

CABINET

Minutes of the Cabinet meeting held at 10.00 a.m. on Tuesday 18 December 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; 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; G C Evans; S Frobisher; K N Hawkins; C L Hughes and M M Jones.

The meeting was chaired by Councillor J A Smith.

ALSO PRESENT

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

APOLOGIES

Councillor G M Kensler, Lead Member for Promoting Denbighshire.

1 URGENT MATTERS

There were no Urgent Matters.

2 MINUTES

The Minutes of the Cabinet meeting held on 27 November 2007 were submitted.

Item 7 Revenue Budget and summary Capital Plan 2007-2008: With regard to Ysgol Plas Brondyffryn, Councillor P A Dobb had queried whether the Head of Partnership and Inclusion would need assistance with marketing of the facility, bearing in mind how much time the Estyn Action Plan was taking. The Head of Partnership and Inclusion said she had met with the NCH regarding marketing the provision of the 52 week facility at Ysgol Plas Brondyffryn. She had also contacted Alan Lansdown, WAG regarding the need to have a meeting as soon as possible in the New Year.

RESOLVED that, subject to the above, the minutes of the meeting held on 27 November 2007 be approved as a correct record and signed by the Deputy Leader.

3 DRAFT ACTION PLAN IN RESPONSE TO ESTYN

Councillor H H Evans presented the report for Members to approve the revised Action Plan, attached to the report, for submission to Estyn. The comprehensive plan was aimed to raise the standards of achievements in all schools. This had been fully costed and Members had taken political ownership of this. He stressed the need to raise standards in partnership with the schools. He thanked officers and the WLGA Education representatives for their commitment shown. Many elements of the Cambridge Education report had also been considered and it was agreed transparency on the decision making and funding for example was required. The key challenge was to develop a partnership with schools. Many issues had been addressed, for example the Post 16 Education Provision in Rhyl, but some warranted further discussion, such as the bilingual policy and number of schools. In light of the Authority's statement of intent, consultation with key stakeholders would take place which would then allow the Modernising Education Board to develop a 3 year plan.

Councillor Evans stressed, however, that Estyn requirements were the main focus for the Authority, to ensure officers and Members in partnership with Estyn and WAG were working to ensure school improvements.

Regarding the improvement of overall attendance figures across the Authority, Councillor Dobb queried the support that would be required, both in the community and at home. The Head of Partnership and Inclusion said much work was being carried out, for example with the Local Health Board on a Task and Finish Group with general practitioners (GPs) as there could be medical reasons why pupils were not in school. Consideration would be given to whether GPs could see children out of school hours. School attendance was not just a matter for Education but for the community as a whole.

Councillor E C Edwards praised staff and the Lead Member for the amount of work carried out. In response to his query regarding the assets, the Chief Executive confirmed that the Action Plan dealt solely with the recommendations raised by Estyn and assets were not included at this time.

Councillor P J Marfleet stressed the need for communication with schools and partnership working. There was a need to ensure that the Cambridge report recommendations on school places was not being confused with Estyn school improvements.

The Interim Corporate Director: Lifelong Learning said there were three strands to reviewing education provision in the County – the Estyn report, the Cambridge Education report and the Youth Partnership Inspection. A comprehensive response was required but all three could not be carried out at the same time. Cambridge Education would need a response to those recommendations which were not included in the Estyn Action Plan – addressing the issues on quality of education.

Councillor H H Evans said the Authority had to prioritise its work, and in the short term Estyn would be the focus whilst in the longer term the Cambridge Education requirements would be under consideration. The consultation by Cambridge Education ended November 2007 and the report, when received, would be considered by the Modernising Education Board, who would formulate a 3 year action plan.

Councillor G O Rowlands thanked staff for their work in producing the report. He suggested that as the action plan would be in the public domain, was it feasible for the plan to be used by another authority.

The revised page 15 Attainment and Attendance & Exclusion was discussed.

Referring to Schools' entitlement to support, Councillor P A Dobb asked for clarification on the banding system – would some schools have more funding whilst others had more budget pressures? The Interim Head of Education said each school would have a minimum of 3 visits a year to set the agenda and each would also share an evaluation system in relation to 7 key questions raised by Estyn. Of the 5 secondary and 15 primary schools, it would be determined which schools required the most help to go up a quartile. The Head of Partnership and Inclusion said banding was a fairer system to delegate funding to schools for children with special needs. Work was being carried out with Headteachers and Flintshire County Council to ensure parity. Funding would be 'attached' to each child to support their special education needs. A presentation would be made for all Councillors at some point in the future.

Councillor R E Barton informed colleagues that Lifelong Learning Scrutiny Committee had asked for the Cambridge Education consultation period to be extended. He referred also to the global figure given to Estyn and asked how the costings had been developed. The Interim Head of Education said Lifelong Learning Scrutiny had been informed at their meeting that the consultation carried out by Cambridge Education was part of their report for the Authority and any consultation the Authority may require in the future would be as the result of the report. Councillor H H Evans agreed, as said the focus had to be on Estyn and it would not be possible to carry out a consultation in parallel with the Estyn work. Councillor J Thompson Hill reminded Councillor Barton that the report to Resources Scrutiny Committee had detailed the split in the Estyn funding.

The Interim Interim Corporate Director: Lifelong Learning acknowledged Members' commitment to funding the Action Plan and said it was not possible to say how this would impact further until the budget had been set by Full Council.

Referring to Appendix 5, Councillor C L Hughes suggested consideration be given to the position of Scrutiny and whether this should be moved to a more central position. Councillor J A Smith asked the officers to note and give the matter due consideration.

RESOLVED that Cabinet:

- [1] *approve the revised format of the Action Plan*
- [2] *agree the Action Plan be submitted to the Welsh Assembly Government and Estyn, subject to any minor amendments arising from advice from the WLGA and outcomes of the appraisal process.*
- [3] *endorse the approach to the Cambridge Modernising Education recommendations as set out in paragraph 8.3 of the report.*

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

Councillor G O Rowlands presented the report seeking Cabinet approval that there should be further investigation of EU funding opportunities including social and health care related issues, business regeneration, tourism and ICT. Approval was sought for the range of issues which sprang directly from the delegations' primary visit purpose to 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. Potential project ideas in the following areas were identified for business regeneration and tourism development.

Councillor P A Dobb outlined her views on the visit to Vasternorrland and in particular a facility for drug and alcohol rehabilitation which 3 agencies had built and operated. The building had three separate floors totally independent of each other, where older people had flats on the top floor, drug rehabilitation facilities on the second floor part police funded and the ground floor had medical facilities. The residential home had weaving machines and it led to traditional, intergenerational work.

Councillor M A German said there had been value to the Authority in the delegation going to Vasternorrland and queried whether it was a pre-requisite that travel abroad had to be undertaken to access funding.

Councillor K N Hawkins thanked the Head of Development Services and the Principal European and External Funding Officer for their work and said much had been gained from the visit.

Councillor E C Edwards said the Home Office and Welsh Assembly Government also had funding available for substance misuse, for example the Dewi Sant Centre, Rhyl and asked the officers to ensure the Safer Communities and Substance Misuse were involved in the transnational work.

