

CABINET

Minutes of the Cabinet meeting held at 10.00 a.m. on Tuesday 30 September 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, W I Cowie, G C Evans, C Hughes, G M Kensler and D Owens.

ALSO PRESENT

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

APOLOGIES

The Financial Controller.

1 URGENT MATTERS

There were no urgent items.

2A MINUTES OF THE CABINET MEETING 03.09.2008

The Minutes of the Cabinet meeting held on 3 September 2008 were submitted.

RESOLVED that the Minutes of the meeting held on 3 September 2008 be approved as a correct record and signed by the Leader.

2B MINUTES OF THE CABINET MEETING 09.09.2008

The Minutes of the Cabinet meeting held on 9 September 2008 were submitted.

Item 5 representatives on Outside Bodies - Page 4 –
Resolution to be amended to read "that Cabinet approves the list attached to the report, as amended at the meeting, of the nominations to outside bodies ..."

Resolution (b) to be amended to read "... and remaining nomination to be agreed ..."

RESOLVED that, subject to the above, the Minutes of the meeting held on 9 September 2008 be approved as a correct record and signed by the Leader.

3 DENBIGHSHIRE COUNTY COUNCIL IMPROVEMENT PLAN 2008-2011

Councillor P J Marfleet presented the report seeking Cabinet's recommendation of the draft version of the Improvement Plan to full Council on 28 October 2008 for agreement and that decisions relating to any further amendments prior to publication on the 31 October 2008 be delegated to the Chief Executive. He linked the report to the Part II report on Monitoring Performance Against the Authority's Key Performance Indicators and said that parts of that report would remain in Part II on the advice of the Local Government Data Unit until 02.10.2008. The Welsh Assembly Government required all Local Authorities to publish the data before the end of October every year. The Improvement Plan commented on the 3 Year Plan published the previous year and the current position.

Councillor Marfleet informed Members there was no risk of Denbighshire not being granted the allocated £1m in full for 2008-2009 provided the 8 Improvement Agreements were agreed with the Welsh Assembly Government. The Improvement Agreements have replaced Performance Agreements and provide additional funding for work on special projects that contribute to the shared aims of the Authority and the Assembly.

Councillor H H Evans welcomed the revised format and thanked officers for their work on producing a good working document. The Council's Priorities would be linked to detailed performance information targets through the Improvement Plan, which also contained for example, risk reduction measures and sections on sustainability.

The Chief Executive, referring to the comparative performance summary, said the number of indicators in the top quartile had dramatically increased, whilst the 20% or so in the lower quartile would be discussed alongside the Key Performance Indicators. Denbighshire compared well with the 6 comparator authorities. However, he urged Members and officers against being complacent.

Referring to staff, Councillor R W Hughes felt the current Performance Indicators did not allow enough emphasis on staff, i.e. staff training or IIP. She said she would be doing further work on this over the coming months.

In response to a query from Councillor P A Dobb, the Chief Executive said the missing information would be included in the final report under his delegated authority. The Corporate Policy Officer informed Members that the £1m only related to Improvement Agreements which both the County and the Welsh Assembly had agreed.

Councillor P J Marfleet thanked the Corporate Policy officer and other Directorate staff for their work and for producing the report in a much more understandable format.

RESOLVED that Members recommend the draft version of the Improvement Plan to full Council on 28 October 2008 for agreement and that decisions relating to any further amendments prior to publication on the 31.10.2008 be delegated to the Chief Executive.

4 ANNUAL TREASURY REPORT

The Deputy Chief Executive / Corporate Director: Resources presented the annual report on the performance of the treasury management function in accordance with the Authority's Treasury Policy Statement. Members were asked to approve the treasury activities undertaken in 2007-2008 as detailed in the appendix to the report.

He stressed the unprecedented turmoil in the current financial markets. As a result the Authority's use of prudential borrowing and its impact on Council Tax would be kept under constant review. He outlined the money invested in the financial market at any one time and said that the Authority could lose up to £0.5m interest during the course of the next few months as a result of the losses in the world financial markets.

The Principal Management Accountant informed Members that the Authority only invested in the highest credit-rated organisations. He said some banks and building societies had been taken over both in the UK and America and this would result in fewer organisations in which the Authority could invest. The Authority would be looking to reduce its risk profile. The Deputy Chief Executive / Corporate Director: Resources agreed and said alternative strategies would be considered and if any revisions were required these would be presented to County Council in October 2008. Reducing risk profiles would impact on investment returns.

Responding to a query from Councillor P J Marfleet, the Principal Management Accountant said the Authority took advantage of lowering its rate of borrowing by refinancing its loans where possible. However, H M Treasury had now put penalties on moving from high borrowing to low rates. The Authority also borrowed from Public Work Loan Board.

Councillor J Thompson Hill thanked the Principal Management Accountant and his team for their work and for providing the latest position.

The Deputy Chief Executive / Corporate Director: Resources confirmed in response to a Member's question that no guidance had been received from either the Welsh Local Government Association nor the Welsh Assembly Government. He agreed that regular briefings would be provided in the monthly budget report to Cabinet.

RESOLVED that Cabinet approve the Annual Treasury Report for 2007/08 and provide regular briefings to Cabinet in the budget report.

5 DENBIGHSHIRE CARERS' STRATEGY

Councillor P A Dobb presented the report seeking Members' approval and endorsement of the key priorities for further developing services for Carers in Denbighshire. She said

the Strategy was one of the most important for the Authority as there were approximately 11,000 carers in the County with approximately 4,000 of those working as full time carers. A workshop had been held which had enabled carers to contribute to the 3 year Strategy. Although Denbighshire was doing good work in helping people, more cross-Directorate working was required to ensure more people in the community could be helped in a cost-effective way. She thanked Carys Williams, the Carers' Commissioning Officer for her work.

Councillor S Frobisher welcomed the report and also the support for young people caring for others whilst still at school. Councillor M M Jones agreed and said it was important that both Children's Services and the voluntary sector supported the Strategy.

The Corporate Director: Social Services said the work on the Strategy was also significant to the Authority's work on demographic change and should help relieve pressure on services. Regarding young carers, there were groups set up which would meet across the County.

RESOLVED that Cabinet approves the Denbighshire Carers Strategy as the driver for further developing support and services for Carers in Denbighshire.

6 DENBIGHSHIRE RIGHTS OF WAY IMPROVEMENT PLAN

Councillor E W Williams presented the report for Members to approve the Denbighshire Rights of Way Improvement Plan (RoWIP) for submission to the Welsh Assembly. He thanked Adrian Walls, Highways Information Manager for the comprehensive report. Some funding was now available to carry out work on footpaths and there was a possibility of additional funding in the Rural Development Plan.

RESOLVED that Members approve the Rights of Way Improvement Plan and submit to the Welsh Assembly Government.

7 DEE VALLEY RECYCLING FACILITIES

Councillor E W Williams presented the report seeking Members' confirmation of the mitigation measures to be taken as a result of the loss of civic amenity site provision in the Dee Valley.

The £3 fee for the collection of bulky items service operated across the County had been suspended whilst the civic amenity site was closed but this was now an appropriate time to reinstate the charge. The main aim was to ensure that fly tipping was stopped.

RESOLVED that Cabinet agree to a 'two times per month' manned waste collection service being instigated at Corwen and Llangollen, as a mitigation measure following the loss of civic amenity site provision in the Dee Valley, with the service commencing in April 2009, when the existing Carrog CA site closes. Members further agree that the

Head of Service have delegated authority to increase the stated levels of service provision in relation to green waste during the summer months.

8 EXEMPTION TO TENDERING: LOCAL BUS SERVICE IMPROVEMENTS

Councillor E W Williams presented the report seeking approval for an exemption to tender for improvements to the timetable of the existing bus service between Denbigh, Ruthin and Wrexham; and the purchase of three brand new, accessible buses for the route.

RESOLVED that Cabinet approves the exemption to tendering for the improvements outlined in this report for the (Rhyl-) Denbigh-Ruthin-Wrexham bus corridor.

9 JOINT WORKING ARRANGEMENTS: CONWY AND DENBIGHSHIRE COMMUNITY SAFETY PARTNERSHIPS

Councillor S Frobisher presented the report prepared by the Council's Head of Planning & Public Protection and Conwy CBC Head of Regulatory Services seeking Cabinet approval to proceed with the appointment of a Joint Community Safety Manager; the establishment of a single Community Safety Team and the establishment of the post of a Joint Enforcement Operations Manager.

In response to a question from Councillor P A Dobb on whether efficiency savings would be achieved with partnership working, the Head of Planning and Public Protection informed Members that the next stage of the partnership should produce efficiency savings as the first stage of resource sharing would be carried out within existing budgets.

Councillor Dobb also asked for clarification on how the partnership work would interlink with Social Services or other agencies to continue its work on domestic violence and substance misuse issues. The Corporate Director: Environment said cross-Directorate working was in place and the SMAT Group, for example, was chaired by the CEO of the Local Health Board. He confirmed that once joint line management was in place, resources would be streamlined where possible. Delivering a joined-up approach collaboratively was the way forward.

The Chief Executive endorsed the arrangements and said this was ground-breaking collaborative work which could lead to the possibility of merging the 2 community safety partnerships.

RESOLVED that the recommendations contained at paragraphs 3.1 – 3.5 in the appendix attached to the report be agreed.

10 HOUSING REVENUE ACCOUNT BUDGET & 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 latest forecast was showing an in-year revenue surplus of £394k by the end of the financial year, which was £39k less than forecast in the original budget set in February 2008. Both the windows and hearing contracts had now been completed. There were a few complications in the sheltered complex in Prestatyn with the plumbing and wiring work, but these were being resolved.

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

11 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 and the further work that was in hand to identify savings within the Lifelong Learning Directorate.

The forecast overall overspend of £752k in Lifelong Learning had been reduced to £627k, excluding the schools' delegated budgets. Although there had been a delay in identifying efficiency savings from 2007-2008, work undertaken so far had reduced the forecast overspend from £93k to £18k. The likely loss of lottery funding and potential clawback in connection with the Mentro Allan project in Rhyl was £120k but would be paid back over 2 years - £60k being repaid in the current year from the sale of equipment purchased with the original grant and a further £60k repaid next year. Members felt that some of the difficulties with the project had been due to poor staff performance or lack of attention. The Interim Corporate Director: Lifelong Learning confirmed that the Acting Head of Service had commenced work on terms of reference for an investigation.

The Blessed Edward Jones RC High School, which had formerly been in special measures, continued to need careful monitoring. It was important that they delivered a recovery plan showing improvement over no more than 2 years otherwise the school's viability would be questioned. The plan submitted was currently being reviewed. The Interim Corporate Director: Lifelong Learning said the school continued to be at risk and the County Council had no authority to provide funding, this would have to come from the collective schools budget if required. Finance Officers were providing help where required in producing the recovery plan.

The Interim Corporate Director: Lifelong Learning informed Members that there had been progress on the Community Learning Centres and a project officer would be

appointed. He informed Members an update report would be produced at some point in the future.

Councillor R W Hughes expressed concern with the Mentro Allan project and the Community Learning Centres. She asked for assurances that there would be no further financial difficulties. She supported the Interim Corporate Director: Lifelong Learning on the need to ensure the school produced a viable recovery plan.

Responding to Councillor S Frobisher's query on homelessness, the Corporate Director: Social Services and Housing agreed the 'credit crunch' would have an impact and it was important to ensure preventative services helped to keep costs down.

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. Members also note the work in hand to reduce overall spend within the Lifelong Learning Directorate.

12 ROUTINE REPORTING ON PERSONNEL

Councillor R W Hughes presented the report for Members to note the statistics on Personnel. As a result of more resources being made available, it would be possible to explore underlying issues on sickness absence.

Updated information was circulated on completion of performance appraisals. The Personnel Officer said the report had been run over a period of 18 months and ensured that non-eligible criteria such as maternity/sick leave or new starters had been correctly applied. All Directorates were aware of the requirements and the information could be inputted onto the system once the appraisal interview had been held. Councillor P J Marfleet said 40% performance appraisals not completed was totally unacceptable and it was a crucial process for the Authority. Specific action was required and he asked that the Corporate Executive Team (CET) investigate the reasons for non-completion of appraisals. Councillor R W Hughes assured Members that she would pursue the issue of performance appraisals until her 100% target was met.

The Chief Executive said the Heads of Service from departments which had low levels of completion of appraisals would be invited to attend CET to provide explanations for poor performance in complying with the Council's policy, the outcomes would be reported at the next meeting of Cabinet.

The Deputy Chief Executive / Corporate Director: Resources said there had been substantial problems recently with the Trent HR system since a new version had been installed. It appeared the problems were linked to the new release and as a consequence it was not possible to report on sickness / absence figures.

All agreed the importance of compliance and priorities. Heads of Service had to ensure appraisals were carried out and if there was no improvement, they would be called in to Scrutiny Committee. Members agreed a further resolution be added, that they supported CET in holding heads of service to account for not complying with the Council's policy and to report the outcome of that process at the next Cabinet meeting.

RESOLVED that Members note the information in the report. Members further agree to support the Corporate Executive Team in holding Heads of Service to account for poor performance in complying with the Council's policy and to report on the outcome of that process at the next meeting of Cabinet.

13 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.

At this juncture (11.40 a.m.) the meeting adjourned for 10 minutes to allow Members to participate in refreshments.

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

Councillor H H Evans welcomed Rhonwyn Dobbing and Jonathan Corbett from the Care and Social Services Inspectorate Wales (CSSIW) and Janice Thomas and Denise Wade from Her Majesty's Inspectorate for Education and Training in Wales (Estyn) to provide their findings on the review of the development and subsequent closure of the Hyfrydle Children's Home.

