

CABINET

Minutes of the Cabinet meeting held at 10.00 a.m. on Tuesday 18 March 2008 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 J R Bartley; R E Barton; M LI Davies; G C Evans; S Frobisher; K N Hawkins; C L Hughes; N Hugh Jones 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

Corporate Director: Environment

ANNOUNCEMENT

The Deputy Leader presented 5 awards to the following officers, on behalf of the Departments concerned:

EXCELLENCE WALES AWARDS:

- 1 Adult Mental Health and Social Care Partnership Sub Regional Collaboration in Public Services** – accepted by Helena Thomas
- 2 Heather and Hillforts – Certificate of Recognition in Our Environment: Clean & Green, Managed & Enjoyed Category** – accepted by Fiona Gale and Helen Mrowiec
- 3 Denbighshire & Conwy Licensing Service – Commended for Sub Regional Collaboration** – accepted by Gary Sumner

OTHER AWARDS:

- 1 Investors in People** - Kathy Methven
 - 2 DCC Website Transactional Status** - Catherine Williams and James Gillet
- Councillors P A Dobb, E C Edwards, G M Kensler, P J Marfleet and J A Smith praised the officers and their departments on the excellent achievements and for their hard work on behalf of the Authority.

1 URGENT MATTERS

There were no Urgent Items.

2 MINUTES

The Minutes of the Cabinet meeting held on 19 February 2008 were submitted.

11 Budget Setting 2008-2009 – Use of One Off Additional LABGI Grant – Councillor G M Kensler asked for clarification on Library Services and the proposals for cuts. Both Councillor J Thompson Hill and the Chief Executive confirmed that the information on Library Services as minuted was correct and should be read in conjunction with the subsequent information. Councillor Kensler asked Members to note that discussions were on going regarding proposals for cuts in Library Services.

RESOLVED that, subject to the above, the minutes of the meeting held on 18 February 2008 be approved as a correct record and signed by the Deputy Leader.

3 MODERNISING EDUCATION ACTION PLAN MONITORING

Councillor H H Evans presented the report seeking Members' consideration of the work undertaken to monitor the progress of the Modernising Education Agenda.

Councillor Evans referred to the incomplete actions and said the timescales for some actions had been unrealistic and these would need to be adjusted. Regarding Youth Support Services, he said the meeting due to have been held on 13.03.2008 had been cancelled but it would form part of the Agenda for the Modernising Education Board to be held on 19.03.2008. A response was still awaited following the recent Estyn visit but the general feeling had been that Denbighshire had laid the foundations for improvement and were making progress. The Recovery Board had also met twice and the Authority was focussing on the issues at hand and were progressing comfortably well.

RESOLVED that Cabinet, having considered the progress to date against tasks, request that the Modernising Education Board reviews progress against those tasks identified as "Red" or "Amber" in Appendix 2 in advance of the next monthly monitoring report.

4 MODERNISING EDUCATION: RESPONSE TO CAMBRIDGE EDUCATION REPORT

Councillor H H Evans presented the report seeking Members' consideration of the Cambridge Modernising Education report (attached at appendix 1 to the report). Members were asked to receive the report setting out the process for developing and implementing an action plan, in consultation with stakeholders, for the remaining recommendations contained in the Cambridge Modernising Education report, at

Appendix 4. Cabinet were also asked to nominate an Elected Member or Members to join the Modernising Education working group.

Councillor Evans said education in Denbighshire was moving forward and had been strengthened over the past 6 months. An effective partnership with schools; a robust performance management framework, improved funding for education, building capacity in key support services and reviewing the structure of the Lifelong Learning Directorate were key issues. Denbighshire had established the necessary foundations to improve the education service but issues of staff resources, for example, would need to be addressed. The main objective was to raise standards for young people in Denbighshire. The Working Group had commenced collating the information and would be looking at the Authority in say 10 years' time. All consultation and planning should be completed by October 2008.

Councillor E C Edwards proposed, and was seconded by Councillor G O Rowlands, that the Lead Member for Education be the representative on the Modernising Education Working Group. Councillor P J Marfleet suggested, and was supported by Councillor H H Evans, the Lead Member for Finance should also be part of the group. The Chief Executive reminded Members that the Working Group would be producing reports for the Modernising Education Board and Cabinet was represented on the Board.

At the start of the process there had been under and over capacity in various areas and in the long term there would be more efficient delivery. However, Councillor P J Marfleet said that there could be funding problems in the short term which would need to be addressed. The Chief Executive agreed and said the School Building Improvement Grant from WAG was dependent upon clear rational plans for asset management, with the priorities for management of school places being monitored by the Recovery Board.

Councillor P A Dobb asked that "clusters" be used to replace "federate". She referred to the Corporate Health Improvement Group, which encouraged schools to make pupils healthier. Councillor Dobb urged colleagues to seriously take on board recommendation 9 - empower schools and their communities to assist in thinking of areas and clusters, multi-agency working, early years' provision and inclusion.

Councillor G M Kensler supported the Lead Member for Education as the representative on the Modernising Education Working Group. She referred to paragraphs 3.12 and 5 and asked whether there would be any new funding available. Councillor J Thompson Hill informed the meeting that the only other funding potentially unallocated was the educational feasibility budget for the forthcoming financial year. Councillor Marfleet said that as long as Members could be assured that finance would continue to be under consideration, he would support the Lead Member for Education as the Working Group representative, along with a Finance Officer.

Councillor G O Rowlands reminded colleagues that other services would also need funding in order to ensure delivery.

Councillor E C Edwards withdrew his proposal and suggested that decisions should be left until after the Council elections.

Councillor H H Evans said this biggest issue was the availability of capital funding to progress the plan. It was important for both parents and pupils to understand that the Authority was making every effort to improve standards. He agreed with some of Councillor Edwards' comments and referred to the situation in Gwynedd. It was essential that proper communication and all available information be made available. The process must be put in place.

Following further discussion it was agreed the Lead Member for Education be nominated to join the Modernising Education Working Group.

RESOLVED that Cabinet receive the Cambridge Modernising Education Report contained in Appendix 1 and receive the report setting out the process for developing and implementing an action plan, in consultation with stakeholders, for the remaining recommendations contained in the Cambridge Modernising Education report, at Appendix 4. Cabinet nominate the Lead Member for Education to join the Modernising Education Working Group.

5 REVIEW OF 16-19 EDUCATION PROVISION IN RHYL

Councillor H H Evans presented the report seeking Members' agreement to formal consultation on changes to 16-19 education in Rhyl. This would involve bringing to an end the current sixth form provision at Rhyl High School and at Blessed Edward Jones Roman Catholic High School and replace it with the agreed 'Rhyl Sixth' partnership arrangement (Appendices 1 and 2). The partnership agreement would be between both high schools, their governing bodies, Wrexham Diocese and Coleg Llandrillo. It would give all parties a say in the curriculum for post 16 learners in Rhyl. The agreement superseded the options put to the Council on 20.11.2007 and on which it had agreed to consult.

The main objective was to improve educational facilities in Rhyl. Meetings had been held with the Governors of Blessed Edward Jones High School and Rhyl High School, Headteachers of both schools, the Principal of Rhyl / Llandrillo College and the Senior Secondary School Improvement Officer. If agreed, an expanded curriculum and key basic skills would be provided for students which would also help with the regeneration of Rhyl.

Councillor H H Evans thanked S Halewood, Senior Management Accountant for all her hard work on the financial implications of the proposed provision and submission to the Assembly. The information in paragraph 5.4 would help reduce the financial implications for the Authority. He referred to a letter received from Dennis Gunning, Director of Lifelong Learning and Skills Group, Welsh Assembly Government (WAG) regarding the provision of a sixth form centre at Coleg Llandrillo, Rhyl. It confirmed that

WAG was willing, in principle, to fund the development of a sixth form centre providing the relevant statutory process had been followed and that WAG receive confirmation in due course that the Authority was implementing closure of the sixth forms and transfer of pupils from the schools to the college. Once WAG were satisfied the conditions had been met, a final business case submission would be required. The "in principle" commitment to fund the development of the centre is based upon the spend profile provided in paragraph 9 of Section B of the draft Business Case submitted, and a WAG capital grant of 87.3% towards actual costs incurred, to a maximum cost of £3,445,524.

Councillor E C Edwards proposed the report be supported and congratulated staff on all their hard work. He felt the team had produced an excellent report on what could be seen as a difficult situation.

Councillor P J Marfleet supported the mix of educational and vocational provision. He queried the redeployment of teaching staff and asked whether this would be cost neutral, have an adverse impact or could be an opportunity for efficiencies. The Interim Corporate Director: Lifelong Learning said whilst all 3 scenarios were a possibility, there were a small number of staff who spent their time teaching 6th form pupils and could now be available for curriculum development and would be a fantastic resource for the school.

Councillor G O Rowlands said as the over 16s were not the Authority's responsibility funding could be lost and asked whether the school would remain viable without this funding. The Deputy Chief Executive / Corporate Director: Resources confirmed that based on current financial figures, the 11-16 funding was effectively funding the 16+ provision. With the exception of one-off restructuring costs, the school's financial position remained broadly unchanged. The Chief Executive reminded Members that it was the number of pupils in schools which could be a cause for concern.

RESOLVED that Cabinet supports formal consultation on changes to 16-19 education in Rhyl that would take effect from September 2009. This would involve bringing to an end sixth form provision at Rhyl High School and at Blessed Edward Jones Catholic High School in its current guise. It is anticipated that a new building on the Rhyl College site will be in operation. Cabinet notes the financial and other implications of the Rhyl Sixth agreement and the closure of the sixth forms at both Rhyl high schools. Cabinet further notes that the Schools and College be requested to review the prospects for current Year 11 students in September 2008, including the transitional arrangements that might be necessary between 2008 and 2010.

6 PARTNERSHIP AND COLLABORATION PROCEDURE RULES

Councillor H H Evans presented the report seeking Members' views as to the robustness of the Council's approach to risk assessment and management in relation to collaboration and partnership working and recommend to County Council that the Partnership and Collaboration Procedure Rules be adopted. Collaboration and partnership working was being progressed at two levels in Denbighshire, through the

North Wales Regional Partnership Board and the Denbighshire Local Service Board. Such working could be high risk and further detailed work would be undertaken following adoption of the Rules.

11.05 a.m. Councillor G O Rowlands left the meeting at this juncture.

Councillor P J Marfleet stressed that whilst collaboration was the way forward, it was important to ensure that any financial risks were identified and addressed.

11.07 a.m. Councillor G O Rowlands joined the meeting at this juncture.

Councillor E C Edwards agreed with Councillor Marfleet and said collaborative work should be cost effective as this was very important for the Authority.

RESOLVED that Cabinet agree the Authority's arrangements in relation to risk assessment and risk management in collaboration and partnership working projects and recommend County Council adopt the Partnership and Collaboration Procedure Rules.

7 PROGRESS AGAINST ACTIONS FROM DENBIGHSHIRE COUNTY COUNCIL'S IMPROVEMENT PLAN

Councillor P J Marfleet presented the report for Members to consider the progress made against actions from the Improvement Plan 2007-2010 and consider any issue arising from the report in greater depth, as deemed necessary and agree where actions which have not, or are not likely to be completed need to be followed up, or rolled forward to the 2008-2011 Improvement Plan. He said it was possible the newly elected Council would need to revisit the Priorities. The Plan had a formal publication deadline of end October 2008.

Much had been achieved in the Authority and he urged Members not to consider the Improvement Plan in isolation. He suggested specific measures for budgetary control could be considered.

Excellent progress had been made against actions in many cases and Councillor J A Smith thanked both Cabinet Members and officers for their hard work.

Councillor E C Edwards said the Head of Customer Care had been appointed in August 2007. He said the Customer Care Strategy was out for consultation and asked Members to send in any comments. Referring to the expansion of the range of queries dealt with by the Customer Care Centre (page 38), he said the list covered practically every delivery service in the County, and pest and dog control were soon to be added. He said that whilst the One Stop Shops at Ruthin, Prestatyn and Rhyl were part of the Customer Care Centre, he wished to discuss the One Stop Shops based in Libraries with Councillor Kensler. He said all the One Stop Shops were well run but it was important to ensure they all worked corporately.

Councillor G M Kensler referred to various issues and in particular to page 17 the funding bid to improve watersports facilities in the Marine Lake, Rhyl, to which it was hoped to attract funding. Councillor Kensler said she was the Lead Member for the Playground Improvement Programme on page 33, and not Councillor M A German.

Councillor P A Dobb said most of the work was on track and some wonderful work had been achieved. Referring to page 33, she said the strategy to meet the emotional and mental health needs of children and young people had not been produced as there was no funding from the Local Health Board but it was hoped to be on track in the new year.

11.15 a.m. Councillor N Hugh Jones left the meeting at this juncture.

Councillor Marfleet asked Members to give consideration to the Improvement Plan when the new Priorities had been agreed following the Council elections.

RESOLVED that Members identify any actions which they wish to be rolled forward to the 2008-2011 Improvement Plan and consider any actions where progress has not been made and whether they wish them to be followed up.

At this juncture (11.25 a.m.) the meeting adjourned for 10 minutes to allow Members to participate in refreshments.

11.25 a.m. Councillor K N Hawkins joined the meeting at this juncture.

8 DENBIGHSHIRE RURAL STRATEGIC PLAN

Councillor G O Rowlands presented the report seeking approval of the Rural Strategic Plan for Denbighshire. Detailed consultation with stakeholders had taken place. Affordable housing concerns had been addressed, whilst the encouragement of economic activity had been added.

Councillor H H Evans said it was important to raise the profile of rural areas and Denbighshire was one of the first Authorities to deliver a strategic plan for the rural areas.

Councillor E C Edwards queried whether the 'gaps' around some villages could be closed. In response, the Principal Regeneration Manager said the Plan could not be too prescriptive and such matters should be addressed by the Local Development Plan.

Councillor P J Marfleet suggested that the Modernising Education Board should use the Plan to inform their policies. The protection of the rural culture and identity was important as was the need to identify deprivation which existed unmeasured in some rural areas. He informed colleagues that the Gwynedd Rural Housing Enabler was convening a meeting to discuss affordable housing and both Denbighshire and Conwy Councils had been invited to participate.

11.45 a.m. Councillor R E Barton joined the meeting at this juncture.

Members discussed the importance of ensuring Denbighshire was a healthy place to live and the need to address the health needs of those living in rural areas by raising awareness of the benefits of eating well and taking more exercise.

The Principal Regeneration Manager informed Members that deprivation was measured by the Welsh Index of Deprivation which was now using a new way of providing information on areas not previously defined. The Welsh Assembly Government used the distance from public services as a measure of deprivation. He also informed Members that some joint applications with the Denbighshire Enterprise Agency had been submitted but the outcome would not be available until the summer. Sustainable development in Conservation Areas and Areas of Outstanding Natural Beauty were being progressed.

RESOLVED that Cabinet approve the Rural Strategic Plan for Denbighshire.

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

(Councillor G O Rowlands declared an interest in the item.)

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. Members were also asked to approve a variation to a contract to complete improvements to the Council's stock of Airey houses.

Planning issues had not all been resolved and it was hoped the necessary permissions would be gained on 19.03.2008, which would allow extension of the contract from 9 to 16 houses. The Head of Housing Services said that whilst the houses were expensive to repair and refurbish, it was worth doing for the size and location of properties concerned. He confirmed that under the right to buy scheme the refurbishing costs would be protected and included in the sale price.

RESOLVED that Members note the latest financial forecast position of the Housing Revenue Account (HRA) for the current financial year. Members also approve the variation to the contract with the supplier named in the report for works on an additional 9 properties to complete the improvements to the Council's 16 Airey houses by the end of 2008-2009.

10 REVENUE BUDGET PROJECTED OUTTURN AND SUMMARY CAPITAL PLAN 2007-2008

Councillor J Thompson Hill presented the report for Members to note the budget performance figures for the 2007/2008 financial year as detailed in Appendix 1 and note the summary capital plan performance for 2007/2008 financial year as detailed in Appendices 2 and 3. Members were also asked to note the current position on the vacancy control procedure recently introduced. He went on to detail the forecast overall

overspend in Lifelong Learning, the projected underspends in Social Services and Housing and the Environment Directorates.

In response to a query from Councillor P A Dobb, the County Clerk said the Bilingual Forum were considering translation service costs and how best to provide the high quality service required. He said some budget bids had been supported for legal work although some outsourcing of legal work would still take place.

Backdated electricity costs for the Events Arena had contributed in part to the Countryside and Leisure Services overspend and Councillor G M Kensler said this had arisen as the supplier had not been using the correct readings. She urged other services to check that correct readings were used.

With regard to the vacancy control appendix information any impact on services would be provided for future reports.

The County Clerk confirmed that the client department usually paid for the legal work on asset sales, however, wherever possible legal work on sales were paid for by the buyer.

***RESOLVED** that Members note the budget performance figures for 2007/2008 as detailed in Appendix 1 to the report and note the summary capital plan performance figures for the 2007-2008 financial year as detailed in Appendices 2 and 3 to the report. Members also note the progress to date in connection with the vacancy control procedure.*

11 ROUTINE REPORTING ON PERSONNEL

Councillor J A Smith presented the report for Members to note the information on the staff headcount. There had been a downward turn in sickness levels for the month, however, Social Services and Housing were recording high levels of long term sickness absence.

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

12 CABINET FORWARD WORK PROGRAMME

Councillor J A Smith presented the Cabinet Forward Work Programme.

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

13 URGENT ITEMS

There were no Urgent Items.

PART II

EXCLUSION OF PRESS AND PUBLIC

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

14 TENDER AWARD FOR TEMPORARY AGENCY STAFF CONTRACT

Councillor J Thompson Hill presented the report seeking Cabinet approval to appoint a single vendor neutral provider to fulfil a joint contract for the provision of temporary agency staff services to Denbighshire County Council, in conjunction with Flintshire County Council and Wrexham County Borough Council. He withdrew recommendation 11.3.

11.25 a.m. Councillor K N Hawkins left the meeting at this juncture.

Members discussed with the Strategic Procurement Manager the procurement of agency staff in detail. The service would be vendor neutral provider as a single point of contact for all agency staff procurement.

11.28 a.m. Councillor C L Hughes joined the meeting at this juncture.

All current suppliers will be approached by the provider in order to negotiate reduced profit margins. Once the rates have been established, a balanced score-card approach will be used in order to tier the suppliers based on quality and performance criteria. In regard to the service charge element, it was recommended that this be revisited in the future. The Working Group had recognised the gainshare option as the best option for the County and the option would be further evaluated.

The choice of commercial model will not result in a change of the provider but gainshare will offer greater flexibility and control to the Authority.

RESOLVED that Cabinet

- 1 *approve the tender award to the single agency supplier named in the report to fulfill the contract for the provision of temporary agency staff services to Denbighshire County Council, with the final decision being delegated to the Lead Member for Finance & Procurement and the Corporate Director: Resources to the final negotiated financial terms.*
- 2 *agree the phased implementation schedule be approved. This will be facilitated by fortnightly meetings an Implementation Working Group which will be drawn together with approval from the relevant Directors and Senior Managers, comprising representatives from each Directorate, HR, Procurement, Finance, ICT, Legal, Audit.*

15 AWARD CONTRACT FOR THE RUNNING OF DENBIGHSHIRE'S TOURISM INFORMATION CENTRES

Councillor G M Kensler presented the report seeking Cabinet approval to award the contract for the running of Denbighshire's Tourism Information Centres/Supplementary Information Centres at Rhyl, Llangollen and Prestatyn from April 2008 to March 2012 to the supplier named in the report, subject to annual reviews.

***RESOLVED** that Cabinet authorise the Head of Tourism, Heritage and Culture to award the contract for the day to day management of Denbighshire's Tourism Information Centres as identified by the procurement process and in accordance with OJEU requirements to the supplier named in the report, subject to annual reviews.*

16 UPDATE FROM CLWYD LEISURE TASK AND FINISH GROUP

Councillor J Thompson Hill presented the report for Cabinet to note the progress to date. Councillor Thompson Hill confirmed that the Task and Finish Group had been established and had met twice to review the Council's options achievement. A detailed action plan from the Task and Finish Group would be brought to Cabinet in the summer.

***RESOLVED** that Cabinet note the progress to date.*

17 CAPITAL PLAN 2007-2008 TO 2010-2011

Councillor J Thompson Hill presented the report for Members to note the latest position on the 2007/08 element of the Capital Plan.

12.45 p.m. Councillor S Frobisher left the room at this juncture.

Further information regarding the Ruthin Craft Centre had been included in the report and it was noted that costs would be contained within existing agreed budgets. Councillor Thompson Hill agreed to discuss a number of issues raised by Members with the Principal Management Accountant, who was part of the Ruthin Craft Centre Board.

The major projects additional revenue costs were detailed at Appendix 1a and the capital receipts schedule was at Appendix 3.

The Community Learning Centre at Ysgol Brynhyfryd, Ruthin was due to be handed over before the end of March, whilst those at Prestatyn and Llangollen were due to be completed by June 2008. Councillor E C Edwards congratulated staff on the wonderful facility at Ysgol Brynhyfryd and said it would be an excellent community facility.

The Chief Executive confirmed that the capital receipts for 2008-2009 were currently unallocated and allocation would be by the capital prioritisation process.

***RESOLVED** that Cabinet note the latest position on the 2007/08 element of the Capital Plan.*

The meeting concluded at 1.00 p.m.

CABINET MEMBER: COUNCILLOR H H EVANS
Leader and Lead Member for Education

DATE: 22 April 2008

SUBJECT: MAINTAINED SCHOOLS (PARTNERSHIP
AGREEMENT) (WALES) REGULATIONS 2007

1 DECISION SOUGHT

- 1.1 That Cabinet ratifies as policy, the whole Partnership Agreement - **Appendix A**.
- 1.2 That Cabinet adopt the School Development Strategy, (which includes a School/Authority Communication and Engagement Strategy) and the School Evaluation Model as Council Policy for working with our schools - **Appendix A (2.0 Pg 6 - 38)**.
- 1.3 That Cabinet agree to the Partnership Agreement Timetable and the School Development Strategy Implementation Schedule - **Appendix A (App 1 Pg 72)**.
- 1.4 That Cabinet agrees that approval of any subsequent amendments to the Partnership Agreement including the addition of aspects related to Health & Safety, Human Resources and School Buildings/Premises be delegated to the Lead Member with responsibility for Education.

2 REASON FOR SEEKING DECISION

Executive Summary

The Maintained Schools (Partnership Agreement) (Wales) Regulations 2007 came into force in December 2007. The regulations impose duties upon all councils in Wales and governing bodies of schools maintained by them to enter into Partnership Agreements.

The Welsh Assembly Government issued a consultation in September 2003 on these regulations and guidance for them. The document sought views from Chief Executives of County and County Borough Councils, Directors of Education, Diocesan Directors of Education, governing bodies and head teachers of maintained schools in Wales. The consultation ended on 7 November 2003. Very few stakeholders responded to the consultation and the proposals were deferred. The reason for the lack of response could have been that the Authority, and the School Improvement Service in particular, believed that they already had in place, agreements with their schools for carrying out their functions (statutory and non-statutory). The Partnership Agreement is, however, much more complex and now requires more than just the agreement schools and authorities have for carrying out their work (please see **Appendix 2** for the Executive Summary of Partnership Agreements produced by the Welsh Assembly Government - The Maintained Schools (Partnership Agreements) (Wales) Regulations 2008.

Whilst most schools and councils in Wales work in close partnership with each other, relationships do not always work smoothly. There is sometimes uncertainty about what councils should provide for their schools and in turn what schools are expected to deliver.

The purpose of Partnership Agreements is to sustain and enhance existing partnership working between councils and schools. The Welsh Assembly Government wants to promote working in this way. It believes that it helps raise standards of education. Partnership Agreements that clarify the roles of councils and schools, by setting out how the council, and governing body of a school will discharge their respective functions on specified matters, will provide a firm basis for working collaboratively.

Timescales

The regulations require councils and governing bodies to enter into the first Partnership Agreements by 31 March 2008. However, Regulation 7 of the Maintained Schools (Partnership Agreements (Wales) Regulations 2008 provides a safety valve if councils and governing bodies do not enter into the first Partnership Agreement by this date. Regulation 7 permits the council to have until 1 September 2008 or, failing that, 1 September 2009 to enter into Partnership Agreements with governing bodies of all schools within their authority. Councils should take the lead in drawing up Partnership Agreements and encourage governing bodies to enter them. Although Regulation 7 grants more time, the Welsh Assembly Government expects councils to make reasonable efforts to put them in place without undue delay.

3 POWER TO MAKE THE DECISION

Under Regulation 4 of the Maintained Schools (Partnership Agreements) (Wales) Regulations 2007 a local education authority is placed under a mandatory obligation to enter into a partnership agreement with the governing body of each school maintained by that local education authority.

4 COST IMPLICATIONS

The Welsh Assembly Government allocated a grant of £15,000, in February 2008, to be spent in implementing the Partnership Agreement by 31 March 2008. This will be used to offset costs related to headteacher time to attend consultation meetings, the cost of translation services and photocopying.

£5,000 has been allocated in the subsequent two years.

5 FINANCIAL CONTROLLER STATEMENT

Para 4 of this report identifies the additional funding made available by WAG for this purpose. Any further funding requirement will need to be provided from within the service.

6 CONSULTATION CARRIED OUT

- 6.1 School Improvement Officers have led workshops with all heads to discuss and agree clustering of schools on a 'regional' basis i.e. schools will be called together for all meetings and developmental work, along with the schools with whom they naturally work. The Partnership Agreement was also discussed and it was agreed that the Interim Head of School Improvement would produce a document which related to the aspects of the PA around 'support, challenge and intervention', with various options, to enable head teacher consultation.
- 6.2 1st and 4th February 2008 – Head Teacher Workshops to agree policy and process.
- 6.3 Update at Chair of Governors Forum on 21st March 2008.
- 6.4 Ongoing consultation with teams within Denbighshire County Council.
- 6.5 Draft policy shared at Headteachers' Forum on 4th March 2008.
- 6.6 Consultation across School Improvement Team on 12th March 2008.
- 6.7 Consultation with all Education Teams on 17th March 2008 and 20th March 2008.
- 6.8 Final Consultation with Headteachers' Forum on 14th March 2008.
- 6.9 Final Consultation with Governors w/c 17th March 2008.

7 IMPLICATIONS ON OTHER POLICY AREAS:

- 7.1 **THE VISION**
The Policy refers to the Community Strategy vision and schools' roles in delivering that.
- 7.2 **OTHER POLICY AREAS INCLUDING CORPORATE**
(as above)

8 ACTION PLAN

Please see Implementation Plans in ***Appendix A (App 1 Pg 72)***.

9 RECOMMENDATIONS

- 9.1 That Cabinet ratifies as policy, the whole Partnership Agreement - ***Appendix A***.
- 9.2 That Cabinet adopt the School Development Strategy, (which includes a School/Authority Communication and Engagement Strategy) and the School

Evaluation Model as Council Policy for working with our schools - **Appendix A (2.0 Pg 6 - 38).**

- 9.3 That Cabinet agree to the Partnership Agreement Timetable and the School Development Strategy Implementation Schedule - **Appendix A (App 1 Pg 72).**
- 9.4 That Cabinet agrees that approval of any subsequent amendments to the Partnership Agreement including the addition of aspects related to Health & Safety, Human Resources and School Buildings/Premises be delegated to the Lead Member with responsibility for Education.

Denbighshire County Council & Maintained Schools'

PARTNERSHIP AGREEMENT



April 2008-April 2011

PARTNERSHIP AGREEMENT 2008 – 2011

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We are delighted to be able to present Denbighshire County Council's Partnership Agreement, which sets out crucial information about how we as a Council will work in partnership with our schools.

Education is the key priority for Denbighshire and this policy document is the first step in securing the very best for our children and young people. It sets out the processes for the working practices of schools, governors and Council Officers, so there is greater transparency and trust between the parties.

Education Services are developing at a rapid pace in Denbighshire, so we are committed to reviewing the Policy annually to allow all stakeholders an opportunity to work with it for a year and then to influence its review.

Thanks must go to the officers and head teachers who have worked collaboratively on its development.



Hugh M Evans

Hugh Evans
Leader



I R Miller

Ian Miller
Chief Executive

INTRODUCTION

The Maintained Schools (Partnership Agreement) (Wales) Regulations 2007 came into force in December 2007. The regulations impose duties upon all councils in Wales and governing bodies of schools maintained by them to enter into Partnership Agreements.

BACKGROUND

The Welsh Assembly Government issued a consultation in September 2003 on these regulations and guidance for them. The document sought views from Chief Executives of County and County Borough Councils, Directors of Education, Diocesan Directors of Education, governing bodies and head teachers of maintained schools in Wales. The consultation ended on 7 November 2003.

Whilst most schools and councils in Wales work in close partnership with each other, relationships do not always work smoothly. There is sometimes uncertainty about what councils should provide for their schools and in turn what schools are expected to deliver.

The purpose of Partnership Agreements is to sustain and enhance existing partnership working between councils and schools. The Welsh Assembly Government wants to promote working in this way. It believes that it helps raise standards of education. Partnership Agreements which clarify the roles of councils and schools, by setting out how the council, and governing body of a school will discharge their respective functions on specified matters, will provide a firm basis for working collaboratively.

TIMESCALES

The regulations require councils and governing bodies to enter into the first Partnership Agreements by 31 March 2008. However, Regulation 7 of the Maintained Schools (Partnership Agreements (Wales) Regulations 2008 provides a safety valve if councils and governing bodies do not enter into the first Partnership Agreement by this date. Regulation 7 permits the council to have until 1 September 2008, or failing that, 1 September 2009 to enter into Partnership Agreements with governing bodies of all schools within their authority. Councils should take the lead in drawing up Partnership Agreements and encourage governing bodies to enter them. Although Regulation 7 grants more time, the Welsh Assembly Government expects councils to make reasonable efforts to put them in place without undue delay.

See Appendix 1 (Partnership Agreement Timetable and School Development Strategy Implementation Schedule).

1.0

**TARGETS FOR PUPIL PROGRESSION
AND
ATTENDANCE**

Targets for pupil progress and attendance

Attainment

Targets for pupils' attainment in the core subjects (English or Welsh, Mathematics and Science) until 2009/10 have been included in the Council's Action Plan as indicated in the table below.

Measure:	Actual	Academic Year Targets				
	Performance 2006/07	2007/8	2008/9	2009/10	2010/11	2011/12
Percentage of KS1 pupils achieving the Core Subject Indicator (CSI)	80.70%	81.70%	82.70%	83.70%	review in 2009	review in 2009
Percentage of KS2 pupils achieving the Core Subject Indicator (CSI)	73.20%	74.20%	75.20%	76.20%	review in 2009	review in 2009
Percentage of KS3 pupils achieving the Core Subject Indicator (CSI)	57.40%	58.40%	59.40%	60.40%	review in 2009	review in 2009
Percentage of KS4 pupils achieving the Core Subject Indicator (CSI)	34.40%	37%	39%	41.30%	review in 2009	review in 2009
Percentage of KS4 pupils achieving A* to C	47.10%	49%	51%	54.10%	review in 2009	review in 2009

There is no statutory requirement to set targets for Key Stage 1 pupils, but since the Autumn Term 2007, schools are being encouraged to set targets by the school development officers.

At Key Stage 2, although the targets in the action plan are aspirational, they are in line with the cumulative targets set with schools for 2008/09 and 2009/10. In accordance with Welsh Assembly Government regulations, officers have to set targets with schools two years in advance. In setting targets, school development officers take careful account of pupils' abilities and special circumstances within schools, including special educational needs and transient population. This rigorous process ensures the targets are challenging and realistic. If the targets in the Action Plan are achieved, in three years time, end of key stage results, especially at KS4, will place the Council in the 'top 10' performing authorities in Wales and in five years time end of key stage results, especially at KS4, will match or exceed the two highest achieving members of the family group.

Based on the actual performance in 2006/07 at Key Stage 3, the 1% increase in the Action Plan targets are realistic. At Key Stage 4, based on the actual performance in 2006/07, the pupils' performance in the CSI will need to increase significantly by 2.6% in order to achieve the target of 37% for 2007/08. This is a very challenging target, but the Council has provided additional targeted funding to improve pupils' performance from grade D to grade C or above. Schools have submitted detailed plans which are being monitored by the Modernising Education Board.

At KS5, candidates achieving two or more 'A' levels 'A' to 'C' improved 0.9% in 2006/07 to 66%. In terms of students achieving two or more 'A' levels 'A' to 'E' improved to 94%, showing an increase of 2.5% from 2005/06

Attendance

The work plan and the action plan as submitted to Estyn include the following information regarding baseline provision and targets for August 08 and beyond.

KPIs: How will we measure our progress towards achieving our objective?						
Measure:	Current Baseline	Target by:				
		Aug 08	Aug 09	Aug 10	Aug 11	Aug 12
VERSION A						
Primary Estimate 2006/2007	94.3%	95.3%	95.8%	Review targets 2008/09	Review targets 2009/10	
Secondary Estimate 2006/2007	89.9%	91.0%	91.5%	92.0%	Review in 2009/10	

The Task Leader submitted a revised forecast following discussions at the appraisal panel (10/12/2007) as follows based on the final figures for 05/06:-

KPIs: How will we measure our progress towards achieving our objective?						
Measure:	Current Baseline	Target by:				
		Aug 08	Aug 09	Aug 10	Aug 11	Aug 12
VERSION B						
Primary 2005/2006	92.3%	93.3%	93.5%	Review targets each year	Review targets each year	Review targets each year
Secondary 2005/2006	89.9%	91.0%	91.5%	92.0%	Review targets each year	Review targets each year

The amendments (Version B) were not included in the final version of the action plan and the initial targets (Version A) were communicated to Estyn via the action and work plan. However the revised targets were discussed with Estyn during the monitoring visit in February by the Task Leader.

Information regarding previous statistics for primary attendance (not secondary)

Previous targets (from the business planning process) and performance are as follows:-

2005/06 – Target	93%	Performance	92.3%
2006/07 – Target	93.5%	Performance	93.6%
2007/08 – Target	94%		

Version A with the target of 95.3% is perhaps over optimistic in comparison to the performance of Monmouthshire over the last two years of 94.5% (2007) and 93.9% (2006) as best performing authority in Wales.

In contrast the revised targets for primary (Version B) have already been exceeded and would now represent a decrease in performance. As a consequence there is a need to review attendance targets for 2007/08 and beyond to ensure that targets are both ambitious and achievable.

Provisional performance for the Autumn Term 07/08 is 94.49% although historically this term is seen as the highest performing.

Way forward – Modernising Education Board to agree new targets at its meeting on the 2nd April 2008 and for the revised targets to be communicated to Estyn.

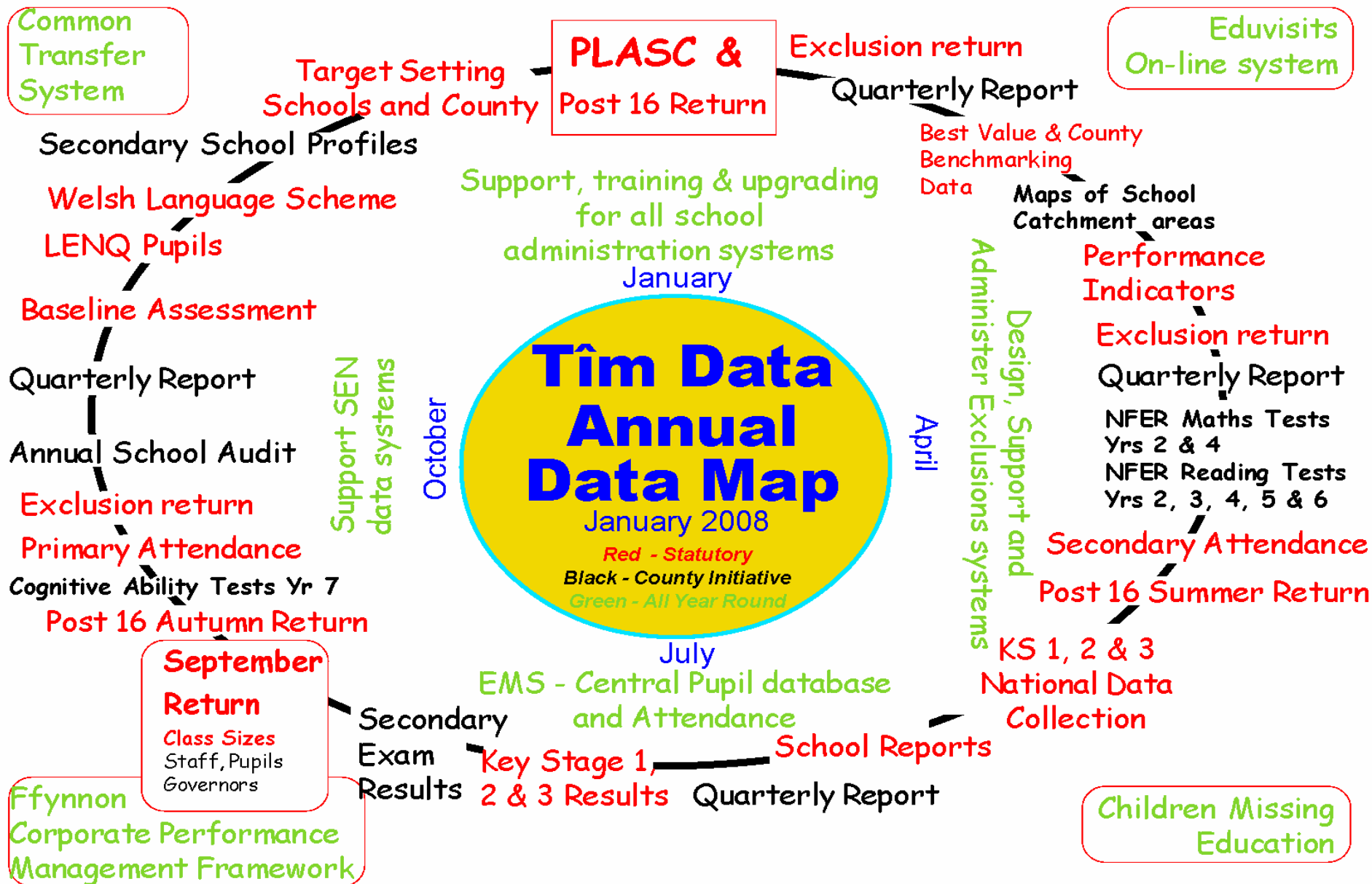
- The performance set for both Primary and Secondary are currently on target the figures are being monitored by schools, ESW service and Tim Data weekly. Any sudden drop in figures are discussed with schools with the ESW Team Leader, and school based ESW working with staff in Tim Data
- Numerous initiatives to improve attendance at secondary level have shown positive improvements including –
 - Multi Agency meeting in Prestatyn High School to be developed across county in the secondary schools.
 - Meeting with each secondary head teacher termly with the ESW Team Leader and Senior Education Officer (Behaviour & Inclusion) to review attendance and behaviour.
 - Target setting of individual pupils / school targets /year groups /form classes.
 - First day contact to parents
 - Reviewing school timetable for next year, where identified difficulties exist this year.
 - Activities reviewed in schools where attendance is affected, ie last week of term Christmas break activities.
 - ESW Service working with data provided to challenge schools on attendance figures, trends and poor performance.
 - Working with the Local Health Board to design a form that, GPs, dental practices and opticians in Denbighshire will use when a child attends an appointment in school time. The form will be given to the parent/child to give to school as part of new practice with information to schools ie this child is medically fit to attend school (from Sept 2008).
- For information - the diagram on the following page highlights the information required by the Data Team (Tim Data) annually.

Timetable for Statutory Returns for Primary Schools

When	What	How
September	<p style="text-align: center;">Attendance in Primary schools</p> <ul style="list-style-type: none"> • For years 1 to 6 - previous academic year • Data collected for each pupil is: Total number of sessions possible Number of sessions lost to authorised absence Number of Sessions lost to unauthorised absence 	<p>Sims .net File uploaded to WAG using DEWi</p>
September	<p style="text-align: center;">September Return</p> <ul style="list-style-type: none"> • Census day is the last Tuesday in September • Data includes – key holders, names of staff, pupil numbers, class sizes, SEN register, free school meal numbers, governing body. 	<p>Log onto www.timdata.net</p>
September	<p style="text-align: center;">Class Sizes at KS1 and KS2</p> <p>Collected as part of the September Census, sent on to WAG by Tim Data.</p>	www.timdata.net
October / November	<p style="text-align: center;">Baseline Assessment</p> <ul style="list-style-type: none"> • Pupils in Reception Class • Carried out within 9 weeks of entering school 	<p>Sims .net Assessment Manager</p>
January	<p style="text-align: center;">PLASC (Pupil Level Annual School Census)</p> <p>Main yearly census of your school</p>	<p>Sims .net File uploaded to WAG using DEWi</p>
May	<p style="text-align: center;">NFER tests</p> <ul style="list-style-type: none"> • Reading tests for years 2, 3, 4 ,5 and 6 • All Wales reading tests - Welsh language only, for years 2, 4 and 6 • Maths tests for years 2, 3, 4,5 and 6 	<p>Sims .net Assessment Manager</p>
June	<p style="text-align: center;">Teacher Assessments for end of key stages 1and 2 (National Data Collection or NDC)</p> <ul style="list-style-type: none"> • End of key stage teacher assessments at Attainment Target level in Welsh/English, maths and science 	<p>Sims .net Assessment Manager</p> <p>Results uploaded to WAG using DEWi</p>
All year round	<p style="text-align: center;">Common Transfer System</p> <p>Pupils leaving or arriving at your school must have their details transferred electronically using the CTF – Common Transfer File.</p>	<p>Sims .net</p> <p>S2S – link on www.timdata.net</p>
All year round	<p style="text-align: center;">Exclusions</p> <p>When you exclude pupils from your school – even for half a day, you must inform the LEA as soon as possible.</p>	<p>Log onto www.timdata.net and click on Exclusions</p>

Timetable for Statutory Returns for Secondary Schools

When	What	How
September	Cognitive Ability Tests All Year 7 pupils	Send to NFER for marking.
September	<p align="center">September Return</p> <ul style="list-style-type: none"> Census day is the last Tuesday in September Data includes – key holders, names of staff, pupil numbers, feeder school information for new intake, SEN register, free school meal numbers, governing body. 	<p align="center">Log onto www.timdata.net</p>
September	<p align="center">Post 16 Autumn Return</p> <ul style="list-style-type: none"> Census day is the last Tuesday in September Details and Learning Activities of all Post 16 Pupils. 	<p align="center">Sims .net File uploaded to WAG using DEWi</p>
January	<p align="center">PLASC (Pupil Level Annual School Census) Main yearly census of your school. Includes Basic Skills information for Post 16 pupils.</p>	<p align="center">Sims .net File uploaded to WAG using DEWi</p>
June	<p align="center">Teacher Assessments for end of Key Stage 3 (National Data Collection or NDC)</p> <ul style="list-style-type: none"> End of key stage teacher assessments at attainment target level in Welsh, English, maths and science End of key stage teacher assessments at subject level for foundation subjects 	<p align="center">Sims .net Assessment Manager</p> <p align="center">Results uploaded to WAG using DEWi</p>
June	<p align="center">Attendance in Secondary schools</p> <ul style="list-style-type: none"> For years 7 to 11 – September to end of May Data collected for each pupil is: Total number of sessions possible Number of sessions lost to authorised absence Number of Sessions lost to unauthorised absence 	<p align="center">Sims .net File uploaded to WAG using DEWi</p>
June	<p align="center">Post 16 Summer Return Completion of course details for Post 16 pupils</p>	<p align="center">Sims .net File uploaded to WAG using DEWi</p>
All year round	<p align="center">Common Transfer System</p> <p>Pupils leaving or arriving at your school must have their details transferred electronically using the CTF – Common Transfer File.</p>	<p align="center">Sims .net</p> <p align="center">S2S – link on www.timdata.net</p>
All year round	<p align="center">Exclusions</p> <p>When you exclude pupils from your school – even for half a day, you must inform the LEA as soon as possible.</p>	<p align="center">Log onto www.timdata.net and click on Exclusions</p>



2.0

**DENBIGHSHIRE COUNTY COUNCIL
SCHOOL DEVELOPMENT STRATEGY
AND
SCHOOL EVALUATION MODEL**

Communication & Engagement Strategy

DENBIGHSHIRE COUNTY COUNCIL - SCHOOL DEVELOPMENT STRATEGY

A. The Legal Context

The School Standards and Framework Act (1998) set out for the first time the role of councils in Wales and the ways in which councils should contribute to the key policy objectives of raising standards and improving the educational achievement of school pupils. The key tasks for councils in Wales include:

- Identifying, sharing and celebrating good practice;
- challenging schools to raise standards;
- providing clear performance data that schools can use to evaluate their own progress and to set targets;
- providing targeted support (from all LEA service areas) to schools which are under-performing;
- focusing efforts on national priorities;
- working with the Welsh Assembly Government (WAG), Estyn (Her Majesty's Inspectorate for Education and Training in Wales), other councils, schools, the private sector and other partners in education to help celebrate excellence and to spread good practice;
- providing and managing school places
- acting on behalf of individual parents and pupils
- offering educational and administrative services to schools that choose to use them.

These duties are further articulated in the Code of Practice relating to "LEA/School relationships" (2002), which has at its core the need for councils and schools to work in partnership, whilst recognising schools as self evaluating and self managing establishments (hard copy to be sent to all head teachers by end of May 2008).

B. Introduction:

Denbighshire's School Development Strategy reflects a commitment to:

- The Nolan 7 Principles of Public Life: Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty, Leadership
- a recognition and promotion of school autonomy, self management, effective and validated self-evaluation
- The Council (and the School Development Service within the Lifelong Learning Directorate) meeting its statutory responsibilities regarding improvement and intervention
- developing strategy, capacity and models of operations consistent with changed expectations as articulated in the Post Estyn Action Plan 2007 and 'Children's Right to Action'
- a differentiated partnership approach to monitoring challenge, support and intervention
- a recognition of the priority for collaboration across all service areas who work with children and Young People and the fundamental inter-relationship between school standards and 'Children's Right to Action'
- delivery of the 7 core aims outlined in The United Nations Convention on the Rights of the Child, to which The Welsh Assembly Government are committed i.e.
 1. A Flying Start in Life
 2. A Comprehensive Range of Training and Learning Opportunities
 3. The Best Possible Health, Free from Abuse, Victimisation and Exploitation
 4. Access to Play, Leisure, Sporting and Cultural Activities
 5. Respect and Recognition of Cultural Identity
 6. A Safe Home and Community that Supports Physical and Emotional Well being
 7. Children and Young People not being disadvantaged by Poverty (and in Denbighshire, Disability)

NB the 7 core aims are the underpinning principles in the delivery of The Children's Plan 2008

- raising standards and improving quality of provision;
- supporting quality training in effective teaching and learning practice;
- intervention based on need;
- early intervention, preventative rather than curative strategies;
- clear agreed published systems to categorise schools and to identify schools causing concern;
- well aligned programmes/levels of support relating to different categories of schools;
- clearly defined protocols in relation to school improvement and working with schools, within and beyond the School Development Service;
- mechanisms to ensure that there be no category 4 schools or schools in Estyn categories in Denbighshire, within the next two years;
- a commitment that through a structured, systematic, agreed School Development Strategy and effective working with schools, the percentage of under performing schools is reduced by increasing the percentage of good and outstanding schools in Denbighshire.