Councillor P J Marfleet referred to the knowledge and skill officers had in drawing down European funding but was not convinced there was a link between the travel element and drawing down of funds. He felt there was an issue in the officer time required and public perception of such visits. The report was comprehensive and the projects interesting. He asked how realistic it was for Denbighshire to replicate such projects bearing in mind the Authority's funding position and suggested some projects should be

considered on a regional basis. He referred to the visit the previous year to the Christmas markets and asked whether it had resulted in any visits to Denbighshire. He reminded colleagues about the Authority's priorities and asked whether such visits added to those priorities. It was important to remember that tourists not only came from abroad, but from areas such as Liverpool or Manchester.

Councillor H H Evans agreed with some of Councillor Marfleet's comments regarding the public perception of such visits. However, it was important to ensure as much funding as possible came into the County. He suggested a panel be formed, during the current Council's term, to monitor and evaluate future visits which would aid officers in seeking funding, with criteria being set for the panel. Councillor G O Rowlands agreed and said a regeneration steering board should be formed and a report would be presented to Cabinet in January 2008. The Board would consist of 3 Cabinet Members and officers.

The Head of Development Services said it was inevitable that international visits were required at the start of project working. More and more European funding was being set aside for transnational projects. The Authority itself did not have enough funding to invest in regeneration, and even after recourse to the Convergence Programme or the Rural Development Plan, the growing resources in the transnational programmes would be prominent features of future external funding work.

RESOLVED that Cabinet approve the further investigation of EU funding opportunities including social and health care related issues, business regeneration, tourism and ICT; 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. Potential project ideas were business regeneration and tourism development.

It was also agreed that any relevant projects on alcohol and drug abuse involve the Safer Communities Department.

It was further agreed that as part of the Regeneration Steering Group report to come to Cabinet in January 2008, the Member Monitoring and Evaluation proposals be included to provide Member scrutiny during the current Council term to evaluate all future visits and proposed projects, with criteria being set for the Panel.

5 PONTCYSYLLTE AQUEDUCT AND LLANGOLLEN CANAL WORLD HERITAGE SITE

Councillor J A Smith presented the report seeking 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. Lifelong Learning Scrutiny Committee had considered the report on 11.12.2007 and were supportive.

Councillor H H Evans said the project involved 2 other Local Authorities which encouraged collaborative work and was a tourism opportunity. Councillor E C Edwards agreed and said the project was a continuation of the canal basin work. Councillor M A German supported the project as there was little or no cost to the Council and was an advantage to the area.

Councillor K N Hawkins asked that "Institute" in line 6 paragraph 6.1 be amended to read "Institution".

RESOLVED 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.

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.

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. He discussed various aspects of the report in detail.

Councillor H H Evans referred to paragraph 4.2(i), and said the overspend situation in Lifelong Learning 52 week residential facility at Ysgol Plas Brondyffryn was unacceptable and this was currently under review. The Interim Corporate Director: Lifelong Learning informed Members stressed the need to assess what degree of confidence could be placed in the assumptions around occupancy next year. He also explained that it would not be possible to deliver the efficiency savings shown as not yet in place, during the remainder of the year. He undertook to keep the Lead Member informed of any progress.

Councillor P A Dobb asked that information on the latest position, a business plan and daily losses be provided for the next Cabinet meeting.

Councillor P J Marfleet expressed his disappointment with the demand for the facility and asked for information on the conditions of funding what was a regional centre of excellence. The Chief Executive said the centre had been funded entirely by the Council on a prudential borrowing basis with the site being gifted by the Welsh Assembly Government. It was likely that places at the 52 week facility would need to be

filled from anywhere in the U.K. Councillor Marfleet agreed the Authority should go outside of Wales to try and fill places. Councillor H H Evans agreed the demand in Wales be ascertained then the next option should be to extend to the north west to ensure places at the facility were filled as soon as possible. However, the Interim Corporate Director: Lifelong Learning cautioned that a wider approach to other local authorities would not necessarily work as it was possible they would wish to have their children placed nearer home.

Referring to the workload pressures experienced in the Legal Department, Councillor E C Edwards reminded Members that the Legal team were involved in most projects within the Authority and asked that consideration be given to ensuring the department was adequately resourced. The County Clerk said Resources Scrutiny Committee had asked for details of the risks and pressures of the Legal Department work and thanked Councillor Edwards for his concern. Councillor Edwards supported the Scrutiny Committee work but reminded colleagues that any decisions to be taken had to be made by the Executive. Councillor J A Smith agreed and said he was in discussion with the County Clerk regarding the issue. Councillor P A Dobb supported Councillor Edwards as some issues were being delayed because of staffing pressures in the Legal Department.

Blessed Edward Jones High School continued to be a pressure and it was likely the delegated budget would be overspent with the school having a deficit balance at year end. Councillor Dobb said she had been in discussion with the school and asked whether the school governors were having regular meetings with the school and reporting back to Cabinet. The Interim Head of Education said the Acting Headteacher had the matter in hand and was supported by the LMS Lead Officer in managing the school positively. He was confident that the Headteacher was keeping school governors informed.

The issue had been discussed in both Lifelong Learning Scrutiny and Corporate Governance Committees and Councillor Marfleet asked whether any contribution to the running of the school was made by the Diocese, as they owned the asset. The Chief Executive said the Authority legally had to fund the school and that the Diocese funded some costs and were unlikely to provide further funding.

The Financial Controller advised Members of the potential savings in corporately funded costs which ideally were required to maintain a reasonable level of reserves.

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

Councillor H H Evans thanked Tony Byrne, Interim Head of Education for his work in the Authority over the last quarter and said he had gained the respect of both Members and

officers during his time in Denbighshire. Tony Byrne thanked Members for their kind words and said he had seen a transformation in the Council and in Lifelong Learning in particular in that time. There now was capacity, unity and a sense of purpose in the Authority's plans.

At this juncture (11.50 a.m.) the meeting adjourned for 15 minutes to allow Members to participate in refreshments.

8 BUDGET SETTING 2008-2009 UPDATE

Councillor J Thompson Hill presented the report for Members to review the budget proposals for 2008-2009 to date and to consider the most appropriate level of additional resources that should be made available for service pressures. Members were asked to 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. Members were asked to note the impact upon the level of Council Tax next year of the proposals and to consider the most appropriate increase, whilst at the same time considering the likely position for future financial years. Members were asked to consider the proposed content of the response to WAG on the settlement for the next 3 years.

Councillor Thompson Hill discussed the appendices in detail, in particular the proposals at an increase of 2% on Council Tax that would not allow for most of the bids for additional resources. Referring to page 2 Appendix 1, he said with a higher level of support as suggested in column 2 this would allow for some pressures to be funded and about £2m of prudential borrowing. Column 5 would allow for all service bids and pressures to be met. However, it was felt that the figures in column 2 would be more deliverable.

Appendix 5 detailed the Performance Incentive Grant funding, with the first column detailing the current breakdown of how the grant is used, the suggested element to be retained was shown in column two and the amount which could go towards service bids elsewhere was shown in column 3.

The Chief Executive said the additional waste grant was for food waste recycling.

Councillor Thompson Hill, referring to appendix 2, said the level of further savings to be delivered was £1.5m and by the year 2010-2012 it would be significantly more, therefore, there would be major difficult decisions to be made affecting future years.

Referring to targets for staffing and travel costs within Lifelong Learning, Councillor Dobb asked for clarification on the targets. The Financial Controller said the figures within the targets were for non-schools budgets for staffing and there was a separate efficiency saving target for schools. The Chief Executive confirmed discussions would be held with schools before decisions were made. Councillor Marfleet asked whether any information was available from other Local Authorities as the Education Minister had stated there was no protection for schools from efficiency savings. The Interim

Corporate Director: Lifelong Learning said all budget holders should be able to make some efficiency savings. Discussions were required early in the New Year to engage with schools on target setting.

