

CABINET

Minutes of the Cabinet meeting held at 10.00 a.m. on Tuesday 15 July 2008 in Conference Room 1, County Hall, Ruthin.

PRESENT

Councillors P A Dobb, Lead Member for Health, Social Care and Wellbeing; H H Evans, Leader and Lead Member for Education; S Frobisher, Lead Member for Communities; R W Hughes, Lead Member for Personnel and Business Management; M M Jones, Lead Member for Children's Services; P J Marfleet, Lead Member for Modernisation and Improvement; J Thompson Hill, Lead Member for Finance; D A J Thomas, Lead Member for Environment: Regeneration and E W Williams, Lead Member for Environment: Sustainable Development.

Observers: Councillors J R Bartley, M LI Davies, G C Evans, R L Feeley, D Hannam, C Hughes, G M Kensler, D Owens and D I Smith, and Mr C Halliday (Chair of Standards Committee).

ALSO PRESENT

Chief Executive; Deputy Chief Executive / Corporate Director: Resources; Corporate Director: Environment; Corporate Director: Social Services and Housing; Interim Corporate Director: Lifelong Learning; Financial Controller and County Clerk.

APOLOGIES

There were no apologies.

1 URGENT MATTERS

There were no urgent items.

2 MINUTES

The Minutes of the Cabinet meeting held on 3 June 2008 were submitted. The Chief Executive referred to the recent elections and said Councillor E C Edwards had been the only senior Councillor having been involved with the Cabinet system from its inception.

RESOLVED that, subject to the above, the Minutes of the meeting held on 3 June 2008 be approved as a correct record and signed by the Leader.

3 MODERNISING EDUCATION PLAN MONITORING

Councillor H H Evans presented the report in its new format for Members to consider the work undertaken to progress the Modernising Education Agenda. The report from the Estyn monitoring visit had concluded that Denbighshire had maintained its good start to addressing the recommendations following the inspection reports. Referring to the Key Objectives, extra funding had been allocated to support KS4 and the work would be evaluated with a view as to how the lessons could be implemented across the Authority. There had been a decrease in the number of permanent exclusions to below the Welsh average. An increase in pupil attendance in both primary and secondary schools had been achieved.

The Chief Executive informed Members the results of pupil attainment would be publicised in August.

Councillor R W Hughes suggested that another column be included in the appendix to show actions taken which had influenced improvements.

The Interim Corporate Director: Lifelong Learning said targets would be reviewed at year end and further options were built in for reviews if required.

RESOLVED that Members note the progress achieved to date by the Authority in relation to progressing the recommendations within the Action Plan.

4 PERFORMANCE APPRAISAL SYSTEM FOR THE LEADER OF THE COUNCIL AND CABINET MEMBERS

Councillor R W Hughes presented the report seeking Members' approval of an annual performance appraisal system for the Leader of the Council and all Cabinet Members. The process had started in 2006 when it had been agreed the Council should apply for Member Charter status. It was important that the role expected of Members was acknowledged as was the support required to deliver that role.

Councillor Hughes referred to paragraph 2.5, and the suggestion that political groups identify Councillors who could potentially become Cabinet Members so that additional training could be developed. However, Councillor P J Marfleet queried whether by identifying potential Cabinet Members and offering training, their expectations would be raised.

Councillor P A Dobb expressed her support for the report and the introduction of an appraisal system but expressed disappointment that no mention was made of leadership training for Cabinet Members and proposed that this be included in the recommendations. Members agreed with the introduction of leadership training for Cabinet Members. Councillor H H Evans felt that the performance appraisal of the Leader needed some form of independent appraisal which could be reciprocated for

other Authorities. Councillor R W Hughes agreed to investigate independent appraisals through I&DeA or the Welsh Local Government Association.

Councillor R W Hughes agreed to ascertain whether the small room allocated for use by Members could be reinstated. The County Clerk confirmed that a Members' room was available for use in Russell House, Rhyl and that the room key was kept at reception. The County Clerk further agreed to provide a computer for use in the Members' room.

RESOLVED that Cabinet:

- 1 *approves an annual performance appraisal system for the Leader of the Council and all Cabinet Members*
- 2 *recommend the annual performance appraisal for the Leader of the Council be carried out by Chief Executive and four Cabinet Members (to be agreed by Cabinet)*
- 3 *recommends that the annual performance appraisal of Cabinet Members be undertaken by the Leader and Corporate Directors who have a significant input into the portfolio*
- 4 *recommends that Group Leaders are asked to identify other Members who might be interested in Cabinet posts, and that their training and development needs are addressed*
- 5 *agree leadership training be provided for Cabinet Members*
- 6 *reviews the process within 9 months, after 1 round of appraisals has taken place.*

5 CUSTOMER SERVICE STRATEGY

Councillor S Frobisher presented the report seeking Members' approval for the Customer Service Strategy.

Councillor Frobisher said this was the first Customer Service Strategy and it would focus on three key components and outlined what the Council aimed to achieve over the next 3 years – access to Council services, delivery of the services requested and complaint handling. She thanked the team for their hard work in providing the Strategy.

Councillor P J Marfleet welcomed the Strategy and asked that a mechanism be included for feedback to Members and / or residents on reported matters. Councillor P A Dobb agreed with Councillor Marfleet and also suggested that postal contact issues be considered sooner rather than later as there were some cross-Directorate issues which should be dealt with. Councillor R W Hughes also agreed with Councillor Marfleet and suggested the issue of Blackberrys for front-line staff would help.

Councillor H H Evans said the Strategy would help improve communication with the public. He quoted South Tyneside bulk item collection which had gone from 11 to 3 processes and said this Strategy would also improve service delivery in Denbighshire.

The Head of Customer Care informed Members that the 20 day standard was set by Services and was manageable and the Strategy would benefit managers and services. She agreed that feedback to customers was important and should be done but this would also cause extra work. A culture change was required in the Authority. An electronic document management system was being introduced in the Authority and this would also help with communication issues. Councillor P A Dobb agreed that any letters received when scanned should be sent to the relevant Directorates.

Councillor M LI Davies informed colleagues that he had not received his Welsh version of the Cabinet papers. He suggested that staff include their office address on their e-mail signatures.

RESOLVED that Cabinet approves the Customer Service Strategy and endorse the Customer Service Standards attached at Appendix A to the report.

6 DENBIGHSHIRE SAFEGUARDING CHILDREN BOARD: SERIOUS CASE REVIEW

Councillor M M Jones presented the report for Members to note the executive summary and agree the action plan arising from the serious case review of the 'S' children. A panel had been set up by the Head of Children's Services as Chair of the Denbighshire Safeguarding Children Board to begin the serious case review process. The report would be considered by the joint Denbighshire and Conwy Safeguarding Children Board.

RESOLVED that Members note the findings of the serious case review and agree the proposed arrangements for monitoring the implementation of the action plan.

7 DENBIGHSHIRE CHILDREN AND YOUNG PEOPLE'S PLAN

Councillor M M Jones presented the report seeking Members' recommendation to Council to adopt the Denbighshire Children and Young People's Plan (CYPP). She asked Members to note the priorities identified in the Plan which would improve the expectations for children.

Councillor P A Dobb supported the Plan which was the culmination of work by many different agencies. She was pleased to see that children had stressed the importance of healthy eating and exercise. Councillor R W Hughes suggested funding for transport for children to be able to access activities was required.

RESOLVED that Cabinet recommends adoption of the Denbighshire Children and Young People's Plan to Council.

8 DENBIGHSHIRE'S NORTHERN RECYCLING PARK

Councillor E W Williams presented the report seeking confirmation of the Council's position in relation to its proposed northern recycling park.

Councillor D A J Thomas suggested Environment Agency approval was necessary before further proceeding with the proposed site. As the site was on a busy road officers would be working closely with residents on the plans. He felt the new site if approved would be a vast improvement on what was currently in place.

In response to a question from Councillor H H Evans on possible effects on sites in Denbigh and Ruthin if the proposed site was agreed, Councillor Williams said currently there were no planned changes to those sites.

The Head of Environmental Services informed Members that the Environment Agency had confirmed in writing that the site was not considered to be a closed landfill site. He confirmed that Members were consulted by e-mail and those not on e-mail had been sent information separately.

RESOLVED that the existing Cabinet “approval for the development of a new recycling park in the Rhuddlan area” (extract from the June 2007 Cabinet Recommendations) should now be superseded with the phrase “approval for the development of a new recycling park in the Marsh Road area of Rhyl” and that in all other respects the Council’s policy remain unaltered.

9 HOUSING REVENUE ACCOUNT BUDGET AND CAPITAL PLAN UPDATE 2008-2009

Councillor P A Dobb presented the report for Members to note the forecast outturn position of the Housing Revenue Account (HRA) and Housing Capital Plan for 2008-2009. The capital charge for the year was higher than originally planned as the capital plan had exceeded expectations towards the end of 2007-2008 which affected the borrowing charge in 2008-2009 and because the amount of capital funded by CERA had been reduced. The major refurbishment programme was progressing well and the windows contract had been completed with the heating contract due for completion at the end of July 2008.

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

10 REVENUE BUDGET AND SUMMARY CAPITAL PLAN 2008-2009

Councillor J Thompson Hill presented the report for Members to note the estimate of the likely outturn figures for the current financial year as detailed in Appendix 1 attached to the report and the summary capital plan performance for 2008-2009 as detailed in Appendices 2 and 3 to the report. Members were also asked to note the current position on the vacancy control procedure. Members were further asked to consider the proposal to implement the deferred Library Service savings.

Lifelong Learning were forecasting an overspend. The ongoing under occupancy position at Hyfrydle Children’s Home would be detailed as part of the report at item 14

on the agenda. The Social Services and Housing Directorate were also forecasting an overspend, mainly due to demographics and the trading position of Cefndy Enterprises. There was an additional item of potential pressure for the Leisure Services Mentro Allan grant which could be subject to clawback.

Members discussed the Library Service budget and the £20k set aside to allow more time for alternative methods of savings to be given consideration. Following consideration, it was proposed to close St Asaph Library on Thursday afternoons, close Rhuddlan Library Monday evening sessions and reduce the evening opening at Rhyl Library to 3 nights a week. Councillor Thompson Hill confirmed that there would be no change of status of the mobile library service in the current financial year due to lease arrangements already in place.

The Chief Executive referred to Blessed Edward Jones High School which had previously been in special measures and informed Members that he had written to the school as it was still projecting an overspend on the budget. He agreed with Councillor R W Hughes' comments on the school withdrawing from the Post 16 agreement and said the Welsh Assembly Minister would be considering the issue of Post 16 education in Rhyl.

Councillor H H Evans said he had asked for further information on the Community Learning Centre revenue funding.

RESOLVED that Members note the projected outturn figures for 2008-2009 as detailed in Appendix 1 to the report and note the summary capital plan performance figures for the 2008-2009 financial year as detailed in Appendices 2 and 3 to the report including the current position on the vacancy control procedure recently introduced. Members further agree to implement the deferred Library Service savings proposals.

11 ROUTINE REPORTING ON PERSONNEL

Councillor R W Hughes presented the report for Members to note the statistics on Personnel. She expressed concern regarding the number of staff appraisals carried out to date. A further report would be presented to Cabinet if the target for completion was not reduced by the end of August 2008 as not having a 100% eligible staff receiving appraisals was unacceptable. Also of concern was the level of sickness absence and Councillor Hughes said she would be looking at other organisations which had previously been affected by high levels of absence.

Councillor P J Marfleet agreed with Councillor Hughes' comments but reminded colleagues that some appraisals could be outside the 12 months measured as the HR Department were looking at a rolling 12 or 15 months programme. Regarding sickness absence levels, Councillor Marfleet detailed the actual number of days lost by Directorate in one month and the resulting loss of productivity.

***RESOLVED** that Members note the information in the report and that an update report on appraisals be reported to Cabinet in September 2008.*

12 CABINET FORWARD WORK PROGRAMME

Councillor R W Hughes presented the Cabinet Forward Work Programme and said she would welcome input into the work programme from Cabinet Members.

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

13 URGENT ITEMS

There were no Urgent Items.

At this juncture (11.15 a.m.) the meeting adjourned for 10 minutes to allow Members to participate in refreshments.

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 12, 13 and 14 of Part 4 of Schedule 12A of the Local Government Act 1972.*

14 HYFRYDLE CHILDREN'S HOME – 52 WEEK RESIDENTIAL SERVICE, YSGOL PLAS BRONDYFFRYN

Councillor H H Evans presented the comprehensive report seeking Members' agreement to the need to close the 52 week provision at Hyfrydle Children's Home. He asked colleagues for an open and frank discussion on the report and said officers from the Education, Social Services and Finance departments would answer in detail any question from Members. He referred to the publicity and negative comments and misinformation in the public domain and reminded Members that discussion on the item was to be based on the correct information. It was important not to be guided by political pressure when considering the issue. The children, their families and staff were the most important people who would be affected by any decision taken and he asked officers for assurance they would provide as much support as possible to both families and staff whatever decision was taken.

The Interim Corporate Director: Lifelong Learning detailed the current situation regarding the provision at Hyfrydle and said lengthy consideration and debate between the various services had taken place to ensure that the correct decision would be taken at this time. He reminded colleagues that Hyfrydle was a children's home with provision for up to 6 children with autism but to ensure financial viability at least 10 children would

need to be registered. The provision was established with the Welsh Assembly Government at a time when it was believed there was insufficient provision in the area. A project group was established to consider all options following discussion at Cabinet earlier in the year and the region had been extended to include Cheshire, Powys and Ceredigion.

The Chief Executive said a wide review would be conducted and would include, for example, project management of the proposal, registration of places and marketing being scrutinised. He discussed the letter received from the Head of Support for Learners' Division of the Welsh Assembly Government regarding possible closure and informed Members that it was not acceptable to delay the decision to close the home any longer.

Members, whilst expressing their deep concern for all those affected by the situation, welcomed the decision by the Chief Executive to conduct a thorough review and confirmation that all possible marketing exercises had been undertaken. They felt it was important that officers re-engage with the Welsh Assembly Government.

The Interim Corporate Director: Lifelong Learning referred to Ysgol Plas Brondyffryn and informed Members it was a separate, well-run school and had received a good Estyn inspection.

Councillor D Hannam, Chair of Social Services and Housing Scrutiny Committee suggested the Committee consider the events leading to the current situation before any decision was taken. She felt it was important to separate the facts and suggested the facility be kept open until this had taken place. Councillor E W Williams reminded colleagues that this was a decision for Cabinet to make and that Scrutiny Committees could not ratify any decisions before they were considered by the Cabinet. However, all Scrutiny Committees could scrutinise Cabinet decisions. He reminded colleagues that 2 pupils were being affected by the decision currently sought and this had no effect on Ysgol Plas Brondyffryn at the Gwynfryn and Gerddi Glasfryn site. Councillor D I Smith supported the in depth investigation to be carried out by the Chief Executive and said a joint Lifelong Learning and Social Services and Housing Scrutiny meeting be held to consider the background to the situation and the way forward.

The Corporate Director: Social Services and Housing reminded colleagues that the provision had to be viable for the foreseeable future. By delaying closure it could mean a child being enrolled and then being asked to move elsewhere which would be particularly disruptive.

The Head of Children's Services confirmed that discussions had been held with staff in regard to the key elements and they were informed they could potentially be facing a redundancy situation.

Councillor H H Evans reminded colleagues that Cabinet had discussed the situation at previous meetings and unpalatable decisions had to be made.

Councillor D A J Thomas supported the Chief Executive's decision to carry out an investigation and reminded colleagues that the pupils were of paramount importance. He asked that Members be given clarification of the letter from Head of Support for Learners' Division.

It was agreed both families and staff be informed of the decision being taken.

(Councillors R W Hughes, M M Jones and D A J Thomas voted against the proposal).

RESOLVED that:

- 1 *Cabinet agree the closure of Hyfrydle Children's Home, the 52 Week Residential Service at Ysgol Plas Brondyffryn. Cabinet further agree, given the potential impact on the young people affected, that officers proceed to terminate the planned placements in July and September 2008. Cabinet note this action has already been taken.*
- 2 *Cabinet agree the Chief Executive carry out an in-depth investigation of the 52 week residential project.*

At this juncture (1.30 p.m.) the meeting adjourned for 10 minutes to allow Members to participate in refreshments.

15 CAPITAL PLAN 2007-2008 TO 2010-2011

Councillor J Thompson Hill presented the report for Members to note the latest position on the 2008-2009 element of the Capital Plan and also the final position of the 2007-2008 financial year and the successful projects delivered in the year. He informed colleagues that the Community Learning Centres had all been completed, on budget.

The overrun and projected overspend on the Scala project was discussed. A formal bid for funding was being prepared for consideration by the Welsh Assembly. The Ruthin Craft Centre had been completed and it was planned to open at the end of July 2008.

Members discussed Community Projects and in particular the 2 outstanding projects which had not so far drawn down funding. It was agreed a further Recommendation be included to remove the 2 projects outlined in paragraph 2.7 of the report from the allocation.

Members also agreed that Appendix 5 to the report be included in Part I of the Council papers and that the information therein be available for the public.

Members also agreed to reallocate the Rhuddlan Recycling Park budget to the proposed new facility at the Marsh Road area, Rhyl.

Following further discussion, it was

RESOLVED that Members note the latest position on the 2008-2009 element of the Capital Plan and also the final position of the 2007-2008 financial year and the successful projects delivered in the year. Members further agree that subject to confirmation that projects are not underway, the 2 projects detailed in paragraph 2.7 of the report be removed from the Community Capital Fund allocation by 01.09.2008.

16 PROPERTY AND ACCOMMODATION REVIEW

Councillor P J Marfleet presented the report seeking Members' approval of a strategy:

- 1 to rationalise the Council's core office accommodation by consolidating office accommodation in buildings which offer the best value, taking account of the current and any future reductions in staff numbers and producing office accommodation that is fit for purpose in a rapidly changing environment
- 2 which would re-locate staff away from the former Henllan Training Centre and the former Middle Lane school site in Denbigh and to declare those properties surplus to their current portfolio requirements
- 3 for the co-location of the Education Department at Trem Clwyd, Ruthin and the development of a satellite Education function in Rhyl.

Councillor Marfleet said each property and its occupancy rates had been considered and spare capacity had been found at some locations. The Worksmart Project piloted at Caledfryn could be taken on board and provided at other locations. It was important to ensure that the ICT was upgraded as necessary. It was likely that funding would be required to spend on buildings to allow any office moves to take place but this could come from capital receipts once the moves had taken place.

The Head of Development Services confirmed that some discussions had been held at the Modernising Education Board. Timescales for any proposed moves would follow the initial consultation. Cabinet was being asked to approve a general strategy in order that the detail could then be brought to Cabinet for final approval. It was agreed a further detailed report be provided to Cabinet in September 2008.

Following further discussion, it was

RESOLVED that Cabinet approve a strategy:

- 1 to rationalise the Council's core office accommodation by consolidating office accommodation in buildings which offer the best value, taking account of the current and any future reductions in staff numbers and producing office accommodation that is fit for purpose in a rapidly changing environment
- 2 which would re-locate staff away from the former Henllan Training Centre and the former Middle Lane school site in Denbigh and to declare those properties surplus to their current portfolio requirements

- 3 *for the co-location of the Education Department at Trem Clwyd, Ruthin and the development of a satellite Education function in Rhyl.*

The meeting concluded at 3.05 p.m.

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR H H Evans, Leader of the Council

DATE: 9 September 2008

SUBJECT: MODERNISING EDUCATION ACTION PLAN MONITORING

1 DECISION SOUGHT

Cabinet is requested to consider the work undertaken to progress 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 in response to the July 2007 inspection of Education Services. Progress against this action plan has been monitored on a monthly basis by both the Modernising Education Board and the Cabinet to ensure that key activities are delivered.

2.2 Modernising Education Board in July 2008 considered a review of the overall progress of the work plans for each of the recommendations from the Estyn Education report. This review involved discussions with all Task Leaders and enabled judgments to be formed against the overall progress of the individual recommendations, to document areas of slippage and to review the future risks for the coming months. Significant achievements highlighted within the review include:-

- Work progressed to identify barriers to improvement and support targeted appropriately
- Partnership Agreement developed with Schools
- Establishment of Cluster meetings to improve communication with schools
- Identification of Education and the progression of the Modernising Education agenda as a key priority for the new Council
- Mainstream Formula Review completed in conjunction with the Schools Budget Forum
- Clearer work programme planned for Schools Budget Forum to correlate with overall corporate timetable.

2.3 The findings of this review identified the need to merge a number of work plan areas as a consequence of changing circumstances and the need to ensure that remaining actions are reflected within the Business Planning process for the Directorate for 2008 – 2012. The Modernising Education Board also agreed that future monitoring should focus on progress against the objectives from within the work plan. The present position, which reflects the revised reporting procedure, as considered by the Modernising Education Board is attached as appendix 1 & 2. Modernising Education Board will continue to receive monthly updates and it is suggested that Cabinet should now receive bi-monthly updates.

- 2.4 The Estyn Action Plan included specific targets to be achieved in relation to attendance and attainment. (see appendix 3) Provisional figures for the academic year 2007/08 show that Primary school attendance has improved even further to 94.1%. Secondary school attendance in 2007/08 has also improved according to provisional figures, with 91.13% achieved this year compared to 89.9% in 2006/07. This means that we met both of the targets set in relation to attendance.
- 2.5 Provisional figures show that we have improved attainment at key stage 2, 3, 4 and 5 and have met the targets we set ourselves. The Welsh Assembly Government have published final figures in respect of Key Stages 1 to 3. Further analysis will be made to review how we have performed in relation to other authorities and to ensure that we set ourselves challenging but realistic targets to ensure that we are focussed on driving further improvement.

3 POWER TO MAKE THE DECISION

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

4 RESOURCE IMPLICATIONS

4.1 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.

The review of the action plan has identified activities which cannot be delivered within either agreed resources or within agreed timescales. Business Plans for services will need to reflect alternative methods of delivering actions whether it be within amended working practices, or within existing resources and increased timescales.

