brought Forward	-44	-44
TOTAL	-19	-65
TOTAL SOCIAL SERVICES & HOUSING	-195	-166

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2007/08
SOCIAL SERVICES AND HOUSING

Service	Efficiency Saving	Further Saving	Details	Status
Children's Services				
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 during 2007/08 - in line with the current performance	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 hour. However there will be costs in setting up a telecare response team so initial savings will be modest with more certain savings generated in future years (see below).	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 enablement agenda.	Achievable
Llys Marchan Draft mgt agreement and savings by negotiation with Clwyd		4	The negotiations on this matter need to be concluded which would save yearly legal costs.	Achievable
Review of use of external work opportunities services which are higher cost than in house		2	negotiation with Clwyd Alyn has resulted in a saving on the contract.	Achievable
		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 costs	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 Accommodation	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
SUMMARY POSITION AS AT END NOVEMBER 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	1,890	-393	1,497	1,940	-363	1,577	50	30	80	70
Resources Directorate										
Finance	5,122	-2,106	3,016	5,122	-2,106	3,016	0	0	0	0
Policy Unit	416	0	416	416	0	416	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	1,357	-258	1,099	1,357	-258	1,099	0	0	0	0
Project Management	26	0	26	26	0	26	0	0	0	0
Total	10,093	-2,938	7,155	10,093	-2,938	7,155	0	0	0	0
Corporate and Miscellaneous	7,051	-835	6,216	7,051	-835	6,216	0	0	0	0
Benefits	22,151	-22,188	-37	22,151	-22,188	-37	0	0	0	0
Total	29,202	-23,023	6,179	29,202	-23,023	6,179	0	0	0	0
Capital Fin Charges/Investment Income	10,882	0	10,882	10,847	0	10,847	-35	0	-35	-35

Comments

County Clerks

1. £30k projected overspend due to reduced recharge to capital receipts, as work now being outsourced due to increasing workloads within Legal Services
2. The Translation budget has been transferred from Lifelong Learning Directorate (Corporate Services). The projected overspend of £50k remains unchanged

Note

All efficiency savings proposals on target to be delivered

Denbighshire County Council - Capital Plan 2007/08 - 2010/11

APPENDIX 2

		2007/8	2008/9	2009/10	2010/11
		£000s	£000s	£000s	£000s
Capital Funding:					
1	General Funding:				
	Unhypothcated Supporting Borrowing	4,200	5,905	5,905	5,905
	General Capital Grant	3,330	2,210	1,953	1,953
	General Capital Receipts	3,856	0		
	Earmarked Capital Receipts	2,942	94	0	0
		14,328	8,209	7,858	7,858
2	Prudential Borrowing	9,293	1,572	0	0
3	Reserves and Contributions	1,378	219	0	0
4	Specific Grants	21,648	6,502	132	0
	Total Finance	46,647	16,502	7,990	7,858
	Total Estimated Payments	-46,047	-14,320	-1,027	-430
	Contingency	-600	-1,000	-1,000	-1,000
	Unallocated Reserve	0	-1,182	-110	0
	Surplus/ -Insufficient Resources	0	0	5,853	6,428

Capital Expenditure By Directorate

	2007/08	2007/8	2008/9	2009/10	2010/11
	Spend to end October	Estimated programme	Estimated programme	Estimated programme	Estimated programme
		£000	£000	£000	£000
Environment	9,462	23,389	6,358	60	0
Lifelong Learning	7,919	21,299	7,445	967	180
Resources	260	1,022	437	0	0
Social Services and Housing	249	337	80	0	250
Total	17,890	46,047	14,320	1,027	430

Capital Expenditure by Council Priority

	2007/08	2007/8	2008/9	2009/10	2010/11
	Spend to end October	Estimated programme	Estimated programme	Estimated programme	Estimated programme
		£000	£000	£000	£000
School Buildings	5,562	13,696	5,842	672	0
Highways	1,747	4,989	800	0	0
Public Realm	1,948	3,654	714	60	0
Total	9,257	22,339	7,356	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 of October	Estimated programme
	£000	£000
School Buildings	500	1,322
Highways	614	2,000
Health & Safety	50	500
Total	1,164	3,822

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR J THOMPSON-HILL, LEAD MEMBER FOR FINANCE

DATE: 18 DECEMBER 2007

SUBJECT: BUDGET SETTING 2008/09 UPDATE

1 DECISION SOUGHT

- 1.1 That Members review the budget proposals for 2008/09 to date and consider the most appropriate level of additional resources that should be made available for service pressures.
- 1.2 That Members also consider the savings proposals made by services in Appendix 3 and agree the appropriate level of further savings from the examples identified in Appendix 1.
- 1.3 That Members note the impact upon the level of Council Tax next year of these proposals and consider the most appropriate increase.
- 1.4 That Members consider the likely position for future financial years.
- 1.5 That Members consider the proposed content of the response to WAG on the settlement for the next 3 years.

2 REASON FOR SEEKING DECISION

2.1 Background

- 2.1.1 Members received details of the provisional WAG settlement and an update on the budget setting process at the November meeting.
- 2.1.2 The second round of directorate budget meetings has taken place. The position to date can now be assessed in the light of the WAG provisional settlement, directorate proposals for savings, the likely impact of inflation, together with service bids for additional resources.
- 2.1.3 The position as summarised in Appendix 1 demonstrates the level of additional resources that can be provided within a Council Tax increase next year of 2%. This scenario takes account of only the most unavoidable spending pressures and excludes over £6m of further bids for funding.
- 2.1.4 Appendix 1 also lists potential further resources up to the balance of bids made. The highlighted column with a total of £1.5m is regarded as the minimum response needed to the further pressure bids. This sum would need to be funded by identifying further savings. A number of potential items are listed, but if this level of savings cannot be delivered the impact would fall upon Council Tax.

- 2.1.5 The figures shown at the end of Appendix 1 suggest that £445k of further savings could reasonably be identified leaving an overall impact on Council Tax of 5%. The impact could be reduced if further robust savings can be delivered. Equally if further additional resources are deemed preferable the impact on Council Tax will rise. Figures are also included for a higher, though more difficult to deliver, level of further savings that results in a 3.5% increase in Council Tax. The first scenario is the one felt to be the most deliverable by CET.
- 2.1.6 Provision has been made in the £1.5m of potential additional resources for the costs of about £2m of further Prudential Borrowing. Bearing in mind the current level of slippage on works at schools, it is recommended that the £2m be earmarked for Highway works.
- 2.1.7 It is emphasised that the current draft proposals are based upon the provisional settlement, and the level of available funding could change.

3 POWER TO MAKE THE DECISION

- 3.1 Section 151 of the Local Government Act 1972
Local Government Act 1992
Part 1 of Local Government Act 2003

4 COST IMPLICATIONS

- 4.1 Appendix 2 shows the detailed movement in budget for 2008 / 09 prior to the effects of 2.1.4 above and also incorporates information for later years. Members need to be fully aware of the extremely difficult financial position for this and later years. A robust Efficiency Strategy is essential.
- 4.2 Appendix 3 details savings agreed to date and how these compare with the staffing and travel cost savings agreed within the Efficiency Strategy.
- 4.3 Appendix 4 summarises the bids for additional resources that have been received for 2008 / 09, and takes an initial view of how these are managed.
- 4.4 Appendix 5 outlines how the Performance Incentive Grant is currently distributed. The Appendix includes an initial allocation of the available funding into priority areas. WAG have implied that the funding will continue to be unhypothecated with no new targets for improvement but have not confirmed this in writing.
- 4.5 The final settlement is due to be announced after mid January. There will be changes from the provisional figures as WAG have indicated they have used the wrong distribution data for some of the funds transferred into the settlement. WLGA have also highlighted funding expected that was not included. The period of consultation with Councils over the content of the provisional settlement runs until the 4 January. A draft of the points to be highlighted by DCC is included as Appendix 6.

5 FINANCIAL CONTROLLER STATEMENT

- 5.1 The proposals include a significant increase in the funding for the Education service, both delegated schools budgets and non delegated budgets. Although not a valid exercise, the Assembly often seek to compare the level of funding made available to the service, including all overheads, with the element of Standard Spending Assessment (SSA) that relates to Education. The individual elements of SSA tend to be quite volatile making meaningful comparison difficult. The position for 2006/7 was planned spending just above SSA while for the current year the position is planned spending £900k below. The main reason for the current year position is the unusually low number of school days for school transport purposes.
- 5.2 While it is too early to provide a definitive position the situation detailed in Appendix 2 for the Education service suggests a spend at just above SSA for 2008/09. If the additional resources shown in Appendix 1 are agreed then the planned spend next year will exceed SSA significantly.
- 5.3 Both Estyn and the WLGA advisers have stressed the need to ensure any additional resources for Education are targeted at the delivery of improvements needed to be made and not just applied as a blanket approach giving resources without a strong case linked to the Action Plan outcomes. This issue will need to be considered further during the budget setting process.
- 5.4 In line with the Estyn Action Plan, considerable further dialogue is required with schools to ensure transparency and agree a medium term financial plan.

5.5 FUTURE YEARS BUDGETS

- 5.5.1. The position for future years will be extremely tight with WAG settlements expected to remain poor for some time. Appendix 2 demonstrates this but includes only the most obvious service pressures and excludes demographic pressures within Social Services and the need for further prudential borrowing for example.
- 5.5.2 An early start will need to be made on identifying more cost effective methods of service delivery together with a review of service levels generally to ensure the Council is in a position to meet its statutory obligations at a time of reducing WAG financial support.

6 CONSULTATION CARRIED OUT

- 6.1 2 rounds of Directorate meetings with Lead Members have been held to review savings proposals and bids for additional resources. CET has considered the position on several occasions.