Rhonwyn Dobbing stated that on 24 July 2008, Jane Hutt AM, Minister for Children, Education, Lifelong Learning and Skills, requested the CSSIW and Estyn to undertake a review following the decision of Denbighshire County Council to close Hyfrydle Children's Home. The terms of reference for the review were to:

- consider the decision making process through which it was decided to open a 52-week a year residential unit in November 2007;
- provide a critical path analysis of the period between early November 2007 and 15 July 2008, when the decision to close was taken;
- report on the planning which the local authority has undertaken to meet the needs of those young people already in residence, or intended to be in residence at Hyfrydle once the closure decision had been taken; and
- reach an assessment of the potential effect of the closure of Hyfrydle on other social care and educational services provided at the Ysgol Plas Brondyffryn site.

The review was conducted by CSSIW in relation to the exercise of social services functions - the Welsh Ministers' power of review under section 94 of the Health and Social Care (Community Health and Standards) Act 2003 and by Estyn in relation to the exercise of education functions the powers are in section 38 of the Education Act 1997.

The review was conducted by a team of inspectors from CSSIW and Estyn and comprised:

Rhonwyn Dobbing, Inspector CSSIW
Iona Roberts, Team Manager CSSIW
Janice Thomas, HMI Estyn
Sue Willan, HMI Estyn

To ensure that the review was fully informed, the Wales Audit Office was available to provide specialist advice as required. Relevant issues arising from the review would inform the Wales Audit Office review of corporate governance in Denbighshire County Council which would take place in September 2008.

Field work was conducted over eight days between the 11 and 28 August 2008. During this time the review team scrutinised records and correspondence, including emails, minutes of meetings, reports and committee papers, relating to the four issues outlined in the terms of reference of the review. The local authority prepared a chronology which summarised the key milestones in the development and decision making relating to commissioning of this facility and its subsequent closure. The local authority also made available a draft copy of their own independent management review of Hyfrydle to the review team.

Ms Dobbing said the inspectors had been afforded every co-operation by all officers in the Authority. The report detailed all those interviewed and the records examined. She went on to detail the summary of findings:

"10 The development of Hyfrydle children's home was the final phase of an ambitious project with a vision to create a regional centre of excellence for children with autistic spectrum disorder. The full project comprised the redevelopment of a special school with residential facilities. Starting in 2000, this project was completed in 2007.

11 Overall the project has been successful, the exception being the development of the 52-week residential provision, Hyfrydle.

12 Many factors impacted on the development of the Hyfrydle project.

a. Seven years have elapsed between conception and completion of this project. During this time the 'landscape' changed significantly in a number of ways, including:

- the development of alternative models of care and support for children with autistic spectrum disorder; and,
- the emergence of expertise within the independent sector and the development of direct competition to Ysgol Plas Brondyffryn and its residential facilities.

b. In developing the project there has been:

- poor project governance and communication;
 - limited market appraisal and research;
 - inadequate planning, management and review;
 - a lack of continuity in project management as a result of a high turnover of key staff;
 - the dissolution of the Brondyffryn Trust;
 - a lack of clarity amongst key stakeholders concerning responsibilities and accountabilities;
 - a lack of consistent and effective engagement between key stakeholders over the duration of the project; and
 - an absence of effective joint working in the local authority on this project, although the review team found evidence of some recent improvement in this area.
- c. Developing and operating a children's home:
- insufficient professional expertise was sought from the outset concerning the development and operation of this children's home; and
 - changes in policy and regulations during the period, notably the Care Standards Act 2000 was implemented.

13 The implications of all of these factors were not fully recognised and the issues relating to the management of the project were not effectively addressed. Project plans were not subject to re-appraisal or adjusted to take account of the changed landscape and circumstances prior to the opening of Hyfrydle in 2007. It was only after Hyfrydle opened that this project was subjected to re-appraisal.

14 The delays in completing the Hyfrydle project had a significant impact on its viability. The decision to review the viability and future use of Hyfrydle in 2008 was based on genuine and valid concerns about the appropriateness and financial viability of the provision.

15 Before Hyfrydle opened, the financial risk was known to and accepted by Denbighshire County Council. Once Hyfrydle was open, the extent of deficit in its operating costs was recognised by the authority as being greater than originally forecast. In the circumstances, the decision to review the provision was appropriate.

16 Given the need to attract more authorities to place children in Hyfrydle for it to become viable, the authority had little option but to continue on the basis of 'business as usual'. In order that more children could be placed in the home, additional staff had to be recruited and in place, however, these staff should not have been formally appointed until the decision on the future of Hyfrydle had been made.

17 The arrangements to place up to three new children in Hyfrydle were insufficient to make it viable.

18 In order to minimise the potential disruption in the lives of these children if Hyfrydle closed soon after they were placed there, the authority shortened the review process.

19 The report to cabinet and outline business case set out the options for Hyfrydle and identified the limitations of available evidence on which a decision was to be made, given the circumstances.

20 The speed and timing of decision making concerning the closure of Hyfrydle meant that little time was available to work with the children involved and their families in managing their transition to a new home and school.

21 It is not within the terms of reference of this review to undertake a market appraisal or a detailed review of the viability of Hyfrydle and the actual and projected operating deficits. Nor is it within the remit of the review team to examine in detail the overall expenditure on the project, the use of prudential borrowing and use of school buildings improvement grant. However, it is clear that all parties have struggled to provide clear accounts which disaggregate the expenditure of the different funding sources.

22 The closure of Hyfrydle has to date had little impact on other educational and social care facilities at Ysgol Plas Brondyffryn.

Councillor Evans thanked Ms Dobbing and colleagues for their report and said the Authority supported its findings.

Councillor P J Marfleet said that although he had not yet had an opportunity to study the report in detail, he felt that on preliminary consideration of the report that many of the issues would have been addressed by now. The Authority now had a Project Management Plan and manual in place and there could be a need for this to be reviewed at an early date to ensure that cross-Authority projects were covered. There was also a need to ensure that consultation with other Local Authorities on cross collaboration was reviewed.

Councillor Marfleet assured the Inspectors that the largest part of the Cabinet's discussions on whether to close the facility had centred around the wellbeing of the Authority's staff and the children. If the decision had not been taken until a later date it could have had a worse impact, particularly on the children.

Councillor J Thompson Hill agreed the report supported the work that the Authority had been doing over the past months and it also largely supported the decision the Authority took once all the facts were known. However, it did not change how the Authority had arrived at the situation in the first place.

Councillor R W Hughes said she was the Education Cabinet Member at the start of the process 7 years earlier and informed the meeting that it had been an incredibly complex issue for both Welsh Assembly Government officials and the Authority. She felt that most of the decisions had been correct, as referred to in the Inspectors' comments.

Mr J Corbett said the report commented on the decision to review the viability of the home but not on the decision to close as that had not formed part of the terms of reference.

Councillor M M Jones said there had been difficulties and weaknesses. She wished the children well and thanked staff for their good work.

The Chief Executive referred to a statement made by the Leader. He also said that the Authority had commissioned its own review from Roger Rowett & Associates and this report was also now available. The Authority also accepted the recommendations in that report. There was a degree of similarity between the recommendations in both reports. He said arrangements would be reviewed and that partnership working with outside bodies would also be reviewed to ensure good systems were in place. He informed Members that the Improvement Plan now included risks. In regard to individual performance, the Roger Rowett report recommended consideration be given to whether there was evidence to take further steps against individuals if required. A detailed action plan would be prepared for the November 2008 Cabinet meeting.

The Corporate Director: Social Services and Housing said it was an opportune time to reflect. She was pleased the quality of the work in the business case produced in July 2008 had been recognized and that the professionalism of all staff in caring for the children, and the current staff, was also recognized. She said both Education and Social Services & Housing staff must learn from the reports, particularly on corporate and partnership working issues. She reminded colleagues of the good work carried out in the Authority, for example the young carers' report. She encouraged careful consideration of the reports to enable future issues to be built on stronger foundations.

The Interim Corporate Director: Lifelong Learning commented that a good report had been produced which was also consistent with the Roger Rowett assessments. The processes would give the Authority more depth of understanding of issues and this would be a major gain for any future projects. It was important to remember that improvements had been made. There would be an opportunity to reflect on the report which would help with any future reviews. The children and staff had been at the forefront and the staff had worked hard to source new placements. He thanked the staff for the care shown to the pupils. He said some of the staff had been redeployed and the Authority would help the remaining 9 staff to find other work.

Mr J Corbett thanked Cabinet for an opportunity to be present at the meeting.

Councillor H H Evans reminded colleagues that Cabinet had, as far back as February 2008, realised that the situation at Hyfrydle needed to be reviewed and this had led to further information being requested and the establishment of a multi-disciplinary group. Cabinet had followed this in July with a recommendation for closure. Complete assurances from officers was requested that support would be available for the families, the placement of the pupils and the staff involved. Paragraph 152 confirmed that the families had received the necessary support, 16 staff had been redeployed whilst help

would be afforded to the others in seeking work elsewhere. He was confident that officers would address the issues involved and thanked colleagues for their work over the last few months on an extremely sensitive and difficult issue. He did not agree with all of the Inspectors' findings as evidenced in the report, but respected the views of the Inspectors. Although it was not in the Inspectors' remit, he felt there had been no evidence to show that Cabinet had taken a wrong decision in closing Hyfrydle earlier in the year.

He reiterated that if any Local Authority in Wales contemplated similar projects of this complexity, difficulty and challenge it was absolutely essential that all key stakeholders be committed to the processes and be familiar with their roles. Although project management had progressed in the last few years in Denbighshire, it was clear that there was more to do.

Councillor Evans reported that he had been in contact with the Minister regarding Hyfrydle and the possible future uses of the site.

He again thanked the Inspectors for their report.

RESOLVED that a detailed action plan be submitted to Cabinet on 18.11.2008.

15 URGENT ITEMS

There were no Urgent Items.

At this juncture (1.15 p.m.) the meeting adjourned for 30 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 14 of Part 4 of Schedule 12A of the Local Government Act 1972.

16 MONITORING PERFORMANCE AGAINST THE AUTHORITY'S KEY PERFORMANCE INDICATORS QUARTER 1 2008-2009

Councillor P J Marfleet presented the report seeking Members' consideration of performance against the Council's key performance indicators as detailed in the report of performance for the first quarter of 2008/09 (Appendix 1). Cabinet were asked to agree where action needed to be taken in response to current slippage against targets for 2008/09, and select one area where the performance data required further interrogation as part of a Performance Clinic during the next quarter. Appendix 2

provided further detail in relation to those key indicators where performance was currently below target for 2008/09. Cabinet were also asked to note the list of National Strategic and Core indicators where Denbighshire was in the bottom quartile for performance in Wales for 2007/08 (Appendix 3) and agree to arrange an Informal Cabinet meeting to discuss these further.

Meetings had been held with Lead Members and Directorates in order to agree the basket of key performance indicators to be reported to Cabinet in 2008-2009. Councillor Marfleet said it was important to celebrate the successes whilst at the same time concentrating on those not doing as well. Cabinet Members were asked to identify one area to be the subject of a Performance Clinic during the next quarter i.e. those of highest risk to the Authority or those not meeting the targets and he suggested this should be done during an Informal Cabinet session as this would give more opportunity for discussion and debate.

Councillor R W Hughes asked that Members' names be included alongside the indicators.

Members agreed to convene an Informal Cabinet to consider the PIs in the bottom quartile for Wales in 2007-2008. Members noted that the Corporate Executive Team would also be considering this issue and this discussion would feed into the Informal Cabinet session. It was accepted that some indicators may not be of particular relevance to Denbighshire, for example WMT/006 the percentage of households receiving kerbside collections, as the Authority was in a rural area and would never achieve a good score.

Members agreed with the Corporate Policy Officer's suggestion that the items in the bottom quartile be considered at the Informal Cabinet meeting.

RESOLVED that Cabinet note the Quarterly Performance Report and agree to pay particular attention to issues requiring further discussion and/or remedial action, particularly those indicators which are not currently on target. Cabinet will select one area where the performance data requires further interrogation as part of a Performance Clinic during the next quarter. Cabinet also note the list of National Strategic and Core indicators where Denbighshire was in the bottom quartile for performance in Wales for 2007/08 and agree to arrange an Informal Cabinet meeting to discuss these further.

17 DEVELOPMENT OF PROJECTS TO BE FUNDED THROUGH THE EUROPEAN UNION CONVERGENCE AND INTERREG PROGRAMME

Councillor D A J Thomas presented the report seeking Members' approval for the development of projects to be funded through the European Union Convergence and INTERREG Programme.

Councillor Thomas informed Members that he had attended a meeting with the Deputy First Minister of the Welsh Assembly Government in July 2008 at which local authorities

had expressed their concern that some 18 months into the new Convergence Programme, no local authority projects had been approved in North Wales. The Welsh European Funding Office (WEFO) had previously informed the Authority that it should work on a collaborative basis to keep the number of individual projects in the programme to a minimum and work more efficiently. However, the Assembly Government official in North Wales had now agreed to include business premises and coastal access applications covering Denbighshire alone. The work was being progressed and the initial stages involving the submission of expressions of interest had been completed. The Authority was also participating in the development of regional projects with the Assembly and 3 other North Wales Authorities i.e. the Local Investment Fund business grants project and the Coastal Towns Regeneration programme. The Wales Ireland Interreg programme offered funding at 75% for a range of regeneration projects and Denbighshire had submitted 2 bids.