4.2 Staffing / Accommodation Implications:

The delivery of the action plan has required a change of focus for staff across all Directorates responsible for activities. The need to review the provision of Education accommodation will be considered as part of the wider office accommodation scheduled to be considered by Cabinet as part of its overall work programme.

4.3 IT Implications:

Future IT implications are being considered as part of the accommodation review. IT implications for individual schools will be considered as part of the wider Modernising Education agenda.

5 RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendation/s

Individual risks associated with delivering the action plan are monitored on a regular basis.

5.2 Risks associated with agreeing the recommendation/s

Individual risks associated with delivering the action plan are monitored on a regular basis.

6 FINANCIAL CONTROLLER STATEMENT

The Council has responded to the need to deliver the Estyn Action Plan with additional funding being provided for the service. It is anticipated that revamping activities and using existing funding more cost effectively will mean that the need for further resources to deliver the Estyn response will be minimal. The response to the Modernising Education agenda will form part of the budget setting process for 2009/10 and later years.

7 CONSULTATION CARRIED OUT

The Modernising Education Board considered the current position in respect of the Education Services Action Plan at its meeting on the 27th August.

8 IMPLICATIONS

8.1 Assessment of Impact on Corporate Priorities:

The delivery of the Action Plan will support the Council to deliver the corporate priority of Modernising Education.

8.2 Assessment of impact on the Vision, Community Strategy, Equalities and Sustainability:

The prioritisation of Modernising Education will assist the Council to deliver its vision of investing in schools in order to sustain high standards of educational attainment to meet the needs of pupils, the wider community and the economy as outlined in the Council's vision.

9 ACTION PLAN

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
Modernising Education Board to consider progress against the Estyn Action Plan on a monthly basis.	J Curran, Programme Manager – Reports scheduled for Modernising Education Board for 8/10/2008, 12/11/2008 & 10/12/2008	J. Walley, Head of Policy and Performance – 10/12/2008
To review and report to Cabinet upon the overall progress against the Action Plan as at the end of September 2008	J Curran, Programme Manager - 21/10/2008	J. Walley, Head of Policy and Performance – 21/10/2008

10 RECOMMENDATIONS

That Members note the progress achieved to date by the authority in relation to progressing the recommendations within the Action Plan.

Action Plan in response to Estyn Inspection Report 2007

Position as at 31st July 2008 - Progress against scheduled dates

Recommendation 1

Progress	Risk
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Recommendation 2

Progress	Risk
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Recommendation 3

Progress	Risk
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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	R 3.1 - Linking funding priorities within the education budget more closely into strategic and operational planning processes	AMBER	GREEN
R1.2 - Developing, in partnership with schools, a coherent and specific school improvement strategy sharply focused on the priorities needed to raise performance / R1.7 Determining schools' entitlement to support from the Council according to need, and communicating this clearly to schools	AMBER	GREEN	R2.2 - Creating clearer links between operational, service and corporate priorities	AMBER	GREEN	R3.2 - Prioritising resources according to the needs of children, young people and schools	AMBER	GREEN
R1.2a) - Produce a Council five year Prevention & Inclusion Strategy			R2.3 - Consulting and communicating effectively with schools, parents, pupils and other key partners			R3.3 - Evaluating the impact of the use of resources	AMBER	GREEN
R1.3 - Improving overall attendance figures across the authority	AMBER	AMBER	R2.4 - Influencing schools to work in constructive partnership with officers and elected members on agreed improvement strategies to raise performance	GREEN	AMBER	R3.4 - Completing the work on funding formulae for secondary and special schools and the delegation of resources for SEN and behaviour support	AMBER	AMBER
R1.4 - Reducing permanent and fixed term exclusions / R1.5 - Improving the amount of provision and support for children and young people with social, emotional and behavioural difficulties	AMBER	AMBER	R2.5 - Improving relationships and communication between parts of social and education services to successfully implement the Children Act 2004 / 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	AMBER	GREEN
R1.6 - Rigorously monitoring and challenging the performance of schools through the effective use of data	GREEN	GREEN	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	AMBER	GREEN			

Appendix 2 – Monitoring progress against the Education Services Action Plan – As at 31st July 2008

RECOMMENDATION WORK PLAN: R1.1					
Identifying the reasons why the overall attainment of pupils, particularly at key stage 4, is low and what needs to be done to improve it					
Objectives	Initial Time Scale	Revised Time Scale	Activities Remaining Ref.	Status	Issues / Reason for Delay
Clearly identify barriers to school improvement and put in place strategies to raise the overall attainment of pupils, particularly at KS4	January 2008 Ongoing	November 2008	1.1.4, 1.1.12, 1.1.21, 1.1.22, 1.1.23, 1.1.24	Green	
Agree improvement targets with all schools on the basis of accurate analysis of data and review of improvement plans. Further review the accuracy of target setting as data for 2008 becomes available.	Complete by January 2008	December 2008	1.1.6, 1.6.03	Green	
Focus support on core subjects, literacy & numeracy, teaching & learning and accuracy and effectiveness of assessment	Ongoing	April 2009	1.1.7, 1.1.19, 1.1.20, 1.6.05	Green	
Increase opportunities for young people to engage / achieve through informal / non formal learning in school	January 2008 Ongoing	September 2009	1.1.8, 1.1.9, 1.1.25, 1.1.26, 1.1.27	Amber	Considered amber in respect of "Prepare and submit detailed Convergence funding application"
RECOMMENDATION WORK PLAN: R1.2 / 1.7					
Developing, in partnership with schools, a coherent and specific school improvement strategy sharply focused on the priorities needed to raise performance					
Determining schools' entitlement to support from the Council according to need, and communicating this clearly to schools					
A shared self evaluation framework will be established and levels of support will be allocated according to the category in which a school is placed	January 2008 - Ongoing	December 2008	1.2.03, 1.7.03	Green	
The highest level of support will be directed to schools causing concern with the expectation that cause for concern will be removed within twelve months because of improved performance	January 2008 ongoing	December 2008	1.2.04, 1.2.07, 1.2.10,	Amber	Considered Amber in respect of need to continue support for schools identified as in need of additional support. Review October 2008 for assessment of effectiveness
Support will be focused on improving teaching and learning, assessment, behaviour and attendance	April 2008 ongoing	December 2008	1.7.10 1.7.11	Green	
Develop and implement a policy for schools targeting resources to schools with particular reference to prompt intervention in schools causing concern	April 2008 Ongoing	December 2008	1.7.09	Green	

Appendix 2 – Monitoring progress against the Education Services Action Plan – As at 31st July 2008

Through the partnership model, communicate to schools their entitlement to support which recognises the responsibility of both the Council and schools to achieve improvement in pupils' attainment	May 2008 Ongoing	December 2008	1.7.01, 1.7.06, 1.7.08	Green	
RECOMMENDATION WORK PLAN: R1.3					
Improving overall attendance figures across the authority					
There are effective partnership strategies in place between schools, ESW service and other agencies in order to improve attendance	September 2008	November 2008	1.3.03, 1.3.05, 1.3.09	Amber	Considered amber re school governors appointed in all schools for Attendance. Officers have checked with remaining Primary schools - approximately 20% remain - will be raised during cluster meetings in September
Improved support and reintegration programmes for poor attenders	September 2008	November 2008	1.3.07	Green	
Work with schools through 14-19 Network to develop a more Inclusive Curriculum	September 2009		1.3.08	Green	
RECOMMENDATION WORK PLAN: R1.4/1.5					
Reducing permanent and fixed term exclusions / Improving the amount of provision and support for children and young people with social, emotional and behavioural difficulties					
Establish clear strategy with all schools on interventions to be used to prevent exclusions	February 2008	October 2008	1.4.04, 1.4.07, 1.4.08, 1.4.09	Amber	Discussions to take place at Cluster meetings in autumn term re all schools having designated governor responsible for exclusions. Further discussions to take place to ensure key officers understand the data regarding exclusions across all schools
Re-engaging with young people in danger of disaffection by supporting schools in the development of more inclusive teaching and learning	July 2008		No specific activity from work plan		Need to produce a teaching and learning strategy in partnership with SI
Develop a more inclusive curriculum to facilitate the engagement of young people particularly at KS4	September 2009		1.4.06	Amber	Joint meeting between Senior SI Officer secondary, Senior Education Officer Behaviour & Inclusion and Team Leader ESW Service on 17/7/08 to discuss innovations to curriculum in secondary schools for September 2008. Meeting has led to greater clarity between the two services on how secondary schools are developing a more inclusive curriculum. Decision to pursue further discussion on curriculum with secondary heads in target setting talks scheduled for September.
Increase the support for pupils with BESD to maintain their place in mainstream schools	April 2008		No specific activity from work plan		
Development of on site inclusion centres on sites of 3 high schools	September 2010	July 2011	1.4.05, 1.4.11	Green	

Appendix 2 – Monitoring progress against the Education Services Action Plan – As at 31st July 2008

Improved Capacity within the KS4 PRU to extend the provision offered	August 2009		No specific activity from work plan		
Extend educational entitlement to excluded pupils at KS4	September 2008		No specific activity from work plan		
RECOMMENDATION WORK PLAN: R1.6					
Rigorously monitoring and challenging the performance of schools through the effective use of data					
Improve data analysis supplied to schools to clarify the extent of improvement required to reach challenging targets	January 2008 –			Green	day to day activity to be reviewed
Use data analysis as a sound basis for improvement planning by schools supported by attached school improvement officer	May 2008 Ongoing	October 2008	1.6.02	Green	
School improvement officers monitor the quality of provision, especially in teaching, learning and assessment, which enables learners to achieve their targets	January 2008	December 2008	1.6.05	Green	
Head teachers and governors are supported through training and school visits in interpreting data	March 2008	November 2008	1.6.09	Green	

Appendix 2 – Monitoring progress against the Education Services Action Plan – As at 31st July 2008

RECOMMENDATION WORK PLAN: R2.1					
Identifying clearly and addressing systematically, through robust planning and monitoring, the key strategic priorities needed to improve performance at all levels					
Objectives	Initial Time Scale	Revised Time Scale	Activities Remaining Ref.	Status	Issues / Reason for Delay
Performance Management Framework developed and implemented and performance information is provided that enables challenge and support for improvement	June 2008	December 2008	2.1.13,	Green	
Current practice reviewed and innovative systems introduced to monitor, support, challenge, identify key strategic priorities to improve performance	August 2008	August 2009	2.1.8,	Green	
Challenging core performance indicators set in consultation with schools and regularly reviewed for continual improvement	Ongoing	September 2008	2.1.18	Green	
RECOMMENDATION WORK PLAN: R2.2					
Creating clearer links between operational, service and corporate priorities					
Clear priorities are identified for education by working with schools, pupils, governors, councillors, officers and key stakeholders	March 2008	September 2008	2.2.2	Green	
School development plans and directorate service plans are aligned and there is consistency of service plans across the Directorate	September 2008	September 2008	2.2.5, 2.2.6, 2.2.7	Amber	Summary produced of Directorate Plan, more detailed directorate and service plans to be produced by end of September
Operational plans align to Children & Young People's Single Plan and the Community Strategy	March 2008	April 2009	2.2.8	Green	
Performance appraisals include objectives that support priorities for education	Ongoing	March 2009	2.2.10	Green	
RECOMMENDATION WORK PLAN: R2.4					
Influencing schools to work in constructive partnership with officers and elected members on agreed improvement strategies to raise performance					
Elected members take a key role in challenge and scrutiny for schools and council services to raise performance	Ongoing from December 2007	November 2008	2.4.3, 2.4.9, 2.4.10	Green	
Schools are closely and consistently involved in the commissioning of support to promote curriculum development across all phases	January 2008			Green	
Governors engaged in effective challenge and use of data for continual school improvement	New Objective	December 2008	2.4.6, 2.4.7	Green	

Appendix 2 – Monitoring progress against the Education Services Action Plan – As at 31st July 2008

RECOMMENDATION WORK PLAN: R2.5/2.5a					
Improving relationships and communication between parts of social and education services to successfully implement the Children Act 2004					
Develop and implement Community Focused Schools and Integrated Support Strategy to deliver holistic support to children, young people and families within their community					
Effective joint planning between social services and education services, including schools, in developing the Single Plan	January 2008	September 2008	2.5.1, 2.5.2, 2.5.3, 2.5.4, 2.5.5	Amber	Delay in the NHS Trust agreeing plan
Strategic aims and objectives of single plan reflect education and social services targets and outcomes	June 2008	December 2008	2.5.32, 2.5.33, 2.5.34, 2.5.35, 2.5.37, 2.5.49, 2.5.56, 2.5.57	Amber	Amber re 1. Childcare Strategy completed - Audit in progress with an agreed completion date and report to be forwarded to CYPSP manager for inclusion as appendix to Single Plan 2. Draft Monitoring and Review Framework considered by CYPSP/YPP 10/7/08. Framework will be agreed by CYPSP in October 08 to enable monitor and review of progress
Single Plan published and implemented through service operational plans highlighting integrated delivery	October 2008	October 2008	2.5.65, 66, 69, 71, 72, 73, 74	Amber	NHS Trust merger – unable to secure details of signing off plan. Hope to clarify by end of August
Community Focused Schools & Integrated Support Strategy, agreed by Schools, Education and Social Services in place	February 2008		No specific activity in work plan		
CFS and Integrated Support objectives utilised as part of challenge and support criteria with schools	December 2008 Ongoing	December 2008	2.5a.20, 2.5a.23, 2.5a.24	Green	Progress dependent on development of other strategies and SSMG
Full Service Schools (or Federation of full service schools) identified and Operational	August 2010	August 2012	2.5a.26, 2.5a.27	Green	
RECOMMENDATION WORK PLAN: R2.6					
Using the scrutiny function to establish clear accountability and challenge robustly officers, members and services who are accountable for raising standards and improving the quality of provision					
Schools Standards Monitoring Group set up to challenge schools performance	December 2007	October 2008	2.6.13	Amber	To date, issues of confidentiality have prevented the Committee from obtaining sufficient evidence of SSMG activities to judge its effectiveness
Training and development for councillors and scrutiny members to clearly establish their role in raising standards and improving provision	January 2008 Ongoing	October 2008	2.6.7	Green	
Scrutiny role developed to provide robust challenge and support to schools and Council services	April 2008 Ongoing	December 2008	2.6.3, 2.6.4, 2.6.9, 2.6.10, 2.6.15, 2.6.17,	Green	

Appendix 2 – Monitoring progress against the Education Services Action Plan – As at 31st July 2008

RECOMMENDATION WORK PLAN: R3.1 & R3.2					
Linking funding priorities within the education budget more closely into strategic and operational planning processes					
Prioritise resources according to the needs of children, young people and schools					
Objectives	Initial Time Scale	Revised Time Scale	Activities Remaining Ref.	Status	Issues / Reason for Delay
Budgets are reviewed and realigned to priorities	April 2008	August 2008	3.1.5	Green	
Medium term financial planning strategy linked to strategic priorities	August 2008	April 2009	3.1.21, 3.1.22, 3.1.23, 3.1.25, 3.1.26	Green	
Support services are delivered in the most cost effective way	May 2009	April 2009	3.1.6-8, 3.1.10, 3.1.30, 31, 32, 34, 35, 36, 37, 38, 39, 40, 41	Amber	Potential delay re ascertain whether the current services are effective and meet the needs of schools to deliver teaching and learning fit for today's requirements. Ascertain whether it is still appropriate to provide the service or whether it could be carried out in another way e.g. via new technology, capital investment etc. Schools have asked for workshops to be set up and since their availability may be limited following return to school after the summer holidays, all workshops may not be able to take place in September.
RECOMMENDATION WORK PLAN: R3.3					
Evaluating the impact of the use of resources					
Capital and Revenue business case forms and training are developed and rolled out to schools	January 2008				Activity to be reviewed
Framework in place for reporting the outcomes of funding decisions	June 2008				Activity to be reviewed
Methodology in place to challenge and review all funding linked to pupil attainment over a three year period (phased in stages)	June 2008	December 2008	R3.3.8, 3.3.9, 3.3.12	Amber	Amber re - Ensure that grant funding is drawn down and maximised to help improve standards. Ensure that grant conditions are known in advance and a plan is in place on how to spend the funding within the relevant timescale. Have contingency plans in place where grant funding cannot be defrayed within the timescale for alternative uses Grants register and the associated conditions of the grants are currently being compiled. This will assist this task and there is no evidence to suggest it will be delayed. However not all grants will be known about (and may never be due to the amount of research that needs to take place)

Appendix 2 – Monitoring progress against the Education Services Action Plan – As at 31st July 2008

					Agreement that all future grant applications will need to be considered by Directorate Management Team to ensure that all revenue implications had been considered and that a clear exit strategy was in place for the end of the funding period
RECOMMENDATION WORK PLAN: R3.4 - Completing the work on funding formulae for secondary and special schools and the delegation of resources for SEN and behaviour support					
Implement revised funding formula for special schools	April 2009	April 2010	3.4.10-16	Green	
Implement, following agreement with schools, revised SEN delegation	April 2009	April 2009	3.4.27, 28, 29, 30	Amber	Amber re Consider implications of moderated assessments Further work identified at meeting held on 8th July. A comparison of the 2008-09 forecast is being done over the summer for a more accurate picture. Forecast has been compiled and discussions are taking place with schools as how this will be managed. May need to be agreed at next meeting which may not be until September after schools return
RECOMMENDATION WORK PLAN: R3.5 - Working openly with schools to improve their understanding of funding decisions and processes					
Finance training programme implemented (In conjunction with wider training programme)	March 2008 and ongoing	December 2008	3.5.5, 3.5.6, 3.5.12-14	Green	
Schools and other key stakeholders fully engaged in financial planning and budget process	September 2008	September 2009	3.5.7, 3.5.15, 3.5.16, 17, 18, 19, 20, 21,22	Amber	Amber re Ensure finance is included within the schools self evaluation framework to ensure synergies and cross cutting threads e.g. CRSA This task may not be applicable as the previous self assessment framework is no longer used in Education. Discussions will take place with Education as to whether there is another framework this can be built into, otherwise the task will be recommended to be deleted

Appendix 3 - Key Performance Indicators:

ATTAINMENT	Target by:						
	Current Baseline 2006/07	Aug 08 Target	Aug 08 (Provisional *)	Aug 09	Aug 10	Aug 11	Aug 12
In three years time, end of key stage results, especially at KS4, will place the Local Authority 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. In setting the targets, account has been taken of the schools' aggregated targets, FFT data and Denbighshire's ranking in the family group and national benchmark data. When further performance data is available in September 2008 the targets will be reviewed and adjusted appropriately.							
Percentage of KS1 pupils achieving the Core Subject Indicator (CSI)	80.7%	81.7%	80.4%	82.7%	83.7%	review in 2009	review in 2009
Percentage of KS2 pupils achieving the Core Subject Indicator (CSI)	73.2%	74.2%	76.5%	75.2%	76.2%	review in 2009	review in 2009
Percentage of KS3 pupils achieving the Core Subject Indicator (CSI)	57.4%	58.4%	59.4%	59.4%	60.4%	review in 2009	review in 2009
Percentage of KS4 pupils achieving the Core Subject Indicator (CSI)	34.4%	37%	Analysis Ongoing	39%	41.3%	review in 2009	review in 2009
Percentage of KS4 pupils achieving 5A* to C	47.1%	49%	52.25%*	51%	54.1%	review in 2009	review in 2009
ATTENDANCE AND EXCLUSION:	Current Baseline 2005/06	Target by:					
		Aug 08 Target	Aug 08 (Provisional)	Aug 09	Aug 10	Aug 11	Aug 12
Primary attendance 2006/2007	92.3%	93.3%	94.1%**	93.5%	Review in 2008/09		
Secondary attendance 2006/2007	89.9%	91%	91.13%***	91.5%	92%	Review in 2009/10	
Reduction in number of days lost to fixed term exclusions based on WAG data 2005-06 (2006-2007 data not available)	3.5	3.0	Analysis Ongoing	2.5	Review in 2008/09		
Reduction in number of permanent exclusions based on WAG data 2006-2007	12	10	6****	9	Review in 2008/09		

* Current figure is based on internal analysis and is likely to be subject to change. The Provisional Statistical Release for GCSE and A-Level Results will be available in September. This release will contain provisional results for all authorities in Wales and include Wales average figures. The Official Statistical Release will follow in November

**Current figure is based on returns to the Assembly for the period September to May. The Official Statistical Release will follow in October

*** Current figures is based on initial analysis and do not include the last week of 07/08 summer term. Returns will be made to the Assembly in September and the official statistical release will follow in February 2009.

**** Current figure is based on initial analysis. The final returns will be made to the Assembly in January 2009.

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR M M JONES, LEAD MEMBER FOR CHILDREN'S SERVICES

DATE: 9th SEPTEMBER 2008

SUBJECT: YOUTH JUSTICE PLAN 2008/2009

The Youth Justice Plan is a plan which requires full Council approval. The report informs Council via Cabinet of the background, purpose and intentions of the Youth Justice Plan and provides the final draft intended for submission to the Youth Justice Board and its subsequent publication and distribution.

1. DECISION SOUGHT

That members recommend adoption of the Conwy/Denbighshire Youth Justice Plan for 2008 / 2009 to council.

2 REASON FOR SEEKING DECISION

2.1 Back ground

2.1.1 The Youth Justice Board (YJB) oversees the youth justice system in England and Wales and works to prevent offending and re-offending by children and young people under the age of 18.

2.1.2 The YJB is required to monitor and report on the performance of the youth justice system to the Home Secretary. It does this through Youth Justice Plans submitted annually by each Youth Offending Team (YOT) and through the collection of performance data. Regional Teams of the YJB receive submission of the Youth Justice Plan.

2.1.3. Conwy/Denbighshire Youth Justice Service (YJS) has published Youth Offending Plans since 2001. This is the 8th plan to be published within the local area.

2.1.4. In late 2007 and during the first 4 months of 2008 the Youth Justice Board reviewed the whole performance framework and radically revised the youth justice planning guidance. The new framework reflects the new streamlined and simplified performance framework.