C. Education Delivering The Community Strategy:

In working together as partners, The Council and schools will deliver the vision as outlined in The Community Strategy:

“By working together, we will achieve a more prosperous, better educated, healthier, greener, safer and more confident future for the people and community of Denbighshire”. A transparent approach to school development and a recognition of the crucial role schools play in developing our citizens of the future, will also create the right conditions for delivery of the Key Themes within The Community Strategy

D. Core Purpose:

The School Development Service has a key role on behalf of The Council to ensure that core responsibilities in relation to monitoring, challenging, supporting and, as appropriate, intervening in Denbighshire's schools are carried out effectively in order to secure the highest standards and quality for all learners.

The School Development Service will secure its role in school improvement by:

- Creating the culture and supportive means for schools to become confident, self reviewing and self improving institutions.
- Developing a culture of increasing collaboration and the transformation of learning in all phases.
- Co-ordinated, coherent and effective support and intervention systems drawing on range of personnel
- Speedy decisions and early interventions that effectively follow up concerns once identified, preventing the need for more costly later interventions.
- Efficient allocation and use of available resources.
- Appropriate accountability for and maximum capacity from the deployment of available resources.
- Openness, honesty and clarity in processes and systems associated with identification of concerns and related support/intervention

E. Terminology

The Denbighshire School Development Strategy is based on recognising and promoting school autonomy and self management, intervention based on need, partnership and co-operation through developing, supporting and validating schools' self evaluation.

Purpose of Council Monitoring, Challenge, Support, Intervention

The purpose of The Council's programme of monitoring, challenge, support and intervention is to:

- ensure that there is up-to-date information at all times;
- support schools in the delivery of the 7 core aims;
- identify and share information about innovative, good and best practice;
- act quickly in cases where issues of concern are emerging to prevent their developing into serious concerns;
- work intensively with schools and settings where serious concerns have developed in order to ensure that the causes of these concerns are tackled as quickly as possible;
- to ensure efficient and effective use of resources

Monitoring and approaches to it

What is it?

Monitoring involves the collection and analysis of information in relation to:

- school and pupil performance;
- statutory compliance;
- the impact of support and intervention offered to schools.
- resource management.

Why do we do it?

The function of monitoring is to provide data and analysis for schools and The Council that can be used to:

- inform and refine school improvement programmes.

How do we do it?

The Council seeks to monitor schools by drawing on a number of sources of information derived from:

- validated self review on the part of schools;
- desk top analysis of a range of data;
- systematic contacts with schools.
- through the professional knowledge of School Support Teams, who will know their schools well

Evaluation and approaches to it

What is it?

Evaluation is the process by which the school and The Council make judgements about the effectiveness of actions taken to improve standards. Evaluation is often a long term process. Discussion will ensue about:

- Implementation of national and local initiatives and the effect on learners
- The effect of local or national training and the effect on outcomes
- The findings of School Self Evaluation and next steps
- Discussions with young people, parents/guardians and the community and outcomes/findings

Why do we do it?

The function of evaluation is:

- To ensure reflection and continuous improvement

How do we do it?

- Acting as critical friend in the self evaluation process
- Lesson observation and structured, supportive feedback

Challenge and approaches to it

What is it?

Challenging involves creating a culture that aspires towards:

- realistic but demanding pattern of improved standards;
- higher expectations of pupils;
- targeting those individuals or identifiable groups who are at risk of under-achievement.

Why do we do it?

The function of challenge is:

- to ensure learners fulfil their potential.

How do we do it?

The Council seeks to challenge schools by:

- establishing constructive contacts and dialogue with schools (e.g. re targets) appropriately informed by high quality data, information, analysis and evaluations.
- underpinning contacts and dialogue with trust and transparency.
- promoting an aspirational no blame culture where schools are encouraged to be ambitious because they do not fear consequences of failure to reach high standards.

Support / Intervention and Approaches to it

What is it?

Supporting (or in extreme circumstances intervening) involves:

- helping schools / learners achieve ambitious levels of sustained improvement;
- ensuring schools / learners have access to high quality appropriately focused programmes of support determined by needs identified by high quality monitoring.

Why do we do it?

The function of support or intervention is:

- to develop the capacity of schools for self-review and sustained improvement.

How will we do it?

The Council seeks to support schools:

- by working with school managers to categorise schools into broad bands to help schools and the Authority determine the level of support/intervention required;
- in inverse proportion to the level of success schools achieve.
- by providing / accessing a comprehensive range of professional services that address all of the educational issues involved in the work and purpose of schools. These services include central training, bespoke training, consultancy, reviews and support.

F. **Working Practices:**

(See **Appendix 2** for School Cluster information, named SDOs and School Support Teams Table)

- All schools have a 'named' School Development Officer (SDO);
- Each cluster of schools has a 'School Support Team', co-ordinated by the named SDO. The team will consist of 'named' personnel from service areas across the council e.g. ESW, Educational Psychologist, Behaviour Support, HR, Finance; ICT; internal audit; Health and Safety; Buildings Maintenance; Communications; members of the Curriculum Service;
- The School Support Teams are linked to specific clusters i.e. Region 1 and Region 2 Teams and some members of the team will be based in the cluster i.e. within a school or local office. This will develop the practice of 'team around the child';
- On an annual basis (Autumn Term), the School Support Team led by the school's named SDO, will meet to share information and complete an 'audit' related to all schools – this will include data analysis from a range of teams and can be shared with heads to ensure transparency. They will discuss what the key priorities for support should be for the coming academic year. The named SDO will then discuss this with the head teacher and validate against the school's own self evaluation and School Evaluation Model (which may have been completed by the head prior to meeting with the SDO or completed together as a partnered review). Together the head teacher and SDO will agree a 'category' of support. If agreement cannot be reached then a meeting between the Head of School Development and the head teacher and chair of governors will be the mechanism for further discussion;
- A Council/School action plan will be produced (unless already included in the school's development plan); outlining key activities on which all teams will focus, with expected outcomes. This will ensure that all council service areas know schools' priorities and act accordingly. The action plan will be shared with schools and should augment the school's own SDP;
- SDOs will still undertake their agreed visits in line with categorisation but should focus mainly on the school's identified priorities;
- Schools will report on progress to the School Standards Monitoring Group (see **Appendix 3** for SSMG Terms of Reference) on a tri-annual basis or annual basis according to school category, which can be reviewed at any time. The Head of School Development will report outcomes of SSMG meetings to Scrutiny Committee on a quarterly basis;
- An electronic School Visit Note system was established in January 2008, which allows, initially, SDOs to send electronic notes to schools and chairs of governors. The expectation is that all teams will use this system eventually, but only named SDO reports will go to governors;
- The Named SDO will report annually to school governors

G. Communication and Engagement Strategy

In order to enable effective and timely communication between Council Officers and head teachers, the following arrangements have been agreed:

- School cluster arrangements were put into place in April 2008. There will be 3 cluster groups in each of two regions, supported by two primary, a secondary and Foundation Phase officer. Each school within a cluster has a named School Development Officer (**Appendix 2 – Pg 91**). The council recognises that other clusters meet to progress contextual developments e.g. Welsh Medium and Small School;
- Each cluster currently has representative heads who are members of the Heads' Forum. For the purposes of agreeing agenda items for meetings etc, each cluster has a 'link head' from the membership of the Heads' Forum (as in **Appendix 2 – Pg 91**);
- It is suggested that The Director of Lifelong Learning is the Council officer on the Heads' Forum and that this group meets at the beginning of each term, to determine shared priorities (see attached Terms of Reference);
- As The Council is currently under the scrutiny of Estyn and The Recovery Board, it is suggested that the clusters meet initially, on a half termly basis (i.e. 8.30-11.30). Heads' agenda items and explanation of the items to be forwarded to the named School Development Officer 2 weeks in advance of the meeting (to allow staff who may be required to answer questions etc time to prepare). The 'link head', will have canvassed heads in the cluster for agenda items. The Head of School Development will also inform heads of The Council agenda items (this may take the form of key school development items, consultation items or delivery of information from other Council teams/officers). The Head of School Development will attend all cluster meetings to ensure consistency and to note key issues emerging across cluster groups;
- The cluster meetings will provide the opportunity for Council staff to meet with heads. No other meetings requiring heads to be out of school should be established unless it is discussed with the Head of School Development, who will liaise with the Head Teacher Forum; (it is accepted that head teachers meet in other groups for a variety of purposes, but Council officers must use the cluster process to liaise with head teachers). Cluster meetings will replace area meetings;
- The Council will provide administration support to cluster meetings;
- A database of heads' representation on current 'groups' will be established by The Council. This will be moderated by The Heads' Forum and used to facilitate nomination of heads onto 'groups';

- A 2 year forward work plan will be developed which will identify likely task and finish/consultation/working groups that may need to be established in line with the Children and Young People's Plan. It is recognised that there may always be a need to call together a group beyond that work plan, but this must be done in consultation with the Head of School Development who will liaise with the Heads' Forum;
- E mail communication with heads will be directed to 'primary' and 'secondary heads';
- All communication with schools will be bi-lingual with Welsh first, in line with Denbighshire policy;
- The electronic visit note system to be adopted across the council;
- There will be a 'Directory of Responsibilities' which will make clear the name and contact details of personnel within the council with responsibilities for duties affecting schools. This is to ensure that named SDO officers do not become the focus for all queries but are concentrated on the core business of school improvement; working with and in schools;
- The School Standards Monitoring Group will have a 3 year rolling programme for heads to meet with elected members (see attached Terms of Reference and Pro-forma);
- A corporate calendar will be established to ensure that teams do not plan events at the same time. A school calendar will also be available and will include information about all training events, conferences etc. Schools will be asked to record their training dates and events and other meetings.

H. School Categorisation

In order to secure efficient and effective use of resources and to target support based on a school's need, there has to be a protocol for 'categorising' schools, based on a range of robust data and information. It is imperative that Denbighshire has in place, therefore, data that schools and Council officers can use to agree meaningful targets and engage in discussions about achievement as well as attainment levels. A data group made up of officers and heads will monitor and develop this aspect and ensure an agreed use of data across all Denbighshire's schools and across all phases. The Council's preferred data is Fischer Family Trust, in line with most other Welsh authorities and as used by Estyn, but it is recognised that there are problems with this methodology. The data group will progress these issues and will produce a rationale for measuring a school's performance, to support the categorisation model and in particular the 'questions' related to 'assessment' within it.

The Process of Categorisation: *Please see Working Practices (F.)*

- Cluster School Support Teams will meet in the Autumn Term to analyse the annual audit document (a more comprehensive document than the current school profile which at present contains only data on school performance). The audit will include performance data, but also a range of data from other Council teams which may have an impact on school performance e.g. HR information, number of complaints, finance/budget, governor support for the school, SEN/Mobility information, premises issues/learning environment etc (members of Council teams who do not have a 'direct' role in schools will attend School Support Team meetings by exception. These meetings will be convened and led by the SDO. **The outcomes of these meetings will result in a notional category and agreed priorities for support.**
- The SDOs will then meet with head teachers as part of the Autumn Term review process, to discuss School Self Evaluation outcomes and together, complete the categorisation matrix (which may or may not be adopted as the schools' SSE model. The SDO will discuss findings of the School Support Team and together a category of support will be agreed (note –a school's category can be short term if there is a short term issue in school i.e. 2 members of senior management off sick may result in a short term category 4 as the head has requested a higher level of support. A new head may also take up post in a category 1 school but to allow time to support the head it may be agreed to record category 3). When categorisation is agreed, the SDO will record the reasons for the category – this will ensure that it is clear that a school may be in a category short term or that circumstances beyond the control of the school have meant a certain categorisation e.g. building work causing disruption, sickness etc.
- A simple agreed Council/School action plan will be produced (especially for category 4 and 5 schools), by the SDO which will articulate the priorities and action the schools and LA officers will take and expected outcomes. The SDO will 'broker' the required support with the appropriate Heads of Service. These plans will be placed on the Council's electronic system so that officers across the Authority know a school's priorities and only act in line with those priorities. School Support Teams will be asked to evaluate progress on action plans termly.

CATEGORY 1 SCHOOLS:

Up to 3 visits per year:

- Autumn Term Review and Categorisation/SSE.
- Spring Term School Development Planning or Classroom Observation
- Summer Term may not be required, but a visit could focus on gathering and sharing good practice

CATEGORY 2 SCHOOLS:

3 visits per year:

- Autumn Term Review and Categorisation/SSE.
- Spring Term School Development Planning or Classroom Observation
- Summer Term review against LEA/School action plan

CATEGORY 3 SCHOOLS:

4 visits per year:

- 2 Autumn Term visits focusing on : 1.Review and Categorisation/SSE; 2. Monitoring activity and outcomes related to agreed action plan (the SDO or other Council teams may be 'delivering' some of the actions)
- 1 Spring Term visit focusing on School Development Planning and monitoring of activity and outcomes related to agreed action plan
- 1 visit focusing on review of agreed school/Council action plan and outcomes achieved. Initial discussion about level of support for following year

CATEGORY 4: SCHOOLS CAUSING CONCERN:

It is imperative that alongside the information below, 'The Code of Practice on LEA/School Relations is referred to, as this outlines in Paras 43-47, the key questions both schools and councils should consider when determining whether powers of intervention should be utilised

'The Code of Practice on LEA/School Relations is clear about the role of The Council in under-performing schools. It states: "Zero tolerance of under-performance: All schools should be successful, improving or both. Where schools are successful, they should make their own decisions about school operation and improvement. But where a school has shown it is incapable of improving by its own efforts or refuses to acknowledge failure, The Council must act to protect the interests of the pupils. Such situations will occur infrequently. When they do The Council should act early to prevent failure. The new powers in the 1998 Act are designed to allow councils to differentiate their responses according to circumstances so that they do not hang back from engaging with the school until the problem becomes critical."

Schools causing concern are normally those placed in Category 4 as a result of validated self-evaluation/categorisation or graded 4/5 by Estyn. There could be

circumstances where at a particular time, events have caused some concerns about sustainable improvement/declining standards in some other schools outside Category 4/5. Schools causing concern are designated as requiring Stage 1 or Stage 2 levels of support. Each of these stages give rise to progressively more intensive levels of follow up as indicated below.

SCHOOLS IN CATEGORY 4:

Stage 1 Level of Support – As soon as a school is identified as a Category 4, the following occurs:

- The Head of School Development and SDO will visit the head teacher, Chair of Governors, and if relevant, Diocesan representatives, in order to discuss the issues;
- A 'Notice to Improve' letter will follow that visit. It will outline the issues discussed and will articulate the processes (below) that need to be followed in order to secure improvement;
- A partnered review of the school – a 'team' of Council (and possibly other partners) and the head teacher will undertake a review, which will include an analysis of SSE outcomes, the School's Development Plan, lesson observations, discussions with key staff and governors and young people;
- The production, thereafter of a 'School Improvement Action Plan' of 6 months duration, which will be completed by the named School Development Officer in conjunction with the head teacher and chair of governors. It will identify Council and school action required to demonstrate specific and measurable outcomes. Expected outcomes will be monitored by the named SDO and head teacher and reported to the Modernising Education Board on a monthly basis

N.B. If a school is refusing to engage constructively with support agendas that have been initiated The Council will consider the use of defined intervention powers as appropriate – See Code of Practice on LEA/School Relations (sent out under separate cover).

CATEGORY 5 SCHOOLS AND CATEGORY 4 (LEVEL 2):

This process, applies to schools placed in Estyn categories following inspection, and those schools which have not made progress within Category 4 (support level 1). Support can be generally characterised as follows:

The Council, governing body, head teacher and Diocesan Board of education if appropriate, hold joint responsibility for ensuring that schools in this category make rapid progress towards effectiveness.

The Head of School Development will ensure that all, WAG and Council procedures for schools in these categories are implemented. The following support will be provided:

- Immediately Estyn place a school in a formal category or a school does not make progress having been in Category 4 (Level 1), a meeting will be convened between the Director of Lifelong Learning, Head of School Development, the school's SDO, the head teacher, chair of governors, and Diocesan representative as appropriate,

to agree context, issues, principles, procedures, expectations, and intervention options. At this point, a formal Warning Notice will be issued with a specific timescale for improvement (see 'Code of Practice on LEA/School Relations')

- The Head of School Development, will support the school in clarifying weaknesses, messages, issues from the Estyn report and related expectations, which will also form the agenda of the meeting above
- A core group will be formed, chaired by the Director of Lifelong Learning to organise/approve a Council statement of Action, monitor progress, evaluate impact of actions, redirect actions and resources as appropriate and reconsider intervention options as appropriate
- Membership of core group will normally include key members of The School Support Team and others relevant to issues to be addressed
- Head teacher and chair of governors will also participate in the core group as appropriate.

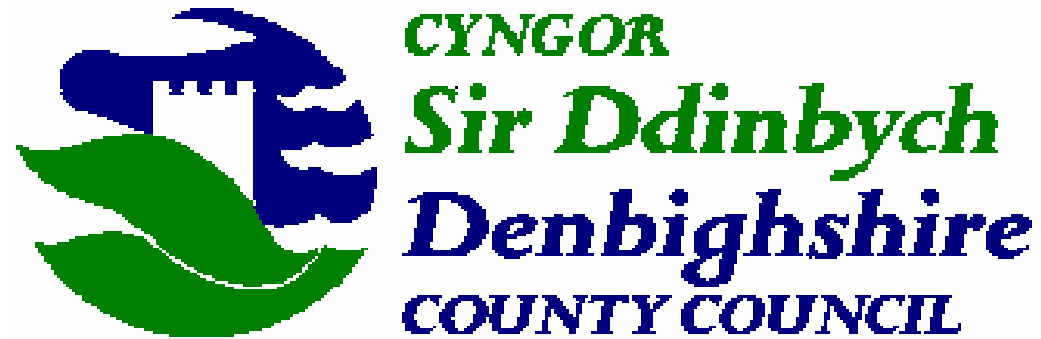
In addition:

- Parallel strategic improvement project team / group with identified lead School Development Officer will work with the school to develop a school improvement action plan, monitor pace and focus.
- The Head of School Development in liaison with The Director of Lifelong Learning will help secure collaborative arrangements, additional governors, school managers, teaching staff and resources as appropriate.
- Half termly objective monitoring visits to support the implementation of the school improvement action plan will inform regular meetings of the core group.
- Progress will be reported regularly to The Directorate Management team, lead members, Diocesan and District Estyn Inspector as appropriate.
- If it is clear from the Estyn Report that Leadership is an issue and after the above support does not result in improvement, the council will determine whether formal involvement is appropriate and if so, will advise the governing body to address the matter in accordance with the relevant DCC policy and procedure ie capability, competence or disciplinary **(see Appendix 4 – to be provided by HR/Personnel)**

Ultimately, the Council will consider the use of Intervention Powers as outlined in 'The Code of Practice on LEA/School Relations **(see Appendix 5)**

Sharing of Information

1. The proformas completed centrally and added to by heads in preparation for The Schools Standards Monitoring Group will be used solely for discussion in that forum. As part of quarterly monitoring, Education Scrutiny will be provided with a brief overview of discussions which ensued in the SSMG meetings;
2. School Categorisation will be shared with heads and chairs of governors. As part of the annual report to Education Scrutiny focusing on standards of achievement, The Head of School Development will inform members about the percentage of schools in each category, pending the establishment of a council/school agreement on the sharing of information/data. This protocol will be established by December 2008 and will be led by The Head of School Development.



Denbighshire School Development Strategy

School Evaluation Model

To be used by schools and the Council, in partnership, to recognise good practice, provide challenge and determine appropriate support

Standards							
Aspect	Estyn Key Questions	1. Good with outstanding features	2. Good features and no important shortcomings	3. Good features outweigh shortcomings	4. Some good features but shortcomings in important areas	5. Many important shortcomings	Evidence
The Learner	1.1	Standards of attainment are consistently good or very good in all subjects.	Standards of attainment are good in the majority of subjects.	Standards of attainment are generally satisfactory in the majority of subjects.	Standards of attainment are satisfactory in the main with one or two subjects unsatisfactory.	Standards of attainment are unsatisfactory in more than two subjects.	
	1.1, 1.6, 1.9	Standards of achievement are consistently high across all classes.	Standards of achievement are good in the majority of classes.	Good overall but some disparity between standards in certain classes.	Standards in some classes are below the level expected, based on ability of class.	Many pupils not reaching their potential and / or standards very low generally.	
	1.7, 1.9	Pupils' work and lesson observation shows that they make very good progress in acquiring new knowledge and skills	Pupils' work and lesson observation shows that they make good progress in acquiring new knowledge and skills.	Pupils' work & lesson observation shows they make satisfactory progress in acquiring new knowledge and skills.	Pupils' work & lesson observation shows they do not make sufficient progress in acquiring new knowledge and skills	Pupils' work & lesson observation shows that they are not making any progress in acquiring new knowledge and skills	
	1.8	Pupils have a very good understanding of how well they are doing and what they need to do to improve.	Pupils have a good understanding of how well they are doing and what they need to do to improve.	Pupils have a fair understanding of how well they are doing but are less clear about how they can improve.	Pupils may have limited understanding of how well they are doing and / or are unsure about how they can improve.	Pupils have little or no understanding of how well they are doing and do not know how to improve.	
Pupil Progress	1.2	Results consistently exceed agreed challenging targets.	Results consistently match agreed challenging targets.	Cohort of pupils above agreed targets –are targets sufficiently challenging?	Cohort of pupils below agreed targets.	Results consistently below agreed targets for all abilities.	
	1.5, 1.6	Core Subject Indicator is consistently well above county and national average.	Core Subject Indicator is consistently above county and national average.	Core Subject Indicator is generally above county and national average.	Core Subject Indicator is regularly below county and / or national average.	CSI is consistently and significantly below county and / or national average.	
	1.5, 1.6	CSI is consistently benchmarked in the 1 st quartile nationally.	Core subject indicator is generally benchmarked in national 2 nd quartile.	Core subject indicator is generally benchmarked in national 3 rd quartile.	CSI benchmarked in national 3 rd quartile, and/or one subject in 4 th .	CSI in 4 th quartile or major discrepancy in performance of core subjects.	
	1.5, 1.6	Significant upward trend in 3- year rolling average.	Upward trend in 3- year rolling average.	Three year rolling average is consistent.	Downward trend in 3- year average.	Significant and sustained decline in 3 year rolling average.	
	1.2, 1.5, 1.6	Pupils exceed expectations by 10% based upon previous key stage performance.	Pupils exceed expectations based upon previous key stage performance.	Pupils perform in line with expectations based upon previous KS performance	Performance of pupils often low in relation to previous KS performance.	Pupils perform poorly in relation to previous key stage performance.	

	1.4, 1.6	In the last 3 years there is no pattern of underperformance by groups of pupils. (e.g. gender, ethnic)	In the last 2 years there is no pattern of underperformance by groups of pupils. (e.g. gender, ethnic)	Slight disparity in performance of one group.	Significant difference in performance of one or more groups.	Underperformance of certain groups is consistently a major issue.	
	1.1, 1.4, 1.6	Pupils with SEN make excellent progress.	Pupils with SEN make good progress.	Pupils with SEN make satisfactory progress.	Pupils with SEN make little progress.	SEN Pupils don't progress or regress.	
Key Skills & Bilingualism	1.3	Standards in all key skills are very good across the curriculum.	Standards in all key skills are good across the curriculum.	Generally good standards in key skills - one area less developed.	Standards in two or more key skills are no more than satisfactory.	Standards in key skills generally unsatisfactory or poor.	
	1.3	Virtually all pupils have the necessary language skills to communicate to a high standard in both Welsh and English.	The majority of pupils have the necessary language skills to communicate to a high standard in both Welsh and English.	Most pupils have the necessary language skills to communicate to a satisfactory standard in both Welsh and English.	A minority of pupils have the necessary language skills to communicate to a satisfactory standard in both Welsh and English.	None, or very few, pupils have the necessary language skills to communicate in both Welsh and English.	
	1.3	Pupils display a very good attitude towards learning Welsh.	Pupils display a good attitude towards learning Welsh.	Most pupils display a reasonable attitude towards learning Welsh.	Many pupils do not display a positive attitude towards learning Welsh.	Pupils display a very negative attitude towards learning Welsh.	

Aspect	Estyn Key Questions	1. Good with outstanding features	2. Good features and no important shortcomings	3. Good features outweigh shortcomings	4. Some good features but shortcomings in important areas	5. Many important shortcomings	Evidence
Lifelong Learning	1.10	Virtually all pupils have high expectations and are motivated.	The majority of pupils have appropriate expectations and are motivated.	Many pupils have appropriate expectations but some are not sufficiently motivated.	Expectations / motivation of a significant number of pupils are too low.	Many pupils have low expectations and are not motivated.	
	1.10, 1.13	Virtually all pupils display a high degree of care, attention and respect towards their work.	The majority of pupils display a high degree of care, attention and respect towards their work.	Generally, pupils show care and respect towards their work.	Little evidence that pupils show care or respect towards their own work.	Many pupils show insufficient care and attention in their work.	
	1.10, 1.13	Virtually all pupils enjoy learning and make very good progress and commitment towards independent learning.	The majority of pupils enjoy learning and make very good progress and commitment towards independent learning.	Pupils generally enjoy learning and show progress and commitment towards independent learning.	A significant percentage does not enjoy learning or show progress and commitment as independent learners.	Many pupils do not enjoy learning and / or do not show progress or commitment towards independent learning.	
	1.16	Virtually all pupils are well prepared for their future participation in the workplace and the community.	The majority of pupils are well prepared for their future participation in the workplace and the community.	Many pupils are generally prepared for their future participation in the workplace and the community with some exceptions.	Few pupils are well prepared for their future participation in the workplace and the community.	Pupils are generally not well prepared for their future participation in the workplace and the community.	
Personal & Social Dev	1.11, 1.15	Virtually all pupils always treat others with respect and show a very good awareness of the importance of equal opportunities.	The majority of pupils always treat others with respect and show a very good awareness of the importance of equal opportunities.	Many pupils treat others with respect and have a fairly good awareness of equal opportunities issues with some exceptions.	A significant minority of pupils behave insensitively and do not show good awareness of equal opportunities issues.	A significant group of pupils show prejudice towards those from different cultures or backgrounds.	
	1.15	Virtually all pupils display a very good understanding of their own and others' backgrounds.	The majority of pupils display a very good understanding of their own and others' backgrounds.	Many pupils show a fairly good understanding of own and others' beliefs with some exceptions.	Significant minority of pupils are unclear about their own and / or others' beliefs.	Many pupils are unclear about their own and / or others' beliefs.	
	1.11	Virtually all pupils respond positively towards each other and staff in the classroom and during break-times.	The majority of pupils respond positively towards each other and staff in the classroom and during break-times.	A small minority of pupils in class or during break-times behave inappropriately.	The behaviour of a significant number of pupils in class or during break-times is not acceptable.	The standard of behaviour during lessons and / or at break-times is frequently unsatisfactory or poor.	

	1.11	Standards of behaviour at the school are very good.	Standards of behaviour at the school are good.	Behaviour at the school is satisfactory.	Some aspects of behaviour give some cause for concern.	Staff and parents have considerable concerns in terms of pupil behaviour.	
	1.14	Pupils generally make very good progress in their personal, moral, social & wider development.	Pupils generally make good progress in their personal, moral, social & wider development.	Many pupils make good progress in their personal, moral, social & cultural development / or do so in most areas.	In at least two areas and / or a significant number of pupils do not make the progress their ability would suggest.	Little or no indication that pupils are making any progress in their personal, moral, social & cultural development.	
	1.14, 1.16	The Pupil Council meets regularly and pupils make a significant contribution to various aspects of school life.	The Pupil Council meets regularly and pupils make a positive contribution to various aspects of school life.	The Pupil Council meets fairly regularly and there are some examples of pupils being involved in new initiatives.	The Pupil Council meets occasionally but pupils have little input into decisions on aspects of school life which affect them.	There is no Pupil Council or any real involvement by pupils in decisions about issues which affect them.	
Attendance	1.12	Attendance is regularly above 95%.	Attendance consistently ranges between 92% and 95%.	Attendance is generally above 92%.	Attendance regularly falls below 92%.	Attendance is frequently below 90%.	
	1.12	Pupils absent due to family holidays or outings are rare.	Very low pupil absences due to family holidays or outings.	A small number of pupils are absent due to family holidays or outings.	Significant number of pupils absent due to family holidays or outings.	Many pupils consistently absent due to family holidays or outings.	
	1.12	Pupils show very high levels of punctuality throughout the school.	Pupils generally show high levels of punctuality throughout the school.	Many pupils are punctual at the start of the school day or during lessons with some exceptions.	A significant minority of pupils arrive late at school or lessons.	Many pupils arrive late at the start of the school day or lessons, some very late.	

Quality of Education							
Aspect	Estyn Key Questions	1. Good with outstanding features	2. Good features and no important shortcomings	3. Good features outweigh shortcomings	4. Some good features but shortcomings in important areas	5. Many important shortcomings	Evidence
Teaching	2.3, 2.5	Staff formally review, discuss, and agree their repertoire of teaching and learning strategies to achieve overall coherence.	There is a good level of discussion amongst staff on aspects of teaching and learning.	Some degree of discussion and review on teaching and learning methods and styles	Little discussion or review of teaching and learning methods and styles and no shared view.	No discussion, review or agreement on teaching and learning methods and styles.	
	2.1-2.2	Teachers establish a very good working relationship with pupils and provide very good stimulus and challenge	Teachers establish a good working relationship with pupils and provide good stimulus and challenge.	Most teachers establish a fairly good working relationship with pupils. They stimulate & challenge pupils well	A number of teachers do not establish a good working relationship or provide sufficient stimulus & challenge	Relationship between staff and pupils is not conducive to learning. There is not an appropriate level of stimulus & challenge	
	5.5	Formal documented feedback is provided to teachers on the quality of teaching.	Regular feedback is provided to teachers on the quality of teaching.	Some feedback is provided on the quality and effectiveness of teaching.	Feedback is rarely provided to teachers on the quality / effectiveness of teaching.	No feedback is provided to teachers on the quality / effectiveness of teaching.	
	2.1-2.8	The quality of the teaching is generally very good.	The quality of the teaching is generally good.	The quality of the teaching is often good with some satisfactory.	Much of the teaching is satisfactory but some is unsatisfactory.	A significant percentage of the teaching is unsatisfactory or poor.	
Assessment	2.9	A detailed, effective system of formative assessment promotes the pupils' learning.	A good system of formative assessment promotes the pupils' learning.	Some evidence that formative assessment is effective in promoting pupils' learning.	Little evidence that an effective system of formative assessment is being used.	No evidence of formative assessment or the current system is ineffective.	
	2.11	High quality feedback provided to pupils on progress and how they can improve.	Regular feedback provided to pupils on progress and how they can improve.	Some feedback provided to pupils on progress and the way forward.	Pupils receive little feedback on progress and how they can move forward.	No feedback provided to pupils on progress and how they can improve.	
	2.11	Pupils' self-assessment is highly effective in evaluating their own work & target setting.	Pupils regularly participate in evaluating their own work & target setting.	Pupils are occasionally involved in evaluation and/or target setting.	Pupils are seldom involved in evaluating their own work or target setting.	Pupils are not involved in evaluating their own work or target setting.	
	2.9, 2.10, 2.12	High quality pupil progress reports focus sharply on individual progress and standards.	Pupil progress reports provide an appropriate focus sharply on individual progress and standards.	Pupil progress reports generally focus on individual progress and standards.	In progress reports, emphasis is on work covered or attitude rather than progress	Pupil progress reports are not useful and contain little on progress and standards.	

Planning	2.4, 2.8	Detailed curriculum planning contains learning objectives, common requirements, differentiation and assessment plans.	Good quality curriculum plans are in place in all classes.	Curriculum planning is regularly undertaken but does not contain some of the essential elements.	Curriculum planning is not regular and / or does not contain the essential elements.	Curriculum planning is not undertaken or is ineffective.	
	2.4, 3.3	There are detailed plans for the development of the key skills.	The school plans very well for the development of the key skills.	Planning generally includes the development of the key skills.	Many lesson plans do not make provision for the development of the key skills.	Lesson planning does not provide for the development of the key skills.	
	2.7, 3.9	The school has a very good ethos and effective strategy in operation for developing a bilingual facility for all.	The school has a good ethos and effective strategy in operation for developing a bilingual facility for all.	The school has a satisfactory ethos and strategy in operation for developing a bilingual facility.	The school does not have an effective ethos and / or strategy for developing a bilingual facility.	The ethos of the school is not conducive to bilingualism and there is no strategy for developing a bilingual facility.	
	3.11	Y Cwricwlwm Cymreig features prominently across the curriculum Detailed plans are in place to promote global citizenship and sustainable development	Overall, there is good coverage of Y Cwricwlwm Cymraeg across the curriculum. Overall there is a good range of plans to promote global citizenship and sustainable development.	The school promotes Y Cwricwlwm Cymreig well in two or three subjects Some initiatives have promoted global citizenship and sustainable development.	Little sign of Y Cwricwlwm Cymreig being developed systematically Little commitment to global citizenship or sustainable development.	The school does not strive to promote Y Cwricwlwm Cymreig There is no commitment to global citizenship or sustainable development.	

Aspect	Estyn Key Questions	1. Good with outstanding features	2. Good features and no important shortcomings	3. Good features outweigh shortcomings	4. Some good features but shortcomings in important areas	5. Many important shortcomings	Evidence
Learning Experiences	3.1-3.5	The high quality curriculum is broad, balanced and effectively meets the needs & interests of all pupils.	Curriculum is broad, balanced and meets the needs & interests of all pupils.	The curriculum meets the needs of the majority of pupils.	The curriculum has some important deficiencies.	Significant weaknesses in the curriculum disadvantages some pupils.	
	3.5	Personal development (inc. spiritual, moral, social & cultural) is very effectively promoted.	Personal development (inc. spiritual, moral, social & cultural) is well promoted.	Pupils' personal development is generally well promoted.	Not all the aspects of pupils' personal development are adequately promoted.	Poor development of one or more aspects of pupils' personal development.	
	3.8-3.14	Learning experiences respond very effectively to the needs of employers & the community	Learning experiences effectively meet the needs of employers & the community	Learning experiences generally respond well to the needs of employers & the community	Learning experiences are not particularly appropriate to the needs of employers & the community	Learning experiences do not meet the needs of employers & the community	
	2.6, 3.10	Equal access is very effectively promoted, regardless of race, ethnicity, religion, disability, age, gender or language.	Equal access is well promoted, regardless of race, ethnicity, religion, disability, age, gender or language.	The majority of policy and practice adequately addresses equal opportunities, although some opportunities are missed.	Policy and practice rarely address equal opportunities adequately and some activities contravene good practice.	Learning experiences are seldom or never enriched by extra-curricular activities or partnerships	
Inclusion	2.8, 4.10	The needs of all pupils are rigorously identified - and reflected, where appropriate, in IEPs.	There is good provision for meeting the needs of all pupils - and reflected, where appropriate, in IEPs.	The needs of a small number are not correctly identified or reflected in IEPs	The needs of several pupils are not recognised and / or reflected in IEPs.	Pupils' needs are frequently not recognised and IEPs are ineffective.	
	4.11- 4.12	There is very effective support for all pupils with additional learning needs	There is a good range of support for all pupils with additional learning needs.	Level of support provided for pupils with ALN is generally appropriate	Pupils with ALN are not provided with sufficient and/or optimum support	Support for pupils with ALN is insufficient or entirely ineffective	
	4.1, 4.5	The school has excellent partnerships in liaising with other agencies to ensure suitable reintegration for pupils.	There is a good range of support from outside agencies.	Outside support is occasionally sought for pupils' reintegration.	Limited initiative taken by school to provide and access support for pupils' reintegration.	Little or no work with outside agencies and reintegration is ineffective.	
	4.1-4.9	Effective and consistent policies and systems exist to provide support and care for pupils, including Child Protection.	Good systems exist to provide support and care for pupils, including Child Protection.	Most important policies and systems are in place to provide support and care for pupils, including Child Protection.	Limited number of policies and systems in place to provide support and care for pupils, including Child Protection.	Ineffective / inconsistent policies and systems to provide support and care for pupils, including Child Protection.	
	4.6, 4.12	A whole school behaviour policy and programme operate extremely effectively.	There are good systems in place to promote good behaviour.	Systems in place but could be strengthened / applied more consistently.	Significant inconsistency in the way in which procedures are applied.	No effective whole school policy and programme for behaviour.	

Care, Support & Guidance	4.12	All pupils at risk of exclusion have a very effective pastoral plan.	Good arrangements are in place to promote pastoral plans for all pupils.	Most pastoral plans are in place and some have proved effective.	Few pastoral plans in place. Some or all are in need of improvement.	No pastoral plans are in place for pupils at risk of exclusion.	
	4.12	Exclusions are rare events used only in very serious situations and always follow the correct procedures.	The school effectively implements the exclusion policy and exclusions are below the national average.	Exclusions are minimal and seen as a last resort. They generally follow the correct procedures.	Exclusions are too frequent or used inappropriately. Many do not follow the correct procedures.	Rates of exclusion are high and proper procedures are generally not followed. Parent appeals are often successful.	

Partnership	3.6, 4.2	Communication with parents is excellent.	Parents are given good information by, and about, the school.	Parents are given adequate information by, and about, the school.	Parents given little information by, and about, the school.	The level of information provided to parents is poor.	
	3.6	Parents are given numerous opportunities to learn about the school's approach and how they can contribute.	Parents are given a good range of opportunities to learn about the school's approach and how they can contribute.	Occasionally, parents are given opportunities to learn about the school's approach and how they can contribute.	Little evidence that parents are given opportunities to learn about the school's approach and how they can contribute.	No evidence that parents are given opportunities to learn about the school's approach and how they can contribute.	
	3.4, 3.6, 4.13- 4.18	Learning experiences are enhanced by an outstanding range of extra-curricular activities and very effective partnerships.	Learning experiences are enhanced by a good range of extra-curricular activities and effective partnerships.	Some extra curricular activities and partnerships make a positive contribution to learning experiences	Little evidence of extra-curricular activities and / or partnerships making a contribution to learning experiences.	Policies addressing equal opportunities are not in place. Some important aspects of school life contravene good practice.	

Leadership and Management

Aspect	Estyn Key Questions	1. Good with outstanding features	2. Good features and no important shortcomings	3. Good features outweigh shortcomings	4. Some good features but shortcomings in important areas	5. Many important shortcomings	Evidence
Leadership	5.1-5.9	Leadership very good in last inspection.	Leadership good in last inspection.	Leadership satisfactory in last inspection.	Leadership unsatisfactory in previous inspection.	Leadership poor in last inspection.	
	5.1-5.2	Governors, head, SMT, middle management and staff all share common sense of purpose.	The head teacher provides good direction for the school and is well supported by stakeholders.	There is a vision expressed by head and/or documentation but this is not always shared by others.	There is not a sufficiently clear, common sense of direction provided by head teacher, governors and / or SMT.	No sense of direction provided by governors and/ or head.	
	5.7-5.9	A range of sub committees meet regularly and all members of the governing body take additional interest in specific areas.	A range of sub committees meet regularly and comply with statutory requirements.	A range of sub-committees meet from time to time and some members of the GB take additional interest in specific areas.	Sub Committees meet infrequently and few members of the GB are knowledgeable about the school.	Little evidence that sub committees meet and members do not take much interest in the school outside GB meetings.	
	5.1, 5.2	All staff play a prominent and well-defined role in school development.	All staff make a good contribution to school development.	Role of middle managers and curriculum leaders could be usefully developed.	Imbalance in roles and responsibilities. Little responsibility accepted by staff.	Roles / responsibilities inadequately defined or not accepted by staff.	
	5.1	Relationships at the school are excellent and there is a strong sense of team spirit.	Relationships at the school are good and there is a strong sense of team spirit.	Relationships generally positive although some evidence of tension or difficulties.	Aspect(s) of relationships are not conducive to a happy school.	No team spirit. Some individuals are openly challenging or obstructive.	
	5.1	Very high expectations evident in seeking excellence.	An atmosphere of continuous improvement prevails.	Most staff share a general commitment towards further improvement.	Little impetus for improvement and mediocrity is accepted.	Change is resisted and there is no commitment to tackle major issues.	
Strategic Planning	5.1, 5.9	There is an extensive range of policies covering all aspects of school life.	There is a good range of policies covering all aspects of school life.	Most policies are appropriate and in place.	Several policies are not in place.	Policies are inadequate overall.	
	2.10, 3.7, 5.9	All statutory requirements are met effectively and have a positive impact on standards.	All statutory requirements are being met.	Most statutory requirements being met.	One important requirement not being met	Several statutory requirements not met	

	<p>5.4, 6.5-6.7</p> <p>A detailed SDP & other plans identify clear targets, success criteria, action and people responsible to secure improvement</p>	<p>A good quality SDP is in place and reflects the issues raised from self-evaluation.</p>	<p>Further clarity could be achieved in targets, success criteria, action and people responsible.</p>	<p>The targets, success criteria, action and / or people responsible in SDP & other plans are not specific enough</p>	<p>No current SDP or it fails to address key priorities for improvement.</p>	
	<p>5.3, 6.5-6.7</p> <p>The SDP is aligned closely with national priorities and the LEAs ESP.</p>	<p>The SDP is appropriately aligned with national priorities and the LEAs ESP.</p>	<p>SDP reflect some national priorities and the LEAs ESP.</p>	<p>SDP reflects few national priorities and / or is not well aligned with the ESP.</p>	<p>SDP fails to reflect national priorities or the LEAs ESP.</p>	
	<p>5.4-5, 6.5-7</p> <p>All staff and governors have contributed significantly to the SDP.</p>	<p>All staff and governors have contributed to the SDP.</p>	<p>Most staff have contributed to the SDP.</p>	<p>Few staff involved or aware of contents.</p>	<p>Staff not involved or aware of SDP.</p>	
<p>CPD</p>	<p>5.6, 7.5</p> <p>All staff are fully committed to CPD and implementing best practice, innovation and outcomes of research.</p>	<p>A good range of CPD programmes are implemented.</p>	<p>Staff are generally committed to CPD and participation in innovative teaching and learning projects.</p>	<p>Little desire for participation in CPD or in teaching and learning projects or initiatives amongst staff.</p>	<p>No interest in CPD or teaching and learning projects or initiatives by staff.</p>	
	<p>5.5-5.6, 7.5</p> <p>Performance Management is very closely aligned to CPD arrangements.</p>	<p>Performance Management is closely linked to CPD arrangements.</p>	<p>There is some link between Performance Management and CPD arrangements.</p>	<p>The link between PM and CPD is not sufficiently close.</p>	<p>Key elements of Performance Management and CPD are not in place.</p>	
	<p>5.5-5.6, 7.5</p> <p>Performance Management process significantly impacts on improving the quality of education provided.</p>	<p>Performance Management process impacts directly on improving the quality of education provided.</p>	<p>Performance Management process has some effect on improving the quality of education.</p>	<p>Performance Management process has little positive effect on the quality of education provided.</p>	<p>The lack of commitment to Performance Management and CPD inhibits the quality of education provided.</p>	

Aspect	Estyn Key Questions	1. Good with outstanding features	2. Good features and no important shortcomings	3. Good features outweigh shortcomings	4. Some good features but shortcomings in important areas	5. Many important shortcomings	Evidence
Self-evaluation	6.2, 6.4	There is a comprehensive structure to self-evaluation, which is understood by all staff.	There is a clear structure to self-evaluation, which is understood by all staff.	There is a self-evaluation structure in place but it could be strengthened.	Little evidence that the self-evaluation follows a set pattern or agreed plan.	No evidence that there is any structure to the school's self-evaluation.	
	6.1-6.2	Detailed and regular evaluation of the school's strengths and weaknesses.	Appropriate evaluation of the school's strengths and weaknesses.	Some degree of evaluation of current strengths and weaknesses.	Little indication that the school's strengths / weaknesses are identified.	Strengths and weaknesses are not appropriately recognised.	
	6.2	The self-evaluation contains a sharp focus on standards of pupil achievement and attainment.	The self-evaluation contains a sharp focus on standards of pupil achievement.	Self-evaluation generally focuses on standards of pupil achievement.	The self-evaluation rarely focuses on standards of pupil achievement	There is no focus or evaluation of standards of pupil achievement.	
	6.3-6.4	Staff, pupils, parents, governors and others are all part of the well-established self-evaluation process.	Staff, pupils, parents, governors and others are all part of the self-evaluation process.	Most staff and some other partners involved in the self-evaluation process.	Few staff involved in the process and little evidence that other partners are consulted or considered.	No evidence that staff or other partners are involved in the self-evaluation process.	
	5.5, 6.2	Formal classroom observation is an integral part of the self-evaluation structure.	Classroom observation is an integral part of the self-evaluation structure.	Classroom observation occasionally features in self-evaluation.	Little evidence that classroom observation is used in self-evaluation.	No evidence of classroom observation in self-evaluation	
	6.2	There is detailed analysis of pupil performance data, trends over time and gender differences.	Overall, there is an appropriate detailed analysis of pupil performance data.	Some analysis of pupil performance data is undertaken.	Little analysis of pupil performance to identify trends or priorities.	No analysis of pupil performance to identify trends or priorities.	
	6.5-6.7	Significant evidence that improvement has resulted from self-evaluation.	School acts positively to target areas needing improvement.	Some evidence that school has brought about improvement following self-evaluation.	Little evidence that school has brought about improvement following self-evaluation.	No evidence that school has brought about improvement following self-evaluation.	
Resources	6.6	Significant expenditure is always planned in the SDP.	Appropriate focus to expenditure in the SDP.	Generally, expenditure appears in SDP but this is not always the case.	There is little reference to expenditure in SDP	No reference to expenditure in SDP.	
	6.6-6.7	Very good value for money is always justified.	Good value for money can be justified.	Discussion on value for money is informal.	Little reliable evidence of effort to ensure value for money.	No attempt to consider whether the school is getting value for money.	
	7.3-7.5	Very effective deployment and storage of resources and classrooms.	Overall, effective deployment and storage of resources and classrooms.	One or two areas where resources are not deployed in the optimum way.	In a number of ways the school is not making the best use of its resources.	Deployment or storage of resources makes access very difficult.	

	7.1-7.2, 7.6	The school has a very good range of resources to promote the schemes of work in full.	The school has a good range of resources to promote the schemes of work in full.	Shortage of limited number of resources inhibits fullest promotion of SoW.	Considerable shortage of resources in key areas or resources of inferior quality.	Major shortage in terms of range, quality or quantity or resources.	
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When was the school last inspected?.....

When did the school last achieve the Basic Skills Quality Mark?.....