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

- 7.1 The level of resources available and the cost effectiveness of service delivery, impacts upon all the services of the Council.

8 ACTION PLAN

- 8.1 Detailed proposals reviewed by members at special Budget Awayday followed by Scrutiny Committees Early January.

Final Settlement details from WAG late January.

Final proposals to Cabinet 5 February.

Cabinet recommendations to Full Council 12 February.

Council set Council Tax resulting from above programme 26 February.

9 RECOMMENDATIONS

- 9.1 That Members review the budget proposals for 2008/09 to date and consider the most appropriate level of additional resources that should be made available for service pressures.
- 9.2 That Members also consider the savings proposals made by services in Appendix 3 together with the further savings proposals detailed in Appendix 1.
- 9.3 That Members note the impact upon the level of Council Tax next year of these proposals and agree the most appropriate level of increase.
- 9.4 That Members note the likely position for future financial years.
- 9.5 That Members consider the proposed content of the response to WAG on the settlement for the next 3 years as detailed in Appendix 6.

DENBIGHSHIRE COUNTY COUNCIL

APPENDIX 1 Page 1

BUDGET SCENARIOS 2008/9**£000**

1. Base Budget 2007/8	159,579	
2. Adjustments to base		
- provisional estimate of inflation including pay awards 2.5%, generic goods 0%, energy 20%	4,180	
Employer's pension contributions	415	
3. Transfers from specific grants	1,049	
3. Service pressures agreed Estyn/PWC response	700	
4. Committed changes inc no of school transport days	300	
Landfill Tax inc	200	
Equal Pay	-650	
Scala/Health & Safety	97	
LABGI	-150	
5. Additional WAG funding Increasing Court Costs	70	
6. Savings Lifelong Learning (target £776k)	-162	
Environment (target £531k)	-317	
Social Services & Housing (target £775k)	-675	
Resources (target £148k)	-130	
County Clerk (target £34k)	-34	
Corporate (target £237k)	-242	
Sub Total (see Appendix 2 for details)	164,230	
7. Funding WAG	129,456	
Balance funded through Council Tax	34,774	Increase of 2%

FURTHER BIDS FOR ADDITIONAL RESOURCES
Impact on Savings Targets & Council Tax.

APPENDIX 1 Page 2

**Allocation of additional resources
based on priority were indicated**

OPTIONS	1	2	3	4	5
	£k	£k	£k	£k	£k
Education - Schools delegated budgets	500 (3)	500 (3)	841	1,141	1,435
- other Education bids	180	250	884	1,054	1,093
- C & L bids	0	0	0	0	483
Environment	0	40	100	250	550
Social services & Housing	250	500	825	1,400	1,968
Resources	50	30	75	145	227
County Clerk	5	5	48	91	163
Capital Finance - £2m Prudential Borrowing	0	150	150	150	150
Corporate	25	25	22	22	57
FURTHER SAVINGS REQUIRED	1,010	1,500	2,945	4,253	6,126
OR					
IMPACT ON COUNCIL TAX (inc 2% above)	5%	6.5%	10.8%	14.7%	20.3%

POTENTIAL SOURCES OF FURTHER SAVINGS TO FUND £1.5M OF BIDS (OPTION 2)

	£000	£000
1. Review use of Performance Incentive Grant.(see appendix 5)	295	470
2. Phased use of Fire Fighters Pension reserve to reduce impact of levy	50	50
3. Review Car Park charges in light of increases by other N Wales Councils.	100	100
4. Review spend on Public Realm/CCTV/transport services etc.	0	50
5. Fund Landfill Tax increase from increased Waste grant (£500k min)	0	200
6. Staffing and travel savings at Efficiency Strategy targets. (LLL furthest from target).	0	100
7. Other proposals e.g. closure of facility (probable main impact in 2009/10)	?	?
- Review of Fees & Charges	?	?
- Energy Conservation actions	?	?
Balance falling to be funded through Council Tax	1,055	530
	+5%	+3.5%

DENBIGHSHIRE COUNTY COUNCIL

1. Draft Budget Requirement 2008/9 to 2012/13

APPENDIX 2 Page 1

	-1-	-2-	-3-	-4-	-2008/9 -5-	-6-	-7-	-8-	-9-	-10-	-11-	-12-	-13-
	Budget 2007/8	Provisional Inflation 2008/9	Employer's increased pension costs	Transfers into RSG	Committed Changes 2008/9	New WAG funding	Service Pressure & Growth	Agreed Savings	Projected Budget 2008/9	Inflation 2.7% 2009/10	Committed Changes 2009/10	Service Pressure 2009/10	Projected Budget 2009/10
	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k
Lifelong Learning - Schools budgets	50,344	1,393	63	780			290 (7)	-30 (4)	52,840	1,427		290 (5)	54,557
- Other Education	12,602	394	18	4			710 (8/9)	-50 (4)	13,678	369			14,047
- Culture & Leisure	7,072	195	38		40 (2)			-80 (4)	7,265	196			7,461
- Corporate services	387	6	1					-2 (4)	392	11			403
Environment	21,755	593	103	104	-93 (2)		200 (10)	-317 (4)	22,345	603			22,948
Social Services & Housing	38,067	950	131	161		35	0 (1)	-675 (4)	38,669	1,044		200 (1)	39,913
Resources	6,549	149	50					-130 (4)	6,618	179			6,797
County Clerk	1,387	38	11			35		-34 (4)	1,437	39			1,476
	138,163	3,718	415	1,049	-53	70	1,200	-1,318	143,244	3,868	0	490	147,602
Corporate	3,515	286					0 (5)	-39 (4)	3,762	102		0 (4)	3,864
Fire/Sea Fisheries levies	4,212	176			0				4,388	132	0		4,520
Capital Finance/Interest received	10,882	0					0 (5)	-203 (4)	10,679	0	150 (2)	0 (4)	10,829
Contingency for Single Status *	2,207	0					-650 (6)		1,557	0			1,557
Inflation	0	0			0				0	0	0		0
Contribution to Reserves	600	0			0				600	0	0		600
Further Efficiency Savings *	0	0							0		-1,450 (3)		-1,450
	159,579	4,180	415	1,049	-53	70	550	-1,560	164,230	4,101	-1,300	490	167,521
2. Level of Funding													
W A G funding	125,355	2,813		1,049		70			129,287	2,586			131,873
Deprivation grant	169								169	5			174
LABGI	300				-300 (2)				0				0
	125,824	2,813	0	1,049	-300	70	0	0	129,456	2,591	0	0	132,047
Council Tax yield	33,755	1,367	415		247		550	-1,560	34,774	1,510	-1,300	490	35,474
	159,579	4,180	415	1,049	-53	70	550	-1,560	164,230	4,101	-1,300	490	167,521

* Note : to be apportioned over service budgets

Increased Council Tax collection 3%
RSG
NNDR
2.3%
2.3%
£k

Bills increase
2%
2.3%
2.3%
£k

Increase Council Tax collection
RSG
NNDR
2%
2.0%
2.0%
£k

Notes :
1 Reduced Supporting People grant
2 Full year effect of Scala & Envir pressure less LABGI
3 Effect of Capital Plan
4 Further Efficiency Savings
5 Potential funds for pressures
and Prudential Borrowing
6 Equal pay impact reduction
7 Phased increase for Secondary Schools
8 ESTYN initial response
9 Additional schools transport days
10 Landfill Tax

1. Reduced Supporting People grant 200
2. Effect of Capital Plan 150
3. Further Efficiency Savings -1450
4. Potential funds for pressures/growth
and further Prudential Borrowing 0
5. Phased increase for Secondary Schools
resulting from PWC report 290

	<u>2010/11</u>				<u>2011/12</u>				<u>2012/13</u>				
	-1- Budget 2009/10	-2- Inflation 2.7% 2010/11	-3- Committed Changes 2010/11	-4- Service Pressure & Growth	-5- Projected Budget 2010/11	-6- Inflation 2.7% 2011/12	-7- Committed Changes 2011/12	-8- Service Pressure & Growth	-9- Projected Budget 2011/12	-10- Inflation 2.7% 2012/13	-11- Committed Changes 2012/13	-12- Service Pressure & Growth	-13- Projected Budget 2012/13
	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k	
Lifelong Learning - Schools budgets	54,557	1,473			56,030	1,513			57,543	1,554			59,096
- Other Education	14,047	379			14,427	390			14,816	400			15,216
- Culture & Leisure	7,461	201			7,663	207			7,869	212			8,082
- Corporate services	403	11			413	11			425	11			436
Environment	22,948	620		500 (2)	24,068	650		500 (2)	25,218	681		?	25,899
Social Services & Housing	39,913	1,078		350 (1)	41,341	1,116		480 (1)	42,937	1,159		?	44,096
Resources	6,797	184			6,980	188			7,169	194			7,362
County Clerk	1,476	40			1,516	41			1,557	42			1,599
	147,602	3,985	0	850	152,437	4,116	0	980	157,533	4,253	0	0	161,786
Corporate	3,864	104		200 (6)	4,168	113			4,280	116			4,396
Fire/Sea Fisheries levies	4,520	136			4,656	140			4,795	144			4,939
Capital Finance/Interest received	10,829	0		150 (3)	10,979	0		150 (3)	11,129	0		150 (3)	11,279
Contingency for Single Status*	1,557	0	0		1,557	0	750 (5)		2,307	0	550 (5)		2,857
Inflation	0	0			0	0			0	0			0
Contribution to Reserves	600	0	-600 (5)		0	0			0	0			0
Further Efficiency Savings *	-1,450	0	0	-1,200 (4)	-2,650	0	-750 (4)	-1,800 (4)	-5,200	0	-550 (4)	-870 (4)	-6,620
	167,521	4,224	-600	0	171,146	4,368	0	-670	174,844	4,513	0	-720	178,637
2. Level of Funding													
W A G funding	131,873	2,901			134,774	2,965			137,739	3,030			140,769
Deprivation grant	174	5			179	5			185	6			190
	132,047	2,906	0	0	134,953	2,970	0	0	137,924	3,036	0	0	140,959
Council Tax yield	35,474	1,318	-600	0	36,192	1,398		-670	36,918	1,477		-720	37,676
	167,521	4,224	-600	0	171,146	4,368	0	-670	174,844	4,513	0	-720	178,637