In response to a query from Councillor H H Evans, the Head of Development Services said there was currently no suitable land in the Authority's ownership which could be used for inclusion in the High Quality Business Accommodation category. He confirmed that WEFO required up to 6 months to consider the business plan. Responding to Councillor Marfleet's query on the demand for business accommodation, the Head of Development Services said the majority of the available accommodation was occupied. There was no formal gateway with the applications, therefore the Authority had to develop an application step by step. Applications would be taken to the Capital Strategy Group when appropriate.

RESOLVED that Cabinet approve the development of projects to be funded through the European Union Convergence and INTERREG programmes with the capital projects to be considered for inclusion in the Council's Capital Investment Programme at the appropriate stage.

18 WELSH ASSEMBLY GOVERNMENT 'FLEXIBLE SUPPORT FOR BUSINESS' REGIONAL CENTRES SERVICES

(Councillor H H Evans and Councillor D A J Thomas declared an interest in the item – the County Clerk confirmed that Councillor J Thompson Hill was on the Board of the Denbighshire Enterprise Agency on behalf of the Authority and that Councillor H H Evans' personal interest could lead to no financial gain / prejudicial interest.)

Councillor D A J Thomas presented the report seeking Members' approval to participate in a tender to deliver the Welsh Assembly Government "Flexible Support for Business" regional centres service. Outreach facilities would be made available on a part time basis in 16-18 Edward Henry Street, Rhyl and Crown House, Ruthin and the Enterprise Agency would be included in the tender as a nominated sub-contractor to provide any services not covered by the Local Authorities in-house. The three staff employed would move to the new contractor in March 2009.

RESOLVED that Members approve the County Council's participation in a tender to deliver the Welsh Assembly Government's "Flexible Support for Business" regional centres service.

19 UNDERTAKING REQUIRED BY THE WELSH ASSEMBLY GOVERNMENT IN RELATION TO THE DELIVERY OF PROJECTS BY CADWYN CLWYD CYFYNGEDIG FUNDED THROUGH THE RURAL DEVELOPMENT PLAN FOR WALES

Councillor E W Williams presented the report seeking Members' approval to give an undertaking to the Welsh Assembly Government in relation to the delivery of projects by Cadwyn Clwyd Cyfyngedig funded through the Rural Development Plan for Wales.

Members were asked to note the following amendment: page 2 paragraph 5.1, first line to read "If the recommendations were not to be agreed,".

RESOLVED that Cabinet authorises the provision of undertakings to the Welsh Assembly Government in relation to the delivery of projects by Cadwyn Clwyd Cyfyngedig funded through the Rural Development Plan for Wales.

20 FRAMEWORK AGREEMENT FOR HIRE OF GULLEY EMPTIERS AND SWEEPERS WITH AND WITHOUT OPERATORS

Councillor E W Williams presented the report seeking Members' approval in line with CPR 25 [d] to accept all the contractors listed within the appendix to the report on to a framework agreement for the hire of sweepers and gulley emptiers with and without operator.

RESOLVED that Cabinet accept all compliant contractors as detailed in the appendix to the report onto the framework agreement for the supply of gulley emptiers and sweepers.

21 PROPERTY AND ACCOMMODATION REVIEW

Councillor P J Marfleet presented the report, following an earlier Cabinet decision to vacate the Henllan Centre and Middle Lane, Denbigh, asking Cabinet to agree details of proposed office accommodation changes following a further detailed evaluation. Members were asked to agree Option 3, as it provided the best fit with the Council's overall efficiency strategy and asset management plan as evaluated in Appendix 1 and also provided an opportunity to maximise capital receipts as outlined in paragraph 4.1. Agreement was sought to refer the Henllan Centre and Middle Lane, Denbigh to the Asset Management Group to consider future uses of the sites, in the light of future Social Services and Housing requirements identified in paragraph 2.9. Cabinet was asked to approve funding for the required work for Option 3 as outlined in Appendix 2 in order that the Henllan Centre and Denbigh Middle Lane can be vacated.

Councillor Marfleet outlined possible uses for the sites at Henllan and at Middle Lane, Denbigh if vacated. The Education offices located in Denbigh would be relocated to Trem Clwyd, Ruthin whilst the external users of Middle Lane could be relocated to other venues in Denbigh. Initial discussions with the external users of Middle Lane had been positive. Development Services staff had carried out an economic impact on the relocation of staff from Denbigh to Ruthin and this had shown that the alternative proposed uses could result in a probable benefit to the town. He assured colleagues that consultation with relevant bodies would take place.

Following further discussion it was agreed to amend the Resolution at 10.4 of the report to read “To recommend to Council that the proposal is included in the Capital Plan, subject to the findings of the Capital Strategy Group, and that the likely revenue costs are included in the budget discussions.”

RESOLVED that:

- 1 *following an earlier Cabinet decision to vacate the Henllan Centre and Middle Lane, Denbigh, Cabinet agree details of proposed office accommodation changes following a further detailed evaluation.*
- 2 *Members agree Option 3, as it provides the best fit with the Council’s overall efficiency strategy and asset management plan as evaluated in Appendix 1 and also provides an opportunity to maximise capital receipts as outlined in paragraph 4.1.*
- 3 *Cabinet agree to refer the Henllan Centre and Middle Lane, Denbigh to the Asset Management Group to consider future uses of the sites, in the light of future Social Services and Housing requirements identified in paragraph 2.9.*
- 4 *Cabinet recommend to Council that the proposal is included in the Capital Plan, subject to the findings of the Capital Strategy Group, and that the likely revenue costs are included in the budget discussions.*

The meeting concluded at 2.20 p.m.

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR H H Evans, Leader and Lead Member for Education

DATE: 21 October 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 on 8th October 2008 considered the current position in respect to the implementation of the recommendations. Appendix 1 to the report provides a summary of current overall progress including an assessment of tasks completed as of the 30th September 2008. Appendix 2 details those objectives for which progress against individual elements have been reported as either Red or Amber.

2.3 The Authority has recently received the findings from the third monitoring visit which was undertaken by Estyn on the 15th and 16th September. The report of the visit in considering the progress against the last inspection concluded that "in summary, the local authority continues to make progress in some key areas. However, this term is an important period when many new ways of working should start to embed and become more common practice. The authority has the key challenges of recruiting a permanent corporate director and restructuring a school effectiveness service. In addition, the local authority needs to continue to focus on the following challenges:

- Continue to address the variable performance in pupil standards, attendance and behaviour with schools;
- Use the procedures within the partnership agreement consistently to guide work with schools, in particular with schools causing concern;
- Establish robust planning and performance management arrangements throughout the service and use these to ensure better consistency in the quality of training, challenge and support to schools; and
- Use resources where they are most needed and in inverse proportion to success."

- 2.4 The final monitoring visit will take place on the 8th and 9th December 2008 with the full re-inspection of Education Services and the partial re-inspection of Youth Support Services scheduled to take place in March 2009.

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 and the findings of the Estyn Monitoring Visit at its meeting on the 8th October.

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 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 November 2008	J Curran, Programme Manager - 16/12/2008	J. Walley, Head of Policy and Performance – 16/12/2008

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 30th September 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	AMBER	GREEN	R 3.1 - Linking funding priorities within the education budget more closely into strategic and operational planning processes	GREEN	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	GREEN	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	GREEN
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	GREEN	GREEN			

Appendix 2 – Monitoring progress against the Education Services Action Plan

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, 1.1.21, 1.1.22, 1.1.23, 1.1.24	Amber	Improvement Strategy is based on the partnership agreement, school categorisation and the level of support provided by the school improvement team and CS
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	Amber	Considered amber in respect of need to assess whether system for monitoring teaching and learning is rigorous. Need to review whether what we have planned has actually taken effect
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 – PIF has been submitted to WEFO. Being revised in the light of comments from WEFO and will be re-submitted in the next 3 weeks "
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					
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
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,	Amber	Considered amber re school governors appointed in all schools for Attendance. Officers have checked with remaining Primary schools – issues raised in September cluster meetings remaining schools will now be contacted individually for the name
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, 1.4.08	Amber	Amber re Approx. 80% of schools have a designated governor. Individual approach to be made to those schools who have not yet indicated a name.

Appendix 2 – Monitoring progress against the Education Services Action Plan

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
Challenging core performance indicators set in consultation with schools and regularly reviewed for continual improvement	Ongoing	September 2008	2.1.18	Amber	All Directorate KPIs now have targets for the academic year. As verified results are received, targets will be reviewed accordingly. Policy and Performance will now be carrying out an exercise to collate all targets. - expected to be completed during October
RECOMMENDATION WORK PLAN: R2.2					
Creating clearer links between operational, service and corporate priorities					
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, 2.2.7	Amber	Delay with service plan as it was agreed that it would be useful to have a small staff group who would ensure golden thread runs through all plans. - Expected to be completed October 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					
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, 2.5.56, 2.5.57	Amber	Childcare Strategy completed – considered Red - Meeting held of key personnel for childcare. Outline format for audit. Audit not completed by publication date. CYPSP manager will now take this work forward to ensure delivery of audit
Single Plan published and implemented through service operational plans highlighting integrated delivery	October 2008	October 2008	2.5.65,	Amber	Monitoring and review framework finalised - Framework on CYPSP October agenda. Work is now moving forward but require revised completion date to enable staff to complete work in realistic timescale

Appendix 2 – Monitoring progress against the Education Services Action Plan

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
RECOMMENDATION WORK PLAN: R3.3 Evaluating the impact of the use of resources					
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	<p>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</p> <p>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)</p> <p>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</p> <p>Delay re use best practice from other schools (DCC and other local authorities) to identify how the most effective use of resources can help raise standards. Consider alternative ways to improve standards with funding available e.g. clustering, community use, partnership and collaboration Resources been directed onto fair funding and medium term financial planning strategy which are more priority areas, also it will provide an opportunity to speak to bursars from OLA's</p>

Appendix 2 – Monitoring progress against the Education Services Action Plan

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, following agreement with schools, revised SEN delegation	April 2009	April 2009	3.4.28, 29, 30	Amber	Amber re Convert to formula and Phase 2 consultation. - Potential issue has arisen with regards to the budget available for the process as there is a risk it could be short. Emergency schools budget forum arranged for 14th October to discuss
RECOMMENDATION WORK PLAN: R3.5 - Working openly with schools to improve their understanding of funding decisions and processes					
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, 19,21,22	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

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR H H EVANS LEAD MEMBER FOR EDUCATION

DATE: 21 OCTOBER 2008

SUBJECT: Modernising Education Policy Framework

1 DECISION SOUGHT

1.1 For Cabinet to authorise formal consultation to be undertaken on the Modernising Education Policy Framework.

2 REASON FOR SEEKING DECISION

2.1 Denbighshire County Council is committed to providing a first class education for all children and young people in the County. As part of this commitment, the Council has agreed that one of its priorities is modernising education.

2.2 The Council has a responsibility to ensure that our schools are sustainable and fit for purpose and can provide the best possible learning experience so that children and young people in Denbighshire have the widest opportunities available to them and are able to reach their full potential.

2.3 In 2005, Estyn carried out an inspection of Denbighshire Local Education Authority Access to Education. The report recommended that the authority “ensure that the criteria for managing school places take sufficient account of education, the condition and suitability of buildings and the need to keep classes to 30 or below” (Estyn, Inspection of Denbighshire Local Education Authority Access to Education, 2005). The Estyn inspection of 2007 highlighted significant issues with pupil performance in the County, identifying attainment as being lower than might be expected. Following this report, the Council has set itself the target of improving attainment in all key stages so that attainment is within the top 10 performing authorities in Wales.

2.4 In March 2007, Estyn published a discussion paper “Transforming schools” which argued that schools and learning environments needed to be transformed in order to raise standards to meet the needs of 21st Century Wales, “There are major challenges in making schools fit for purpose in every sense. Tinkering with an educational model that is the product of the 19th century will not be enough to meet these challenges. Schools have to be transformed, so that they can be more innovative and better able to respond to the demands of the 21st Century.” (Estyn, Transforming Schools, 2007).

2.5 Cambridge Education Ltd were engaged to undertake a report into Modernising Education on behalf of the Council. This report recommended that the Council adopt a number of policies that would be needed to move education forward. A framework of policies has now been drafted and is contained in Appendix 1.

- 2.6 Before formally consulting on the policies it was agreed that headteachers would be given the opportunity to help shape them. The Head of Planning and Performance (Lifelong Learning) introduced the draft Modernising Education policy framework to headteachers at each of the cluster meetings. Seven sessions were held throughout the County for headteachers to discuss the policies in detail. A total of 40 representatives from 35 schools attended the sessions, and 3 completed questionnaires have been returned to this date. Appendix 2 details the feedback received so far and also explains our response and where we have altered the policies accordingly. At the time of writing this report, not all responses have been received, an update will be tabled at the meeting.
- 2.7 Separate sessions for Governors have been organised for November. An initial session for Members was held on the 15th September and a further two sessions have been arranged for the 20th and 27th October (dates still to be confirmed). A task and finish group of Lifelong Learning Scrutiny Members has also been set up to consider the policies in detail.
- 2.8 It is recommended that a period of consultation is undertaken before Cabinet take a decision as to whether to adopt the policies at the Cabinet meeting on the 16th December. The policies are comprehensive and will affect all schools in Denbighshire in some way. This consultation period will allow for further feedback from headteachers, governors and the general public. Adopting the policy framework will give Denbighshire a clear starting point to review provision of education in the County and undertaking a period of consultation will allow Cabinet to make an informed decision on the policies in December. As Appendix 3 shows, the review process will involve extensive consultation.

3 POWER TO MAKE THE DECISION

- 3.1 s28(5) School Standard and Framework Act 1998.

4 RESOURCE IMPLICATIONS

4.1 Cost Implications:

Going out to consultation will incur printing, room hire and translation costs. These will be met within the Planning and Performance (Lifelong Learning) budget.