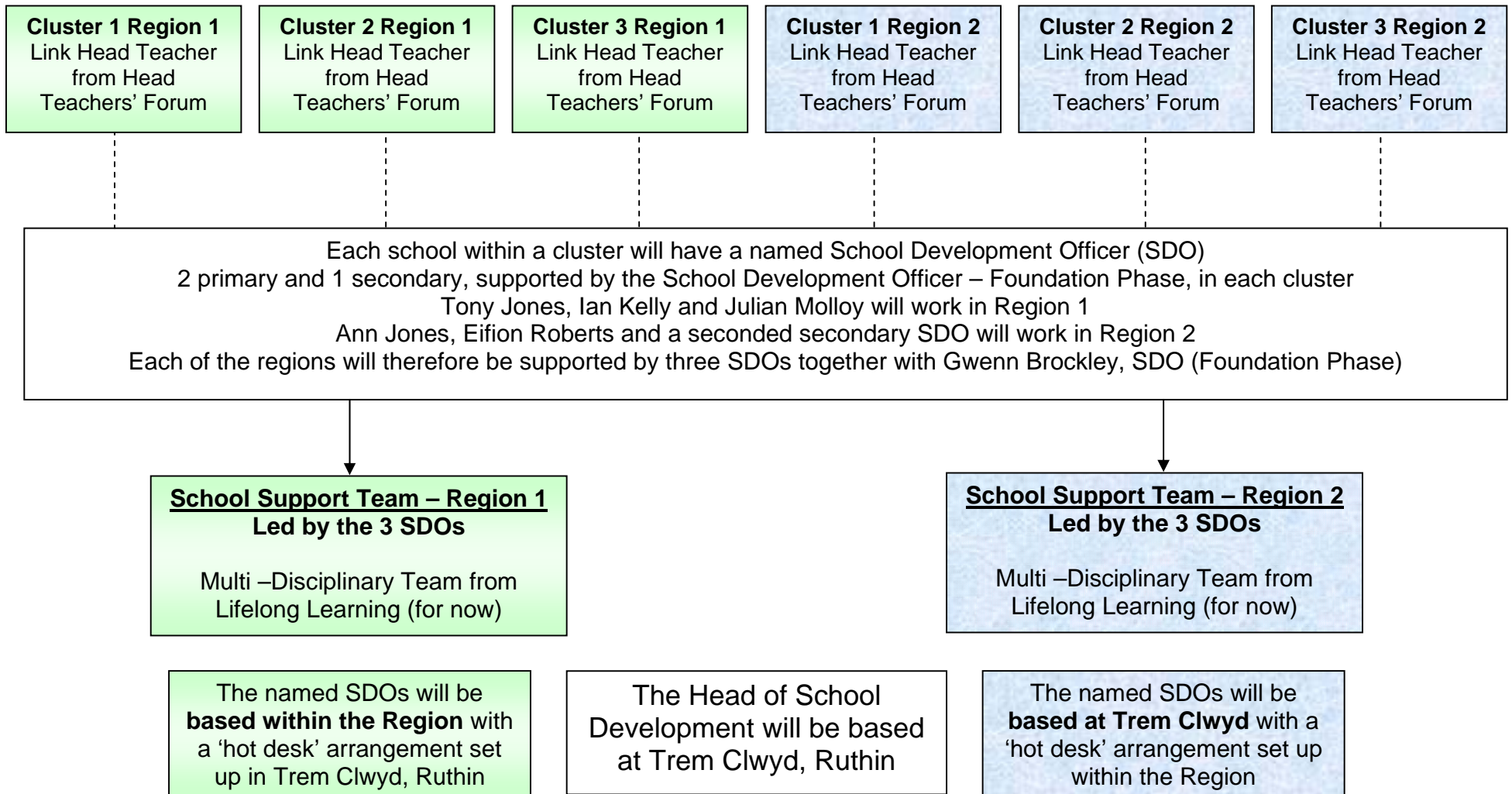
Good Practice

Standards	Quality of Education	Leadership & Management

Priorities for the Next Year

Standards	Quality of Education	Leadership & Management

SCHOOL/AUTHORITY COMMUNICATION AND ENGAGEMENT STRATEGY



SCHOOL/AUTHORITY COMMUNICATION AND ENGAGEMENT STRATEGY

The link head teacher in each of the 6 Clusters are members of the Denbighshire Head Teachers' Forum (established via the Estyn Action Plan) to enable heads to support the Council in its development of education. The link head teacher will feedback to their cluster heads from the Head Teachers' Forum. The link head teachers will also canvass their cluster heads for agenda items to place on the cluster meetings' agenda. The cluster meetings will be the **ONLY** forum for council officers' face to face communication with groups of head teachers. The Director of Education or Head of School Development will also place items on the agenda. Council officers will forward agenda items for inclusion at cluster meetings through the Head of School Development. It is suggested that meetings will take place half termly (8.30-11.30) on a rota basis in each cluster school where possible (there may be an opportunity after the meeting for heads to show each other around their schools and share practice i.e. after 11.30).

Cluster meetings will all take place on different days to allow council officers access to all clusters. The council will provide administration support for the cluster meetings.

It is suggested that all heads meet for one full day, twice per year. The morning sessions will be in a business meeting format with the Council's Lifelong Learning Directorate Management Team, and the afternoon will be working with the School Development Team to progress specific strategic School Improvement/Development items. Cover for small schools can be accessed via the Small Schools' Grant.

Clusters will no doubt meet at other times to progress their own local and contextual issues and may well be supported by their SDOs or other officers within their cluster School Support Team. It is requested that clusters place their meeting dates and agendas/areas of focus on the newly established Council Calendar, so that there is no overlap or duplication of work.

The Head Teachers' Federation is the head teachers' own meeting mechanism and as such is outside this remit.

In cases when immediate communication is needed by the Director or Head of School Development, the Head Teachers' Forum will be the conduit.

3.0

RESPONSIBILITY OF THE SCHOOL AND LOCAL AUTHORITY FOR GOVERNOR SUPPORT AND TRAINING

4.0

THE REPORTS WHICH THE GOVERNING BODY PROVIDES TO THE LOCAL AUTHORITY ON DISCHARGE OF ITS FUNCTIONS

GOVERNOR SUPPORT AND TRAINING

(Relevant documentation/forms at the end of this section)

Vision:

The Council and Denbighshire Governing Bodies will work collaboratively and in partnership to help support all schools and raise standards

Council responsibility:

- **From April 2008 all newly appointed governors will be subject to enhanced CRB checks, with a rolling programme of retrospective CRB checking for incumbent governors. These will be funded by the school**
- The Council will provide regular support and training for governors – *example see annual training programme attached to this section.*
- Council appointed governors will be required to attend one governor training session each term and will act as the conduit between schools and the council in communicating council policy, procedure and key messages. (*example - see criteria and process for the appointment of council governors*). Council appointed governors will be required to attend an induction session prior to taking up a governor position
- School Development Officers will provide pre and post Estyn Inspection support
- Governor Support Officer will attend National and Regional meetings and share relevant information with governing bodies
- Termly bulletins will be published on topical issues
- School Development Officer will provide governing bodies with a written annual report on standards (*example - see annual report to governing body*).

School responsibility:

- Council appointed governors will attend one governors training session each term (*criteria and process for the appointment of Council appointed governors*). They will also be required to attend an induction session prior to taking up role as governor
- Governors will follow the Code of Practice – *example - see Code of Conduct for governors*
- New Governors will attend the New Governors Induction training arranged by the Council

- The Governing Body will ensure that they have a full complement of governors as stated in the Instrument of Government and will inform the School Development Service of any changes
- Full information regarding the governors will be updated regularly on PLASC
- All minutes, agenda and Head teachers' report will be sent to the School Development Service prior to a meeting – *example – see suggested Agenda*
- All governors are encouraged to attend governor's training
- Chairs of Governors are encouraged to support the Denbighshire Chair of Governors Forum meetings held each term – *example – see Terms of Reference*

Governors' Training 2007 - 2008

Date	Venue		Topic	Presenter		Topic	Presenter
24/10/07	Dinas Bran	W1	Control of Contractors	Ian Thomas Nic Jones	W2	Role of the Clerk	Janet Jones
	Denbigh	W3	LEA Governors – Helping Denbighshire schools to move forward *	Tony Jones	W4	Appointing Staff	Helen Mullock
	Rhyl	W5	Exclusions	Wayne Wheatley	W6	Dealing with a complaint	Chris Harness
05/12/07	Brynhyfryd	W7	14-19 Learning Pathways	John Gambles	W8	Child Protection – Keeping children safe	Wayne Wheatley
	Glan Clwyd	W9	Managing Behaviour	Sheila Breeze	W10	Foundation Phase 2008	Gwenn Brockley
	Prestatyn	W11	New Governors *	Ann Jones	W12	Financial Matters	Shaer Halewood
16/01/08	Dinas Bran	W13	Dealing with a complaint	Chris Harness	W14	Self-evaluation and SDP – Raising Standards *	Eifion Roberts
	Denbigh	W15	Financial Matters	Shaer Halewood	W16	Special Educational Needs *	Eirwen Vogler
	Blessed Edward Jones	W17	LEA Governors – Helping Denbighshire schools to move forward *	Tony Jones	W18	Health & Safety	Gerry Lappington
27/02/08	Brynhyfryd	W19	Using Data – Raising Standards *	Eifion Roberts	W20	New Governors *	Ann Jones
	Glan Clwyd	W21	Discipline procedure	Helen Mullock	W22	14-19 Learning Pathways	John Gambles
	Prestatyn	W23	Foundation Phase	Gwenn Brockley	W24	Employment Law	Alison Wright
25/04/08	Llysfasi College		CONFERENCE			More details to follow	
21/05/08	Dinas Bran	W25	Foundation Phase	Gwenn Brockley	W26	Employment Law	Alison Wright
	Denbigh	W27	2008 Curriculum	Eileen Jones	W28	Health & Safety	Gerry Lappington
	Rhyl	W29	Attendance – Raising Standards	Wayne Wheatley	W30	Role of the Link Governor *	Ann Jones
25/06/08	Brynhyfryd	W31	LEA Governors – Helping Denbighshire schools to move forward *	Tony Jones	W32	Anti-bullying	Michael Duke
	Glan Clwyd	W33	Self-evaluation and SDP – Raising Standards *	Eifion Roberts	W34	Role of the Clerk	Janet Jones
	Prestatyn	W35	Child Protection – Keeping children safe	Wayne Wheatley	W36	2008 Curriculum	Eileen Jones

All workshops to start at 6:30pm prompt. Bilingual workshops are indicated with a *

Denbighshire County Council

Criteria and Process for the Appointment of Council Governors

THE CRITERIA

Only individuals who fulfil the following statutory and Denbighshire criteria should be nominated as Council Governors.

Criteria to be met under the provisions of the Education (School Government) (Wales) Regulations 1999

You must:

- 1 Be aged 18 or over
- 2 Not hold more than one governorship at the same school
- 3 Not be a governor at more than two schools (unless an ex-officio or temporary governor or an additional governor at a school causing concern)
- 4 Not be bankrupt or disqualified under the Company Directors Disqualification Act (1986) or an order made under section 429(2) (b) of the Insolvency Act (1986)
- 5 Not have been removed from the office of charity trustee or trustee for a charity by the Charity Commissioners or High Court on grounds of any misconduct or mismanagement, or under section 7 of the Law Reform (Miscellaneous Provisions) (Scotland) Act (1990) from being concerned in the management or control of any body, and not be included in the list of teachers or workers prohibited or restricted from working with children or young people (List 99)
- 6 Not be disqualified from being a teacher, other school employee or an independent school proprietor
- 7 Not have been sentenced to 3 months or more in prison (without the option of a fine) in the 5 years before becoming a governor, or since being a governor
- 8 Not have received a prison sentence of 2½ years or more in the 20 years before becoming a governor
- 9 Not at any time have received a prison sentence of 5 years or more
- 10 Not have been fined for causing a nuisance or disturbance on school premises during the 5 years prior to, or since appointment or election as a governor
- 11 Not also act as clerk to the governing body
- 12 Not be re-appointed where you have failed to attend a Governing Body meeting in 6 months and have been disqualified.
- 13 Not be compulsorily detainable in hospital under the provision of the Mental Health Act (1983).
- 14 Not already be elected as a Community, Parent or Partnership governor
- 15 Not be an employee of the school concerned

Additional Denbighshire Criteria

Essential Attributes

You must:

- Have a commitment to, and an interest in, education
- Have a desire to support the school concerned
- Be willing to serve the local community
- Be prepared to rearrange commitments to fit in with membership of the governing body
- Not previously have been disqualified from serving as a school governor
- Display the skills to work as a team member of the Governing Body
- Attend one training session each term

In addition, the Governing Body should be consulted on your application prior to the submission of your application. Failure to consult the governing body will mean that the application will not be considered.

The Process of Appointment

It is recommended that the following points be agreed.

(a) Applications

Applicants for appointments must have a proposer and seconder. Head teachers and chairs of governing bodies cannot act in this capacity. No other restrictions will apply.

Reasons for unsuccessful applications will not be published.

Applicants will not be able to challenge objections or make representations (other than those included in their application forms) to the Lead Member prior to a decision being made.

Application forms will include a section requesting applicants to declare relevant criminal convictions.

Delegated decision reports to the Lead Cabinet Member for Lifelong Learning will be Part II items by virtue of the Local Government Act 1972. Successful applications will be published, subject to the following:-

- The names of applicants will not be disclosed to the public prior to their appointment as governors.
- The address for contacting governors will be that of the school and not a governor's home address (unless specific consent has been given by the individual for the disclosure of such information to be published on the internet).
- An applicant's details gained from an application form will not be disclosed to the school's governing body (as appointments are made by The Council).

(b) Refusals & Appeals

No reasons will be published for a refusal to appoint as a school governor.

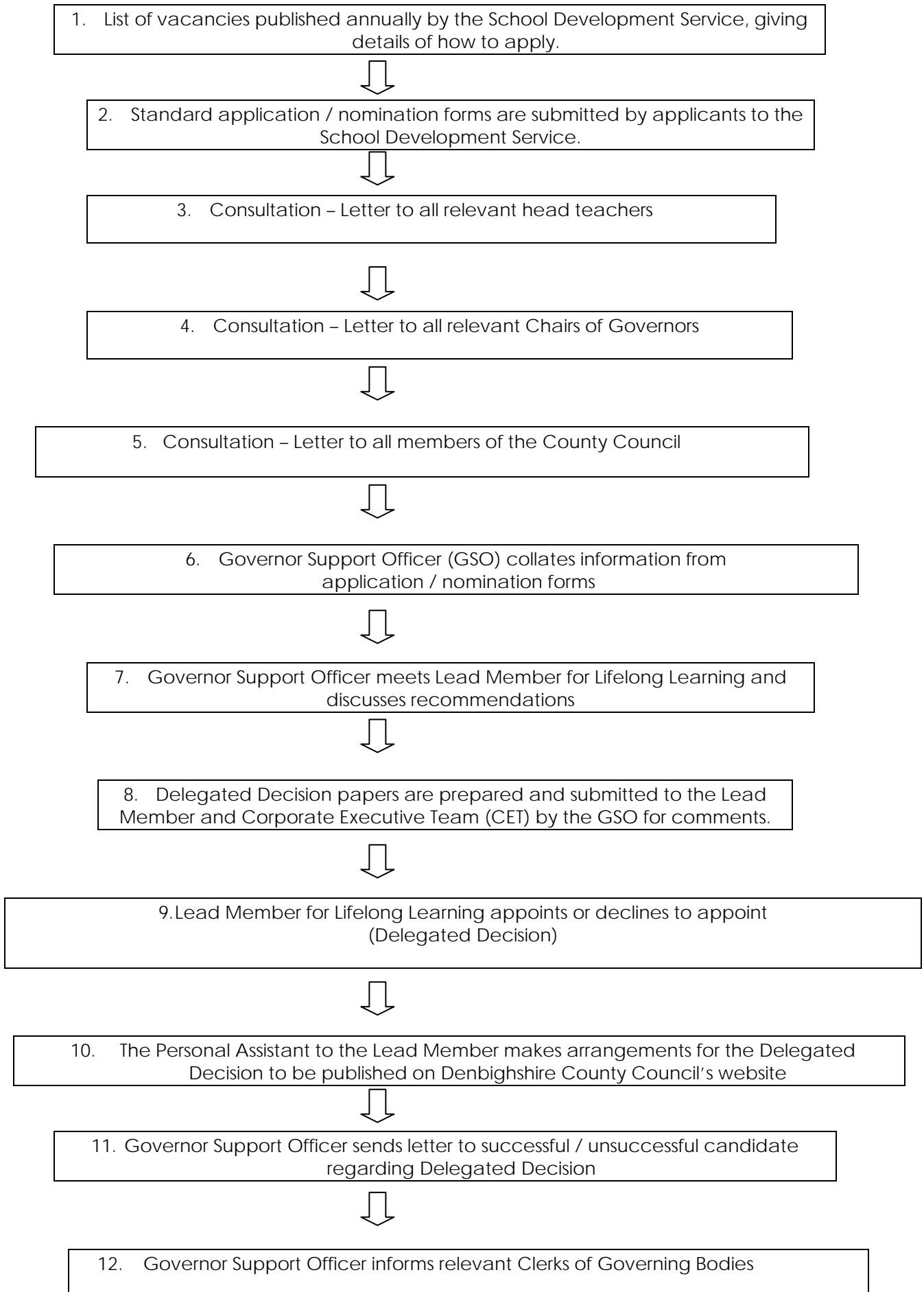
There will be no appeals process (there are no provisions within the Regulations governing the appointment of Council Governors requiring an appeals process to be in place).

(c) Desirable Experience

Examples of experience of working as a member of a team should be sought from applicants.

Provision will be made on application forms to allow applicants to submit any other information they feel is relevant to support their application.

Procedure for Appointing Council Governors





Annual Report to Governors 2007 - 2008



Ysgol

Data							Previous inspection	Self Evaluation Report	S.D.P.	School Finance
Bench Marking Data KS 1	Bench Marking Data KS 2	Fischer Family Trust	Target setting	Attendance	Exclusions	Special Needs				

Last Estyn inspection

1.	2.	3.	4.	5.	6.	7.

Recommendations:

- ♦

School Self Evaluation Report:

1.	2.	3.	4.	5.	6.	7.

Main findings:

-

School Improvement Officer comments:

o

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School Improvement Officer

Introduction

Any Code of Practice should be agreed, and minuted, by the full governing body and should be reviewed periodically to ensure that it is still relevant and effective in meeting the needs of the governing body.

Code of Conduct for Governors Guidance Document for Governing Bodies in Denbighshire

1. No governor has individual authority or power by being a member of the Governing Body, unless it has specifically been delegated; only the Governing Body as a whole can take actions or decisions unless agreed otherwise and formally minuted.
2. No governor should use his or her position to gain advantage in other relationships with the school or community (e.g. as a teacher, employee, parent or councillor).
3. The governing body recognises that it administers a public body funded by local and national taxation. It therefore recognises the need to ensure that its proceedings are open to public scrutiny. Minutes of the governing body and committee meetings must be made available at the school for anyone to read.
4. All governors, however appointed or elected, recognise that they are individually accountable to certain bodies or constituencies. All governors, therefore, have a duty to consider the significance of governing body decisions for the source of their appointment during discussion on any item. Elected governors undertake to report to their elective bodies regularly, and to initiate methods of gathering views on matters likely to be brought before the governors, where these are of a general nature or interest connected with the welfare of the school. Appointed governors will consider ways in which the reason for the appointment may be reflected in their contributions.
5. No governor may be mandated by his or her elective or appointing body under any circumstances, although (s)he should report any views expressed by members of that body.
6. All governors are of equal standing.
7. All governors are appointed, and should act, for the good of the school, whatever their constituency.
8. Most governors have other relationships with the school, such as employee or parent. They should be particularly careful to ensure that these relationships are conducted in a proper and ethical manner, and that their standing as a governor is not compromised or open to misinterpretation.

9. Governors will attend meetings punctually and well prepared as far as possible, having read supporting material and considered the contributions they may make on agenda items.
10. Governors will not use any material designated as confidential outside the governing body.
11. Governors accept corporate responsibility for the decisions of the governing body. If a decision has been made by vote and the decision goes against an individual's preference, then they should, by reason of professional conduct support that decision
12. Governors will consider what individual skills, personal qualities and knowledge they possess, and put them to use for the good of the school.

In discussing the Code of Conduct, the Governing Body may wish to refer to the Seven Principles of Public Life (Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty, Leadership) prepared by the Nolan Committee and published in the Guidance on Good Governance (DFEE, 1996). This was designed to explain the basic principles of good governor conduct.

Provision is made under the 'Government of Maintained Schools (Wales) Regulations, 2005 (Statutory Instrument 2914) to suspend a governor if he/she does not adhere to the code of conduct. This enables a Governing Body to suspend for a fixed period of 6 months on one or more of the following grounds:

- a) that the governor, being a person paid to work at the school, is the subject of disciplinary proceedings in relation to his or her employment;
- b) that the governor is the subject of proceedings in any court or tribunal, the outcome of which may be that he or she is disqualified from continuing to hold office as a governor under Schedule 5;
- c) that the governor has acted in a way that is inconsistent with the ethos or with the religious character of the school and has brought or is likely to bring the school or the governing body or his or her office into disrepute;
or
- d) that the governor is in breach of his or her duty of confidentiality to the school or to any member of staff or to any pupil at the school.

**SUGGESTED AGENDA
TERMLY MEETING OF FULL GOVERNING BODY**

Apologies

1. Minutes of previous meeting
2. Matters arising
3. Head teacher's report (Written)
4. Financial matters
5. Strategic aspects (Up-date on the School Development Plan / Self-evaluation scheme)
6. Reports from Committees
7. Health and Safety matters

Date of next meeting

PS. The agenda should be sent to governors at least 5 working days before the meeting

TERMS OF REFERENCE

(To be confirmed at Chairs Forum meeting on May 7th, 2008)

1. The name of this group shall be the Denbighshire Chairs' Forum, hereinafter called the Chairs' Forum.

2. Objectives

The objectives of the Chair's Forum shall be:

- To promote best practice in governance in schools within Denbighshire County Council
- To promote partnership amongst schools in the County
- To work with stakeholders to ensure adequate resources for schools
- To represent the group's views on issues relating to school governance and the management and resourcing of schools to relevant authorities and organisations.

3. Actions

In furtherance of its objectives this Chairs' Forum shall:

- Hold a termly meeting
- Hold an annual conference and occasional seminars
- Liaise with Officers of the Council
- Liaise with, and attend meetings of, other representative organisations, e.g. meetings and activities of Governors Wales
- Promote and encourage governor training delivered by The Council officers
- Liaise with the Welsh Assembly Government
- Carry out other activities consistent with the objective

4. Membership

The membership of the Forum shall comprise every chair of school governors from all community, voluntary aided, voluntary controlled and community special schools within Denbighshire. Governors will be members of the Chairs' Forum so long as they hold office with their school.

5. Officers

At the first meeting in each new academic year, the office of Chair, Vice-Chair and Treasurer will be decided by the members. The term of office shall be one year, but re-election of officers to extend the term of office will be at the discretion of members of the Chairs' Forum. The Council will provide secretarial and administrative assistance until such time as the Chairs' Forum wishes to change that arrangement.

6. The Annual Postal Election of Officers

An annual postal election shall be held in the first half of the Autumn Term to determine who will hold office for that academic year.

- a. A nomination form will be sent to every Chair of Governors and Clerk to Governing Bodies and a closing date will be given for receipt of nominations. A written report on the activities of the Chairs' Forum during the preceding year will be circulated with the nomination documents;

- b. Every member will be entitled to nominate themselves or put forward their nominee;
- c. The Council will publish the nominee's names, along with pen portraits, the office they have been nominated for and a closing date by which postal votes need to have been received by the designated Council Officer. Every member will be entitled to submit one ballot paper;
- d. The names of those elected will be published by the designated LC Officer in advance of the first Chairs Forum meeting for the academic year.

7. Special General Meetings (rules d-f also apply to all meetings of the governing body)

A Special General Meeting may be called at the discretion of the Officers to consider any issue related to the objectives of the Chairs' Forum;

- a. A minimum of three members must be in agreement that a meeting is required;
- b. A minimum of twenty-one days notice must be given to all members;
- c. All members are entitled to attend;
- d. The Chair shall preside over the Special Meeting. In her/his absence, the Vice-Chair will preside and in the event that both are absent the members will determine who will chair the meeting;
- e. Voting on issues before the meeting will be decided by a show of hands. In the case of equality of votes the Chair shall have the casting vote. No vote shall be cast by proxy;
- f. The Chair's direction on any question of procedure or any point of order shall be final.

8. Alterations to the Constitution or Terms of Reference

Alterations to the Constitution or Terms of Reference may only be made via postal consultation with Governing Bodies or if a written submission is submitted to the Chair which is signed by chairs of governors from a minimum of fifteen schools within Denbighshire.

Roles for Officers

Role of the Chair

- To liaise with Council Officers and approve the agenda for each meeting;
- To ensure that meetings are conducted efficiently and follow the agreed procedures;
- To maintain contact with Council Officers and Forum Officers between meetings to ensure issues affecting effective school governance are considered by the Forum in a timely way;
- To act as a spokesperson, when required, on behalf of the Chairs' Forum;
- To ensure that relevant documents and information impacting on the effectiveness of the Chairs' Forum are shared with the members in good time;
- To ensure that Denbighshire school governors are adequately represented on the Governors Wales Management Committee;
- With other Officers and support from The Council, ensure continuity of the Forum

Role of the Vice-Chair

To support the Chair in facilitating meetings

To help the Chair in any follow-up actions agreed in meetings

To consult with the Chair, Treasurer and LEA Officers on any matters that impact on the effectiveness of the Chairs Forum

To manage meetings efficiently in the absence of the Chair

Role of the Treasurer

The Treasurer is ultimately responsible for insuring that the finances of the Chairs Forum are organised and managed effectively through a specific, separate Chairs Forum bank account.

Managing all income

- Collecting all money owed to the Chairs' Forum
- Ensuring that all cash and cheques are deposited promptly in the bank or building society
- Issuing receipts for all money received and recording this information

Managing all expenditure

- Paying the bills and recording the information

Further roles

- Keeping up-to-date records of all the financial transactions
- Reporting the financial status regularly to the members and Officers
- Identify fundraising opportunities (i.e. government grants, sponsorship)
- Submit the statement of accounts, when required, to be audited
- Preparing year-end statements of accounts to present to the auditor
- Presenting an end-of-year financial report to the members of the Chairs Forum
- Financial planning, including producing an annual budget and monitoring it throughout the year

Role of Secretary

To liaise meetings on behalf of Chairs Forum

To minute all meetings

To prepare minutes and agenda prior to meetings

Inform Governor Support Officer of dates of meetings and any documentation to be circulated

5.0

ROLES OF SCHOOL AND LOCAL AUTHORITY TO DEVELOP EFFECTIVE TRANSITION FOR PUPILS FROM KEY STAGE 2 TO KEY STAGE 3

KEY STAGE 2-3 TRANSITION

Denbighshire needs a whole authority approach to transition, especially at KS2-KS3 in order to ensure a moderated approach to teacher assessment. This has not been approached 'corporately' in the past and is therefore a contributory factor to the dip in performance of pupils at KS4 ie there are variable approaches to teacher assessment at the preceding key stages with only nationally validated results at KS4. There may be over assessment at KS1-3 therefore.

Denbighshire is working with ESIS Wales, to produce a whole authority approach to transition, focusing on assessment and moderation, which will be in place for 2009 (Spring Term).



DRAFT for

Key Stage 2/3 Transition

(Primary Version)

(This Model Policy has been sent to all Denbighshire schools with the recommendation that they adopt it, with amendment to suit individual circumstances)

FORWARD

The preparation for the transfer of pupils depends on excellent liaison between *name of Primary School* and *name of Secondary School*.

Name of Primary School recognises that education should be an unbroken continuum; we further recognise that pupils' progress in the past has often been subject to a 'dip' because of a break in this continuity at the point of transfer. This policy will be supported by the whole of our school community to ensure that pupils are enabled to achieve maximum success during all stages of their formal education.

1. AIMS

- 1.1. To promote the continuity of education between the two key stages
- 1.2. To promote and support cross-phase work
- 1.3. To facilitate greater staff awareness of the other phase, especially its practice and methodology as well as the pupil experience
- 1.4. To prepare all KS2 pupil for the transfer experience
- 1.5. To identify and target specific support at those pupils considered to be vulnerable
- 1.6. To ensure proper availability and use of pupil transfer data
- 1.7. To ensure parents/carers/families are fully informed of the transfer process

2. EQUAL OPPORTUNITIES

- 2.1 Our Equal Opportunities Policy underpins every aspect of this policy
- 2.2 We recognise that all pupils have an entitlement to a successful and smooth transfer. We will ensure that all children are fully supported socially and academically, before, during and after their transfer to secondary school

3. MANAGEMENT

- 3.1 The management of this policy and of all transition matters in this school will be entrusted to _____
- 3.2 This colleague will ensure that the policy's success is constantly monitored and formally reviewed

4. CROSS-PHASE CO-OPERATION

- 4.1 We will continue to develop our successful partnerships with *name of Secondary School*. We will work together on curriculum development activities and will encourage pupil and staff exchange visits

5. CURRICULUM CONTINUITY

5.1 The developments in the LITERACY and NUMERACY initiatives are positive contributors in supporting continuity of curriculum

5.2 We will continue to promote the use of 'Bridging Units' and also participate in at least one piece of cross-phase skills based work each year, with name of secondary school

5.3 We will ensure that Year 5 and 6 schemes of work are regularly reviewed

5.4 We will ensure that current and prior attainment of Year 6 pupils is provided

6. STAFF DEVELOPMENT

6.1 Staff will be encouraged to take part in external training on a variety of aspects of transition

6.2 Teacher exchanges and meetings for planning cross-phase work will be encouraged

7. PUPIL PREPARATION FOR TRANSFER

7.1 We will encourage Yr 7 pupils to visit our school to talk to Year 6 pupils

7.2 For the pupils transferring from us

- We will support a Secondary Induction Day on one day of each Summer Term
- We will welcome secondary staff to visit pupils in school during the summer term prior to transfer

8. PUPILS WITH ADDITIONAL AND SPECIAL EDUCATIONAL NEEDS

8.1 Pupils with any kind of additional need as described by the Special Educational Needs Code of Practice and the Disability Discrimination Act - Part 4 should be given special consideration when looking at the transfer process. A specific policy for these pupils is attached as appendix 1

9. PARENTS AND FAMILIES

9.1 We will offer support to parents and families in understanding the transfer process and preparing their children for transfer.

9.2 We will work together with external agencies in identifying families who may need additional support before, at the point of, and after their children transfer

10 DOCUMENTATION

Effective transfer needs to be supported by the completion and use of key information about each student.

(Example of Key Information needed:

Orange Record Cards, KS2 Mark Sheets, Pupil Portfolios etc)

To this end

- 10.1 We will provide information in the summer term (or earlier for statemented pupils) to the secondary school
- 10.2 Should we feel that additional information on a particular child is needed we will discuss that with the secondary school when visits are made to meet the new pupils

11 GENERAL

- 11.1 Guidelines on procedures to support all aspects of this policy will be developed through discussion between pupils, parents, teachers, other staff and governors; they will be published together with the policy for the whole school community
- 11.2 The School's Governing Body will be invited to consider appointing a link governor to take a particular interest in transition matters



Policy for

Key Stage 2/3 Transition

(Secondary Version)

(This Model Policy has been sent to all Denbighshire schools with the recommendation that they adopt it, with amendment to suit individual circumstances)

FORWARD

The preparation for the transfer of pupils depends on excellent liaison between _____ *School* and its feeder primaries. _____ *School* recognises that education should be an unbroken continuum; we further recognise that pupils' progress in the past has often been subject to a 'dip' because of a break in this continuity at the point of transfer. This policy will be supported by the whole of our school community to ensure that pupils are enabled to achieve maximum success during all stages of their formal education.

1. AIMS

- 1.1 To promote the continuity of education between the two key stages
- 1.2 To promote and support cross-phase work
- 1.3 To facilitate greater staff awareness of the other phase, especially its practice and methodology as well as the pupil experience
- 1.4 To prepare all KS2 pupils for the transfer experience
- 1.5 To identify and target specific support at those pupils considered to be vulnerable
- 1.6 To ensure proper availability and use of pupil transfer data
- 1.7 To ensure parents/carers/families are fully informed of the transfer process

2. EQUAL OPPORTUNITIES

2. 1 Our Equal Opportunities Policy underpins every aspect of this policy
2. 2 We recognise that all pupils have an entitlement to a successful and smooth transfer. We will ensure that all children are fully supported socially and academically, before, during and after their transfer to secondary school

3. MANAGEMENT

5. 1 The management of this policy and of all transition matters in this school will be entrusted to _____
5. 2 This colleague will ensure that the policy's success is constantly monitored and formally reviewed

4. CROSS-PHASE CO-OPERATION

- 4.1 We will continue to develop our successful partnerships with feeder primary schools. We will work together on curriculum development activities and will encourage pupil and staff exchange visits

5. CURRICULUM CONTINUITY

- 5.1 The developments in the LITERACY and NUMERACY initiatives are positive contributors in supporting continuity of curriculum
- 5.2 We will continue to promote the use of 'Bridging Units' and also participate in at least one piece of cross-phase skills based work each year.
- 5.3 We will ensure that Year 7 and 8 schemes of work are regularly reviewed
- 5.4 We will ensure that prior attainment of Year 7 pupils is known and built on

6. STAFF DEVELOPMENT

- 6.1 Staff will be encouraged to take part in external training on a variety of aspects of transition
- 6.2 Teacher exchanges and meetings for planning cross-phase work will be encouraged

7. PUPIL PREPARATION FOR TRANSFER

- 7.1 We will encourage Yr 7 pupils to visit their former primary school to talk to Year 6 pupils
- 7.2 For the pupils transferring to us
 - We will offer a whole day Induction Day on one day of each Summer Term
 - *One of our staff* will visit pupils in their primary school during the summer term prior to transfer

8. PUPILS WITH ADDITIONAL AND SPECIAL EDUCATIONAL NEEDS

- 8.1 Pupils with any kind of additional need as described by the Special Educational Needs Code of Practice and the Disability Discrimination Act - Part 4 should be given special consideration when looking at the transfer process. A specific policy for these pupils is attached as Appendix 1

9 PARENTS AND FAMILIES

- 9.1 We will offer support to parents/carers and families in understanding the transfer process and preparing their children for transfer. To this end we hold a Parents' Information Evening during the summer term
- 9.2 We will work together with external agencies in identifying families who may need additional support before, at the point of, and after their children transfer

10 DOCUMENTATION

Effective transfer needs to be supported by the completion and use of key information about each pupil.

(Example of Key Information needed:

Orange Record Cards, KS2 Mark Sheets, Pupil Portfolios etc)

To this end

- 10.1 We will receive information in the summer term (or earlier for statemented pupils) from the feeder primary schools
- 10.2 Should we feel that additional information on a particular child is needed we will discuss that with the primary schools when visits are made to meet the new student

11 GENERAL

- 11.1 Guidelines on procedures to support all aspects of this policy will be developed through discussion between pupils, parents, teachers, other staff and governors; they will be published together with the policy for the whole school community
- 11.2 The School's Governing Body will be invited to consider appointing a link governor to take a particular interest in transition matters

6.0

TARGETS FOR LEARNER PARTICIPATION AND ATTAINMENT FOR SCHOOLS AND SIXTH FORMS

LEARNING PATHWAYS 14 – 19 DENBIGHSHIRE LEARNING NETWORK

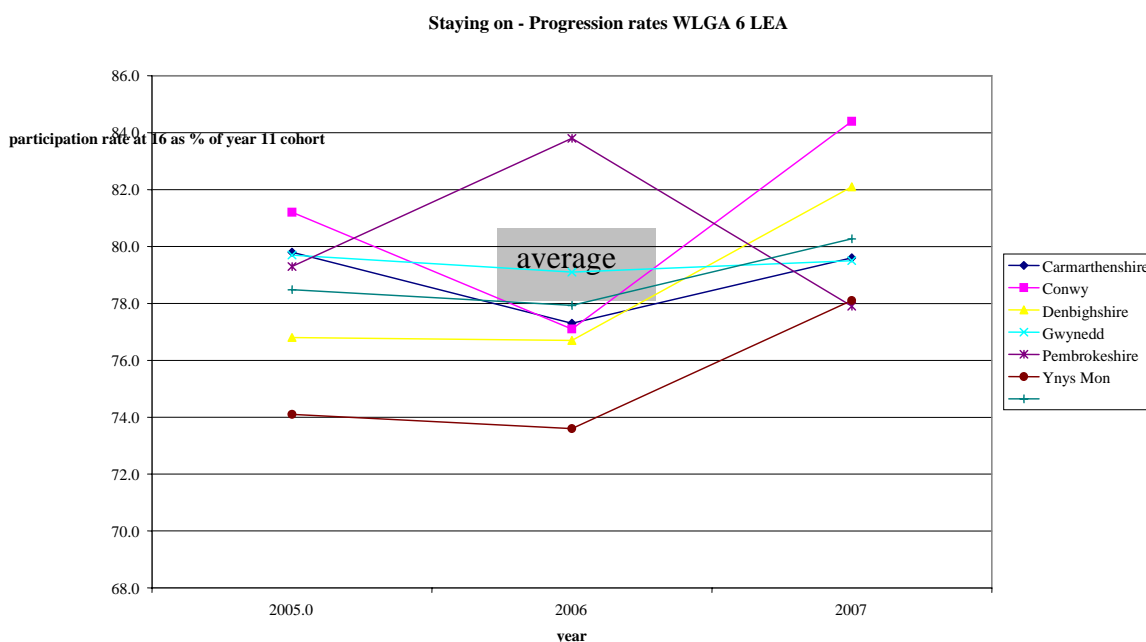
PARTICIPATION & PROGRESSION IN DENBIGHSHIRE SCHOOLS & COLLEGES

The participation rate is calculated as a % of the Year 11 cohorts for each school in Wales. Participation can be in the Sixth Form at the 'home' school, at another Sixth Form or at a College (FEI). Careers Wales publish this information at www.careerswales.com

How well do Denbighshire Schools fare in comparison with others?

In 2005 Denbighshire was ranked 11 in Wales. In 2006 10th =, and in 2007 ranked 2nd (Conwy was ranked 1st).

Comparison with our statistical neighbours shows an improvement, this time from 5th in 2005 to 2nd in 2007.



Source: Careers Wales

THE IMPACT OF LEARNING PATHWAYS

The average participation rate in Wales has risen during the lifetime of Learning Pathways from 75.6% in 2005 to 75.7 in 2006 and 77.2 in 2007. The increase in the Denbighshire has been more marked with a rise from 76.8 in 2005 to 82.1 in 2007. During this period schools and colleges have worked together to provide a wider range of options for young people, and the Network has helped to put in place enhanced support and guidance for young people including learning coaching to help young people access further learning.

The Network should now be aiming to consolidate this progress.

TARGETS FOR 2008 and beyond

- Top 10 status maintained
- 90% by 2015
- Top 2 within statistical neighbours group (as per Estyn Action Plan)

7.0

RESPONSIBILITY OF THE SCHOOL & LOCAL AUTHORITY FOR THE CONTROL OF SCHOOL PREMISES AND THEIR MAINTENANCE AND REPAIRS

8.0

RESPONSIBILITY OF THE SCHOOL AND LOCAL AUTHORITY FOR HEALTH AND SAFETY MATTERS

9.0

ARRANGEMENTS FOR REVIEW OF THE PARTNERSHIP AGREEMENT

REVIEW OF THE PARTNERSHIP AGREEMENT

The expectation from The Welsh Assembly Government is that councils and schools review their Partnership Agreement on a three yearly basis.

As Denbighshire County Council is currently under scrutiny of Estyn, as The School Development Strategy is a new policy and process, and with the developing School Effectiveness Framework for 2010, it is suggested that Denbighshire reviews The Agreement as follows (*please see Appendix 1*):

- September 2008, in order to include the policy related to school buildings/premises and health and safety, currently being progressed by the Policy and Performance Team
- July 2009, to ensure that a full cycle of School Evaluation and categorisation has been undertaken and support offered according to need. This will also allow for re-wording policy as a result of a full review of policy in practice
- Chairs of Governors' Forum – July 2009 to allow for further consultation and review of both The School Development Strategy and aspects related to governor support and training
- Head teacher/Council full day in Summer Term 2009, agenda item related to review of School Development Strategy

PARTNERSHIP AGREEMENT TIMETABLE

WEEK COMMENCING	ACTION	WHO
10/03/08	Version 3 to all schools and governors (<i>pending new Communication and Engagement Strategy</i>)	CS
12/03/08	SIMT and Team Leaders = School Development Strategy & Self Evaluation Model	CS/TJ
14/03/08	Meet with Head Teachers re meeting formats	CS
17/03/08	Final draft to be sent to all schools and chairs of governors (<i>responses to be returned by close of play – 21/03/08</i>)	CS
24/03/08	Final write up and production of Partnership Agreement	CS/JJ-H

PARTNERSHIP AGREEMENT TIMETABLE



WEEK COMMENCING	ACTION	WHO
<p>08/04/08</p> <p>September 2008</p> <p>September 2008</p>	<p>Report to Cabinet on Partnership Agreement to date. This will include:-</p> <ol style="list-style-type: none"> 1. Targets for pupil progress and attendance 2. School Development Strategy and Self Evaluation Model 3. Rationale/policy for governor support and training 4. Outline of the report the governing body provides to the Council on discharging its functions 5. Roles of the schools and Council in developing effective transition for pupils from KS2-KS3 6. Targets for learner participation and attainment for schools and sixth forms 7. Responsibility of the school and Council for the control of school premises and their maintenance and repairs. 8. Responsibility of the school and Council for health and safety matter 9. Arrangements for reviewing the Partnership Agreement 	<p>TJ</p> <p>CS</p> <p>AJ</p> <p>AJ</p> <p>CS</p> <p>JM</p> <p>T Booty/ H Griffin</p> <p>T Booty/H Griffin</p> <p>CS</p>
<p>22/04/08</p>	<p>Presentation of Partnership Agreement at Cabinet for final ratification as council policy</p>	<p>GWJ</p>

SCHOOL DEVELOPMENT STRATEGY – IMPLEMENTATION SCHEDULE

	WEEK COMMENCING	ACTION	WHO
1	07/04/08	"All schools" e-mail contact to be removed from DCC system	J Walley
2	14/04/08	1 st cluster meetings (<i>see Communication and Engagement Strategy for mechanisms</i>)	
3	22/04/08	Write to all schools informing them that Cabinet has ratified the Partnership Agreement and explain the Implementation Schedule	GWJ
4	28/04/08	Call together the School Support Team of those schools (<i>see below</i>)	SDOs
5	05/05/08 + 12/05/08	1 st tranche of pilot schools utilise the School Evaluation Model with their SDO to agree level of support for Summer Term 2008 and Autumn Term 2008 <i>- suggest those schools to be inspected in Autumn Term (and others)</i>	SDOs
6	12/05/08	All schools informed of meeting dates for the following year (<i>including 3 full days focusing on school development as <u>all heads</u> day and including SSMG dates for September 2008 → July 2009</i>)	GWJ
7	02/06/08	Schools that the Authority thinks <u>may</u> fall into Category 4, next tranche to be piloted.	SDOs

	WEEK COMMENCING	ACTION	WHO
8	July/August 2008	School Evaluation Model goes on-line and allows a self evaluation report to be printed off	JM
9	October 2008	Annual school audit published with old 'profile' information and other key data identified by Council teams	GWJ
10	October 2008	Call together school support teams to discuss all schools' audit and suggest level of support to be offered and priorities identified.	SDOs
11	October/November 2008	Visit schools to discuss the Self Evaluation Model and agree level of support (November 2008 - November 2009)	SDOs

Appendix 2

SCHOOL/AUTHORITY COMMUNICATION CLUSTER CHART

Key: SDO (School Development Officer)

JM	Julian Molloy	ER	Eifion Roberts
TJ	Tony Jones	AJ	Ann Jones
IK	Ian Kelly	GB	Gwenn Brockley
		TBA	To be arranged

REGION 1

REGION 2

CLUSTER 1

CLUSTER 2

CLUSTER 3

CLUSTER 1

CLUSTER 2

CLUSTER 3

SCHOOL	SDO	SCHOOL	SDO	SCHOOL	SDO	SCHOOL	SDO	SCHOOL	SDO	SCHOOL	SDO
Blessed Edward Jones	JM	Bodnant Inf	IK	Bodfari	TJ	Dewi Sant	ER	Betws GG	ER	Bryn Collen	AJ
Bryn Hedydd	TJ	Bodnant Jun	IK	Cefn Meiriadog	TJ	Glan Clwyd	TBA	Borthyn	AJ	Caer Drewyn	AJ
Christchurch	TJ	Clawdd Offa	IK	Denbigh High	JM	Henllan	ER	Bro Cinmeirch	ER	Carrog	AJ
Emmanuel	TJ	Hiraddug	IK	Esgob Morgan	TJ	Tremeirchion	ER	Bro Elwern	ER	Dinas Brân	TBA
Llywelyn	TJ	Melyd	IK	Faenol	TJ	Twm o'r Nant	ER	Bro Famau	GB	Glyndyfrdwy	AJ
Mair	TJ	Penmorfa	IK	Frongoch	IK	Pant Pastynog	ER	Bryn Clwyd	GB	Gwernant	ER
Rhyl High	JM	Prestatyn High	JM	Gwaenynog	TJ	Y Llys	ER	Brynhyfryd	TBA	Llandrillo	ER
Tir Morfa (P)	TJ			Heulfre	TJ			Clocaenog	AJ	Llantysilio	AJ
Tir Morfa (S)	JM			Plas Brondyffryn (P)	IK			Cyffylliog	AJ	Maes Hyfryd	ER
Y Castell	TJ			Plas Brondyffryn (S)	JM			Dyffryn Iâl	AJ		
				St Asaph VP	TJ			Gellifor	GB		
				St Brigid's (P)	IK			Llanbedr	GB		
				St Brigid's (S)	JM			Llanfair	AJ		
				Trefnant	IK			Pen Barras	ER		
				Y Parc	IK			Pentrecelyn	AJ		
								Rhewl	GB		
								Rhos Street	AJ		



Stephen Murphy *
Darren Martin

Phil Pierce *
David Edwards
Martyn Blythin

Helen Roberts *
Alison Duncan
Roger Hayward

Meurig Rees *

Bryn Williams *
Eleri Jones

Gordon Hughes *

HEAD TEACHERS' FORUM REPRESENTATIVES

* denotes Link Head Teacher

DRAFT - SCHOOL SUPPORT TEAMS - DRAFT

School Name	SDO	ESW	Educational Psychologist	Behaviour Support Officer	SEN Officer	HR Link	Finance Officer	Health & Safety Officer	Building / Maintenance	AMP Officer	Procurement	ICT
Region 1												
Blessed Edward Jones	JM	L Callister	R Hamilton	S Breeze	E Vogler							
Bodfari	TJ	A Francombe-Roberts	R Hamilton	S Breeze	KS1 T Hughes KS2 D Evans							
Bodnant Inf	IK	J Noble	A Ostanek	S Breeze	T Hughes							
Bodnant Jun	IK	J Noble	A Ostanek	S Breeze	KS2 D Evans							
Bryn Hedydd	TJ	J Wash	K Armstrong	S Breeze	KS1 T Hughes KS2 D Evans							
Cefn Meiriadog	TJ	A Francombe-Roberts	H Griffiths	S Breeze	KS1 T Hughes KS2 D Evans							
Christchurch	TJ	J Wash	R Hamilton	S Breeze	KS1 T Hughes KS2 D Evans							
Clawdd Offa	IK	J Noble		S Breeze	KS1 T							