* Note : to be apportioned over service budgets

	Increase Council Tax collector	2%	Increase Council Tax collector	2%	Increase Council Tax collector	2%
	RSG	2.2%	RSG	2.2%	RSG	2.2%
	NNDR	2.2%	NNDR	2.2%	NNDR	2.2%
	£k		£k		£k	
1. Reduced Supporting People grant	350		480		0	
2. Waste management cost increases	500		500		0	
3. Effect of Capital Plan	150		150		150	
4. Further Efficiency Savings	-1200		-2550		-1420	
5. 3 yr contributions to balances completed	-600		750		550	
6. Potential funds for pressures/growth	200					

DENBIGHSHIRE COUNTY COUNCIL				APPENDIX 3	
2008/9 BUDGET SETTING PROCESS					
Details of savings proposals	Proposal £000	Savings potentially		Staffing element inc £000	Travel cost reduction £000
		acceptable £000	not accepted £000		
ENVIRONMENT DIRECTORATE					
(target £531k).					
A. Efficiency Saving proposals					
1. Service-All Departments					
i) Reduce staffing levels in workforce reduction plan. Directorate restructure following departure of a number of senior officers	170	170	0	170	
ii) e-working and continued property rationalisation £50K target)					
iii) reduction in staff travel – 10% £38K (target 07/08))					
iv) Improved sickness absence management in Environment £10K)	50	50	0	0	15
v) implementation of internal business process re-engineering net of costs £20K)					
vi) Produce an Energy Efficiency Policy £10k directorate saving)					
	220				
2. Service-Transport & Infrastructure					
i) Passenger Transport – conversion of St Asaph bus service to taxi	16	16	0		
3. Service-Environmental Services					
i) Street Lighting - stop night-time inspections	7	7	0	7	
ii) Street Lighting - increased fees & charges	5	5	0		
iii) CCTV - reductions in overtime working	6	6	0	6	
iv) Cemeteries - increase charges by 15%	3	3	0		
v) Closure of Llangollen CA Site	15	15	0	0	
	36				
4. Service-Finance & Performance					
i) Reduction in cost of external audit of Objective 1 projects	5	5	0		
Environment Directorate Total	277	277	0		
B. Other Savings proposals					
1. Service-Planning & PP					
i) Increase Development Control income	15	15	0		
ii) Increase Licensing income	5	5	0		
iii) Reduce Contaminated Land budget	5	5	0		
	25				
2. Service-Transport & Infrastructure					
i) Cancellation of weed-spraying programme	28	0	28	0	
ii) Removal of image improvement spending	20	0	20	8	
iii) Significant reduction in Road Sweeping budget	50	0	50	0	
iv) Deletion of school crossing patrol	5	5	0	5	
v) Reduction in General Signs & Markings maintenance budget	10	0	10	0	

vi) Reduction in general maintenance and emergency works to Bridges budget	5	0	5	:		
viii) Review Car Park charges in light of recent changes elsewhere in N Wales	?					
	118			:		
				:		
				:		
3. Service–Environmental Services				:		
i) Public Conveniences – closure of old Golf Road toilets	5	5	0	:		
ii) Stop propagation works at the Botanical Nursery	20	0	20	:	10	
iii) Public Realm cuts – reduced grass cutting frequencies	25	0	25	:	10	
iv) Reduced frequencies of litter collection	26	0	26	:	15	
	76			:		
				:		
4. Service-Finance & Performance				:		
i) Reduce supplies budgets	2	2	0	:		
ii) Renegotiate SLA with Flintshire for Joint Emergency Planning Unit	3	3	0	:		
	5			:		
				:		
Total Other Savings	224	40	184	:		
				:		
Total Environment Directorate Savings	501	317	184	:	231	15
				:	(Target 167k	38k)
				:		
				:		
				:		
				:		
<u>SOCIAL SERVICES & HOUSING DIRECTORATE</u>				:		
				:		
A. Efficiency Savings proposals				:		
				:		
1. Adult Services				:		
i) Restructure day care provision.	37	37		:	0	
ii) Reduction in staffing budgets.	55	55		:	55	
iii) Joint Commissioning	40	40		:		
iv) Hospital Discharges Service (Older People)	40	40		:	0	
v) Telecare Service (Older People). Wider introduction of electronic detection and other equipment into people’s homes to delay/prevent more substantial care needs.	70	70		:	0	
vi) Mental Health . Relocation to Westbourne Avenue Rhyl will result in accommodation efficiencies.	10	10		:		
	252	252	0	:		
2. Business Support & Development				:		
i) Reductions in stationery and printing costs	17	17		:		
ii) Staff savings	16	16		:	16	
iii) Staff Travelling	34	34		:		34
	67	67	0	:		
3. Children & Family Services				:		
i) Reduce costs of placements for children looked after (none disabled)	78	78		:	0	
ii) Re-commission family centre services	90	90		:	0	
Other	50	50		:	50	
iii) Children’s voluntary organisations	30	30		:	0	

	248	248	0	:		
				:		
Directorate Efficiency Savings	567	567	0	:		
				:		
B. Other Savings proposals				:		
				:		
1. Adult Services				:		
i) Extension of charges for mental health services.	30	30		:		
ii) Additional scope to charge for learning disability services due to introduction of AVSC.	40	40		:		
iii) Older people – running down of Llys Nant as part of the Extra Care development in Prestatyn.	30	30		:	23	
iv) Enhanced Keyring Scheme	8	8		:	0	
	108	108	0	:		
				:		
Directorate Total Savings	675	675	0	:	144	34
				:	(Target 212k	59k)
				:		
RESOURCES DIRECTORATE				:		
				:		
1. Service – FINANCE				:		
				:		
i) Revenues –				:		
a) reduced staffing level for systems reconciliation team	20	20		:	20	
b) increased fees from Bailiff’s service	30	30		:		
ii) Benefits –				:		
a) reduced hours for processors and reception staff	26	26		:	26	
iii) Exchequer & Financial Accounting –				:		
a) reduced hours for technician post	10	10		:	10	
	86	86	0	:		
2. Service - Customer Contact Centre				:		
i) Processing fee from extension of Parking Fines scheme	12	12	0	:		
3. Service – Policy Unit				:		
i) Reduced grade for vacant post	10	10	0	:	10	
4. Service – Personnel				:		
i) Various	12	12	0	:		
5. Service – General				:		
i) Reduced travel costs	10	10	0	:		10
				:		
Directorate Efficiency Savings	130	130	0	:	66	10
				:	(Target 81k	9k)
				:		
COUNTY CLERK				:		
				:		
1. Service - Administration				:		
i) Deletion of post in Administrative Support	14	14		:	14	
ii) Cessation of relocation expense costs	20	20		:		20
County Clerks savings	34	34	0	:	14	20
				:	(Target 16k	2k)

CORPORATE					:		
					:		
i) Reduced External Audit fees following continued improvement in preparation of final grant claims.	25	25			:		
ii) Review of number of Scrutiny Committees & size of Cabinet	????	????			:		
iii) Reduced Bank Charges following continuing move to direct debit payments	14	14			:		
	39	39		0	:		
					:		
CAPITAL FINANCE & INVESTMENT INCOME					:		
i) Continued improved cash flow, investment returns and debt rescheduling	202	202		0	:		
					:		
LIFELONG LEARNING DIRECTORATE					:		
1. Partnerships Inclusion & School Improvement					:		
i) Joint working re Mobility Officer	3	3			:	3	
ii) Review of use of Temporary Admin staff & other office efficiencies	10	10			:		
iii) Education Officers to Inspect once per year	5	5			:		
	18	18			:		
2. Countryside and Leisure					:		
i) Leisure Centre Water Efficiency Measures	5	5			:		
ii) Reduced electricity costs Leisure Centres	0	0			:		
iii) Reduced travel costs	3	3			:	0	3
	8	8			:		
3. Corporate Communications					:		
i) Reduction of staff costs	2	2			:	2	
					:		
4. Strategy & Resources					:		
i) Education Transport	32	32			:		
					:		
5. Tourism Heritage & Culture					:		
i) Historic houses reduced costs	5	5			:		
iii) Reduced support to outside bodies	2	2			:		
iv) Staffing restructure	14	14			:	14	
v) Library debtors system	20	20			:		
viii) Denbigh Castle	2	2			:		
vi) Delete Library post	30	30			:	30	
	73	73			:		
6. Schools Delegated budgets					:		
iii) Procurement savings	30	30			:		
					:		
LIFELONG LEARNING DIRECTORATE TOTAL	163	163		0	:	49	3
					:	(Target 214k	28k)
					:		
OVERALL TOTAL	1744	1560		184	:	504	82
					:	(Target 692k	136k)