The Corporate Director: Environment reminded Members that increased refuse collection costs were unavoidable and waste procurement costs would form part of the budget discussions. Costs were likely to be up to £300k per year for the next 3 years. Responding to Councillor Dobb's query on £150k for school meals in the base budget, the Corporate Director: Environment said it was hoped the figure would reduce but based on the current year's figures the subsidy for school meals would still be required.

Members discussed various issues, including refuse procurement, landfill tax, Defra funding. It was confirmed that the Price Waterhouse Coopers Phase 2 costs was for implementation of the report recommendations for schools.

In response to Councillor Thompson Hill's question to Members on the level of Council Tax increase, Councillor Marfleet asked whether officers knew what percentage neighbouring authorities were setting and said it was important to explore and implement efficiencies by the start of the next financial year at the latest. He hoped the figure would not be higher than 3.5%. It was also important to consider energy costs to ensure a reduction of between 5% and 10% consumption. The Financial Controller confirmed that to date there was no information from the Welsh Assembly Government on whether they would be applying a 5% cap to Council Tax increases. In regard to the energy efficiencies, a bid for energy reduction schemes was currently being considered by the Capital Strategy Group. The Corporate Director: Environment said a report on the Carbon Trust would be presented to the Cabinet in January 2008.

Councillor H H Evans felt that at the end of the budget setting process, Members were likely to have to increase Council Tax by more than 3.5%. He informed Members that at the recent WLGA meeting, the WLGA had said the Welsh Assembly Government were building their reserves by many millions whilst Local Authorities were struggling to provide services. The WLGA had presented an alternative budget to the Welsh Assembly Government and 3 Authorities were meeting the Minister to try and increase their settlement. Denbighshire, like others, was faced with impossible decisions whilst at the same time wanting to ensure service delivery. He felt unable to raise car park charges which would affect shops and towns, as the public would relate this directly to the Authority and not out of necessity because of a poor settlement by the Welsh Assembly Government. The Financial Controller said some Authorities were likely to increase Council Tax by more than 5%. However, until the final settlement was received after 18.01.2008, it was not possible to set a firm figure. He reminded Members there was no provision for growth or prudential borrowing currently in the figures for later years.

Councillor P A Dobb expressed disappointment that lower Council Tax figures had not been included as she represented an area where many older people were on a fixed income. She could not support a Council Tax increase of 3.5% and felt discussions

were starting at too high a level of increase. Councillor H H Evans said he also did not want to have a large increase in Council Tax, but it was important for the Executive to debate the issue, taking into account various levels of increase during the debate and the implications of that increase.

Councillor Marfleet said Members would have to be realistic in setting the level of increase for Council Tax and nothing could be ruled out. Councillor G O Rowlands suggested it was too early to set the level of increase, and that the Council's efficiency savings had to be driven. The Chief Executive reminded Members that unpalatable decisions could possibly have to be made, for example cutting the hours a leisure centre or library were open to achieve a lower level increase.

Members agreed with Appendix 6, the Draft Response to the Welsh Assembly Government on the Provisional Settlement. Members further

RESOLVED that:

- 1 *Members note the budget proposals for 2008/09 to date and agree further options be provided on £0.5m or £1m savings*
- 2 *Members also note the savings proposals made by services in Appendix 3 together with the further savings proposals detailed in Appendix 1*
- 3 *That Members note the likely position for future financial years.*
- 4 *That Members agree the proposed content of the response to WAG on the settlement for the next 3 years as detailed in Appendix 6.*

9 ROUTINE REPORTING ON PERSONNEL

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

It was agreed the need for robust data and consideration be given to sickness absence on a departmental basis and time of year to see what patterns were emerging.

RESOLVED that *Members note the information in the report.*

10 CABINET FORWARD WORK PROGRAMME

Councillor J A Smith presented the Cabinet Forward Work Programme.

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

11 URGENT ITEMS

There were no Urgent Items.

At this juncture (1.30 p.m.) the meeting adjourned for 30 minutes to allow Members to participate in refreshments.

EXCLUSION OF PRESS AND PUBLIC

***RESOLVED** under Section 100A(4) of the Local Government Act 1972 the Press and Public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 14 and 20 of Part 4 of Schedule 12A of the Local Government Act 1972.*

PART II

12 CLWYD LEISURE JOINT STUDY

Councillor J Thompson Hill presented the report seeking Members' consideration of the findings and recommendations of the Clwyd Leisure Joint Study carried out by Lawrence Graham LLP on behalf of the Council and Clwyd Leisure Ltd (CLL), and to decide the way forward. Councillor Thompson Hill referred to the Executive Summary attached to the report and in particular the note at the foot of the first page of the Summary.

The Chief Executive informed Members of the comments received from the CLL Chief Executive.

Members discussed the individual assets which form the CLL business and discussed various options which could be available to the Authority and CLL. Members felt it was important to ascertain whether external operators would be interested in any opportunities for the premises.

Councillor H H Evans asked officers to provide the details of any financial and legal implications on different options regarding the way forward with CLL as soon as possible.

The setting up of a Task and Finish Group of Cabinet Members was suggested by Councillor P A Dobb, to discuss key actions and a business plan. Members would need evidence as to the best way forward.

The Financial Controller outlined the likely net financial position of the company at the end of the current financial year.

The Chief Executive said further work was required following receipt of the report and that prudential borrowing could only become available if the Authority was certain that CLL could deliver. It was unlikely any private sector operator would be interested unless all the buildings were in a good state of repair. Councillor Thompson Hill informed Members that CLL had asked that consideration be given to their being given management of another of the Authority's assets.

The Head of Countryside and Leisure Services said the Authority faced a challenge in engineering a change in CLL. He felt some of the proposals in the report could have been implemented over the last 5 years. The Chief Executive stressed the need for dialogue with CLL during the coming weeks. Councillor P A Dobb said if Members agreed with the setting up of a Task and Finish Group, it should include an officer from Legal and Resources, along with Cabinet Members and that options should be put forward to the January 2008 Cabinet. Members felt it was important to have confidence in the CLL management team.

RESOLVED

- 1 *that Cabinet accept the main findings and note the recommendations of the Joint Study, and to evaluate the proposals in more detail with CLL prior to making further recommendations*
- 2 *to take immediate steps to re-establish the working relationship with CLL, notably through the establishment of new Strategic and Operational Liaison Groups*
- 3 *to appoint the Cabinet Members for Promoting Denbighshire, Finance, and Housing and Regeneration, together with the Chair of lifelong Learning Scrutiny Committee to the Clwyd Leisure Strategic Liaison Group.*
- 4 *to request a Business Plan and Financial Recovery Strategy from CLL as a matter of urgency*
- 5 *to form a Task and Finish Group to include the Cabinet Members for Promoting Denbighshire, Finance, Housing & Regeneration and Modernisation & Improvement, with officers from the Legal and Resources Department*
- 6 *a further report be presented to Cabinet in January 2008.*

13 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.

Members discussed the situation of the current projects and also the Capital Contingency Budget. Members felt use of the Capital Contingency Budget was appropriate to complete the necessary works at the Lon Parcwr Depot.