DRAFT - SCHOOL SUPPORT TEAMS - DRAFT

School Name	SDO	ESW	Educational Psychologist	Behaviour Support Officer	SEN Officer	HR Link	Finance Officer	Health & Safety Officer	Building / Maintenance	AMP Officer	Procurement	ICT
Region 1												
					Hughes KS2 D Evans							
Denbigh High	JM	A Francombe-Roberts	M Ackers	S Breeze	E Vogler							
Emmanuel	TJ	J Wash	K Armstrong	S Breeze	KS1 T Hughes KS2 D Evans							
Esgob Morgan	TJ	A Francombe-Roberts	H Griffiths	S Breeze	D Evans							
Faenol	TJ		H Griffiths	S Breeze	KS1 T Hughes KS2 D Evans							
Frongoch	IK	A Francombe-Roberts	H Griffiths	S Breeze	KS1 T Hughes KS2 D Evans							
Gwaenynog	TJ	A Francombe-Roberts	H Griffiths	S Breeze	T Hughes							
Heulfre	TJ	A Francombe-Roberts	R Hamilton	S Breeze	D Evans							

DRAFT - SCHOOL SUPPORT TEAMS - DRAFT

School Name	SDO	ESW	Educational Psychologist	Behaviour Support Officer	SEN Officer	HR Link	Finance Officer	Health & Safety Officer	Building / Maintenance	AMP Officer	Procurement	ICT
Region 1												
Hiraddug	IK	J Noble	M Ackers	S Breeze	KS1 T Hughes KS2 D Evans							
Llywelyn	TJ	J Wash	M Ackers	S Breeze	KS1 T Hughes KS2 D Evans							
Mair	TJ	J Wash	R Hamilton	S Breeze	KS1 T Hughes KS2 D Evans							
Melyd	I Kelly	J Noble	K Nash	S Breeze	KS1 T Hughes KS2 D Evans							
Penmorfa	I Kelly	J Noble	K Armstrong	S Breeze	KS1 T Hughes KS2 D Evans							
Plas Brondyffryn (P)	I Kelly	A Francombe-Roberts	A Ostanek	S Breeze	KS1 T Hughes KS2 D Evans							

DRAFT - SCHOOL SUPPORT TEAMS - DRAFT

School Name	SDO	ESW	Educational Psychologist	Behaviour Support Officer	SEN Officer	HR Link	Finance Officer	Health & Safety Officer	Building / Maintenance	AMP Officer	Procurement	ICT
Region 1												
Plas Brondyffryn (S)	J Molloy	A Francombe-Roberts	A Ostanek	S Breeze	E Vogler							
Prestatyn High	J Molloy	J Noble	M Duke	S Breeze	E Vogler							
Rhyl High	J Molloy	J Wash/ J Bolshaw	K Armstrong	S Breeze	E Vogler							
St Asaph VP	Tony Jones	A Francombe-Roberts	H Griffiths	S Breeze	T Hughes							
St Brigid's (P)	I Kelly		R Hamilton	S Breeze	KS1 T Hughes KS2 D Evans							
St Brigid's (S)	J Molloy		R Hamilton	S Breeze	E Vogler							
Tir Morfa (P)	T Jones	A Griffiths	R Hamilton	S Breeze	KS1 T Hughes KS2 D Evans							
Tir Morfa (S)	J Molloy	A Griffiths	K Armstrong	S Breeze	E Vogler							
Trefnant	I Kelly	A Francombe-Roberts	H Griffiths	S Breeze	KS1 T Hughes KS2							

DRAFT - SCHOOL SUPPORT TEAMS - DRAFT

School Name	SDO	ESW	Educational Psychologist	Behaviour Support Officer	SEN Officer	HR Link	Finance Officer	Health & Safety Officer	Building / Maintenance	AMP Officer	Procurement	ICT
Region 1												
					D Evans							
Y Castell	Tony Jones	J Wash	H Griffiths	S Breeze	KS1 T Hughes KS2 D Evans							
Y Parc	I Kelly	A Francombe-Roberts	H Griffiths	S Breeze	T Hughes							

DRAFT – SCHOOL SUPPORT TEAMS - DRAFT

School Name	SDO	ESW	Educational Psychologist	Behaviour Support Officer	SEN Officer	HR Link	Finance Officer	Health & Safety Officer	Building / Maintenance	AMP Officer	Procurement	ICT
Region 2												
Betws Gwerful Goch	E Roberts	L Hooson	K Nash	S Breeze	KS1 T Hughes KS2 D Evans							
Borthyn	A Jones	L Hooson	R Hamilton	S Breeze	KS1 T Hughes KS2 D Evans							
Bro Cinmeirch	E Roberts	A Francombe-Roberts	K Nash	S Breeze	KS1 T Hughes KS2 D Evans							
Bro Elwern	E Roberts	L Hooson	K Nash	S Breeze	KS1 T Hughes KS2 D Evans							
Bro Famau	G Brockley	L Hooson	R Hamilton	S Breeze	KS1 T Hughes KS2 D Evans							
Bryn Clwyd	G Brockley	A Francombe-Roberts	M Ackers	S Breeze	KS1 T Hughes KS2 D Evans							

DRAFT – SCHOOL SUPPORT TEAMS - DRAFT

School Name	SDO	ESW	Educational Psychologist	Behaviour Support Officer	SEN Officer	HR Link	Finance Officer	Health & Safety Officer	Building / Maintenance	AMP Officer	Procurement	ICT
Region 2												
Bryn Collen	A Jones	P Astbury	M Ackers	S Breeze	KS1 T Hughes KS2 D Evans							
Brynhyfryd	TBA	L Hooson	H Griffiths	S Breeze	E Vogler							
Caer Drewyn	A Jones	P Astbury	K Armstrong	S Breeze	KS1 T Hughes KS2 D Evans							
Carrog	A Jones	P Astbury	M Ackers	S Breeze	KS1 T Hughes KS2 D Evans							
Clocaenog	A Jones	L Hooson	K Nash	S Breeze	KS1 T Hughes KS2 D Evans							
Cyffylliog	A Jones	L Hooson	K Nash	S Breeze	KS1 T Hughes KS2 D Evans							
Dewi Sant	E Roberts	F Jones	K Nash	S Breeze	KS1 T Hughes							

DRAFT – SCHOOL SUPPORT TEAMS - DRAFT

School Name	SDO	ESW	Educational Psychologist	Behaviour Support Officer	SEN Officer	HR Link	Finance Officer	Health & Safety Officer	Building / Maintenance	AMP Officer	Procurement	ICT
Region 2												
					KS2 D Evans							
Dinas Brân	TBA	P Astbury	A Ostanek	S Breeze	E Vogler							
Dyffryn Iâl	A Jones	L Hooson	K Nash	S Breeze	KS1 T Hughes KS2 D Evans							
Gellifor	G Brockley	L Hooson	R Hamilton	S Breeze	KS1 T Hughes KS2 D Evans							
Glan Clwyd	TBA	F Jones	K Nash	S Breeze	E Vogler							
Glyndyfrdwy	A Jones	P Astbury	K Nash	S Breeze	KS1 T Hughes KS2 D Evans							
Gwernant	E Roberts	P Astbury	K Nash	S Breeze	KS1 T Hughes KS2 D Evans							
Henllan	E Roberts	A Francombe-Roberts	K Nash	S Breeze	KS1 T Hughes							

DRAFT – SCHOOL SUPPORT TEAMS - DRAFT

School Name	SDO	ESW	Educational Psychologist	Behaviour Support Officer	SEN Officer	HR Link	Finance Officer	Health & Safety Officer	Building / Maintenance	AMP Officer	Procurement	ICT
Region 2												
					KS2 D Evans							
Llanbedr	G Brockley	L Hooston	R Hamilton	S Breeze	KS1 T Hughes KS2 D Evans							
Llandrillo	E Roberts	P Astbury	K Nash	S Breeze	KS1 T Hughes KS2 D Evans							
Llanfair	A Jones	L Hooson	K Nash	S Breeze	KS1 T Hughes KS2 D Evans							
Llantysilio	A Jones	P Astbury	K Nash	S Breeze	KS1 T Hughes KS2 D Evans							
Maes Hyfryd	E Roberts	P Astbury	K Nash	S Breeze	KS1 T Hughes KS2 D Evans							
Pant Pastynog	E Roberts	A Francombe-Roberts	K Nash	S Breeze	KS1 T Hughes							

DRAFT – SCHOOL SUPPORT TEAMS - DRAFT

School Name	SDO	ESW	Educational Psychologist	Behaviour Support Officer	SEN Officer	HR Link	Finance Officer	Health & Safety Officer	Building / Maintenance	AMP Officer	Procurement	ICT
Region 2												
					KS2 D Evans							
Pen Barras	E Roberts	L Hooson	K Nash	S Breeze	KS1 T Hughes KS2 D Evans							
Pentrecelyn	A Jones	L Hooson	K Nash	S Breeze	KS1 T Hughes KS2 D Evans							
Rhowl	G Brockley	L Hooson	K Nash	S Breeze	KS1 T Hughes KS2 D Evans							
Rhos Street	A Jones	L Hooson	R Hamilton	S Breeze	KS1 T Hughes KS2 D Evans							
Tremeirchion	E Roberts	F Jones	K Nash	S Breeze	KS1 T Hughes KS2 D Evans							
Twm o'r Nant	E Roberts	F Jones	K Nash	S Breeze	KS1 T Hughes							

DRAFT – SCHOOL SUPPORT TEAMS - DRAFT

School Name	SDO	ESW	Educational Psychologist	Behaviour Support Officer	SEN Officer	HR Link	Finance Officer	Health & Safety Officer	Building / Maintenance	AMP Officer	Procurement	ICT
Region 2												
					KS2 D Evans							
Y Llys	E Roberts	F Jones	K Nash	S Breeze	KS1 T Hughes KS2 D Evans							

DRAFT – SCHOOL SUPPORT TEAMS - DRAFT

School Name	SDO	ESW	Educational Psychologist	Behaviour Support Officer	SEN Officer	HR Link	Finance Officer	Health & Safety Officer	Building / Maintenance	AMP Officer	Procurement	ICT
St Winefride's			M Duke	S Breeze								
BSS			M Duke	S Breeze								
Looked After Children			M Duke									
Bryn y Wal			M Duke									
Dewi Sant Unit			M Duke									
Rhuddlan Children's Centre			A Ostanek									
Gwynfryn			A Ostanek									
0.5 Preschool			A Ostanek									
ASCE			A Ostanek									

DRAFT – SCHOOL SUPPORT TEAMS - DRAFT

School Name	SDO	ESW	Educational Psychologist	Behaviour Support Officer	SEN Officer	HR Link	Finance Officer	Health & Safety Officer	Building / Maintenance	AMP Officer	Procurement	ICT
Early Bird			A Ostanek									
PATHS			A Ostanek									
Stepping Stones			K Armstrong									
1 : 1 Work			K Armstrong									

Appendix 3

School Standards Monitoring Group Terms of Reference

Established in October 2007, this Group will focus primarily on monitoring performance and supporting Denbighshire's head teachers and officers to improve school standards and be the mechanism for identification of best practice. The Group will support the Lead Member for Education in seeking ways to champion school improvement.

In detail, the Group will:

1. Monitor the performance of every school on a 3 yearly basis in inverse proportion to need, utilising the Annual School Audit (to be developed) and the Support, Challenge and Intervention Policy, which is part of the LEA/School Partnership Agreement. The Group will focus primarily on schools causing concern, but will commit to see all schools at least once every three years.

Key Area for Discussion:

Standards

Quality of Teaching and Learning

Quality of Leadership and Management

Estyn Reports (where the report is less than 1 year old)

No. of pupils

Attendance/exclusion

2. Identify by means of this information and potential other sources, trends in individual schools and County performance.
3. Identify areas of good practice and support its dissemination.
4. Within the Council's Support, Challenge and Intervention Policy, support officers in identification of any deterioration in performance early and assist in identifying additional support and/or resources to resolve issues.
5. Extend an opportunity to Heads and Chairs of Governors to discuss at this meeting, any concerns about progress with their school improvement plan. Equally schools will be welcome to share examples of good practice and good progress with this group.
6. Monitoring the work of the School Improvement Service.
7. Provide Cabinet and Scrutiny with regular reports on school performance, the work of the School Improvement Service, in implementing the Council's policy to 'Support, Challenge and Intervene.
8. Receiving evidence from schools and other practitioners as required.

9. Monitoring the role and training of LEA governors.
10. Monitor the results of Estyn Inspections and actions taken to carry out their recommendations

Constitution

The Group will report through the Lead Member – Education, to the Cabinet. The Head of School Improvement will report to the Corporate Director, and quarterly to Scrutiny.

- The Group in itself will not have decision making powers
- The Group will comprise the following permanent members:
 - Lead Member – Education (Chair, otherwise the Head of School Improvement)
 - Councillor Lifelong Learning Scrutiny representative
 - Councillor – Education Champion
 - Head of Service - School Improvement
 - Head of Service – Policy & Performance (LLL)
 - Head of Service - Partnership and Inclusion
 - Representatives from schools – to be determined
 - Named School Improvement Officer, linked to the specific schools
- Representatives from other agencies will be invited to attend meetings as temporary members for certain issues
- Secretarial support provided by LLL Directorate
- Meetings not open to the public

Amended CS 22/1/08

Appendix 4

DCC Policy and Procedures – re Capability, competency, or disciplinary (to be provided by HR/Personnel)

Appendix 5

Code Of Practice On LEA - School Relations

(Direct quote from the Welsh Assembly Government's Code of Practice)

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Warning Notices

99.

Section 15 of the 1998 Act provides for an LEA to issue a warning notice to a governing body in certain specified circumstances, namely where:

- a. standards of performance of pupils are unacceptably low and are likely to remain so unless the LEA appoints additional governors and/or suspends the school's delegated budget (see paragraphs 105-120 below); or
- b. there has been a serious breakdown in the way the school is managed or governed which is prejudicing, or is likely to prejudice, pupils' standards of performance; or
- c. the safety of pupils or staff is threatened, whether by a breakdown of discipline or otherwise.

100.

Section 15 requires that an LEA may only issue such a notice if:

- a. the LEA has previously informed the governing body and head teacher of the matters which have caused it to conclude that one or more of the tests in paragraph 99 is met; and
- b. those matters have not been remedied to the LEA's satisfaction within a reasonable period.

101.

Section 15 also requires that the warning notice must set out the matters which have caused the LEA to conclude that one or more of the tests in paragraph 99 is met, the action which the LEA requires the governing body to take to remedy those matters; and the period within which that action is to be taken by the governing body ("the compliance period").

102.

The Secretary of State expects these provisions to be applied in accordance with the following principles:

- a. warning notices must only be issued in circumstances, which meet one or more of the tests in paragraph 99. They are not designed as a general purpose mechanism for securing school improvement but to prevent or remedy situations which put at significant risk the standards, management or conduct of the school;

b. sections 15 - 17 of the 1998 Act position warning notices as the step before the LEA appoints additional governors or suspends the school's delegated budget; and as indicating a situation of comparable seriousness to an inspection report which finds that the school requires special measures or has serious weaknesses;

c. in judging whether a school meets the test of standards being unacceptably low, the LEA should have in mind the criteria, which OHMCI use in identifying schools, which are in need of special measures (see Estyn Inspection Framework). The LEA should have grounds for concluding that, if action is not taken, the school would be likely to be found to need special measures or to have serious weaknesses at its next OHMCI inspection. This power is for use where the LEA has identified problems through its normal monitoring of performance and other data. The LEA should consider, in looking at whatever evidence has caused it to conclude that a warning notice may be justified, whether that evidence meets the criteria in the OHMCI framework and guidance. This does not mean that the LEA should carry out a full inspection of the school using the OHMCI framework. However, it will usually be appropriate for the LEA to investigate its concerns more fully, by visiting the school before proceeding with the warning notice procedures;

d. each LEA should establish the internal process to be followed before a warning notice is issued, including whether elected members should be involved prior to the issuing of a notice; and the form of reporting back to the local authority committee, which deals with education matters. The issue of a warning notice must never be politically motivated;

e. where a dispute has arisen between an LEA and a school - whether in relation to one of the specific areas covered by this Code or some other matter – the issue of a warning notice may be a suitable next step for the LEA to take. But there should be no assumption that it is appropriate to escalate matters in this way. If, for example, there is a dispute about rights of access or provision of information, a warning notice would be appropriate only if the LEA had grounds for concluding that the specific dispute was evidence of a wider problem concerning the school's operation such as to meet the tests for a warning notice in paragraph 99;

f. the Secretary of State considers that the types of concerns which would not appropriately trigger the issue of a warning notice by the LEA include (but are not limited to):

- the school has adopted pedagogic, management or other practices which the LEA does not agree with but which are within the field of legitimate professional debate and where there is no evidence that they are damaging the school's performance or operation;
- the school has declined to co-operate with the LEA where there is no legal obligation on them to do so or to use LEA advice and support services;
- the school has made a decision about spending its budget or about a personnel matter which the LEA considers ill-advised, but which is within the school's discretion to take, and which does not constitute mismanagement of the budget or any breach of employment law;

- there has been a complaint about the school from an individual or from a group acting together, but there is no evidence of illegality or malpractice and the dispute relates to a decision or action which was within the school's discretion to take;

- the LEA has a concern about what might happen in the future, even though there is no significant problem at present. The section 15 tests all relate to the present or the past - i.e. the problem raised in a warning notice must already be occurring or have occurred. This does not preclude the LEA from drawing the attention of the governing body and head teacher to issues and trends which it considers could cause problems in future if not addressed;

g. section 15 requires the warning notice to state the "compliance period" within which the governing body should take the action required by the LEA. The appropriate length of the compliance period will vary. Where children are at risk, action needs to be immediate. The LEA should set a timescale, which is challenging so that the school achieves an acceptable standard as quickly as possible but which allows the governing body sufficient time to comply with the terms of the notice;

h. section 15 provides for warning notices to set out the action, which the LEA "requires" the governing body to take. It is good practice for LEAs also to provide guidance to governing bodies on how they might comply. The governing body does not have a discretion to decide whether or not to comply; it must comply. If it fails to, the LEA is likely to have grounds (although this will depend on the circumstances of each case) for proceeding to appoint additional governors or to suspend the school's delegated budget; or the LEA could put a complaint to the Secretary of State under section 496 of the Education Act 1996 on grounds that the governing body is acting unreasonably in failing to comply, and seek a direction from the Secretary of State to the governing body.

i. it would be open to the governing body, if it felt that the LEA had acted unreasonably in issuing the warning notice or in terms of the action or compliance period stated in the notice, to put a complaint to the Secretary of State under section 496. Where circumstances 'justified' it, the Secretary of State could issue a direction under Section 496 to the LEA that it refrain from action under Sections 16 and 17 of the 1998 Act, pending his determination of a complaint made about a warning notice under Section 15 of that Act.

103.

If the governing body does not comply with a warning notice, sections 14 - 17 of the 1998 Act allow the LEA to appoint additional governors to the school's governing body; and/or to suspend the school's delegated budget.

104.

There is no presumption that these steps follow automatically. The LEA needs to make a judgement whether such escalation is the appropriate way to tackle a school's failure to comply with a warning notice, or whether some other action is more likely to achieve the necessary improvement. In particular, if the school recognises that it has a problem, is working in partnership with the LEA, and is showing signs of improvement, action which the school sees as a form of penalty is unlikely to be appropriate. Also it is unlikely to be appropriate to use those powers of further intervention if:

- a. the governing body has very largely taken the action required in the formal warning notice;
- b. the governing body is close to completing the action by the end of the compliance period; or
- c. the failure to complete the action within the compliance period is attributable to reasons beyond the governing body's control which have developed since the warning notice was given.

Appointment of Additional Governors

105.

Section 16 of the 1998 Act gives LEAs the power to appoint an unlimited number of additional governors to the governing body of any maintained school in specified circumstances, namely where the school:

- a. has been found by OHMCI to be in need of special measures; or
- b. has failed to respond satisfactorily to a warning notice.

106. In the case of a school requiring special measures, section 16(3) provides that, before the LEA appoints any additional governors, a period of at least 10 days must have elapsed after the Secretary of State has acknowledged receipt of the LEA's post-inspection statement of action. In the case of a school, which fails to comply satisfactorily with a warning notice, the additional governors must, under section 16(2), be appointed within two months of the end of the compliance period. This is to ensure that the possibility of additional governors being appointed is not left hanging over the school for an indefinite period. If the LEA concludes that additional governors would help resolve the problem, it must act within a reasonable period to appoint them.

107.

In the case of a voluntary aided school, section 16(6) enables the relevant diocese (in relation to any Church in Wales or Roman Catholic school), or whichever other body appoints the foundation governors, to appoint a matching number of additional foundation governors where the LEA has exercised its power to appoint additional governors. This is to ensure that the foundation governors can continue to hold a majority of places on the governing body. In the case of a voluntary aided school which has been found to require special measures, the diocese or other body which appoints foundation governors may appoint an unlimited number of additional governors irrespective of whether the LEA has first exercised its power to appoint additional governors.

108. In deciding whether to exercise the power to appoint additional governors, the LEA should always consider what it expects those governors to do to remedy the problem which has arisen at the school. Additional governors once appointed have no specific powers over and above those of ordinary governors. They become members of the wider governing body, with the same powers and functions, and subject to the same requirements as other governors. They are bound by the standard requirement for the governing body to act collectively, and have no power to act unilaterally unless such power is delegated to them by the governing body. Nor are they entitled to any payments as governors which are not paid to governors generally.

109.

Additional governors can play a useful role if they have a particular expertise which is missing on the governing body - for example, in strategic planning or in personnel matters in cases where some restructuring of the school's staffing is needed. The additional governors may also be able to improve communication between the governing body and the LEA. LEAs may find it useful to identify a group of people who would be willing to accept such appointments, including those with experience of serving on the governing bodies of successful schools. Local governor associations may be able to help identify suitable candidates. Such additional governors are not bound by the normal rule that no-one can serve on more than two governing bodies but additional governors should not be asked to serve on more than two governing bodies unless it is clear that they will be able to devote the necessary time and energy needed to carry out their role effectively on all of them.

110.

If the school's problems are wholly or partly due to divisions and factionalism on the governing body, the LEA should consider the impact of any new appointments so that they help remove, rather than reinforce, the divisions. There may be cases where the LEA, and other bodies who appoint governors, should consider whether it would be more appropriate to exercise their powers to remove the existing governors they have appointed if one or more of them is obstructing the effective operation of the governing body or is not demonstrably committed to the continuing good governance of the school.

111.

In making additional governor appointments, the LEA should make clear to the appointees and to the rest of the governing body:

- a. the expertise and experience which the new governors will bring;
- b. the action which the governing body needs to take, reinforced by the new governors, to tackle the problem which has arisen;
- c. the way in which the LEA will work with the additional governors, including any specific briefing, information or backup which will be made available to them - bearing in mind the importance of not marginalising other governors, but involving all of them in the recovery action;
- d. any special terms of appointment, for example if the LEA and new governors have negotiated in advance a term of office substantially shorter than the normal 4 year term. This may be the case where the LEA expects the problem to be resolved fairly quickly and the original governing body can be relied on to consolidate and build on the improvements which have been made. But in most cases it should be assumed that the new governors will be appointed for the usual 4 year term of office.

112.

The diocesan body appointing foundation governors should provide the same information in conjunction with its appointment of additional governors.

113.

It will normally be good practice for the LEA, diocese or other appointing body to provide this information before the appointment is confirmed so that the governing body has an opportunity to raise any concerns about the appointment of a particular individual or their terms of appointment beforehand. Ultimately, however, the appointing body has the responsibility for deciding who to appoint and under what terms. They should endeavour to take account of any concerns raised by the governing body about the appointment, as far as is consistent with resolving the problems at the school as quickly and effectively as possible.

Suspension of Delegated Powers

114.

Chapter IV of Part II of the 1998 Act includes provision for the delegation of schools' annual budgets to schools' governing bodies. As well as having the right to decide how the budget should be spent for the purposes of the school (subject only to any conditions contained in the LEAs financing scheme) the governing body of a school with a delegated budget has the power to make decisions about the appointment and dismissal of staff. LEAs have the power to suspend the governing body's right to decide how to spend its delegated budget, in cases where:

- a. they judge that the governors have been guilty of a substantial or persistent failure to comply with any delegation requirements under the LEA's scheme for the financing of its schools;

b. they judge that the governors are not managing the delegated budget satisfactorily. Examples might include breaches of probity or a school operating with a substantial deficit which the governing body has no satisfactory plans to contain and eliminate.

When an LEA suspends delegation, the related staffing powers are also restricted.

115.

The governing body has a right to appeal to the Secretary of State against the suspension of delegation, or any decision by the LEA not to restore delegation when the suspension is reviewed once a year; and the Secretary of State may uphold or reject any such appeal.

116.

At least one month's notice must be given in writing of any suspension under section 51 and Schedule 15, except in cases of gross incompetence or mismanagement or other emergency. In such a case the LEA may specify a shorter period or even give notice suspending delegation with immediate effect. The notice must specify the grounds on which the LEA proposes to suspend delegation and (if applicable) the LEA's reasons for giving less than one month's notice. Where an LEA does suspend delegation, it is able to devolve back to the governing body such decision making powers as it considers appropriate, allowing the LEA to select areas in which it needs to take decisions. For example, this allows the LEA to take direct responsibility for staffing decisions, if that is where the problem lies, while leaving the governing body to take decisions on non-staffing expenditure.

The form of restriction depends on the category of school. When delegation is suspended from a community, community special or voluntary controlled school, section 54 of the School Standards and Framework Act provides that the LEA may appoint, suspend and dismiss teachers and other staff at the school as the LEA thinks fit, although it must consult the governing body as it thinks fit. The exception to this is appointments of reserved teachers in voluntary controlled schools, for which the LEA must secure the consent of the foundation governors. Where delegation is suspended from the governing body of a voluntary aided, foundation or foundation special school, section 55 provides that the LEA determines the number of staff to be employed at the school; the governing body must get the LEA's consent before appointing or dismissing any teacher (other than certain teachers of religious education in schools with a religious character); and the LEA may, after consulting the governing body, give them directions requiring them to dismiss a teacher or relating to the educational qualifications of teachers to be employed at the school.

117.

Under section 17 of the 1998 Act the LEA may suspend delegation in cases where:

- a. they have issued a warning notice to a school under section 15 of the 1998 Act but are of the view that the matter has not been resolved to their satisfaction;
- or
- b. the school has been found by OHMCI to be in need of special measures, or to have serious weaknesses.

118.

The same timescales apply as for the appointment of additional governors, that is:

- a. in the case of a special measures school, section 17(3) provides that, before suspending the budget, a period of at least 10 days must have elapsed after the Secretary of State has acknowledged receipt of the LEA's post-inspection statement of action;
- b. in the case of a school subject to a warning notice, the budget must, under section 17(2), be suspended within two months of the end of the compliance period stated in the notice.

119.

Suspension under section 17 works in the same way as a suspension for financial mismanagement, except that the school has no specific right of appeal to the Secretary of State. The Secretary of State would become involved only if the school made a complaint under Section 496 of the Education Act 1996 that the LEA was acting unreasonably in suspending delegation (including a complaint that the LEA was acting in contravention of its duty to have regard to this Code).

120.

The Secretary of State considers that LEAs should use the power to suspend delegation in accordance with the following principles:

- a. suspension of delegation should only happen in exceptional circumstances. It is not a general purpose mechanism for improving school financial management or performance, but to prevent or remedy situations which put at significant risk the standards, management or conduct of the school. As with other intervention powers, how often it is appropriate to use this power will vary from LEA to LEA. If a number of schools refuse to set balanced budgets, contrary to the provisions of the LEA's scheme for the financing of its schools the LEA may have no alternative but to suspend delegation in each case;
- b. the LEA must be clear, and must tell the school, whether it is acting under section 17 or section 51 of the 1998 Act in suspending delegation;
- c. suspension of delegation should only be used for a constructive purpose, and the LEA should always have thought through how suspension of delegation will assist in resolving the school's problems;
- d. the LEA should always explain the reasons which have led it to conclude that delegation should be suspended, the evidence on which it is relying in reaching that conclusion, and how it believes that suspension will help;
- e. suspension of delegation should always be seen as a transitional mechanism and never as a permanent state. The principle of school self-management means that delegation should be restored as soon as practicable and legally possible after the problem has been resolved and the governing body can be relied on to consolidate and build on the improvements which have been made;

f. suspension of delegation should only be used as a means of creating an opportunity in which positive action can be taken, to resolve the immediate problem and ensure that it does not recur. This means that it is not enough to get someone outside the school to take decisions for a while. The school's capacity to take its own decisions must be strengthened, and the LEA should explain how that is to be done.

Breakdown of Discipline

121.

Schools have the main responsibility for pupil discipline. Under section 61 of the 1998 Act, the governing body is responsible for ensuring that "policies designed to promote good behaviour and discipline on the part of its pupils are pursued at the school". It has a duty to set the framework of a school's discipline policy, within which the head teacher determines measures to be taken for promoting discipline and good behaviour.

122.

The LEA has a duty under section 527A of the Education Act 1996 to prepare a behaviour support plan, setting out the arrangements it makes for pupils with behavioural difficulties, including providing advice and resources to schools. The LEA must consult the governing body and headteacher of each maintained school in its area when preparing the plan, which should incorporate performance measures by which the effectiveness of the behaviour support arrangements can be assessed.

123.

LEAs have for some years had a reserve power to take whatever steps they think necessary, including giving directions to the governing body or head teacher, to prevent or put right a breakdown of discipline at a county, voluntary controlled or maintained special school. Section 62 of the 1998 Act extends this power to cover all categories of school in the new framework. LEAs may use this power where, in their opinion, the behaviour of pupils at the school or any action taken by pupils or their parents is such that: "the education of any registered pupils at the school is (or is likely in the immediate future to become) severely prejudiced".

124.

LEAs should view this as a reserve power of last resort. Many will never need to use it. No LEA should expect to use it other than extremely rarely.

125.

Where any LEA believes it necessary to use this power, it should be exercised in accordance with the following principles:

- a. the power is only to be used in exceptional cases. There must be, either at the time or in immediate prospect, a breakdown of discipline at the school. "Breakdown" implies problems such that the school can no longer function in an orderly way, that staff cannot maintain discipline, that large numbers of pupils are truanting, or that the safety or welfare of pupils or staff is at risk;
- b. the LEA must, under section 62 inform the governing body in writing before it acts. In any case where there have been warning signals that a problem is developing, such a notice should not come as a surprise to the governing body, because the LEA should already have been drawing those signals to the attention of the governing body and the head teacher. But there must be no delay in any circumstances where pupils or staff may be at risk, and in such cases the LEA has a right and responsibility to act urgently;
- c. as with other intervention powers, the section 62 power should only be used for the purpose of creating an opportunity in which constructive action can be taken to resolve the immediate problem and ensure that it cannot recur. If there has been a breakdown in discipline, the internal procedures of the school will need strengthening, and the LEA should indicate the changes it believes the school should make, and any support the LEA will provide, with a view to restoring responsibility for discipline to the school as quickly as possible.

GLOSSARY OF TERMS

Council	Denbighshire County Council
Estyn	Her Majesty's Inspectorate for Wales
Estyn Categories	When inspecting education institutes, Estyn give grades 1-5 against key questions. Grade 1 is the best grade, with grade 5 being given to those institutes which require specific interventions to ensure they improve
SSMG	School Standards Monitoring Group
SDO	School Development Officer (formerly School Improvement Officer)
SSE	School Self Evaluation

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR H H EVANS
Leader and Lead Member for Education

DATE: 22nd April 2008

SUBJECT: MODERNISING EDUCATION ACTION PLAN MONITORING

1 DECISION SOUGHT

1.1 Cabinet is requested to consider the work undertaken to monitor the progress of the Modernising Education Agenda.

2 REASON FOR SEEKING DECISION

2.1 The Council submitted the Action Plan and associated work plans to Estyn on the 20th December 2007. The Action Plan clearly demonstrated the commitment of the Authority to ensuring the plan will be monitored, evaluated and reviewed in due course.

2.2 The Modernising Education Board is responsible for overseeing the effective implementation of the Action Plan and accordingly has approved a robust performance management approach to ensure that the Board receives an overview of the progress against agreed actions and is able to review the level of risk associated with all recommendations within the report.

2.3 Appendix 1 to the report provides a summary of the 19 work plans developed to respond to the main recommendations within the Estyn Inspection report. Work Plans have been developed to respond to each of the 18 bullet points within Estyn's three overall recommendations plus two additional work plans have been developed to address key areas not formally considered within the recommendations but considered important to the overall successful implementation of the improvement agenda. The appendix via the colour coding allows a clear understanding from a single sheet of the status of progress.

	Progress	Risk Status
Red	Slippage against over 15% of the agreed dates within the work plan	Considered high risk in terms of impact of likely time delays, insufficient money to deliver the task or receiving negative media coverage
Amber	Slippage reported against less than 15% of the agreed dates within the work plan	Considered medium risk in terms of impact of likely time delays, insufficient money to deliver the task or receiving negative media coverage
Green	All tasks are either ongoing or have been completed against agreed dates	Considered low risk in terms of impact of likely time delays, insufficient money to deliver the task or receiving negative media coverage

- 2.4 In total there are over 400 individual actions within the work plans as submitted to Estyn to be progressed by the Authority. Clearly there is a need to ensure that any reporting mechanism ensures that Members attention is drawn to areas causing or likely to lead to concerns to ensure that corrective action can be instigated.
- 2.5 To complement the performance management arrangements the Business Change Manager has commenced her role to support the embedding of new processes and practices into mainstream working. In particular an important element of this role is to review the impact of those activities reported as green. This role has been developed in respect of providing a focus for the work of Scrutiny with challenge occurring on completed tasks to ensure that Task Leaders can demonstrate progress in the context of the key questions of what outcomes have the activities achieved and what difference has it made.

Current Progress

- 2.6 Appendix 1 to the report provides a summary of current overall progress including an assessment of tasks completed as of the 31st March 2008. Within the current plan there were 162 actions scheduled to be completed by that date and progress is summarised as follows:-

Actions completed	120
Actions not completed	42

- 2.7 The Modernising Education Board considered a progress report at its meeting on the 2nd April. The Board agreed to amend a number of dates of actions in view of changing circumstances. Details of the amendments to the action plan agreed by the Modernising Education Board at this meeting are contained in Appendix 2. Task Leaders have also highlighted issues in relation to future activities to be completed and in the first instance Task Leaders are to discuss progress with Lead Members' with responsibilities for work plans.
- 2.8 Estyn Review of Youth Support Services / Modernising Education Report
- 2.9 The Action Plan in response to the Estyn Inspection of Youth Support Services has now been brought into the same format for planning, monitoring and reporting as the Action Plan for the Local Authority Inspection. Three meetings have been arranged (8th, 14th & 24th April) for the Extending Entitlement working group to consider the objectives within the Draft Action Plan; ensure that these will have a positive outcome for young people against the recommendations from Estyn and develop work plans against each recommendation that include activities delivered by organisations from across the partnership.
- 2.10 The Action Plan and underpinning work plans will be subject to Estyn and Education Recovery Board monitoring visits and will be reported on to the Modernising Education Board. Responsibility for ensuring the action plan is taken forward will be with the Extending Entitlement Working Group who will report to the Children & Young People's Strategic Partnership to highlight progress and barriers to completion.

2.11 An action plan to progress the recommendations from the Cambridge Report was agreed by Cabinet in March 2008 and work has progressed to develop proposals to form the basis of consultation with key stakeholders with a view to implementation from November 2008.

2.12 Estyn Monitoring Visits

2.13 The first of the four scheduled Estyn Monitoring Visits took place on the 26th and 27th February 2008. The Council received the formal response on the 20th March which provided a summary of the team's findings relating to the recommendations in the inspection reports for the local authority education services and youth support services following their inspection visit in February 2008. The letter from Estyn concluded that "overall Denbighshire has made a good start to address the recommendations following the Estyn inspection reports. The leadership of education by officers and elected members has improved. Priorities are clearer, supported by detailed plans to deliver improvements." The next Estyn Monitoring visit will take place on the 13th and 14th May.

3 POWER TO MAKE THE DECISION

The Council was required under a duty to prepare an Action Plan under Section 39 of the Education Act 1997.

4 COST IMPLICATIONS

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 were identified in the work plans and these considerations were taken into account in the budget setting process for 2008/09.

5 FINANCIAL CONTROLLER STATEMENT

The Council has agreed a package of additional resources of £700k as an initial response to the Estyn report. Further bids for additional funding, in addition to the allocation for inflationary impact, of £1.25m have been recommended by Cabinet and were agreed by full Council on 12 February 2008 as part of the overall budget proposals for 2008/9.

6 CONSULTATION CARRIED OUT

6.1 The Modernising Education Board at its meeting on the 2nd April considered the latest position as reflected in Appendix 1 and 2. The Board reviewed with individual Task Leaders the circumstances around those activities were revised dates were sought to ensure that the reasons were valid and justified.

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

Action	Responsibility	Deadline
To explore and address the reasons for any delays in implementing agreed actions	Modernising Education Board	Fortnightly meetings
To review and report to Cabinet upon the overall progress against the Action Plan as at the end of April 2008 to Cabinet	Modernising Education Board	3 rd June 2008

9 RECOMMENDATIONS

That Members consider the progress to date against tasks and request that the Modernising Education Board reviews progress against those tasks identified as “Red” or “Amber” in Appendix 2 in advance of the next monthly monitoring report.

Appendix 1

Action Plan in response to Estyn Inspection Report 2007 - Position as at 31st March

Recommendation 1	Progress	Risk	Recommendation 2	Progress	Risk	Recommendation 3	Progress	Risk
Address the issue of poor performance in schools by:			Improve the leadership and management of education at all levels of the authority by:			Improve the use of resources		
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	AMBER	GREEN	R2.1 Identifying clearly and addressing systematically, through robust planning and monitoring, the key strategic priorities needed to improve performance at all levels	GREEN	GREEN	R3.1 - Linking funding priorities within the education budget more closely into strategic and operational planning processes	GREEN	AMBER
R1.2 - Developing, in partnership with schools, a coherent and specific school improvement strategy sharply focused on the priorities needed to raise performance	AMBER	GREEN	R2.2 - Creating clearer links between operational, service and corporate priorities	GREEN	GREEN	R3.2 - Prioritising resources according to the needs of children, young people and schools	GREEN	AMBER
R1.2a) - Produce a Council five year Prevention & Inclusion Strategy	GREEN	GREEN	R2.3 - Consulting and communicating effectively with schools, parents, pupils and other key partners	GREEN	GREEN	R3.3 - Evaluating the impact of the use of resources - Bidding for Resources	RED	AMBER
R1.3 - Improving overall attendance figures across the authority	GREEN	AMBER	R2.4 - Influencing schools to work in constructive partnership with officers and elected members on agreed improvement strategies to raise performance	RED	GREEN	R3.3 - Evaluating the impact of the use of resources - Measuring the Resources	GREEN	GREEN
R1.4 - Reducing permanent and fixed term exclusions	AMBER	RED	R2.5 - Improving relationships and communication between parts of social and education services to successfully implement the Children Act 2004	AMBER	GREEN	R3.4 - Completing the work on funding formulae for secondary and special schools and the delegation of resources for SEN and behaviour support	GREEN	AMBER
R1.5 - Improving the amount of provision and support for children and young people with social, emotional and behavioural difficulties	AMBER	RED	R2.5a) - Develop and implement Community Focused Schools and Integrated Support Strategy to deliver holistic support to children, young people and families within their community	AMBER	GREEN	R3.5 - Working openly with schools to improve their understanding of funding decisions and processes	GREEN	AMBER
R1.6 - Rigorously monitoring and challenging the performance of schools through the effective use of data	AMBER	AMBER	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	GREEN	GREEN			
R1.7 Determining schools' entitlement to support from the Council according to need, and communicating this clearly to schools	GREEN	GREEN						

Exception Reporting from Monitoring Forms – Estyn Work Plans – As at 31st March 2008
Appendix 2

Activities due for completion by 31st March – Red or Amber status

Ref	Key Activity	Activity Leader	Progress to Date	Workplan completion date	Revised completion date *	Achieved completion date	Progress since MEB	RAG Status
R1.2 - Developing, in partnership with schools, a coherent and specific school improvement strategy sharply focused on the priorities needed to raise performance				Task Leader – Gareth Wyn Jones Lead Member - Councillor Paul Marfleet, Lead Member for Modernisation and Improvement				
1.2	Agree allocation of training days for SOS over three year period with School Improvement team, head teachers, and Sycol	Behaviour Support Service Manager	Number of days agreed with SYCOL and Initial discussions with SI and PI re identification of specific training days	29/02/2008	31/03/08			AMBER
R1.4 - Reducing permanent and fixed term exclusions				Task Leader – Sheila Breeze Lead Member – Councillor Pauline Dobb, Lead Member for Social Services				
1.4.2	Establish clear strategy with all schools on interventions to be used to prevent exclusions	Behaviour Support Service Manager	We have completed this activity with all of the secondary school heads as this is the area that present most of our exclusions. It is our intention now to do the same with the primary school heads through the cluster meetings with an extended time scale of the end of the summer term in July	29/02/2008	31/03/08			AMBER
1.4.5	Feasibility study for On Site Inclusion Centres in three designated schools and refurbishment of existing OSIC	Senior Project Manager		31/03/2008	Unknown		Uncertainty about funding	RED
R1.5 - Improving the amount of provision and support for children and young people with social, emotional and behavioural difficulties				Task Leader – Sheila Breeze Lead Member – Councillor Gareth Rowlands, Lead Member for Regeneration and Housing				

Exception Reporting from Monitoring Forms – Estyn Work Plans – As at 31st March 2008
Appendix 2

Ref	Key Activity	Activity Leader	Progress to Date	Workplan completion date	Revised completion date *	Achieved completion date	Progress since MEB	RAG Status
1.5.3	Commission design team to prepare design and all associated documents for development of premises	Behaviour Support Service Manager	Work on design has started prior to full commissioning when funding available on 1/4/08	31/03/2008				AMBER

Amendments to Work Plans – Activities due for completion by 31st March – Revised completion dates agreed

Ref	Key Activity	Activity Leader	Workplan completion date	Revised completion date *
R1.6	Rigorously monitoring and challenging the performance of schools through the effective use of data	Task Leader – Gareth Wyn Jones, Head of School Improvement Lead Member – Councillor Paul Marfleet, Lead Member for Modernisation and Improvement		
1.6b	School profiles provide clear indications of trends over time and benchmark performance, including Fischer Family Trust 'B' targets.	Senior MIS Officer		31/10/2008
R2.3	Consulting and communicating effectively with schools, parents, pupils and other key partners	Task Leader – Lisa Leece, Children and Young People's Partnership Manager Lead Members – Councillors Pauline Dobb, Lead Member for Social Services and Councillor Elwyn Edwards		
2.3	Establish the relationship of parents to the school area network	Education Partnership Officer	31/03/2008	30.06.08
2.3	Link Community Focused Schools & Integrated Support strategy and delivery to Schools area networks	Education Partnership Officer	31/03/2008	30.06.08
R2.5	Improving relationships and communication between parts of social and education services to successfully implement the Children Act 2004	Task Leader – Sally Ellis, Corporate Director – Social Services and Housing Lead Member – Councillor Pauline Dobb, Lead Member for Social Services		
2.5	Key agency decision makers agree outcome targets for inclusion in draft Plan plus commitments to budget pooling, Joint Commissioning	Corporate Director Social Services & Housing	31/03/2008	30.06.08

Exception Reporting from Monitoring Forms – Estyn Work Plans – As at 31st March 2008
Appendix 2

Ref	Key Activity	Activity Leader	Workplan completion date	Revised completion date *
	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	Task Leader – Steve Price, Scrutiny Support Officer Lead Members – Councillor John Smith, Lead Member for Business Management, Communications and Personnel and Councillor Morfudd Jones, Education Champion		
2.6.1	Lifelong Learning Scrutiny Committee to consider setting priority performance indicators within the business planning process	Scrutiny Support Officer	31/03/2008	30/09/2008
	R 3.1 - 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	Task Leader – Shaer Halewood, Senior Management Accountant Lead Members – Councillor Julian Thompson Hill, Lead Member for Finance and Councillor Hugh Evans, Lead Member for Finance		
3.1	Education budgets are scrutinised and proposals submitted to DMT for realignment of budget to the higher ranked priority areas	Heads of Services	31/01/2008	30/04/2008 (second amendment to date)
3.1	Undertake a review of current budgets held within Education to ensure they can be disaggregated following the transfer of services from Strategy & Resources to other Directorates	Central Budgets Team	31/01/2008	30/04/2008 (second amendment to date)
3.1	Identify the current level of delegation of funding and assess whether this is appropriate and being managed effectively by schools	LMS Team / SBF	31/03/2008	30/04/2008
	R3.3 - Evaluating the impact of the use of resources - Bidding for Resources	Task Leader – Tom Booty Lead Member – Councillor Paul Marfleet, Lead Member for Modernisation and Improvement		
3.3	Develop workshop format to provide training to those individuals who will be completing the revenue funding bid forms to include: <ul style="list-style-type: none"> • The effective use of resources • Ways of generating funding • Financial monitoring and reporting • Benchmarking • The Use of PI's Evaluation of resources	Senior Project Manager	31/01/2008	31-Mar-2008 (second amendment to date) 30 May 2008

Exception Reporting from Monitoring Forms – Estyn Work Plans – As at 31st March 2008
 Appendix 2

Ref	Key Activity	Activity Leader	Workplan completion date	Revised completion date *
3.3	Ensure new forms and scoring criteria are adopted by the Council and are subsequently used as the primary mechanism for capital and revenue bids in relation to Education	Principal Management Accountant	31/01/2008	31 April 2008 (second amendment to date) TBA

Exception Reporting from Monitoring Forms – Estyn Work Plans – As at 31st March 2008
Appendix 2

Amendments to Work Plans – Activities due for completion by 31st March – Revised completion dates agreed

Ref	Key Activity	Activity Leader	Workplan completion date	Revised completion date *
	R2.2 - Creating clearer links between operational, service and corporate priorities	Task Leader – Jackie Walley – Head of Policy and Performance Lead Member – Councillor Paul Marfleet, Lead Member for Modernisation and Improvement		
2.2	Develop a Lifelong Learning Business Plan and Service Plans which reflect the priorities for education	Head of Policy and Performance	30/04/2008	July 2008 in line with Corporate timetable
2.2	Council agree the priorities for education in Denbighshire. (New members)	Head of Policy and Performance	31/05/2008	31/10/2008
2.2	Revise the Council's Improvement Plan 2008 - 2011 to reflect education as a key priority	Head of Strategic Policy	31/05/2008	30.09/2008
	R 3.1 - 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	Task Leader – Shaer Halewood, Senior Management Accountant Lead Members – Councillor Julian Thompson Hill, Lead Member for Finance and Councillor Hugh Evans, Lead Member for Finance		
3.1	Identify ways of providing a medium term financial strategy that links into three year budgets for school	Senior Management Accountant	30/04/2008	31/07/08
3.1	Identify the statutory/non-statutory split of non delegated functions to assess whether further delegation would be appropriate. Review the Wales average and family group rates of delegation for comparison data	LMS Team / SBF	30/04/2008	31/05/2008
3.1	Identify what other local authorities delegate and share best practice in terms of what works best with regards the level of delegation and why they have elected not to delegate	LMS Team / SBF	31/05/2008	30/06/2008
3.1	If appropriate, (dependant on the outcome of the above activities) develop a phased approach for further delegation of funding coupled with a programme of support rolled out to schools at the relevant time	LMS Team / SBF	30/09/2008	31/10/08

REPORT TO CABINET

**CABINET MEMBER: COUNCILLOR H H EVANS
LEADER AND LEAD MEMBER FOR EDUCATION**

DATE: 22 APRIL 2008

**SUBJECT: A PROGRAMME FOR CHANGE – DENBIGHSHIRE'S
FOCUSSED AGENDA**

1 DECISION SOUGHT

- 1.1 That Members agree to the programme of change branded “Denbighshire’s Focussed Agenda” which is outlined in Appendix I.
- 1.2 That Members recommend the programme management arrangements to the new Council at its meeting on the 20 May 2008.