DENBIGHSHIRE COUNTY COUNCIL		APPENDIX 4					
2008/9 BUDGET SETTING PROCESS							
Details of bids for additional resources	BIDS	Suggested treatment of Bids		Review after Prov WAG settlement	Disregard	COMMENTS	
		Agreed as part of 2007/8 exercise	Unavoidable increase				
ENVIRONMENT DIRECTORATE	£000	£000	£000	£000	£000		
C. Committed cost increases							
1. Service-Planning & PP							
i) Capital allocation to Housing & Area Renewal team remains static at £1.9M with associated impact on revenue income	10			10			
ii) Land Charges – continued reduction in search applications	30			30			
	40						
2. Service-Transport & Infrastructure							
i) Capitalisation of revenue maintenance	300			300			
ii) Passenger Transport - impact of increased fuel and insurance costs plus external contractors costs likely to cause an above inflation rise	14		14				
iii) Increased fuel costs affecting bitumen prices	10		10				
	324						
3. Service-Environmental Services							
i) Catering – ongoing subsidy	150				150	Allowed for within base budget already.	
ii) H & S bid from 07/08 budget round	12	12					
iii) CCTV – shortfall from 07/08 budget	20	20					
iv) Street Lighting – energy costs	23		23				
v) Refuse Collection & Disposal – procurement costs – residual waste disposal - new collaborative project	????????					Subject to review of scheme proposal and likely timescale.	
	205						
4. Service-Development Services							
i) H & S bid from 07/08 budget round	25	25					
Ditrectorate Total	594						

D. Demographic & Statutory pressures										
1. Service – Environmental Services										
i) Landfill Tax - annual increase		????????								
ii) Waste disposal – extra 230 households approx		25				25				
iii) Dee Valley CA site (extra running costs)		15				15				
		40								
2. Service – Planning & PP										
i) Counterfeiting & Piracy Crime Grant		9				9				
ii) DEFRA funding for Animal Licensing & Welfare not confirmed for 08/09 and subsequent years		150				150			Subject to continued DEFRA support or WAG funding	
iii) Energy Efficiency promotion in private sector homes, including SLA with Energy Trust		10				10				
		169								
3. Service-Transport & Infrastructure										
i) Street works - costs relating to charity events which affect the highway		20				20			Withdrawal of service by NW Police. Some cost should be borne by event organisers.	
ii) Structures Group – use of new Code of Practice		30				30				
		50								
Directorate Total		259								
E. Service development and growth										
1. Service-Planning & PP										
i) HMO PIG funding lost		70						70	Time limited grant expired.	
ii) Empty Homes Officer – joint bid with Housing		10						10		
iii) Need for Section 106 Obligations Officer to ensure development contributions are maximised		35						35	May be possible to use S106 funds for these or existing costs.	
		115								

2. Service-Environmental Services									
i) To improve public realm service – new response team (North)		75					75		Alternative solutions using Capital resources to also be considered.
ii) To improve public realm service – new response team (South)		75					75		Alternative solutions using Capital resources to also be considered.
iii) Provision of rural bring sites		24					24		
		174							
3. Service-Development Services									
i) Loss LABGI funding		135						135	Time limited grant expired.
ii) Nantelwyd House		25					25		
		160							
Directorate Total		449							
Overall Environment Directorate Total Bids		1,302		57		47		843	355
<u>SOCIAL SERVICES & HOUSING DIRECTORATE</u>									
D. Demographic & Statutory pressures, (may be allowed for within WAG settlement)									
1. Adult Services - Learning Disability Services.									
i) Demographic growth. Identified individuals coming into the service.		646						646	
ii) Community Living Commissioning Strategy & Business Plan. implement recommendations raised in the Plan, including remodelling CLS provision and developing a specialist residential provision on similar lines to the Extra Care developments for older people.		100						100	
		746						746	
2. Mental Health Services									

i) The increase is based on likely increases in people using the service. For reference, the care packages required vary drastically from person to person, with some packages costing more than £35k per annum.		199				199			
ii) There are new demands placed on the service under the Mental Health Act and the Mental Capacity Act but these can be contained within existing funding.		0				0			
		199				199			
3. Older People									
i) Impact of demographic change predicted over the next 12 months. The rate of growth in older people requiring services has been slower in Denbighshire than the national average and the increase sought has been adjusted downwards from previous projections. The pressure as calculated allows for a fee increase of 2% above inflation.		363				363			
ii) Advocacy services for older people are a requirement of the National Service Framework for older people and the council is therefore expected to develop advocacy services.		25				25			
		388				388			
4. Physical Disability & Sensory Impairment									
i) Growth in demand is estimated to be 5% over 10 years so 0.5% has been factored into the calculation for PDSI, along with know other demands, mostly around disability equipment.		242				242			
		1575				1575			
TOTAL Adults									
5. Children & Families									
Placement costs for disabled children		170				170			

6. Business Support & Development									
The loss of the Performance Incentive Grant results in a budget pressure of £47k. and affects the ability to reduce agency costs by developing senior social workers and managers in-house.									
		47						47	Time expired grant
7. Housing Services									
i) The loss of the Performance Incentive Grant results in a budget pressure of £131k, over half of the net Housing budget.		131						131	Time expired grant
ii) Loss of Homelessness Prevention grant		30						30	Time expired grant
		161						161	
TOTAL		1,953	0	0	1,745			208	
<u>E. Service development and growth</u>									
1. Adult Services									
i) PDSI - The Work Connections grant runs out at the end of 2007/08. The grant currently funds two posts.		60						60	Time expired grant
ii) PDSI - The grant funding for the Community Equipment Store project manager runs out at the end of the current year. The project will continue throughout 2008/09 and therefore funding for one year is required.		35						35	Time expired grant
iii) Cefndy Enterprises . An external review in 2006 recommended that £150k pa be invested in product R&D in order to reduce a decline in Cefndy's sales. Half of this was awarded last year but more is needed to ensure that Cefndy remains competitive.		75						75	
		170	0	0	75			95	
2. Business Support & Development									

i) Increased capacity within Education Finance Team in response to Estyn report. To be bid for as part of the overall response.									
ii) Increase capacity within Procurement team to deliver Efficiency Strategy targets. Graduate appointment proposed funded from savings									
iii) Increase capacity of Project Management team. Graduate proposed.		25				25			
2. Service - ICT									
i) Increase cost of BT data lines above inflation		50			50				
i) Increase Business Process Analysis staffing by 1 additional post and provide a Technical Analyst to deliver Homeworking, in response to Efficiency Strategy targets.		70				70			
		120							
3. Service – Customer Care									
i) Web site editor		30				30			
4. Service – Personnel									
i) Additional post & increase part time post to full time to support sickness management		52				52			
DIRECTORATE Total		227	0	50	177	0			
Service - LEGAL - committed change									
Loss of Fire Service fee		5			5				
1. Service Legal – Litigation / Employment / Contracts									
i) Solicitor – Contracts and Corporate Governance (P03)		43				43			
ii) Solicitor – Contracts (2 year fixed term) P03		43				43			
iii) Solicitor - Litigation		43				43			

2. Service Legal - Conveyancing									
i) Legal Officer – Conveyancing (S01 – S02)		36				36			
ii) Trainee Legal Executive Conveyancing (Sc4 – S01)		32				32			
3. Service Legal – Planning and Highways									
i) Legal Officer – Highways		36				36			
Total Legal Services		238	0	5		233	0		
CORPORATE SERVICES									
Service - Chief Executive									
i) Loss of fee income from NW Fire Service		22			22				
Service - Corporate									
i) Continue with and increase level of physiotherapy costs to enable swift return to work.		23					23		Charge to services
2. Service - Members									
i) Provision of Broadband inc Citrix		10				10			
3. Service - Corporate Training									
i) CRB training requirement		25				25			
Total CORPORATE		80	0	22		35	23		
LIFELONG LEARNING DIRECTORATE									
1. Committed increases									
PWC phase 2		290			290				
Estyn initial response		410			410				
School transport inc no of days		302			302				
Scala operating grant		40	40		0				
		1042	40	1002					
2. Statutory impact									
Schools delegated budgets		841				841			

Partnership & Inclusion	884			866		
Youth service	170			170		
	1895	0	0	1877		
3. Service development						
Schools delegated budgets	594			304		
Strategy & Resources	39			39		
Tourism, Heritage & Culture	165			165		
Countryside & Leisure	153			153		
	951	0	0	661		
DIRECTORATE TOTAL	3888	40	1002	2538		
OVERALL COUNCIL TOTAL	7,951	97	1,126	5,739	681	

PERFORMANCE INCENTIVE GRANT 2008/9**APPENDIX 5****Base Budget position 2007/8**

Service	Current level of grant £k	--Suggested treatment--	
		Element retained £k	Element reduced £k
Countryside	25		25
Sports Development	15		15
Corwen LS	9		9
Rhyl LS	9		9
Prestatyn LS	3		3
Denbigh LS			
Llangollen LS	9		9
Secondary schools delegated	262	262	0
Special Schools delegated	13	13	0
Adult Education	31		31
Youth service	40	30	10
ICT/Call centre	80	80	0
HR trainees	47		47
Food safety	48	40	8
Housing enforcement	86	86	0
Envir man & performance	16		16
Non Princ Rds maintenance	54		54
Soc Servcies admin	47		47
Children's social workers	98	80	18
Homelessness	134	134	0
Spare provision	18	24	-6
TOTAL	1044	749	295

NOTE

Detail to be reviewed when final confirmation of WAG requirements is received.

DRAFT RESPONSE TO WAG ON 2008/9 TO 2010/11 PROVISIONAL SETTLEMENT

Denbighshire County Council is extremely concerned about the below inflation increase in Assembly support for 2008/9 to 2010/11 recently announced. There is particular concern that the revenue pressures included in the Expenditure Sub Group report have not been provided for to any great extent. There is also concern over the continued poor level of funding for urgent capital works within the capital settlement were unhypothecated resources have once again not kept pace with inflationary pressures.

You have invited comments on the Provisional settlement and I would make the following specific points on behalf of the Council.

The overall level of funding.