2.1.5. This led to severe delay in the YJB issuing the new revised Youth Justice Planning template and the completion guidance required by YOT's in order for a plan to be developed and written. Guidance was finally received on 14th May 2008 at which point it was possible to begin actively developing the plan in consultation with YOT staff members and key partners (an inclusive process of developing the plan through consultation and involvement of staff and partners being a clear expectation under the new arrangements). The template for submission of the plan was received on 14th June 2008.

2.1.6. The plan was submitted to the Youth Justice Board on the 11th August 2008 for validation by 27th October 2008. The YJB will be informed of the need for full council approval in September 2008 and any changes submitted during the time slot above.

2.1.7. The new Youth Justice Planning Framework requires YOT's to make a self-assessment of effectiveness in achieving the principle aim of the youth justice system which is to *prevent offending by children and young persons*. YOT's are required to report on the outcomes they achieve in their local areas and the framework emphasis's the 'story of place' as being important in planning and delivering services that meet local need and address local problems.

2.2 **Current Situation Key Improvers and Success in 2007/08**

2.2.1 The Locality that the YJS operates within and that has been developed over the past 8 years builds upon the strengths of each of the partner agencies that are part of Conwy & Denbighshire.

The YJS in Conwy & Denbighshire remains located at the interface between the Community Safety and children's and young people's agendas, and is structurally well placed to respond to developments over the next 2 years.

2.2.2 Strategically, and in a range of operational linkages, the Community safety and Children and Families agendas operate in a parallel way for the YJS. There is some dissonance, in terms of overall objectives relevant to crime and anti-social behaviour, with those objectives concerned with the health and economic well-being of Conwy & Denbighshire citizens;

2.2.3 In Conwy & Denbighshire, the YJS is based within children and families services and is geographically located in Colwyn Bay. The YJS works collaboratively with colleagues in Social Care, Education and other Young People's services.

2.2.4 The YJS also forms part of the Community Safety partnership, which is the strategic body responsible for the management of the community safety and substance misuse drugs agenda in Conwy & Denbighshire. It consists of representatives from Police, Probation, YJS and Health; and has a number of Key priority areas. One of these relates to youth crime prevention and Anti social behaviour and the YJS priorities link to this priority area.

2.2.5

- Significant overall performance improvement on 2006/7 to an overall performance of level 3 (level 5 being the highest)
- Improvements in Key Performance Indicators (KPIs), National Standards Compliance remains at level 5
- KPI performance higher than the regional average. Particular success in:
 - reduction of first time offenders into the Criminal Justice System
 - reduction in custodial sentences
 - an increase in restorative processes delivered and victim satisfaction in relation to these process

- improved assessment times for young people identified with acute mental health needs
- improved intervention times for young people with identified substance misuse problems
- Strong youth crime prevention and anti social behaviour strategies, which have involved all partner agencies
- Focused and effective partnership work with local youth services, Social care services, Schools, Anti Social Behaviour Unit and police
- Successful identification of children and young people at risk of offending through a variety of panels and referral processes, and focused work with individual young people through PAD, and related programmes.
- All relevant victims are offered the chance to attend restorative justice meetings, or have the Victim Liaison Worker represent their views, and satisfaction has been expressed by 100% of victims who have taken up the offer.

2.3 Key Priorities and Objectives for 08/09

2.3.1 The YOT Management Board has agreed targets for the tackling of Youth Crime within Conwy & Denbighshire for 2008-9. These are:

Early Intervention – Integrate services targeting those at greatest risk to reduce the likelihood and incidence of young people reaching the criminal justice system.

First Time Entrants - Reduce the number of first-time entrants (FTEs) to Conwy & Denbighshire YJS by a further 5% by March 2009, compared to the 2005/06 baseline.

Re-offending – Reduce the rate of proven re-offending by young people, based on the January – March 2008 cohort

2.3.2 The agreed objectives for 2008-11 are:

- Increase use of partnerships and community agencies to identify problem areas and potential solutions, in order to focus youth crime prevention activities where they are most likely to have a direct impact.
- Invest in the training and support of volunteers including mentors from local communities and given the geography of Conwy & Denbighshire draw from as wide an area as possible.
- Increase involvement with education providers, in particular services for excluded young people, developing a programme of work with the PRU and the VALI project.
- Further develop young people's participation across both counties, so that they are actively involved in both identifying the issues and areas of concern to them and creating the solutions.
- Establish a forum, chaired by the YJS Manager, to develop and monitor an Action Plan to ensure that all the YJS policies, practices and procedures are

suitable and effective in meeting the needs of young people from diverse communities.

- Integrate assessments of young people to better identify who is at greatest risk of re-offending, so that interventions can be targeted. With the development of the scaled approach and YRO the effective assessment and identification of Risk in a consistent manner will be central to delivering effective interventions.
- Increase the range of resources available to the YJS which can enable and promote positive activities leading to positive outcomes for young people
- Embed partnership initiatives to tackle recidivism among young people, in collaboration with the Local Safeguarding Board and schools.

2.3.3 These priorities have been reaffirmed by the YOT Management Board, and the Children and Young People Strategic Partnership through its Chair, the Director of Children's Services. The YOT Management Board through 2007/8 have continued to review the most recent performance figures and have provided feedback to the YJS Manager on the priorities. In 2007-8 these have included remanded management and ETE. Progress has been recognised, in particular the success of the prevention agenda, which has resulted in an increase in the awareness of the staff team of forthcoming changes to the delivery of youth justice services. This has proved to be a catalyst to improving the YOT's performance and as a catalyst for preparing for YRO's and the scaled approach.

2.4 Key Challenges

- Ongoing difficulty in finding attractive alternative provision for young people out of mainstream education, training or employment.
- The changes in the Guidance for Prevent and Deter make it less likely that partner agencies will continue to own the process of identification of suitable young people and therefore there is a significant risk that their active involvement in providing solutions may be limited.
- Recruiting and selecting an appropriate pool of mentors and volunteers from local communities and establishing better links with the local youth forums so that they can help shape the design and content of prevention services.

3 POWER TO MAKE THE DECISION

The Crime & Disorder Act Section 38 (4) 1998.

4 RESOURCE IMPLICATIONS

4.1 Cost Implications:

Conwy/Denbighshire Youth Justice Service has a complex budget structure made up of partner agency cash and in-kind financial contributions, core government funding from the YJB for England and Wales and a range of time limited funding. The Youth Justice Plan is funded from the YJS core budget. The costs of implementing the Plan can be

contained within the funding streams available. Conwy hold the financial control for the partnership. Please see financial breakdown in B2 of the Youth Justice Plan.

4.2 Staffing / Accommodation Implications:

No suggested changes to the staff structure or accommodation of the service for the year 08/09.

4.3 IT Implications:

Any changes that are required for IT are done in full consultation with the IT department, however to date there are no planned changes around the IT requirements for the service.

5 RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendation/s

This would result in a breach of the Council's Constitution of having a statutory Youth Justice Plan in place thus the YJB would not release the funding for the service having a negative impact on local youth justice planning.

5.2 Risks associated with agreeing the recommendation/s

Please see the detailed risk assessments action points throughout the Youth Justice plan.

6 FINANCIAL CONTROLLER STATEMENT

The funding arrangements for the youth justice service are complex and it is important that the Plan is monitored closely to ensure that the outcomes listed can be achieved without increasing the cost of the service.

7 CONSULTATION CARRIED OUT

The YOS Board, YOS Strategic Managers, YOS Operational Managers and Community Safety Team have been consulted on the plan and have provided input accordingly. Once Cabinet has agreed its content it can go out in the public domain.

8 IMPLICATIONS

8.1 Assessment of Impact on Corporate Priorities:

The plan contributes to the vision for children and young people in Denbighshire set out in the Children and Young People Single Plan, where children and young people are empowered and supported to develop to their full potential and have the life skills and opportunities to play an active part in society. The plan also supports a vision for community safety where local people live in a safe, fear-free and tolerant community.

8.2 Assessment of impact on the Vision, Community Strategy, Equalities and Sustainability:

The needs of Welsh and black and minority ethnic young people and those from faith groups have been considered as part of the plan.

The work of the YJS as set out in the Youth Justice Plan makes a significant contribution to reducing crime and disorder by young people in Denbighshire.

The sustainability of this plan is subject to resource allocations received by the service from a number of sources. For this reason the plan is reviewed on an annual basis.

Human Rights Implications – are in accordance with the Crime and Disorder Act 1998.

Ward Implications – The Youth Justice Plan affects all Wards.

9 ACTION PLAN

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
Plan submitted to YJB	August 11th 2008– Strategic YJS Manager	
Plan circulated to Board members	August 22nd	
Outline of Plan to Cabinet	September 9th	
Any changes made and submitted to YJB	Strategic YJS Manager	
YJB visit to ratify and sign off.	October 27th – YJB/Strategic Manager	

10 RECOMMENDATIONS

That Cabinet recommends adoption of the Conwy/Denbighshire Youth Justice Plan to Council.

Youth Justice Plan Cymru - 2008/09

Conwy & Denbighshire Youth Justice Service

11/08/08

SECTION A – THE NATIONAL AND LOCAL CONTEXT OF YOUTH JUSTICE

A1 What are the strategic aims and priorities of the youth justice system in England and Wales?

The Youth Justice Board for England and Wales (YJB) is a non-departmental public body created by the Crime and Disorder Act 1998. We oversee the youth justice system in England and Wales. We work to prevent offending and reoffending by children and young people under the age of 18, and to ensure that custody for them is safe, secure, and addresses the causes of their offending behaviour.

The 2008-11 strategic aims of the YJB are to:

- prevent offending
- reduce reoffending
- ensure the safe and effective use of custody
- increase victim and public confidence.

The Youth Justice Plan Cymru describes how local youth justice services operate, the challenges that they face and their plans to overcome potential risks to future delivery. In order to deliver youth justice outcomes youth offending teams must function effectively in two key sectors: criminal justice and services for children and young people. They should be closely aligned and engaged with Children and Young People's Partnerships and Community Safety Partnerships. In Wales, this means that YOTs operate in an environment that is governed by both devolved and reserved lines of accountability to both the UK and the Welsh Assembly Government. For this reason, the YJB works with the devolved administration to ensure that its monitoring and practice improvement activity is appropriate to the delivery of children's services in Wales.

The 2008-10 priorities for the YJB in Wales are:

- contributing to a joint review of the delivery of the All Wales Youth Offending Strategy, in partnership with the Welsh Assembly Government
- developing a Practice Improvement and Monitoring Model for youth offending teams in Wales, including a set of devolved performance measures.

A2 What are the strategic aims and priorities of the local youth justice system?

The Locality that the YOT operates within and that has been developed over the past 8 years builds upon the strengths of each of the partner agencies that are part of Conwy & Denbighshire.

The YOT in Conwy & Denbighshire remains located at the interface between the Community Safety and children's and young peoples agendas, and is structurally well placed to respond to developments over the next 2 years.

Strategically, and in a range of operational linkages, the Community safety and Children and Families agendas operate in a parallel way for the YOT. There is some dissonance, in terms of overall objectives relevant to crime and anti-social behaviour, with those objectives concerned with the health and economic well-being of Conwy & Denbighshire citizens;

In Conwy & Denbighshire, the Youth Offending Team is based within children and families services and is geographically located in Colwyn Bay. The YOT works collaboratively with colleagues in Social Care, Education and other Young People's services.

The YOT also forms part of the Community Safety partnership, which is the strategic body responsible for the management of the community safety and substance misuse drugs agenda in Conwy & Denbighshire. It consists of representatives from Police, Probation, YOT and Health; and has a number of Key priority areas. One of these relates to youth crime prevention and Anti social behaviour and the YOT priorities link to this priority area.

The YOT Management Board has agreed targets for the tackling of Youth Crime within Conwy & Denbighshire for 2008-9. These are:

Early Intervention – Integrate services targeting those at greatest risk to reduce the likelihood and incidence of young people reaching the criminal justice system.

First Time Entrants - Reduce the number of first-time entrants (FTEs) to Conwy & Denbighshire YOT by a further 5% by March 2009, compared to the 2005/06 baseline.

Re-offending – Reduce the rate of proven re-offending by young people, based on the January – March 2008 cohort

The agreed objectives for 2008-11 are:

1. Increase use of partnerships and community agencies to identify problem areas and potential solutions, in order to focus youth crime prevention activities where they are most likely to have a direct impact
2. Invest in the training and support of volunteers including mentors from local communities and give the geography of Conwy & Denbighshire draw from as wide an area as possible. ,
3. Increase involvement with education providers, in particular services for excluded young people, developing a programme of work with the PRU and the VALI project
4. Further develop young people's participation across the borough, so that they are actively involved in both identifying the issues and areas of concern to them and creating the solutions
5. Establish a forum , chaired by the YOT Manager, to develop and monitor an Action Plan to ensure that all the Yot policies, Practices

and procedures are suitable and effective in meeting the needs of young people from diverse communities .

6. Integrate assessments of young people to better identify who is at greatest risk of reoffending, so that interventions can be targeted. With the development of the scaled approach and YRO the effective assessment and identification of Risk in a consistent manner will be central to delivering effective interventions.

7. Increase the range of resources available to the YOT which can enable and promote positive activities leading to positive outcomes for young people

8. Embed partnership initiatives to tackle recidivism among young people, in collaboration with the Local Safeguarding Board and schools.

These priorities have been reaffirmed by the YOT Management Board, and the Children and Young People Strategic Partnership through its Chair, the Director of Children's Services. The YOT Management Board through 2007 / 8 have continued to review the most recent performance figures and have provided feedback to the YOT Manager on the priorities. In 2007-8 these have included remanded management and ETE. Progress has been recognised, in particular the success of the prevention agenda, which has resulted in an increase in the awareness of the staff team of forthcoming changes to the delivery of youth justice services . This has proved to be a catalyst to improving the YOT's performance and as a catalyst for preparing for YRO's and the scaled approach.

Key Improvers and Success in 2007-8

- Significant overall performance improvement on 2006/7 to an overall performance of level 3 (level 5 being the highest)
- Improvements in Key Performance Indicators (KPIs), National Standards Compliance remains at level 5
- KPI performance higher than the regional average. Particular success in:
 - reduction of first time offenders into the criminal justice system
 - reduction in custodial sentences
 - an increase in restorative processes delivered and victim satisfaction in relation to these process
 - improved assessment times for young people identified with acute mental health needs
 - improved intervention times for young people with identified substance misuse problems
- Strong youth crime prevention and anti social behaviour strategies, which have involved all partner agencies
- Focused and effective partnership work with local youth services, Social care services, Schools, Anti Social Behaviour Unit and police
- Successful identification of children and young people at risk of offending through a variety of panels and referral processes, and focused work with individual young people through PAD, and related programmes.
- All relevant victims are offered the chance to attend restorative justice meetings, or have the Victim Liaison Worker represent their views, and satisfaction has been expressed by 100% of victims who have taken up the offer.

Key Challenges

- Ongoing difficulty in finding attractive alternative provision for young people out of mainstream education, training or employment.
- The changes in the Guidance for Prevent and Deter make it less likely that partner agencies will continue to own the process of identification of suitable young people and therefore there is a significant risk that their active involvement in providing solutions may be limited.
- Recruiting and selecting an appropriate pool of mentors and volunteers from local communities and establishing better links with the local youth forums so that they can help shape the design and content of prevention services.

CTION B - USE OF RESOURCES AND VALUE FOR MONEY

B1 Assess the extent to which the YOT's financial, staff, programme and ICT resources have been used to deliver quality youth justice services.

Staffing

Over the Past 8 years the YOT has benefited from a consistent level of Staffing. This consistency has enabled the YOT to invest in the training and development of its workforce. Key to this has been the staff supervision and development plans linked to the YOTs own training plan. All Staff have completed their PCEP and diversity awareness training has been identified for 2008 which will ensure staff are suitably prepared to meet the demands of the changing demographics within Conwy & Denbighshire . The Staff in the YOT continue to attend identified training. The low use of agency staff is a further reflection of the effectiveness of the workforce development strategy.

ICT

The YOT benefits from access to the Police, SSD, and where necessary information from the LHB's databases. This ensures that the partnership and joint up approach to service delivery and planning is maintained. The Conwy-Denbighshire Youth Justice Service have now moved over to the Web Based Careworks system, this was scheduled to be implemented in January 2007, however, this was moved to July 2007. There were quite a few problems that surfaced from the change over but now these are being ironed out.

All staff within the Conwy-Denbighshire Youth Offending Team has undertaken the required training on the new system, and basic training will be ongoing delivered by the business support manager. The Careworks system is not Fully understood by all staff and whilst the YOT is not yet fully paperless the level and quality of the information inputted into Careworks remains a challenge and a key area to tackle over the next 12 months.

The YJS currently utilise:

- Xhibit – database of Crown court results
- Secure e-mail breaches from Serco

This area of work will continue to be developed over the coming year allowing the use of IT to become routines and building upon existing quality systems.

Financial

The YJ Plan for 2007 /8 set out the financial arrangements for the YOT and this settlement has enabled the YOT to maintain its current level of operation . The YOT Management Board has recognised the need for continued levels of financial support to the YOT and have agreed to maintain the same level of funding to the YOT for 2008/ 2009. This is very welcome and enables

the Yot to maintain some of its key activities in the area of prevention. The Yot plans to build upon the work in this area and identify further community based partners who will work with the YOT to maximise the effectiveness and impact of the financial investment of the Yot in prevention. The YOT has been committed to making the best use of available internal and external funding. Wherever possible the YOT has bid for external funding but the borough does not meet the criteria for the majority of grants, and no significant funding has yet been achieved.

Programs

The YOT staff use a range of bespoke programs and interventions to engage young people. It is still however not consistently clear whether the success of any reduction in offending is down to the program or down to the expertise of the members of staff [or even a combination of the two] .

During 2008 the YOT will seek to pilot an accredited offending behaviour program called jigsaw and evaluate its usefulness.

North Wales Youth Fishing Project - Conwy and Denbighshire

Conwy and Denbighshire Youth Justice Service have in partnership with the Environment Agency and National Federation of Anglers set up a youth fishing project which aims to divert young people from potentially becoming involved in anti – social behaviour or criminal activity and provide them with a constructive and positive way to spend their time. Respect is at the centre of the work carried out, participants will gain more respect for themselves, local wildlife and the environment this will then hopefully translate into improved actions and behaviours in their everyday lives.

Project Aims:

To use the sport of angling to create alternative activities for young people at risk from crime, substance misuse, educational exclusion, poor health and other forms of social exclusion.

To reduce offending and other forms of anti social behaviour.

To raise awareness amongst young people that there are alternatives to crime and anti social behaviour.

To develop prosocial relationships.

To improve educational outcomes by reducing truancy and exclusions.

To encourage long term participation in angling.

Conwy & Denbighshire YOT is one of the smallest YOTs in Wales and Wales in terms of its financial and staff resources but one of the largest when its geography is taken into account this poses significant challenges to delivering the service. However, strong management has resulted in a balanced budget, the maximisation of available staff resources and improved performance over 2007-8.

The ISSP programme has met all its targets for 2007-8 as have the Prevention Programmes (YIP/PAD and Parenting). All three of these programmes have provided real value for money services, which have impacted significantly on reducing first time entrants and preventing re-offending.

During 2008/09 Conwy & Denbighshire YOT will need to develop more effective systems of managing careworks and other IT developments given the impact of the YRO and the need to respond to courts with information on the day of sentencing .

B2 Identify risks to future use of resources and value for money and plans to overcome the risks

The resources allocated to the Yot are a culmination of deliberations and agreements between the agencies that consist of the YOT management Board. These arrangements bring many strengths in financial planning e.g. shared contributions for funding the YOT [rather than one agency having to find the full amount] but each of these agencies have differing priorities and also differing pressures on their budgets. The key risk is ensuring that Agencies understand and agree to their responsibilities particularly under section 17 of the CDA 1998 and do not see the move towards children and Young peoples partnerships as an opportunity to shift responsibility increasingly to one agency. The Conwy & Denbighshire YOT will through 2008 / 2009 provide the YOT Management Board with more detailed information on How their particular agency as part of the YOT are contributing directly to the reduction in Youth Offending. The YOT also plans to give a 6 monthly report to the Yot Management Board of the unit costs of its interventions and compare this to the costs of custody and the costs of each offence to the community . By producing this information the Board will be able to measure the value for money of the YOTs interventions.

There is little doubt that, while YOT representation is critical on the groups noted above, attendance is difficult given the YOT Management structure. As a result, attempts to rationalise and prioritise attendance are being worked on within the team and rationalisation is occurring.

The majority of YOT staff are employed by Conwy Local authority. The YOT is well placed to promote the needs of young offenders, and to contribute, within the constraints of the core Court-directed business and YJB National Standards, to delivery of service targeted at particular local crime and anti-social behaviour priorities.

Relevant objectives and targets are largely aligned, the linkages exist at strategic, tactical and operational levels between relevant agencies and the YOT, and the quantity and variety of resources around protective factors relevant to children who offend has increased. There are some weaknesses identified within the detail of the delivery plan but overall the local planning environment supports the YOT and its aspirations to both reduce offending and to improve the lives of the young people supervised by the YOT.