2 REASON FOR SEEKING DECISION

Denbighshire’s Focussed Agenda is the proposed name of a transformational change programme for the Council which puts in place an arrangement which:-

- Provides a strategic direction for the Authority and a consistent approach to change
- Modernises the Council so it can meet the challenges of the 21st century
- Ensures the Authority identifies and effectively deals with areas of high risk
- Puts in place an organisational structure which reduces bureaucracy and improves frontline services
- Regularly and effectively monitors progress against Member priorities
- Effectively supports the development of the Council’s workforce

Denbighshire’s Focussed Agenda will ensure that the Council is well placed to meet the national and local policy framework as detailed below:-

The Assembly’s One Wales agenda and the four themes below which will form the basis of Improvement Agreements

A Healthy, Fair and Just Society – Adults

A Healthy, Fair and Just Society – Children

Sustainable Communities

A Prosperous, Cultural and Diverse Society

Welsh Local Government Leaders’ agreed challenges

Waste management;

Surplus school places;

Social care;

Affordable housing; and

Sustainability and climate change

Current Corporate Priorities which will be reviewed by the new Council

School & Educational Improvement

Highways

Public Realm

3 POWER TO MAKE THE DECISION

Local Government Act 2000. Wales Programme for Improvement Guidance puts a duty on Councils to make continuous improvement.

4 COST IMPLICATIONS

A Focussed Agenda Board will be set up to deliver the programme of change which is needed using a programme and project management approach (Appendix I – page 3 refers). This more focussed approach aims to rationalise existing structures and release resources and capacity to support the Board and its programme of projects which will have very specific outcomes.

5 FINANCIAL CONTROLLER STATEMENT

The proposal will drive many elements of the budget setting process for future years by clarifying areas for prioritising and enabling a more focused challenge to be applied to current service budget levels at a time of reducing WAG support.

6 CONSULTATION CARRIED OUT

The approach outlined in Appendix I has been rigourously debated and developed by the Corporate Executive team and Change Management Board. A more detailed paper which outlined the approach was also the subject of a long discussion at Informal Cabinet on the 18 March where Members suggested producing the attached 'easy to read' version. Both Members and senior management agreed to support the implementation of the programme for change. Denbighshire's Focussed Agenda was also taken to MMC on the 10 April and is the subject of a conference for middle managers on the 23 April.

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

The Focussed Agenda will positively support the Council's policy framework as it is a model for delivering the Council's policy intentions.

8. ACTION PLAN

Action	Lead Officer	Deadline
Focussed Agenda Management Conference	Ian Miller/Janette Williams	23 April 2008
Set up Focussed Agenda Management Board	Ian Miller/Janette Williams	28 April 2008
Agree Terms of Reference for Focussed Agenda Management Board	Ian Miller/Janette Williams	12 May 2008
Focussed Agenda Staff Roadshows	Ian Miller	December 2008

9 RECOMMENDATION

- 9.1 That Members agree to the programme of change branded "Denbighshire's Focussed Agenda" which is outlined in Appendix I.
- 9.2 That Members recommend the programme management arrangements to the new Council at its meeting on the 20 May 2008.

A Programme of Change for Denbighshire County Council

The Need for Change

Change has become the normal way of life. At any one time the Council may have hundreds of change initiatives or programmes running, both within the organisation and with its partners. Even when Members and senior management are aware of all the initiatives taking place at any one time, how can they identify what is significant and what is not?



This becomes even more critical when considering cross organisational, collaboration or partnership working. While change within a Directorate or Service may present challenges, the true test of a Council's capabilities is the way it tackles cross cutting change. Success will require the Council to maximise its opportunities and coordinate across the whole business. Avoiding potential pitfalls will require all aspects of change to be handled in a considered and consistent way.

Meeting our Challenges

We need to change and modernise the way we do things to meet a number of different challenges. We know that our finances will continue to be stretched for at least the next three years but we will still need to meet our efficiency targets, push forward the collaboration agenda and try to keep council tax increases low. We know that the characteristics of Denbighshire's population are changing so that in future we will have increasing numbers of older people and we need to plan so that we can properly meet both their needs and the needs of their families and carers. We also know that we need to reduce the waste we produce and find ways of making houses affordable for everyone. We also have a number of risks which we need to assess and take action to reduce and areas such as education which we are committed to improve.

Following the elections, the new Council will also agree priorities and we will need to plan what actions we need to take to meet Member priorities for the next four years.

**But above all, we need to focus on continuing
to improve our front-line services.**

Our Workforce

We know we have a superb workforce which has shown time and time again that it can deliver. We want to build on this and continue to support and develop our workforce so that we provide excellent customer services to everyone, all of the time. We want to put in place a programme which will improve our leadership, skills and capabilities to achieve success.



Great Idea – if only we knew how to manage it?

How often have you sat in a meeting and listened to colleagues presenting plans to make “fundamental change” to the organisation? Do you think to yourself: “Great idea – if only we knew how to manage it”?

Elected Members, the Corporate Executive Team and Heads of Service have recognised that they need to better coordinate changes and initiatives to enable all parts of Denbighshire County Council to work together to agreed priorities whilst avoiding competition for the same resources. We need to have a pro-active approach to the management of business change.

Denbighshire’s Focussed Agenda Board – Figure 1



To deliver the programme of change which is needed we will be setting up a Focussed Agenda Board. The Board will oversee and monitor a review of the organisation’s structure and a number of programme boards which will be led by a Lead Member and either the Chief Executive or a Corporate Director. **Programme** management is all about shaping and co-ordinating activity to maximise delivery of the overall programme objectives which will be set by the Focussed Agenda Board. Programmes need to be underpinned by effective project management and reporting disciplines for all projects within a programme. A **project** has a definite start and end point, with the aim of delivering a specific output, such as a product, service or working process. It usually has a shorter timescale (from commencement to delivery) than a programme.

We will want to make sure that all Members have the opportunity to become involved in specific projects and staff are consulted and offered opportunities for development within the overall programme. Our Modernising Education Board is already structured in this way and will be one of the programme boards which is overseen by the Focussed Agenda Board.

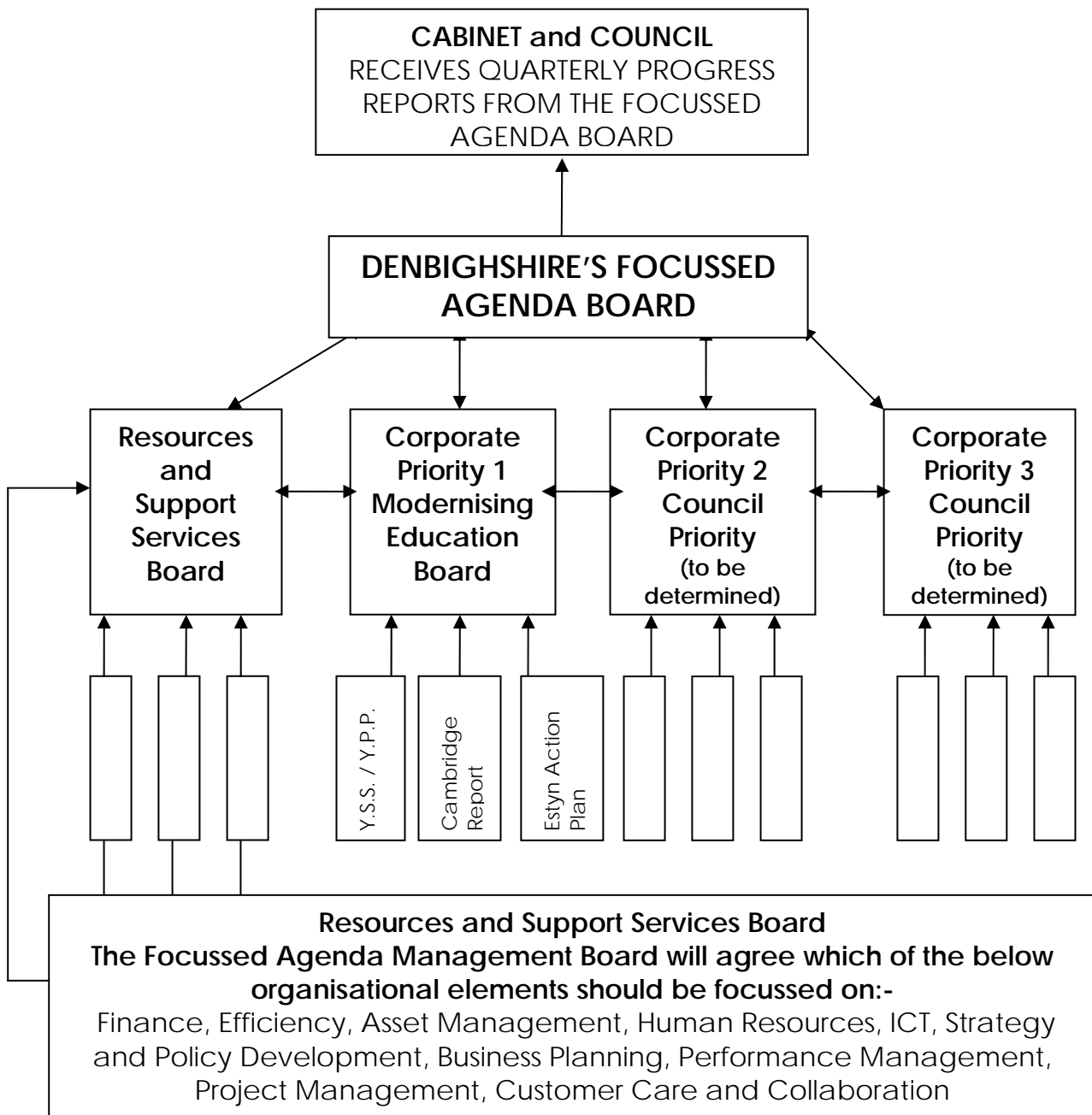
Communication

Denbighshire’s Focussed Agenda will be the subject of a debate by Directors and Heads of Service on the 10 April, followed by a Focussed Agenda Conference for middle managers on the 23 April. Later in the year the Leader and Chief Executive will hold a series of Focussed Agenda Roadshows for staff. Information will also be communicated via Headlines, the Council’s intranet and usual communication channels. Each Programme Board will be expected to produce its own Communication Plan.

COUNCILLOR H H EVANS

I R MILLER

Figure I



Comments and Questions



Contact:-

Denbighshire's Focused Agenda – Janette Williams, Head of Strategic Policy – 01824 706161

Project Management – Tom Booty, Senior Projects Manager – 01824 712637

REPORT TO CABINET

CABINET MEMBER: Councillor P A Dobb Lead Member Social Services

DATE: 28th April 2008

SUBJECT: Formal Partnership for the integration of Community Equipment Services (CESI)

1 DECISION SOUGHT

To approve the decision to enter into a formal agreement with the Conwy and Denbighshire NHS Trust for integrating community equipment services.

2 REASON FOR SEEKING DECISION

- 2.1 Community Equipment Services are core services. Without them, the independence of many people would be undermined, carers would be put at risk and many essential services could not be delivered safely.
- 2.2 Community Equipment services across Wales are in need of urgent modernisation and development to make them more efficient to respond to increasing demand.
- 2.3 Demand on resources for community equipment services is also increasing in relation to health and safety requirements. Costs are not simply related to purchase. Equipment, for example has to be maintained and tested on a regular basis. Equipment cannot be re-cycled without being cleaned, decontaminated and subjected to infection control procedures.
- 2.4 The current equipment service within the Local Authority is run by a Stores Administrator operating under the Team Management of the Occupational Therapy Team. The Store is based on the Pinfold Estate in Rhyl and serves the whole of the County, supported by some small satellite stores, mainly in hospital settings. In addition to the Stores Administrator, the staff comprises 3.5 Stores Technicians and 2 half-time administrative assistants.
- 2.5 Activity has grown year on year from 4235 referrals in 2002-2002 to 6313 in 2006-2007. Apart from a half time administrative member of staff, there has been no additional investment other than inflation. The service is considered good but it is stretched and working practices need to be brought up to current regulatory standards. Working with partners on this agenda provides the County Council with an opportunity to attract much needed investment.
- 2.6 There is a history of joint working with the Health service locally and there has been a Service Level Agreement for community nursing loans since 1999.
- 2.7 The key elements of a formal integration, which have been included in the draft formal agreement which is available from Neil Ayling, Head of Adult Services (Tel: 01824 706651) are:

- Revenue funding from pooled health and local authority contributions and an identified pooled fund manager
- A Single Operational Manager
- A Partnership Advisory Board to advise the manager
- Single inventory with unified stock so that distinctions between NHS and Social Services Equipment are removed
- Good quality management information systems and share data

2.8 The proposed agreement between the Conwy and Denbighshire NHS Trust and Denbighshire County Council will make progress towards this, with further negotiations being planned to achieve it fully by the end of March 2009.

3 POWER TO MAKE THE DECISION

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

3.2 NHS organisations and Local Authorities can use flexibilities contained within the Health Act 1999 to remove boundaries by pooling budgets and integrating services. One advantage of using health act flexibilities is that they establish visible and robust governance arrangements, legal agreements and budgetary systems between the NHS and local authority organisations.

The arrangements are commonly referred to as Section 31 Health Act Flexibilities (although this has been superseded by Section 33 of the NHS (Wales) Act 2006).

4 COST IMPLICATIONS

4.1 Costs are being divided into two kinds; operational costs for the running of the Stores and equipment costs.

4.2 In 2007-2008, the total budget for the running of the Stores was £165,500, which included income of £43,000 from the Conwy and Denbighshire NHS Trust and £8,000 from the Housing Department for the fitting of equipment such as extra stair rails and grab rails.

4.3 In 2007-2008, the total community equipment budget was £105,000, including income of £8,000 from the Conwy and Denbighshire NHS Trust. There is increasing pressure on this budget.

4.4 Denbighshire County Council (DCC) will be the host agency for the service/pooled budget. Financial contributions for 2008-09 will be as follows:
 For operational Costs, DCC will contribute £125,563 and the Trust will contribute £51,700
 For Equipment costs, DCC will contribute £30,000 and the Trust will contribute £8,300
 DCC's contribution (Total of £155,263) will be met from the existing budget for the service. The total contribution from the Trust is £60,000.

- 4.5 It is hoped that by October 2008, additional contributions from the Health Service will be negotiated to address what is perceived by Local Authority Officers to be underfunded historical informal arrangements with the Trust as well as a contribution to further developing this core service. Service Officers from the NHS have acknowledged the need to address this issue of underfunding.
- 4.6 At this stage, it is envisaged that any savings generated by additional income as a result of under funding from the Health Service will be re-invested in the service to fund much needed improvements.
- 4.7 Denbighshire has been awarded £527,391 from WAG in the form of a Capital Grant, with a timetable for expenditure up to March 31st 2010. The challenge is to develop a Section 33 Agreement as well ensuring sound investment of the capital. No agreement means no capital and the policy requirement to integrate remains.

5 FINANCIAL CONTROLLER STATEMENT

This agreement formalises the arrangements already in place for the delivery of community equipment. The scope of the agreement covers the operational costs of the equipment store and elements of the stock, known as the core list. It does not include some specialist equipment or equipment financed from the Capital Plan. The Council is the lead partner for this agreement and the service will be subject to the council's regulations and procedures including Financial Regulations.

This Section 33 agreement is required to ensure that capital grant funding made available by the Welsh Assembly Government for the development of community equipment services is secured. It is imperative though that the agreement is reviewed in the coming year to ensure that all partners' contributions properly reflect their use of the service. This is the first Section 33 agreement that includes a pooled budget arrangement. This will need to comply with the Council's recently agreed Partnership and Collaboration Procedure.

The cost of implementing the agreement will need to be contained within existing resources.

6 CONSULTATION CARRIED OUT

- 6.1 The integration of the Community Equipment Service was consulted upon as part of the Health Social Care and Well-being Strategy 2005-2008, which involved events for the public, service users and carers and all partner agencies. As a result of this Joint Working Grant was allocated to assist the process.
- 6.2 The Council and the Trust have signed a Section 33 notification form, which has informed the Welsh Assembly Government of their intent to enter into the Agreement. The arrangements have been steered by a partnership project board, where key consultations have been through representatives from the following:
- Denbighshire County Council
 - Denbighshire Local Health Board
 - Conwy & Denbighshire NHS Trust

6.3 These organisations or their successor organisations will continue to be consulted about the implementation of the Agreement and any further developments. The partners are committed to continue to work closely with and consult other stakeholders. Following extensive discussions, it was hoped that Conwy County Borough Council would have joined the partnership, however, they have opted to join with the North West Wales Trust to provide their community equipment service.

7 IMPLICATIONS ON OTHER POLICY AREAS:

The Welsh Assembly Government has recognised the importance of Community Equipment Services. The integration of NHS and Local Government Equipment Services is a policy requirement of Designed for Life and the National Service Frameworks for Older People and Children and Young People. It is also Service and Financial Framework (SaFF) target with the completion date of 1st April 2008.

7.1 THE VISION

CESI supports Denbighshire’s vision by creating a single access point for community equipment services between Health and Social Services and eventually Education. It is planned to invest the Capital Grant in up to date technology to enable much of the business between Health and Social Services to be electronic and efficient. The equipment service plays a major part in promoting independence and ensuring that everyone is able to realise their potential.

7.2 OTHER POLICY AREAS INCLUDING CORPORATE

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

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

8 ACTION PLAN

<u>Action</u>	<u>Lead Member/ Officer</u>	<u>Date</u>
Passed to the Conwy and Denbighshire NHS Trust for approval.	Neil Ayling/ Cathy Curtis-Nelson	April 2008
Passed to the Denbighshire Local Health Board for information	Neil Ayling/ Cathy Curtis-Nelson	April 2008
Partnership Structure to be re-considered by CESI Project Board	Neil Ayling/ Cathy Curtis-Nelson	May 2008

Denbighshire Local Health
Board to facilitate
Commissioning group to
consider further investment

May 2008

9 RECOMMENDATIONS

That Cabinet approves the Section 33 Agreement.

REPORT TO CABINET

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

DATE: 22 April 2008

SUBJECT: Adult Mental Health Partnership (recommendation for continuing the Partnership)

1 DECISION SOUGHT

To seek approval to continue and further develop the Conwy & Denbighshire Adult Mental Health & Social Care Partnership beyond July 2009.

2 REASON FOR SEEKING DECISION

The Conwy & Denbighshire Adult Mental Health & Social Care Partnership Board are of the opinion that there is sufficient evidence as summarized in the attached report (Appendix 1) that the partnership has significantly met the objectives laid down in the legal agreement. With the current 4-year partnership agreement due to end in July 2009, an agreement is needed from partnership agencies and stakeholders by May 2008 regarding the future of the partnership.

3 POWER TO MAKE THE DECISION

The partnership was formalized in July 2005 with the production and signing of a Section 31 Legal Partnership in accordance with the 1999 Health Act. The Legal Partnership Agreement is between the service providers:

- o Conwy & Denbighshire NHS Trust
- o Conwy County Borough Council
- o Denbighshire County Council

4 COST IMPLICATIONS

Subject to agreement being obtained from those agencies referenced at paragraph 3 above more detailed work will now be undertaken to identify the cost implications going forward beyond July 2009.

5 FINANCIAL CONTROLLER STATEMENT

The full cost implications of continuing the partnership in the medium term will need to be fully assessed. A pooled budget should only be considered as part of the development of the agreement if there is a business case to support it. Any pooled budget agreement would need to be in accordance with the Council's recently agreed Partnership and Collaboration Procedure rules. Costs in connection with the Mental Health Partnership will need to be contained within existing resources.

6 CONSULTATION CARRIED OUT

Following evaluation and staff workshop events days a report was produced by the Conwy & Denbighshire Adult Mental Health & Social Care Partnership Board to evaluate the strengths and weaknesses of service delivery under The Adult Mental Health and Social Care Partnership and to inform decision making within partnership agencies.

7 IMPLICATIONS ON OTHER POLICY AREAS:

This formal partnership is the first of its kind in Wales. During its project development stage, the partnership won an award at the 'Innovations in Care Conference' in November 2003 under the category of whole systems. On the 29th February the partnership was commended by Excellence Wales in 'our council and collaboration category'.

7.1 THE VISION

The partnership provides a single health and social care management structure, for those mental health services that were previously provided by Conwy and Denbighshire NHS Trust, Conwy County Borough Council and Denbighshire County Council. The Ablett inpatient unit came under the umbrella of the partnership on 1st April 2006.

To continue:

- To create a single integrated organizational structure for providing adult mental services in Conwy & Denbighshire.
- To produce common policies and procedures to be adopted across the whole aspect of the service.
- To create an organizational structure that enables all stakeholders to participate fully in decision-making and planning of services.
- To reduce the duplication in service delivery.
- To reflect compliance with the Welsh Assembly Government's National Service Framework for adult mental health and other adopted strategic documents.
- To enhance operational links with allied agencies and services to minimize isolation, service gaps and transitional issues.
- To ensure the integrated model fulfills all statutory responsibilities.
- To be able to address all corporate priorities.

7.2 OTHER POLICY AREAS INCLUDING CORPORATE

Fulfils the Corporate Partnership agenda and is in keeping with the principles of the Health Act 1999 Flexibility arrangements.

8 ACTION PLAN

Future Aspirations:

- Develop Integrated Quality System
- Develop robust transitional arrangements
- Develop pooled budgets
- Development of Partnership website
- Establish a formal corporate identity

9 RECOMMENDATIONS

The Cabinet approves the continuation of the further development of the Conwy & Denbighshire Adult Mental Health & Social Care Partnership beyond July 2009.



EVALUATION REPORT

ON THE

CONTINUATION OF THE CONWY & DENBIGHSHIRE ADULT MENTAL HEALTH & SOCIAL CARE PARTNERSHIP

Working in partnership with Conwy & Denbighshire
Local Health Boards, Service Users, Carers and the Voluntary Sector

Initiation of the Partnership: **July 2005**
Section 31 Legal Partnership Agreement in place until: **July 2009**

For approval by: Conwy & Denbighshire NHS Trust Board
Conwy County Borough Council Cabinet
Denbighshire County Council Cabinet

For information: Conwy Local Health Board
Denbighshire Local Health Board
Mental Health Voluntary Organisations
Service Users
Carers

Date: March 2008

Authors: Julie Mountford & Darren Croft

Document Ref & Version Number: AMHSCP/ER/003



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Partnership Evaluation Report

1. Purpose of Document

This report has been produced by the Conwy & Denbighshire Adult Mental Health & Social Care Partnership Board to evaluate the strengths and weaknesses of service delivery under The Adult Mental Health and Social Care Partnership (from here on referred to as “The Partnership” and to inform decision making within partnership agencies. With the current 4-year partnership agreement due to end in July 2009, an agreement is needed from partnership agencies and stakeholders by May 2008 regarding the future of the partnership.

This report will evaluate:

- Current partnership arrangements against initial objectives
- Management of continuing risks
- How the quality of service delivery is monitored under the partnership
- Other key achievements of the partnership
- Future aspirations and key challenges
- Lessons learned to date

2. Introduction

The partnership was formalised in July 2005 with the production and signing of a Section 31 Legal Partnership Agreement in accordance with the 1999 Health Act. The Legal Partnership Agreement is between the service providers:

- Conwy & Denbighshire NHS Trust
- Conwy County Borough Council
- Denbighshire County Council

The following partners/stakeholders played a key role in developing the partnership

- Conwy Local Health Board
- Denbighshire Local Health Board
- Service Users & Carers including the voluntary sector (Unllais, Mind, Sunrise, North Denbighshire Survivors Network, Hafal, Reflections, Community Health Council)

The partnership provides a single health and social care management structure, for those mental health services that were previously provided by Conwy and Denbighshire NHS Trust, Conwy County Borough Council and Denbighshire County Council. The Ablett inpatient unit came under the umbrella of the partnership on 1 April 2006.

The commissioning of individual care packages under the NHS and Community care legislation (1990) operate outside the partnership structure and remain the responsibility of Denbighshire County Council, Conwy County Borough Council and Denbighshire and Conwy Local Health Boards.

This formal partnership is the first of its kind in Wales. During its project development stage, the partnership won an award at the ‘Innovations in Care Conference’ in November 2003 under the category of whole systems. On the 29th February 2008 the partnership was commended by Excellence Wales in ‘our council and collaboration’ category.

3. Achievement of the Partnership's Objectives

3.1 Create a single integrated organisational structure for providing adult mental health services in Conwy & Denbighshire.

- An integrated management structure has successfully been created which enables health and social care employees from each service area, to report to the same Team Manager.
- The Team Managers are overseen by the Partnership Manager who is key in implementing strategic developments. Professional supervision arrangements are also built into the new structure with nursing and social work professional leads.
- The single management structure created enables partner agencies to work to common values, objectives and standards across the whole service.

Key benefits

- Improved communication systems
- Whole systems approach to problem solving, i.e the same manager is responsible for both inpatient and community resources.
- Minimised duplication, policies, standards etc.
- Improved accountability
- Has facilitated the development of key initiatives e.g. integrated care pathways and the capable teams initiative
- A consistent approach to individual performance improvement amongst staff resulting in successful development and improved standards of work.

Existing/Future Challenges

- Confusion within partnership organisations in relation to line management responsibility and accountability.
- Partnership organisations implementing initiatives without discussion and thereby not fully understanding the impact on the partnership
- Corporate priorities being directly addressed with staff bypassing partnership management structures.

3.2 Produce common policies and procedures to be adopted across the whole aspect of the service.

A number of policies were developed by the Operational Policy Task Group prior to the partnership including Management of Aggression & Violence, Referral & Admission, Patient Confidentiality, Risk Management and Care Programme Approach. Since the partnership went live, further policies have been integrated including Staff Supervision, Integrated Complaints Procedure, Integrated Care Pathways for CMHTs, Assertive Outreach and Chronic Conditions. Risk Management and CPA are currently under review within the division. Work was also undertaken to integrate the three partner agency work-life balance policies. This is ongoing work yet to be signed off.

In addition there has been a number of agreed staff guidance notices issued to all staff to improve communication and provide single guidance/advice.

Key benefits

- Consistency in approach and standards which improves service delivery for service users
- Minimises confusion for staff

- Minimises number of duplicate or triplicate policies that managers need to be aware of and hence workload.

Existing/Future Challenges

- Workforce time required to work on documents, consult and put through ratification process.
- No original mandate for the integration of some of the corporate policies of partner organisations e.g. disciplinary, capability and absence management. This means that managers are required to have knowledge of all policies and procedures of all parent organisations and this can create extra workloads.

3.3 Create an organisational structure that enables all stakeholders to participate fully in decision-making and planning of services.

The Partnership Board is a high level, strategic board, created to support the partnership and the broader modernisation of mental health across the whole mental health community. It is fully representative of all partners/stakeholders and includes service users, carers and the voluntary sector. Strategies and procedures have been developed to ensure full service user, carer and staff participation in partnership decision-making.

Since January 2005, a PA/Support Officer has been in place for service users and carers. This role ensures user and carer board members receive full support with meetings and prevailing tasks as well as coordinating the support/training required for a greater number of users and carers to become involved in partnership activities.

Key benefits

- Greater understanding of the impact of service development decisions
- Solutions to potential problems become service delivery and service receiver focused
- Rapid access to multi-agency consultation and decision making
- Staff input is managed through a bi-monthly Staff Forum with representation from different areas of the partnership. This is both an information sharing and decision-making forum and enables staff to have access to senior management from parent organisations. Staff are currently being consulted regarding the value of partnership staff away days each year. Achievements of the Staff Forum to date include: partnership induction packs, code of practice for partnership staff with regard to pharmaceutical companies and other corporate sponsorship. The forum is also considering the elements of an effective staff communication strategy.

Existing/Future Challenges

- Currently there are no payments available for service user and carer involvement activities that are not related to NSF developments.
- Capacity of key personnel to participate in development and planning in addition to core clinical/operational responsibilities
- Negative attitudes of some staff toward the partnership, mean that key staff never avail themselves of opportunities to influence developments. Even though these developments relate to service modernisation and not partnership.

3.4 To reduce the duplication in service delivery

The following has been put in place in order to achieve this reduction in duplication:

- Partnership Board provides strategic overview

- Integrated Management Teams with operational responsibilities for all staff
- Partnership Manager with sole operational responsibility for all partnership staff

Key benefits

- Increases capacity for key posts
- Integrated Performance Report
- Integrated Policies & Procedures
- Integrated Organisational Development & Training Plan
- Integrated Complaints Procedure
- Shared expenditure between partner organisations

Existing/Future Challenges

- Need for a health and social care electronic record
- Lack of dedicated support services to the partnership which requires regular communication between finance leads, HR leads, performance & information leads and IT leads
- Work is duplicated for partner organisations because key groups are not meeting. Task groups ceasing to operate.
- Other areas within partner organisations not understanding or disregarding the partnership objectives.

3.5 To reflect compliance with the Welsh Assembly Government's National Service Framework for adult mental health and other adopted strategic documents.

The partnership project has been guided by a number of recommendations made in health and social care strategic reports including:

- Empowerment and support of service users and carers
- Commissioning equitable, accessible services
- Adopting a 'whole systems' approach
- Shared vision between professionals, users and service users.
- Integrated thinking across health and social care boundaries

Key achievements

- Monitoring arrangements are consistent across the Partnership
- A joint construction of a Local Action Plan has ensured the wider partnership involvement
- Presence of partnership board & integrated management arrangements has ensured that NSF developments are consistent across the partnership area reducing the impact of service variation across teams and two counties.
- The partnership has successfully developed a broad range of opportunities for service users and carers to become actively involved in decision making in relation to service improvements. Alongside this has been the need to ensure that staff experiences and attitudes also develop to create a supportive and open culture for service user and carer participation.
- A significant amount of work has been achieved by the community teams and ablett inpatient unit to improve communication between inpatient and community and ensure that the transition from inpatient to community is as seamless as possible.
- A significant amount of work is being done with community mental health teams (CMHT) across the two counties to support their shift to a more recovery focused service.

In order to effectively become a recovery service, caseloads need to be smaller and eligibility for assessment, receipt of service and discharge need to be clear and robust.

- In order to maximise the opportunity for recovery and move away from specialist mental health services, service users need to have timely access to a range of resources including: GP, accommodation, employment/training opportunities; social opportunities; psychological therapies; support with finances and practical tasks associated with daily living. When they become acutely unwell they require either alternatives to hospital inpatient services or timely admissions to those services. Some service users with highly complex needs associated with risk and disengagement may need to be managed by a more intensive CMHT structure such as assertive outreach. When we have all these services and resources in place at a level that meets local need and demand, only then can we say we have a whole system structure. The partnership is working closely with the commissioners to ensure this provision is in place.
- Work has been done within the partnership to modernise the long standing therapy units attached to Hafod (Denbighshire) and Nant-y-Glyn (Conwy). These services have been reviewed and reconfigured to work along side psychology services delivering a psychological therapy service across both counties. The new provision will ensure groups are delivered away from team bases across a range of community locations. This maximises the skill mix within the service and ensures better accessibility for service users in rural areas.
- Crisis resolution/home treatment provides a community alternative to those service users who are acutely unwell and are eligible for admission to an inpatient facility. Treatment within a service user's own home is shown to maximise recovery. This service has been implemented in three areas of the partnership utilising a combination of new monies and existing Conwy County Borough Council and Conwy and Denbighshire NHS trust resources. We are working closely with the commissioners to further develop this service.
- Tan-y-Castell is an eight bedded rehabilitation unit in Ruthin for the use of both Conwy and Denbighshire service users. The partnership has ensured that this service is modernised to meet the current needs of service users and to ensure it has pathways and policies that reflect its position in the boarder range of mental health provision.
- The supportive outreach service manages the care of those people on enhanced levels of care, with high levels of risk and problems with engagement. The partnership has supported its development from an intensive support team to its current model of assertive case management. This is a limited resource unable to meet the level of need in the two counties but we have ensured that it provides some level of service across the coastal strip of both counties.
- We have a range of provider services across the two counties that play a crucial role in promoting recovery. Achievements to date include the development of a move on house for Tan-y-Castell (Denbighshire); development of a service model for the reprovision of Bron Haul (Conwy); more outcome recovery focused work in our community support team through the adoption of an occupational therapy service model (Conwy and Denbighshire); the reprovision of a day centre in Rhyl. This will support both a centre focused and community focused model (Denbighshire).

3.6 To enhance operational links with allied agencies and services to minimise isolation, service gaps and transitional issues.

Conwy Local Health Board, Denbighshire Local Health Board and Voluntary Organisations are all involved with partnership development via the Partnership Board. Combined with the Trust and Local Authorities, these are the key bodies needed to have a strategic overview of the entire mental health community. There is a commitment for greater operational links between the partnership and

voluntary sector and a separate vision project is underway to look at this. Work has been undertaken to look at children/adult interface and a draft CAMHs transition protocol is now in place. There are plans to establish a quarterly working group looking at the broader children/adult interface across health and social care. A significant amount of work has been undertaken with supporting people to improve the housing and support needs of adults with mental health problems. Work has been completed with the Local Health Board in relation to access to psychiatric intensive care that is not able to be provided within the ablett unit. Priorities emerging from the recent Green Light project, which looked at access to mental health services for people with a learning disability, will be picked up by April 2008.

Key benefits

- Seamless service for service users and families
- More able to promote recovery
- Better able to manage risk and complex situations
- Better able to provide intelligence to commissioners
- Encourages positive joint working and promotes knowledge of other service areas
- Skill and knowledge transfer

Existing/Future Challenges

- Occasionally conflicting eligibility criteria
- Capacity within partnership to address interface issues
- Other agencies not wanting to work in a supportive way

3.7 To ensure the integrated model fulfils all statutory responsibilities.

Statutory responsibilities are included in Legal Partnership Agreement and monitored via the Partnership Board. The legal agreement was fully approved by all relevant statutory agencies through the following committees:

Denbighshire Strategic Partnership Board
 Denbighshire LHB
 Trust Management Team
 Denbighshire Scrutiny
 Conwy Cabinet

Conwy Strategic Partnership Board
 Conwy LHB
 Trust Board
 Denbighshire Cabinet
 Denbighshire Lead Officer Group

- Legal advice on the partnership agreement has been provided by Conwy County Borough Council to date but the matter of legal advice to the operational component of the partnership is yet to be resolved.
- Social care staff deliver an NHS function via the application the Care Programme Approach (CPA) – the framework used in health for managing care.
- NHS staff fulfil social service functions by virtue of having taken on the role of appropriate adults under The Police and Criminal Evidence Act (PACE); compilation of social enquiry reports and attendance at mental health tribunals.
- The standards detailed within CPA are such that they meet the requirements for the unified assessment framework, and requirements of the NHS and Community Care Act 1990. The eligibility criteria for a specialist secondary mental health service relate to mental disorder, that poses a substantial or critical risk to independence. Thereby fulfilling both health and social care requirements and standards.

3.8 To be able to address all corporate priorities

Each partner organisation has a number of key priorities and initiatives. These will be communicated via the partnership operational plan and the team plans. Corporate priorities that have been addressed jointly include:

- Inspections e.g. joint review Mental Health Act Commission, HIW, CSIW
- Service and Financial Frameworks
- Corporate operational plans
- Health Social Care and Wellbeing Strategies
- Serious Incident Reviews
- Involvement of Service Users and Carers
- Development of Advocacy
- Service Change & Efficiency Plans (SCEPs)
- Service case review investigations
- Management of complaints
- Joint approach to corporate and clinical governance
- Serious complaints e.g. ombudsman
- Delivery of effective and efficient services within available resources.

Key benefits

- Provides partner organisations with confidence that integrated governance arrangements exist
- Transparency and accountability to wider stakeholders
- Better able to deliver joint solutions to common problems
- Reduces duplication and the necessity to rework a single issue in multiple organisations
- Enhanced capacity to deliver corporate priorities
- A joint health and social care culture of mutual respect with a consequent broadening of the available solutions to strategic and operational challenges
- Efficiency and value for money
- Opportunity to appoint the best person for the job rather than be restricted by professional elitism
- A common adoption of joint methodology to investigate complaints and serious incidents based on the National Patient safety Agency Root cause Analysis framework

Existing/Future Challenges

- When key priorities are not communicated via partnership structures
- Single organisations going around the partnership structures and imposing change without agreement from the partnership board
- A maintenance of the status quo in teams of where staff see themselves as being responsible to, rather than a true identification with the partnership
- Anxiety of stakeholder organisations when times become difficult
- The rigid split between the commissioner and provider arrangements leading to misunderstanding and distrust
- Single source of legal advice

4. Management of Continuing Risks

The following risks were first identified during the preparation stages of the partnership (project management) and were considered to need continued management attention.

No.	Description	Risk Management
1	Staff uncertainties regarding service changes and future roles	<ul style="list-style-type: none"> • Provide all staff with accessible communication channels. • Team meetings • Continuation of Staff Forum • Involvement of staff in operational plans • Creating opportunities for staff to be involved with various developments
2	Project may be seen by some as a 'take-over' bid by health	<ul style="list-style-type: none"> • Parity across sectors will be carefully monitored • Ensuring managers have a health and social care perspective – health & social care issues included in meeting agendas • Use of partnership logos and development of corporate identity
3	Different cultures of health & social care may prove to be difficult for some staff when service becomes integrated	<ul style="list-style-type: none"> • Staff will be fully briefed – team building will be arranged • Changing roles have related to the development of CPA and MH Act legislation rather than partnership per se • Team away days – opportunities for team away days will be launching staff partnership away days 2008

5. Quality Monitoring

5.1 Quality Control Processes

- Integrated Governance and Business meetings (IGABUM): comprised of partnership staff and business managers from each local authority.
- Trust Clinical Governance Structures: ensures robust systems for the analysis and implementation of clinical guidance, (NICE etc).
- Annual Audit cycle across health and social care.
- Service User and carer involvement and feedback.
- Partnership Board – having a strategic approach to the wider mental health developments.
- Review/benchmarking – ongoing cycle to ensure services are being delivered in accordance with best practice.
- Stakeholder events – to date these include: recovery, CAMHS, home treatment, assertive outreach, Tan-y-Castell. Primary care event planned for 2008.
- Rehabilitation Panel – ensuring those adults in independent placements within and outside the two counties receive timely reviews and are able to access a resource appropriate to their needs.
- Quarterly CPA/Risk meetings involving leads within two local authorities. Ensuring there is learning from incidents at an operational level. Provides a risk management and service improvement feedback loop.

5.2 Service User & Carer Perspective (Evidence provided by service users and carers)

Service User and Carer Board Members

The Partnership Board created is fully representative of all partners/stakeholders and includes service users and carers. In July 2005 co-opted user and carer board members joined the Partnership Board while the remuneration issue was resolved. Following a recruitment process in June 2007 the User and Carer Board members have been appointed and took up their posts on 1 July 2007.

Personal Assistant to the Service User and Carer Board Members

Since January 2005, a Personal Assistant has been in place for users and carers. This role ensures the user and carer Board Members receive full support with meetings and prevailing tasks. This support is extended to users carers who become involved in Partnership activities.

The Service User and Carer Networking Management Panel

The Panel was established to provide a structure whereby the existing Service User and Carer groups can network together without compromising their individual identity, and to monitor and direct service user and carer involvement in line with the Service User Involvement Strategy and the Carer Involvement Strategy. The broader issue of remuneration for activity and expenses outside the Board remains unresolved and requires further debate and discussion before the Policy on Payments can be ratified.

Service users and carers are encouraged through newsletters, get-togethers, and advertising to give their views on the local mental health services. Ad hoc mailings are sent out advertising involvement opportunities and access to training and support if needed. Attached is a flow chart for the dissemination of information (Appendix 3).

Service User and Carer 'Pool'

Since the Partnership began there has been an increase in service user and carer involvement: In the first year 22 Denbighshire service users and 5 Conwy service users joined the database. This has risen to 28 Denbighshire service users and 20 Conwy service users in the third year. In first year 1 Denbighshire Carer and 7 Conwy Carers joined the database. This has risen to 12 Denbighshire carers and 14 Conwy carers. Two service users and one carer have left the database because of other commitments.

It is recognised that more work has to be done to engage people from the rural areas and minority ethnic communities to join the 'pool'. As involvement is growing steadily there will be a need in the future to develop avenues to provide more support to users and carers.

Recruitment and Selection of Partnership Staff

Service users and carers play an active part in the recruitment of all levels of staff. The Partnership Protocol on involving service users and carers in the recruitment of staff has improved the process but there are some areas in particular which still need addressing - notifying the Personal Assistant when a post is advertised, providing a range of dates for short listing and interviews days and the Panel Chair notifying the Personal Assistant that the Post has been accepted. Feedback given on Service User and Carer involvement by Recruitment Panel Chairs has mainly been very positive, and any comments to improve the process have been noted by the Service User and Carer Networking Management Panel. All service users and carers participating in recruitment of staff have attended recruitment and selection training organised by the Service User and Carer Networking Management Panel. As at January 2008, 11 users and 8 carers have completed the recruitment training.

Partnership Staff Inductions

Service Users and Carers played an active part in the induction of the Home Treatment Team, and have been involved in the induction of a support worker in a community mental health team.

No involvement has taken place in Managerial/nurses/social workers/psychologists/hospital based support workers/administration posts induction training. A new Partnership Induction Pack is being developed which will include a section on Service User and Carer participation in the Partnership

Service User and Carer Involvement in the training of Staff

One service user is involved in mandatory Divisional staff training on Care Programme Approach/Risk Assessment and Suicide Awareness and is involved in the planning, developing and monitoring the training. In February 2007, service users and a carer gave presentations at the Joint Commissioning Strategy Visions, Values and Principles Workshop Day. January 2008 a user and carer have been invited to join the Division Mental Health Act 2007 Implementation Training Task Group.

Outside the Partnership

A link has been forged with the North Wales School of Nursing, and in May and November 2007 service users and a carer delivered training to third year mental health nurse students. In May 2007, two service users gave a presentation to the North Wales Regional Social Care in Partnership annual conference on how to include service users in the planning, monitoring and evaluation of services, and training staff.

Training Service Users & Carers

A training day on Presentation Skills was held in September 2006. The Service User and Carer Networking Management Panel were successful in a bid for Welsh Assembly Government slippage money, to start a one-year rolling programme of training. This commenced in September 2007 and will be repeated in February 2008; prior to this a 'Recruitment and Selection training day was held in July 2007. Further funding will have to be identified for Year 4 of the Partnership. Some service users and carers took the opportunity to attend training alongside Denbighshire County Council employees based on the Mental Capacity Act. Outside the Partnership, some service users and carers attended the 'Proper Participation training' organised by the North Wales Public Involvement Network in June 2007.

Partnership Meetings & Forums

Service Users and Carers continue to attend a range of meetings and forums in the Partnership. Service users and carers attend local planning groups and their subsidiary groups - Conwy and Denbighshire Rural Interest Group (CADRIG) and Conwy and Denbighshire Accommodation Network (CADAN).

The Service User and Carer Networking Management Panel have produced a leaflet for Chairs on 'how to involve Service Users and Carers in meetings', which will be launched over the coming months. However, a shift in thinking is still required on how to involve service users and carers developing services other than just being invited to a meeting. Open meetings with the Team Managers are due to take place in 2008 – dates to be agreed.

Existing/Future Challenges

- The majority of Partnership meetings are held in the coastal areas thus making it difficult for rural people to attend.
- Accessible venues - People reliant on public transport can have difficulties in attending meetings etc.
- There is no formalised arrangement for respite care for carers to attend meetings.
- Timings of meetings – some meetings are still held early in the morning.
- Jargon is an ongoing issue.

6. Other Key Achievements of the Partnership

- Incorporation of the Ablett (in-patient) Unit into the integrated structure
- Beginning to establish operational links with the voluntary sector.
- Creation and development of Home Treatment Service
- Integrated audit systems.
- Developing a national profile of the work going on in Conwy and Denbighshire – involvement in the all Wales mental health review.
- Received award by Excellence Wales (Welsh Local Government Association Award) for collaboration between Denbighshire County Council, Conwy County Borough Council and Conwy & Denbighshire NHS Trust in February 2008.

7. Future Aspirations

- Develop Integrated Quality System
- Develop robust transitional arrangements
- Develop pooled budgets
- Development of Partnership website
- Establish a formal corporate identity

8. Key Lessons Learned

- Continuation of original task and finish groups. These should have been maintained to provide integrated support systems to the partnership following it going live.
- Corporate identity – sensitivities around lead organisation
- Ensuring communication processes follow line management operational systems
- Lack of integrated legal advice.

9. Partnership Board Recommendation

The Board are of the opinion that there is sufficient evidence summarised in this report that the partnership has significantly met the objectives laid down in the legal agreement. We seek approval to continue and further develop beyond July 2009.

Appendix 1 – SWOT Analysis produced by Partnership Board

STRENGTHS Board View	LIMITATIONS Representation at HR & Finance – Who are leaders?
<ul style="list-style-type: none"> • <u>Greater flexibility – finance, posts, resources</u> • Increased opportunities for staff. • <u>Good levels of recruitment and retention</u> • Less duplication of management. • <u>More uniformity of standards – supervision / case load management.</u> • Appetite for innovation e.g. AIM successful. • Removed organizational / professional boundaries e.g. lone management arrangements, unity of purpose. • <u>SU / Carer involvement successful.</u> • Engagement of staff. • Improved networking – formalized structures to users / carers. • Services moving forward – cause and effect? Home Treatment • Greater accountability / scrutiny. • Legal – has formality. • Partnership approach – WAG reports, USF requirements. • More for your money. • Partnership carries weight! • Service configuration • Support staff more integrated. • Strengthen, links with Voluntary Sector. • Partnership approach solid in SCRs. • Joint Risk Management Policies • 2 LAs mean that community approach is endorsed in Trust. 	<ul style="list-style-type: none"> • Don't use full effect of legal agreement e.g. HR, Finance. • HR, Finance issues not moved forward. • Operational budget needs to be pooled. • Secondment of staff (temporary?) – needs resolution. • Retreat to separate entities for some legal purposes. • Legal issues unresolved (suing). • Vulnerable to changing individuals. • Partnership Board profile. • Older People not represented. • Commissioning not included. • Transition – substance misuse, young people.