4.2 Staffing / Accommodation Implications:

Existing staff within the Planning and Performance (Lifelong Learning) service will carry out the consultation.

4.3 IT Implications:

None.

5 RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendation/s

Without a policy framework there is a risk that changes to education provision will not be carried out in a strategic manner and modernisation of education will not happen. There is a risk that failing to consult on the policies would mean that the

policies do not accurately reflect the needs of the county and that the public, parents and schools would not be engaged with the modernising education agenda.

5.2 Risks associated with agreeing the recommendation/s

It is possible that the feedback gained through the consultation period will result in the policies changing significantly. However, the period of informal consultation that has taken place has reduced this risk and it is important that serious concerns raised through the consultation period are considered by Cabinet before agreeing the policies in December.

6 FINANCIAL CONTROLLER STATEMENT

There are no significant cost implications resulting from this matter at this time. The provision for resources for the finally agreed, modernising exercise will form part of the budget setting debate for the next and future financial years.

7 CONSULTATION CARRIED OUT

See paragraph 2.6

8 IMPLICATIONS

8.1 Assessment of Impact on Corporate Priorities:

The policy framework is integral to the Council priority of Modernising Education.

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

The policy framework will be going through the Council’s IMPACT assessment on the 15th October to assess its impact on the above. The intention of the policy framework is to ensure an equal, consistent and sustainable approach to education provision in the County.

9 ACTION PLAN

ACTION (If Cabinet agree recommendation)	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
A news release will go out explaining the policies and asking for feedback. There will also be a section within County Voice and Headlines.	Head of Communications (immediately following Cabinet decision)	Modernising Education Board end November
Members’ sessions on 20 th and 27 th October	Head of Planning and Performance (Lifelong Learning)	Modernising Education Board end November
Governors sessions 3 rd , 4 th , 6 th , 11 th , 12 th , 13 th of November	Head of Planning and Performance (Lifelong Learning)	Modernising Education Board end November
Lifelong Learning Scrutiny Task	Head of Planning and	Modernising

and Finish Group 28 th October, 4 th November, 11 th November	Performance (Lifelong Learning)	Education Board end November
School cluster meetings on 11 th , 12 th , 13 th , 18 th , 19 th and 20 th November	Head of Planning and Performance (Lifelong Learning)	Modernising Education Board end November

10 RECOMMENDATIONS

- 10.1 Members agree for the policies to go out for formal consultation and to receive a report in December with results of consultation with a view to adopting the policies.

Policies for Modernising Education in Denbighshire



Foreword

Denbighshire County Council is committed to providing a first class education for all children and young people in the County. As part of this commitment, the Council has agreed that modernising education provision is a priority because we recognise the importance of having school buildings, learning environments and resources that meet the needs of 21st Century Wales.

We know that we have to change and modernise education provision in the County. Improvements in education cannot be sustained without changes to the way education is provided. We have a responsibility to ensure that our schools are sustainable and fit for purpose. Schools need to be able to provide the best possible learning experience so that children and young people in Denbighshire have the widest opportunities available to them and are able to reach their full potential.

Denbighshire schools have always been integral to community life, but through this modernising agenda we now have the opportunity to decide how this relationship can be extended and how a school campus could be designed to offer the potential for a range of services to be delivered from one site, within or outside of school hours.

We have a commitment to expanding the provision of Welsh medium education and to ensuring that all children and young people in Denbighshire have the opportunity to be bilingual. Any changes we make in order to modernise education will strengthen the bilingual provision in the County.

So the way that we use school buildings has and will continue to change; new curriculum requirements (for example the foundation phase, 14 – 19 pathways), developments in ICT (for example the use of whiteboards, wireless technology) or the potential for community use mean that our schools have to change and we need to keep pace if we are to meet the needs of modern life.

Retaining the status quo is no longer an option for us in Denbighshire if we want to provide a first class education for our children and young people. It is for this reason that we have developed this document which takes forward the recommendations from the “Cambridge Education Report” by making it clear what our policies are in relation to modernising education provision and providing a framework through which we can review current and future provision.

Many people have already contributed to the development of this document and to the policies contained within it, but it is still a draft and we want you to share your views on it

with us and to tell us your vision for education in the 21st Century. To do this, please complete the consultation form included and return to us at:

Jackie Walley, Head of Policy and Performance (Lifelong Learning)
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Introduction

National context

“Our education system here in Wales is undergoing radical change. By 2010, the increased education and training opportunities in Wales will bear very little resemblance to those available at the advent of the Assembly in 1999.”
(Welsh Assembly Government, *The Learning Country: Vision into Action*, 2006)

In 2001 the Welsh Assembly Government published its first strategic statement on education and learning in Wales. This document set out the challenges facing education in Wales;

“We face complex technological change and huge shifts in competitive pressures from within Europe and beyond. Many of our communities are vulnerable and disadvantaged. Our skills-base is relatively low. A great deal remains to be done to heal the significant divisions in our society - for the health and well being of everyone who lives here; to ensure that people can realise their ambitions; and to build a truly enterprising and creative culture, making the very most of our distinctively rich and diverse inheritance. These challenges are of historic significance. The consequence of not facing up to them would be threatening and bleak. Failure to match up to them cannot be an option.” (Welsh Assembly Government, *The Learning Country*, 2001)

“The Learning Country” was succeeded in 2006 by “The Learning Country: Vision into Action” which describes the key objectives and actions needed to turn the vision into reality. Included in this document are a number of clear statements about future provision of education.

“Schools with a good learning environment, including high standards of buildings, make a positive impact on learning” (Welsh Assembly Government, *The Learning Country: Vision into Action*, 2006)

“Community focused schools have a positive impact on pupils’ learning and attainment, as well as securing better value for public expenditure” (Welsh Assembly Government, *The Learning Country: Vision into Action*, 2006)

In March 2007 Estyn published a discussion paper "Transforming Schools" which further highlights the need to transform schools and learning environments,

*"Although standards have risen over the years, simply being better than we were before will not be enough to help all young people to become effective in an increasingly open Europe and wider world. We will need to keep pace with the best worldwide. There are major challenges in making schools fit for purpose in every sense. Tinkering with an educational model that is a product of the 19th century will not be enough to meet these challenges. Schools have to be transformed, so that they can be more innovative and better able to respond to the demands of the 21st century.
(Estyn, Transforming Schools, 2007).*

A summary of the national drivers for planning school places can be found in the WLGA publication "Planning School Places" (2008).

Local Context

In 2005 Estyn carried out an inspection of Denbighshire Local Education Authority Access to Education. Their report recommended that the authority "ensure that the criteria for managing school places take sufficient account of education, the condition and suitability of buildings and the need to keep classes to 30 or below" (Estyn, Inspection of Denbighshire Local Education Authority Access to Education, 2005).

The Estyn inspection of 2007 highlighted significant issues with pupil performance in the County, identifying attainment as being lower than might be expected (Estyn, Inspection of Denbighshire Local Education Authority, 2007). Following this report, the Council has set itself the target of improving attainment in all key stages so that attainment is within the "top 10" performing authorities in Wales (Denbighshire County Council, Estyn Action Plan, 2007).

Cambridge Education Ltd were engaged to undertake a report into Modernising Education on behalf of the Council. Considerable and methodical research into education in Denbighshire was carried out as part of this work. A wide ranging consultation process was also undertaken as part of the development of this report including public consultation events, facilitated workshops and publication of the draft report (Cambridge Education, Modernising Education, 2007).

The Cambridge Education Report recommended that the Council adopt a number of policies that would be needed to move education forward. This document builds on these recommendations by making it clear what our policies are in relation to modernising

education provision and providing a framework through which we can review current and future provision.

Document Layout

Firstly, this document sets out what our vision for 21st Century schools is so that we can all be clear about exactly what we are aiming for. Then the policies that are needed to ensure we meet the vision are included because 21st Century schools cannot be met through current provision. Where appropriate to do so, references have been included and a bibliography can be found in Appendix 1.

Funding

The Modernising Education Programme will require sustained and significant capital investment and will be funded in part through prudential borrowing. As with all Council services, schools will be expected to continue to produce year on year efficiencies. Any funds which are released as a result of any of the policies included here will be reinvested in Lifelong Learning and will be used for the modernisation of education in Denbighshire.

Consultation Process

Many people including headteachers and education officers have already contributed to this document, to the policies contained within it or to the Cambridge Education Report upon which this document builds.

However, it is still a working draft and we want to know what you think. What is your vision for 21st Century Schools? How can school buildings be used by communities? What do you think a review of schools needs to consider?

If you have views on these or any other questions then please share your ideas with us in person at one of the events detailed below for school staff, Governors and Councillors.

The following consultation exercises are in the process of being organised:

- A news release will go out explaining the policies and asking for feedback. There will also be a section within County Voice and Headlines encouraging parents and key stakeholders to participate in the consultation process.
- The policies will be posted on Denbighshire's website
- Members' sessions on 20th and 27th October
- Lifelong Learning Scrutiny task and finish group meeting on 28th October, 4th and 11th of November.
- Governors sessions 3rd, 4th, 6th, 11th, 12th, 13th of November
- School cluster meetings on 11th, 12th, 13th, 18th, 19th and 20th November

Alternatively, please return the consultation form (See Appendix 3) to:

Jackie Walley, Head of Policy and Performance (Lifelong Learning)
Denbighshire County Council
County Hall
Wynnstay Road
Ruthin
LL15 1YN
moderneiddioaddysg@sirddinbych
modernisingeducation@denbighshire.gov.uk

At the end of the formal public consultation period the Council will review all responses received. Following consideration of the responses received the revised Policy Document will be discussed at Denbighshire County Council's Cabinet meeting on the 16th December. This meeting will consider the Policy Document with a view to approval for implementation of the individual policies.

Review Process

Modernising Education in Denbighshire will be a long-term process. The policies will impact allocation of future capital spend and will provide the framework through which provision will be reviewed.

There are many schools in the County which can be identified as not meeting one or more of these policies. However, due to the long-term nature of the Modernising Education Programme this does not mean that the school will automatically be reviewed in the short term. The first step after adoption of the policies will be to identify individual schools and area clusters of schools which do not currently meet, or would not be able to meet, each policy. The Council will then make a decision based on this analysis as to which areas they wish to prioritise in the first phase. These priority areas will then be subject to review.

Completing a review

1. Criteria to be considered within an a review

Any alteration to school provision must be able to deliver equal or improved educational standards within the area.

Educational Standards

- Successful Schools – School Evaluation Model.
- Consideration of Estyn Reports.
- Key Stage Performance over three years.
- Are pupils achieving their full potential?

Curriculum Delivery

- Provision of a broad and balanced curriculum for all age groups.
- Subject leadership and expertise.
- Organisation of classes.

School Building

- Can the schools provide the facilities set out in the '21st Century Schools' policy?
Is the building 'fit for purpose'?
- Current condition and the cost of refurbishments.
- Maintenance costs.

Geography and Transport Issues

- Travelling time for pupils.
- Consideration of safe and appropriate transport routes.

Community Focus/Provision

- The community focus of the school.
- Community use of school premises.
- Can the school meet the vision set out in the 'Community Focused Schools' policy?
- Does the school represent the only community provision in the local area?

Language / Denomination Options

- Are there suitable options within the area for language and faith based education?

School Organisation

- The needs of the local communities and the county.
- Models for school organisation.

Workforce Issues

- Opportunity for professional development.
- Availability of curriculum support and staff expertise between colleagues.
- The ability to retain and recruit teachers.
- Any alteration to school provision must consider the implications for existing school staff, and the staffing arrangements at potential alternative schools.

School Management

- Managerial structure of the schools.
- Potential managerial structures resulting from any alteration to school provision within the area.
- Staffing structures and work delegation.

Cost Effectiveness

- Fair and efficient funding per pupil.
- Financial implications of any proposed alteration to school provision.
- Availability of revenue and capital to implement any proposed alterations to school provision.
- Surplus and Deficit Places.

Future Developments

- Consideration given to the effect any future housing and other developments may have upon pupil numbers. Including the impact of the Unitary Development Plan and the Local Development Plan.

2. Consultation and communication

Stage 1 – Review

- Officers will collect and analyse all the relevant data based on the review criteria.
- Initial meetings will be held with key stakeholders to launch the review.
- The council will work with headteachers, governors and other interested parties to develop a series of detailed options.
- Councillors will decide on a set of options for formal consultation.