RESOLVED *that Members note the latest position on the 2007-2008 element of the Capital Plan and agree the use of the Capital Contingency Budget to complete necessary works at the Lon Parcwr Depot.*

The meeting concluded at 3.20 p.m.

REPORT TO CABINET

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

DATE: 15th JANUARY 2008

SUBJECT: REGENERATION STRATEGIC GROUP ARRANGEMENTS

1. DECISION SOUGHT

1.1 To approve regeneration strategic group arrangements for the Council and its partnerships.

2. REASON FOR SEEKING DECISION

2.1 With the approval of the European Convergence Programme, submission of the Rural Development Plan Business Plan, and the approval of management arrangements for several transnational programmes, focus in Denbighshire in relation to regeneration will now transfer from the development of strategies to the development of actions.

2.2 The Council has always worked in partnership with a wide cross section of organisations across Denbighshire and North West Wales. The Partnership arrangements need to provide for the integration of Council services within a regeneration context as well as ensuring that the Council and its partnership drive regeneration collaboratively across a wide range of sectors.

2.3 The Welsh Assembly Government is driving regeneration on a strategic basis and the County Council needs to provide arrangements to reflect this.

2.4 A Regeneration Strategy Group should be established consisting of the Lead Member for Regeneration, who will chair the Group, the Lead Member for Education and the Lead Member for the Environment. Their portfolios comprise a broad range of functions including European Funding, Highways, Public Realm, Planning and Transportation.

2.5 This Strategy Group therefore brings together a small group of Members with a wide range of responsibilities across the regeneration fields. Many of the likely budget lines within the Convergence and Rural Development Plan are likely to be included in these portfolios.

2.6 The main task for the Regeneration Strategy Group will be to ensure progress in developing, actioning, expanding and monitoring the Economic Growth Strategy approved by the County Council. While the membership of the Group has been selected to reflect the core of the Strategy, however, there are other areas within the Strategy which the Regeneration Strategy Group will need to address. These include Social Inclusion, Tourism, the Rural Strategy, and the priority need to tackle the regeneration of Rhyl.

Consequently a wider group of Cabinet Members who represent these portfolios should attend the Regeneration Strategy Group as its agenda requires.

- 2.7** Regeneration is a costly process and, while the Council will seek to maximise external sources of finance, the need to address shortfalls in match funding together with the need to ensure that the Strategy's costs are properly monitored and approved, will require the Lead Member for Finance to attend as appropriate.
- 2.8** This formula is capable of further adaptation according to requirements. However, the key co-ordinational role would be played by the Lead Member for Regeneration bringing activities together to ensure conformity with the Regeneration Strategy.
- 2.9** These will be the internal Council arrangements. Regeneration however extends across the Council's boundary and Denbighshire has always tried to involve external partners in developing its regeneration activities.
- 2.10** The three members on the Regeneration Strategy Group will become the core members of a Regeneration Strategy Partnership for the County of Denbighshire. Added to them should be relevant representatives of private and community sectors who would represent wider interests such as Rhyl Going Forward, the rural area and key business sectors. The Strategy Partnership will connect to the Local Partnership Board and the views of that Board on the role and composition of the Regeneration Strategy Partnership will need to be sought. The Partnership will be an important consultative forum in which common approaches to regeneration issues can be developed and actions co-ordinated.
- 2.11** It is recommended that the Regeneration Strategy Group, at its first meeting, consider how best to establish such a Partnership, assemble its representatives and develop terms of reference for it.
- 2.12** For the Regeneration Strategy Group, the manner of working of the Capital Prioritisation Group should be considered as a good model where officers and Members sit together and jointly develop approaches to strategies and actions.
- 2.13** For the Regeneration Strategy Partnership, the involvement of external agency representatives in the regeneration work is essential. Organisations like WAG, DVSC and the FE Colleges, for example, are critical bodies in any regeneration arrangement and the presence of officials as technical advisers should be encouraged.
- 2.14** It will be necessary, in order to facilitate work, for the Regeneration Strategy Partnership to establish sub-ordinate bodies to look at particular issues. This Will include transnational funding where a group of specialists with specific interests in this area should be re-assembled to promote opportunities.

- 2.15 Such a Group should prioritise project development to secure resources from the Transnational programmes as those programmes open their doors for business. The Regeneration Strategy Group will need to provide the International Group with revised terms of reference and the Regeneration Strategy Group will in future monitor requests for officer international visits, taking advice from the international group.
- 2.16 The common element for all these groups will be the Lead Member for Regeneration who will chair, provide continuity and a co-ordinational role.
- 2.17 The arrangements which are shown on the attachment have been developed to provide a streamlined form of working within regeneration while ensuring adequate regard is had to the need to control actions and to involve a wider partnership. The structures are intended to provide for the proper development of synergies between Council services while ensuring that efficiencies are not lost by creating too large a group and imposing pressures on services.

3. POWER TO MAKE THE DECISION

- 3.1 Section 2 of the Local Government Act 2000 confers upon a Local Authority the power to do anything which they consider is likely to promote or improve the economic wellbeing of the area.

4. COST IMPLICATIONS

- 4.1 All costs associated with the partnership arrangements will be met from within existing Developing Services budgets.

5. FINANCIAL CONTROLLERS STATEMENT

As the schemes can have significant costs and far reaching implications, the involvement of relevant Finance Officers at all stages will be necessary to ensure any financial implications for the Council are identified at an early stage and funding is identified.

6. CONSULTATION CARRIED OUT

- 6.1 I have consulted with the Leader of the County Council, the Lead Member for Environment, the Chief Executive, the Corporate Director for Environment and the Head of Development Services who support the recommendations.
- 6.2 Once Cabinet approval has been obtained I propose to consult on the proposals which affect partnership working beyond the County Council.

7. IMPLICATIONS ON OTHER POLICY AREAS

The proposals are intended to provide machinery for a more effective delivery of the Council's Vision by helping to add value and secure the maximum external resources for delivering the Vision.

7.1 THE VISION

The proposal contributes towards the achievement of “a vision for Denbighshire 2025” by attempting to ensure that more people will be working and will have the vocational and life skills required to meet employment needs and partners in the public, private and voluntary sector would have worked together to eliminate deprivation.

7.2 OTHER POLICY AREAS INCLUDING CORPORATE

The recommendations are intended to provide support for strategies such as the economic regeneration strategy, various skills, environmental and tourism strategies and a wider range of strategies which impinge on regeneration.