Finance

1. Increasing costs of ICT upgrades and developments
2. Failure to attract any additional funding in 2008-9
3. The impending Job evaluation in Conwy

Staffing

1. Retention of staff may become an issue as more experienced staff seek to move on to more senior posts outside Conwy & Denbighshire (also see section D: Business Change and Innovation – Workforce Development)

Identify plans to overcome the risks to future use of resources and value for money

Risk	Action	Success Criteria	Owner	Deadline
Partner Agencies due to budget pressures withdraw staff	Give detailed report to the YOT Management Board on how their individual members of staff contribute to reducing youth crime	Greater congruence between what the agency does within the YOT and ownership of the YOT by the Management Board via a revised MOU.	YOT Manager and SSD business manager	Dec 2008
Increasing costs of ICT upgrades and developments	Ensure that ICT resources are fully utilised to provide value for money and have a proportionate effect on reducing other costs e.g. mileage, postage, and staff time.	New developments fully implemented in 2008-9.	YOT Manager	April 2009
Staff retention	Seek to develop workforce development strategy in partnership with Local Authority and YJB	Staff development improved and retention maintained.	YOT Manager	March 2009
Conwy's Job evaluation	Ensure all jobs in the YOT have gone through evaluation process	That all posts in the YOT sit in a family that demonstrates the function they carry out.	YOT Manager	October 2009

B3 YJB risk to future delivery assessment comments

B4 youth offending team budget sources for the financial year 2008/09				
Agency	Staffing Costs	Payments in Kind	Other Delegated Funds	Total
Police	103,000		10,000	113,000
Probation	50,000		9000	59,000
Health	36,000		15,000	51,000
Local Authority	328,000		120,000	448,000
YJB			415,283	415,283
Safer Communities Fund			129,626	129,626
Other WAG			15,000	15,000
Other			15,000	15,000
Total				1245909

B5 Services planned for the financial year 2008/09		
Core Activity	Total Budget (£)	Any Comments
Preventive services	382,126	This pays for YIP, cymorth splash, YISP's/PAD, Accommodation, emotional health and well being and, parenting.
PACE	13,062	
Pre-Court	113,000	
Remand	209,000	
Court	114,217	
Community	310504	
Custody	89,000	
Other	15,000	KYPE Money to be spent on Partnership between Youth service on the VALI project

B6 Probation Contributions					
Cash Contribution	Payments in kind 1 excluding staff		Payments in kind 2 staffing		TOTAL (£)
	Item	Cash Value (£)	Grade and Number	Cash Value (£) including on costs	
19630	0	0	Main grade point 34 one officer	39,370	59,000

B7 Staff in the youth offending team (by headcount)												
	Strategic Manager		Operations Manager		Practitioner		Administration		Sessional	Student	Volunteer	Total
	PT	FT	PT	FT	PT	FT	PT	FT				
Permanent		1		1		7	1	3	6			19
Fixed Term					2	4						6
Outsourced												0
Temporary											19	19
Vacant						3						3
Social Services						6						6
Police						1						1
Health					1	1						2
Education						1						1
Probation						1						1
Other												
TOTAL												58

B8 Staff in the youth offending team by gender and ethnicity based on census 2001 categories

	Strategic Manager		Operations Manager		Practitioner		Administration		Sessional		Student		Volunteer		Total	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
White British		1		1	8	16	0	4	1	5	0	0	5	13	14	40
White Irish																
Other white																
White and Black Caribbean																
White and Black African																
White and Asian																
Other Mixed																
Indian																
Pakistani																
Bangladeshi																
Other Asian													1		1	
Caribbean																
African																
Other Black																
Chinese																

Other ethnic group																
Not given																
Total		1		1	8	16	0	4	1	5	0	0	6	13	14	40
Welsh Speakers					2	2		2					2	6	4	10

SECTION C1 – FIRST-TIME ENTRANTS

C1.1 Assess the extent to which the YOT partnership has contributed to reducing first-time entrants into the youth justice system and reducing any disproportionality with reference to diversity

The Yot In Conwy & Denbighshire continues to build upon and develop effective partnerships both with statutory providers and with community organisations. The strategic approach that the Yot has adopted to partnership working is built upon the principles of

1. enabling and empowerment of communities
2. effective engagement of offenders
3. Identification of and early intervention with at risk young people.

During 2005 - 2007 the YOT devoted a great deal of its time and effort developing a range of interventions [including YIP & PAD whose aims were to identify and reduce the numbers of those young people who returned to the attention of the YOT following an initial intervention. The figures from the YOT returns and from the audit of the YOT Caseload would indicate some significant success in diverting young people into a range of mainstream support services [including youth services].

Prevent and Deter

The Prevent and Deter team sits within the Youth Justice Service with the objective to stop people (overwhelmingly young people) engaging in offending behaviours and graduating into prolific offenders.

It consists of a Prevention Co-ordinator and two prevention officers which carry out specific interventions with young people and parent/carers to reduce problematic behaviour and improve life choices. These interventions are agreed by a multi-agency panel which include representatives from core agencies; Social Services, Police, Education/ETE Provider, Youth Service, Health, Housing, YJS and any other Voluntary or Community group as necessary.

The objective is achieved through effective partnership working and appropriately targeted Youth Justice interventions, supported by community-

based interventions to tackle the risk factors that may drive the offending behaviour and enhance the protective factors.

The Prevention Co-ordinator came into post in March 2007 and has made considerable links with partner agencies to develop and improve the referral process and reduce the reactive interventions that were in place and focus upon proactive interventions. The team also provide support and guidance to those referring bodies that are concerned about young people who are too young to receive the support of PAD, and therefore improving the sharing of information and skills.

There has been a continuous effective consultation between the ASB Unit and Officers in both Conwy and Denbighshire and the prevention co-ordinator; which has increased the use of ABC's as the first point of call before applications for ASBO/CrASBO's are made.

The Prevention Co-ordinator attends each monthly anti-social behaviour review group for each county, contributing and discussing possible referrals or areas within the county that requires possible support and guidance.

The monthly multi-agency panels are chaired by the co-ordinator who ensures that all agencies contribute to the discussions and in delivering interventions.

PAD and the NSPCC also embarked on a pilot scheme working with Teenagers who have experienced Domestic Abuse within the home. This was a 10-week programme that ran once a week with those young people engaged with the Prevention Team. The programme allowed both agencies to identify those young people that needed more intensive support.

The Prevention Co-ordinator undertook specific training to be sufficiently skilled to deliver this sensitive work, with such a vulnerable client group.

PAD also worked alongside the Fire Service for young people to attend the Phoenix Project – which targets young people aged 13-17 yrs who may be or have been involved in ASB including fire setting, bullying, and low self esteem or have behavioural problems at home or school.

The prevention workers have developed schemes that support in the reduction of anti-social behaviour through the opportunities of constructive activities. Schemes such as mini football championships and an adaptation of Get Hooked on Fishing has been re-established and running successfully.

The deter arm of PAD has been recently re-visited with a reduction in the scoring criteria; this now sits as a score of 21 or above. The supervising officer of the statutory order will identify the activity that will be the most beneficial for the young person and incorporate this into their intervention plan. The interventions for the deter referral's are specific and timely and would normally run for a maximum of three months.

PAD continues to develop and improve; any barriers for the effective delivery of the programme are highlighted at the earliest opportunity and presented on a quarterly basis to the Community Safety Partnership for each corresponding county.

Rhyl West & South West YIP

The YIP has just completed its fourth year of operation in April, and has continued to build and improve on each year passed. It has worked consistently with all partnership agencies in receiving referrals and to deliver interventions to a core 50 of young people most at risk of becoming involved in offending behaviour. The programme is delivered with the support and guidance of all partnership agencies including children's services both strategically and operationally.

As part of POPO strategy the YIP should play an essential resource role in PAD, however YIP should not ordinarily be placing the deter cohort within the core 50 group. It is the future aim to ensure that the joint working between PAD and YIP ensures a more co-ordinated approach towards the prevention agenda.

Over the last year the YIP has been involved in a number of effective interventions with young people such as healthy eating programmes, breakfast club and football tournaments. There have been several successful Phoenix programmes and adventure days in which the young people have excelled in their involvement and performance.

The YIP has been actively involved in supporting the local high school in providing alternative forms of activity to those young people that are at the brink of exclusion. This has involved a gardening project at partnership buildings and within local resident's properties. This will be continued and improved upon in the coming year with Service Level Agreements and shared action plans towards specific objectives.

The YIP Manager continues to attend the local ASBO, Rhyl Crime and Disorder, Young Peoples Partnership, Rhyl Play and Youth Workers Forum, she chairs the YJS Prevent and Deter Panel, the Joint Action Group (Police led), Play Leisure and Enrichment Group (YPP and Youth Service led), Denbighshire Voluntary services forum, Rhyl Community group, Rhyl Youth Partnership and the Denbighshire Intergenerational Meetings (Social services led). She will be attending the CYP Extending Entitlement working group, the Communities first meetings, Denbighshire Voluntary services group, Denbighshire Domestic abuse Forum, the Denbighshire MARAC and the Rhyl Community Agency team meetings. She has just started attending the Social Services Children's Departmental Managers Team (CDMT) meeting to encourage information sharing between agencies.

The YIP Manager is in consultation with Education to look at methods of providing specific parenting intervention to those parents that may need support with teenagers. Currently there are a number of groups within Social Services however these do not suitably offer the service to parents who may be more rural and those that are unable to attend group work due to work commitments and/or childcare.

The YIP Manager is now based in the new Social Services building in Rhyl, there are currently plans in place to secure further work space for the rest of the YIP team to join her, this will encourage a more co-ordinated approach to the services that are provided and improve partnership working.

The YIP currently consists of the Manager, one full time worker and one part time worker. In the coming months the part time worker will be changing roles to become the Duke of Edinburgh worker within YIP and we will be acquiring another full time worker from CJU.

The Police officer on the YOT has put in place a system for ensuring that they receive from the Police initial information following both arrest of a young person and also any concern a Community support officer or Police officer has concerning any young person. [Links to the ASB strategy]. This system enables useful sharing of information to take place and dialogue between the YOT and the Police to discuss ways in which young people who are at risk of offending can be effectively diverted.

The area of Conwy & Denbighshire is not as ethnically diverse as some other YOT areas however the demographics continue to change and the YOT is assessing its existing range of interventions and seeking to identify community based groups which can help to support the needs of children from Black and ethnic minority communities. A detailed analysis of the ethnic breakdown of those young people known to the YOT in the previous 12 months indicate that there were NO young people from Black and ethnic minority communities.

The Yot during 2008 /9 will enable all staff to attend diversity awareness training.

In relation to reprimands and final warnings the YOT makes use of the extended Bail period as per the YJB guidelines and this has enabled a high take up and use of programs linked to final warnings. The YOT is currently exploring the issue around young people on reprimands receiving interventions via the prevention team. It is felt if we take this action it could further help the reduction of first time entrants plus addressing the needs of a group of young people who currently just get logged on the system.

The 2007/8 Prevention target was to reduce the number of First Time Entrants (FTEs) into the Youth Justice System by 5%. In real terms, this means reducing the baseline number of FTEs from 266 (April 2005 – March 2006) to 240 (April 2007-March 2008). The YOT through its range of targeted support and partnerships with local Agencies and partners in delivering a comprehensive early intervention prevention strategy has resulted in significant reduction in the number of First time entrants in the criminal justice system. Hence the number of first time entrants to the youth justice system in Conwy & Denbighshire has been falling steadily over 2007-8.. Conwy & Denbighshire has met its FTE target as there were 220 FTEs in 2007/08, which exceeded a reduction set in 2005/06.

Success in meeting the target has been achieved through:

1. Strong youth crime prevention and anti social behaviour strategies, which have involved all partner agencies
2. Focused and effective partnership work with local youth services, social care services, schools, Anti Social Behaviour Unit and police.

3. Structured training participation events with local CBM's
4. Successful identification of children and young people at risk of offending through a variety of panels and referral processes, and focused work with individual young people through YISP and related programmes.

Plans for 2008 – 09 to address these risks:

1. A strategy to identify and secure external funding in order to develop the excellent crime prevention activities is already in hand.
2. Increased use of partnerships and community agencies to identify problem areas and potential solutions, in order to focus youth crime prevention activities where they are most likely to have a direct impact
3. Investment in the training and support of volunteers including mentors from local communities.
4. Increased involvement with education providers, in particular services for excluded young people, developing a programme of work with the PRU .
5. Further development of young people's participation across the borough , so that they are actively involved in both identifying the problem and in creating the solution

C1.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks					Links to 7 Core Aims						
Risk	Action	Success Criteria	Owner	Deadline	1	2	3	4	5	6	7
Continued changes in the Youth demography requires continued review and development of interventions to ensure that they remain fit for purpose.	Partnership and YOT joint ownership and accountability for Youth Crime Prevention Initiatives.	Advice sought from Board on improving reach into the community	YOT Manager	Dec 2008						X	
	Increased use of partnerships and community agencies	Evidence of widening participation	YOT Manager	March 2009					X		
	Further development of initiatives , programs and actions which result in youth participation.	High level engagement from socially disadvantaged young people	YOT Management Team	March 2009				X			

Decrease in prevention resources due to increased caseloads The voluntary nature of the engagement requires highly skilled staff who are able to engage young people effectively	Increased involvement with Education providers especially PRU.	New programme of work in place with PRU Focused prevention work evidenced	YOT Management Team	March 2009		x					
	Improved focus of prevention activities where it is needed most	Additional funding secured	Board & management Team	March 2009					X		
	Improve work with police to manage increased risk and Increase focus of prevention work on violent crime	No rise in FTEs	YOT Manager	April 2009						x	

C1.3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline
Mentoring	Conwy & Denbighshire community	Investment in the training and support of volunteers including mentors from local communities	YOT Management team	March 2009
Raise the Cultural awareness of YOT staff in order to enable the assessment skills of staff to remain responsive to the diverse needs of Young people coming to the attention of the YOT	YOT STAFF	Diversity training to be delivered to the whole staff team	YOT Manager	November 2009

C1.4 YJB risk to future delivery assessment comments

SECTION C2 – REOFFENDING

C2.1 Assess the extent to which the YOT partnership has contributed to reducing proven reoffending by children and young people and reducing any disproportionality with reference to diversity

The Most recent re offending figures for Conwy & Denbighshire remain very positive. The YOT has remained at a level 3 and is still above the national and family average. YOT's re-offending rate for 2006/7 was 26% pre court, 28% first tier, 38% community penalties and 50% custody. Against the target of 5% most areas has seen between a 6 and 8% decrease. In real terms, It is important to note that like FTEs, Conwy & Denbighshire's rate of re-offending is below its YOT family and the national average.

There is some evidence that particular programmes are having a positive effect on re-offending rates. During 2007-8 the Prevent and Deter Panel has continued to meet and implement clear action and delivery plans to the targeted young people . The result is that partnership working with the Police and other agencies around individual young people at greatest risk of re-offending was improved.

As with the first time entrants rate, Conwy & Denbighshire is starting from a comparatively low base and therefore small shifts in numbers have a disproportionate effect of the performance rate. The national recidivism measure for 2008-9 has changed, and it is therefore difficult at this early stage to forecast the effect this will have on performance.

The increase in the severity of offences (and therefore the length of initial orders) may indicate that re-offending is more likely.

The changes in the Guidance for Prevent and Deter make it potentially less likely that partner agencies will continue to own the process of identification of suitable young people and therefore there is a risk that their active involvement in providing solutions may be limited.

Over the Past three months the YOT strategic manager and the management team have carried out a review of all 14 KEEPS. The relevant staff were involved in the process and this meant half days put to one side to discuss each KEEP and ways forward. Considerable changes have been made to certain areas and practice within our work.

Referral Orders

This has been a high risk area in the service now for a number of yrs. The referral order co-ordinator used to hold over 50 cases at any one time, hold panels for them and carry out the face to face work. This practice could not be sustained for a number of reasons the pressure on one member of staff and the quality of service that one member of staff could deliver to a large number of young people. Therefore it has been decided that all referral orders will be shared out amongst the case managers. The referral order coordinator will hold a small case load but there main duties will be to chair the panels to ensure high quality outcomes and contracts and develop the pool of volunteers across the service for mentoring and possible Appropriate adult duties. The changes will happen as of September 2008.

Court Work.

The service has two dedicated Courts officers, this commitment will remain. During the review it became apparent that more planning and resources needed to court into the court process. Therefore we have now placed admin support for the duration of the court sitting. This allows for the service to be present at all time and has meant that we are able to provide more information more accurately and quickly. The service used to have a policy of standowns for very low level orders. This has not changed to stand downs for all orders except for dangerousness reports and high likelihood of custody. The change in policy has had a very positive effect. The magistrate's courts have responded well to the change and PSR requests have been halved. It is felt that the changes have resulted in young people being appropriately sentenced quicker thus cutting down on time between crime and consequence. All PSR's are now gate kept via the two court officers and a new template has been devised as previously this was not routinely happening.

Community based orders.

A new allocation scheme has been developed to ensure fair and consistent case allocation to case managers. The system is a simple T card system with colours for each type of order. For managers and practitioners to see. There are also twice weekly allocation meetings. It is hoped that such a visual system will allow for case to be allocated upon location to allow for more group working and specific areas of work. The service are currently designing a group work programme for all young people to be placed on. The programme will be a high quality outcomes based model to allow for easy evaluation and track distanced travelled my young people. This will be one of many new programmes delivered to young people during 2008/09

All of the above are just snap shots of the changes from the review carried out by the management team, however I feel that they will improve delivery of service to young people, the community and partnership agencies with the ultimate aim of reducing re offending.

Well know research says a major risk and contributing factor to young people's offending is when they have been excluded from ETE. The service are working with both LEA's to address this issue in the counties and making concerted efforts to come up with creative and credible alternatives for ETE provision. Over the last year the service have been working in partnership with Conwy Youth service to provide VALI and used the KAYPE funding to secure allocated spaces for young people who offend. See below:

Voluntary Alternative Learning Initiative

VALI is a project (primary funding from the Young People's Fund – Reaching out Grant Award, Big Lottery Fund) that gives young people aged between 14 -19 years with difficult educational backgrounds or a history of contact with the Youth Justice Service, an opportunity to take up a place on a project where they could be doing anything from Kayaking to mountain climbing or food Hygiene to first aid. The 14-16 programme works with those already referred to a Conwy special inclusion unit. The 16-19 programme offers additional support that meets the needs of this age range. The Youth Justice Service contributes the KYPE money to this project and expects designated places on the 16-19 programme.

The project's specific objectives for those young people referred are outlined below followed by some annotated comments from the end of year report on what has been achieved:

50% will achieve an increase in basic skill levels.

The project provided opportunities to engage in a number of accredited activities, young people's skills were initially assessed and subsequent improvements monitored throughout the programme period. 85% of participants attained at least one form of recognised accreditation (OCN, John Muir) during the programme.

100% will have increased confidence, expectations and self esteem.

Through the delivery of a number of basic skills sessions such as: Smoking Cessation, Personal Planning, Form Filling, Cooking and Healthy Living etc, young people were assessed and feedback obtained that included comments from young people such as ".....it felt better straight away because I had done something for myself". The YJS case managers involved have witnessed increased positive behaviour in those they have referred to the project.

25% will reengage with education, training or employment.

A number of College taster sessions were delivered in partnership with College Llandrillo: Painting and Decorating, Holistic, First Aid, Food Hygiene, Angling. The VALI project then undertook OCN's in the above topics. Learning needs were taken into consideration and positive paths for participants were first identified before OCN's were pursued. A total of 17OCN's were gained during the year.

25% of anti-social and offending behaviour will reduce.

Of the 28 young people attending during the period, 2 of those young people who had attended re offended leading to custody, one of whom wished to re engage when released from custody. Positive feedback from young people confirm a reduction in the likelihood of further crime, with comments such as "I feel it has reduced, I don't get into trouble anymore, the project has explained to me ways that I can keep out of trouble in the future".

The project has completed its first year successfully; further funding is to be sought in October 2008. The work however remains ongoing during the summer months where focus remains with the 16-19 year old group following their options for further Training and employment.

During the remainder of 2008 all YOT staff will undertake increased training on understanding diversity and how it impacts on the work with young people. As a result of this work once a month YOT staff will be able to discuss issues that give rise to and require a

greater degree of understanding of how the diverse background and context of a young person impacts upon the cases of their offending and therefore ultimately the solutions .

Plans for 2008-9 to address these risks:

1. Improved assessment of young people to identify who is at greatest risk of re-offending so that interventions can be targeted. This will be done through the new Risk Management process and the improved timeliness of the multi-professional assessment process.
2. Increased resource within the YOT to provide Targeted and agreed “positive activities for young people.
3. Development of group work
4. Review of the risk management process and procedures
5. Development of volunteer strategy to support a range of work targeted at reduction of re-offending

C2.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks **Links to 7 Core Aims**

Risk	Action	Success Criteria	Owner	Deadline	Links to 7 Core Aims							
					1	2	3	4	5	6	7	
Comparatively low base and changes to recidivism definitions	Improved assessment of young people to identify who is at greatest risk of re-offending so that interventions can be targeted. This will be done through the new Risk Management process and the improved timeliness of the multi-professional assessment process	Asset monitoring shows improvements	YOT Management Team	September 2008								
Increase in severity of offences leading to increased possibility of reoffending	Ensure the Prevent and Deter processes is linked with POPO agenda and used to its maximum capacity	Process encourages partnership working. Reduced reoffending rates for young people on list	YOT management Team with CSP	March 2009							x	

C2.3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline
Improved assessment training to identify	The whole staff group	Training has been arranged and being rolled	YOT Managers	Dec 08

the young people most at risk of offending		out with Wrexham and Gwynedd Mon over the next coming months.	North Wales	
Intervention planning with clear aims/objectives and measurable outcomes for children and young people	The whole staff group	Training has been identified and will be carried out in the next six months	YOT management Team	December 2008
Identification or risks with young people and processes and procedures to be followed	The whole staff group	A review of the current process in place with the scaled approach being the main focus around the risk training.	YOT management Team	December 2008

C2.4 YJB risk to future delivery assessment comments

SECTION C3 - CUSTODY

C3.1 Assess the extent to which the YOT partnership has contributed to reducing the use of youth custodial remands and sentences and reducing any disproportionality with reference to diversity

The use of custody in Conwy & Denbighshire in 2007-08 as a sentence was 4.8% and as a remand decision was 16%. Both targets for the service are healthy. The service has recently created a dedicated part time post to address the issue of young people going through the bail and remand process. The post is designed to intervene early when a young person has been put before the court, make informed and risk led assessments with the view to putting comprehensive bail support packages forward. This will give the court confidence of allowing the young person conditional bail and to deter them away from making remands to LA or secure remands. Although the YOT currently offer this service it is carried out on a rota basis. The problem has been that not all staff feel confident in a court setting thus inconsistent delivery has been apparent. It is envisaged with one well trained officer will deliver a consistent service and instil the integrity of the programme greatly. The officer will be in place by September 08.

Custodial sentences

With the YOT the custodial sentences have remained steady over the last few yrs. Courts are confident in the recommendations that the YOT makes to them and more often than not a young person only goes to custody in this area if they have committed a serious offence or they are very persistent in their offending. However the issue around young people who are detained and not looked after are duties on local authorities to children in need under s17 of the children act 1989. These duties apply where the child is assessed as a child in need. High levels of need are certainly apparent with the young people placed in custody. Children and young people who are detained might be considered to be children in need and require assessment accordingly. However it is apparent that this is not routinely undertaken.