ISSUES IMPACTING ON US GOING FORWARD:

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • To develop the Partnership – Voluntary Sector • New Mental Health Act – new roles for interventions. • All on-going support structures e.g. Pooled Budgets. • Drive from WAG re: partnership. • MTC agendas. • Good Practice – user / carer involvement • All Wales Review. • MHA – workforce review. • Change Resources 	<ul style="list-style-type: none"> • Resources • Luke warm in response from WAG (not easy for WAG to deal with). • Corporate sign up (dynamic). • Loss of key individuals (JW). • Timing of Review. • Perception of staff that Board not visible. • Trust merger. • MHA – workforce review. • All Wales Review.

Points underlined could be evidenced

Appendix 2 – SWOT Analysis examples produced at Staff Workshops December 2007

Strengths	Needs
<p>Accountability</p> <p>Transparency</p> <p>Collaboration</p> <p>Integrated policies and procedures</p> <p>Service user and career involvement</p> <p>Recovery working</p> <p>Supervision</p> <p>Shared training</p> <p>Shared vision</p> <p>Creative and flexible use of money</p> <p>Inter agency communication</p> <p>Wealth of knowledge</p> <p>Service users employed</p>	<p>I.T. – single system, training, appropriate hardware/software</p> <p>Training – specialised e.g. care management finance systems, MHA</p> <p>Admin – more? Clear management structure, supervision, management of budget</p> <p>Partnership – S.S. Secondment, ring fence pulled budgets, review status of organisation, i.e. host</p> <p>Away Day – 2 per year. Presentations of good practice</p>
Opportunities	Threats
<p>Proposed trust merger</p> <p>Burrows Greenwell Review</p> <p>Internal secondment</p> <p>MHA agreements</p>	<p>Multiple I.T. systems</p> <p>Proposed trust merger</p> <p>Disbanding of partnership, i.e. service users being serially assessed</p>

Appendix 2 – SWOT Analysis examples produced at Staff Workshops December 2007

Strengths	Needs
<ol style="list-style-type: none"> 1. Shared vision all working under same procedures 2. Improved communication cohesion 3. Improved work force less confusion 4. Sense or belonging as a team 5. All empowered/understanding 6. Most staff are motivated and committed to make it work 7. Fully functioning team 8. Shared values to provide a robust service 	<ol style="list-style-type: none"> 1. Shared policies by all 2. Shared I.T system 3. Terms and conditions equality 4. Genuine consultation 5. To reduce jargon/abbreviations 6. To identify what prevents people (staff) from participating in the partnership 7. Importance of admin being fully integrated into the partnership 8. For clarity of partnership goals
Opportunities	Threats
<ol style="list-style-type: none"> 1. To develop them (robust policies) 2. Opportunity to improve Q.A. Safer working practices 3. Improve team moral – team working 4. Develop meaningful methodology 5. Common understandings of language 6. Ownership of the partnership to make it work 7. To develop robust support services 8. Everyone understands and onboard with the service 	<ol style="list-style-type: none"> 1. Sabotage 2. Duplication, risk, finance – lack of it appropriate 3. Different systems: Health, SSD Dissatisfaction, poor service delivery 4. Not enough time 5. Feeling powerless 6. Demise, sabotage, wasted resources 7. Resource impactions, not being valued, leaving 8. Lack of time to discuss change Prioritise levels of importance

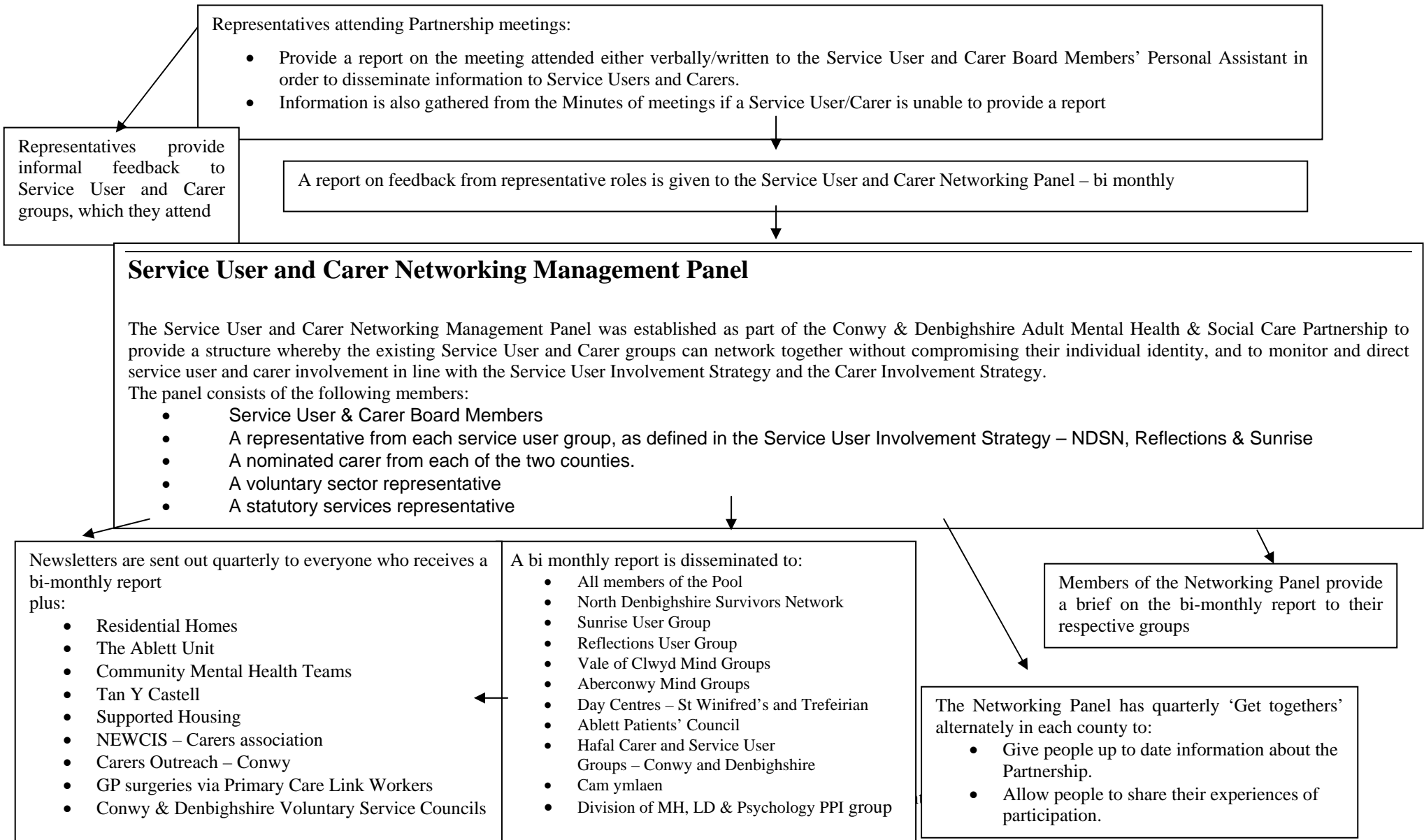
Appendix 2 – SWOT Analysis examples produced at Staff Workshops December 2007

Strengths	Needs
<p>Workforce High profile of partnership Management structure (accessibility/visibility) Effective CPA co-ordination Leadership SU and carer involvement Commitment (chivvyng along negative voices) Communication Integrated care pathways Joint policies Joint training plan Recover model – joined up processes Collaborative working (timely discharge)</p>	<p>Integration of OT, Therapy, Admin Improve links with Children’s Services and Older People and Dual diagnosis and LA Assertive outreach, home treatment, respite More parity between rural and coastal strip Poor budgets Accurate researching and recording of need Shared IT Supported housing – more needed</p>
Opportunities	Threats
<p>Learning from best practice in each county Burroughs/Greenwell Trust mergers New MH act Professional development of workforce New ways of working, Ablett re-provision Develop closer working with voluntary sector Future of LHB and LA</p>	<p>Burroughs/Greenwell e.g. Single Wales, NHS MH Trust Trust mergers (good for South of Denbs) Funding Blurring of roles, e.g. Social Worker and Nursing Staff New MH act Political agenda (local and WAG) Future of LHBS, LA, etc Budgetary concerns (SCEP, Supporting People, LA increases below inflation) High profile</p>

Appendix 2 – SWOT Analysis examples produced at Staff Workshops December 2007

Strengths	Needs
Committed staff Joint working Single management strategy – single policies 4 E's Service user and carers involvement UNLLAIS New ways of working (early) Financial bids – more powerful Innovative Shared values, vision and philosophy, e.g. recovery model Stable workforce, experience, expertise	Partnership to become self determined Budget ring fenced Inclusion of older people Closer involvement of Dr's Fly the "partnership" flag Strengthen partnership image Improve joint planning "transitions to make them 'needs' led" Closer involvement of: Police, Probation, Substance abuse, Dual diagnosis, Housing, Education, Leisure, Physical needs
Opportunities	Threats
More creative with resources, finances, personnel, buildings Merger with NE Wales opportunity to develop regional services, i.e. eating disorder, personality disorder, PILU Structures of MH services in Wales – New MH Act - become a MH organisation Partnership ID badge Generic Working	ASW out of hrs. moving to Wrexham Financial Relief of staff disparity in pay Being part of big organisation (Acute Hospital Base) Impact of Flintshire Border dispute Sabotage – by people within, polarized by their profession Generic working Becoming to complex

Appendix 3 – Dissemination of information from the Conwy and Denbighshire Adult Mental Health and Social Care Partnership to Service Users and Carers



REPORT TO CABINET

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

DATE: 22nd APRIL 2008

SUBJECT: JOINT DENBIGHSHIRE and CONWY SAFEGUARDING CHILDREN BOARD (SCB)

1 DECISION SOUGHT

- 1.1 To seek agreement to establish a joint Safeguarding Children Board in partnership with Conwy Local Safeguarding Children Board.
- 1.2 To appoint the Lead Member for Children and Family Services as a member of the Board.
- 1.3 That the Conwy and Denbighshire Safeguarding Children Board report to Denbighshire Cabinet on an annual basis.

2 REASON FOR SEEKING DECISION

The Children Act 2004 required the establishment of a Local Safeguarding Children Board (LSCB) to replace the existing Area Child Protection Committees (ACPC). In response to this, the Denbighshire Local Safeguarding Children Board was successfully launched in October 2006. The Board is now the key statutory mechanism for agreeing how partner agencies co-operate to safeguard and promote the welfare of children and young people in Denbighshire and for ensuring that what they do is effective. The purpose of this report is to gain agreement to the establishment of a joint LSCB in partnership with Conwy and its proposed membership and reporting arrangements.

3 POWER TO MAKE THE DECISION

- 3.1 It is a requirement of the Children Act 2004 that an LSCB is established in each local authority area. The Care and Social Services Inspectorate for Wales (CSSIW) will conduct checks in early 2008 to ensure all local authorities are compliant with the Act and have an established LSCB. In addition CSSIW will be checking that LSCB's are clear about their responsibilities and reporting arrangements and have an established membership in accordance with the guidance.
- 3.2 The Board is statutory unlike its predecessor ACPCs, and has much wider remit. In its first year the LSCB must establish the boundaries for that remit and its reporting arrangements for partners into the Board, in regard to their safeguarding activities. Under the 2004 Children Act partner agencies now have a statutory duty to assist the local authority in regard to safeguarding and protecting children.

It is therefore essential that all partner agencies establish a dedicated budget to support the function and activities of the LSCB.

- 3.3** Conwy Council have agreed to a merger to form a Conwy and Denbighshire LSCB on the following conditions: that their lead member for children and young people be a member of the Board and that an independent chair be appointed, this will not be an immediate priority for Denbighshire. In respect of this second condition, should the Boards merge, this will be subject to further discussion with Board members as there will be resource implications. It should be noted that this does not preclude proceeding with joint arrangements and will be an immediate priority in the first year.
- 3.4** As the LSCB is a high level Executive Board, advice has been sought from the Welsh Assembly Government (WAG) with regards to Lead Member representation on the Board as this currently is not common practice in England. WAG have advised that there is nothing within the regulations that precludes Lead Member representation and so given the responsibility of the Lead Member within the political process for promoting the authority's role in enabling partnership working and ensuring that decision making processes give due weight to the need for co-operation across partner agencies, it is felt it would be a positive development for the Lead Member for Children and Young People to be a member of the Board.

4 COST IMPLICATIONS

The current Denbighshire Local Safeguarding Children Board (LSCB) operates on £3,500 per annum which is made up from contributions by partner agencies in addition an annual grant is made available from the Welsh Assembly Government, in 2007/2008 this was £5,000. The Welsh Assembly Government is currently reviewing funding arrangement for LSCBs in Wales and there is potential for recommendations to be made as to the level of resource that each LSCB should have available to it from partner agencies although at the time of writing this report there is no definitive policy position from the Welsh Assembly Government. Accordingly during the first year of the Joint Local Safeguarding Board local agreement in respect of resourcing the board will need to be reached.

5 FINANCIAL CONTROLLER STATEMENT

The former ACPC system operated on a very small cost base. Any additional financial commitment from the new system that is not covered by potential addition WAG funding will need to be contained within the relevant service resources.

6 CONSULTATION CARRIED OUT

- 6.1** Consultation has been carried out with:
- Conwy County Council – to agree joint terms, conditions, functions and responsibilities for the LSCB;
 - Constituent members of the former ACPC and now LSCB

7 IMPLICATIONS ON OTHER POLICY AREAS:

7.1 THE VISION

As the LSCB has a scrutiny responsibility across all agencies and partnerships for their safeguarding policies and activities and has responsibility to ensure the operation of Child Protection systems within the county, it should be properly convened and administered by the local authority as lead agency.

Given both the importance and sensitivity of child safeguarding issues it is proposed that Cabinet receive an annual report on the discharge of the joint LSCB responsibilities. In addition it has previously been agreed that the joint LSCB will report on an exceptions basis to the Local Strategic Partnership Board.

During the past 18 months there has been considerable discussion with Conwy Council to explore the justifications and feasibility of developing a joint LSCB which include: efficiency savings particularly in relation to resources and administrative support required to service the Board; not duplicating effort e.g. provision of training; a common/ shared central police division and hospital trust means that the same senior managers are required to sit on both Boards and so having a merged Board would enable increased engagement of senior management so that strategic planning on a joint basis can take place.

7.2 OTHER POLICY AREAS INCLUDING CORPORATE

The LSCB has responsibility to ensure that children in need benefit from a safe and supportive environment and that they are free from abuse. The Board will support and audit those areas of practice directly linked to criminal abuse of children, sexually, physically, emotionally and by neglect. This abuse is recognised within the Adoption and Children Act to often occur in households where there is domestic abuse.

There will be an important strategic relationship between the LSCB Business Plan and the emerging Single Plan for children and young people

8 ACTION PLAN

The inaugural board meeting is scheduled for 20th May 2008 subject to approval by Cabinet.

9 RECOMMENDATIONS

1. That Cabinet approve the establishment of a joint Conwy & Denbighshire Safeguarding Children Board
2. Denbighshire's Lead Member for Children and Young People is appointed to the Board
3. That the Conwy and Denbighshire Safeguarding Children Board report to Denbighshire Cabinet on an annual basis

REPORT TO CABINET

CABINET MEMBER: Councillor G O Rowlands Lead Member Regeneration & Housing

DATE: 22nd April 2008

SUBJECT: Final Report and Recommendations of the Affordable Housing Task and Finish Group

1 DECISION SOUGHT

- 1.1 To note and approve the actions outlined in the Affordable Housing Solutions action plan.
- 1.2 To consider the further recommendations of the Affordable Housing Task Group (AHTG), and seek a further report to the new Cabinet on their implementation subject to budget procedures.

2 REASON FOR SEEKING DECISION

2.1 Remit of the AHTG

The AHTG was developed as a response to a report on affordable housing issues that was presented to Cabinet on 22nd May 2007:

‘Resolved that Members accept the report detailing ongoing affordable housing initiatives within the County and consider making further capital and revenue funding available through the budget setting and capital projects review processes to deliver new affordable housing initiatives. Members agree the development of further close working relationships with appropriate Registered Social Landlords (RSLs) to deliver affordable housing schemes with and without Social Housing Grant (SHG) support. Members also agree Councillor Dobb form a Rural/Urban Affordable Housing Task Group with Members and officers, to explore and move forward affordable housing issues.’

At an initial meeting of the AHTG in June 2007, it was agreed that the group would meet a maximum of 4-5 times, with a final report and recommendations made to Cabinet. Terms of reference for the group were also agreed which set the agenda for further meetings which were held in July and September 2007, and March 2008.

2.2 Progress on Affordable Housing Issues

The issue of affordable housing has been identified as a key issue within the new county vision for 2025 and Denbighshire’s emerging Local Development Plan. Affordable housing contributes to the sustainability of our communities through not only supporting local businesses and schools, but also enabling young people to take their first steps on the property ladder. Since the affordable housing report

was presented to Cabinet in May 2007, there have been significant developments at both a local and national level in this field:

- In June 2007 council adopted a Local Connections policy for all new affordable housing developments. Priority for new schemes will now be given to applicants with a need for housing who have a five year local connection with the area in which the scheme is being developed
- In November 2007, the county was recognised as one of the UK's leading affordable exponents. At a prestigious award ceremony in London the council won a UK Housing Award for its work in this field
- In February 2008, in partnership with North Wales Housing Association (NWAHA), the council established a groundbreaking partnership to develop an Empty Homes Strategy for the county. The scheme which will be delivered at nil revenue and capital cost to the county, will seek to bring back into use existing empty homes for use as affordable housing. The project will also introduce NWAHA as a new partner into the county, to enhance our work in offering a range of affordable housing options to local people
- The council has also secured a record £7.5m in Social Housing Grant for 2009/10 to develop affordable housing. This will include extra care schemes in Ruthin and Prestatyn; the purchase and renovation of five HMOs in Rhyl; and developing six other housing schemes in Rhyl, Rhewl, Denbigh, Cynwyd, Pentredwr and Clawdd Newydd.
- As a result of the work of the AHTG, officers have produced Affordable Housing Solutions. This document summarises the county's affordable housing policies and includes a detailed plan of all proposed actions. A copy of the Affordable Housing Solutions Operational Plan is attached at appendix A
- At a national level WAG is currently consulting upon a proposed Legislative Competency Order to allow councils to suspend the Right to Buy in areas of high housing demand. We are also awaiting guidance concerning the introduction of a new statutory requirement for councils to produce and publish local Affordable Housing Delivery Plans. It is anticipated that such plans will be introduced as an annual requirement from April 2009 onwards

2.3 Proposals

At its final meeting on March 10th 2008 the AHTG made the following recommendations to Cabinet:

- 1 To note and approve the actions outlined in the Affordable Housing Solutions action plan.
- 2 That Council should review its Asset Management Strategy for land disposals, to consider disposal at less than best value for affordable housing.

- 3 As part of any review of local planning policy and the emerging Local Development Plan, consider utilising rural derelict buildings for affordable housing, in cases where planning permission would not otherwise be granted.
- 4 That as part of any review of planning guidance on affordable housing, conversions for residential use outside development boundaries, should be required to make a contribution towards affordable housing.
- 5 Should legislation be approved, that the Council should consider all issues, when determining whether to submit an application to the Welsh Assembly Government for the suspension of the Right to Buy.
- 6 That Council agrees to an ongoing financial contribution towards the joint Rural Housing Enabler project beyond the three year existing temporary arrangement.
- 7 That Council agrees to continuation funding for the Affordable Housing Officer post beyond the three year existing temporary arrangement.
- 8 That following the Council elections in May 2008, Cabinet considers re-establishing an Affordable Housing Task Group to lead on affordable housing issues; to monitor compliance with the new statutory Affordable Housing Delivery Plans; and to lobby WAG on affordable housing issues.

3 POWER TO MAKE THE DECISION

Town & Country Planning Act 1990 (as amended). Denbighshire Council approved an Interim Planning Policy in July 2004 to seek affordable housing in residential schemes – pending the subsequent approval of appropriate Supplementary Planning Guidance (SPG). The SPG was formally adopted in July 2005.

4 COST IMPLICATIONS

Attached at appendix B are the AHTG's terms of reference, which identified six key topic areas for the group to examine and associated issues that members wished to explore in greater detail. Proposed actions are included and cross referenced against each of these issues.

Many of these actions will be incorporated within the Affordable Housing Solutions Operational Plan, however, there are certain actions requiring further Cabinet/Council approval. These are outlined as recommendations for consideration in section nine of this report. There are additional cost implications from both a revenue and capital perspective that are attached to several of the recommendations of the AHTG.

5 FINANCIAL CONTROLLER STATEMENT

The recommendations made by the AHTG will need to be considered as a part of the emerging Council's Focused Agenda and in the light of the prospects for the Council's budget position, both revenue and capital, in 2009/10 and later years.

The Council's current and likely future lack of capital resources to tackle the backlog of works needed to buildings and highways will require a strategic review of the retention or potential disposal of assets as well as the use of any capital receipts.

6 CONSULTATION CARRIED OUT

Extensive public consultation has taken place over the last three years upon affordable housing issues with amongst others Members, Town & Community Councils, Registered Social Landlords, the House Builders Federation, local and regional house builders, landowners, agents, developers, estate agents and the general public.

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

Access to affordable housing is a critical issue affecting the economic, social and cultural wellbeing of the County. There are clear implications for other corporate policy areas including:

- Housing strategy, policies and programmes to meet the current and future housing needs of the county
- Community health and social well-being in providing sufficient suitable, safe and accessible homes to improve health and social well-being
- Economic Regeneration - affordable and accessible homes to assist with the economic regeneration of the county
- Sustainable communities - to support vibrant and self-sustaining communities, whether urban or rural , adequate and affordable housing is a pre-requisite
- Asset Management - in determining what contribution the Council's land/property portfolio can make to meeting affordable housing needs and at what cost in terms of reduction in sale value.

8 ACTION PLAN

See appendix A.

9 RECOMMENDATIONS

- 9.1 To note and approve the actions outlined in the Affordable Housing Solutions action plan.
- 9.2 To consider the further recommendations of the Affordable Housing Task Group (AHTG), and seek a further report to the new Cabinet on their implementation subject to budget procedures.

APPENDIX A - Affordable Solutions operational plan - ongoing actions 2007/12

STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
<p>1.</p> <p>AFFORDABLE HOUSING, SUSTAINABILITY AND WELSH CULTURE</p> <p>To increase the supply of affordable accommodation throughout the County in accordance with housing need.</p> <p>Working with local communities to preserve the Welsh Culture and ensure developments are sustainable.</p>	<p>1. To negotiate an element of affordable housing on all new sites.</p>	<p>The council has a policy to seek in the order of 30% affordable housing on all new housing planning applications.</p> <p>The first property to be built as part of the council's affordable housing policy was completed on 10th May 2006. The property a two bed terrace house in Ruthin was developed through Cymdeithas Tai Clwyd. It was sold to local people at a discount of 43.5% off the market value.</p> <p>As at 31st March 2007, as part of the county's affordable housing strategy:</p> <ul style="list-style-type: none"> - 203 affordable units have outstanding planning permission. - 20 low cost home ownership units (LCHO) have been completed without the use of public funding. - £361k in unspent commuted sums have been received. 	<p>To attract additional investment in affordable housing to supplement the council's Social Housing Grant programme. Investment for 2007/08 to be equivalent to 20% of SHG programme.</p> <p>To develop 26 affordable housing units during 2007/08.</p> <p>To recruit an Affordable Housing Officer by June 2007.</p>	<p>£1.34 million of private sector investment in affordable properties completed in 2007/8.</p> <p>On target.</p> <p>Officer in post in June 2007.</p>	<p>Denbighshire County Council (Housing Services, Planning, Legal Services, Social Services, Supporting People, Private Sector Renewal, Access Officer, Equalities Officer),</p> <p>County Councillors,</p> <p>Town/Community Councils,</p> <p>Registered Social Landlords,</p> <p>Private Developers and Builders,</p> <p>DET,</p> <p>Welsh Assembly Government,</p>

APPENDIX A - Affordable Solutions operational plan - ongoing actions 2007/12

STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	<p>2. Review Denbighshire County Council's affordable housing supplementary planning guidance.</p>	<p>The council in conjunction with other key partners are currently undertaking Local Housing Market Assessments in both North East and North West Wales. The outcomes of these assessments will be used to inform a review of DCC's affordable housing SPG. The SPG will also need to ensure that it is clearly aligned with the newly emerging Local Development Plan (LDP) process.</p> <p>Target date to commence review of SPG by December 2007 and to formally adopt by October 2008.</p>	<p>Complete NE Wales LHMA by May 2007.</p> <p>Complete initial stages of NW Wales LHMA by June 2007.</p> <p>Review commuted sum procedure by July 2007.</p> <p>Review local connections policy by Nov. 2007.</p> <p>Commence review of SPG by Dec. 2007.</p> <p>Formally adopt SPG by Oct. 2008.</p>	<p>Report now due Nov. 2007.</p> <p>Report now due Nov. 2007.</p> <p>New detailed procedure introduced in April 2007.</p> <p>New policy approved Jul. 2007.</p> <p>On target.</p> <p>On target.</p>	<p>Local Strategy Board, Community Groups, Residents/Tenants, Voluntary Agencies, Welsh Language Board, Snowdonia National Park, Mentor Iaitht, Rural housing enabler,</p>

APPENDIX A - Affordable Solutions operational plan - ongoing actions 2007/12

STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	<p>3. Review the existing housing land allocation within the LDP (previously known as the Unitary Development Plan).</p>	<p>Affordable housing requirements in both rural and urban areas will be considered as part of the LDP process.</p> <p>The Strategic Options and Preferred Strategy for the LDP will be published in Autumn 2008.</p> <p>The Deposit LDP will be published in Spring 2009 and adopted in Autumn 2011.</p> <p>Adoption date has been amended from 2010 to 2011, due to delays in approving projected population forecasts.</p>	<p>Final version by Autumn 2011.</p>	<p>On target.</p>	<p>Older People, Disabled People, Families, Young People, Black and Ethnic Minority and Other Relevant Groups,</p> <p>Private landlords,</p> <p>North Wales Local Authorities.</p>

APPENDIX A - Affordable Solutions operational plan - ongoing actions 2007/12

STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	4. To maximise the supply of affordable housing through the Social Housing Grant programme.		<p>Develop 15 properties using SHG during 2007/08.</p> <p>Develop 20 properties using SHG during 2008/09.</p> <p>Develop 4 units for people with substance and alcohol misuse issues by Mar. 2009.</p>	<p>On target.</p> <p>Target to be set pending meetings with RSL consortia.</p> <p>On target.</p>	
	5. To develop housing initiatives within rural areas through the Rural Housing Enabler project.	<p>Surveys are scheduled in four areas for 2007/08 including Derwen and Llanelidan:</p> <p>Planning permission has also been granted in October 2007, for a departure site, to develop 3 affordable units at Pentredwr in the South of the county.</p>	Undertake four needs surveys during 2007/08.	RHE post currently vacant. Review target once new postholder in place.	

APPENDIX A - Affordable Solutions operational plan - ongoing actions 2007/12

STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	<p>6. To develop a range of extra care sheltered housing projects for older people.</p>	<p>£4.2m of WAG funding has been secured to build a 59 unit, mixed tenure scheme on West Parade, Rhyl. This joint project between Pennaf and DCC commenced on site in July 2006.</p> <p>Target date for completion of scheme has been amended from December 2007 to October 2008, due to issues of land ownership and the requirement to install a sprinkler system within the building.</p> <p>In August 2007 the council successfully secured £5.5m for 2009/10 to develop further extra care schemes in Prestatyn and Ruthin. Schemes are being developed in conjunction with Wales & West, Cymdeithas Tai Clwyd and the Local Health Board.</p>	<p>Complete Rhyl extra care scheme by Oct. 2008.</p> <p>Develop a 24 bed extra care housing scheme in Ruthin by 2010.</p> <p>Develop a 61 bed extra care housing scheme in Prestatyn by 2010.</p>	<p>On target.</p> <p>On target.</p> <p>On target.</p>	

APPENDIX A - Affordable Solutions operational plan - ongoing actions 2007/12

STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	7. To pilot a scheme to reduce under-occupation within former council houses in rural areas.	<p>The council are considering undertaking a survey of the housing needs of older people living in ex-council houses in rural areas. Llanbedr DC is currently being considered as a pilot area for this project.</p> <p>Any scheme would assess the feasibility of buying back former council houses to allow older householders to purchase accommodation more appropriate to their needs within the local area.</p>	Develop scheme proposal by March 2008.	On target.	
	8. To undertake a review of potentially surplus land owned by DCC Housing Services. (NEW ACTION)	<p>The council are currently undertaking a review of all garage sites and surplus HRA land.</p> <p>Any suitable sites that are identified will be considered for developing new affordable housing.</p>	<p>Complete garage review and identify potential sites by July 2008.</p> <p>Complete review of other potentially surplus HRA land by Dec. 2009.</p>	<p>On target.</p> <p>On target.</p>	

APPENDIX A - Affordable Solutions operational plan - ongoing actions 2007/12

STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	<p>9. To develop suitable accommodation for disabled people whose needs cannot be met within their existing accommodation.</p>	<p>All new schemes built by RSLs using Social Housing Grant must meet lifetime homes standards.</p> <p>In August 2007 SHG funding was secured to develop 2 bungalows at Lon Elan and Ffordd Ty Newydd Road in Rhyl.</p> <p>Two further in year bids are pending to acquire and adapt properties in St Asaph and Trefnant. Two priority applicants from the county's adapted waiting list have already been identified for these units.</p>	<p>To develop 2 adapted bungalows in Rhyl by Dec. 2007.</p> <p>Pending outcome of in year bids to develop 2 adapted units in St Asaph and Trefnant by Dec. 2008.</p>	<p>On target.</p> <p>On target.</p>	
	<p>10. To develop a one stop affordable housing website.</p> <p>(NEW ACTION)</p>	<p>In March 2007, DCC were successful in securing funding from WAG to develop an affordable housing website.</p> <p>This is a joint project that will initially be developed in conjunction with local RSLs. The project will then be rolled out on a regional basis to include Wrexham CBC.</p>	<p>Develop an affordable housing website within Denbighshire by March 2008.</p> <p>Extend website to incorporate Wrexham CBC by March 2009.</p>	<p>On target.</p> <p>On target.</p>	

APPENDIX A - Affordable Solutions operational plan - ongoing actions 2007/12

STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	<p>11. To review the council's contribution towards the development of affordable housing within the county.</p> <p>(NEW ACTION)</p>	<p>In May 2007 DCC's Cabinet agreed to establish a member task group to review the contribution that the council could make towards increasing the supply of affordable housing within the county.</p> <p>The group will review current practice and make recommendations upon further actions that can be taken. This could include reviewing amongst others, developing closer working relationships with RSLs and the private sector; lobbying WAG; identifying and unlocking new funding opportunities; reviewing current land holdings and making better use of the existing housing stock.</p>	<p>Establish an affordable housing task group by June 2007.</p> <p>Final report and proposals to be submitted to Cabinet by Feb. 2008.</p>	<p>First meeting convened on 19th June 2007.</p> <p>On target.</p>	

APPENDIX A - Affordable Solutions operational plan - ongoing actions 2007/12

STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	<p>12. To promote and publicise affordable housing within the county</p> <p>(NEW ACTION)</p>	<p>Examine the requirement to adopt a greater variety of PR tools including websites, news articles and information posters, to increase the public's awareness of affordable housing opportunities.</p>	<p>Nominate AH policy for UK Housing Awards by July 2007.</p> <p>Redevelop DCC affordable housing web pages by Sep. 2007</p> <p>Launch poster campaign for the county's LCHO register by Jan. 2008.</p>	<p>AH Strategy UK Housing award winner in Nov. 2007.</p> <p>Completed Sep. 2007.</p> <p>On target.</p>	
	<p>13. To review existing council land holdings for potential disposals for affordable housing</p> <p>(NEW ACTION)</p>	<p>Current corporate asset management policy is that all surplus council owned land is sold for full market value. Proposals to make this policy more flexible will be investigated.</p>	<p>Land disposal policy proposals to be included in AH task group report to Cabinet by Feb. 2008.</p> <p>Identify potential council owned AH candidate sites as part of LDP process by Sept. 2008.</p>	<p>On target.</p> <p>On target.</p>	

APPENDIX A - Affordable Solutions operational plan - ongoing actions 2007/12

STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	14. To develop affordable housing targets for all parts of the county	Housing needs vary across the County. Targets will reflect variations in local housing need/demand.	Develop local AH briefings to inform LDP process by Jan. 2008.	On target.	
	15. To promote the Low Cost Home Ownership List (LCHO) (NEW ACTION)	As at October 2007 there were 155 applicants currently registered on the county's joint LCHO list. An advertising campaign will be undertaken to expand the list in conjunction with other general publicity for affordable housing.	Increase the number of applicants registered on the list to 250 by Dec. 2008.	On target.	
	16. To identify exception sites with potential for housing development	Pending approval of candidate sites for the Local Development Plan, the county are currently examining 2 proposals for exception/departure sites that have been brought forward by local land agents.	In conjunction with the rural enabler, develop 3 AH exception sites by Dec. 2010.	On target.	
	17. To establish a preferred partner matrix to pre-select an RSL partner when developing council owned land. (NEW ACTION)	Three Registered Social Landlords currently have development status within Denbighshire. There is now a requirement to develop a transparent methodology, to select the most appropriate partner when developing affordable housing on council land.	Develop a pre-selection preferred partner matrix for RSLs by June 2008.	On target	

APPENDIX A - Affordable Solutions operational plan - ongoing actions 2007/12

STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	18. To review the security standards of affordable homes.	The council are considering working with the Crime Reduction Manager to review all new proposed affordable housing schemes.	Pilot project to be developed with Cymdeithas Tai Clwyd by Sept. 2008.	On target.	
	19. To develop an exemplar scheme to promote sustainable housing (NEW ACTION)	A bid for Social Housing Grant has been submitted to WAG, in October 2007, to develop three houses on a rural departure site in Pentredwr. If the bid is successful we are proposing to develop the scheme as an exemplar of sustainable housing, to promote the county's emerging Affordable Warmth Strategy. A preliminary application has also been made for grant funding to include various energy efficiency measures such as ground source heating and wind turbines. A project team including local residents will be established in early 2008 to consider all design issues.	Develop a housing scheme in Pentredwr by Dec. 2010	On target.	

APPENDIX A - Affordable Solutions operational plan - ongoing actions 2007/12

STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	20. To develop a range of Section 106 templates for affordable housing.	<p>Developing a range of section 106 templates for various affordable housing tenures will reduce the length of time taken to carry schemes forward.</p> <p>A pressure bid will also be made as part of the council's 2008/09 budgetary process to employ a s106 obligations officer (post will be mainly self-financing).</p>	<p>Submit budget bid for s106 officer post by Dec. 2007.</p> <p>Develop s106 templates by June 2008.</p>	<p>On target.</p> <p>On target.</p>	
	21. To review the role and function of the Affordable Housing Liaison Group (AHLG) (NEW ACTION)	<p>The AHLG comprises representatives from the council's planning, development control and housing departments; local Registered Social Landlords; the rural housing enabler; and the private sector. Established in September 2004, this group has been the primary delivery vehicle for developing AH within the county. There is now a requirement to review the strategic role of the group and more closely monitor outcomes.</p>	Review the strategic role of the AHLG by Jan. 2009.	On target.	
	22. To develop and agree a cost floor matrix for RSLs developing shared ownership on section 106 sites. (NEW ACTION)	We are currently developing a methodology that will allow RSLs to agree a common price with developers, to develop shared ownership, on s106 sites.	Develop shared ownership matrix by June 2008.	On target.	

APPENDIX A - Affordable Solutions operational plan - ongoing actions 2007/12

STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	23. To develop an empty homes strategy	<p>Despite the council developing various innovative empty homes initiatives, there is currently no strategic policy for this area.</p> <p>The county are now in negotiations with local RSLs to develop a joint empty homes strategy. Capital from affordable housing commuted sums and the recently established West Rhyl regeneration fund, will be used to develop this project.</p>	<p>Identify revenue funding for an empty homes officer post by Dec. 2007.</p> <p>Recruit empty homes officer by Apr. 2008.</p> <p>Develop empty homes strategy by Mar. 2009.</p>	<p>On target.</p> <p>On target.</p> <p>On target.</p>	
	24. To develop strategic housing priorities within the county's Supporting People Operational Plan (SPOP)	<p>As part of the WAG rationalisation process, in June 2007, the council re-aligned its SPOP with the county's new Local Housing Strategy.</p> <p>Various strategic housing projects are now being jointly prioritised and commissioned as part of this process.</p>	<p>Develop a six bed high level support scheme for young people in Denbigh by Apr. 2008.</p> <p>Develop a six bed high level support mental health scheme by in Rhyl Apr. 2009.</p>	<p>On target.</p> <p>On target.</p>	

Appendix B - AHTG Terms of Reference and Actions/Recommendations Required

1. Communicating with the public on AH	
Issues identified	Action to be taken
<ul style="list-style-type: none"> • Dispel misconceptions around Low Cost Homeownership (i.e. better promote homes going to local people) • Raise awareness of Low Cost Home Ownership (LCHO) • Articles in local press/County Voice • Developing housing needs surveys broken down to ward level across the county • Better communications with the Town and community councils 	<p>All actions incorporated within Affordable Solutions operational plan (ASOP)</p> <p>Specifically actions 5, 12, 14, and 15</p>
2. Examining ways of increasing the supply of AH	
Issues identified	Action to be taken
<ul style="list-style-type: none"> • Review council and other public sector asset management strategies • Develop an Empty Homes policy • Suspension of the Right to Buy • Self build • Rural derelict buildings • Review of planning contribution (including SPG, flexibility in rural areas) 	<p>Cabinet recommendation required</p> <p>See action 23 in ASOP</p> <p>Cabinet recommendation required</p> <p>Further research to be undertaken as part of review of local planning policies</p> <p>Cabinet recommendation required</p> <p>See actions 2, 13 and 16 in ASOP. Cabinet recommendation required on affordable housing contributions being applied to conversions outside development boundaries</p>

<ul style="list-style-type: none"> • Affordability and the private rented sector (affordable rented through private landlord) • Using commuted sums • Feed in expertise from the Rural Housing Enabler • Allocations (review and compare council/RSL policies for local connection) • Developing affordable housing without social housing grant (RSLs, private company, council joint venture) • Develop linkages with the Rural Action Task Group • Asset management – disposal policy 	<p>See actions 2 and 23 in ASOP. Will be considered as part of Affordable Housing SPG review and empty homes strategy</p> <p>See action 2 in ASOP. Will be considered as part of Affordable Housing SPG review</p> <p>See action 5 in ASOP. Cabinet recommendation required on future funding</p> <p>Paper produced for meeting in July 2007. With adoption of new Local Connections policy no further actions recommended</p> <p>See action 2 in ASOP. Will be considered as part of Affordable Housing SPG review</p> <p>Agreed to provide update reports as required</p> <p>See above</p>
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3. Lobbying

Issues identified	Action to be taken
<ul style="list-style-type: none"> • Loss of social stock through Right To Buy 	See (2) above
<ul style="list-style-type: none"> • WLGA Housing members network (should planning be represented) 	Lead member to raise at next meeting
<ul style="list-style-type: none"> • Preference for local people for social rented accommodation 	Local Connections policy amended in June 2007 to include rented accommodation
<ul style="list-style-type: none"> • Push to increase Social Housing Grant (WAG) 	Members to organise programme to lobby WAG

4. Expanding financial options for local people	
Issues identified	Action to be taken
<ul style="list-style-type: none"> • Developing intermediate housing for those on average incomes struggling to access market housing • Review the LCHO income taper • Developing transferable subsidies for people (i.e. not linked to property as per 106 sites) 	<p>See action 2 in ASOP. Will be considered as part of Affordable Housing SPG review</p> <p>Amend action 15 in the ASOP</p> <p>Add as new action to ASOP</p>
5. Monitoring targets	
Issues identified	Action to be taken
<ul style="list-style-type: none"> • Agree a Performance Indicator framework • Are we meeting existing targets? 	<p>The ASOP, has been developed as a means of monitoring progress against all affordable housing actions</p> <p>Cabinet recommendation required on future of AHTG and any role it could play in monitoring the ASOP</p> <p>Cabinet recommendation also required on future of Affordable Housing Officer, as lead officer on developing affordable housing initiatives</p>
6. Design	
Issues identified	Action to be taken
<ul style="list-style-type: none"> • Innovative design for affordable housing (design code) • Making best use of constricted plots • Sustainability in build and future maintenance costs • The need to be more creative 	<p>All priority actions being addressed within new Supplementary Planning Guidance being considered on building design/space standards and West Rhyl. An SPG Householder Development Design guide has also been adopted by the council</p> <p>See also actions 18 and 19 in ASOP</p>

REPORT TO CABINET

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

DATE: 18th March 2008

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

1 DECISION SOUGHT

Members note the provisional outturn position of the Housing Revenue Account (H.R.A.) for 2007/08.

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 £740k by the end of the financial year, which is £37k lower than the surplus forecast in the original budget. There has been little movement overall between February and March (£7k reduction in the total surplus).
- The forecast over spend on Repairs and Maintenance of £23k is due to repair works on garages. Also within the R&M budget, approximately £100k of expenditure will be capitalised as part of the wider housing improvement programme. This has a revenue impact on the capital financing charge of approximately £5k.
- The capitalised repair works are those that would eventually have been completed as part of the improvement programme.
- The capital charge for the year will be higher than planned in the original budget because the capital plan has exceeded original expectations (see below).
- Rental income for council dwellings has matched the budget but leased rent income is below original forecasts because of fewer than planned numbers in the scheme and high voids throughout the year. Voids

have now been reviewed and are reducing (7% in the last quarter) with further reductions estimated in 2008/09.

Housing Stock Business Plan (HSBP)

- The HSBP has been fully updated for 2008/09 and was approved at February cabinet.
- There were 13 sales under the 'Right to Buy' scheme in 2007/08. The Business Plan has now been amended to account for 15 sales annually from now on.
- The current council housing stock stands at 3,472.

Housing Capital Plan

- Achievements to the end of March on the major contracts are as follows (the figures quoted in brackets are those that were reported to the end of February 2008):

Major Refurbishments	354 completions (334)
Window s contract	2,772 properties completed (2,701)
Heating contract	1,117 properties completed (1,089)

- The number of completions has exceeded the original target of 248 that was in the HSBP for 2007/08.
- The table below shows an extract from the original 2005 HSBP and the level of planned works in each year. There was £2.430m slippage in the first two years but this has will be caught-up in the current and next year. The excess over four years is as a result of additional Disabled Facility Grant works (see below) being brought forward.

	2005.06	2006.07	2007.08	2008.09	Total
	£'000	£'000	£'000	£'000	£'000
HSBP Plan Costs*	7,299	7,412	7,528	7,646	29,885
Actual Costs	6,071	6,210	10,051	7,891	30,223
Slippage/(Catch-up)	1,228	1,202	(2,523)	(245)	(338)

**Extracted from the original version of the HSBP 2005*

- A total of approximately £100k revenue 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 provisional outturn for 2007/08 does not adversely affect the Council's Housing Stock Business Plan, indeed the surpluses achieved are better than planned.
- The HRA Capital Plan is progressing very well and previous slippage is being caught up. The windows contract has been successfully completed. The considerable backlog of disabled facility grant works is now being cleared.
- 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 provisional HRA outturn for 2007/08 continues to contribute positively to the Housing Stock Business Plan.

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 RECOMMENDATIONS

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

REPORT TO CABINET

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

DATE: 22 April 2008

SUBJECT: Revenue and Capital Projected Outturn 2007/08

1. DECISION SOUGHT

- 1.1 To note the projected outturn 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.
- 1.3 To note the current position on the vacancy control procedure recently introduced.

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 projections are as at the end of March 2008. Firmer figures will be reported to Cabinet in early June, with the final figures presented to full Council on June 24. The Annual Statement of Accounts will be presented to the Corporate Governance Committee on 27 June.

Appendix 1 details a forecast overall underspend of £716k, excluding the schools' delegated budgets. This figure is made up of underspends on service budgets of £1,174k that can potentially be carried forward to 2008/9 (Social Services element assumed carried forward at budget setting) and service overspends of £758k. These overspends will need to be funded from balances and the net saving on borrowing costs. This will mean that the planned contribution to balances of £600k will reduce to nearer £100k, subject to the usual year end review of the adequacy of specific provisions and reserves.

The position has changed from the last report as follows;

- i) ***Lifelong Learning*** is forecasting an over spend of £678k. This is an increase of £51k from last month's report; this is mainly due to:
 - a) *The School Funds Held centrally budget shows no change from last months report with a projected total remaining at £35k.*

b) *The Non School Funding budget is projected to be overspent by £604k. This is an increase of £50k from last month's projection. This is as a result of the Modernisation Education Board approval to support schools at Key stage 4 for Secondary. There are no other variances to report.*

c) *The Countryside and Leisure services projected overspend has marginally increased by £1k because of a reduction in Leisure Service income.*

d) *The Tourism Heritage and Culture projected overspend remains the same at £59k.*

ii) Social Services & Housing

The Directorate's underspend has reduced by £14k to £819k.

a) *Children's Services remains relatively stable, with a projected £208k underspend an increase of £4k.*

b) *Adult Services net underspend has decreased by £26k and within the individual services there are changes in projections and these are summarised.*

- *Learning Disabilities reducing their projected overspend by a further £13k mainly as a result of revised agency costs for community living schemes.*
- *Older People increased underspend by £20k due to numerous minor changes within the service.*
- *Mental Illness projected overspend has increased by £12k as a result of additional cost in older people purchasing however this has partially offset by reductions in Preserved rights spending.*
- *The PDSI, Performance Management, Other Adult Services and Joint Working show a net reduction in underspend of £69k. This is mainly as a result in additional Community Care and Community Development pressures.*
- *Cefndy Enterprise projects additional £28k overspend which is as a result of continued increases in material costs and reduction in sales.*

c) *Business Support and Development is now projecting £73k overspend. This is mainly as a result of a provision has been made for the remaining milestone payments for the PARIS system.*

d) *Homelessness accommodation costs have risen this year causing significant budget pressure. However, there has been a slight improvement to the projected overall overspend resulting with a reduction £18k as a result of securing additional grant funding.*

As part of the budget setting process for 2008/09, the Council has approved that the projected underspend for Social Services is to be carried forward to 2008/09 financial year. However, because of the nature of the underspend this year; it is very unlikely that similar levels will recur –

particularly if demand grows as projected.

- ii) **Environment** *The projected year end underspend has increased to £175k, an improvement of £35k. This is mainly as a result of savings due to freezing vacant posts and redundancies.*
- iii) **The County Clerk** *The Translation service is projected to overspend by £50k. County Clerk is projected to overspend an additional £30k, which is as a result of reduced recharges. This work is now being outsourced due to increasing workloads within Legal Services.*
- iv) **The Resource Directorate and Corporate**
 - *Audit has achieved a £10k underspend due to a reduction in agency costs.*
 - *ICT have achieved savings amounting to £150k as a result of the temporary freeze in recruitment as part of the vacancy control process.*
 - *The Policy Unit is projecting a 20k saving as a result of staff vacancies*
 - *A review of the likely outturn position on Capital Financing costs and investment interest suggests there will be a saving of about £300k net of the requirement to have adequate provisions for specific issues.*

4.2 Current major pressures within the Education Service;

- i) There is no change in the financial position of the residential facility at Hyfrydle that was reported to a previous meeting. Members will be kept informed of progress on this matter.
- 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 £289k;
- iii) There is no change to the financial position regarding Blessed Edward Jones High School's where the delegated budget is expected to be overspent.