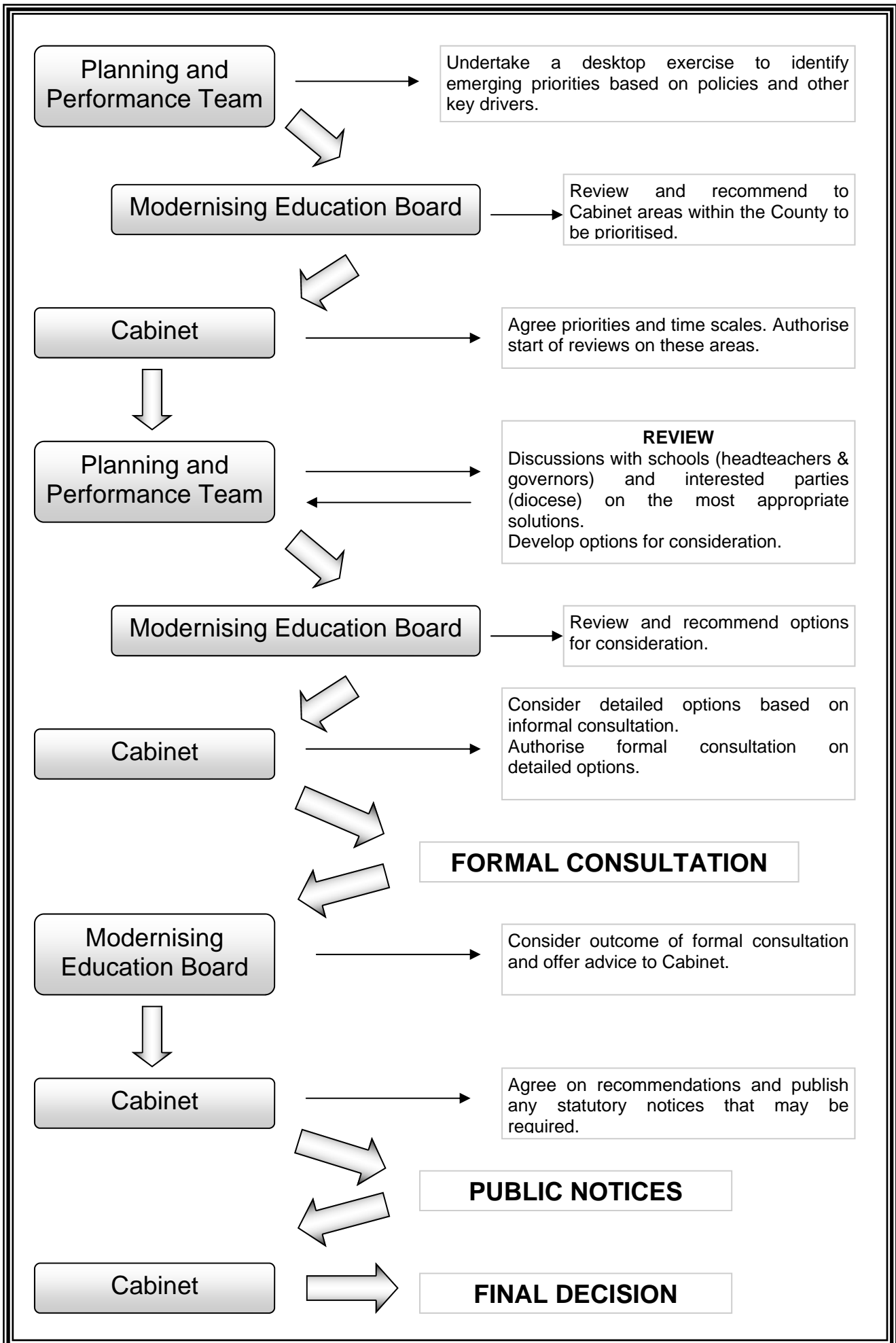
Stage 2 – Formal Consultation

- The options will be published and circulated with a response form.
- A series of meetings will be arranged where the public can obtain further information, ask questions, talk to officers and register their views.
- Feedback from formal consultation will be considered before deciding on the most appropriate option.

Stage 3 – Statutory Notice

- Public Notices will be issued for all 'statutory' proposals.
- There is a period of 6 weeks following publications of Notices for people to comment on and/or object to statutory proposals.
- Where an objection is received, the proposals must be referred to the Welsh Assembly Government.
- Final decision is made by Cabinet.

REVIEW PROCESS



NOTE: Where there are objections to certain proposals, e.g. decisions to close voluntary schools or open new community schools, the proposals must be referred to the Welsh Assembly Government.

Successful Schools

Modernising education and improving educational achievement is a key priority for Denbighshire County Council. There is an expectation that every school should be successful, operate effectively and achieve positive outcomes for its pupils.

The Council recognises that success cannot be judged solely on attainment and that a range of factors need to be taken into account when considering the success of a school.

These factors have been captured in the School Evaluation Model which is part of the Partnership Agreement between schools and the Council. The Partnership Agreement sets out the framework for establishing successful schools in Denbighshire. The School Evaluation Model is divided into three sections focusing on Standards, Teaching and Leadership. Each section focuses on a variety of different aspects within the school as detailed below.

Standards

- The Learner
- Pupil Progress
- Key Skills & Bilingualism
- Lifelong Learning
- Personal and Social Development
- Attendance

Teaching

- Teaching
- Assessment
- Planning
- Learning Experiences
- Inclusion
- Care, Support and Guidance
- Partnership

Leadership

- Leadership
- Strategic Planning
- Continued Professional Development
- Self Evaluation
- Resources

The success of a school as determined by the School Evaluation Model will be considered within any review of school provision.

21st Century Primary Schools

Every primary school should be successful, operate effectively and achieve positive outcomes for its pupils. The council recognises that a major factor in the success of a school is the commitment and ability of teachers and support staff within the school environment. These factors are considered within the School Evaluation Model, the following vision is based on the facilities needed to assist with teaching and learning.

Primary schools in Denbighshire should provide the facilities, resources and inclusive environment that support children to experience a good quality range of learning opportunities. All primary schools should meet the needs of 21st Century education in Wales including flexible facilities to respond to a changing curriculum.

The model for 21st Century Schools is aspirational and will only be achieved in the long term, as part of the wider programme to modernise education.

The Council considers a 21st Century Primary School to be one which can provide the following:

Teaching and Learning Facilities

- **Suitable teaching spaces** that include sufficient:
 - Classrooms that are of suitable size and shape to cater for a maximum of 30 pupils
 - Facilities and specialist requirements for the foundation phase
 - Specialist practical spaces, incorporating an area for a sink and cooker;
 - Up to date ICT infrastructure
- Adequate/appropriate storage facilities
- Every class has access to wet area (sink), either within the room or in an adjoining practical area
- Access to Library or learning resource room.
- Private, secure outdoor classrooms and environmental learning opportunities within the school grounds
- Separate school hall and dining facilities of appropriate size. Dependent on school size this may be a dual-use school hall. There may be a need for dual-use school halls to be equipped with sprung floors.
- Small group room for use by the Special Education Needs (SEN) coordinator as a resource area for learning.
- Access to sporting facilities and provision for Additional Learning Needs.

Community Facilities

Be able to deliver a range of community based services during school hours, either through shared or dedicated areas. Potential for wide ranging community use should be considered in accordance with the 'Community Use of Schools' policy.

Play Facilities

- A private, secure grassed area of sufficient size within the school ground
- Hard play area (school yard) of sufficient size for the capacity of the school

Staff and Administration Areas

- Staff room(s)
- Separate Staff washrooms
- Staff work area
- Headteacher's office
- Secretary / Administrative office
- Medical Inspection room or Sick Bay
- Resources/reprographics room

General

- School buildings of excellent condition to be maintained at this level
- Ensure access is available for disabled persons to the full range of facilities
- **Safe and secure buildings that:**
 - Have a signposted reception area
 - Are capable of being locked down during the day with access to areas used by children through one controlled point of entry
 - Have secure perimeter site fencing which still allows public access to playing fields outside school hours and Intruder alarm system
 - Have enclosed/fenced Early Years play area
 - CCTV – internal and external
 - Meet health and safety standards
 - Have fire detection systems and sprinklers installed
- Separation between vehicular and pedestrian access
- Bus turning area/'drop off' (where appropriate)
- Secure Cycle Storage
- There are no mobiles or temporary teaching accommodation (according to Mobile Accommodation policy)
- There are appropriate number of pupil washrooms/toilets/cloakrooms
- There are suitable, safe dining facilities – which can be a designated dining room or in the school hall
- All relevant technologies should be included e.g. wind turbines, solar panels, recycling, ground heat pumps and / or wood-fired boilers to ensure compliance with BREEAM standards, address environmental issues and minimise the carbon footprint.

All reference to size/space standards should conform to the area guidelines drawn up by the DfES/WAG. These are currently detailed in the appropriate Building Bulletins.

21st Century Primary School Consultation Questions:

- Do you agree with the definition of 21st Century Primary Schools?
- Are there any requirements missing from the definition of 21st Century Primary Schools? If so, what?
- Is there a requirement in the definition of 21st Century Primary Schools that you do not think should be included? Why not?
- What facilities are needed for community use?

21st Century Secondary Schools

Every secondary school should be successful, operate effectively and achieve positive outcomes for its pupils. The council recognises that a major factor in the success of a school is the commitment and ability of teachers and support staff within the school environment. These factors are considered within the School Evaluation Model, the following vision is based on the facilities needed to assist with teaching and learning.

All secondary schools in Denbighshire need to be fit for purpose and should be able to meet the requirements of 21st Century education in Wales.

The model for 21st Century Schools is aspirational and will only be achieved in the long term, as part of the wider programme to modernise education.

In order to deliver this the Council considers a 21st Century Secondary School to be a school which can provide the following:

Teaching and Learning Facilities

- General teaching spaces that include sufficient:
 - Classrooms that are of a suitable size and shape to cater for a maximum of 30 pupils
 - Classrooms to provide for the full range of core curriculum subjects
 - Classrooms to provide appropriate facilities for the range and number of specialist subjects
 - Facilities and resources capable of delivering the wider curriculum contained within 14-19 and bilingual provision
- Adequate/appropriate storage facilities
- A main hall sufficient (for assemblies for at least half the school at one time), examinations, public performances and community events
- Access to a four- court sports hall
- Access to an Activity studio for gymnastics, performing arts and media.

Community Facilities

- Be able to deliver a range of community based services during school hours, either through shared or dedicated areas. Potential for wide ranging community use should be considered in accordance with the Community Use of Schools policy.

Learning Resource Areas

- Library Resources Centre
- Small groups rooms

- Music group/practice rooms
- Sixth form study area (where the school has a sixth form)
- Quiet area for pupils

Where the learning pathways demand the school should have:

- Small reading studio
- Kiln room
- Dark room
- Large flexible teaching area

Staff and Administration

- Headteacher's Office
- Medical Inspection Room
- Staff work rooms
- Office accommodation for Senior Teaching staff, particularly Heads of Year
- Reception area
- Main office with a link to Reception area
- Additional office accommodation for Bursar and administration staff
- Reprographics Room
- Meeting/Conference Room
- Caretakers Office

Storage

- Coat/Bag storage for pupils
- Resources store for books/materials
- Store for pupils work
- Preparation/storage areas for science laboratories/food rooms and CDT
- Musical instrument store
- PE equipment store adjoining sports hall/activity studio
- Cleaners/caretakers store
- Community use store

Access and Inclusion

- SEN Resource base
- Multipurpose small group room for specialist teaching and support
- Meeting rooms for parents and carers
- Storage space for educational and mobility equipment
- Acceptable toilets and hygiene facilities for assisted use
- Suitable wide corridors

Safety and Security

- Access control to ensure visitors do not have unrestricted access throughout the school
- Secure the building envelope i.e. doors and windows
- Perimeter protection which still allows community use of playing fields outside school hours
- Intruder alarms
- CCTV internal and external

Dining and Social Areas

- Purpose built dining hall including areas for hot and cold meals
- Social areas for sixth form pupils and other year groups
- Kitchen facilities

General

- Toilets and personal care – separate facilities for staff, pupils and visitors
- Changing rooms/showers – separate facilities for staff, pupils and visitors
- Playing field and hard play areas to include sports pitches/games courts/soft informal/hard informal and habitat areas
- Staff/visitors car park
- Bus turning/drop off area
- Secure bicycle storage
- Delivery access
- Refuse and recycling facilities
- Fire detection systems and sprinklers installed
- All relevant technologies should be included e.g. wind turbines, solar panels, recycling, ground heat pumps and/or wood-fired boilers to ensure compliance with BREEAM standards, address environmental issues and minimise the carbon footprint.
- Interactive whiteboard in all classrooms
- Wireless technology throughout schools

All reference to size/space standards should conform to the area guidelines drawn up by the DfES/WAG. These are detailed in the appropriate Building Bulletins.

14-19 Learning Pathways

The council recognises that as the 14-19 Learning Pathways continues to develop, it may not be necessary for all secondary schools to have all the facilities listed above providing they are available within a reasonable distance of the school.

21st Century Secondary Schools Consultation Questions:

- Do you agree with the definition of 21st Century Secondary Schools?
- Are there any requirements missing from the definition of 21st Century Secondary Schools? If so, what?
- Is there a requirement in the definition of 21st Century Secondary Schools that you do not think should be included? Why not?

Policy 1: Models for Primary School Organisation

Cambridge Education cited a two-form entry primary school providing 420 full-time pupils (not including nursery) as the optimum size for a primary school.

The Council accepts that a two-form entry primary school is the optimum size, however a uniform model across the County would not be appropriate due to the geography of Denbighshire, the varying population density, parental preference, language and faith based provision and transport implications.

Five models for primary school organisation have been chosen because they are able to provide all, or the majority, of the benefits described below.

- A headteacher with a minimum 0.5 commitment to leadership and management. This commitment will increase in relation to the size of the school.
- Maximum benefit to pupils from peer interaction. Increased social opportunities for pupils through the pursuit of a wider range of activities; enhancing children's ability to forge relationships and celebrate diversity.
- A maximum class size of 30.
- No mixed Key Stage classes.
- Increased options for class organisation within schools:
 - Single age classes allowing teachers to thoroughly prepare and tailor their classes towards a specific age group. They can also minimise the disruptive effect of wide ranges of academic ability, emotional ages and behaviour that can be present within mixed-age classes.
 - Mixed year classes.
 - Key Stage classes if there are sufficient numbers within each class to enable effective teaching and learning through ability groups in order for pupils to gain maximum benefit. This would allow for peer group interaction and access to a wide range of team activities to aid pupils' social and emotional development.