Conwy & Denbighshire YOT has a key role to play in reducing the use of custody, whether as a remand decision or as a sentence. The provision of appropriate and robust alternatives such as the bail support scheme and ISSP, and the quality of the YOT's Pre-Sentence Reports (PSRs) have a bearing on the Courts' use of custody. Close working relationships between the Courts and the YOT are also of great importance.

Effective Resettlement of young people released from custody is crucial to reducing the overall custody rate and this is one of the two themes that was the subject of EPQA in 2007. The success of Resettlement programmes depends on the availability of appropriate accommodation, substance misuse intervention programmes and access to education, training and employment opportunities. The use of Intensive Supervision and Surveillance (ISSP) is integral to the release plans for young people formulated by the custodial institution and YOT working in partnership. These programmes provide intensive supervision (25 hours per week) with additional support in areas of identified need (monitoring, accommodation, substance misuse, mental health, education/training, mentoring).

Key Improvers and success

1. The Conwy & Denbighshire ISSP worker has been employed in order to increase the Magistrate's confidence in the use of bail and community based packages. They also work to reduce the young people's risk of breaching their DTO Licence and being sent back to custody.
2. A formalised Bail procedure to ensure that staff are working consistently. Furthermore, this helps ensure equality of service to all and ensure that the local Court in Beverly is aware of and confident in YOT processes.
3. A standard Bail package has been developed. Information about the package is provided to the Magistrates so that they can see the range of options available. These packages involve the appropriate use of the specialist workers and the duty worker. For example, several face-to-face contacts per week, use curfews, tags, ETE support, drug assessments, help with housing/benefit problems, mentoring, parenting support etc.
4. Training has been provided by the Conwy & Denbighshire YOT staff to the Magistrates (youth and adult court) which has informed them of our targets, how well we are performing, and provided them with relevant data, thus making a contribution to improved partnership working.
5. Provided extra support to help young people avoid being breached whilst on ISSP – ISSP breaches are a major source of remands to secure estate and the use of custodial sentences. Relevant young people are given extra support to help them adhere to the ISSP.
6. Improved partnership working with the Children's Social work Teams through their representation on the YOT Management Board, and the YOT Manager's membership of the Children's Services Strategic Group and other Children's Services Management Groups. This has ensured that the YOT have a better understanding of each other's priorities and limitations. This is reinforced through an agreed Protocol, revised annually.

Key plans

1. A SLA will be drawn up with Children services to identify the young people in custody to assess their needs and put in support as and when deemed necessary and appropriate.

C3. Identify risks to future delivery and continuous improvement and plans to overcome the identified risks						Links to 7 Core Aims						
Risk	Action	Success Criteria	Owner	Deadline	1	2	3	4	5	6	7	
Increase in severity of offences may lead to increase in custody	Further develop good working relationships with court to promote alternatives to custody	Custody rates remain stable or fall	YOT Management Team and Court team	March 2009						x		
Failure to provide adequate resettlement support may lead to increased custody	Continue to provide range of alternatives including bail support, ISSP	Custody rates remain stable or fall	ISSP Team	October 2008								
	Review and revise resettlement strategy and process	Young people on DTO licence are not recalled	YOT manager in relevant LA	November 2008	x							
C3. Identify workforce development plans to overcome the risks to continuous improvement												
Skills to Develop	Target Group	Action		Owner	Deadline							
Understanding of alternatives to custody	Court staff and magistrates	YOT Management to provide ongoing training		Yot Management team.	April 2009							
PSR writing skills	YOT workers	Ongoing training, monitoring and support provided in house and by external trainer		YOT Management Team	October 2009							
In view of new arrangements for YRO's new training in court presentation skills is planned	All staff in YOT											
C3.4 YJB risk to future delivery assessment comments												

SECTION C4 - RISK OF SERIOUS HARM

C4.1 Assess the extent to which the YOT partnership has contributed to addressing risk of serious harm to the public through local application of YJB risk of serious harm procedures

Since 2005 the YOT has had in place a Risk Management System, which is linked to the performance management strategy and key priorities within the safeguarding plan for the Local Authority.

The Conwy and Denbighshire Youth Justice Service works within the parameters and guidance of the Multi-Agency Public Protection Arrangements (MAPPA) as set out by the Youth Justice board for England and Wales. Risk is managed in line with the YJB guidance, this stresses that thorough assessment is the key to identifying and managing risks. In Conwy/Denbighshire there is daily access to custody records, information obtained from the Prolific and Priority Offender forums, police Intel. And that information obtained regularly from the general supervision of young people linked to practice within the YJS. Robust links are in place with the electronic monitoring service, SERCO, where information about breaches of curfews is swiftly and appropriately acted upon.

There is in existence a monthly High Risk Review Panel where core agency partners are represented. Case management is reviewed, risk management plans are agreed and appropriate referrals to MAPPA level 2 and 3 are made and represented by appropriate members from the YJS. Links with the police and the courts are utilised in order to obtain fast track facilities for Breaches of Orders and/or to address serious offending behaviour likely to cause harm. The relationship with the courts is positive where there is a pro-active response to matters, court officers gather precourt intelligence in order to deliver up to date and relevant reports. Pre Sentence Reports undertake a rigorous gate keeping process that endeavours to maintain realistic and consistent approaches to sentencing proposals.

The process involves detailed discussion between the caseworker and other relevant parties in order to provide an assessment of the risk a young person poses, and to develop a risk management plan. The young person is then referred to the Risk Management Panel chaired by one of the Conwy & Denbighshire managers responsible for risk within the YOT. The Panel then agrees the plan for the young person and monitors its implementation through a series of regular reports back to the panel. The ASSET score is constantly reviewed in order that it reflects the level of current risk posed by the young person. The multi-agency nature of the Risk Management Panel has enabled significant sharing of information and resources by key providers of services locally, which in turn has enabled meaningful and tangible management of risk as reflected in the performance monitoring data.

The Risk of Harm strategy in Conwy & Denbighshire is not just based upon the seriousness of the offence but also frequency of offending, hence young people who are prolific offenders but for whom the offences are relatively minor would also attract a referral to the Risk Management Panel.

Plans for 08/09

A number of serious incidents have occurred within the last few months that required police involvement, although we have been running a risk management system for some time now it is felt by the YJS management team that the process and procedures need updating. It is also timely to look at the possible implications of the scaled approach and to try and tailor any new system to incorporate the changes next yr.

1. All staff to be trained at identifying holistic risk, risk assessments and risk planning.
2. A new risk management system in place re process and procedures.

C4.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks						Links to 7 Core Aims						
Risk	Action	Success Criteria	Owner	Deadline	1	2	3	4	5	6	7	
Time pressures on YOT workers may lead to less effective assessment and planning	YOT Managers to monitor and support	Assessments continue to be of high standard	YOT Management Team	December 2008						X		
Changes to Prevent and Deter guidance lead to reduced partnership working	Review processes	Prevent and Deter continues to act as effective monitoring mechanism		April 2009						X		

C4.3 Identify workforce development plans to overcome the risks to continuous improvement				
Skills to Develop	Target Group	Action	Owner	Deadline
Assessment and risk management skills	YOT workers	Ongoing training, monitoring and support in house and purchased training	YOT Management Team	December 2008

C4.4 YJB risk to future delivery assessment comments

SECTION C5 - SAFEGUARDING

C5.1 Assess the extent to which the YOT partnership has contributed to keeping children and young people safe from harm

Conwy & Denbighshire has well developed systems, protocols and partnerships in place to keep children and young people safe from harm, as described in detail in the submitted Conwy & Denbighshire 2008 APA Self Assessment.

The YOT is at the heart of these processes, with the YOT Manager as a member of the Local Safeguarding Children Board and also of the wider Local Authority Senior Management team. Other managers and staff are also embedded in these processes and systems, through MAPPA, the PPO and Prevent and Deter mechanisms. All staff undergo an enhanced CRB check on recruitment and every subsequent 3 years.

All YOT non specialist staff have been trained in multi agency Safeguarding and CAF and take the role of lead professional for children and young people when appropriate. The YOT plans to extend the training to all its staff during 2008 / 9

Protocols are in place with partner agencies, covering secure information exchange, roles and responsibilities and referral pathways. YOT staff have access to the main Children's Services database, and vice versa, in order to facilitate early and effective awareness of services' involvement.

Clear processes are in place to identify children and young people at risk of offending through the Anti Social Behaviour Team and refer them to PAD or Parenting support.

Assessment procedures have been significantly improved in 2007-8 with regard to vulnerability and risk of serious harm (see section C4 Risk of Serious Harm) and a risk management panel is now in place. Increased management time has been allocated to audit and track children and young people at high risk.

All programmes and activities carried out by the YOT are subject to thorough risk assessment and relevant staff have received training in managing risk.

It is felt that parenting is closely linked with safeguarding, parents have a pivotal role in ensuring the behaviour of their children does not have an effect on themselves, the family and the community and by offending they are putting themselves at risk and therefore feel it appropriate to address the parenting provision in this section of the plan.

Supporting Parenting Interventions

Overview

Conwy and Denbighshire continue to have a dedicated parenting officer; all parenting work is carried out in line with the Key Elements of Effective Practice. As such the parenting officer is able to provide interventions based on individual needs utilising a range of services including one to one work, group work, family based work and follow on support.

The parenting officer has been able to forge strong links with a number a partner agencies, such as Social Services, Education Authorities, NCH in both counties, Conwy Behavioural Support Team and the Child and Adolescent Mental Health services within both Conwy and Denbighshire. These strong links are reflected in the co working of some of the parenting groups. During the past year the parenting officer has delivered three 'Living with Teenagers' programmes. One in conjunction with Conwy Education Authority and two in partnership with NCH in Denbighshire. Retention on the groups has been very good and parents/carers have provided some extremely positive feedback.

Conwy and Denbighshire Youth Justice Service aims to offer parenting interventions with a clearly articulated delivery plan, a clear theoretical base, and detailed aims and objectives, as such we see the key to initiating change in the young peoples behaviour is in the fostering and development of respectful and trusting relationships in the parents and child relationship and the subsequent use of this relationship to exercise more influence and control over their children's behaviour.

Parenting services are developing, however this coming year the focus need to be on consolidating the practice of the last 12months but especially further work is required in relation to targeting the parents of children who are involved in the services preventative programmes.

Action points

The challenge for the forthcoming year is to ensure that parenting interventions are further integrated into the services core provisions especially around the preventative services.

Comprehensive review of the parenting provision from assessment through to monitoring and evaluating the service.

To begin to explore ways to examine the impact of parenting interventions over the longer term.

To increase the number of men who engage in the service and to run at least one men's parenting group.

To make greater use of other community resources as appropriate such as NCH's Bilingual Telephone support line.

To develop the knowledge, materials and resources within the team in order to reflecting varying backgrounds and experiences of parents. Taking particular attention to issues such as drug and alcohol use, sexual relationships and mental health problems and recognising these sorts of issues may be particularly sensitive to some group of parents.

To access specialist training for programmes of group work to deliver to parents/careers that have a child who has been diagnosed with a condition

on the Autistic spectrum.

To develop a parenting support pack to be given to parents at court. And For the Parenting officer to provide detailed feedback to sentencers at youth court.

C5.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks					Links to 7 Core Aims						
Risk	Action	Success Criteria	Owner	Deadline	1	2	3	4	5	6	7
The capacity within the YOT and the two LA's to have all staff trained to a high standard	Raise with LSCB	All staff trained and on training record	YOT Manager	April 2009	x		x		x		
Staff retention, not being able to attract qualified social workers to posts due to area and possible pay issues thus resulting in experienced staff around safeguarding issues.	Ensure all YOT posts go through job evaluation, provide current staff with high quality training, support and development to ensure retention	Staff turn over figures being low at the end of the yr	YOT management Team	April 2009							
C5.3 Identify workforce development plans to overcome the risks to continuous improvement											
Skills to Develop	Target Group	Action	Owner	Deadline							
Safeguarding and CAF	All YOT staff	All staff to undertake mandatory training	YOT management Team	April 2009							
Risk management	All YOT staff	All staff to undertake mandatory training and demonstrably achieve the required standard		December 2008							

C5.4 YJB risk to future delivery assessment comments

SECTION C6 – PUBLIC CONFIDENCE

C6.1 Assess the extent to which the YOT partnership has contributed to improving public confidence in the fairness and effectiveness of dealing with youth crime in the Criminal Justice System

National and local publicity tends to encourage fear of crime and reduce public confidence in the effectiveness of how youth crime is dealt with. In order to address this issue there have been a number of events and activities, which have aimed to present young people in a more positive light. Wherever a specific project has involved a local neighbourhood, local residents and councillors have been informed in advance and have been invited to attend celebratory events. This has applied to reparation work and other projects.

The YOT also contributes offence and anonymised client data to Police and Council GIS mapping so that when targeted work is planned (such as youth service outreach) it can be carried out in localities where it will have most impact.

Conwy & Denbighshire YOT also takes seriously the need to improve the confidence of partners in the fairness and effectiveness of dealing with youth crime. Therefore YOT staff have taken part in training sessions for local magistrates. YOT managers have delivered presentations to a variety of partner agencies on youth crime prevention, including head teachers and elected members. The YOT's Education Worker and some other staff work in local schools and the PRU to help deliver strong anti crime messages.

The VLI is an index that has been 'designed to identify the worst affected communities for breakdown, tension, and fragmentation. This meant that deprivation, anti-social behaviour, disorder, socio-economic conditions and demographic characteristics were considered alongside crime data as indicators that could be used for identifying neighbourhoods that required attention' (S Hughes, Partnership Analyst).

The Conwy Joint Action Group requested that three of the hotspot areas be targeted for improvement, Colwyn Bay Town Centre, Hospital Estate, Llandudno, Llysfaen Estate, Old Colwyn. The Prevention Co-ordinator took the lead for the Llysfaen estate, this involved co-ordinating and developing an Action Plan. The partner agencies involved included the Community Safety Partnership, CBM's, Fire Service, Housing, Environmental Services, Licensing, Youth Service, Probation, Making Tracks, Victim Support, ASB Unit.

All action plans for each ward were reviewed and monitored by the leads and the Partnership analysts on a monthly basis. Further to this the Prevention Co-ordinator reported the progress alongside any barriers to the monthly JAG. This particular project focused in on communities and showed that all agencies could work in partnership to resolve crime and disorder within their area. The action plans proved to be very successful and had positive effects upon the community in both crime rates and in public confidence.

Environmental Action Days have taken place in both counties and various wards throughout the last year. The main purpose being to encourage and promote the visible presence of agencies working together to support the community in improving their environment, breaking down the barriers between statutory agencies and the public.

Representatives from agencies such as NWP, Fire Service, YJS, Probation, Housing, County Borough Councils, ASBU

It aims to improve the community appearance through removing rubbish and at the same time reducing the risks of fires and other danger elements.

This viability and active involvement from specific representative encourages the public to access services that they may not normally consider. It also allows the agencies to access feedback from the public about their services.

A perception of some young people from BME backgrounds is that they are treated unfairly by the criminal justice system. Conwy & Denbighshire YOT as part of the criminal Justice system are required to ensure that all actions in relation to young people are fair and free from discrimination. During 2008 / 2009 Conwy & Denbighshire YOT will implement a range of awareness raising measures which will contribute towards staff being better able to engage parents and significant others from the BME as and when they come to the attention of the Conwy & Denbighshire YOT. The ethnic make up of the local population remains largely white British.

C6.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks **Links to 7 Core Aims**

Risk	Action	Success Criteria	Owner	Deadline	1	2	3	4	5	6	7
Unfavourable publicity attached to high profile youth crime undermines public confidence	All opportunities to present positive news taken	At least 3 positive news items published during the year	YOT Manager	April 2009						x	
Complaints from public, young people or parents/carers not properly dealt with	All complaints to be handled using local council procedure	All complaints handled correctly	YOT Management Team	ongoing					x		

C6.3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline
Dealing with the Media	YOT Management team and some identified YOT staff	All managers and identified staff to receive training in dealing with the media	Yot manager	April 2009
YOT Management Team develop a delivery plan to raise general awareness amongst YOT staff linked to	All YOT staff	All YOT staff to be trained in dealing with complaints	YOT Manager	February 2009

<p>the diversity action plan for Conwy & Denbighshire .</p> <p>Dealing with complaints</p>	<p>YOT Management team and some identified YOT staff</p>	<p>All YOT staff to be trained</p>	<p>YOT Manager</p>	<p>April 2009</p>
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C6.4 YJB risk to future delivery assessment comments

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SECTION C7 – IMPROVING VICTIM SATISFACTION

C7.1 Assess the extent to which the YOT partnership has contributed to improving satisfaction in the Criminal Justice System for those who have been victims of youth crime

Conwy & Denbighshire YOT judges victim satisfaction in order to meet the Key Performance Indicator to ensure that 75% of the victims participating in restorative processes are satisfied. For the period April 2007 – March 2008 the YOT achieved a 100% satisfaction rate and 52.6% of victims received some form of restorative justice process..

The YOT victim worker has been part time in the service with the other half of the post case managing referral orders. The Police Officer on the YOT also contacts victims for final warnings. Although the satisfaction rate is a 100% and restorative justice processes are above the national average I would like to see this figure far higher. This performance indicator plays an important role in public confidence and reassurance. Over the next yr it is a key area of concern for the YOT, the CSP and the children and young people's single plan. The YOT will be looking for a dedicated Victim liaison officer either as the role of the second seconded post via the police or a new post funded externally. The current victim officer will become a full time case manager to meet the demand of the new legislation and the scaled approach. However the officer mediation skills will still be utilised.

Over the next yr the YOT will work in close partnership with the North Wales police to develop the restorative justice disposals pilot and use PCSO's as a first point of contact with victims. 2008/9 the YOT has agreed to submit on a quarterly basis to the CSP and to the Anti social behaviour unit information on the numbers of victims worked with by the YOT

Many victims of youth crime are themselves young people and Conwy & Denbighshire CSP takes a lead role in distributing information to Conwy & Denbighshire schools on staying safe. The strategic YOT manager has been given the lead by the children and young people partnership on setting up a Anti bullying strategy, which will work with young people who are victims of bullying as well as promoting the anti bullying message in all schools. The work of this group will also be endorsed by the Local Safeguarding Board.

C7.2 Identify risks to future delivery and continuous improvement and plans to overcome the identified risks

Links to 7 Core Aims

Risk	Action	Success Criteria	Owner	Deadline	Links to 7 Core Aims							
					1	2	3	4	5	6	7	
Funding for increased victim work is not secured	YOT Manager to seek funds from YOT Management Board or CSP	Funding in place	YOT manager	April 2009			x				x	
Young victims who are also known to YOT may not	Training for YOT workers on dealing with young victims to	Training held	YOT Management	January 2009			x		x		x	

receive sufficient support as victims.	be delivered		team				x		x	X	
	Work with Victim support to develop and publicise materials specifically for young victims	Materials in place and being used	YOT Management Team	April 2009							
Victims continue to find personal attendance at Community panels or other processes difficult due to distance	Provide training to local community groups around victim involvement in Criminal Justice system	Training developed and held	YOT Manager and Referral order coordinator	March 2009						x	

C7.3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline
Victim work –especially young victims	YOT staff	Training in house	YOT Manager	March 2009

C7.4 YJB risk to future delivery assessment comments

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SECTION D – BUSINESS CHANGE AND INNOVATION

D1 Describe the proposed business change or innovation – Criminal Justice: Simple, Speedy, Summary

From April 2008, youth courts across England and Wales will be adopting, through a phased implementation, a revised model of the established court process within the adult magistrates court. Simple Speedy Summary Justice (CJSSS) is based upon three principles:

- better proportionate preparation for first hearing in court
- ensuring that pleas are heard at first hearing and guilty pleas are dealt with on the day
- contested trials should proceed straight to trial within a reasonable timeframe.

The Referral Order process remains unchanged as most young people are dealt with on their first appearance, however, the level of change in practice and procedures for each YOT will vary according to their individual agreements and relationship with their local youth court.

Simple, Speedy, Summary Justice (SSSJ) SSSJ is a Magistrates Court review project set up with the aim of improving case management and performance in the Magistrates Court. The broad aim is to ensure “Guilty” pleas are identified and dealt with at the 1st opportunity and “Not guilty” cases proceed to an effective trial date with the fewest possible hearings. Hopefully this will be in place by 31st December 2008. Therefore, we now have an admin officer in court to assist with timely information gathering. The YJS is currently in the progress of setting up links in court for access to the internet to relay information directly and swiftly to the YJB Placement Team and the Secure Estate, thus ensuring that all information is accessible for the magistrates and saving time and resources in addition to ensuring that all the relevant information is collated for the YJB.

D2 Identify risks to implementing the business change or innovation and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
Local courts do not fully implement new process	Ensure CJSSS is discussed at local court users group	Process in place	YOT manager and business manager	Dec 2008
YOT staff do not understand process	Provide in house training	Training delivered	YOT Business manager	January 2009
The Yot needs to	To identify more staff	Court are delivered a, fast and	YOT Management	Ongoing

resource more court attendance to enable matters to be dealt with if a number of courts are sitting .	within the team who can provide court back up when court is busy	effective service and we receive feedback to confirm this.	Team and Court Team	
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D3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline
Training for YOT case workers in CJSSS	YOT case workers	In house training planned and delivered	YOT manager	Dec 2008
Effective case management and time management systems for practitioners need to be in place to and understood to ensure that young people sentenced can receive the service without delay .	All YOT staff	Training provided around effective recording and outcome based	YOT Manager	
Presenting evidence and cases to and in open court needs to be undertaken given that most cases will be dealt with in a "standown " type of process	All YOT Staff	Training to ensure staff are confident and know what is the appropriate and most relevant information to convey in court.	YOT Management Team	October 2009
Refresher training on the range of programs and what they mean and are needs to be undertaken to ensure that staff can adequately explain to the Courts verbally rather than written the nature of the intervention.	All YOT Staff	In house away days to discuss development and provisions within the service	YOT Management Team	Ongoing

D4 YJB risk to future delivery assessment comments

SECTION D – BUSINESS CHANGE AND INNOVATION

D1 Describe the proposed business change or innovation – Youth Rehabilitation Order and Youth Justice: The Scaled Approach

Youth Justice: the Scaled Approach is designed to assist youth justice services to direct time and resources to young people appropriately, in accordance with their risk assessment, YOTs will be expected to implement the scaled approach model from April 2009, which will coincide with the introduction of the provisions arising from the Criminal Justice and Immigration Act. The most significant youth justice provision in the Act relates to the Youth Rehabilitation Order (YRO).