4.3 **The schools' delegated budget** – Forecasts are that the schools will spend a reduced element of their balances brought forward which reflects planned usage.

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

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

4.6 Capital expenditure at the end of March is **£36.9m**. Full details of the Capital Plan are contained in a separate report in part two of the agenda.

4.7 Appendix 4 provides the current position on the vacancy control procedure introduced as part on the budget setting exercise for next financial year.

5. FINANCIAL CONTROLLER STATEMENT

- 5.1 Directorates have exercised a reasonably tight control over their revenue expenditure in the last financial year in the main. Most areas of overspend have been influenced by factors that were difficult to control.
- 5.2 The situation regarding the financial impact from the opening of the residential unit at Hyfrydle on the Ysgol Plas Brondyffryn site is under review. Urgent action is currently being undertaken to ensure the financial risk to the Council is minimised while always giving priority to the needs of the children concerned.
- 5.3 Members will be aware of the continuing pressure resulting from the school in special measures. It is likely that further financial support will need to be provided to the school in 2007/8 and in the new financial year to assist with improvement.
- 5.4 The current areas of overspend are likely to recur in 2008/9 although the exact level of overspend is uncertain. As there is no provision for additional resources for such an event the impact will fall upon general balances.

6. CONSULTATION CARRIED OUT

- 6.1 Lead Cabinet members have consulted with Heads of Service during the financial year to agree necessary remedial actions 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 projected outturn figures for 2007/08 as detailed in the attached Appendix 1.
- 9.2 To also note the summary capital plan performance figures for 2007/08 financial year as detailed in the attached Appendices 2 and 3.
- 9.3 That Members note the current position in connection with the vacancy control procedure.

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2007/08
SUMMARY POSITION AS AT END MARCH 2008**

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)	31,000	-11,075	19,925	31,703	-11,100	20,603	703	-25	678	627
Environment	38,161	-16,733	21,428	38,104	-16,851	21,253	-57	-118	-175	-140
Social Services & Housing	55,435	-17,612	37,823	56,750	-19,746	37,004	1,315	-2,134	-819	-833
County Clerk	1,890	-393	1,497	1,940	-363	1,577	50	30	80	80
Resources	10,114	-2,938	7,176	9,934	-2,938	6,996	-180	0	-180	0
Corporate, Miscellaneous & Benefits	28,580	-23,023	5,557	28,580	-23,023	5,557	0	0	0	0
Total All Services	165,180	-71,774	93,406	167,011	-74,021	92,990	1,831	-2,247	-416	-266
Capital Financing Charges savings & additional Investment Income net of contributions to specific provisions			10,882			10,582			-300	-200
Precepts & Levies			4,212			4,212			0	0
Contribution to balances/reserves			600			600			0	0
			109,100			108,384			-716	-466

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 MARCH 2008

	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	<u>55,098</u>	<u>-4,575</u>	<u>50,523</u>	<u>57,222</u>	<u>-6,503</u>	<u>50,719</u>	<u>2,124</u>	<u>-1,928</u>	<u>196</u>	<u>218</u>
School Funds Held Centrally	16,183	-4,915	11,268	16,148	-4,915	11,233	-35	0	-35	-35
Non school Funding	2,080	-883	1,197	2,706	-905	1,801	626	-22	604	554
Corporate Services	311	-47	264	311	-47	264	0	0	0	0
Countryside & Leisure	6,065	-3,164	2,901	6,127	-3,176	2,951	62	-12	50	49
Tourism, Culture & Heritage	6,361	-2,066	4,295	6,411	-2,057	4,354	50	9	59	59
	31,000	-11,075	19,925	31,703	-11,100	20,603	703	-25	678	627
Total Lifelong Learning	86,098	-15,650	70,448	88,925	-17,603	71,322	2,827	-1,953	874	845

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

	Current Month £000s	Previous Month £000s
<p><u>INDIVIDUAL SCHOOLS BUDGET</u> Following updates during January, projections would indicate that the school balances of £1,807k as at 31/03/2007 will reduce to £1,611k during 2007/2008. This is a decrease in expenditure of £22k from the last report in February. There have been many updated projections during March and balances for many schools have changed as updates are compiled to year end. This may also be the first update since Christmas for some schools.</p>	196	218
<p><u>SCHOOL FUNDS HELD CENTRALLY</u></p> <p><u>School Transport</u> 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 overspend of £11k.</p> <p><u>Other</u> Various savings from vacancy control, delays in appointment of staff, variations in income and other management initiated cost savings. Budget managers will continue to work towards reducing the overspend until the end of the year</p> <p><u>Education Services</u> 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.</p>	11 -139 93	11 -139 93
	-35	-35
<p><u>NON SCHOOL FUNDING</u></p> <p>The new residential unit at Hyfrydle centre was opened in November 2007. In the first year of opening the school is forecasting a loss of around £265k 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 have resulted in a surplus of expenditure over income however, the school is anticipating that it will be fully occupied in the following years.</p> <p>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.</p> <p>Following the Education Services and Strategy and Resources restructures coupled with the retirement of key personnel, and the appointment of interim Corporate Director and Heads of Service to assist with the preparation of the Estyn action plan, this has</p> <p>Following the agreement by the Modernising Education Board to support schools at Key Stage 4, £50,000 has been provided for secondary schools to implement this in 2007/08</p>	265 98 191 50	265 98 191 0
	604	554
<p><u>COUNTRYSIDE & LEISURE</u></p> <p>Additional costs associated with Drift Park Paddling Pool, Amphitheatre & Play Area Unplanned closure of Corwen Pool Increased devolved repair & maintenance costs at Corwen Pavilion Legal costs associated with the Ffrith & Marine Lake Increased Utility Costs Backdated electricity costs for Events Arena due to Scottish Power (negotiations are underway to agree terms of repayment) Offset by: Increased income at Leisure Centres Delayed Appointments NNDR (Business Rates) refunds</p>	40 5 7 6 3 35 -17 -22 -7	40 5 7 6 3 35 -18 -22 -7
	50	49
<p><u>TOURISM, HERITAGE & CULTURE</u></p> <p>Increased operational & maintenance costs and lower than projected income levels at Royal International Pavilion Cleaning of archive material infected by mould following tender process Offset by: Savings resulting from Tourism Strategy tendering process Underspend of training</p>	15 77 -30 -3	15 77 -30 -3
	59	59
TOTAL	874	845

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

<u>PROPOSED EFFICIENCY SAVING</u>	<u>EFFICIENCY TARGET SAVINGS 2007/08</u>	<u>PROGRESS</u>
Schools' Delegated Budgets - 0.3% Efficiency Target. County Voice - Develop income from advertising. Project Management Fees Recharge. Review of S.E.N. Transport Contracts. Assorted Efficiencies across the Service e.g. Vacancies. Reduce funding to grant aided bodies New income Alternative service delivery	£ 100 1 27 10 70 6 30 36	To be achieved by School Governing Bodies. Achieved* Achieved* Achieved* Achieved* Achieved* Achieved* Achieved*
<u>TOTAL</u>	<u>280</u>	

* Based on March forecasts - these are achievable but not necessarily in the original areas. Where appropriate alternatives have been found

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2007/08
ENVIRONMENT DIRECTORATE
SUMMARY POSITION AS AT END MARCH 2008

	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Previous report £000s
DEVELOPMENT SERVICES (Note 2)	8,882	-5,086	3,796	8,825	-5,096	3,729	-57	-10	-67	-38
TRANSPORT & INFRASTRUCTURE (Notes 2 & 4)	9,390	-4,233	5,157	9,388	-4,254	5,134	-2	-21	-23	11
PLANNING & PUBLIC PROTECTION (Notes 1, 2, 3 & 4)	4,347	-1,941	2,406	4,388	-2,028	2,360	41	-87	-46	-99
DIRECTOR & SUPPORT (See Note 2)	1,258	-331	927	1,248	-331	917	-10	0	-10	-10
ENVIRONMENTAL SERVICES (Note 2 & 4)	14,284	-5,142	9,142	14,255	-5,142	9,113	-29	0	-29	-4
Total Environment	38,161	-16,733	21,428	38,104	-16,851	21,253	-57	-118	-175	-140

**SUMMARY POSITION AS AT END MARCH 2008
ENVIRONMENT DIRECTORATE
SUMMARY POSITION AS AT END MARCH 2008**

Potential areas of budget pressure

Potential areas of budget pressure

- 1 Development Control income received to date is significantly higher than the budget. The potential appeal costs in respect of windfarm applications could be significant during 2008. During the past couple of months Development Control Income has been down on the same period of 2006/07 which might reflect the downturn in the current property market. Any continued trend might have a negative impact on the 2008/09 income levels
- 2 Savings from delays in recruiting staff to fill vacant posts.
- 3 The recent Animal Welfare case in Llandegla has placed a strain on this budget and the latest estimates project an additional cost to the service of £38k in 2007/08
- 4 As part of the Council's aim to reduce the head count the Directorate has made 4 redundancies in the current financial year and costs are absorbed in the above figures. In addition 2 further redundancies have been approved in 2007/08, but will not be finalised until May 2008. It is therefore prudent to earmark any year end underspend to finance these redundant costs.
- 5 The Directorate put forward a number of efficiency savings as part of the Budget setting process which totalled £250K. These are summarised between the service departments below

Details	£'000s	
Development Services		
Rationalisation of office accommodation following acquisition of Brighton Road Station caretaker to also take responsibility for Children's Village	50	This is ongoing- This is mainly as a result of delays in vacating properties due to operational issues within Service
Business grant assessment to be carried out in-house	7	To be Achieved
Restructuring - Valuation & Estates	8	On target
	8	Achieved
Transport & Infrastructure		
Remove Coastal Protection Agency post	6	Achieved - replaced by substitute saving
Savings in salt procurement	20	Achieved
Review of streetworks recharges	5	Achieved
Review of School Crossing Patrols	5	Achieved
Increased income from increased workload in MPG	30	On target
Parking processing of PCN's jointly - savings year on year	10	Achieved
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 Statutory legislation	10	Achieved
Absorb new legislation/powers within existing workforce	12	Achieved
Reduction in Contaminated Land consultants budget	4	Achieved
Formal SLA with Flintshire CC to assist with Mineral Planning	5	Achieved
Director & Support		
Reduction in working hours of officer in Performance Management team	12	Achieved
Environmental Services		
Public Conveniences - reductions in overtime payments	5	Achieved
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

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2007/08
SOCIAL SERVICES AND HOUSING
SUMMARY POSITION AS AT END MARCH 2008

	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	9,736	-1,367	8,369	574	-782	-208	-204
Adult Services	35,943	-9,234	26,709	36,354	-10,064	26,290	411	-830	-419	-445
Business Support & Development	2,733	-468	2,265	3,007	-669	2,338	274	-201	73	62
Cymorth Grant	1,711	-1,711	0	1,711	-1,711	0	0	0	0	0
Supporting People Grant	4,335	-4,301	34	4,337	-4,303	34	2	-2	0	0
Underspend Brought Forward	0	0	0	0	-341	-341	0	-341	-341	-341
Sub Total Social Services	53,884	-16,299	37,585	55,145	-18,455	36,690	1,261	-2,156	-895	-928
Non HRA Housing	1,551	-1,313	238	1,605	-1,247	358	54	66	120	139
Underspend Brought Forward	0	0	0	0	-44	-44	0	-44	-44	-44
Directorate Total	55,435	-17,612	37,823	56,750	-19,746	37,004	1,315	-2,134	-819	-833

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2007/08
SOCIAL SERVICES AND HOUSING
SUMMARY POSITION AS AT END MARCH 2008

<u>Comments</u>	<u>Current Month</u> £000s	<u>Previous Month</u> £000
CHILDREN'S SERVICES There has been a further reduction in forecast spend across various headings. This offsets pressure areas in the specialist placement budget (£96k residential and £161k fostering placements)		
	-208	-204
ADULT SERVICES Learning Disabilities Purchasing - Overspend remains unchanged. Pressure areas continue to be the residential and nursing care placements despite additional monies being allocated to these budgets and community living. Provider - Projected overspend reduced by £12k, due to revised agency costs for community living schemes. The main pressure areas are Community Living (£87k) and work opportunities (41k)	104	117
Mental Illness The main pressure here is still Residential and Nursing Placements / Day care showing an overspend of £207k. There is a forecast under spend of £28k on MI Preserved Rights clients. This budget and spend was previously shown under Older People in 2006/07.	151	139
Older People Purchasing The main pressure is still forecast to be Residential Homes, showing an overspend of £88k. However, there have been a number of minor improvements in the forecast reported last month, including improved income and reduced expenditure forecasts on Extra Care. Residential Homes The main pressure is still forecast to be Residential Homes, showing an overspend of £109k. However, there have been a number of minor improvements in the forecast reported last month, including improved income and reduced expenditure forecasts on Extra Care. Provider Day Centres This budget is predicted to be over spent by £2k (was £24k over spent in 2006/2007). Transport spend is the main budget pressure and Fleet recharges are not yet confirmed Homecare Provider This budget was under spent 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 would mean spend would be on budget in 07/08. However, the current position is that employee spend is lower than the same period in 06/07.	-558	-488
PDSI Based on 2006/07 experience there is still likely to be overspend on PDSI. The main pressure areas remain the Community Care budget	142	101
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. There has also been around £65K more income generated by Receivership than was budgeted for	-193	-196
Other Adult Services There is a projected overspend of £9k on Community Development which is offset by under spend on the out of hours service of £25k. Confirmation by WAG of the likely reimbursement from Fairer Charges Grant is still awaited. Therefore a conservative figure is currently shown against Charging Policy which is lowered than last months projection.	-185	-210
Joint Working & Older People Strategy There is a £27k base budget to supplement these grants. In previous years this has been fully spent but it is intended to limit spend in this financial year, with only £5k likely to be committed.	-22	-22
Cefndy Enterprises The main reason for the predicted overspend is due to 07/08 sales being less than expected and a considerable 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 figure is £2.75m.	142	114
TOTAL ADULT SERVICES	-419	-445
Business Support & Development The main reason for the budget overspend is because provision has been made in 2007/08 for the remaining PARIS system milestone payments		
	73	62
Cymorth Grant All expenditure relating to the Cymorth grant has to be spent in year.	0	0
Supporting People Grant The expected under spend for SP is £911k, £412k relates to projects that are being commissioned part way through the year and the remainder relates to money set aside, by the Planning group, to fund short term projects and future cuts. As reported to cabinet, last year, any under spends at year end will be transferred to reserves, to offset future cuts.	0	0
2006/07 Underspend Brought Forward	-341	-341
HOUSING Homelessness accommodation costs have risen this year causing a budget pressure. This partly reflects higher standards of accommodation but there have also been high numbers of void properties throughout the year. The total overspend on Homelessness is £126k in 2007/08.	120	139
2006/07 Underspend Brought Forward	-44	-44
	76	95
	-819	-833

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

Appendix 1 Social Services and Housing Services Efficiency Savings 2007/08 - Progress Report Month 12

	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 lin	Achieved
Adult Services				
Joint Commissioning - Adults	26		Continued drive to share costs with partner agencies through joint commissioning and review of nursing care invoices	Achieved
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 p	Not Achieved
Re configure ABBA project eligible for Supporting People funding		60	This project meets the criteria for Supporting People funding and would allow us to re configure an existing service more in keeping with the reablement agenda.	Achieved
Llys Marchan Draft mgt agreement and savings by negotiation with Clwyd Alyn		4	The negotiations on this matter need to be concluded which would save yearly legal costs.	Achieved
		2	negotiation with Clwyd Alyn has resulted in a saving on the contract.	Achieved
Increased Income	65	78	Additional income will be generated by the extension of Additional Voluntary Service Charges claims, for management charges and communal cleaning costs, to all secured tenancies within Community Living Projects.	Achieved
Business Support & Development				
Improved staff retention -	22		Savings on agency costs, recruitment costs and managers time	Not Achieved
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	Not Achieved
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.	Not Achieved
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 08/09 savings targets.	Achieved
General				
Sickness Absence management	26		This figure is based on the saving to the authority of cover for sickness absence in direct care posts.	Achieved
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.	Not Achieved
Housing				
Housing Savings - Efficiency savings to be achieved by reduction in Bed &	2	15	The Council is using leased properties as a more cost effective replacement	Not Achieved
Total	295	247		

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2007/08
RESOURCES, COUNTY CLERK, CORPORATE & MISCELLANEOUS
SUMMARY POSITION AS AT END MARCH 2008**

	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	1	80
Resources Directorate											
Finance	4,857	-2,012	2,845	4,857	-2,012	2,845	0	0	0		0
Policy Unit	416	0	416	396	0	396	-20	0	-20	4	0
Audit	438	-85	353	428	-85	343	-10	0	-10	2	0
I.T	2,331	-429	1,902	2,181	-429	1,752	-150	0	-150	3	0
Personnel	1,378	-258	1,120	1,378	-258	1,120	0	0	0		0
Project Management	26	0	26	26	0	26	0	0	0		0
Contact Centre	668	-154	514	668	-154	514	0	0	0		0
Total	10,114	-2,938	7,176	9,934	-2,938	6,996	-180	0	-180		0
Corporate and Miscellaneous	6,429	-835	5,594	6,429	-835	5,594	0	0	0		0
Benefits	22,151	-22,188	-37	22,151	-22,188	-37	0	0	0		0
Total	40,584	-26,354	14,230	40,454	-26,324	14,130	-130	30	-100		80
Capital Fin Charges savings increased Investment Income net of contribution to specific provisions	10,882	0	10,882	10,582	0	10,582	-300	0	-300		-200
Contribution to balances/reserves	600	0	600	600	0	600	0	0	0		0

Comments

County Clerks

1. £30k projected overspend due to reduced recharge to capital receipts work now outsourced. Also Translation service overspend £50k.
2. £10k projected underspend due to reduced expenditure on agency staff
3. underspend of £150k due to savings in recruitment
- 4.£20k savings as a result of staff vacancies

Note

All efficiency savings proposals are on target to be delivered

Denbighshire County Council - Capital Plan 2007/08 - 2010/11
Position as at end of March 2008

APPENDIX 2

		2007/8	2008/9	2009/10	2010/11
		£000s	£000s	£000s	£000s
Capital Funding:					
1	General Funding:				
	Unhypothcated Supported Borrowing	3,688	6,408	5,896	5,896
	General Capital Grant	670	4,757	1,962	2,018
	General Capital Receipts	3,732	12		
	Earmarked Capital Receipts	2,342	1,960	0	0
		10,432	13,137	7,858	7,914
2	Prudential Borrowing	6,075	6,607	0	0
3	Reserves and Contributions	980	1,514	110	91
4	Specific Grants	20,987	12,891	836	397
	Total Finance	38,474	34,149	8,804	8,402
	Total Estimated Payments	-38,474	-33,149	-1,841	-974
	Contingency	0	-1,000	-1,000	-1,000
	Unallocated Reserve	0	0	-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 March	Estimated programme	Estimated programme	Estimated programme	Estimated programme
		£000	£000	£000	£000
Environment	19,255	20,534	18,171	60	0
Lifelong Learning	16,826	17,066	13,232	1,545	724
Resources	429	440	1,018	0	0
Social Services and Housing	403	434	728	236	250
Total	36,913	38,474	33,149	1,841	974

Capital Expenditure by Council Priority

	2007/08	2007/8	2008/9	2009/10	2010/11
	Spend to end March	Estimated programme	Estimated programme	Estimated programme	Estimated programme
		£000	£000	£000	£000
School Buildings	11,895	12,095	7,970	672	0
Highways	5,576	5,417	6,338	0	0
Public Realm	2,554	2,941	2,282	60	0
Total	20,025	20,453	16,590	732	0

As part of the 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	2008/09
	Spend to end March	Estimated programme	Estimated programme
	£000	£000	£000
School Buildings	1,100	1,322	0
Highways	2,000	2,000	2,000
Health & Safety	350	500	0
Total	3,450	3,822	2,000

UPDATE ON IMPACT OF VACANCY CONTROL**Appendix 4****Directorate LIFELONG LEARNING (target saving 2008/9 £150k on going)**

<u>Service</u>	Detail of vacant posts	Post Frozen	Post temp frozen	Post to be filled	Potential savings 2008/9		Impact upon services
					In year £	On going £	
Countryside & Leisure	Countryside Officer		1		28,000	0	No significant impact
Culture & Heritage	Llangollen CEO		1		30,000	0	
Policy & Performance	Admin post		1		28,000	0	Will be undertaking an Admin posts Review
Youth Service	Session Workers		2		30,000	0	No youth work in some areas of the County - service to be provided by vol sector.
Total Resources Directorate					116,000	0	
Balance to identify/contribution to 2009/10 target (School Development)					34,000		

Directorate RESOURCES (target saving 2008/9 £100k on going)

<u>Service</u>	Detail of vacant posts	Post Frozen	Post temp frozen	Post to be filled	Potential savings 2008/9		Impact upon services
					In year £	On going £	
FINANCE	Revenues & Benefits	0	1	4	10,000	20,000	No major impact on service delivery.
PERSONNEL	Training post & admin	1	0.5	0	0	15,000	
POLICY UNIT	Policy Officers	1	0	2	10,000	30,000	2 posts filled through secondment
ICT	IT posts	1	5	1	100,000	25,000	Potial increased response times
Total Resources Directorate		<u>3</u>	<u>6.5</u>	<u>7</u>	<u>120,000</u>	<u>90,000</u>	
Balance to identify/contribution to 2009/10 target						<u>10,000</u>	

<u>Directorate</u>	SOCIAL SERVICES & HOUSING		<u>Target £125k</u>				
<u>Service</u>	Detail of vacant posts	Post Frozen	Post temp frozen	Post to be filled	Potential savings 2008/9 In year	On going	Impact upon services
Adults	QA Admin .25 hours	0.25			8,848		Less QA activity
	QA Officer .5	0.5			14,459		Less QA activity
	HSCWB Partnership						
	Support Officer	1			14,943		Reviewing options
	Welfare Rights	1			30,000		monitoring impact
	Laundress Awelon - 18.5 hrs			0.5			
	Care Assistant - Awelon - 19.5 hrs			0.5			Savings from frozen post Dec- March
Children	Recruitment officer		1		23,749		monitoring impact
	Contact Officer		1		18,907		monitoring impact
BSD	MIS Admin	1			8,848		monitoring impact
TOTAL					119,754		
	Balance to identify/contribution to 2009/10 target				5,246		

In future months there will be savings from the use of grant funding for posts within Business Support and Developer MIS and Staff Development there may be savings from redundancies/redeployment in Adult Services

UPDATE ON IMPACT OF VACANCY CONTROL

<u>Directorate</u>	ENVIRONMENT	Detail of vacant posts	Post	Post	Post to	Potential savings 2008/9		Impact upon services
			Deleted	temp frozen	be filled	In year	Ongoing	
						£	£	
Development Services		Asset Challenge Officer			1	4,524	4,524	
Transport and Infrastructure		Head of Service		1		0	10,000	
		Technician/Engineer		1		28,280	28,280	
		Engineer/Technician - Traffic & Trans			1	5,000	0	
		Highways Dev Control Manager	1			46,714	50,961	Redundancy
		Senior Engineer (Contracts)	1			25,034	25,034	
Planning & Public Protection		Housing Enforcement Officer			1	10,000	0	
		Admin officer - Housing and Area Renewals	1			5,978	5,978	
		Licensing Administration Officer		1		18,912	18,912	
		Land Charges Admin Officer X 2				0	0	Savings offset by reducing income levels
		Trainee Building Control Officer	1			8,000	8,000	Restructuring
		Development Control & Planning Compliance Manager		1		18,685	18,685	
		Policy , Research & Information Manager		1		45,000	45,000	
		Environmental Health Team		1		25,000	15,000	Restructuring
		Food Safety Team		1		30,000	10,000	Restructuring
Finance & Performance		Admin Assistant - Passenger Transport		1		1,000	0	
Environmental Services		Cemetery Admin Officer				13,000	13,000	Flexible Retirement
		Highways Supervisor	1			27,949	32,661	Redundancy
		Highways Supervisor	1			28,596	33,308	Redundancy
		Grounds Maintenance Supervisor				17,296	7,496	Redundancy/Restructuring
Total Environment Directorate						358,968	326,839	

REPORT BY: Councillor J A Smith, Lead Member for Business,
Management Communications and Personnel

DATE: 22 April 2008

SUBJECT: DRAFT RACE EQUALITIES SCHEME AND EQUALITIES
UPDATE

1 DECISION SOUGHT

- 1.1 That Members discuss and recommend Denbighshire's Draft Equalities Scheme to Council. The attached executive summary addresses the key areas for discussion, however the full draft document can be accessed via our website under the Equalities section – www.denbighshire.gov.uk
- 1.2 That Members consider the progress the Authority is making to meet our obligations in respect of the various equality strands.

2 REASON FOR SEEKING DECISION

- 2.1 The Council has a statutory duty to publish a Race Equalities Strategy by May 2008. This new Draft Race Equalities Plan (2008 – 2011) is now subject to both internal and external consultation simultaneously.
- 2.2 Our Draft Scheme sets out the actions we intend to take as a Council to promote race equality and how we will measure our performance. The Scheme incorporates an Action Plan which will be monitored and updated on a regular basis with reports being presented to the Council's Corporate Equalities Group.
- 2.3 The Draft Scheme is being widely circulated internally within the Council and to key organisations externally. Members of the public will have the opportunity of expressing their views on the Draft Scheme through our website and press reports detailing how the public can access the document.
- 2.4 This Report also provides an update on our Welsh Language Policy and Corporate Equalities Plan which is an integrated plan incorporating specific chapters on equality actions relating to disability, race and gender. The Draft Race Equality Scheme will form an update to the section on Race within the Corporate Equalities Plan.
The Corporate Equalities Plan was approved by Cabinet and formally adopted by Full Council in July 2007.

3. RACE EQUALITIES SCHEME

- 3.1 The attached executive summary outlines the necessary actions the Council has to undertake in order to comply with legislation and the initiatives Directorates are taking to ensure ethnic minority groups are able to access our services.

TIMETABLE

Activity	Date
Present draft Race Equality Scheme to Corporate Equalities Group	17 March 2008 (Completed)
Draft Scheme circulated to senior management	26 March 2008 (Completed)
Draft Scheme published on Official and General Staff Notice Boards	26 March 2008 (Completed)
Publish Draft Scheme on website for public consultation. Produce press release and distribute draft externally	10 April 2008
Draft Scheme to Cabinet	22 April 2008
Draft Scheme to Full Council for Adoption	20 May 2008

4 Equalities Update

Equalities Strands

- 4.1 We are currently reviewing the Equalities Action Plan to ensure we are meeting the various target dates. A Report has been presented to the Corporate Equalities Group (consisting of Councillors representing the main political parties and Officers) which met in February under the chairmanship of Cllr John Smith.
- 4.2 Heads of Service have been interviewed individually in November / December 07 to ensure the equality policies of the Council are being delivered at Service level. Heads of Service have supported the establishment of an Equalities Officer Group with the remit to identify key representatives from various Directorates who will monitor their actions in the Scheme and champion equality strands.
- 4.3 Equalities training for Senior Managers was arranged in March in conjunction with the WLGA to ensure equalities is being imbedded in the delivery of Services.
- 4.4 Pilot equalities monitoring of front-line services has been undertaken over a two week period in November. The monitoring gives us a snapshot of who uses our services. The data is currently being analysed and the results will be shared with Directorates.
- 4.5 Collaboration events. Two consultation / engagement events have been held in November in conjunction with several other North Wales Authorities and public sector agencies. 'Have your say' was an opportunity for minority ethnic groups across North Wales to meet representatives from the public sector. The Polish, Chinese and Filipino communities were well represented in both an afternoon and evening session. 'Speakeasy' was an opportunity for members of the gay and lesbian community to engage with Officers from local authorities to discuss areas of concern (homophobic attitudes, bullying in schools etc).

Welsh Language Issues

- 4.6 A Translation Working Group is looking at several issues in respect of the management of our internal translation service, external use of translators, simultaneous translation and budgetary pressures. Cllr Morfudd Jones (Chair of the Members' Bilingual Forum) and Cllr Gwyneth Kensler (Lead Member) also attend. Officers are tasked with resolving the above issues and a report will be presented to the Members Bilingual Forum and Resources Scrutiny.
- 4.7 A meeting of the Members Bilingual Forum took place on 30 January to discuss issues pertaining to the Welsh Language Board Report (WLB) on Language Skills, our Annual Report to the WLB and the Translation Service.
- 4.8 Our Welsh Language Scheme Action Plan is being monitored and a progress meeting with the WLB was held in February with our Chief Executive and colleagues. Our Annual Report was submitted and recommendations from the Board will be incorporated into the Action Plan.
The WLB has recently produced an overview report on all 22 Welsh Authorities' Annual Report. Denbighshire is highlighted as adopting good practice in relation to the Customer Services Centre and our procurement policies in Social Services.
- 4.9 We have asked Menter Iaith to undertake a 'mystery shopper' exercise on our delivery of services through the medium of Welsh. The results of the survey will be for internal consumption with the intention of a report going to the Bilingual Members Group and the Corporate Executive Team and subsequently included in our Annual Report to the WLB. The exercise is taking place between March and April 2008.

5 POWER TO MAKE DECISION

Statutory Duty to produce Plans under the Race Relations (Amendment) Act 2000 and the Race Relations Act 1976 (Statutory Duties).

6. COST IMPLICATIONS

- 6.1 No significant financial implications arise directly from this report.

7. FINANCIAL CONTROLLER

- 7.1 There are no current significant financial implications resulting from this matter.

8. IMPLICATIONS ON OTHER POLICY AREAS

8.1 THE VISION

This Plan contributes towards achieving 'A Vision for Denbighshire 2025' by supporting the statement 'We will celebrate and respect the diversity of our County'.

8.2 OTHER POLICY AREAS INCLUDING CORPORATE

The Race Equality Scheme addresses the key equalities legislation which dictates how we deliver services to the community we serve and key personnel policies in respect of supporting minority staff.

The Race Equality Scheme will impact upon the Improvement Plan and Business Plans of each Directorate as it will be necessary for actions relating to equalities to be addressed within these corporate plans. Equalities questions are also incorporated into the IMPACT Assessment Tool.

9. CONSULTATION CARRIED OUT

- 9.1 The 'Have your Say' engagement event informed the Draft Scheme.
- 9.2 Heads of Service and key colleagues have been interviewed on a one-to-one basis in respect of their Departmental responsibilities to the equalities agenda.
- 9.3 The Draft Scheme has been discussed by the Corporate Equalities Group which has Member / Officer representation.
- 9.4 The Draft Scheme will be subject to a six week consultation period through our website and press releases and distributed to key minority groups.
- 9.5 The Draft Scheme has been distributed to senior management and the Official and General Notice Board.

10. ACTION PLAN

ACTION	LEAD MEMBER / OFFICER	DEADLINE
Race Equalities Scheme to be agreed by Full Council	Cllr John Smith / David Davies	20 May 2008
Corporate Equalities Group to monitor Scheme and Action Plan	Cllr John Smith / David Davies	Ongoing. Schedule of meetings to be arranged

11. RECOMMENDATIONS

- 11.1 That Cabinet consider the Draft Race Equalities Scheme and recommend to Full Council.
- 11.2 That Members consider the progress the Authority is making to meet our obligations in respect of the various equality strands and request further information and/or action where required.



CYNGOR

Sir Ddinbych

Denbighshire

COUNTY COUNCIL

DENBIGHSHIRE'S

RACE EQUALITIES SCHEME

2008 – 2011

EXECUTIVE SUMMARY

1. Introduction

- 1.1** We are pleased to publish our revised Race Equality Scheme for 2008 - 2011. This scheme sets the agenda for race equality in Denbighshire County Council for the next three years.
- 1.2** The Council is committed to ensuring that no member of the public, elected Member, job applicant, employee, agent, contractor or other third party is discriminated against, either directly by the Council or indirectly, because of their gender, ethnic origin, nationality, preferred language, disability, age, religious or political beliefs, marital status or sexual orientation.
- 1.3** We have made progress in a number of areas but recognise that there is much more to do and we are committed to continually improving and developing our approach to race equality and how we address diversity as an employer, provider of services and community leader.

2. Leadership

- 2.1** Our Vision for delivering services to the year 2025 makes specific reference to 'Respecting the diversity of our County'
We have adopted several Core Values which are principles which will guide our work as Councillors and staff, One key value is respect:
'We aim to treat all people equally and with fairness, understanding that there are views and beliefs that differ from our own. We aim to involve and listen to our communities, showing consideration to their views and responding appropriately.'
- 2.2** The importance of ensuring we take equalities seriously is demonstrated by our Chief Executive having the corporate lead for equalities and our Deputy Leader having the political portfolio for equalities.
A Corporate Equalities Group, chaired by the Deputy Leader and consisting of Councillors and officers is charged with reviewing and monitoring policies and promoting good practice. A new Equalities Officer Group is being established to monitor policies, ensure actions in the Action Plan are met, share information and good practice.
- 2.3** Regular updates on the progress of equalities action plans are submitted to the Corporate Executive Team (Chief Executive and Corporate Directors) and Cabinet.

3. Legislation

The Government introduced the Race Relations (Amendment) Act 2000 in response to the recommendations of the MacPherson Inquiry report into the death of Stephen Lawrence. This Act places a duty on public authorities to promote racial equality. The aim is to ensure that public authorities offer accessible services, which meet the needs of the community and offer equal opportunities in their employment duties. The Act strengthens the Race Relations Act (1976) by placing a statutory duty on public authorities to promote race equality.

4. Our Revised Scheme 2008-2011

- 4.1** This Race Equality Scheme has been prepared to enable the Council to meet the requirements of the Act. This scheme sets out how the Council will meet its statutory obligation during the next three years. It will undertake impact assessments on our functions that have been assessed as high and medium relevance to our general duty to eliminate any racial discrimination and promote equality of opportunity and good race relations.
- 4.2** The strategic aim of the Council is to promote and 'mainstream' the principles and objectives of equality in all of its functions and services. We will do this by:
- identifying and developing policies and deliver services by taking into account the needs and aspirations of all and monitor the effectiveness and efficiency of these policies on individuals and groups

 - identifying and then removing barriers in accessing services and provide information about the services we provide in the language of their choice.

 - identifying methods to improve our engagement with those who seek to use our services and in particular ethnic and minority groups.
- 4.3** This Scheme has taken into account the recommendations made by the Commission for Racial Equality in Wales in their review of Local Government Race Equality Schemes 'Putting Priorities in Focus 2007'

5 Gypsies and Travellers

- 5.1** We recognise that Gypsies and Travellers experience discrimination, isolation and exclusion. We are taking steps to ensure their needs are considered as part of our work to deliver our duties under the Race Relations Amendment Act but also as part of our wider equality agenda.

6 Migrant Workers

- 6.1** The Welsh Assembly's Equality of Opportunity Committee: Migrant Workers Inquiry has identified that there are significant barriers experienced by migrant workers and their families in accessing public services particularly in housing, health care and education.
- 6.2** Denbighshire is currently participating in an analysis of our services to migrant workers in conjunction with the Wales Strategic Migration Partnership who are tasked in identifying which organisations (statutory, voluntary and community) are responding to migrant workers issues and how the work can be coordinated effectively. The information will follow the following themes namely health, education, community safety, community cohesion and employment.

We are also participating in research being carried out by Map Analysis on behalf of the Wales Consortium for Asylum Seekers, Refugees and Migrant Workers who are funded by the Home Office.

- 6.3** It is also our intention to produce migrant information (or welcome) packs giving newly arriving migrants information on how to access services and about their rights in the community they have now joined. The welcome pack will assist the service provider as it will inform migrants as to how they can access services appropriately and it will benefit the local community by explaining to migrants how to adapt to life in Denbighshire. In producing this migrant information pack we will adapt good practice from other authorities as well as guidelines produced by the Improvement and Development Agency for Local Government (I&DeA) – ‘Integrating new migrants: communicating important information’

7 Delivering Services

- 7.1** Difficulty some services within Denbighshire have identified is the lack of information about minority groups. One source of needs information is the Social Services 'Needs Mapping Exercise' however this picks up very little information about minority groups. We do have robust data from our Education Service and in particular our English as an Additional Language Service in relation to children from ethnic communities who use our services.
- 7.2** Denbighshire’s Supporting People Strategy identifies several initiatives in relation to assisting the delivery of services to ethnic groups and individuals. Within the Social Services Directorate Plan there is the intention to develop a one stop shop within the County in conjunction with NWREN. The Council will seek to ensure that the emerging Denbighshire Local Service Board representing the key collective leadership across the public sector will co-operate and integrate their approach to the equalities agenda through joint working i.e. consultation and engagement and sharing data on ethnic communities and their service needs.

8 Monitoring the Plan

We will monitor the Plan’s implementation through the Performance Management System which will ensure the Action Plan is incorporated into individual Directorate Business Plans.

The Equality Improvement Framework for Wales (EIF) has recently been developed to promote, manage and improve equality within local government and support local authorities in the delivery of their legal duties. The framework will establish the basis for mainstreaming – that is, making equality a guiding principle of local governance – and lead to continuous improvement in equality in services, policy and employment.

Denbighshire will now seek to adopt the Framework and integrate it into our existing Impact Assessment tool used to validate all corporate plans and policies. The Council will also develop a Specific Equality Impact Assessment toolkit.

9 Annual Reporting

We will produce an annual report on our Corporate Equalities Action Plan which will incorporate the actions identified in this Race Equalities Scheme.

10 Mainstreaming Equality

The strategic aim of this Scheme is to meet the General and Specific Duties of the Act by mainstreaming race equality into every aspect of the Council's activities. This places an onus on every member of the local authority accepting responsibility for promoting all the equality strands and challenging discrimination.

Denbighshire is committed to mainstreaming its equalities agenda in order that it becomes a common thread in all our field of operations and culture of the organisation.

11 Consultation and Involvement

11.1 Problems exist throughout North Wales as regards consulting with people from ethnic minorities. We work with organisations such as the North Wales Race Equality Network however we accept that we could improve on engaging with minority groups or individuals. The North Wales Equalities Officer Group consisting of representatives from all the North Wales authorities and the public health sector agree that establishing joint consultative events is the most effective forum for overcoming the barriers to engaging with the ethnic community.

11.2. The Race Equality Scheme whilst in draft form has been published on our website and press releases making the public aware of opportunities to contribute to the Scheme or comment on it. The Draft Scheme has also been sent to partner agencies in the public and voluntary sector and employees of the Council have had an opportunity to express their views on its content.

12 Involving staff

Our Personnel Dept are currently establishing an employee consultative group to advise the Council on personnel policies and equalities issues. Members of staff who have a particular interest in the various equalities strands are particularly welcome to participate in this Group.

We accept that staff require clear and standard guidelines on how the equality requirements should be implemented. Cascading information and training is key in ensuring that the Council's policies in respect of equalities and our duties under equalities legislation are met. Ensuring our policies are adhered to are the responsibility of all staff.

All new members of staff are given an introduction to our equalities duty as part of their induction training and e-learning modules in race, disability and gender are mandatory training for every employee.

13 Reviewing the Plan

The Race Equality Scheme and Action Plan will be reviewed by the Corporate Equalities Group prior to it being adopted by the Council. The Action Plan will be monitored on a regular basis by an Officers Equalities Group and its report will be discussed by the Corporate Equalities Group.

14 Annual Reporting

The Race Equalities Plan will form a section of our Integrated Equalities Plan and an update on the action plan will form the basis of an annual report. The annual report will:

- Identify the actions we have taken to ensure we comply with our statutory duties during the twelve month period and demonstrate what actions we have taken to eliminate inequalities and / or discrimination within the Council
- Identify which targets have been met and which ones have not and the reasons why.
- What consultation, involvement or information gathering has taken place.

15 Publishing the Plan

The plan will be published and placed on the Council's website and hard copies will be available upon request. The plan will be available in Welsh and English on the website or in other languages and alternative formats if required. Denbighshire's website homepage has a link to the Equalities and Diversity section.

16 Action Plan

16.1 Included in our action plan are the arrangements to consult on the issues we find, publicise the results and the steps we will take to remedy our practices and monitor our progress.

The steps we need to take to achieve the above will include:

- Undertake an impact assessment of all relevant functions and policies to measure any adverse impact on race equalities and consult with the relevant Service on the results.
- We will consider how a service or policy might be changed to meet our general duty, as above and take appropriate action
- We will consider the impact on race equality of new policies or changes to policies.

16.2 We recognise that for many people religious identity is at least as important as their racial identity. We will also take steps to engage religious centres and faith groups, together with Gypsies, Travellers, Refugees and Asylum Seekers when we consult. We will continue to identify groups to consult with, and also work in partnership with other agencies to improve consultation mechanisms.

REPORT TO: CABINET

REPORT BY: COUNCILLOR J A SMITH, LEAD MEMBER FOR BUSINESS MANAGEMENT, COMMUNICATIONS AND PERSONNEL

DATE: 22 APRIL 2008

SUBJECT: MONITORING THE ACTIONS AGREED BY CABINET

1 DECISION SOUGHT

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

2 REASON FOR SEEKING DECISION

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

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

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

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

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

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

Modernising Education Action Plan Monitoring
European Union Convergence Programme Action Plan for Denbighshire
£200k Spend to Save Budget Update

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

Extra Care Development, Prestatyn
Modernising Education Progress Update
Council Housing Garages
Commissioning Strategy for Adults with Learning Difficulties
Warm Wales – Denbighshire Initiative
Improvement Plan
Sale of Faenol Farm, Pentrecelyn
West Rhyl Implementation Strategy
Draft Efficiency Strategy
Sustainable Development Plan
Draft Equalities Plan
Efficiency Strategy
Increasing the Supply of Affordable Housing
Proposal to Introduce a Charge for Post 16 Transport

- 2.6 Members will note that out of 66 actions, 70% have been completed whilst 30% are incomplete / ongoing. A number of larger projects, for example the Convergence Programme, will be ongoing for a number of years and will continue to be monitored.

3 POWER TO MAKE THE DECISION

- 3.1 Section III of the Local Government Act 1972.