The Council supports all of the points raised in several releases by the WLGA especially the comparison of growth in the overall WAG budget and the Local Government settlement since 2000. Reference to growth during this period is actually misleading as the increase in the LG settlement has been barely enough to cover service pressures; some being the impact of regulations etc and the rest resulting from demographic increases, e.g. older people.

We would also draw attention to the fact that 2008-09 will be Denbighshire's "best" year in the next three years. The increase in revenue support grant of 2.3% falls to 2.0% in 2009-10 and "recovers" to 2.2% in 2010-11 - by then, Denbighshire will receive the lowest percentage increase in grant of the 22 authorities. While it is appreciated that this comparative position is triggered by adverse changes to the RSG formula it is of course compounded by the unrealistic increase in the overall quantum. With growth in grant running below inflation for three years, consequences for services and council tax will be unavoidable.

For the period covered by the provisional settlement the increase falls well below the level of inflation likely to be experienced by DCC. It is already clear that for 2008/9 the shortfall for inflationary impact will be just over £850k or the equivalent of a 2.5% increase on Council Tax (assuming the 80:20 split).

This unrealistic level of funding has resulted in the highest ever level of target savings for services to deliver. The impact has already been to consider service level reductions and in particular, to contemplate not fully addressing service pressures in key areas, in addition to a substantial element for efficiency improvement.

Specific issues for Denbighshire CC.

A number of specific funding issues raised by services during the initial budget setting meetings that are not provided for within the provisional settlement are as follows;

1. Fire Service pension issues, raised by the Joint Fire Authorities group. These include the changes to the Retained Fire Fighters pension and compensation entitlements and concerns over the level of funding removed from the settlement for full time staff pension costs.
2. The Landfill Tax increase is not covered in the settlement, unlike the arrangements in previous years and results in additional pressure of £200k. It has also been confirmed that this cannot be funded from the increased level of Waste grant as this would reduce resources for delivering against higher landfill diversion targets. The procurement costs for treatment facilities are to be funded from the grant which is not adequate to fund the sums involved even though there is every prospect of collaborative working with other authorities to improve cost effectiveness.
3. Animal welfare funding ending at time of Foot & Mouth and Blue Tongue pressures: £150k. While a DEFRA issue it is a major pressure for the Council.
4. Demographic pressure on Social Services, particular from the increasing numbers of older people and adults with Learning Disabilities currently cared for by aging carers.
5. Pressure on Social Services following case law on private residential homes charges, resulting in pressure to increase level of agreed private home fees.

Of general concern is the continuing tendency to use new specific grants, both revenue and capital, to fund service development. You will be aware of this Council's and indeed WLGA's concern over the 'almost beyond understanding' formula used to distribute Deprivation and Raise grants.

Alternative budget proposal.

The Council would like to stress the need to give serious consideration to the alternative budget proposals worked up by the WLGA. While not providing sufficient additional resources to cover inflation and largely unavoidable service pressures, the WLGA's proposals do at least go some way to providing a potentially deliverable and reasonably balanced level of funding across all sections of the public sector in Wales.

REPORT TO CABINET

**CABINET MEMBER: COUNCILLOR J A SMITH
LEAD MEMBER FOR BUSINESS MANAGEMENT,
COMMUNICATIONS AND PERSONNEL**

DATE: 18th December 2007

SUBJECT: ROUTINE REPORTING ON PERSONNEL

1 DECISION SOUGHT

1.1 For Members 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 third 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 very slight downward trend this month. However sickness levels overall remain consistently higher than last year. This month only Lifelong learning have recorded lower sickness levels than the same period in 2006/07, with all the other Directorates recording higher levels. 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. This month long term sickness equates to more absence than short term sickness.

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)

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. Members 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
Oct	2006	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
Oct		825	723	1.40	6.09	2412	1973	1.00	4.63	951	741	1.50	6.31
Nov		815	712	1.81	8.24	2422	1982	0.82	3.90	950	738	1.40	6.44

Rolling Average

Oct	2006	817	753	1.25	5.68	2447	2169	0.93	4.53	960	836	0.84	3.84
Nov		800	733	1.21	5.50	2390	2073	0.92	4.47	957	834	0.85	3.86
Dec		798	727	1.02	4.78	2372	2025	0.84	4.29	958	830	0.85	4.06
Jan	2007	798	725	1.09	5.08	2360	1991	0.89	4.52	958	809	0.95	4.49
Feb		799	724	1.14	5.37	2351	1967	0.92	4.79	958	796	1.01	4.82
Mar		801	725	1.14	5.33	2346	1956	0.94	4.78	958	788	1.04	4.92
Apr		802	723	1.14	5.47	2343	1948	0.90	4.71	957	782	1.04	4.97
May		804	721	1.16	5.53	2341	1943	0.91	4.76	955	777	1.04	5.04
June		806	721	1.19	5.66	2340	1939	0.88	4.55	956	773	1.05	5.07
July		808	721	1.20	5.70	2342	1939	0.87	4.51	957	771	1.06	5.12
Aug		809	721	1.19	5.65	2343	1939	0.83	4.29	957	768	1.07	5.13
Sept		810	721	1.18	5.60	2347	1940	0.82	4.21	957	766	1.07	5.13
Oct		811	718	1.19	5.63	2344	1923	0.82	4.22	956	758	1.12	5.34
Nov		814	718	1.24	5.88	2352	1924	0.81	4.18	956	750	1.17	5.55

Starters/Leavers - November 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																	
Oct	2006	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	1.10	5.25	265	245	1.01	4.83	4403	3646	1.06	5.23	25	23	7357926	5383
June		53	48	1.07	5.08	270	250	0.87	4.15	4443	3676	1.03	4.95	26	39	7424895	5465
July		53	48	0.82	3.72	272	252	0.84	3.82	4471	3707	0.98	4.81	26	36	7530295	5518
Aug		53	48	0.69	3.11	280	260	0.79	3.57	4465	3707	1.00	4.53	100	12	7525557	5473
Sept		53	48	0.34	1.69	290	270	0.92	4.60	4513	3725	0.81	4.08	47	121	7418071	5107
Oct		54	49	0.67	2.90	289	269	1.09	4.73	4531	3754	1.17	5.24	35	47	7559522	5496
Nov		54	49	1.37	6.25	295	274	1.18	5.35	4536	3754	1.16	5.39	16	32	7774554	5546
Rolling Average																	
Oct	2006	52	49	0.73	3.32	258	237	1.23	4.46	4534	4044	0.94	4.39	40	31	7303514	5241
Nov		53	50	0.86	3.92	258	237	1.24	5.04	4457	3926	0.95	4.44	29	34	7345275	5309
Dec		53	49	0.80	3.83	258	237	1.05	4.56	4439	3870	0.87	4.25	35	33	7373410	5341
Jan	2007	53	49	0.84	3.95	259	238	1.00	4.40	4427	3812	0.93	4.51	34	33	7352639	5347
Feb		53	49	0.89	4.24	260	240	0.93	4.15	4421	3776	0.96	4.68	34	33	7355705	5354
Mar		53	49	0.89	4.20	261	241	0.91	4.07	4419	3758	0.97	4.69	34	32	7361425	5359
Apr		53	48	0.90	4.32	262	242	0.87	3.96	4417	3743	0.95	4.72	35	32	7382281	5366
May		53	48	0.92	4.44	263	242	0.89	4.07	4415	3731	0.97	4.78	34	31	7379237	5368
June		53	48	0.94	4.51	263	243	0.88	4.08	4418	3725	0.97	4.80	33	32	7384310	5379
July		53	48	0.93	4.43	264	244	0.88	4.05	4424	3723	0.97	4.80	32	32	7398909	5393
Aug		53	48	0.91	4.31	266	245	0.87	4.01	4427	3722	0.98	4.78	39	30	7410422	5400
Sept		53	48	0.86	4.09	268	247	0.88	4.06	4435	3722	0.96	4.72	39	38	7411059	5375
Oct		53	48	0.85	4.06	270	250	0.86	4.08	4434	3698	0.98	4.79	39	39	7432394	5397
Nov		53	48	0.89	4.20	273	253	0.86	4.06	4447	3693	1.00	4.86	39	39	7464687	5411