- Staff expertise as teachers are allowed to lead a single subject across the school, thereby gaining more focus on and depth in the delivery of a subject.
- Increased opportunities for professional development among staff, gives the opportunity to develop strengths and expertise in wider areas, including numerous non-core subjects. This can lead to improved recruitment and retention of staff.
- Opportunity for excellent facilities as set out in the Denbighshire '21st Century Schools Vision'.
- A range of community focused services, as identified within Denbighshire's 'Community Focused Schools Strategy'.
- Economies of scale for full time administrative officers
- Fair and sufficient funding per pupil to enable pupils to reach their full potential, while making the best use of resources.

It is intended that future primary school provision within Denbighshire will follow one of the five models described below. However, changes to school provision will only be carried out if the review process identifies that the outcome of the change would result in equal or improved educational experience for pupils within the schools affected.

The five models are:

- a)** 420 two-form (60 pupils per year) entry primary school providing the features described below
- b)** 210 one-form (30 pupils per year) entry primary school able to provide the majority of the features described below
- c)** 105 half-form (15 pupils per year) entry primary school able to provide a range of the facilities described above.
- d)** Federated schools, in accordance with Denbighshire's 'Federated Schools Model'.
- e)** Area schools, in accordance with Denbighshire's 'Area Schools Model'.

Where schools do not currently meet one of these models, the authority reserves the right to review the school.

Models for Primary School Organisation Consultation Questions:

- Do you agree that primary schools in Denbighshire should follow one of the four models outlined? If not, why?
- Are there any other models which you think should be included? If so, why?

Large Primary Schools

The Council's preferred model for large primary schools is a two-form entry primary school, providing 420 places (excluding nursery).

There is recognition that where schools are above this threshold, it is often due to the popularity of the schools and the demand from increased housing development within an area. However the authority believes that where possible, it is within the best interest of pupils for these schools to be gradually reduced in size. The maximum size of primary schools within the county will be a two-form entry primary school.

As a result, it is essential that any school above this threshold be considered within the wider context of the area it serves.

Where schools have more than 420 pupils on roll for three years in succession:

Phase One

The Council will conduct an area review, taking into consideration all neighbouring schools that may be impacted upon by any reduction in the number of pupils enrolled at the school.

Surplus capacity within the area will be identified through the review. A decision will then be made as to whether sufficient surplus capacity exists within the area, or if consideration needs to be given to the building of a new school, or extending an existing school.

Phase Two

A clear strategy for reducing the size of the school will be agreed and adopted. The strategy will ensure that the school does not face a sudden, detrimental drop in pupil numbers.

Small Primary Schools / Sites

There is a need to ensure that all schools and school sites can provide an efficient and effective provision of education and are able to provide children with the widest possible opportunities. In order to achieve this aim schools will need sufficient pupil numbers on roll within each Key Stage.

Therefore where the number of full-time pupils on roll at specific school or school site falls below 15 pupils in Key Stage 1 and 20 pupils in Key Stage 2, the authority would review the school or site with a view to closure.

The review would take into consideration the availability of sufficient places within an alternative school or site that could provide an equal or improved educational experience for pupils within the schools affected.

Statutory notices would need to be published in order to close any primary school including those within a federation. Statutory notices are not required when closing a specific site within a primary school.

Federated Schools

Federated schools were defined in the 2002 Education Act. The Act allows for the creation of a single governing body or joint governing body committee across two or more schools under the leadership of one headteacher.

Federation is a contractual agreement between schools. It is important to remember that regardless of the form of federation adopted; all federated schools:

- Retain their separate identity
- Continue to receive individual school budgets
- Receive separate Estyn inspections
- Report on performance individually
- Are subject to all statutory notices as any individual primary school

In accordance with Denbighshire's models for primary school organisation, primary schools with less than 80 pupils (105 half-form entry school with 25% surplus places) will be expected to federate when opportunities arise or as a result of a review.

There are four standard models of federations:

- Hard Governance Federation
- Soft Governance Federation
- Soft Federation
- Informal/Loose Collaboration

See Appendix 4 & 5 for further details.

Informal/loose collaborations already exist within Denbighshire in the form of the successful school clusters. Any federated school would still form part of their respective cluster and continue with the current informal/loose collaboration arrangements.

Soft Federation and Soft Governance Federations have been considered by the authority as possible options, however they have been deemed unsuitable as both arrangements would require the headteacher of the federated schools to be accountable to at least two and possibly more governing bodies. This would result in an increased workload for headteachers and minimise the benefits from federating.

As a result the Council will only support the formation of hard governance federations as the appropriate model for Denbighshire.

Features of a Hard Governance Federation

- Single governing body shared by all schools
- Established using the Federation Regulations made under Section 24 of the Education Act 2002
- All schools share common goals through Service Level Agreements and protocol
- Streamlined decision making in all areas
- Budgetary decisions on behalf of the group of schools
- Common management and appointments are agreed in a simple effective manner

Hard Governance Federations can provide numerous benefits. These include:

- Opportunities for improved teaching and learning through increased specialism and range of expertise
- A structured way for schools to collaborate, learn from each other and share best practise
- A cost-effective and coherent curriculum, increasing the opportunity to fulfil individual pupils' needs and extending curriculum entitlement
- Models of good practice to improve teaching, learning and inclusion
- Capacity to have a senior and middle management team
- A stronger teaching team through the appointment of shared staff including specialist teachers, better training and wider career opportunities
- Better support and development opportunities for school governors
- Potential savings in planning, administration time and resources

Setting up a Hard Governance Federation

The final decision to form a hard governance federation must come from the governing bodies of all the schools involved. Where schools refuse to consider the option of federating, the Council will look at alternative proposals for the area including the formation of area schools.

The process for setting up a hard governance federation will follow the Welsh Assembly Government guidance and regulations on the federation of maintained schools.

There is currently a consultation document that seeks views on the draft regulations and related guidance. This document builds on existing guidance and regulations in relation to federated schools and clarifies certain issues e.g. Governance of a federated school.

"The ability to federate under a single governing body could also be of particular benefit to small schools or schools in more isolated rural areas, opening up opportunities to share management and governing body responsibility and curriculum expertise, while retaining the separate identities of the schools involved."

- Guidance on the Draft Federation of Maintained Schools (Wales) Regulations 2009

http://new.wales.gov.uk/consultations/currentconsultation/educat_skills/fedofmaintainedschools/?lang=en

Consideration of language and faith provision

- The language denomination of the schools involved. Federation would not be put forward as an option if the federation would weaken welsh language provision within the area.
- The faith denomination of the schools involved. Federation would not be put forward as an option if the federation would weaken faith provision within the area.

How would a federated school operate within Denbighshire?

The final decision as to how a federated school operates will be down to the governing body of each individual federation.

However the following principles will apply to each federation:

- One governing body and one headteacher.
- All schools within the federation will continue to receive individual budgets. Any savings made as a result of federating would remain within the federation to improve the educational experience for pupils within the federation.
- All schools within the federation will remain as all-through primary schools. It will not be possible to rearrange schools into separate infant and junior schools within the federation.
- The headteacher will have a minimum 0.5 commitment to leadership and management. This will commitment will increase in relation to the size of the federation.
- Each school will have a designated senior teacher or site manager to assume responsibility for the school when the headteacher is not present.

- Children will not be expected to travel between sites on a regular basis, however can be brought together for particular activities as deemed suitable by the governing body.
- Curriculum expertise would be shared across all schools within the federation.

Hard Governance Federations can be formed with schools from neighbouring authorities, and where these possibilities exist the Council will consult with the relevant local authorities.

Criteria for a successful federation:

- 1) A sense of shared identity between schools either through geographical proximity or the sense of being in an inclusive community
- 2) A sense of common purpose and a joint vision for improving the attainment, achievement and progression of young people
- 3) Cohesive leadership, with a strong commitment to developing and sustaining leadership across all levels of the school
- 4) A management infrastructure with the capacity to deliver
- 5) Trust is fundamental to effective collaboration and should be built into every level of management. Schools need to share a sense of openness and a willingness to operate in a joined-up and united way
- 6) A system of review to monitor and evaluate the effectiveness of the federation must be developed

Schools must be prepared to commit both time and resources to ensure that the federation is effective and sustainable. They will also need a commitment to raising standards and achievement in all of the schools in the federation and to continually improving progression for young people

Any actions undertaken with regard to federating schools will comply with Welsh Assembly Government guidelines and regulations.

Area Schools Model

Area schools are formed through amalgamating 2 or more schools onto one site to deliver improved educational experiences for the children attending those schools.

Where schools have been selected for amalgamation into area schools, it is necessary to close all the schools concerned and open a new school on one existing site or on a new site. This may require investment on an existing site.

Many of the advantages of hard governance federations can be found through the establishment of area schools. The benefits of area schools are as follows:

- Improved facilities and equipment.
- Opportunities for improved teaching and learning through increased specialism and range of expertise.
- The headteacher will have a minimum 0.5 commitment to leadership and management. This commitment will increase in relation to the size of the school.
- Increased opportunity for community services / facilities in line with Denbighshire's 'Community Focused Schools Strategy'.
- Increased options for class organisation
- Cost savings through reducing the fixed costs associated with maintaining several sites – there is an opportunity to re-direct these savings to provide better educational provision and raise standards;
- Increased opportunities for professional development among staff, gives the opportunity to develop strengths and expertise in wider areas, including numerous non-core subjects. This can lead to improved recruitment and retention of staff.
- Increased capacity for a senior and middle management team.
- Better support and development opportunities for school governors

Small Schools/Sites, Federated Schools and Area Schools Consultation Questions:

- Do you agree that federations of primary schools in Denbighshire should follow the model of the hard governance federation? If not, why?
- What should a headteacher's role in a federated school be?
- Do you agree that a school/site with less than 15 pupils in the Foundation Phase (Key Stage 1) and 20 pupils in Key Stage 2 is not an efficient and effective education provision? Can a smaller school/site provide pupils with the widest opportunities for development?
- Do you agree with the benefits of an Area School? If not, why?
- Do you agree with the benefits of a Hard Governance Federation? If not, why?

Policy 2: Models for Secondary School Organisation

The Council wants all schools to conform to the model of 21st Century Schools (see 21st Century Secondary Schools Vision.) It is not feasible for a secondary school with fewer than 600 pupils (plus 150 in 6th Form where appropriate) to provide the facilities described in this vision. Therefore the Council accepts that the minimum size for any new secondary school will be a four-form entry school providing 600 11-16 places. It may not be viable for all secondary schools to have 6th forms; it is dependant on the availability of post-16 provision within an area.

The council has already published proposals to close the 6th forms of the two secondary schools in Rhyl. For the avoidance of doubt, this policy does not affect the proposals for Rhyl.

Any secondary school that exceeds 1,800 pupils (11-16) for previous three years in succession will be reviewed by the authority.

Any secondary school that falls below the defined minimum size of 600 pupils, for previous three years in succession will be reviewed by the authority.

Any secondary school where the number of pupils within the 6th form falls below 110 for the previous three years in succession will be reviewed by the authority with a view to considering whether the school should be an 11-16 school only.

Models for Secondary School Organisation Consultation questions:

- Do you agree that secondary schools in Denbighshire should follow one of the five models outlined? If not, why?
- Do you believe that a federated schools model could be applied to secondary schools? If so, which model and why?

Policy 3: Surplus and Deficit Places

Surplus places within schools represent a poor use of resources, and under Welsh Assembly guidelines all authorities must keep the level of surplus places under review. Some surplus is desirable to allow schools to cope with changes in demand, but high levels of surplus are unproductive (Cambridge Education, Modernising Education, 2007).

An acceptable level of surplus places within schools has not been clearly defined. However, the Wales Audit Office, Estyn and the Assembly Government work on the assumption that the total percentage of surplus places should not rise over 25%.

Schools which have had over 25% surplus place for the previous 3 years will be reviewed.

With regard to deficit places within schools, the authority recognises that this factor can be attributed to the popularity of the schools and the demand from housing development within an area. It is also recognised that in some instances there are no alternative schools of the same language or faith based provisions within the area. However, consideration needs be given to the educational and/or health and safety impact of overcrowding within schools. The Council expects schools to adhere to the admissions policy thereby removing the likelihood of deficit places within schools. Where schools have had more than 10% deficit places for three years in succession, a review will take place.

Any review on the basis of surplus or deficit places will take into consideration both retrospective numbers and county projections for the schools involved.

Measuring School Capacity.

The capacity of a school is the number of pupils it can accommodate. This is based on a Welsh Assembly Government calculation.

http://new.wales.gov.uk/topics/educationandskills/publications/circulars/measuring_capacity1?lang=en

The Council reserves the right to review schools where:

- a)** Schools have had more than 25% surplus places for three years in succession.
- b)** Schools have had more than 10% deficit places for three years in succession.
- c)** An immediate health and safety issue has arisen.

Policy 4: Infant and Junior School Amalgamation

Infant School

An infant school usually comprises of nursery pupils in addition to pupils who start statutory education with the school at the age of four. They remain at the school until the end of Year 2, where they usually transfer to an associated junior school. The years covered by infant schools are known as Key Stage 1; however this is gradually being replaced by the Foundation Phase.

Junior School

A junior school is one where children join at the start of Year 3 and continue through until they move on to secondary school at the end of Year 6. The years covered by junior schools are known as Key Stage 2.

All-through Primary School

An all-through primary school is one where children start statutory education with the school at the age of four and continue through until they move on to secondary school at the end of Year 6. The majority of all-through schools also include nursery classes.

There is a national trend towards amalgamating infant and junior schools into all-through primary schools. All-through primary schools are able to provide children with a continuous stream of education, thus removing the disruption that can be caused by moving schools at an early age.

With the implementation of the Foundation Phase replacing Key Stage 1 in Wales there is now a greater need to minimise disruptive transition to Key Stage 2. The Council accepts that amalgamating infant and junior schools into all-through schools is the best way to achieve a smooth transition.