4 COST IMPLICATIONS

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

5 FINANCIAL CONTROLLER STATEMENT

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

6 CONSULTATION CARRIED OUT

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

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

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

8 ACTION PLAN

Action	Lead Member/Officer	Deadline
Regular report to Cabinet on progress against agreed Action Plan	Lead Member Business, Communications & Personnel J Williams	Every 6 months : next report in October 2008

9 RECOMMENDATIONS

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

CABINET ACTION PLANS ~ 22.04.2008

CABINET DATE	PORTFOLIO HOLDER/ OFFICER	REPORT TITLE	ACTION	COMPLETE	INCOMPLETE	DATE COMMENCED / REASON OUTSTANDING
12.09.2006	Health and Wellbeing Glesni Owen G Sumner / I K Hearle	Delegations and Authorisations to Officers	Implement delegation with immediate effect. Consolidate existing delegations and bring them up to date with a further report to be presented to Cabinet	✓	✓	All delegations and authorisations consolidated by Asst Head of Planning & Public Protection and now under consideration by County Clerk. Report to Cabinet – July 2007
26.06.2007	Leader M Dixon	Economic Growth Strategy for Denbighshire	Report progress to LSB - M Dixon - On-going Prepare Convergence Action Plan – G Evans – 31.12.2007 Establish Economic Growth Partnership – G Evans – 31.12.2007 Seek approval for match funding block allocation in Capital Plan – P McGrady – include in the budget setting process for the decision by 31.03.2008	✓ ✓	✓ ✓	Ongoing Authority for Partnership given by Cabinet January 2008. Partnership to be established following Council elections
26.06.2007	Environment S Parker	Denbighshire's Recycling Park Strategy	Finalise plans for new site (north of County) - 07/2007 Obtain planning permission and EA consents - 09/2007 Construction of new facility (north of County) 07 to 09 Develop potential sites for remainder of County 06/2008 Start using the new facility (north of County) - 02/2009 Closure of old facilities (north of County) 03/2009	✓	✓ ✓ ✓ ✓	Planning has been applied for and will be considered May 2008 Ongoing Ongoing Ongoing
26.06.2007	Property and Sustainable Development A Dailey	Asset Challenge Process	Undertake suitability and sufficiency surveys May/June (on a 2 year cycle) Collate information and combine with condition survey data July Request Service AMP's completed August Identify poorly performing buildings and issue challenge questionnaires September Paper to AMG with recommendations for retention or review of the asset October/November Undertake any feasibility studies November – March for consideration in the next round of Service AMP's. Recommendations reported to AMG & Cabinet throughout this period.	✓ ✓	✓ ✓ ✓	Office accommodation completed, other properties following. Completed for some office buildings. Appointment of the Asset Challenge Officer has been stopped by the recruitment moratorium and another Asset Manager is on extended sick leave, so the work is currently on hold. This was also dependent on the appointment of the Asset

CABINET DATE	PORTFOLIO HOLDER/ OFFICER	REPORT TITLE	ACTION	COMPLETE	INCOMPLETE	DATE COMMENCED / REASON OUTSTANDING
			It should be noted that for the period 07/08, the above timetable will be subject to timescales for approval of the process. This will not, however, have an impact on Service AMP production.			Management Officer and so it is now unclear when this work will be completed and reported to AMG
17.07.2007	Leader G Evans	Convergence Programme – The Next Steps	Consult on priority areas with Members, Lead Member / Officer – Gareth Evans – by end August 2007. Continue to prepare the Convergence applications – by end September 2007	✓	✓	DCC complied with process imposed by WAG but await further developments from WAG regarding translating Expressions of Interest into full applications
24.10.2008	Acting Corporate Director: Lifelong Learning	Draft Estyn Action Plan	The Draft Action Plan is to be submitted to the Welsh Assembly Government by 5 November; the final version will be submitted to Estyn by 27 December 2007. Actions arising from the Plan itself will start to be implemented immediately in accordance with the timescales contained in the relevant Work Plans.	✓ ✓ ✓		
24.10.2008	G Roberts, Principal Housing & Area Renewal Officer	Renewal Area Status for West Parade, Rhyl	Issue formal declaration of Renewal Area by public notice Provide copy of this report to WAG Determine work plan and project programme – May 2008	✓ ✓	✓	Ongoing – will be completed by end May 2008
24.10.2008	P Fowler, Service Manager for Adults Under 65	Section 33 Agreement – Denbighshire Community Occupational Therapy Service	Passed to the Conwy and Denbighshire NHS Trust for approval. Passed to the Denbighshire Local Health Board for acceptance - Neil Ayling / Peter Fowler 30.10.2007	✓ ✓		
27.11.2008	Regeneration and Housing M Dixon	Rural Development Plan for Wales: Business Plan for Rural Denbighshire	Submit a business plan for support through the Rural Development Plan for Wales to the Welsh Assembly Government - Principal Regeneration Manager – 30.11.2007	✓		
27.11.2008	Regeneration and Housing M Dixon	Development Briefs for sites in the West Rhyl Regeneration Strategy	Inform the Welsh Assembly Government of the Cabinet's decision - Principal Regeneration Manager – 31.12.2007	✓		
18.12.2007	Lead Member for Education M Mehmet	Draft Action Plan in Response to Estyn	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.	✓		

CABINET DATE	PORTFOLIO HOLDER/ OFFICER	REPORT TITLE	ACTION	COMPLETE	INCOMPLETE	DATE COMMENCED / REASON OUTSTANDING
			<p>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.</p> <p>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.</p> <p>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.</p>	✓		
18.12.2007	Regeneration and Housing K Edwards	Report of a Visit by a Delegation from DCC to Vasternorrland and Brussels	<p>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.</p> <p>Brussels: To disseminate information contained in appendix 2 to</p>		✓	Awaiting further developments from Social Services regarding social care aspect. Identified areas for cooperation in economic development.
				✓		
				✓		

CABINET DATE	PORTFOLIO HOLDER/ OFFICER	REPORT TITLE	ACTION	COMPLETE	INCOMPLETE	DATE COMMENCED / REASON OUTSTANDING
			relevant departments and partners – Kevin Edwards To provide guidance to all enquirers regarding project ideas stemming from the report – Kevin Edwards			
18.12.2007	Promoting Denbighshire T Hughes	Pontcysyllte Aqueduct and Llangollen World Heritage Site	No specific Action Plan is required to implement this decision.	✓		
15.01.2008	Regeneration and Housing M Dixon	Regeneration Steering Group Arrangements	Establish Regeneration Working Group Arrange consultation with wider partnership Establish partnership machinery – Gareth Evans	✓	✓	Will be completed by end July 2008
15.01.2008	Social Services	Joint Health & Social Care Commissioning Strategy for Older People's Services in Denbighshire	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.		✓	Ongoing work
15.01.2008	Social Services J Elliott	Supporting People Strategy 2008 to 2011 & Operational Plan 2008-2009	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.	✓		
15.01.2008	Regeneration & Housing E McWilliams	Carbon Reduction Strategy	Appoint the Carbon Trust in January 2008 to start work on the Carbon Reduction strategy – R Jones, Senior Property Manager. 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. Produce a Carbon Reduction Strategy by April 2008 – R Jones, Senior Property Manager and Carbon Trust	✓	✓	Ongoing
29.01.2008	Social Services	Joint Adult Mental Health and Social Care Commissioning Strategy 2007-2010	A Local Joint Action Plan has already been developed, which incorporates the National Service Framework (NSF) for Adults with mental health problems and the Baseline Reviews. This Action Plan details the actions required to deliver the Joint Commissioning Strategy. The Joint Strategic Commissioning Partnership will have overall responsibility for monitoring the Joint	✓		

CABINET DATE	PORTFOLIO HOLDER/ OFFICER	REPORT TITLE	ACTION	COMPLETE	INCOMPLETE	DATE COMMENCED / REASON OUTSTANDING
			Commissioning Strategy.			
29.01.2008	Social Services D Hesketh	Health Social Care and Wellbeing 2008-2011	The revised HSCWB Strategy will go through further endorsement processes within the Local Authority and the Local Health Board. It is a statutory requirement that the final Health, Social Care & Well-Being Strategy will be published on the internet by March 31 st , 2008 to be implemented and performance managed as of April 2008.	✓		
29.01.2008	Community Safety R Schwarz	Gating Orders	The project will commence immediately and will be completed before 31 March 2009 The project manager will be Roly Schwarz, Community Safety		✓	Project commenced and on target for completion before 2009
19.02.2008	Environment E McWilliams	Revision of Environmental Policy	Report on Environmental Policy to Full Council - E McWilliams 26.02.2008 Publication of Environmental Policy on website and at reception areas in County Hall – E McWilliams 29.02.2008	✓ ✓		
19.02.2008	Environment	Differential Levels for Parking Penalty Notices	Publication in local press by Parking Services Manager by 1 March 2008 Operational implementation of new charging levels by 31 March 2008	✓ ✓		
19.02.2008	Social Services	Social Services Fees and Charges	Increased fees to Providers - April 2008 Increases in charges for current services - April 2008 Introduction of charges for Mental Health Services – Oct 2008 Introduction of charges for Cornerstones Services - April 2008 Introduction of charges for Adult Placements - April 2008 Introduction of charges for Supporting People - April 2008	✓ ✓ ✓ ✓ ✓		
18.03.2008	Education M Mehmet	Review of 16-19 Education Provision in Rhyl	Issue formal consultation document and consultation process - Interim Head of School Improvement and Senior Education Officer (Secondary) Prepare an accurate timetable for the Council members, senior officers and partners - Interim Head of School Improvement and Senior Education Officer	✓ ✓		

CABINET DATE	PORTFOLIO HOLDER/ OFFICER	REPORT TITLE	ACTION	COMPLETE	INCOMPLETE	DATE COMMENCED / REASON OUTSTANDING
			(Secondary) Formal consultation analysis and preparation of recommendations to Cabinet and Council - Head of School Improvement and Senior Education Officer (Secondary) Formal consultation analysis and preparation of recommendations to Cabinet and Council - Head of School Improvement and Senior Education Officer (Secondary) High schools, Wrexham Diocese and Coleg Llandrillo Final decision on result of the consultation – Cabinet, County Council	✓ ✓		Ongoing – report likely October 2008
18.03.2008	Leader J Williams	Partnership and Collaboration Procedure Rules	Report to County Council - Head of Strategic Policy - 08.04.2008 Amend Constitution - County Clerk - End April 2008 Implementation of Rules - Head of Strategic Policy - 08.04.2008	✓ ✓ ✓		
18.03.2008	Modernisation and Improvement J Williams	Progress Against the Improvement Plan 2007-2010	Include actions to be rolled forward in the 2008 – 2011 Improvement Plan – J Williams – End April 2008 Publish the 2008 – 2011 Improvement Plan - J Williams – End September 2008		✓ ✓	Ongoing Ongoing
18.03.2008	Regeneration and Housing M Dixon	Denbighshire Rural Strategic Plan	Publish the approved action plan on the Council's website - Principal Regeneration Manager – 31.03.2008 Monitor Implementation of Action Plan – Rural Members' Group – Ongoing	✓ ✓		

REPORT TO CABINET

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

DATE: 22nd April 2008

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 has been a downward turn in sickness levels again this month, which takes the amount of absence for March to the same as March last year, however sickness levels overall remain consistently higher than last year. The target for 07/08 was an average of 9 days lost per employee, the actual figure is 11.59 average days lost per employee. It is possible that a change in the sickness forms has contributed to this increase along with more accurate recording of sickness absence. All Directorates with the exception of LLL schools have recorded higher levels of sickness than the same period last year, with Social Services significantly higher. The two other graphs show the "actual" number of days lost and "short term verses long term" sickness absence. Long term sickness equates for more absence than short term sickness in all directorates apart from LLL excluding schools and County Clerks with particularly high levels recorded in Social Services and Environment again this month.

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

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

3 POWER TO MAKE THE DECISION

- 3.1. Section III of the Local Government Act 1972

4 COST IMPLICATIONS

- 4.1. There are no significant cost implications associated with the preparation of this information.
- 4.2. Additional costs are involved in the implementation of the payroll system and also in developing the interface between the time recording system and the HR system.

5 FINANCIAL CONTROLLER STATEMENT

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

6 CONSULTATION CARRIED OUT

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

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

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

8 RECOMMENDATIONS

- 8.1. 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
Feb 2007	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
Dec	816	711	1.36	7.16	2448	2002	1.00	5.79	953	738	1.00	5.26
Jan 2008	815	713	1.86	8.46	2449	2002	1.22	6.57	954	741	1.00	4.35
Feb	814	713	1.62	7.71	2442	1995	0.84	4.46	962	745	1.28	6.12
Mar	812	713	1.29	6.78	2437	1991	0.91	5.47	963	748	1.07	5.65

Rolling Average

Feb	803	721	1.31	6.53	2316	1872	1.01	5.91	958	744	1.23	6.14
Mar	806	725	1.22	5.84	2320	1885	1.03	5.32	959	748	1.21	5.78
Apr	808	720	1.21	5.99	2322	1892	0.90	4.96	955	746	1.15	5.62
May	810	718	1.22	5.99	2323	1894	0.93	5.00	953	744	1.12	5.60
June	812	718	1.26	6.13	2325	1898	0.86	4.57	954	744	1.12	5.54
July	815	718	1.27	6.11	2330	1904	0.85	4.51	957	746	1.14	5.54
Aug	816	719	1.25	5.98	2333	1909	0.79	4.16	956	745	1.14	5.50
Sept	817	718	1.22	5.86	2341	1914	0.78	4.06	956	745	1.13	5.45
Oct	818	719	1.24	5.88	2349	1921	0.80	4.13	955	744	1.17	5.55
Nov	817	718	1.30	6.12	2356	1927	0.80	4.10	955	744	1.19	5.64
Dec	817	718	1.30	6.21	2364	1934	0.82	4.26	955	743	1.17	5.60
Jan 2008	817	717	1.35	6.40	2371	1939	0.85	4.45	955	743	1.16	5.50
Feb	818	717	1.38	6.50	2382	1950	0.84	4.33	955	743	1.16	5.50
Mar	818	715	1.39	6.64	2391	1957	0.83	4.39	955	743	1.15	5.52

Starters/Leavers - February 2008

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																	
Feb	2007	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
Dec		54	49	0.71	3.73	299	277	0.85	4.49	4570	3777	1.05	5.83	23	16	8552299	6063
Jan	2008	54	49	0.80	3.45	310	288	1.10	4.95	4582	3793	1.27	6.06	36	28	7733130	5614
Feb		55	50	0.57	2.69	308	287	1.00	4.74	4581	3790	1.09	5.48	28	17	7863541	5642
Mar		52	47	1.35	7.11	299	278	1.02	5.37	4563	3777	1.03	5.80	28	14	7845854	5595
Rolling Average																	
Feb	2007	53	48	1.08	5.40	266	246	0.63	3.15	4396	3631	1.07	5.35	34	31	7367968	5384
Mar		53	48	0.98	4.68	266	246	0.72	3.41	4403	3651	1.06	5.05	34	30	7378997	5384
Apr		53	48	0.97	4.81	266	246	0.69	3.39	4404	3652	0.98	4.99	38	31	7421804	5391
May		53	48	1.01	4.92	266	246	0.77	3.75	4404	3650	1.00	5.05	35	29	7405835	5389
June		53	48	1.02	4.95	267	247	0.79	3.83	4412	3656	1.01	5.03	33	31	7409647	5404
July		53	48	0.99	4.75	268	248	0.80	3.83	4422	3664	1.00	4.99	32	32	7429755	5423
Aug		53	48	0.94	4.51	269	249	0.80	3.79	4428	3670	1.00	4.93	41	29	7443441	5430
Sept		53	48	0.87	4.16	272	252	0.81	3.89	4438	3677	0.98	4.82	42	41	7440270	5390
Oct		53	48	0.85	4.02	274	254	0.84	3.98	4449	3686	1.00	4.87	41	41	7453520	5402
Nov		53	48	0.90	4.24	276	256	0.88	4.12	4457	3692	1.02	4.92	39	40	7485623	5416
Dec		53	48	0.88	4.20	278	258	0.87	4.15	4468	3700	1.02	5.00	37	38	7582594	5475
Jan	2008	53	48	0.87	4.14	281	260	0.89	4.22	4477	3708	1.04	5.09	37	37	7595139	5487
Feb		54	48	0.83	3.91	284	264	0.92	4.35	4493	3721	1.04	5.10	37	36	7636436	5508
Mar		54	48	0.87	4.17	287	266	0.94	4.50	4505	3730	1.04	5.19	36	35	7674422	5526

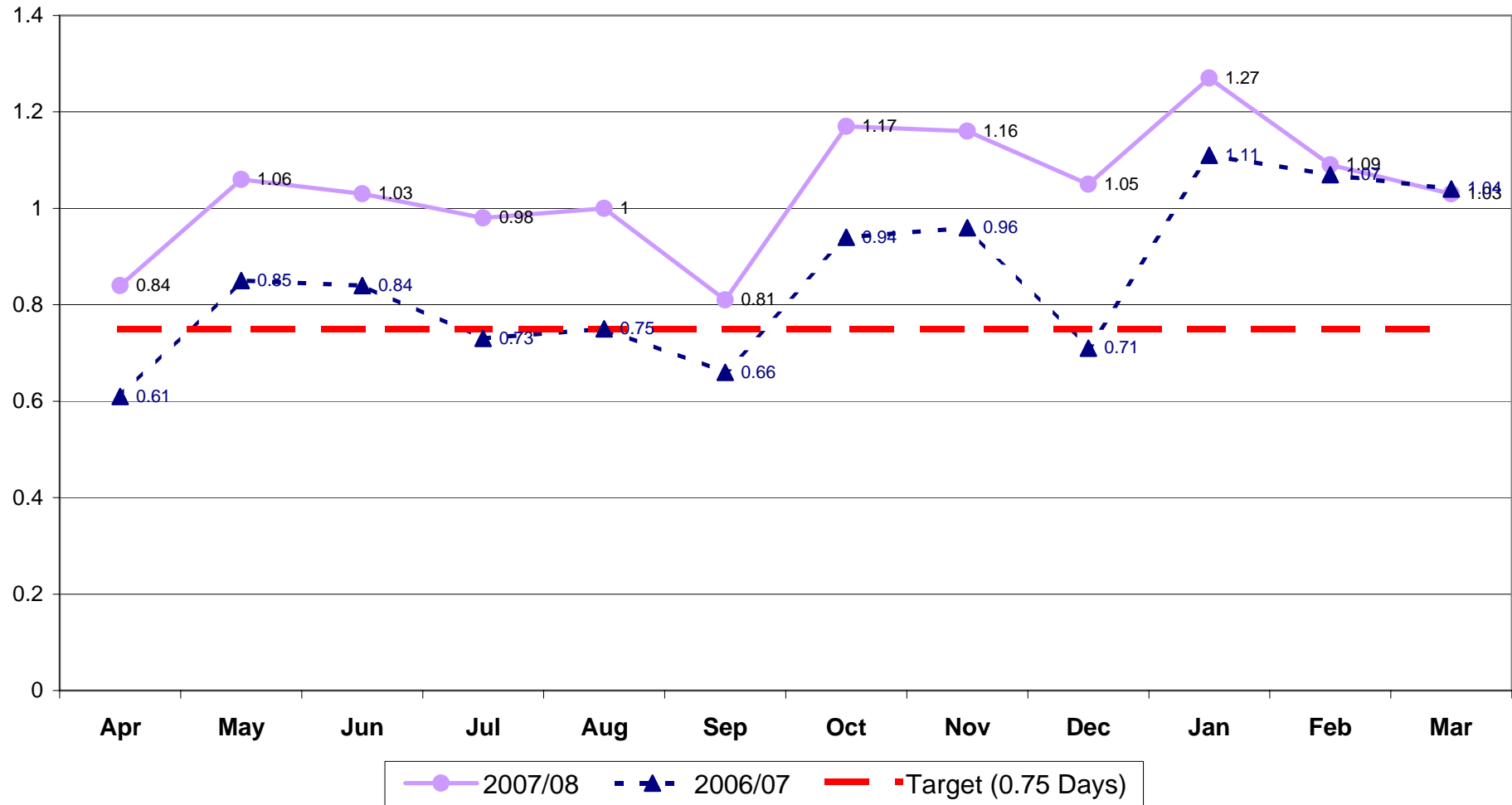
Leavers for March 2008

Leavers	Total
1.1 Age Retirement	2
1.2 Ill Health Retirement	1
1.4 Dismissal - Disciplinary/Capability	1
1.7 End of Fixed Term Contract	2
1.8 Early Retirement	2
2.2 Worklife Balance	1
2.6 Training & Career Development	2
2.8 Other - Please Specify	7
Resignation - Another Post Outside DCC	8
Resignation - Personal	1
Retirement	1
	28

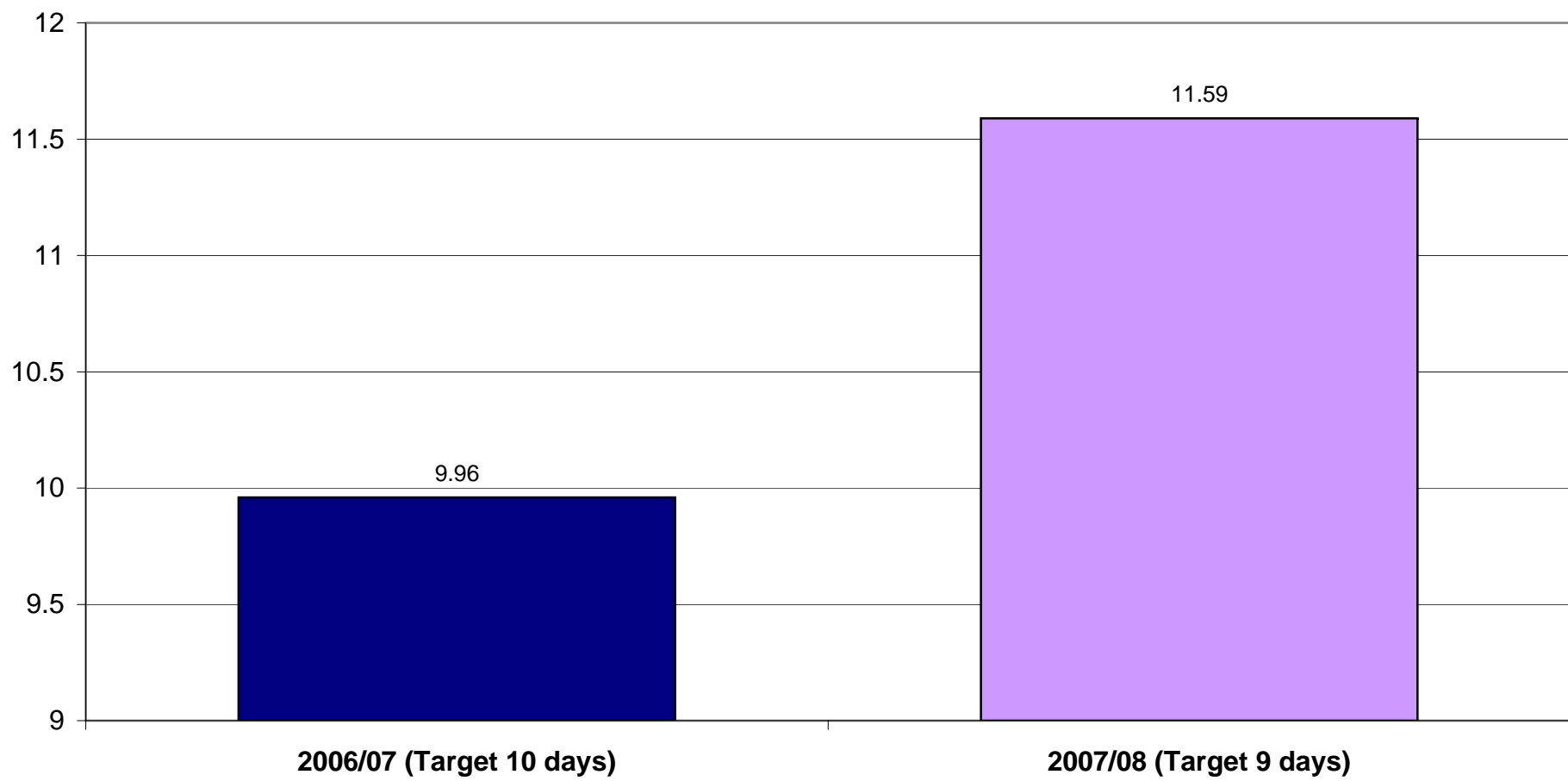
Starters in March 2008

Joining Date	Position	Directorate	Service	Dept	Location
03/03/2008	Building Surveyor	Environment	Development Services	Property	Caledfryn
17/03/2008	Transport Assistant	Environment	Finance & Performance	Passenger Transport	Denbigh
24/03/2008	Leisure Attendant	Lifelong Learn	Countryside & Leisure Services	Community Leisure	Corwen Leisure Centre
03/03/2008	Learning Support Assistan	Lifelong Learn	Schools	Primary Schools	Twm O'R Nant C.P
03/03/2008	Administration Assistant	Lifelong Learn	Schools	Secondary Schools	Prestatyn High School
10/03/2008	Personnel Support Assista	Resources	Central Personnel	Corporate HR	County Hall
03/03/2008	Contact Warden	Social Service	Housing Services	Housing Tenancy	Fronfraith
03/03/2008	Contact Warden North	Social Service	Housing Services	Housing Tenancy	Fronfraith
04/03/2008	Contact Warden	Social Service	Housing Services	Housing Tenancy	Fronfraith
04/03/2008	Housing Support Assistan	Social Service	Housing Services	Housing Tenancy	Fronfraith
18/03/2008	Contact Warden	Social Service	Housing Services	Housing Tenancy	Fronfraith
03/03/2008	Contact Warden	Social Service	Housing Services	Housing Tenancy	Fronfraith
03/03/2008	Housing Support Assistan	Social Service	Housing Services	Housing Tenancy	Fronfraith
31/03/2008	Contact Warden	Social Service	Housing Services	Housing Tenancy	Fronfraith
14					

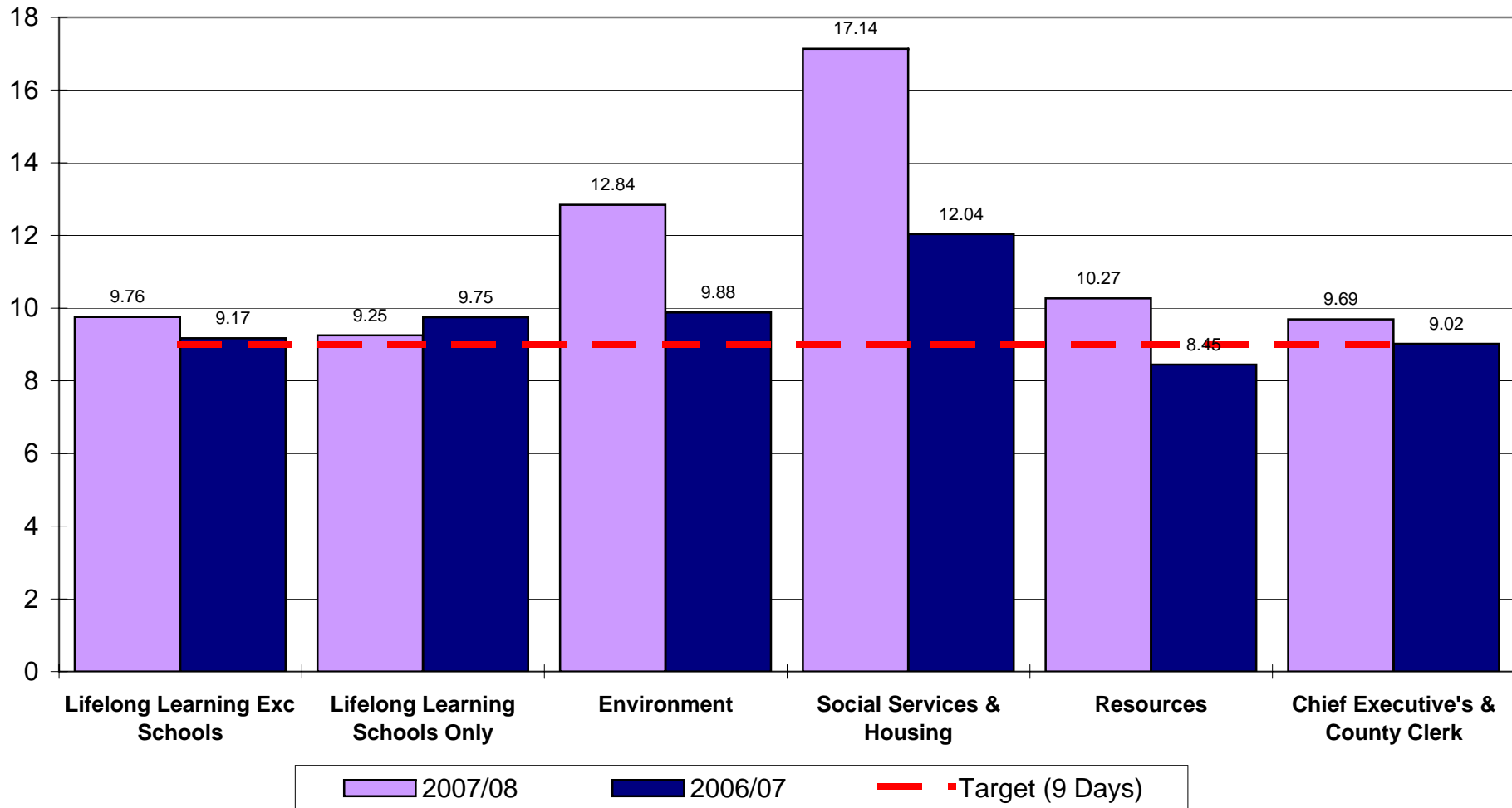
Denbighshire County Council Average Number of Days Lost per Employee March 2008



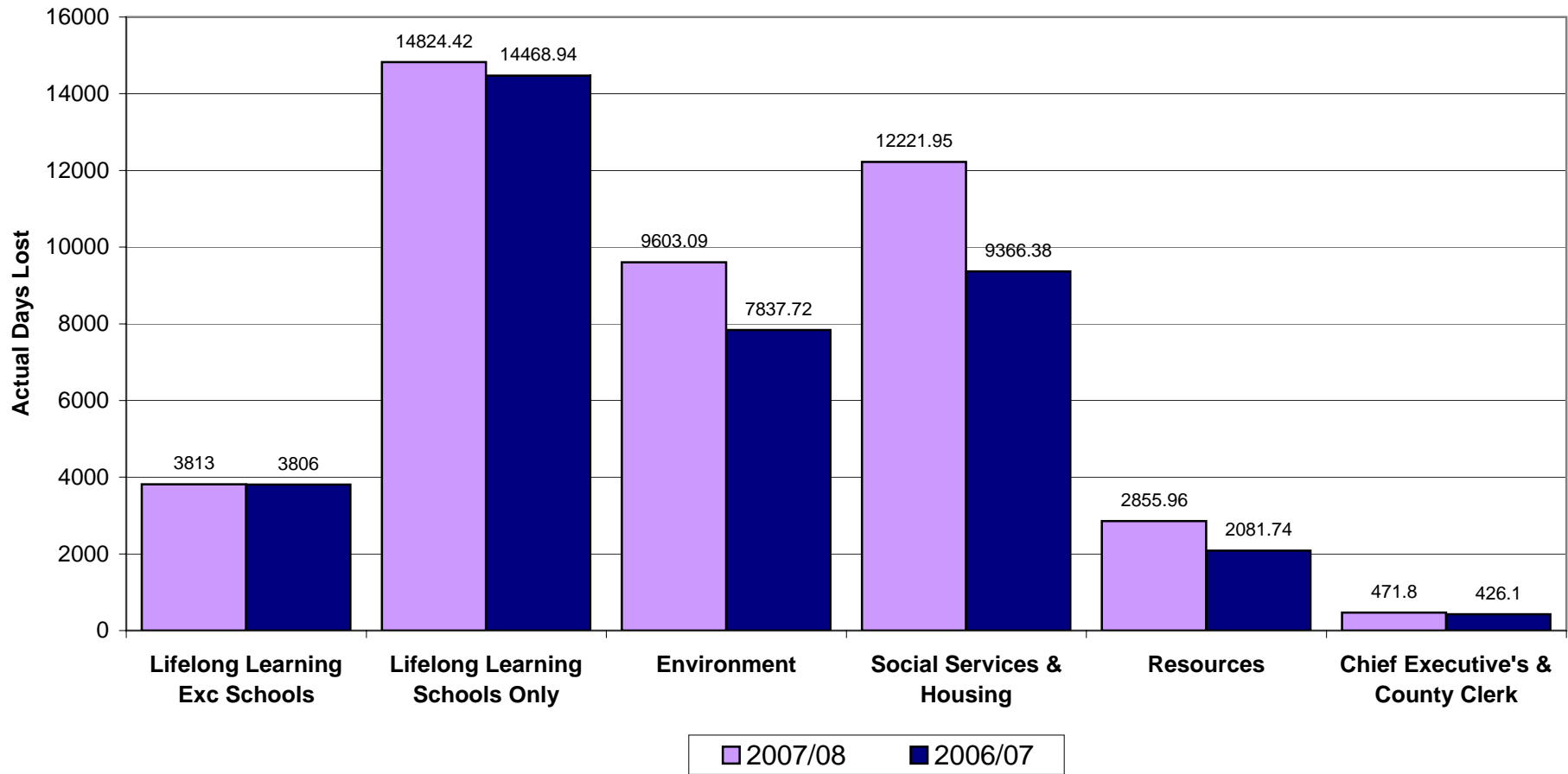
**Denbighshire County Council
Average Number of Days Lost per Employee
April 2007 - March 2008**



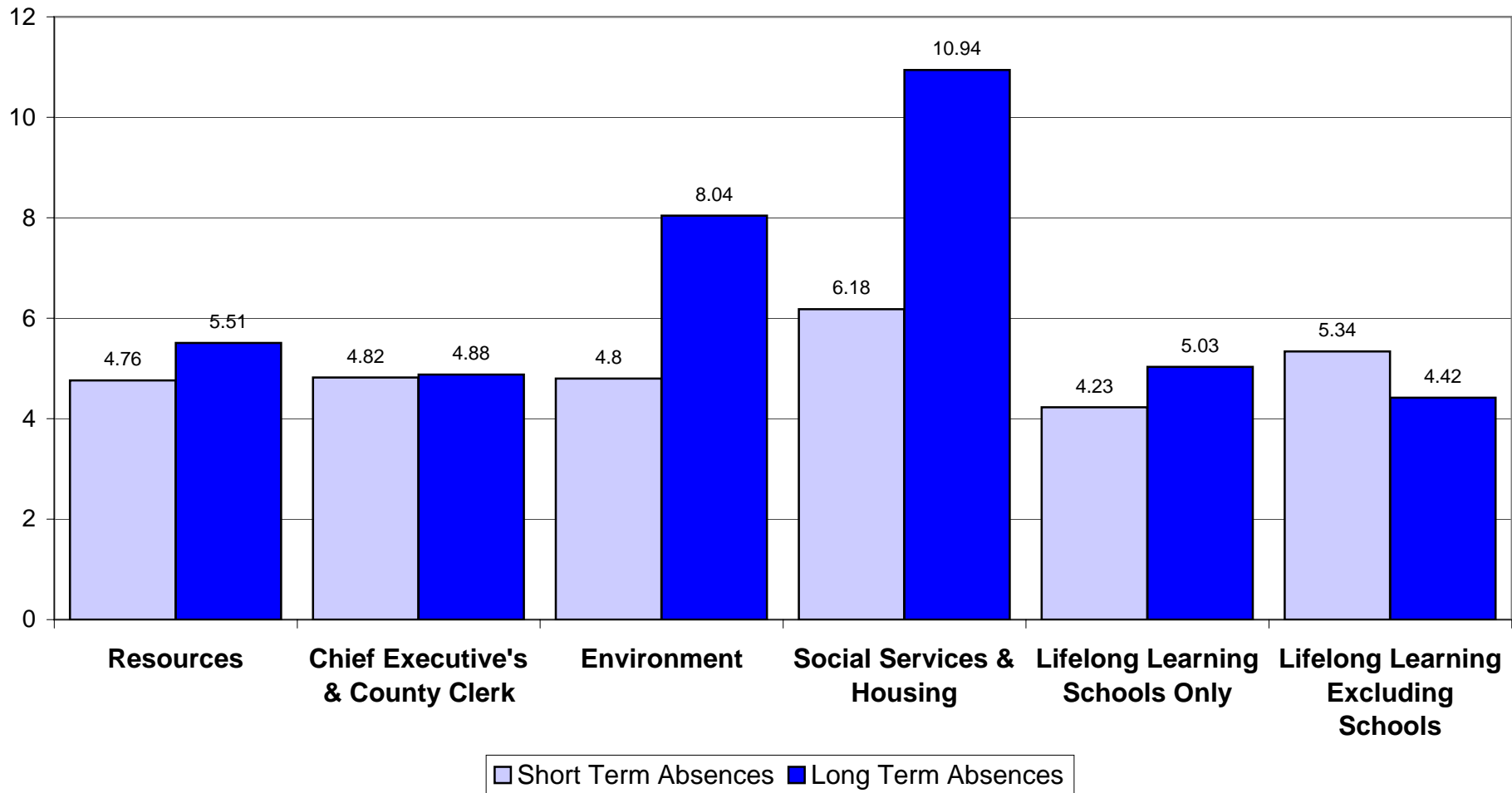
Denbighshire County Council Average Number of Days Lost per Directorate Cumulative April 2007- March 2008



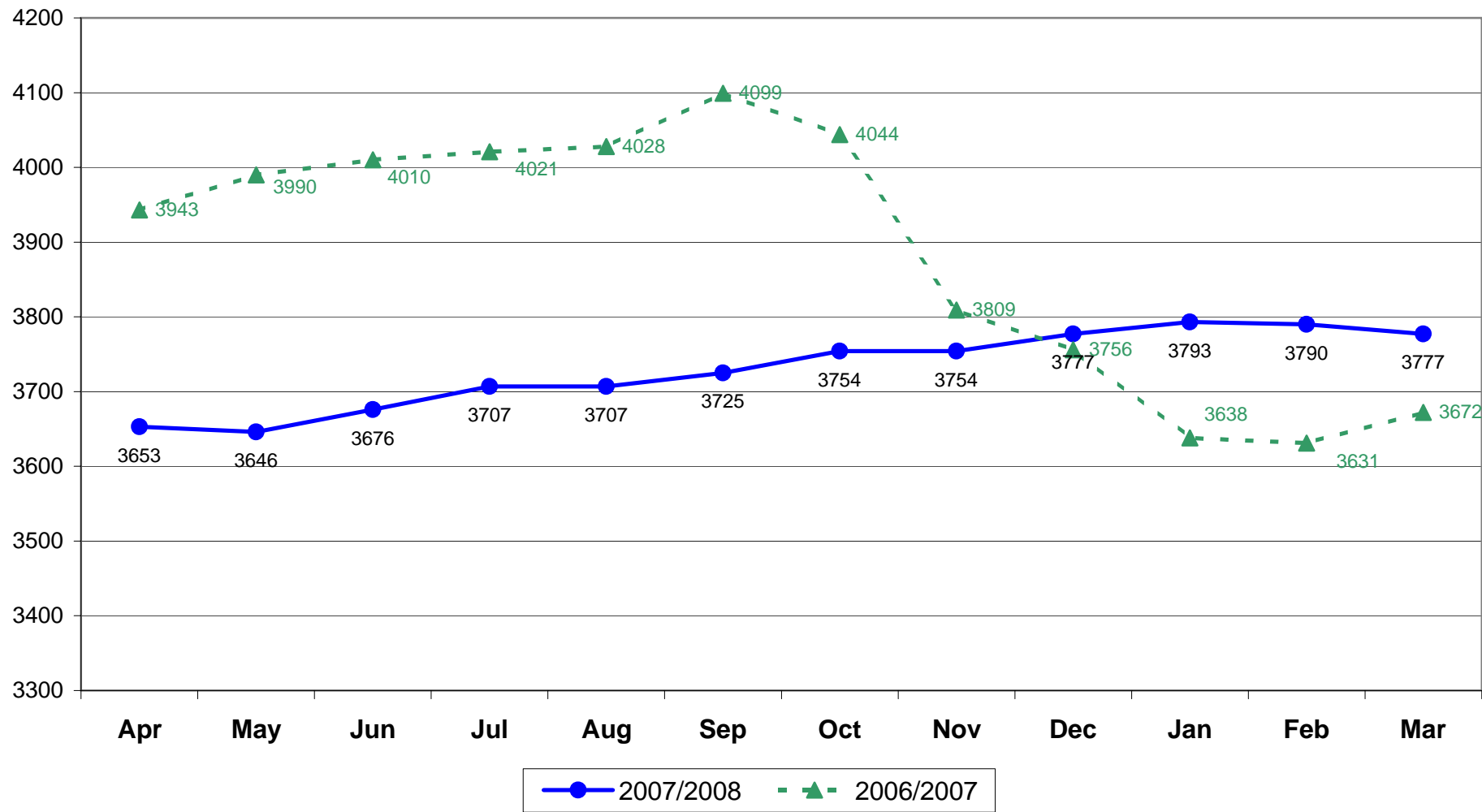
DenbighshireCounty Council Actual Number of Days Lost per Directorate April 2007 - March 2008

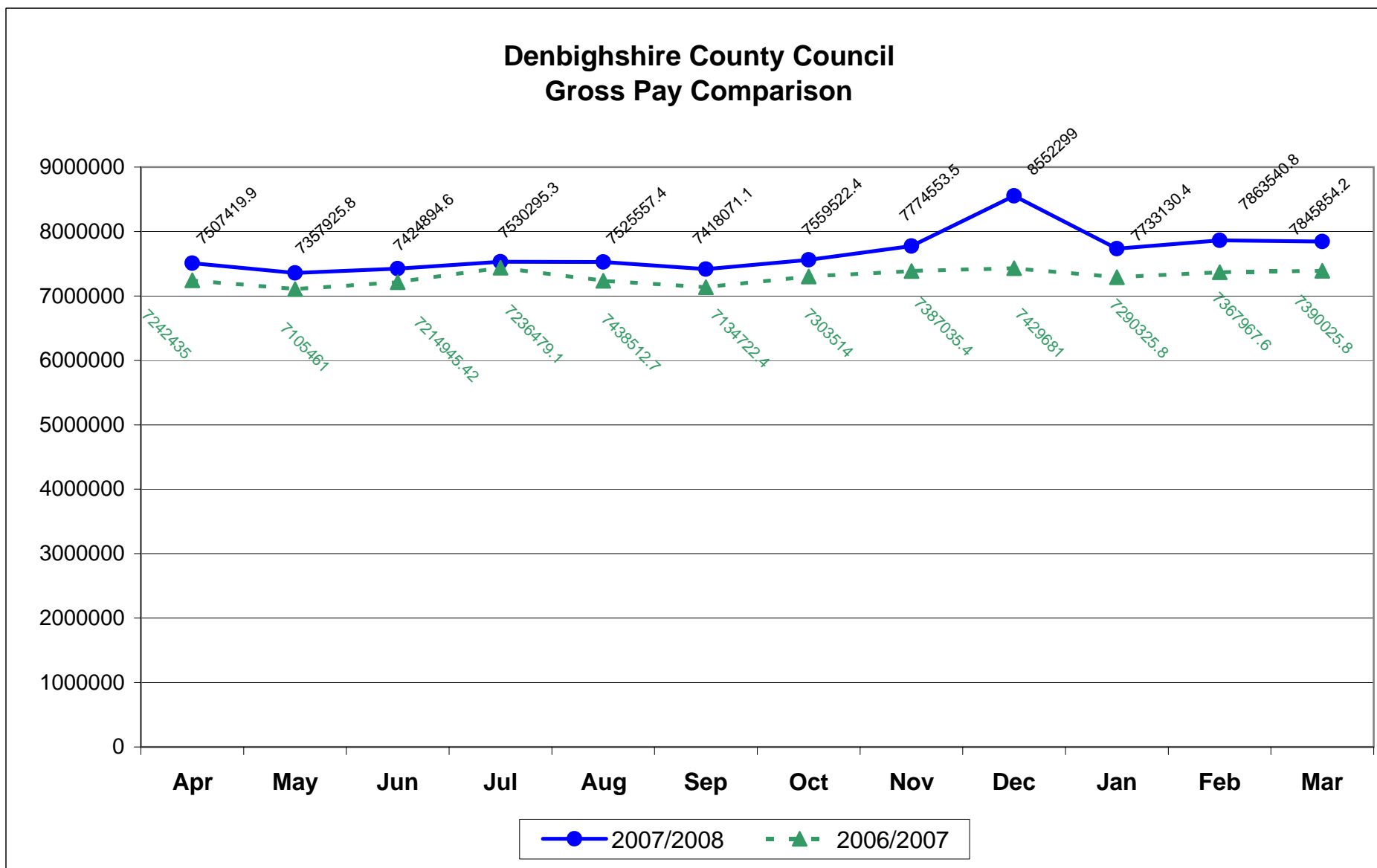


DENBIGHSHIRE COUNTY COUNCIL
Short Term Absence v Long Term Absence
April 2007 - March 2008



Denbighshire County Council FTE Comparison





SERVICE	March 31st to 4th April	Number of Agency Staff		Over 6 mths FT/PT	
		Full Time	Part Time		
LIFELONG LEARNING					
COUNTRYSIDE & LEISURE		nil			
TOURISM, HERITAGE AND CULTURE		1	1		
SCHOOL IMPROVEMENT		1		1	
PARTNERSHIPS & INCLUSION		2			
POLICY & PERFORMANCE		nil			
CORPORATE COMMUNICATIONS		nil			
CORPORATE		1			
CHIEF EXECUTIVES DEPARTMENT					
COUNTY CLERKS		nil	1		20hrs covering long-term sickness
RESOURCES					
AUDIT		nil			
PERSONNEL		nil			
ICT		nil			
CUSTOMER CARE		nil			
FINANCE		nil			
ENVIRONMENT					
DEVELOPMENT SERVICES					
MANAGEMENT		nil	1	1 p/t	Principal Property Manager
NANTCLWYD HOUSE		nil	2	2 p/t	House Manager and Caretaker
CONSERVATION		nil	1	nil	Senior Conservation Officer, part time temp for 10 weeks
BUILDING SERVICES		8	3	8f/t 3p/t	Building Surveyors, M & E Engineering Surveyors, Architectural Technicians/Assistants, Clerk of Works and Admin
DESIGN AND DEVELOPMENT		11	1	9 f/t, 1p/t	Surveyors - M&E, Building, QS
ENVIRONMENTAL SERVICES		26	1	5	Mainly engaged on public realm, refuse and grounds maintenance. Seasonal staff now being utilised
FINANCE AND PERFORMANCE		1			2 weeks to go
PLANNING AND PUBLIC PROTECTION					
POLLUTION		0			Agency Staff finished
FOOD & H&S TEAM		1		1	1 long term Agency staff covering for a number of vacancies
HOUSING ENFORCEMENT		3		3	Paid for from Performance Improvement Grant. Most efficient use of resources given temp. nature of funding
ADMIN		2			Cover for long term vacancies and secondments to support specific functions elsewhere in the Service
BUILDING CONTROL		1			Cover due to number of vacancies
DEVELOPMENT CONTROL		0			Agency staff finished, long term sickness absences returned
TRANSPORT AND INFRASTRUCTURE		5	2	5	Technical engineers working on projects
PASSENGER TRANSPORT		0	1		PT 0.6
SOCIAL SERVICES & HOUSING					
HOUSING		2	0	1	1 Secretary covering Maternity Leave, now just over 6 months. 1 covering basic admin/reception
ADULT SERVICES		15	1	4	'Mental Illness 1 (grant), 1 LD. 1 S.People admin. 1 Cymorth Admin. Admin 5.5, OP 2SW, First Contact 2, 1 HSCWB (grant), 1 OT Admin.
BUSINESS SUPPORT & DEVELOPMENT		2		2	2 covering posts in MIS part of the preparation for the introduction of the Paris system
CHILDRENS' SERVICES		18	1	1 (part time) (11 full time)	1 Team Managers, 1 Safeguarding and Reviewing officer (21 hours), 1 Senior Practitioner, 10 Social Workers, 2 Family Support Workers (covering long term sickness which is being managed), 1 Personal Advisor, 3 full time equivalent Administrators (1 full time post covering Brighton Road reception for the whole of Social Services) As per previous Cabinet reports - Children's Services have been unable to attract Senior, experienced Social Work staff to Social Services and are, therefore, 'growing our own.' This is part of a planned strategy and experienced Agency staff have been utilised in order for Children's Services to deliver fully on its improvement plan and transform key performance indicator (KPI) performance. Some Agency staff are to deliver a targeted piece of work and are, therefore, only on a temporary basis, ie. reducing the number of 'Children Looked After'. Some of the Family Support Workers are covering long term sickness, which is being managed, and the Personal Advisor is covering the findings of a recent judicial review against Caerphilly, pending the development of a service and permanent recruitment of such advisors.

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**CABINET
FORWARD WORK PROGRAMME**

3 JUNE 2008	
Revenue Budget Monitoring Report 2008-2009	Councillor R Parry
Provisional Revenue Outturn 2007-2008	Councillor R Parry
Capital Plan	Councillor R Parry
Routine Reporting on Personnel	Councillor L Atkin / G Humphreys
Housing Revenue Account Budget	Councillor P Quirk
Modernising Education Action Plan Monitoring	Councillor J Curran
Monitoring Performance Against the Authority's Key Performance Indicators	Councillor J Williams
Youth Justice Plan - to seek ratification of the new Denbighshire and Conwy Youth Justice Plan	Councillor Nicola Francis / Emma Rathbone
Special Guardianship - to seek ratification of the new Special Guardianship Policy and Payment Structure.	Councillor Nicola Francis / David Hynes
Performance Appraisal System for the Leader and Cabinet	Councillor A Evans / K Methven
Draft Rights of Way Improvement Plan	Councillor A Walls
Regional Waste Plan First Review	Councillor G Boase / M Savage
Declaration of building surplus to requirements Part II	Councillor D Mathews
Office Accommodation Review Part II	Councillor G Evans
15 JULY 2008	
Revenue Budget Monitoring Report 2008-2009	Councillor R Parry
Capital Plan	Councillor R Parry
Routine Reporting on Personnel	Councillor L Atkin / G Humphreys
Housing Revenue Account Budget	Councillor P Quirk
Modernising Education Action Plan Monitoring	Councillor J Curran
Delegations and Authorisations to Officers	Councillor G Sumner / I K Hearle
Consultation Strategy	Councillor J Williams
Prevention and Inclusion Strategy	Councillor Sylvia Jones
Serious Case Review of 'S' Children – outcomes and recommendations from the Review	Councillor Nicola Francis / Sue Trehearn
Youth Justice Plan - to seek ratification of the new Denbighshire and Conwy Youth Justice Plan	Councillor Nicola Francis / Emma Rathbone
NO CABINET MEETINGS WILL BE HELD IN AUGUST 2008	

9 SEPTEMBER 2008	
Revenue Budget Monitoring Report 2008-2009	Councillor R Parry
Capital Plan	Councillor R Parry
Routine Reporting on Personnel	Councillor L Atkin / G Humphreys
Housing Revenue Account Budget	Councillor P Quirk
Modernising Education Action Plan Monitoring	Councillor J Curran
Monitoring Performance Against the Authority's Key Performance Indicators	Councillor J Williams
30 SEPTEMBER 2008	
Revenue Budget Monitoring Report 2008-2009	Councillor R Parry
Capital Plan	Councillor R Parry
Routine Reporting on Personnel	Councillor L Atkin / G Humphreys
Housing Revenue Account Budget	Councillor P Quirk
Modernising Education Action Plan Monitoring	Councillor J Curran
28 OCTOBER 2008	
Revenue Budget Monitoring Report 2008-2009	Councillor R Parry
Capital Plan	Councillor R Parry
Routine Reporting on Personnel	Councillor L Atkin / G Humphreys
Housing Revenue Account Budget	Councillor P Quirk
Modernising Education Action Plan Monitoring	Councillor J Curran
Monitoring the Actions Agreed by Cabinet	Councillor J Williams