8. ACTION PLAN

8.1 Establish Regeneration Working Group – Gareth Evans

8.2 Arrange consultation with wider partnership – Gareth Evans

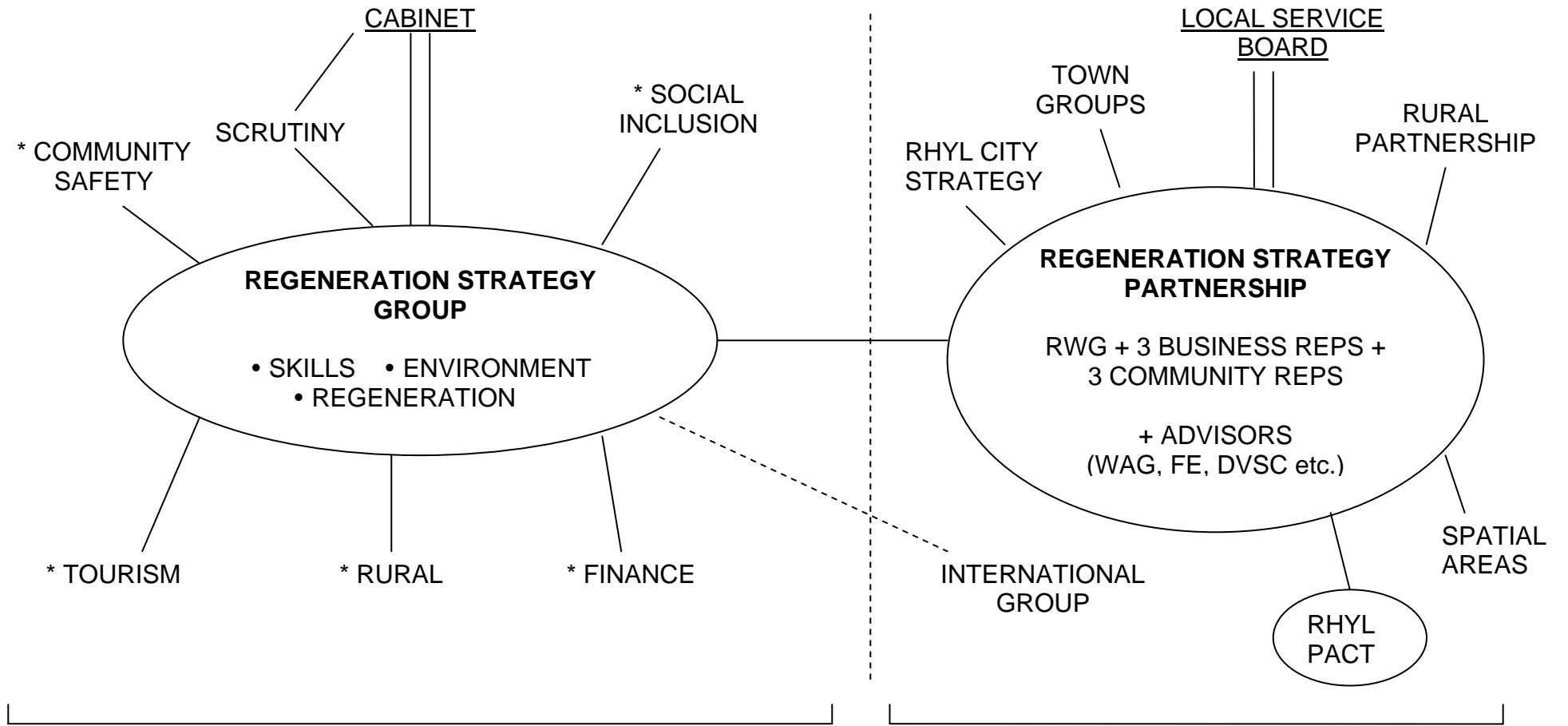
8.3 Establish partnership machinery – Gareth Evans

9. RECOMMENDATION

9.1 Members support the revised governance arrangements set out in the report for the Council’s Regeneration Strategy Group.

9.2 That Members support further consultation with Denbighshire’s Local Service Board in relation to the Regeneration Strategy Partnership.

REGENERATION GROUPS



DENBIGHSHIRE COUNTY COUNCIL

DENBIGHSHIRE

* Cabinet Portfolios

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR P A DOBB, LEAD MEMBER FOR SOCIAL SERVICES

DATE: 15TH JANUARY 2008

SUBJECT: JOINT, HEALTH & SOCIAL CARE COMMISSIONING STRATEGY FOR OLDER PEOPLE'S SERVICES IN DENBIGHSHIRE

1 DECISION SOUGHT

1.1 To agree and note the content of the first Joint, Health & Social Care, Commissioning Strategy for Older People's services in Denbighshire.

2 REASON FOR SEEKING DECISION

Denbighshire has the second highest population of Older People in Wales. It is anticipated that the numbers of people living longer will increase. Services for Older People (and budgets) have been under increasing pressure, both locally and nationally, as a result of increasing numbers of older people.

2.1 The development of a Joint Commissioning Strategy for Older People is one of the requirements of the Older People's National Service Framework and was identified as an action in the first Commissioning Strategy for Older People living in Denbighshire. The local joint strategy reflects the principles of 'Designed for Life', the NHS Plan for Wales, and the Social Services Strategy for Wales 'Fulfilled Lives, Supportive Communities'.

2.2 It is vital therefore that we consider how we can continue to meet increasing levels of need in the most efficient and effective way whilst still providing a quality service. This joint health and social care strategy looks at how we currently use health and social services resources to provide services for older people in Denbighshire and how we plan to use them in the future.

2.3 A costed action plan will be jointly developed that shall inform the best use of finite resources for the next 3 year period. Some developments are a continuation of work that is already underway and funded from existing budgets

3 POWER TO MAKE THE DECISION

NHS and Community Care Act 1990

4 COST IMPLICATIONS

There will need to be continued vigilance that the costs related to implementing this joint commissioning strategy are appropriately shared between social services and health.

With the services becoming more community, than hospital, based there could be the risk of social care being expected to assume greater responsibilities.

The opportunity to keep this carefully under review will be through Scrutiny and via the annual budget process.

5 FINANCIAL CONTROLLER STATEMENT

The commissioning strategy should help deliver cost effective services. Any additional costs that arise in the implementation of the strategy must be contained within existing resources or within specific grant funding. The council's Financial Regulations must be adhered to when considering any partnerships or joint procurement arrangements.

6 CONSULTATION CARRIED OUT

The views of (current and potential) service users, patients and carers have been drawn from existing local knowledge and consultation, national evidence and research. Within Denbighshire, consultation is a continuous process. Views have been sought, gathered and reviewed from a range of consultation events/exercises that have recently taken place (for adults of all ages) and have been used to support the development of this Joint Health & Social Care Commissioning Strategy.

Denbighshire Local Health Board and Denbighshire Social Services have consulted with service users, patients and carers as part of the development of this Joint Commissioning Strategy for Older People. The consultation exercise was undertaken in spring 2007 and has assisted in gathering a picture of the range, accessibility and appropriateness of services currently provided in Denbighshire, in addition to seeking views on future service requirements.

A Stakeholder Event to support the development of the Joint Commissioning Strategy for Older People was held in June 2007. The purpose of the event was to obtain as wide a range of views as possible on the themes outlined in the Strategy document and to enable participants to contribute to the actions required to meet them.

The draft joint strategy was widely circulated for public consultation, with stakeholders encouraged to give feedback.

All stakeholders are, and will continue to be, consulted during the development and implementation of the Joint Commissioning Strategy for Older People in Denbighshire.

7 IMPLICATIONS ON OTHER POLICY AREAS:

The Joint Health and Social Care Commissioning Strategy aims to promote choice, control and independence for older people living in Denbighshire and ensure that service users receive quality services that meet their needs and deliver outcomes that are equitable, safe and sustainable.

An Impact Assessment has been carried out for this Strategy to ensure that proposed service developments are planned and delivered in a non-discriminatory and equitable manner. No major concerns were identified.

Although services must be equitable across the County there may be a need for some targeted action in areas where there may be inequality in access to and provision of services.

The appropriate balance of funding for health and social care services is imperative to support older people being effectively supported at home. This strategy attempts to set out the main priorities for such service development.