The Council believes that all-through primary schools provide the following benefits:

- An opportunity for stability, consistency and ease of progression between Key Stages, particularly considering the impact of the Foundation Phase, and the emphasis on learning through play.
- An increased range of staff expertise
- Interaction with a wider range of age groups for children.
- The ability to foster long-term relationships with parents.

Therefore, the Council is committed to amalgamating infant and junior schools. If the Headteacher of an infant or junior school announces his/her decision to leave the post,

the authority, following consultation with the appropriate bodies, will consider whether to instigate statutory procedures to amalgamate.

When the decision to amalgamate an infant and junior school is taken, the authority will aim to amalgamate both schools onto one site. Where this is not immediately possible the infant and junior schools will be federated and a clear strategy developed to amalgamate both schools onto one site.

The following issues specific to infant and junior schools amalgamation will be considered before statutory notices are published:

- The transition factor from infant to junior schools, and the impact of the Foundation Phase upon transition
- Any amalgamated school must be able to deliver equal or improved educational standards
- Any amalgamated school must be able to deliver equal or improved community focus
- Consideration regarding the ability to create a combined ethos including the best features from both schools that can be captured and signed up to by all members of the community
- Where amalgamation would create a school larger than a two-form entry primary school, a clear strategy must be adopted to reduce the size of the school
- Potential managerial structures of the amalgamated school, with consideration given to the changing roles of managers

Infant and junior amalgamation may also be considered as an option if an infant or junior school is identified for review through any of the policies contained within this document.

Infant and Junior School Consultation Questions:

- Do you agree that Denbighshire's policy should support infant and junior school amalgamation? If not, why not?
- Do you agree that changing school at age 7 can be disruptive to a child's education? If not, why not?

Policy 5: Community Use of Schools

It is perceived by many that schools lie at the heart of the communities which they serve, especially in rural areas. However some of our primary schools are not physically situated in the heart of villages or communities. Many communities in Denbighshire that either never had a school or have seen their local school close are vibrant. Many communities have more than one "heart" instead or in addition to a school such as the village shop, church, chapel or community hall.

Community Focused Schools

Over recent years, Denbighshire has demonstrated a commitment to making schools more firmly part of their community via the development of Community Focused Schools.

The Welsh Assembly Government issued guidance in 2003 to schools and local authorities to increase the community use of schools in Wales. This guidance was developed on the basis that schools are often physically at the centre of a community but their facilities are sometimes unused in the evenings, on weekends and in the holidays. The guidance defines Community Focused Schools as follows: -

"A community focused school is one that provides a range of services and activities, often beyond the school day, to help meet the needs of its pupils, their families and the wider community."

The Cambridge Modernising Education report provided the view that

"there is recognition that the smallest of schools can only be justified if they provide something more than just statutory age education in their areas, as genuine community schools or extended schools providing for instance before and after care, additional educational opportunities for children and adults, sport and leisure and through possible joint working with other agencies."

The benefits as defined by the Welsh Assembly Government of developing Community Focused Schools include: -

For pupils and schools:

- higher levels of pupil achievement
- increased pupil motivation and self-esteem
- specialist support to meet pupils' wider needs
- additional facilities and equipment
- enhanced partnership working with the community
- enhanced status for learning in the local community
- reduced pupil disaffection.

For families:

- improvements in child behaviour and social skills
- greater parental involvement in children's learning
- more opportunities for local adult education and family learning
- greater availability of specialist support for families.

For communities:

- better access to essential services
- improved local availability of sports, arts and other facilities
- local career development opportunities
- better supervision of children outside school hours
- closer relationships with the school.

The Children and Young People's Plan 2008 – 2011, recently adopted by the Council and its partners, makes reference to the delivery of outcomes via the continued use of Community Focused Schools funding from the Welsh Assembly Government. A clear strategy on how this will be delivered will be progressed by the Children and Young People's Partnership during 2008 with a view to adoption by 2009.

The "Narrowing the Gap" project showed that a key factor in a successful school is a close relationship with the wider community, which the community focus school initiative aims to achieve. Involvement with the community improves the achievement and motivation of a school and benefits the pupils in that school.

The Welsh Assembly Government Circular 23/02 School Organisation outlines the key considerations for local authorities to consider when organising schools and in particular during the consideration of reviewing the overall number of schools. In particular the circular states that

"In the case of rural schools particular considerations include the overall effect on the community of closure and the extent to which the school is serving the whole community as a learning resource. This does not mean that rural schools should

always remain open but the case for closure has to be robust and the proposals must be in the best interests of educational provision in the area.”

The Council is committed to working with its partners to deliver Community Focused Schools.

Community Use

Within Denbighshire there is a wide pattern of school sites serving the wider community. In particular six of the eight Secondary Schools at present have dual use leisure facilities whilst a range of adult education facilities are also delivered from school sites. Where considered appropriate the Council will continue to work with schools to ensure that schools can be used appropriately for such community uses, and that such uses should expand. The Council will need to ensure that where wider community use is considered, that appropriate policies and guidance are in place with respect to health and safety, child protection procedures and any other common practices.

In applying any wider review of the future viability of schools the authority will have due regard to the benefits a school or its facilities has within the local community.

The authority also accepts that the overriding factor in any such review must be the effect on the standard of education and lifelong learning to be provided in the area.

Community Use of Schools Consultation Question:

- What services could be provided on a school site?
- What facilities are needed to do this?

Policy 6: Mobile Accommodation

Mobiles are temporary buildings used by schools to meet peaks in pupil numbers. Mobiles may refer to classrooms, laboratories, toilets or staff rooms.

Mobiles are designed for temporary use and are not a long-term solution for meeting growth in pupil numbers at individual schools. As temporary buildings, mobiles (particularly those owned by Denbighshire) do not generally accord with sustainable development objectives because of the higher maintenance costs and energy demands of such buildings. WAG and The Council recognises that inadequate buildings make improvements in standards of achievement more challenging (Estyn, *An Evaluation of Performance Before and After Moving into New Buildings or Significantly Refurbished Premises*, 2007). The Council wants to reduce the number of mobiles currently in use as part of its aim to ensure that Denbighshire schools are fit for purpose.

Any funds released through the reduction of mobile accommodation within the county will be reinvested in Lifelong Learning and will be used for the modernisation of education in Denbighshire.

However the Council does recognise that mobiles can have a valuable role to play in addressing temporary accommodation shortages in certain circumstances.

1. Mobile provision should only be made in the following circumstances:

- In an emergency (for example in the case of fire or flood) in which case mobile accommodation is provided until the permanent accommodation is reinstated
- During building works so that the school can continue to function safely and effectively with minimum disruption to pupils. On completion of such works, the mobile accommodation should be removed
- To meet a short or medium term increase in pupil numbers in areas of population growth where there is no spare capacity in an appropriate alternative school in the surrounding area. If the increase in pupil numbers is set to be sustained then consideration will be taken by the authority as to whether permanent accommodation needs to be provided

2. Mobile provision should not be provided in the following circumstances:

- To enable popular schools to expand to admit out of area children when there are places available in the local area schools
- Where schools are currently over capacity but falling rolls are expected in the short to medium term
- Where schools are not currently over capacity and are not expected to be so in the short to medium term

3. In line with the Modernising Education Agenda:

- Mobile accommodation will be removed where its retention can no longer be justified according to the above principles.
- Officers will carry out a review of mobile accommodation in all schools and, where appropriate, contact schools and agree a programme of removal and/or replacement with permanent build.

Policy 7 Promoting Bilingualism

Denbighshire's aspiration for pupils' bilingual skills

Denbighshire County Council recognises how important bilingualism is in 21st Century Wales. It is the Council's aspiration that all children and young people leave full time education being competent and confident using both Welsh and English languages. This aspiration is in accordance with the Welsh Assembly Government's 'Iaith Pawb: A National Action Plan for a Bilingual Wales'.

The Council is committed to expanding the provision of Welsh medium education throughout the County to meet this aspiration. All schools in the County have been categorised according to the expected language outcome for pupils. There is an expectation that schools will increase and strengthen the bilingual nature of their school over time and will work towards moving up through the categories so that more pupils have the opportunity to be fully bilingual.

Denbighshire's Education Welsh Language Scheme details the actions that will be taken to ensure that this happens. The Scheme has been agreed with the Welsh Language Board, is subject to an annual review and is monitored on a quarterly basis by the Bilingual Skills Working Party.

What the law says about the teaching of Welsh

The Education Act 1996 stipulates that Welsh will be taught to all pupils from 5-16. This means every child of compulsory school age has the right to learn Welsh as a first or second language as appropriate. All schools in Denbighshire teach Welsh as a first or second language.

It is recognised that the most appropriate way for pupils to become bilingual is to receive a Welsh medium education.

What is the definition of Welsh medium education used by Denbighshire County Council?

A Welsh medium education is one where the expected outcome and curriculum experience for a pupil would be;

Outcome: That pupils, regardless of home language would in the case of Primary be able to transfer easily to Welsh medium secondary provision and by the end of KS2 would have reached a standard in English equivalent to that reached by pupils in predominantly English medium schools. Pupils who have received a Welsh medium primary education would be expected to progress to Welsh medium secondary education. For secondary pupils, the normal expectation is that assessment at Key

stage 3 and Key stage 4 will be through the medium of Welsh in all subjects apart from English and that pupils will be able to progress easily to Welsh medium post 16 provision.

Curriculum – Welsh is the main teaching medium throughout all key stages. English is introduced as a subject at KS2 and English may occasionally be used for some aspects of some subjects.

How are schools categorised according to Welsh Language Provision in Denbighshire?

In accordance with Welsh Assembly Government (WAG) requirements all schools are defined in detail according to WAG definitions and the categories published as required in the Schools' Information Guide.

In order to further assist parents in choosing a school for their child Denbighshire have also categorised schools according to the expected language outcome for a pupil. It is important to note that the Denbighshire categories refer to the experience and expected outcome for a pupil and not necessarily the language provision of the whole school.

It is the Denbighshire categories that are used when determining the nearest suitable school in relation to language medium of education and therefore affect the criteria and eligibility for transport and admission arrangements.

The Council is particularly sensitive to parents' expectation that pupils be educated in the same language medium in the secondary phase as they were in the primary stage and for secondary pupils to have access to the same offer of subjects regardless of the language choice.

The Council will strive to meet this expectation and will continue to enhance its capacity to do this. However, the Council does acknowledge that there is a national shortage of Welsh medium teachers for some subjects, and that this expectation may on some occasions, be difficult to meet.

Promoting bilingualism for pupils with Special Educational Needs

In accordance with Iaith Pawb, Denbighshire considers Special Educational Needs (SEN) provision in Welsh and bilingually as a matter of equal opportunity. Iaith Pawb acknowledges the right of pupils with SEN to receive provision in language of their choice as set out in the revised SEN Code of Practice for Wales. In accordance with the Code of Practice, the Council seeks to increase the offer of Welsh medium education to those pupils attending mainstream schools and those pupils attending Special Schools irrespective of the individual SEN requirements.

Denbighshire's Education Welsh Language Scheme details the actions that will be taken to ensure that this happens. The Scheme has been agreed with the Welsh Language Board, is subject to an annual review and is monitored on a quarterly basis by the Bilingual Skills Working Party.

Promoting bilingualism for newcomers to the Welsh language

All Welsh-medium nursery and primary provision in Denbighshire is open to children who come from non-Welsh-speaking homes.

For latecomers to the Welsh language, for example pupils who move into Denbighshire immediately prior to transition to secondary school or those who wish to change the medium of education to Welsh are encouraged to do so and the Council actively participate in schemes to enable more pupils to become fully bilingual or study more subjects through the medium of Welsh than would otherwise have been the case.

Primary School

Denbighshire Category	Normal expected outcome for pupil	Name of School
1	<p>The pupil will be competent and confident using both Welsh and English languages and by the end of Key stage 2 will have reached a standard in English equivalent to that reached by pupils in category 2 schools. Welsh is taught as a first language. The normal expectation is that pupils will transfer easily to Welsh medium secondary provision.</p>	
2	<p>The pupil will be competent and confident in the use of English language and will have basic Welsh language skills at the end of primary school.</p> <p>Welsh is taught as a second language. Some aspects of some subjects may be taught in Welsh. Most pupils would be assessed in English in most subjects and would progress to English medium secondary school.</p> <p>There will be incidental use of Welsh within the school and opportunities may exist for use of Welsh in extra-curricular and social activities.</p>	

Secondary School

Denbighshire Category	Normal Expected outcome for pupil	Name of School
1	<p>The pupil will be competent and confident using both Welsh and English languages and will be assessed at Key stage 3 and Key stage 4 through the medium of Welsh in all subjects apart from English. Pupils would study Welsh as a first language. Pupils will be able to progress easily to Welsh medium post 16 study.</p>	
1b	<p>The pupil will be competent and confident using both Welsh and English languages. The pupil would have studied Welsh as a first language.</p> <p>Pupils choosing Welsh medium options will be assessed through the medium of Welsh in those subjects at all levels and may be capable to progress to study at post 16 through the medium of Welsh for those subjects.</p> <p>Bilingual skills will be further developed and some pupils may transfer and be assessed through the medium of Welsh in all subjects</p>	
2	<p>The pupil will be competent and confident in the use of English language and will have basic or intermediate Welsh language skills at the end of secondary school. Pupils who have attended Denbighshire primary schools will be expected to have improved their bilingual skills during their time at secondary school.</p> <p>Welsh is taught as a second language. Most pupils would be assessed in English in most subjects and would progress to English medium post 16 study.</p> <p>There will be incidental use of Welsh within the school and opportunities may exist for use of Welsh in extra-curricular and social activities.</p>	

Promoting Bilingualism Consultation Questions:

- Do you agree that categorising schools according to the language outcome of the child is more helpful to parents? If not, why?
- How would you categorise schools with regard to language provision?
- Does your definition of bilingual education differ to that stated in the policy? If so, please provide details.