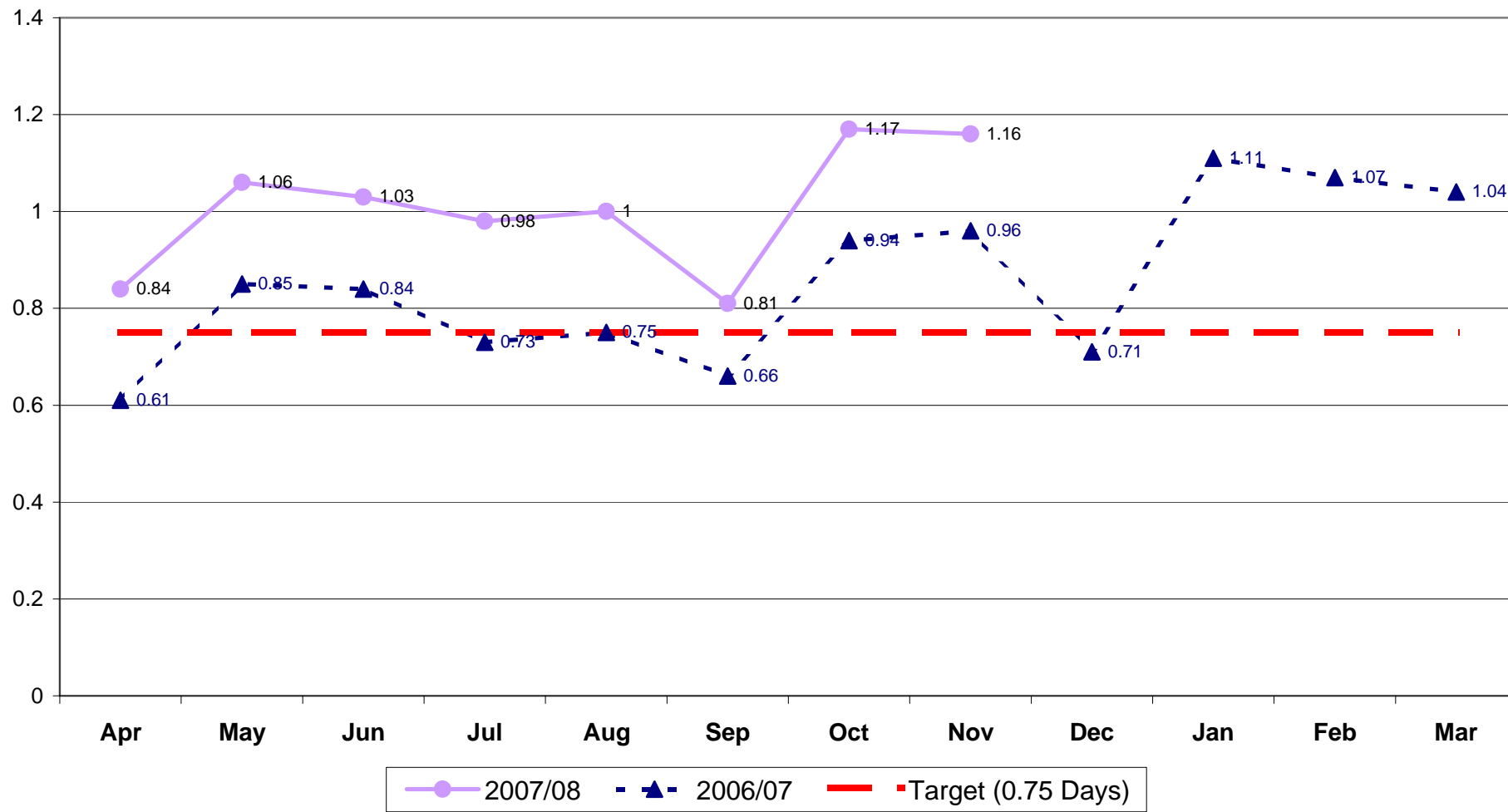
Leavers for November 2007

Leavers	Total
1.3 Ill Health Termination/Dismissal	2
1.9 Died in Service	1
2.6 Training & Career Development	1
2.8 Other - Please Specify	3
Resignation - Another Post Outside DCC	4
Resignation - Personal	3
Role, Job Description, Duties	2
	16

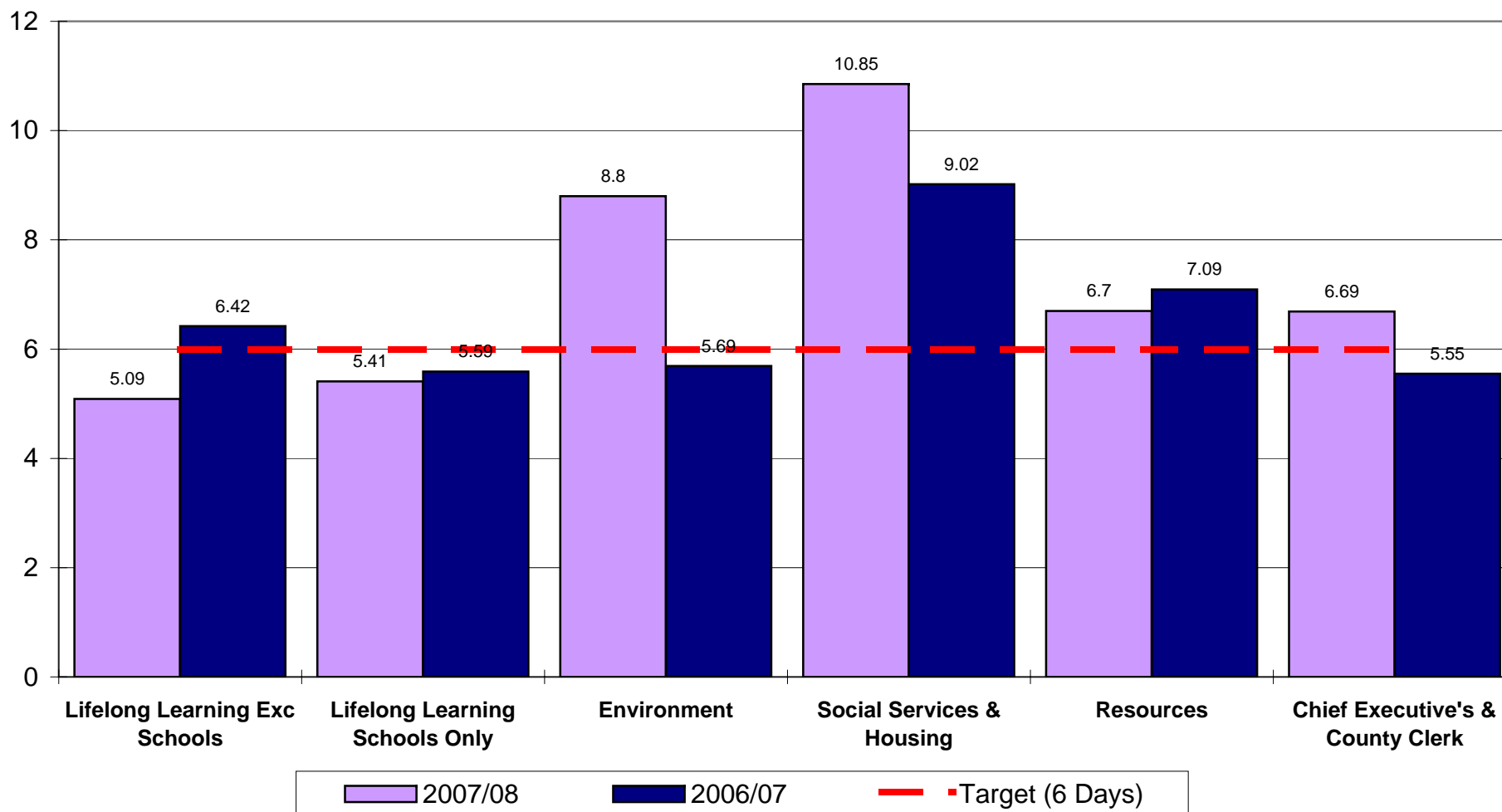
Starters November 2007

Joining Date	Position	Directorate	Service	Dept	Location
19/11/2007	Modern Apprentice	Chief Executive's and County Clerk	County Clerks	Administration Services	County Hall
26/11/2007	Student Placement	Environment	Development Services	Property	Caledfryn
05/11/2007	Catering Assistant	Environment	Environmental Services	Catering	Bodelwyddan
01/11/2007	Cleaner	Environment	Environmental Services	Cleaning Service	Kinmel Park Depot
05/11/2007	Cleaner	Environment	Environmental Services	Cleaning Service	Kinmel Park Depot
05/11/2007	Administration Assistant - Parking Services	Environment	Finance & Performance	Parking Services	Bodelwyddan
05/11/2007	School Escort	Environment	Finance & Performance	Passenger Transport	Denbigh
12/11/2007	Environmental Health Officer - Health & Safety	Environment	Planning & Public Protection	Health And Private Sector	Trem Clwyd
01/11/2007	Casual Coach	Lifelong Learning	Countryside & Leisure Services	Community Leisure	Prestatyn Leisure Centre
01/11/2007	GP Exercise Referral Professional	Lifelong Learning	Countryside & Leisure Services	Community Leisure	
01/11/2007	Casual Coach	Lifelong Learning	Countryside & Leisure Services	Community Leisure	Llangollen Leisure Centre
12/11/2007	Coastal Access Officer	Lifelong Learning	Countryside & Leisure Services	Countryside	Loggerheads Countryside Centre
05/11/2007	Graduate Warden	Lifelong Learning	Countryside & Leisure Services	Countryside	Loggerheads Countryside Centre
26/11/2007	Graduate Warden	Lifelong Learning	Countryside & Leisure Services	Countryside	Loggerheads Countryside Centre
15/11/2007	Locum Educational Psychologist	Lifelong Learning	Education	Inclusive Learning	Denbigh - Middle Lane
27/11/2007	Project Administrator	Lifelong Learning	Education	Partnerships	
05/11/2007	Teacher	Lifelong Learning	Schools	Primary Schools	Henllan C.P
05/11/2007	Teacher	Lifelong Learning	Schools	Primary Schools	C.P Hiraddug
05/11/2007	Learning Support Assistant	Lifelong Learning	Schools	Primary Schools	Ysgol Gymraeg y Gwernant
05/11/2007	Mid Day Supervisor	Lifelong Learning	Schools	Primary Schools	Ysgol Gymraeg y Gwernant
05/11/2007	Nursery Nurse	Lifelong Learning	Schools	Primary Schools	Ruthin C.P
01/11/2007	Learning Support Assistant	Lifelong Learning	Schools	Primary Schools	St Bridgid's School
05/11/2007	Teacher	Lifelong Learning	Schools	Primary Schools	Emmanuel C.P
05/11/2007	Receptionist/Clerical Assistant	Lifelong Learning	Schools	Secondary Schools	Prestatyn High School
05/11/2007	Cleaner	Lifelong Learning	Schools	Secondary Schools	Ysgol Brynhyfryd
05/11/2007	Learning Support Assistant	Lifelong Learning	Schools	Secondary Schools	Ysgol Glan Clwyd
05/11/2007	Teacher28	Lifelong Learning	Schools	Secondary Schools	Ysgol Glan Clwyd
12/11/2007	Home Care Assistant	Social Services & Housing	Adult Services	Provider Unit	Ty Nant
01/11/2007	Product Development Engineer	Social Services & Housing	Adult Services	Sheltered Workshop	Cefndy Healthcare
05/11/2007	Production Processor	Social Services & Housing	Adult Services	Sheltered Workshop	Cefndy Healthcare
19/11/2007	Production Processor	Social Services & Housing	Adult Services	Sheltered Workshop	Cefndy Healthcare
12/11/2007	Family Support Coordinator	Social Services & Housing	Children's Services	Commissioning, Planning & P	Ty Nant