The Conwy & Denbighshire YOT is embarking upon a program of communication and consultation with key partners who can provide the range of community based supports and packages of intervention to ensure effective delivery of the scaled approach and YRO. Once this is completed a series of meetings will be held with a youth court bench, CPS and Defence solicitors explaining to them what interventions are available from the YOT as part of the YRO. Given the “repeat” nature of this intervention it is important that the scaled approach retains sufficient “steps” and options to enable sufficient ranges in intensity of community based interventions to be available thus ensuring that custody remains an option of last resort where the public need the protection of a secure environment.

D2 Identify risks to implementing the business change or innovation and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
OU training may be oversubscribed	Discuss with YJB workforce development team and agree possible alternatives	Staff trained	YOT Manager	September 2008
Initial problems with programme integrity	Seek advice from YJB and raise at local court user group	Programme integrity assured	YOT Manager	October 2008
Time pressures on YOT staff	Scoping exercise based upon the current number of young people who would be subject to a	Time pressures eased, and programme successfully introduced	YOT management team	April 2009

	YRO and whether the existing level of resources would enable the effective delivery of the scaled approach to YRO's.			
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D3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline
Assessment and risk management skills	YOT workers	Ongoing training, monitoring and support in house	YOT managers	Dec 2008
Knowledge of new provisions	All YOT staff Court staff	OU, In house and other commissioned training	YOT management team	Ongoing
End to end case Management needs to be developed and understood by staff Time identified for reflective and planning of interventions .	All YOT Staff	Training identified and delivered	YOT manager	December 2008
Diversity awareness needs to be identified and maintained at an appropriate level	All YOT staff	Identify the most skilled outside agency to deliver the training within a youth justice context.	YOT Manager	November 2008

D4 YJB risk to future delivery assessment comments

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SECTION D – BUSINESS CHANGE AND INNOVATION

D1 Describe the proposed business change or innovation – Workforce Development changes

Due to the new local focus and improved workforce development infrastructure in youth justice services, YOTs will be expected to commission directly from the Open University (OU) using local budgets in 2009–11, maintaining an equivalent level of workforce development opportunities as provided by the YJB during 2008/09.

D2 Identify risks to implementing the business change or innovation and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
Local budgets likely to be under pressure in 2009-11.	Ascertain likely costs of OU provision and ensure budget for 2009-11 includes sufficient funding.	Sufficient budget identified.	Yot Manager	April 2009
OU training may be oversubscribed.	Include OU training in internal training plan.	Relevant staff identified and booked early onto OU training.	Operational Manager	December 2008
Staff study time needs to be accommodated within the resource allocation for the Yot to ensure no loss of service delivery	Scooping exercise around leave, and staff training the ensure service is still delivered	Staff go on training and young people still get seen within national standards	Operational manager and senior Prac	October 2008

D3 Identify workforce development plans to overcome the risks to continuous improvement

Skills to Develop	Target Group	Action	Owner	Deadline
Training plan development and requirements of TYS and CT	YOT Operational manager and other senior staff	Seek advice from YJB Workforce development team.	YOT Manager	September 2008

D4 YJB risk to future delivery assessment comments

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TO ADD NEW BUSINESS CHANGES OR INNOVATIONS, PLEASE COPY THE ABOVE TABLE AND ENTER THE DETAILS AS REQUIRED

SECTION E1 – WORKFORCE DEVELOPMENT

E1.1 Assess the extent to which the YOT Workforce Development Strategy will help the YOT partnership to effectively manage the risks to future delivery

Conwy & Denbighshire YOTs workforce development strategy is based upon an assessment of the future needs of the service and potential risks to delivery. These are identified through internal systems such as supervision and the staff appraisal scheme and also in response to national and local changes and requirements. The workforce development strategy also takes into account the need for succession planning and the personal development of staff and managers, both as an end in itself and also to improve retention.

The training needs assessment is driven by the following **Four** factors:

1. Youth Justice Board or national requirements and available training provision. This includes generic training such as the Professional Certificate in Effective Practice and also responsive training such as Asset improvement and knowledge of new legislation.
2. Local requirements and provision. This includes generic training such as Safeguarding, as well as responsive training such as CAF
3. Specifically commissioned local training arising from the inspection Improvement Plan and locally identified training needs.
4. Diversity and Risk Management.

The rapid pace of change at national level, including the introduction of CAF, Targeted Youth Support and a new performance framework, alongside the need to respond to the 2008 inspection report, has resulted in 2008/9 being a very full training year. This will put some strain on the available training budget, and will mean that there will be pressures on service delivery. However, this will mean that the YOT partnership is relatively well prepared for future delivery.

Plans for 2008-9 include further whole staff group training in risk management, specific worker training in group work and individual development through internal management training as well as ensuring that all staff have a full understanding of changes in legislation and the implications of these changes.

E1.2 Identify risks to workforce development and plans to overcome the identified risks

Risk	Action	Success Criteria	Owner	Deadline
Training budget insufficient for identified needs.	Identify pressures early and adjust budget accordingly.	Training budget managed so that identified essential training is carried out.	YOT Manager and Operational Manager	September 2008
	Conduct a risk benefit analysis on specific training to prioritize essential training where	Potential partnership resources identified and used effectively	Operational Manager	September 2008

Time pressure on staff and managers caused by heavy training schedule.	<p>necessary. Partnership training resources maximized to keep costs low.</p> <p>Essential training and target staff prioritized. Effective case management system in place.</p>	Service delivery not compromised	Operational Manager and Senior prac	October 2008
E1.3 YJB risk to future delivery assessment comments				

SECTION E2 - RISK TO FUTURE DELIVERY ASSESSMENT SUMMARY

E2.1 Comments from risk to future delivery assessment from YOT management board chair

As Chair of the YOT Management Board I welcome this timely and thorough self assessment. Conwy & Denbighshire YOT is a high performing and an improving team, as evidenced by the Performance data here reported, and it is fully integrated with a similarly high performing and improving range of Local Authority Departments.

In this self assessment there is evidence of strong partnerships with Schools, Police, Health and the voluntary sector, and these have been effective in bringing down the numbers of young people entering the youth justice system and improving the outcomes for all young people and our community.

The management Board is fully supportive of the work of the YOT and has confidence in the ability of the YOT management team and the whole team to deliver the planned improvements.

The key objectives and areas for development for 08/09 are:

- Assessment quality and linkage to intervention plans
- Improving the education , training and employment provisions for children and young people in Conwy & Denbighshire
- Remand management
- Developing a consolidated performance management process and culture
- Consultation with young people and victims
- Management of risk (including dangerousness, likelihood of re-offending and vulnerability)

The YOT Management Board will take an active role in reviewing the work of the service against the plan and will ensure that members are proactive in engaging with elements relevant to their own field. I am confident that the above measurable targets will continue to improve the quality services that already exist within Conwy & Denbighshire YOT.

E2.2 YJB risk to future delivery summary comments

E2.3 Review and sign-off

Name:	Bethan Jones	Job Title	Acting chief Executive Conwy	Date	11/08/08
Name:	Nicola Francis	Job Title	Head of children Services	Date	11/08/08
Name:	Geraint James	Job Title	Director of education	Date	11/08/08
Name:	Catherine Simpson	Job Title	Head of	Date	11/08/08
Name:	Simon Humphries	Job Title	Chief super	Date	11/08/08
Name:	Sue Maskell	Job Title	Director and ahead of children services	Date	11/08/08
Name:	Sue Owen	Job Title	Director Of Nursing	Date	11/08/08
Name:	Phil Rafety	Job Title	Head of regulatory services	Date	11/08/08
Name:	Jane Williams	Job Title	Head of Youth Service	Date	11/08/08

SECTION F – LESSONS LEARNT FROM COMPLETING THE YOUTH JUSTICE PLAN CYMRU

F1 What were the most valuable features of the process?

The opportunity to consider the work of the partnership as a whole rather than simply the work of the YOT.

F2 What could have been developed further?

Very little reference to the single plan

F3 What else would you like to be included in next years youth justice plan Cymru?

Sections focused on specific areas such as ETE and Substance misuse would be a helpful addition, as would a clearer link to the ECM outcomes. Alternatively, the option to customise the framework to meet local priorities and targets

F4 Do you have any other comments?

The template was difficult to use and does not allow for the easy insertion or use of tables, maps, pictures which would enhance the document as a descriptor of the YOT partnership. In addition several sections overlapped in terms of the information required and made it difficult to avoid repetitions.

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR H H EVANS, LEADER OF THE COUNCIL

DATE: 9 SEPTEMBER. 2008

SUBJECT: REPRESENTATIVES ON OUTSIDE BODIES

1 DECISION SOUGHT

1.1 To approve the various appointments made for Councillors to serve on outside organisations.

2 REASON FOR SEEKING DECISION

2.1 Following the County Councils elections in May 2008 it has been necessary to review the list of Council representatives sitting on outside bodies

2.2 Group Leaders had been invited to submit their nominations for consideration and at a meeting held on 1st September the attached list was finalised for approval by Cabinet. At that meeting I stressed the important role that members undertook in representing the Council on outside bodies and the need to attend meetings of those bodies when summoned. There also needs to be a mechanism put in place for members to feedback to the Council following their attendance at meetings and this could be done through the use of a standard template

2.3 Members will note that there are still a number of vacancies to be filled and attempts to fill these vacancies will be made with Group Leaders

3 POWER TO MAKE THE DECISION

3.1 Under the Scheme of Delegation within the Council's Constitution (paragraph 9(c)) it is the responsibility of the Cabinet Member to make appointments to fill any vacancies on external bodies whose remit lies wholly within his/her portfolio.

3.2 However, in view of the number of vacancies to be filled, groups were invited to submit nominations for approval by Cabinet rather than individual Cabinet members.

4 RESOURCE IMPLICATIONS

4.1 Cost Implications:

Costs for the attendance at meetings of outside bodies is covered within the Member's Scheme of Allowances

4.2 Staffing / Accommodation Implications:

A member of staff will be involved in informing the various bodies of the nominations

4.3 IT Implications:

A database is being set up to manage future appointments to outside bodies

5 RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendation/s

The various bodies will not have representation from Denbighshire County Council and the authority will have no input into the operation of these organisations

5.2 Risks associated with agreeing the recommendation/s

None

6 FINANCIAL CONTROLLER STATEMENT

Costs in connection with this matter will need to be contained within the overall budget for members expenses.

7 CONSULTATION CARRIED OUT

7.1 Two meetings have been held with Group Leaders in order to finalise the list of nominations. Group Leaders have consulted their members with regard to the nominations

8 IMPLICATIONS

8.1 **Assessment of Impact on Corporate Priorities:** None

8.2 **Assessment of impact on the Vision, Community Strategy, Equalities and Sustainability:**

Membership of certain groups will give Members a better understanding of equality and sustainability issues

9 ACTION PLAN

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
Cabinet to approve nominations	Leader of the Council – 9 th September. 2008	
Outside bodies to be informed of nominations	County Clerk – 30 th September. 2008	List of vacancies to be reviewed by 30 th September.2008

10 RECOMMENDATIONS

That Cabinet approves the attached list of nominations to outside bodies.

GROUP NOMINATIONS - OUTSIDE BODIES

ID ref	Name of Body	No. of reps.	Conservative	Independent	Labour	Plaid	Ind. First
1	Aberduna Independent Trust (local Member to be approached)	1					
2	Advisory Committee of the Denbighshire Care & Repair Agency	2	J. Bellis	W. Cowie			
3	Age Concern Cymru	2		R. Bartley	J. Butterfield		
4	Area Environment Group	1			I Armstrong		
5	Assn. for Areas of Outstanding Natural Beauty	1					
6	Bodelwyddan Castle Trust	2	M. Eckersley				R W Hughes
7	Brickfields Pond Local Nature Reserve Management Advisory Group	3	D. Lee		D. Thomas		
8	British Resorts Assn. Policy Cttee.	2 (1 Member + 1 officer)	J. Bellis				
9	Canolfan Addysg Bro Cinnerch Joint Management Committee	2		P. Marfleet G C Evans			
10	Canolfan Seion (Denbigh) Management Committee	1			C. Hughes		
11	Clwyd – Powys Archaeological Trust	1		D. Smith			
12	Clwyd Alyn Housing Association – Llys Marchan Residential Home	1		R. Feeley			
13	Clwyd Fine Arts Trust	1	A. Pennington				
14	Clwyd Leisure Ltd	2			D. Thomas, G Williams		
15	Clwyd Pensions Fund	1				H Jones	
16	Coalfields Communities Campaign Committee (nomination to be sought from Prestatyn Members' Group)	1					
17	Coleg Llysfasi – Governing Body	1				T R Hughes	
18	Community Health Council (up to 2010)	2		C. Evans,	J. Chamberlain		

					Jones		
19	Community Legal Services Partnership	1					
20	Corwen Leisure Centre User Forum	4				C. Williams H. Jones N J Hughes	
21	Dee Estuary Local Authority Liaison Group	2		W. Cowie		N J Hughes	
22	Denbigh Leisure Centre User Forum	4	J. Yorke	R. Bartley	C. Hughes	G. Kensler	
23	Denbighshire CAB Trustee Board	1				Huw Jones	
24	Denbighshire Enterprise Agency – Board of Directors	8 politically balanced	(3) J. Thompson-Hill D. Owens J Bellis	(2) G. C. Evans W. Cowie	(1)	(1) Eryl Williams	(1)
25	Denbighshire Sportlot Community Chest Panel	3	J. Thompson Hill		J Butterfield	N J Hughes	
26	Denbighshire Sports Association	2	I Gunning			H Jones	
27	Denbighshire Voluntary Services Association	1		D. Smith			
28	ECTARC	1					R.W. Hughes
29	Environment Agency Northern Area Flood Risk Management Advisory Group	*	S Frobisher	E R Jones	I. Armstrong		
30	Heather and Hillforts Partnership Board	2			C. Hughes	E Williams	
31	Joint Council for Wales	2		W. Cowie		N J Hughes	
32	Leader Plus	1					
33	Liverpool Bay Coastal Forum	2					
34	Llandrillo College F.E. Corporation	1	D. Owens				
35	Llangollen Leisure Centre User Forum (2 local Members to be approached)	4					
36	Llangollen Silver Band	1				T R Hughes	
37	Local Access Forum	1	P Dobb				
38	Local Govt.Assn. – General Assembly(actioned)	2					
39	Local Health Board	4	D. Hannam	R. Feeley, W. Cowie		N J Hughes	

40	Menter Iaith Ddinbych	1			C. Hughes		
41	Marine Lake User Forum	2			I. Armstrong		
42	Mersey Dee Alliance	3	J. Thompson-Hill			E Williams	
43	Moel Findeg Local Nature Reserve Management Advisory Group (local Member to be approached)	3	P.Dobb				
44	NCH Action for Children Cymru – Glan Y Mor Family Centre	2					
45	NCH Cymru Denbighshire Young Carers Project Committee	2		W. Cowie			
46	North Wales Bilingual Forum	2 (1 Member + 1 officer)				C. Williams	
47	North Wales Deaf Assn. – Management Committee	1					
48	<i>North Wales Economic Forum (actioned)</i>	2					
49	<i>North Wales Fire Authority(actioned)</i>	4					
50	North Wales Fund for Needy Psychiatric Patients (Ablett Fund)	1		R. Bartley			
51	North Wales International Music Festival	2		W. Cowie		N J Hughes	
52	<i>North Wales Police Authority – Joint Committee for Appointments (actioned)</i>	2					
53	North Wales Regional Members Mineral Group	1					
54	North Wales Regional Members Waste Group	2		C. Evans, W. Cowie			
55	North Wales Regional Tourism Partnership	1		R. Feeley			
56	North Wales Society for the Blind – Exec. Committee	1				N J Hughes	
57	North Wales Valuation Tribunal – Joint Appt.Cttee	1				C. Williams	
58	North Western and North Wales Sea Fisheries Cttee.	1	D. Owens				
59	Objective One Key Fund Steering Group	2	D. Owens		D. Thomas		
60	Pavilion Theatre User Group	3	I. Gunning J Bellis		B. Blakeley		
61	Prestatyn Leisure Centre User Forum	3	J. Cahill, A.				P Duffy

			Pennington				
62	Rhyl & District Benefit Advice Shop	2	D. Hannam			N J Hughes	
63	Rhyl Athy Interreg Steering Group	2			G. Williams		
64	Rhyl Community College Consultative Committee	1	D. Owens				
65	Rhyl Leisure Centre User Forum	4			J Butterfield, I. Armstrong, B Blakeley, J Chamberlain Jones		
66	Rhyl Sport and Education Partnership	2	I Gunning			N J Hughes	
67	Ruthin Leisure Centre User Forum	4		D. Smith, R. Feeley		M M Jones	
68	Scala Project Board (actioned)	1					
69	Scala Prestatyn Company Ltd (actioned)	2					
70	St Asaph Leisure Centre User Forum	4	D. Owens	W. Cowie			
71	Strangways and Vaughan Charity	1					
72	Voluntary Sector Liaison Group	6 politically balanced	(2) I. Gunning	(2)	(1)	(1)	
73	Wales Council for the Blind	1				N J Hughes	
74	Wales Council for the Deaf	1					
75	Wales Nuclear Free Forum	3 (1 to attend)			C. Hughes	N J Hughes (sub)	
76	Welsh Joint Education Committee	1			C. Hughes		
77	Welsh Local Government Association – Co-ordinating Committee(actioned)						
78	Welsh Local Government Association – Council(actioned)						

* no fixed representation – expressions of interest welcomed

1st September 2008

REPORT TO CABINET

CABINET MEMBER: Councillor P A Dobb Lead Member for Health, Social Care and Wellbeing

DATE: 9th September 2008

SUBJECT: Housing Revenue Account Budget & Capital Plan Update Report 2008 / 2009

1 DECISION SOUGHT

Members note the forecast outturn position of the Housing Revenue Account (H.R.A.) and Housing Capital Plan for 2008/09.

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 2008/09

- The latest forecast for the HRA shows that an in-year revenue surplus of £386k should be generated by the end of the financial year, which is £45k less than forecast in the original budget set in February 2008.
- There has been little movement in revenue expenditure since the end of June. The subsidy estimate has been reduced (£6k) and expenditure on leased property has also been reduced (£11k) based on expenditure and property take-up to date.
- Dwelling and leased property income will be better than originally forecast and there has been little movement in the income forecasts from June – a reduction in leased rent income of £12k (based on current numbers in the scheme) being the most significant.

Housing Stock Business Plan (HSBP)

- The HSBP is kept under close review and has recently been updated to reflect last year's outturn and current year developments. There has only been one 'Right to Buy' sale so far this year therefore the council housing stock remains at 3,471.

- Among other assumptions, the HSBP originally assumed there would be 15 RTB sales in 2008/09 so this has now been revised down to 6 based on sales to date. If the market remains stagnant and the sales target is not achieved, sensitivity tests on the Plan shows that it will remain viable in the long term because it is not wholly reliant upon sales – though this is clearly an important element. For example, the Housing Revenue Subsidy budget settlements (Determinations) have been generous in the last 3 years (the management and maintenance allowance increase has been much higher than forecast) and this in isolation has more than compensated for ‘negatives’, such as low sales.
- The Subsidy Determinations and RTB sales are beyond the council’s control but other measures could be considered if it was thought that the viability of the HSBP ever became less certain – including slowing down or reducing the capital plan or reducing the amount of capital funded from revenue (CERA). However, currently such options are not thought to be necessary.

Housing Capital Plan

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

Major Refurbishments	498 completions (461)
Window s contract	2,801 properties completed
Heating contract	1,253 properties completed (1,203)

- The plan has been amended from the original budget forecast to account for contract stage payments and retention payments that will be made in 2008/09, rather than 2007-08.
- The windows contract was completed in June (2,801 properties) and the heating contract was completed on 15th August. Work is currently underway re-cladding the council’s 16 Airey Homes and this should be completed by December.

Summary

- The forecast outturn for 2008/09 does not adversely affect the Council’s Housing Stock Business Plan.
- The amendments made to the HRA budget this month have marginally reduced expenditure with a minor impact on the overall HRA balances and therefore the Business Plan.

- The HRA Capital Plan continues to progress well with the windows and heating contracts now successfully completed. The considerable backlog of disabled facility grant works inherited continues to be cleared.
- The extent of capital works already completed should ensure that the Welsh Housing Quality Standard is achieved by 2012.
- The decline in RTB sales does not currently affect the viability of the Business Plan but will be kept under review.
- The HRA and capital plan position as reported does not have any additional staffing implications.

5 FINANCIAL CONTROLLER STATEMENT

The forecast HRA outturn for 2008/09 will ensure that balances are in-line with Housing Stock Business Plan expectations. The impact of the decline in RTB sales should continue to be monitored but currently does not affect the viability of the Business Plan.

6 CONSULTATION CARRIED OUT

Cabinet agreed the HRA capital and revenue budget in February 2008.

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.