7.1 THE VISION

The main thrust of the Joint Commissioning Strategy for Older People living in Denbighshire is to enable Older People to remain independent for as long as possible. The Strategy supports the realization of the vision for Denbighshire by:

- developing services that meet the needs of Older People
- developing alternatives to residential and nursing home care
- increasing targeted health and social care to support highly dependent people and promoting their independence
- developing telecare/telehealth technology
- establishing a comprehensive integrated community equipment service to aid independent living and meet individual need

7.2 OTHER POLICY AREAS INCLUDING CORPORATE

Commissioning keeps the primary focus on the needs of service users and their carers. It also sets out the framework for deciding how best to deploy resources strategically in order to achieve objectives, making best use of the strengths of the statutory, voluntary and independent sectors.

8. ACTION PLAN

A costed action plan will be jointly developed with the Local Health Board and shall inform the best use of finite resources for the next 3 year period.

9. RECOMMENDATIONS

That Cabinet approves the proposed service developments that are considered to be the right approach to delivering a Joint Commissioning Strategy for Older People living in Denbighshire



Bwrdd Iechyd Lleol
Local Health Board
Sir Ddinbych
Denbighshire



Joint Commissioning Strategy
for
Older People
Living in Denbighshire

EXECUTIVE SUMMARY - FINAL DRAFT

2007 - 2010

EXECUTIVE SUMMARY

The Health and Social Care Partnership in Denbighshire has worked to produce an agreed approach to joint strategic commissioning in order to manage the challenges faced in delivering holistic services for older people. The main challenges are:

- A significant increase in the numbers of older people living in Denbighshire
- A projected significant rise in demand for services
- The costs of meeting this demand
- The ability of current health and social care service models to meet the needs and aspirations of older people living in the community

The aims of this Strategy are not just to create new services, but also to:

- strengthen existing services in the community
- re-locate more services out of hospital/institutions into the Community
- link and streamline services across the community
- where appropriate, integrate health and social care services in the community
- decommission services that no longer appropriate to meet needs
- ensure that services are effective and provide best value for money
- inform and involve older people in Denbighshire in the development of the strategy

In the context of 'Making the Connections Beyond Boundaries' and in order to ensure that objectives set out in 'Designed for Life' and 'Fulfilled Lives, Supportive Communities' are met, health services and social services commissioning arrangements need to be strengthened and more closely aligned. Making joint commissioning for older people fit for purpose will take a number of years to ensure that the necessary structures, models, skills and information systems are all in place. The development of this Joint Commissioning Strategy can be regarded as the start of this process.

The joint commissioning model seeks to ensure that the majority of older people's needs can be met through ordinary, everyday services, accessible to all and is a model which views people as individuals with rights, choices and responsibilities.

There is recognition that current commissioning arrangements for services across Denbighshire are untenable in the medium or long term. It is the intention that this strategy will provide the framework and direction to meet the changing needs of older people in Denbighshire within budgets that are available. This will mean actively consulting and listening to people who currently use services and those who may need to use services in the future; using existing resources more effectively (which in some cases may require the decommissioning of services that no longer achieve the desired outcomes for older people);, as well as requiring some new resources.

This Strategy is evidence based and has been developed using working assumptions about the nature and impact of need, demography, legislative framework and finances.

A 'Data Book' has been developed to support the Strategy which incorporates full and detailed information relating to 'stakeholder expectations', 'needs analysis', 'current service provision' and 'finance'. The information contained within the data book has informed the development of the five core 'themes' for the delivery and joint commissioning of health and social care for older people:

- **Closer to Home:** To redesign and realign services across the health and social care economy that aim to promote independence and reablement, support timely discharge from hospital and provide alternatives to hospital or care home admission.
- **Informed Choice:** To ensure that older people and carers have significantly increased choice and control over the way they have their health and social care support needs met and are able to make informed choices relating to their independence and wellbeing
- **Healthy Lifestyles:** To maximise health and wellbeing by encouraging healthy lifestyles for older people and enhancing the prevention/enabling role of local authority services, health care, independent and voluntary sector provision
- **Working Together:** To jointly plan and commission a range of services that will make the best use of resources, and that will provide better outcomes for older people .
- **Independent Living:** To provide a model of housing and care across Denbighshire that enables older people to live as independently as possible, for as long as possible, whilst feeling safe and supported.

Although services must be equitable across the County, there may be a need for some targeted action in areas where there may be inequality in access to and provision of services. An Impact Assessment has been carried out for this Strategy to ensure that proposed service developments are planned and delivered in a non-discriminatory and equitable manner. No major areas of concern have been identified. Following completion of the consultation period, a costed Action Plan will also be developed that will inform the best use of finite resources to address the health and social care needs in the community for the next 3 year period. Some service developments are a continuation of work that is already underway and are funded from existing budgets, whilst others are based on emerging national and local evidence and may have financial implications. Funding priorities will be identified in the Action Plan and incorporated into the Community Services Framework Financial Plan.

In all circumstances, it will be essential that due regard is given to ensuring the provision of a range of services (as defined in the five levels of need, intervention and care) match what older people have told us are important to them and also meet national and local policy drivers.

In conclusion, the purpose of this Joint Commissioning Strategy is to ensure that older people living in Denbighshire receive quality services that meets their needs and which deliver outcomes that are equitable, efficient, safe and sustainable.

REPORT TO CABINET

**CABINET MEMBER: COUNCILLOR P.A DOBB
LEAD MEMBER FOR SOCIAL SERVICES**

DATE: 15th January 2008

**SUBJECT: SUPPORTING PEOPLE STRATEGY 2008 TO 2011 AND
OPERATIONAL PLAN 2008/9**

1 DECISION SOUGHT

To agree the Supporting People Strategy for 2008 to 2011 and the Supporting People Operational Plan (SPOP) for 2008/9.

2 REASON FOR SEEKING DECISION

- The National Assembly for Wales has requested the Supporting People Operational Plan on an annual basis.
- The Supporting People Strategy sets the vision, aims and objectives for the Supporting People Programme in Denbighshire for the period 2008 to 2011 and also incorporates the SPOP, which outlines new and remodelled services for development and delivery in 2008/9. (See Appendix 1 for a summary of development priorities and Appendix 2 for the strategy summary).
- The projects identified will bridge gaps within existing services and meet local needs.
- The Supporting People Strategy & Operational Plan will inform the revenue resource allocation process for the Supporting People Grant and Supporting People Revenue Grant in 2008/9.

A Summary of New Services/Projects for development (not listed in any priority order) are as follows (see Appendix 2):-

- A pilot, cross authority, domestic violence support project will be commissioned for a two year period to establish the support needs for Black, Minority Ethnic (BME) groups. This project will be delivered by BAWSO and will work across North Wales. A detailed specification needs to be developed.
- A new generic housing support service will be created (by reconfiguring existing resources) to create additional support capacity for people who present as homeless or potentially homeless. This service will support between 6 and 9 people at any one time, on a time limited basis.

A Summary of Existing Projects which will be "Re-modelled" is as follows:

- GIFT (Generic Intensive Floating-support Team) service is to be reconfigured to support more service users from existing resources. The WHO (homeless presentations) figures demonstrated the need for this project to support more individuals and to offer a range of levels of support. The project currently

supports 34 individuals, providing either high or low level support. The remodelled project will have more flexibility which will allow it to support up to 60 individuals.