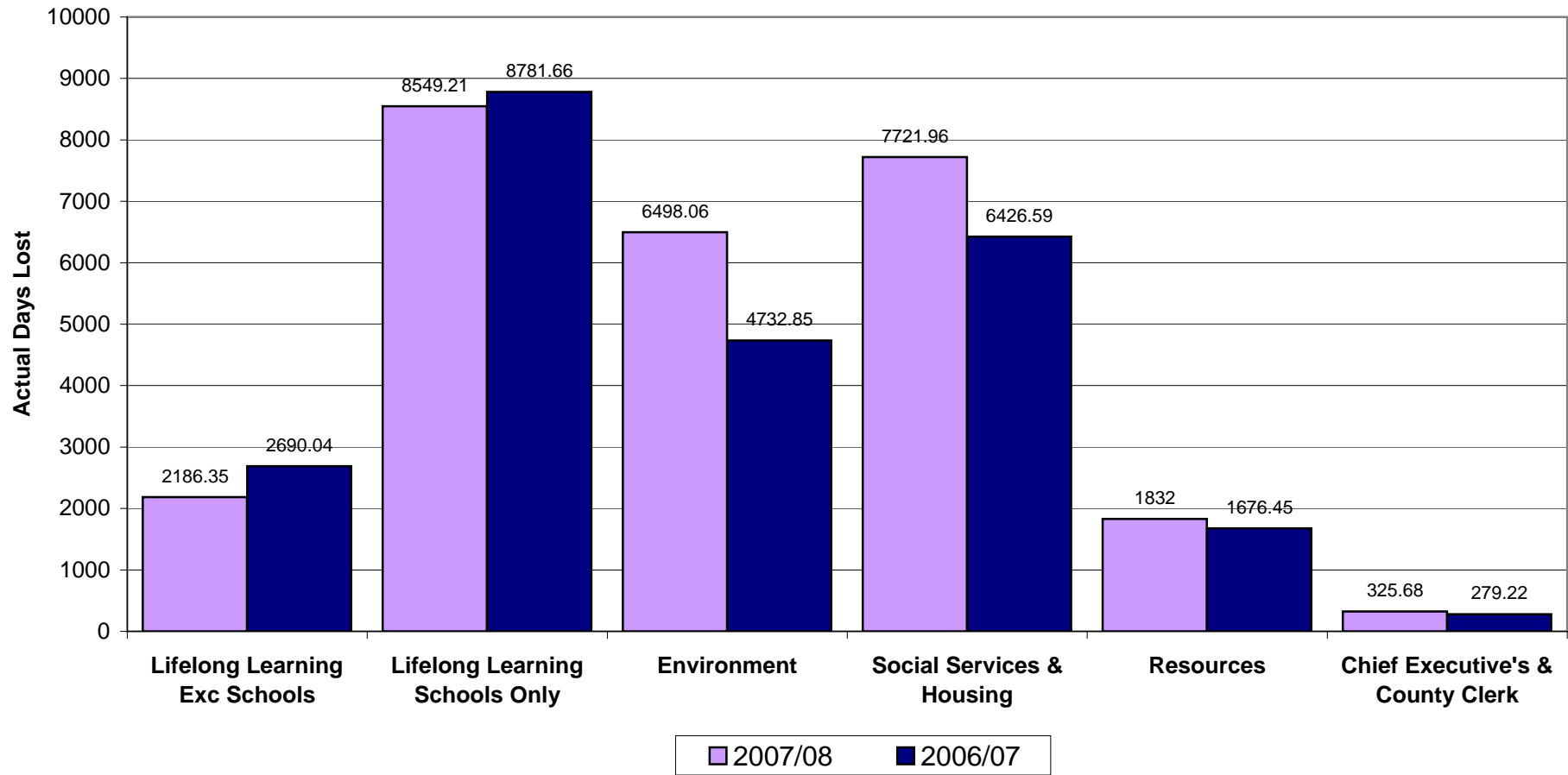
Denbighshire County Council Average Number of Days Lost per Employee November 2007



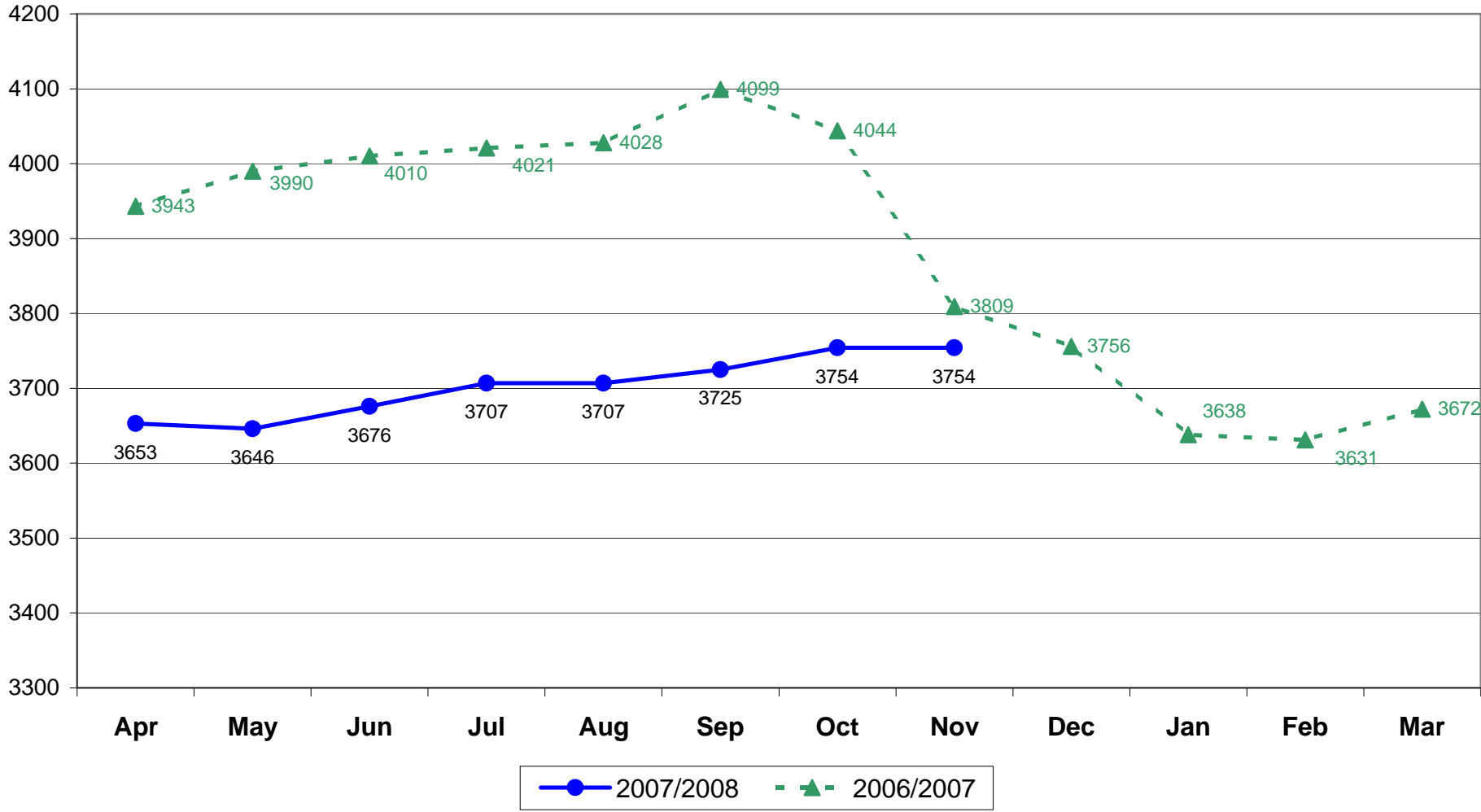
Denbighshire County Council Average Number of Days Lost per Directorate Cumulative April - November 2007