2007/08				
Actual		Original	Forecast	Variance
Outturn	Period 4 - July 2008	Budget	Out-turn	to Budget
£		£	£	£
<u>EXPENDITURE</u>				
1,609,150	Supervision & Management - General	1,563,283	1,627,412	-64,129
251,603	Supervision & Management - Special	268,573	261,661	6,912
145,498	Welfare Services	142,552	145,545	-2,993
306,194	Homelessness - Leased Properties	402,000	391,762	10,238
0	Rents	0	0	0
2,576,310	Repairs and Maintenance	2,640,199	2,650,646	-10,447
4,888,755	Total Housing Management	5,016,607	5,077,026	-60,419
0	Rent Rebates	0	0	0
1,448,188	Item 8 Capital Charges	1,881,000	1,983,779	-102,779
0	CERA	3,500,000	3,000,000	500,000
0	Rent Rebate Subsidy Limitation	140,000	125,000	15,000
2,826,904	Subsidy	2,413,000	2,894,299	-481,299
12,513	Provision for Bad Debts	25,000	25,000	0
9,176,360	Total Expenditure	12,975,607	13,105,104	-129,497
<u>INCOME</u>				
9,570,607	Rents (net of voids)	9,924,222	9,949,195	24,973
189,918	Leased Rents	236,808	250,454	13,646
143,453	Garages	150,952	140,373	-10,579
199,587	Interest on Balances & Other Income	95,000	151,201	56,201
10,103,565	Total Income	10,406,982	10,491,222	84,240
Surplus / Deficit (-) for the Year				
927,205	General Balances	931,375	386,119	-545,257
0	Earmarked Balances	-3,500,000	-3,000,000	500,000
2,779,531	Balance as at start of year ~ General	3,706,736	3,706,736	0
3,706,736	Balance as at end of year ~ General	1,138,111	1,092,855	-45,257

Appendix 2

HRA Capital Plan Update 2008/09

Month 4

Actual 2007/08 £	Description	Approved Schemes £	Actual at End July £	Forecast Outturn £
363,377	Environmental Improvement Works	440,000	115,687	440,000
56,654	2005/06 Major Improvements – All Groups	0	1,000	100,000
5,660,688	2006/07 Major Improvements – All Groups	6,735,000	1,536,219	6,735,000
2,552,468	Windows Replacement	100,000	121,195	200,000
831,900	Central Heating Contract	100,000	310,972	350,000
550,040	DFG - Council Properties *	400,000	151,135	500,000
10,015,127	Total	7,890,000	2,236,208	8,325,000

2007/08 £	HRA Capital Plan Financed By:	Original £	Forecast £
2,400,000	Major Repairs Allowance Grant	2,400,000	2,400,000
483,000	Useable Capital Receipts (RTB Sales)	297,000	112,500
7,132,127	Prudential Borrowing	1,693,000	2,812,500
0	CERA	3,500,000	3,000,000
10,015,127	Total	7,890,000	8,325,000

REPORT TO CABINET

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

DATE: 9 September 2008

SUBJECT: Revenue Budget and Summary Capital Plan 2008/09

1. DECISION SOUGHT

- 1.1 To note the latest projected outturn figures for the current financial year as detailed in the attached Appendix 1.
- 1.2 To also note the summary capital plan performance for the 2008/09 financial year as detailed in the attached Appendices 2 and 3.
- 1.3 To note the current position on the vacancy control procedure.
- 1.4 In light of the potential outturn position detailed in appendix 1 that members note the further work that is in hand to identify savings within the Lifelong Learning Directorate.

2. REASON FOR SEEKING DECISION

- 2.1 To advise members of the latest estimated position on the budget performance for the year. In view of the very poor Assembly settlements that will be received over the next few financial years there is a pressing need to deliver the Council's agreed budget strategy for the current financial year and avoid reducing already inadequate reserves.

3. POWER TO MAKE THE DECISION

- 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 Service's latest projections for the current financial year. The likely position on several pressure areas is beginning to become clearer. Appendix 1 details a forecast overall overspend of £876k, excluding the schools' delegated budgets. This figure is made up of pressures within the Lifelong Learning and Social Services and Housing directorates partly offset by Corporate savings.

i) Lifelong Learning is forecasting an over spend of £947k mainly due to:

- a) the costs associated with the operation and closure of the Hyfrydle Childrens Home on the Plas Brondyffryn school site, £374k,
- b) the delay in identifying efficiency savings from 2007/8, £93k.
- c) the assumed cost associated with the current interim management arrangements, £250k.

- d) the increasing losses incurred by the School Meals service above the £150k provided for within the budget £101k,
- e) the likely loss of Lottery funding and potential clawback in connection with the Mentro Allan project in Rhyl £120k,

It is currently unclear exactly how the revenue costs of the Community Learning Centres, over and above external resources, are to be funded. Work is currently in hand to clarify the position.

The financial position of the High School formerly in special measures will also require careful monitoring. The Council's rules on school's operating with negative balances on their delegated budget require the school to produce a recovery plan that shows the position improving over no more than 2 years. The school is currently working up such a plan and this will need to be reviewed before it can be recommended for acceptance by the Council.

*ii) **Social Services & Housing** is forecasting an overspend of £377k mainly due to;*

- a) Growth in demand for services for people with learning and other disabilities due to demographic factors and the trading position of Cefndy Enterprises.
- b) Pressures on the Homelessness service due to increasing numbers of referrals.
- c) The service identified a number of areas for cost reduction in a report to the Social Services & Housing Scrutiny Committee in February in response to the inadequate WAG settlement for these pressures. Some of these are beginning to feature in the projections.
- d) The Assembly have announced additional Continuing Health Care funding for the current year. This will be shared between Councils and the Health Service in Wales. The exact sum to be made available for the authority and the extent to which it can be used to fund demographic pressures, will be confirmed when negotiations with Health are completed.

4.3 It is likely that all services will experience cost pressures resulting from the recent increases in fuel and energy costs. This will be most prevalent in school transport costs as contractors seek to pass on fuel increases, highway maintenance as the cost of tarmac is impacted upon and premises costs as energy costs rise during the winter period.

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

4.5 Capital expenditure at mid August is **£10.1m** against a plan of £35.7m. Full details of the Capital Plan are contained in a separate report in part two of the agenda.

4.6 Appendix 4 provides the current position on the vacancy control procedure introduced as part on the budget setting exercise for 2008/9.

5. RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendations.

Risk of service overspends not being contained within the overall Council budget with the resulting reduction to Reserves & Balances and pressure continuing into future years.

5.2 Risks associated with agreeing the recommendations.

Potential for impact upon service levels and quality with possibility of negative impact upon the Council's public image.

6. FINANCIAL CONTROLLER STATEMENT

6.1 Directorates need to exercise tight control over their revenue expenditure to ensure they are able to remain within their budgets. The first call on underspends brought forward from last financial year together with underspends in the current year, will of course be any pressures in the current year.

6.2 The closure of the residential unit Hyfrydle, on the Ysgol Plas Brondyffryn site will cap the Council's liabilities this year and in the future. Action is currently being considered to ensure the facilities are brought into alternate use in the medium term.

6.3 It is reassuring to note that the school formally in special measures has now been removed from this status. The governors need to produce an acceptable recovery plan that demonstrates that the school can operate within the delegated budget over a maximum of the following 2 financial years. This plan will need to be reviewed and agreed by the Council.

6.4 A continuing area for concern is the worsening financial position of the school meals service where the agreed level of temporary additional subsidy, £150k, will be inadequate in the current financial year.

6.5 The funding arrangements for the Community Learning Centres need to be resolved quickly to avoid a further pressure situation developing.

6.6 The likely grant clawback on the Mentro Allan project at up to £120k is a major disappointment and action will need to be agreed to ensure the impact can be contained within the Directorate overall budget.

6.7 Officers are involved in detailed negotiations with the Health Service to ensure the Council receives a fair share of the additional W.A.G. Continuing Health Care funding.

7. CONSULTATION CARRIED OUT

7.1 Lead Cabinet members need to consult with Heads of Service during the financial year to agree necessary remedial actions to contain pressures as they occur.

8. IMPLICATIONS ON OTHER POLICY AREAS

The Vision

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

Other Policy Areas Including Corporate

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

9. ACTION PLAN

- 9.1 All departments undertake regular budget monitoring to identify savings and efficiencies.
- 9.2 Officers within Lifelong Learning and Finance directorates are working to reduce the level of pressures and identify other offsetting savings to bring overall spend in line with the directorate budget.

10. RECOMMENDATION

- 10.1 To note the projected outturn figures for 2008/09 as detailed in the attached Appendix 1.
- 10.2 To also note the summary capital plan performance figures for 2008/09 financial year as detailed in the attached Appendices 2 and 3.
- 10.3 That members note the current position in connection with the vacancy control procedure.
- 10.4 That members also note the work in hand to reduce overall spend within the Lifelong Learning directorate.

APPENDIX 1

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2008/09
SUMMARY POSITION AS AT END July 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)	20,707	-6,953	13,754	21,654	-6,953	14,701	947	0	947	352
Environment	51,665	-21,587	30,078	51,245	-21,417	29,828	-446	148	-298	0
Social Services & Housing	56,226	-17,515	38,711	58,673	-19,585	39,088	2,447	-2,070	377	461
County Clerk	1,975	-403	1,572	1,975	-403	1,572	0	0	0	0
Resources	10,542	-3,105	7,437	10,542	-3,105	7,437	0	0	0	0
Corporate, Miscellaneous & Benefits	28,986	-23,764	5,222	29,036	-23,764	5,272	50	0	50	50
Total All Services	170,101	-73,327	96,774	173,125	-75,227	97,898	2,998	-1,922	1,076	863
Capital Financing Charges savings & additional Investment Income net of contributions to specific provisions			10,673			10,473			-200	-188
Precepts & Levies			4,347			4,347			0	0
Contribution to balances/reserves			570			570			0	0
			112,364			113,288			876	675

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 2008/09
LIFELONG LEARNING
SUMMARY POSITION AS AT END July 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	58,105	-5,443	52,662	61,574	-8,479	53,095	3,469	-3,036	433	433
Partnership & Inclusion	9,687	-5,231	4,456	10,190	-5,231	4,959	503	0	503	159
School Development	7,231	-1,202	6,029	7,324	-1,202	6,122	93	0	93	93
Policy & Performance	1,345	-292	1,053	1,696	-292	1,404	351	0	351	100
Libraries	2,444	-228	2,216	2,444	-228	2,216	0	0	0	0
Total excluding schools	20,707	-6,953	13,754	21,654	-6,953	14,701	947	0	947	352

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2008/09
LIFELONG LEARNING DIRECTORATE**

	Current Month £000s	Previous Month £000s
<u>INDIVIDUAL SCHOOLS BUDGET</u>		
Following updates during June, projections would indicate that school balances of £2,027k as at 31.03.08 will reduce to £1,594k during 2008/2009. It is important to note, however, that projections for 2008/2009 have only been completed for a approximately half of the Schools at this stage, and the other half of predicted balances are based on the balance brought forward from 2007/2008 plus balances from indicative budgets. More projections will be completed shortly now that closedown of accounts for 2007/2008 has been completed, and governing bodies will be deciding on staffing issues for September.	433	433
<u>POLICY & PERFORMANCE</u>		
Costs associated with the Interim Management arrangements	250	100
School Meals Subsidy	101	0
<u>SCHOOL DEVELOPMENT</u>		
Unachievable efficiency savings relating to 2007-08 that were also not achieved in that year. Work is ongoing within the Directorate to reduce these but at this point in the year, no alternative savigns have yet been identified	93	93
<u>PARTNERSHIPS & INCLUSION</u>		
Cost associated with the closure of Hyfrydle Children's Home	374	150
Professional fees associated with an unforeseen investigation	9	9
Clawback of Mentro Allan Grant as not met grant conditions	120	0
TOTAL excluding schools	947	352

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2008/09
LIFELONG LEARNING DIRECTORATE**

Progress with delivery of savings assumptions built into 2008/9 Budget

1. Savings targets agreed, (see report to Council 12 February for details)

	£000
a) Efficiency savings	167
b) Other savings	79
c) Vacancy control	92 (see separate sheet for details of position to date)

2. Progress with delivery of savings.

All savings are on target to be delivered apart from the following:

a) Efficiency savings.	£000	Alternative savings identified
i) Freezing of Partnerships post (grant funded)	47	alternative core funding sought to be diverted to the grant
b) Other savings		
i) Vacancy Control	34	Yet to be identified

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2008/09
ENVIRONMENT DIRECTORATE
SUMMARY POSITION AS AT END July 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	9,186	-5,279	3,907	9,186	-5,261	3,925	0	18	18	
TRANSPORT & INFRASTRUCTURE	13,850	-4,453	9,397	13,836	-4,423	9,413	-14	30	16	
PLANNING & PUBLIC PROTECTION	4,310	-1,875	2,435	4,275	-1,775	2,500	-35	100	65	
DIRECTOR & SUPPORT	1,318	-237	1,081	1,171	-237	934	-147	0	-147	
ENVIRONMENTAL SERVICES	17,199	-7,279	9,920	16,949	-7,279	9,670	-250	0	-250	
COUNTRYSIDE, CULTURE & TOURISM	5,802	-2,464	3,338	5,828	-2,442	3,386				
Total Environment	51,665	-21,587	30,078	51,245	-21,417	29,828	-446	148	-298	0

Potential Pressures

The substantial increases in fuel prices is likely to place significant cost burdens on the School/Public Transport budgets as well as other front line services such as waste collection, highways maintenance, street cleansing etc.

Presently the income generated from the Car Parking, Building Control, Land Charges and Development Control functions are significantly down on profiled budget and also when compared with the same period last year. The latter 3 services are clearly linked to the current downturn in the housing market which shows no signs of immediate recovery.

All savings on staffing from delays in filling vacant posts have been removed from services and accumulated in a central budget controlled by the Director. These savings will be required to offset pressures as they arise during the year.

An additional £300K budget in 08/09 was given to Environmental Services to finance DCC's share of the procurement costs of a residual waste disposal facility. Latest events indicate that the procurement process will slip and that only £50K will be spent in the current financial year and that £250K needs to be rolled forward into 09/10. The reason for the delay is that DCC can only move at the same speed as the North Wales Consortium (led by FCC) moves forward.

Pressures on the Rhyl Pavilion Theatre (unlikely to fully achieve efficiency savings put forward as part of the 08/09 budget round) and on the Coastal Facilities budgets.

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2008/09
ENVIRONMENT - EFFICIENCY SAVINGS
SUMMARY POSITION AS AT END July 2008**

Progress with delivery of savings assumptions built into 2008/9 Budget

1. Savings targets agreed, (see report to Council 12 February for details)

	£000
a) Efficiency savings	359 (£277k plus £82k from LL)
b) Other savings	92 (£40k plus £52k from LL)
c) Vacancy contro	178 (£148k plus £30k from LL)

2. Progress with delivery of savings.

All savings are on target to be delivered apart from the following;

a) Efficiency savings.

- i) Street Lighting - stop night time inspections (£7k). Subsequently agreed not desirable from H & S viewpoint. Will be replaced by other efficiencies within Street Lijghting budget.
- ii) Rhyl Pavilion Theatre - reduced funding and changes in programming policy (£45k). This will be partly achieved but approx. £22k will need replacing by alternatives.
- iii) Restructure of THC (£14k) - discussions still ongoing.

b) Other savings

- i) Public Conveniences - closure of old Golf Rd toilets (£5k) - unlikely to achieve this so relaced by an alternative saving within PC budget.
- ii) Reduced Beach Lifeguard service (£25k) - only partly achieved. Will need to be accommodated within existing budget.
- iii) Historic Houses of denbighshire £5k - will need to be replaced by an alternative saving.

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2008/09
SOCIAL SERVICES AND HOUSING
SUMMARY POSITION AS AT END July 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	9,092	-542	8,550	10,164	-1,619	8,545	1,072	-1,077	-5	-9
Adult Services	36,765	-9,168	27,597	37,985	-10,216	27,769	1,220	-1,048	172	250
Business Support & Development	2,773	-504	2,269	2,967	-589	2,378	194	-85	109	113
Cymorth Grant	1,648	-1,611	37	1,648	-1,611	37	0	0	0	0
Supporting People Grant	4,363	-4,350	13	4,363	-4,350	13	0	0	0	0
Underspend Brought Forward	0	0	0	0	0	0	0	0	0	0
Sub Total Social Services	54,641	-16,175	38,466	57,127	-18,385	38,742	2,486	-2,210	276	354
Non HRA Housing	1,585	-1,340	245	1,546	-1,200	346	-39	140	101	107
Underspend Brought Forward	0	0	0	0	0	0	0	0	0	0
Directorate Total	56,226	-17,515	38,711	58,673	-19,585	39,088	2,447	-2,070	377	461

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2008/09
SOCIAL SERVICES AND HOUSING DIRECTORATE

<u>Comments</u>	Current Month	Previous Month
	£000s	£000
CHILDREN'S SERVICES The main pressure area are the specialist placement budgets which are expected to overspend by £366k. This is partially offset by the in house fostering service - underspend circa £200k and underspens brought forward of £150k	-5	-9
	-5	-9
ADULT SERVICES <u>Learning Disabilities</u> The growth in demand on this service is already faster than WAG projections published last year and is a growing budget pressure. The main pressure areas are in community living (£157k) and residential placements (£153k).	510	560
<u>Mental Illness</u> The main budget pressures are Residential, Nursing and Homecare spend. The outturn has increased by £38k here. This is because under Section 117 of the Mental Health Act 1983 and subsequent court rulings, clients who have contributed to their care by way of benefits are entitled to be refunded in full plus interest.	258	220
<u>Older People</u> Provider - There has been a substantial decrease in the previously reported over spend of £104k to the latest projection which shows the position as being £15k under spent. The main reason is due to the possible savings around extra care housing in both Rhyl and Prestatyn. Purchasing - The final position for the service is expected to be £198k under spent which equates to a reduction in the under spend of £39k from the previous month. The main factor is an increase in the predicted spend around direct payments for older people (£41k).	-213	-133
PDSI Community Care spend is the main budget pressure (£254k). Direct payments are also forecast to be over budget (£98k) and Carers' Services (£42k)	355	321
<u>Performance Management & Commissioning</u> A combined under spend of £201k is predicted due to various factors including expected receivership income circa £60k (this is the assumed minimum and could improve as the year progresses). The remainder is due to slippage on staffing budgets and extra grant income / budget allocation.	-201	-169

<p>Other Adult Services It is assumed that the Fairer Charging Grant continues at the same level as 2007/08. However the remaining charging policy income is based on ability to pay and can be volatile. Therefore have to assume budgeted income will be met but not exceeded.</p>	-23	-32
<p>Joint Working & Older peoples Strategy This consists solely of grant funding which is planned to be fully spent.</p>	-2	-2
<p>Cefndy Enterprises Cefndy is under increasing pressure from raw material suppliers with the costs expected to equate to over 60% of sales for 2008/09, an increase of 3% from 07/08. The 08/09 outturn is expected to be an improvement of just over £100k on the final position in 07/08.</p>	104	100
<p>Business Support & Development Predicted overspend mainly due to costs associated within Directorate costs such as the various supplies budgets throughout establishments</p>	108	113
<p>Cymorth Grant All expenditure relating to the Cymorth grant has to be spent in year.</p>	0	0
<p>Supporting People Grant It is assumed that all the recurrent SP under spend will be taken to reserves. The balance of the reserve is currently £1.9m. There is also £450k in reserve for SS back pay. The SP strategy is currently being revised as the latest proposals around the future of the grant are being considered.</p>	0	0
<p>Underspend Brought Forward 2007/08</p>	-615	-615
<p>HOUSING The main pressure area is the non HRA Homelessness element of the Housing budget which is predicted as showing a £101k over spend in 08/09 (£153k over spent in 07/08).</p> <p>Underspend Brought Forward 2007/08</p>	101	107
	0	0
	377	461

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2008/09
SOCIAL SERVICES & HOUSING**

Progress with delivery of savings assumptions built into 2008/9 Budget

1. Savings targets agreed, (see report to Council 12 February for details)

	£000
a) Efficiency savings	567
b) Other savings	108
c) Reduced travel costs	25
d) Vacancy control	125 (see separate sheet)

2. Progress with delivery of savings.

All savings are on target to be delivered apart from the following:

a) Efficiency savings.	£000	Alternative savings identified
i) Restructure of day care provision not achievable	37	Alternative savings to be identifies, work ongoing
ii) Telecare savings, will achieve £35k - £50k	70	Shortfall to be identified, work ongoing
iii) Reduction in costs of placements for children not achievable	78	Alternative savings to be found in reduction of agency staff Work ongoing

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2008/09
RESOURCES, COUNTY CLERK, CORPORATE & MISCELLANEOUS
SUMMARY POSITION AS AT END July 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	1,864	-403	1,461	1,864	-403	1,461	0	0	0	0
Translation	111	0	111	111	0	111	0	0	0	0
Resources Directorate										
Finance	5,188	-2,125	3,063	5,188	-2,125	3,063	0	0	0	0
Policy Unit	391	0	391	391	0	391	0	0	0	0
Audit	444	-87	357	444	-87	357	0	0	0	0
I.T	2,393	-439	1,954	2,393	-439	1,954	0	0	0	0
Personnel	1,431	-284	1,147	1,431	-284	1,147	0	0	0	0
Project Management	26	0	26	26	0	26	0	0	0	0
Customer Care	669	-170	499	669	-170	499	0	0	0	0
						0	0	0	0	0
Total	10,542	-3,105	7,437	10,542	-3,105	7,437	0	0	0	0
Corporate and Miscellaneous	6,392	-1,133	5,259	6,442	-1,133	5,309	50	0	50	50
Benefits	22,594	-22,631	-37	22,594	-22,631	-37	0	0	0	0
Total	41,503	-27,272	14,231			14,170	50	0	50	50
Capital Fin Charges savings and increased Investment Income	10,673		10,673	10,473	0	10,473	-200	0	-200	-188
			0			0	0	0	0	0
Contribution to balances/reserves	570		570	570		570	0	0	0	0

Note : Corporate Costs - Pension costs from LGR and later efficiency exercises running ahead of budget. +£50k
Revised estimate of costs of loan interest and provisions for loan repayments net of invest income from cash balances. -£200k.