- An administrative change - split Denbighshire Women's Aid into Glyndwr Women's Aid "floating support", GWA "supported housing" and Rhyl Women's Aid "supported housing".
- Children's Services housing related support services will be considered for reconfiguration following the completion of the review process. The service review will be finalised in January 2008.
- The ACTS (Acute Tenancy Support) project will be reconfigured to support more service users at a lower level of support for people with mental health needs who present as homeless and/ or are discharged from hospital. This project currently supports individuals discharged from the Ablett Unit to assist them to maintain accommodation. The project will be extended to support those at risk of losing their accommodation by referrals through St Winifreds or Trefeirian Day Centres.
- Denbigh & Rhyl Keyring projects will aim to increase the numbers supported from 9 to between 9 and 12 people depending on need. This will allow individuals to drop to a low level of support before moving to independent living. The projects will focus on individuals with a learning difficulty to prevent the need for more costly services.
- The on-call funding will be removed from Ty Coch 2 as this is not a crisis service.
- The Community Support & Rhyl Coastal Strip services will be amalgamated. These two projects provide low level support to individuals in Clwyd Alyn tenancies. Part of this project will be remodelled to provide support across other tenures. The remodel will give flexibility to support more individuals within existing funds.
- The "Beginnings Private Sector" and "Beginnings Exit Strategy" project specifications will change to provide generic support which will not differentiate on basis of support need, gender or tenure and to take referrals from a housing support co-ordinator.
- The on-call funding to the Gwilym PD project will end in 2010 when the current contract expires because this is not a crisis service.
- Anheddau move-on supported housing project will be reconfigured to provide housing support at a lower level.
- On-call funding will be added to the YOT housing support service for young people.
- The Acorn project is no longer considered a strategic priority to fund in the move away from on-going support provision.
- The Cambrian/Premier service which currently has two service users will end as the service users will be transferred to the housing support scheme for older people provided by Denbighshire's Housing Service.

A copy of the full Supporting People Strategy 2008-2011 & Operational Plan 2008/9 can be obtained from the Supporting People Team, Russell House, Churton Road, Rhyl, LL19 3DP (Telephone 01824 712305). A copy will also be available on the Denbighshire Information Centre once agreed by Elected Members.

3 POWER TO MAKE THE DECISION

To determine the content of any plan, strategy or other policy document requires approval by the Lead Cabinet Members in accordance with Statutory Instrument 2001 No. 2291 (W,179) Regulation 4 (3)(c) + (d).

4 COST IMPLICATIONS

The projects identified for remodelling within the 2008/9 Supporting People Operational Plan will be remodelled within the existing Supporting People budget allocated to Denbighshire by the Welsh Assembly Government. The remodelling proposals will aim to provide more support to more individuals within existing funding allocation.

5 FINANCIAL CONTROLLER STATEMENT

While not having a direct impact upon the Supporting People funding for 2008/9, the WAG proposal to bring the funding into the Revenue Settlement, hopefully on a phased basis, from 2009/10 will have a major impact upon the Council's resources in future years.

It is important to maintain the current reviews of care packages and new placements to minimise any future impact upon vulnerable clients in future years.

6 CONSULTATION CARRIED OUT

Links have been established with the Mental Health Strategic Planning Group, The Strategic Planning Group for People with a Learning Disability, The Physical Disability and Visual Impairment Planning Group, Denbighshire's Drug and Alcohol Forum, Domestic Abuse Forum, the Older People Partnership Board, the Homelessness Forum, the Young People's Partnership and Community Area Partnership Groups.

Comprehensive information has been provided on service-user needs through the *Needs Mapping Exercise*, which forms the basis of the plan. This information is based on the service-user view of their needs at that time.

The Supporting People Planning Group (SPPG) has held five meetings within the current planning cycle of establishing the SPOP 2008/9 through June, July and September 2007. The SPPG also held three earlier meetings through January, February and March to consider the strategy development. The purpose of these meetings has been to analyse strategy matrices, data available from the *Needs Mapping Exercise*, current supply and feedback from stakeholder forums or meetings. The SPPG also considered strategic priorities laid down in the wider Strategies and Plans that influence the Supporting People Framework and have identified Supporting People services for development in accordance with this analysis, and these are contained in this plan.

A consultation event was held on 5th July 2007 targeted at our current providers, staff from projects and stakeholders linked closely to Supporting People. Supporting People consulted on the strategy development, the needs information presented in 2006/7 and the future direction of Supporting People in Denbighshire. The stakeholders considered priorities and explored innovative methods of support in order to provide better value for money and prevent individuals slipping through the net. The feedback from the day has helped inform the strategy development.

Key provider consultation took place in October, followed by circulation to all existing planning groups and forums linked to Supporting People. An 'Impact Assessment' on the strategy was conducted in November. A second stakeholder event was held in November in partnership with the Health Social Care and Wellbeing Strategy; Providers and stakeholders were consulted in the morning and service users in the afternoon.

A Scrutiny Seminar was held on the 13th December 2007. Denbighshire Supporting People Team has shared information with other Local Authorities through Supporting People Information Network meetings.

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

Services commissioned and developed through the Supporting People Programme (helping to meet the needs of vulnerable people in the community with a preventative and early intervention agenda) contribute to the objectives of many policy areas

- Health - contributes to reducing the level of admissions/readmissions to hospital and reduces demand for expensive care packages.
- Education/Economic regeneration – builds skills and confidence needed to enter and be successful in education or the job market.
- Community Safety – supported housing services are part of a holistic approach to break the cycle between homelessness, substance misuse and offending behaviour. They play a valuable role in creating and sustaining safer communities.
- Social Inclusion – helps people develop independent living skills and facilitates social engagement.
- Homelessness – contributes to reducing homelessness by supporting individuals to move from insecure to stable accommodation. Also enables vulnerable individuals to develop skills to maintain independent living.

8. ACTION PLAN

If the Supporting People Strategy & Operational Plan is agreed, work will commence in February 2008 to develop the detailed specifications required for commissioning the new services identified, and changes will be implemented to deliver the remodelled services within the planned financial year 2008/9.

9 RECOMMENDATION

To agree the Supporting People Strategy 2008-2011 & Operational Plan for 2008/9 and support the projects identified to proceed to meet the needs of vulnerable people.

Overview Supporting People Strategy 2008-11 and SPOP 2008-9

Introduction: What is the Strategy and what does it tell us?

The Supporting People Strategy has been developed by the Supporting People Team, overseen by the Supporting People Planning Group. This document aims to outline the vision and direction of change for services funded by Supporting People in Denbighshire over the next 3 years, with a shift from legacy services which were in existence prior to the Supporting People Programme's introduction in April 2003.

The direction of the strategy is towards a more 'strategic commissioning approach' to the planning and funding of housing and tenancy support services in future. This means ensuring service provision is identified as a priority, produces positive outcomes and has clearly defined links to key overarching strategic plans and National Service Frameworks.

Part Two: The Needs and Supply Analysis

The needs and current supply provision relevant to each service user group is detailed in part two. At the end of each section there are some key strategy recommendations that have been developed from the information.

Part Three: The Strategic Analysis

This section uses a number of tools to carry out a complex 'strategic analysis' on a range of areas. The analysis concludes with some key future strategic aims and objectives. Two of the main developments from this section are the 'Future Service Delivery Configuration' and the 'Strategic Priority to Fund Framework'. These are explained below.

The future strategic aims outline the need to commission services which support the objectives in overarching strategy documents:

- To simplify access and a patchwork of services
- To improve void rates and the utilisation of provision
- To ensure greater scrutiny of performance and value for money
- To improve collaborative and cross boundary working
- To further research into minority needs
- To further develop the commissioning framework and toolkit
- To develop workforce development based on training.
- To shift the commissioning focus to time limited services in order to avoid dependency and facilitate enablement.