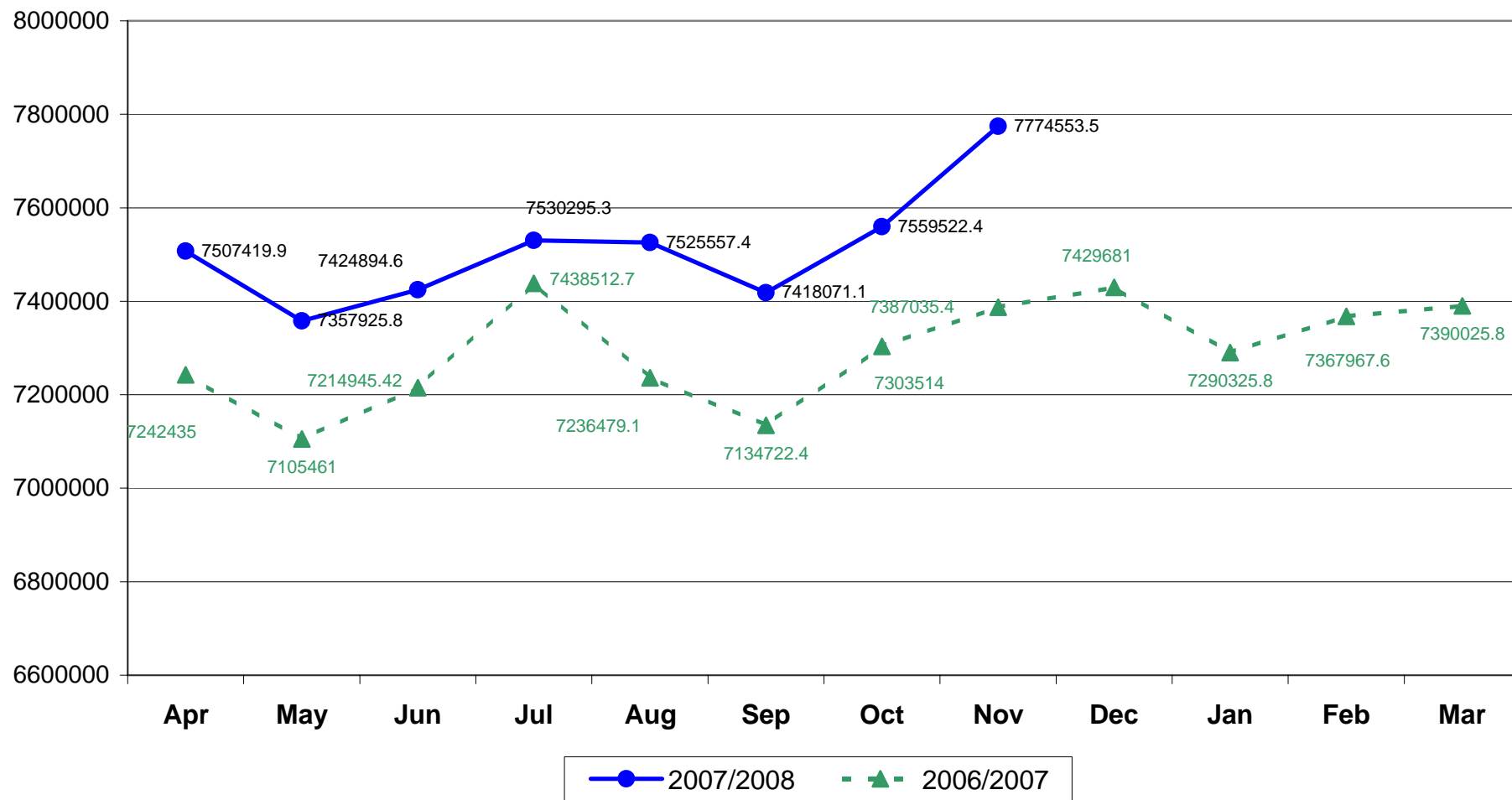
DenbighshireCounty Council Actual Number of Days Lost per Directorate April - November 2007



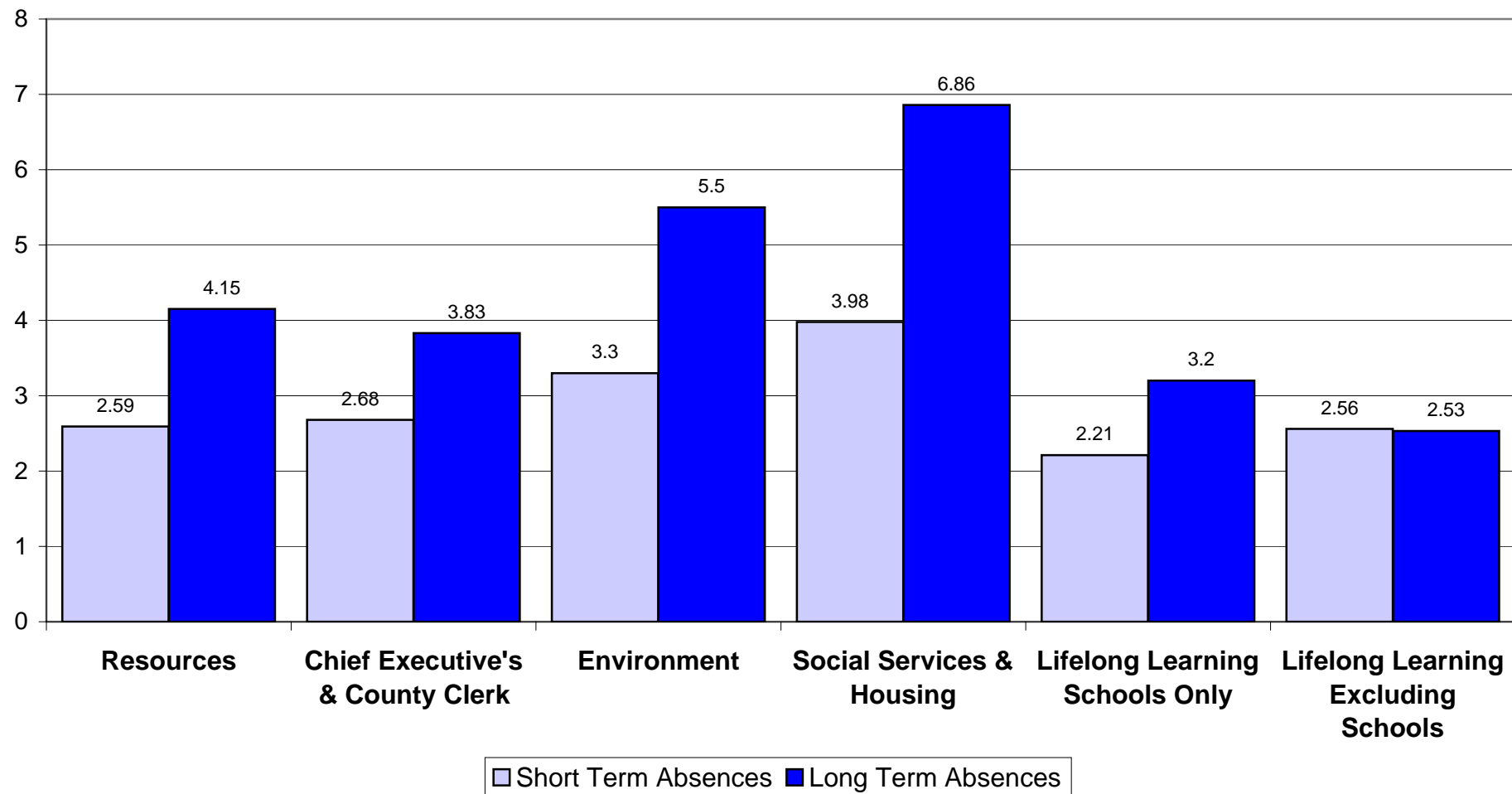
Denbighshire County Council FTE Comparison



Denbighshire County Council Gross Pay Comparison



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



**CABINET
FORWARD WORK PROGRAMME**

REPORT TITLE	REPORT LEAD MEMBER / AUTHOR
15 JANUARY 2008	
Budget Setting Update 2008-2009	Councillor J Thompson Hill R Parry
Regional Partnership Board Update	Councillor H H Evans J Williams
Relationship Manager's Annual Letter	Councillor H H Evans J Williams
Supporting People Strategy 2008-11	Councillor P A Dobb Katie Davies / Jenny Elliott, Supporting People Planning and Service Development
Regeneration Steering Group	Councillor G O Rowlands G Evans
Rhyl City Strategy	Councillor G O Rowlands G Evans
Carbon Trust	Councillor M A German G Evans
Award of Contracts for Plant Hire Equipment, Vehicle Hire and Traffic Lights PART II	Councillor M A German G Taylor
29 JANUARY 2008	
Budget Setting Update 2008-2009	Councillor J Thompson Hill R Parry
Revenue Budget Monitoring Report 2007-2008	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
Routine Reporting on Personnel	Councillor J A Smith L Atkin / G Humphreys
Housing Revenue Account Budget	Councillor G O Rowlands P Quirk
Health, Social Care & Well-being (HSCWB) Strategy 2008/11	Councillor P A Dobb Diane Hesketh
West Rhyl Regeneration Strategy – Clarification Note PCN	Councillor M A German J Cawley
Gating Orders in Denbighshire	Councillor E C Edwrds G Boase / R Schwarz
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) PART II	Councillor M A German S Parker
Acquisition of land at former abattoir site at Waen, St Asaph PART II	Councillor G O Rowlands S Parker
Residual Waste Treatment	Councillor M A German S Parker
EXTRA MEETING - 5 FEBRUARY 2008	
Budget Setting Update 2008-2009	Councillor J Thompson Hill R Parry
19 FEBRUARY 2008	
Revenue Budget Monitoring Report 2007-2008	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill

REPORT TITLE	REPORT LEAD MEMBER / AUTHOR
	R Parry
Routine Reporting on Personnel	Councillor J A Smith L Atkin / G Humphreys
Housing Revenue Account Budget	Councillor G O Rowlands P Quirk
Environmental Policy for DCC	Councillor A German E McWilliams
CESI Section 33	Councillor P A Dobb Marlon Roberts
18 MARCH 2008	
Revenue Budget Monitoring Report 2007-2008	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
Routine Reporting on Personnel	Councillor J A Smith L Atkin / G Humphreys
Housing Revenue Account Budget	Councillor G O Rowlands P Quirk
CESI Section 33	Councillor P A Dobb Marlon Roberts
Corporate Consultation	Councillor E C Edwards J Williams
Estyn / Modernising Education Update	Councillor H H Evans M Mehmet
22 APRIL 2008	
Revenue Budget Monitoring Report 2007-2008	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
Routine Reporting on Personnel	Councillor J A Smith L Atkin / G Humphreys
Housing Revenue Account Budget	Councillor G O Rowlands P Quirk