**RESOURCES DIRECTORATE, COUNTY CLERK & CORPORATE SAVINGS
SUMMARY POSITION AS AT END July 2008**

Progress with delivery of savings assumptions built into 2008/9 Budget

1. Savings targets agreed, (see report to Council 12 February for details)

£000

a) Efficiency savings	180
b) Other savings	34
c) Vacancy cont	241

2. Progress with delivery of savings.

All savings are on target to be delivered

Denbighshire County Council - Capital Plan 2008/09 - 20011/12

APPENDIX 2

Position as at Mid August

		2008/9	2009/10	2010/11	2011/12
		£000s	£000s	£000s	£000s
Capital Funding:					
1	General Funding:				
	Unhypothcated Supported Borrowing	8,957	5,918	5,896	5,896
	General Capital Grant	1,908	1,962	2,018	2,018
	General Capital Receipts	12			
	Earmarked Capital Receipts	1,855	0	0	0
		12,732	7,880	7,914	7,914
2	Prudential Borrowing	6,542	15	0	0
3	Reserves and Contributions	1,932	110	0	0
4	Specific Grants	15,467	1,490	488	0
	Total Finance	36,673	9,495	8,402	7,914
	Total Estimated Payments	-35,673	-2,502	-974	0
	Contingency	-1,000	-1,000	-1,000	-1,000
	Unallocated Reserve	0	-110	0	0
	Surplus/ -Insufficient Resources	0	5,883	6,428	6,914

Capital Expenditure By Directorate

	2008/9	2008/9	2009/10	2010/11
	Spend to Mid August	Estimated programme	Estimated programme	Estimated programme
	£000	£000	£000	£000
Environment	6,651	24,945	60	0
Lifelong Learning	3,107	8,937	1,552	180
Resources	232	1,034	22	0
Social Services and Housing	123	757	175	250
Total	10,113	35,673	1,809	430

Capital Expenditure by Council Priority

	2008/9	2008/9	2009/10	2010/11
	Spend to Mid August	Estimated programme	Estimated programme	Estimated programme
	£000	£000	£000	£000
School Improvement	250	7,833	1,372	0
Highways	705	7,152	0	0
Public Realm	0	2,710	60	0
Total	955	17,695	1,432	0

As part of the 08/09 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

	2008/09	2008/09
	Spend to Mid August	Estimated programme
	£000	£000
School Improvement		0
Highways	705	2,000
Health & Safety		0
Total	705	2,000

UPDATE ON IMPACT OF VACANCY CONTROL**Appendix 4****Directorate LIFELONG LEARNING (target saving 2008/9 £82k on going)**

	Detail of vacant posts	Post Frozen	Post temp frozen	Post to be filled	Potential savings 2008/9 In year £	On going £	Impact upon services
<u>Service</u>							
Policy & Performance	Admin post		1		28,000	28,000	Will be undertaking an Admin posts Review
Youth Service	Session Workers		2		30,000	30,000	No youth work in some areas of the County
							- service to be provided by vol sector.
Total Lifelong Learning Directorate					58,000	58,000	
Balance to identify/contribution to 2009/10 target (School Development)					34,000	34,000	Savings to be found from efficiencies within the service

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

	vacant posts	Frozen	temp frozen	be filled	In year £	On going £	
<u>Service</u>							
FINANCE	Revenues & Benefits	1	0	3	10,000	20,000	No major impact on service delivery.
PERSONNEL	Training post & admin	1	0.5	0	10,000	15,000	
POLICY UNIT	Policy Officers	1	0	2	10,000	30,000	2 posts filled through secondment
ICT	IT posts	1	5	1	90,000	35,000	Potial increased response times
Total Resources Directorate		<u>4</u>	<u>5.5</u>	<u>6</u>	<u>120,000</u>	<u>100,000</u>	
Balance to identify/contribution to 2009/10 target					0	<u>0</u>	

SOCIAL SERVICES & HOUSING

(Target saving £125k 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	
<u>Adults</u>	QA Admin .25 hours	0.25			11,458		Less QA activity
	QA Officer .5	0.5			18,725		Less QA activity
	Blue badge assistant	0.5			9,670		
	Welfare Rights	1			30,000		monitoring impact
	Laundress Awelon - 18.5 hrs			0.5			
<u>Children BSD</u>	Care Assistant - Awelon - 19.5 hrs			0.5	10,379		Savings from frozen post Dec- March
	Recruitment officer		1		26,741		monitoring impact
	MIS Admin	1			8,848		monitoring impact
	Directorate admin	1			9,639		
TOTAL					125,460		
Balance to identify/contribution to 2009/10 target					460		

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

Directorate

Environment

<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	
Development Services	Asset Challenge Officer			X	4,254	4,254	
Tourism, Heritage & Culture	Llangollen Pavillion CEO		X		30,000	0	
Transport and Infrastructure	Highways Development Control Manager	X			52,111	52,111	
	Senior Engineer (Contracts)	X			25,801	25,801	
	Technical Assistant - Streetworks			X			
	Engineer/Technician - Traffic & Transportation			X			
	Head of Service		X		0	10,000	

	Technician/Engineer		X	28,280	28,280	
Planning And Public Protection Services						
	Trainee Building Control Officer		X	8,000	8,000	Savings from mini restructure Savings utilised to support falling income levels
	Land Charges Admin Officer x 2		X	0	0	
	Mod App - Housing and Area Renewals		X	0	0	Post funded from capital budget Work not being done pending restructuring - may need to employ consultants in short term
	Contaminated Land Officer		X			Causing pressure on existing staff - workload increasing
	Licensing Administration Officer		X	18,912	18,912	
	Development Control & Planning Compliance Manager		X	18,685	18,685	Performance suffering due to vacancy - position on hold pending mini restructure
	Policy , Research & Information Manager		X	45,000	45,000	Risk of not achieving targets for LDP, staff workload not sustainable
	Pollution & Scientific Services Manager (EH)		X	25,000	15,000	Restructuring pending
	Food Safety		X	30,000	10,000	Restructuring pending
Finance and Performance						
	Admin Assistant - Passenger Transport		X	1,000	0	Covered part-time by agency, to be reviewed for peak period in Aug/Sep
	Support Services Officer		X	0	0	Currently covered by prt time support from other part of team
Environmental Services						
	Cemetery Admin Officer		X	13,000	13,000	More pressure on existing staff - which means that agency cover may be required during any periods of sickness or to cover for holidays.
	Grounds Maintenance Supervisor		X	7,496	7,496	No impact - same or better service will be achieved via better management.
	Highways Supervisor x 2		X	56,545	65,969	Same or better service should be obtained via better management and control.
				364,084	322,508	

NOTE :The Directorate strategy is aiming to roll all of 07/08 underspend, together with in year savings because of staff turnover, into a fund for future redundancy and pension backfunding costs. This will be balanced to ensure the target for 08/09 for budget and 'cash' savings are achieved.

REPORT TO CABINET

CABINET MEMBER: Councillor E W Williams
Lead Member for Environment: Sustainable Development

DATE: 9 September 2008

SUBJECT: Joint Head of Highways and Infrastructure – Conwy and Denbighshire County Councils

1. DECISION SOUGHT

The purpose of this report is to gain approval from Cabinet to progress to the appointment of a Joint Head of Highways and Infrastructure for Conwy and Denbighshire and to enter into an agreement under the Local Authorities (Goods and Services) Act 1970 (as amended).

2. REASON FOR SEEKING DECISION

Reports were presented to Conwy County Borough Council Cabinet on 10 April 2008 and to Denbighshire County Council Cabinet on 22 April 2008 regarding proposals for a Joint Head of Service (HOS) for both authorities covering Highways, Transportation and related Services.

Each Cabinet resolved:

- (a) That the principle of a Joint Head of Service post covering Infrastructure and Highway Services be agreed.
- (b) The development of a Job Description and Person Specification and an appropriate salary scale for the new Head of Service.
- (c) That work commences on developing an agreement on the constitution and powers of a Joint Committee under the Local Government Act 1972.
- (d) That consultation takes place with Scrutiny after the Local Government Elections.
- (e) That a paper setting out full details of the proposal is considered by Cabinet in July 2008.

3. DEVELOPMENT OF THE PROPOSALS

A Project Board, comprising of the appropriate Corporate Director and Cabinet Member from each of the 2 authorities, has been formed to take the project forward to its conclusion. A project manager and project team of officers from each authority has also been put in place. A project plan, brief, programme and risk register has been agreed.

The Project Board in considering the most appropriate way forward have concluded that, in the first instance, the joint post should be appointed under an agreement between the authorities under the Local Authorities (Goods and Services) Act 1970 (as amended) rather than immediately forming a Joint Committee under the Local Government Act 1972 as previously proposed. This paper seeks approval to progress to enter into that agreement.

The Project Board has, therefore, agreed the objectives of the project to be:

To enter an agreement under the Local Authorities (Goods and Services) Act 1970 (as amended) for Denbighshire to appoint (via a joint appointments panel of the 2 authorities) a Head of Service for the provision of Highways, Transportation, and Infrastructure services to manage the separate services of both authorities, with overview and performance management from a joint Management Board.

This will be with a view to moving to a Board as a Joint Committee under the Local Government Act 1972 as early as possible.

The advertisement for the proposed joint HOS post is programmed, subject to the agreement by each Council to the recommendations in this report, to be placed in September 2008. It is therefore unlikely that a person will be in post before February 2009 at the earliest.

Each Authority has in place interim management arrangements.

3.1 Formal Agreement

The Project Board and a Project Team, including legal, personnel and finance officers, from the two Authorities have considered draft terms for the proposed Agreement and are close to reaching a final agreement. An outline of the draft terms is:

3.2. Joint Head of Service

The Head of Service shall be known as the Head of the Conwy and Denbighshire Highways and Infrastructure Service.

The Head of Service shall at the outset of the Agreement have responsibility for those activities, powers or duties set out in each of the authority's constitutions for the services with are structured within Conwy County Borough Council under Infrastructure and Denbighshire under Transport and Infrastructure.

3.3 Administering Authority

Denbighshire County Council will be the administering authority for the purposes of employing the Joint Head of Service. In respect of this post, Conwy will reimburse Denbighshire half of:

- ▶ The appointment costs
- ▶ The employment costs (including direct employment on-costs)
- ▶ Personal Assistant support costs.

3.4 Joint Management Board

A Joint Management Board (which will be a continuation of the current Project Board i.e. Director and Cabinet Member from each of the 2 Authorities) will be set up to:

- ▶ Ensure Service delivery is in accordance with the Agreement
- ▶ Receive periodic performance reports from the HOS
- ▶ Undertake the annual appraisal of the HOS
- ▶ Ensure that the position of Administering Authority does not influence the HOS in the operation of his/her duties and that the equality of the 2 partner authorities and their respective staff is maintained.
- ▶ Advise the HOS on relevant corporate policy/issues/priorities of the respective authorities.
- ▶ Ensure support from their respective Cabinets and Councils for the development of the collaboration of the services.
- ▶ Assist the HOS in reviewing and determining the policy in regard to the services
- ▶ Provide advice and support to the HOS in the development of the management of the 2 service areas and the intended collaboration of the services
- ▶ Agree and disseminate appropriate protocols for the operation of the HOS (e.g. contact with Members and Community Councils; and representation of the HOS on the respective Authorities' corporate groups)

3.5 Staffing

The staffing structure required to deliver the services shall be decided and managed by the Head of Service, in consultation with the Board, as necessary, in order to meet service requirements and budgets.

At the commencement of the Agreement each Authority shall:

Retain its existing staff number, structure and staff budget for the Services. The staff will continue to be employed by each Authority under their existing terms and conditions and corporate HR policies. The staff will continue to operate from their current base(s)

The structure will be reviewed by the HOS, in consultation with the Board, to an agreed timescale and new structures may develop in whole or in part which may involve combining staff structures across both authorities to improve service delivery and efficiency. This would be the subject of full consultation with staff and unions.

3.6 Operations

In respect of the operation of the Services, at the commencement of the Agreement:

- ▶ The operational budgets for each Service in each Authority shall be as agreed independently by each Authority (i.e. as existing).
- ▶ The financial management and control of the operational budgets shall be in accordance with each respective Authority's Financial Regulations and its Constitution in general.
- ▶ The Contact Standing Orders of each Authority shall continue to apply to the respective associated works and service contracts
- ▶ The operational budgets of both Authorities will over time be reviewed by the HOS, in consultation with the Board, in order to meet the objective of improving service delivery and efficiency.

3.7 Agreement Term and Termination

The agreement shall be for 5 years. The Agreement may be terminated on the 1st April in any year by either of the Authorities giving to the other at least one years' notice in writing

4. POWER TO MAKE THE DECISION

There are 2 ways of providing this joint service:

1. Agreement under the Local Authorities (Goods and Services) Act 1970 (as amended)
2. Joint Committee under the Local Government Act 1972

The nature of the proposed joint Head of Service – Chief Officer with delegations within the Constitution of each authority and duties/responsibilities within Financial Regulations and Standing Orders within the Constitution of each Authority – suggests that the Joint Committee approach is the most appropriate. It would also provide clearer reporting lines and accountabilities, as well as allowing future development of closer operational and budgetary collaboration.

It is however the view of the Board that the complexity of creating the joint committee and resolving all of the associated concerns would introduce a significant element of delay into the project. It is for this reason that the approach of an initial agreement followed by a joint

committee is suggested. As the collaboration agenda between Conwy and Denbighshire develops, further discussion regarding the form and remit of a future joint committee needs to be held.

4.1 Cost Implications

The appointment costs of the Joint HOS will be covered equally by each Authority's revenue budgets for the service, in the normal way.

It is estimated that the total cost of the new HOS and support will be in the region of £150,000. The annual cost of the joint HOS post will be jointly and equally funded by each authority's revenue budgets for the service, in the normal way. Each authority will therefore need to contribute approximately £75,000 per annum. Denbighshire has this sum available within current budgets.

During the Project Period in order to assist with organisational change capacity a bid for £132,000 has been submitted to WAG under Making the Connections. Denbighshire will need to contribute towards the project costs. This money is available through the budget allocations available to deliver the Highways Asset Management Plan.

WAG 'Making the Connections' Bid

In order to support the process to appoint a joint HOS, and to assist the project Board and the HOS (when appointed) in developing the collaboration initiative, a bid has been made to the WAG ' Making The Connections' fund for a sum of £132K to provide resources in 3 areas of activity:

A. Business Process review

A business process review of the highways and transportation policies and practices of both authorities and produce and embed an agreed joint set of policies and practices (technical and operational) , including delegations and decision making processes for an efficient and effective service. A number of policies and, where appropriate, practices will require consultation with residents and stakeholders, approval by each authority's Cabinet/Council (as appropriate), and will be published on the web sites of both authorities (indicating the joint approach) to better inform and service residents.

B. Highways Asset Management Plan support

Each Authority has allocated a significant budget to take forward its Highways Asset Management Plans by:

- ▶ the procurement and implementation of hardware and software (Conwy has already procured a system and Denbighshire will move forward with the same system)
- ▶ the collection of inventory data (Conwy has procured the services of a data collection contractor which Denbighshire will use)
- ▶ the introduction of hand held data capture devices for use by highway inspectors and other operational staff (Conwy has a programme for the introduction of these data capture devices)
- ▶ the development of asset maintenance regimes and practices and whole life costing based on sound inventory and condition data, to ensure efficient use of resources and information to stakeholders.

A customer contact database to monitor customer input and feedback (linked to the authority's corporate customer reporting management system as necessary)

A linked works ordering/monitoring system

Support is required to assist Denbighshire to close the gap on the Conwy position and to assist both authorities in jointly managing and implementing the project, including joint training and development.

C. HR support

Expert HR support for team building between the staff of both authorities and HR advice/support on collaboration matters

This bid was submitted to the Welsh Assembly Government and preliminary approval under the Making The Connections Fund was received in August 2008. Further work is ongoing to develop the project for final approval.

4.2 Staffing / Accommodation Implications

At the initial stages of the project, no major implications exist. As the project evolves and staff and teams may be co located, there may be implications. These will be considered as part of a series of linked projects within the main approach adopted.

4.3 I.T. Implications

Initially there are few. Inevitably as the project evolves, harmonization of existing and joint I.T. systems will be required. Again, these will be developed within a series of linked projects.

5. RISK ASSESSMENT

5.1 If the recommendations are not agreed, the project will not proceed and each Council will have to consider appointing separate Heads of Service for Transport and Infrastructure. This would be against the thrust of the approach emerging within Wales at the moment. It is also likely that the necessary structural change to deliver more efficient services through collaboration would not emerge in this suggested form.

5.2 Inevitably there are additional risks from adopting an approach such as is suggested within the paper. A risk register has been prepared as part of the project approach adopted, and is updated regularly. The specific risks to Denbighshire are the possible financial implications of a failure in the relationship between the two Councils. The agreement allows for discussions about how this should be resolved, however it is possible that some residual costs may fall on DCC as the Administering Authority.

6. FINANCIAL CONTROLLER STATEMENT

This form of collaborative working is an important element of the drive to deliver efficiency savings at a time of poor WAG funding settlements. The process of putting arrangements in place will need to follow the 'Partnership & Collaboration Procedure Rules' agreed by full Council on 8 April. The timely involvement of all relevant officers as per the new procedure is key to delivering a successful outcome.

7. CONSULTATION CARRIED OUT

There are discussions on-going between staff of each Authority in respect of early collaboration in some aspects of the Services, in particular the implementation of the Highways Asset Management Plan.

Staff in the respective service areas of each Authority are being informed of the development of the project by regular newsletters. It is proposed that team building between, and within, the two authorities will be undertaken.

The Lead Cabinet Member from each Authority has been fully involved in the Project.

8. IMPLICATIONS

8.1 This paper is fully consistent with the Corporate Priorities, in that it develops collaboration projects and is aimed at improving service efficiency in the delivery of Highway and Transport Operations. Financial savings will emerge over time that will result in more money for service delivery being identified, or at the least a lower level of service cuts than would otherwise be required.

8.2 This paper is fully consistent with the Vision, in that it develops collaboration projects and is aimed at improving service efficiency in the delivery of Highway and Transport Operations. Through harmonisation of policies and operational approaches between two Counties, it will also assist in providing a more consistent approach to delivery across a wider geographical area.

9. ACTION PLAN

The project plan proposes that the appointment process will commence in early September 2008. The intention being to have an appointment made by October and the post holder commence in February 2009, at the latest.

10. RECOMMENDATIONS

- (i)** The proposals for a joint Head of Service be approved and the project be progressed with a view to the appointment of the joint HOS at the earliest opportunity.
- (ii)** That the Project Board, be authorised to negotiate and complete the terms of the proposed Agreement under the Local Authorities (Goods and Services) Act 1970 (as amended), based on the draft terms set out in this report.
- (iii)** That the eventual move to a joint Committee under the Local Government Act 1972 at the earliest opportunity be supported in principle and which will be the subject of a further report to Cabinet.
- (iv)** Delegated authority is given to the Corporate Director: Environment in consultation with the Corporate Director: Resources, the County Clerk, the Cabinet Member for Personnel and Business Management and the Cabinet Member for Environment: Sustainable Development to agree the salary and related terms and conditions of employment of the proposed HOS post, with a view to advertising the position in September.

**CABINET
FORWARD WORK PROGRAMME**

30 SEPTEMBER 2008	
Revenue Budget Monitoring Report 2008-2009	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
Annual Treasury Management Report	Deputy Chief Executive / Corporate Director: Resources
Routine Reporting on Personnel	Councillor R W Hughes L Atkin / G Humphreys
Tendering for Learning Disability Community Living Schemes – Part II	Councillor P A Dobb Neil Ayling / Alison Heaton
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Rights of Way Improvement Plan	Councillor E W Williams A Walls
Modernising Education Action Plan Monitoring	Councillor H H Evans J Curran
Monitoring Performance Against the Authority's Key Performance Indicators	Councillor P J Marfleet J Williams
DCC Improvement Plan 2008-2011	Councillor P J Marfleet J Williams / D Morgan
Application for Grant of a Lease for the Scala	Councillor P J Marfleet D Mathews / Catrin Jones / Alan Jones
Office Accommodation	Councillor P J Marfleet G Evans / D Mathews
Declaration of Land Surplus to Requirements – Llys Nant Prestatyn	Councillor P J Marfleet D Mathews / E Woods/ Helena Thomas / Emily Jones Davies
Applications for Funding Through the EU Convergence and INTERREG Programmes	Councillor D A J Thomas G Evans
Guarantee to WAG in respect of Payments to Cadwyn Clwyd through Axis 4 of the Rural Development Plan for Wales – Part II	Councillor E W Williams G Evans
Participation in Joint Tender for Provision of Local Centres for Delivery of WAG Flexible solutions for Business Programme – Part II	Councillor D A J Thomas M Dixon
North Wales Prison	Councillor H H Evans I R Miller
Dee Valley Civic Amenity Sites – Replacement Service	Councillor E W Williams S Parker
21 OCTOBER 2008	
Revenue Budget Monitoring Report 2008-2009	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
2009-2010 Budget Update	Councillor J Thompson Hill R Parry
Routine Reporting on Personnel	Councillor R W Hughes L Atkin / G Humphreys
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Modernising Education Action Plan Monitoring	Councillor H H Evans J Curran
Modernising Education – Cambridge + approval of draft policies re schools for consultation	Councillor H H Evans M Mehmet – J Walley

Monitoring the Actions Agreed by Cabinet	Councillor H H Evans J Williams
Charging for Post 16 School Transport	Councillor E W Williams H Griffin
Local Development Plan Timetable	Councillor E W Williams J Cawley
Regulatory Enforcement and Sanctions Act	Councillor S Frobisher G Sumner
Corporate Procurement Strategy Approval	Councillor J Thompson Hill A Staples
Denbighshire Supporting People Operational Plan	Councillor P A Dobb Jenny Elliott
18 NOVEMBER 2008	
Revenue Budget Monitoring Report 2008-2009	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
2009-2010 Budget Update	Councillor J Thompson Hill R Parry
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Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Regulatory Enforcement and Sanctions Bill	Councillor S Frobisher G Sumner
16 DECEMBER 2008	
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Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Modernising Education – Cambridge – approval of policies re schools for consultation	Councillor H H Evans M Mehmet – J Walley
Award of contract for the management of Denbighshire's Recycling Parks	Councillor E W Williams S Parker
13 JANUARY 2009	
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28 APRIL 2009	
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Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Joint Denbighshire and Conwy Safeguarding Children Board (SCB) – Annual Update	Councillor M M Jones N Ayling
26 MAY 2009	