Service Delivery Configuration:

One of the key objectives for meeting the strategic aims is to implement the new delivery model and co-ordination of services.

The model of service delivery for the future is centred round the service user groups of:

- ❖ Families
- ❖ Young people
- ❖ People aged 25+
- ❖ Specific Services to include targeted, preventative services
- ❖ Community Care Services
- ❖ Older People.

One of the key changes in this new service delivery configuration will be the appointment of a co-ordinator who will work with homeless and community safety projects to ensure they are working collaboratively.

This new service delivery model will contribute to ensuring that we prevent duplicate referrals and avoid service users falling through the net. Future generic support services will be able to support users with a range of needs irrespective of tenure/gender etc. These services will have the flexibility to ensure more service users are supported within the current funding levels and prevent refused referrals. The model is detailed in Appendix 3 of the strategy.

Strategic Priority to Fund Framework:

This is another important development for Supporting People in Denbighshire. All the existing Supporting People Services have been agreed as 'strategically relevant' meaning there is a need for them. However, as funding is uncertain, the Supporting People Planning Group will need to look at a way of deciding which services are top priorities.

The framework in Appendix 1 shows how prioritisation will work. All services are split into key policy areas that Supporting People should contribute toward:

- Homeless and Homeless Prevention
- Community Safety and Social Inclusion
- Community Care and Older People

The diagrams demonstrate how a new service would be compared in terms of strategic priority with other services which sit within the same 'policy area' (described for this purpose as a funding portfolio). The SPPG need to consider the following when assessing the priority of new services:

- ✓ Do they have a direct strategic link to current corporate agendas?
If so,
- ✓ Are they eligible for SP and will they contribute to outcomes in one of the three policy areas?

If the answer to the above is 'yes' but there is no funding available, a new project will be compared with existing projects within that funding portfolio and the areas looked at will include:

- ✓ Do they still have links with key local and national strategies?
- ✓ Have the projects been fully used and produced positive outcomes within the policy area?

The benefit of developing this system is that it produces a clearly identifiable method from which the SPPG can decide where to allocate limited funds. They will acknowledge that the project is needed but may not be the top priority for Supporting People to fund at that time.

Supporting People will need to ensure other grants and funding streams are allocated to relevant projects.

Part 4 and 5: Changes in 2008-9 and 2009-11

The information extracted from Part Two (need and supply) and Part Three (strategic analysis) has informed and driven the proposed developments and amendments to projects detailed in Parts Four and Five.

A full copy of the plan can be requested from the Supporting People Team:

Russell House
Churton Rd
Rhyl
LI18 3DP

01824 712305

katie.davies@denbighshire.gov.uk

REPORT TO CABINET

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

DATE: 29th January 2008

SUBJECT: Carbon Reduction Strategy

1 DECISION SOUGHT

1.1 That Members consider and agree that Denbighshire County Council make a commitment, in a partnership arrangement with the Carbon Trust, to reduce its Carbon Footprint by 60% over the next 10 years.

2 REASON FOR SEEKING DECISION

2.1 The specific aim of the project is centred on reducing carbon emissions and the associated, ever increasing, energy costs borne by Denbighshire in their corporate properties.

2.2 Energy prices in 2008 are expected to rise by at least 30% and will continue to rise year on year.

2.3 The benefits of participation in the partnership arrangement will help the Council by:-

Reducing CO2 emissions.

Saving money — by managing and reducing energy bills.

Meeting regulation — preparing for incoming regulation and legislation. (Energy Performance of Buildings Directive.)

Raising our profile — be amongst the top performing Councils.

Lead by example — influencing business and the community.

3 POWER TO MAKE THE DECISION

3.1 Section 3 of the Local Government Act. Duty to make arrangements to secure continuous improvements in the way functions are exercised.

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

4 COST IMPLICATIONS

- 4.1 Initial costs are contained within existing resources, however, capital investment may be required in the future, subject to recommendation being agreed.

5 FINANCIAL CONTROLLER STATEMENT

- 5.1 The Capital Strategy Group are currently considering bids for capital resources for the next financial year. One such bid is for energy conservation works that lead to reduced energy consumption. The work with the Carbon Trust will supplement these works. It is understood that there may be a requirement to reinvest energy savings resulting from Carbon Trust input into further energy efficiency works.

6 CONSULTATION CARRIED OUT

- 6.1 Asset Management Group and the Environment Directorate Management Team are supportive of the commitment.

7 IMPLICATIONS ON OTHER POLICY AREAS:

- 7.1 Meets the requirements for Energy Performance of Buildings directive.
- 7.2 Sustainability Agenda
- 7.3 It will ensure we achieve the energy reduction target of 2% per year as stated in the Efficiency Strategy 2007 – 2010.
- 7.4 It supports the Sustainability Development Plan contained within the Improvement Plan 2007- 2010
- 7.5 It supports the Vision for Denbighshire 2025 by reducing energy consumption.

8 ACTION PLAN

- 8.1 Appoint the Carbon Trust in January 2008 to start work on the Carbon Reduction strategy – R Jones, Senior Property Manager.
- 8.2 The initial main focus will be to establish Denbighshire's carbon footprint and develop a strategy for implementation including a funding model for an 'invest to save' approach.
- 8.3 Produce a Carbon Reduction Strategy by April 2008 – R Jones, Senior Property Manager and Carbon Trust.

9 RECOMMENDATIONS

- 9.1 That Members approve that Denbighshire County Council make a commitment, in a partnership arrangement with the Carbon Trust, to reduce its Carbon Footprint by 60% over the next 10 years.

**CABINET
FORWARD WORK PROGRAMME**

REPORT TITLE	REPORT LEAD MEMBER / AUTHOR
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
Modernising Education Board – Estyn Action Plan Monthly Report	Councillor H H Evans J Curran
Health, Social Care & Well-being (HSCWB) Strategy 2008/11	Councillor P A Dobb Diane Hesketh
Rhyl City Strategy	Councillor G O Rowlands G Evans
Joint Commissioning Strategy for Adult Mental Health and Social Care	Councillor P A Dobb Neil Ayling / Jane Jones, Joint Commissioning Manager Mental Health and Social Care, Conwy & Denbighshire Tel: 01745 589975
West Rhyl Regeneration Strategy – Clarification Note PCN	Councillor M A German J Cawley
Gating Orders in Denbighshire	Councillor E C Edwards 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 R Parry
Routine Reporting on Personnel	Councillor J A Smith L Atkin / G Humphreys
Housing Revenue Account Budget	Councillor G O Rowlands P Quirk
Modernising Education Board – Estyn Action Plan Monthly Report	Councillor H H Evans J Curran
Environmental Policy for DCC	Councillor M A German E McWilliams
CESI Section 33	Councillor P A Dobb Marlon Roberts
18 MARCH 2008	

REPORT TITLE	REPORT LEAD MEMBER / AUTHOR
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
Modernising Education Board – Estyn Action Plan Monthly Report	Councillor H H Evans J Curran
Estyn / Modernising Education Update	Councillor H H Evans M Mehmet
Denbighshire Rural Strategic Plan	Councillor G O Rowlands M Dixon
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
Modernising Education Board – Estyn Action Plan Monthly Report	Councillor H H Evans J Curran