Policy 8: Headteacher Vacancy

There is a national shortage of headteachers, and schools and local authorities are likely to face many challenges in terms of school leadership over the next few years. The Modernising Education programme will result in a reduction over time in the number of headteachers in the county as schools federate, amalgamate or close.

In light of this, the Council reserves the right to review the school when it is announced that a headteacher is to leave his/her post. This will ensure that opportunities to modernise education in line with the policies contained within this document are not missed.

When it is announced that a headteacher is to leave his/her post, it is expected that the Governing Body will consult with the Council before a decision is taken to advertise the post. Consideration will be given to future provision in line with the models for school organisation. The final decision as to whether to advertise the post will be down to the school governing body.

Leadership Development

The Council is committed to improving leadership in education at all levels in schools and the authority. As part of this process programmes for leadership succession are being developed for headteachers, senior and middle managers in primary, secondary and special schools.

There is a need within the county to sustain our current group of headteachers and to develop potential future leaders who will progress to senior positions in our schools.

There are a number of current leadership programmes available to current and potential leaders within the county. The range of programmes on offer will be increased over the next few years. The current programmes can be categorised into four groups:

- Programmes for serving headteachers
- Aspiring headteachers
- Senior management development
- Subject leader programme

Headteacher Vacancy Consultation Questions:

- Do you agree that the Governing Body should consult with the Council on future provision before a decision is taken to advertise a headteacher vacancy? If not, why not?

Policy 9: Denbighshire School Admissions and Transport Policy

- 9.1 The Admission Authority
- 9.2 Parental preference for Statutory Education
- 9.3 Where the duty to comply with parental preference does not apply.
- 9.4 Admission Round and Relevant Year Groups
- 9.5 Measured Capacity and Admission Number
- 9.6 Over Subscription
- 9.7 Infant Class Size
- 9.8 Nursery Provision
- 9.9 Welsh Medium Provision
- 9.10 Denominational Provision
- 9.11 Special Needs Provision
- 9.12 Transferring to a school at times other than for relevant year groups during the normal admission round
- 9.13 Registering an appeal
- 9.14 False Information
- 9.15 Home to School Transport Policy

9.1 The Admission Authority

The entry of children to schools is controlled and administered by an 'Admission Authority'.

In the case of community schools and voluntary controlled schools (those offering education founded on Christian principles and values) in Denbighshire, Denbighshire County Council is the recognised Admission Authority and is responsible for the admission arrangements for these schools. In accordance with the Education (Relevant Areas for Consultation on Admission Arrangements) Regulations 1999, the relevant area for the Admission Authority is the geographical area of Denbighshire. For community and voluntary controlled schools, the school's governing body is under a duty to implement Denbighshire's decision on admission applications, and to act in accordance with Denbighshire's admission arrangements.

In the case of voluntary aided denominational schools, and those with Trust status, the Admission Authority is the governing body of the individual school. Further information about admission arrangements for each individual voluntary aided and Trust school is available in the Authority's Schools' Information Guide.

9.2 Parental preference for Statutory Education

The Local Authority has a statutory duty to have regard for the general principle that pupils are to be educated in accordance with the wishes of their parents so far as that would be compatible with the provision of efficient education and the avoidance of unreasonable public expenditure (S.9 Education Act 1996).

In the vast majority of cases, parents choose their nearest suitable school, but it is now legally necessary for the Local Authority to allow all parents/guardians/carers the opportunity to express a positive preference for the school they would wish the child to attend and in Denbighshire this opportunity is provided on the "Admission to School" application form in the section entitled 'Parental Preference'. This duty does not apply to nursery provision but Denbighshire aims to have regard for the principle for all stages of education.

The Authority has a duty to meet the preferences for admission expressed by parents ahead of those who have expressed no preference. Consequently, parents must ensure they return the 'Admission to School' form expressing their preference by the stated deadline for the Admission Round (please refer to Section 9.4), and not automatically assume that a place will be available for their child at a particular school, even though that may be their nearest suitable school. The 'Parental Preference' form also allows parents to list more than one school in priority order. However, it is not always possible to meet parental preference and there are some cases the duty to comply does not apply.

9.3 Where the Duty to Comply with Parental Preference does not apply.

The duty under which the Local Authority and school governors must comply with Parental Preference does not apply where:

- to admit the child would prejudice the provision of efficient education or efficient use of resources. This usually applies where to admit all applications would be to admit additional pupils over and above the Admission Number and would result in more pupils than the school can accommodate (please refer to Section 9.5)
- the child has been permanently excluded from two or more schools and at least one of the exclusions took place after September 1997. The requirement to comply with parental preference does not apply for a period of two years following the second exclusion. This does not apply to children who were below statutory school age when they were excluded or to pupils who were reinstated after exclusion
- to admit would be incompatible with the statutory duty to meet infant class size limits of 30 (please refer to Section 9.7)

9.4 Admission Round and Relevant Year Groups

The expected timetable for processing applications for admissions to nursery, infant, junior, primary and secondary schools is published every year in the Schools' Information Guide and on the Denbighshire County Council website. The Admission Round usually opens in October/November and closes at the end of January with the parents being informed of allocated places in the March prior to September of the admission year. The normal Admission Round allows for the consideration of applications for places for pupils of relevant transfer age into relevant year groups as follows. For admission to schools other than at relevant age groups or at times other than during the normal admission round please refer to Section 9.11.

- Entry to non statutory provision:
 - relevant year group: Nursery
 - relevant age: the academic year in which the child is three
(Please refer to section 9.8 for more detail)

- Entry to school provision
 - Relevant year group: Reception - Infant or Primary School
 - Relevant age: the September after the fourth Birthday. (Although it is not statutory for the child to start school until the term after the Fifth birthday, in practice most children start school at the beginning of the academic year in which they turn five)

- Transfer between Infant and Junior School
 - Relevant year group: Year 3
 - Relevant age: the September after the child's seventh birthday

- Entry to Secondary School
 - Relevant year group: Year 7
 - Relevant age: the September after the child's eleventh birthday

9.5 Measured Capacity and Admission Number

The Measured Capacity of a school is the number of pupils it can accommodate. The Measured Capacity is determined by a formula prescribed by the Welsh Assembly Government and is the basis for determining the Admission Number.

The Admission Number is the number of pupils who should be admitted to a relevant year group if sufficient applications for places are received during the normal admission round. During the normal admission round pupils may not be refused a place at their preferred school until the Admission Number for that relevant year group is reached. The

Admission Number for each school is published annually in the Schools' Information Guide.

Where, during the normal Admission Round, more parents have expressed a preference for a school in a particular relevant year group than there is room for, oversubscription criteria will be applied. (Please refer to Section 9.6). For applications outside of the normal admission round or for admission to year groups other than the relevant year groups as detailed in Section 9.4, please refer to Section 9.11

9.6 Over Subscription

Where, during the normal admission round, more parents have expressed a preference for a school (excluding nursery, for nursery, please refer to Section 9.8) in a particular relevant year group than there is room for, oversubscription criteria will be applied in the following rank order: -

1. Pupils for whom there are exceptional social reasons (e.g. looked after children), which in the judgement of the Authority justify admission to the school.
2. Pupils for whom there are exceptional medical or educational reasons which, in the judgement of the Authority justify admission to the school.
3. Pupils resident within the intended geographical area (or designated catchment area, where defined) that the school is intended to serve.
4. Pupils for whom it is the nearest school suitable for their age, parental language preference (Schools offering Welsh Medium provision in accordance with the Authority's Welsh Medium Education Policy) or parental denominational preference (controlled schools offering education founded on Christian principles and values) – as measured by walking distance from the nearest available school gate to the pupils home.
5. Siblings of pupils already admitted under 2.
6. Siblings of pupils already admitted under 3.
7. Siblings of pupils already admitted under 4.
8. Siblings of pupils already admitted under 9.
9. Pupils living outside of the intended area of geographic coverage of the school - living nearest to the boundary of the "intended area of geographic coverage of the school", measured by the shortest walking distance from the nearest area boundary available to the pupil's home.

Please note: A sibling is classified as a full or half brother/sister, an adopted brother or sister or a child living in the same household.

The Authority aims to meet parental preference wherever possible. However, there are a small number of schools within the Authority that are oversubscribed and

therefore it may not be possible to allocate a place at the first choice school. If a parent is refused they will receive written confirmation, stating the reasons, they will also be considered for the second choice school (if stated) and provided with information regarding the appeals process.

9.7 Infant Class Size

The Authority will act in accordance legal requirements to secure compliance with the statutory limit on infant class sizes prescribed under Section 1 of the School Standards and Framework Act 1998, and the desirability of limiting junior classes to 30 pupils.

Admission Authorities are not required to admit a child to an infant class where to do so would be incompatible with the duty to meet infant class size limits. Pupils not admitted will be offered a place at the next nearest suitable school.

Should the Authority deem it appropriate to approve more than 30 applications for an infant class size during the admission round, the Authority and the school will ensure that class size limit is met by either internal reorganisation within the school or the provision of extra accommodation.

9.8 Nursery Provision

The Welsh Assembly Government requires a Local Authority to secure free, part-time, early years education for eligible three year olds from the term following their third birthday. The provision is not statutory and parents are not obliged to take up the place for their child.

Where places are available, they may be full or part-time depending upon the class size limitations and local demand.

The Authority is committed to the principle of providing a place where parents have expressed a preference, for reasons of locality, language preference or religious denomination. However, where the number of applications exceeds the number of places available, the Authority will apply the following criteria, in priority order, as follows;

1. Children for whom there are exceptional social reasons (e.g. looked after children), which in the judgement of the Authority justify admission to the school.
2. Children recommended for placement with regard to medical, psychological or special educational reasons in the judgement of the Authority.
3. Children who will be three years of age on or before the 31 August of the admission year and who normally reside within the intended geographic area the school serves. These children will be eligible to start in the September.

(In the event of the school being over subscribed from within the intended geographic area the school serves, children will be admitted in accordance with their chronological date of birth i.e. oldest first)

4. Children who will be three years of age on or before 31 December of the admission year and who normally reside in the intended geographic area the school serves. These children will be eligible to start school in the second term (January) of the academic year.
5. Children who will be three years of age on or before the 31 March of the admission year and who normally reside within the intended geographic area the school serves. These children will be eligible to start school in the third term (April) of the academic year.
6. Children living outside the intended geographic area the school serves will be considered for any remaining places in the order or priority below;
 - a. Children with siblings attending the school. (A sibling is classified as a full or half brother/sister, an adopted brother or sister or a child living in the same household)
 - b. Chronological date of birth, i.e. the older child having higher priority
 - c. Proximity to school, as measured by the nearest available safe walking route

Parents should note that pupils who are admitted to the nursery class will not have automatic right to continued education at the same school when moving to reception class. All parents of children attending a nursery provision will be required to complete an 'Admission to School' form stating parental preference for statutory school.

There is no statutory right of appeal against a decision by the Authority to refuse a nursery place. There is no right to transport for nursery provision.

9.9 Welsh Medium Provision

The Education Act 1996 stipulates that Welsh will be taught to all pupils from 5-16. In addition, "Welsh Speaking Schools" are currently defined for the purposes of the school curriculum in section 105(7) of the Education Act 2002, which states

"...a school is Welsh speaking if more than one half of the following subjects are taught (wholly or partly) through the medium of Welsh –

- (a). religious education
- (b). the subjects other than English and Welsh which are foundation subjects in relation to the pupils at school.

Denbighshire's policy is that every child should have the opportunity to learn and use Welsh language effectively and, in addition, the Authority is committed to expanding the

provision of Welsh medium education and ensuring that all children and young people in Denbighshire have the opportunity to be bilingual.

Each individual school in Denbighshire is categorised according to Welsh Medium provision, using categories (designation) defined by WAG.

Provision for Welsh medium education is made in the following ways in Denbighshire;

- 1 Provision of Welsh medium education at a school categorised as Welsh Medium in accordance with the Promoting Bilingualism Policy.

The purpose of the categorisation is to identify schools in where Welsh is offered as a core subject and medium of delivery. The definitions do not specify the exact nature and extent of the linguistic provision right across the curriculum and is not intended to do so.

For transport arrangements to Welsh Medium provision please refer to Section 9.15

- 2 The teaching of Welsh as a second language in English medium Schools

9.10 Denominational Provision

Parents have the right to express preference for any school but in accordance with the Authority's Oversubscription Criteria, those expressing a preference for a Voluntary Controlled school because of the denominational status are given higher priority for this school. Those expressing a preference for a Voluntary Controlled school on this basis will be expected to demonstrate that the pupil or parents/guardians are committed to the religious ethos of that school.

For information relating to transport arrangements to all denominational schools please refer to Section 9.14.

9.11 Special Needs Provision

The aim of the local Authority is to make suitable and relevant educational provision for all children with special needs so that they may be enabled to develop their potential to the maximum. Special needs provision is provided in mainstream schools and also special schools dependent upon the individual requirements of the child.

Children having special educational needs are assessed by a team of appropriate professionals including educational psychologists, education social workers, teachers with specific skills and specialists in community medicine. Appropriate provision is then determined according to the individual assessment of need.

9.12 Transferring to a school at times other than for relevant year groups during the normal admission round

Parents, who move into the Denbighshire during the academic year, will be required to complete a 'School Admission/ Transfer' form requesting admission to school.

Similarly, if parents move within the County they may wish to seek admission to a different school. Again, the parent would be required to complete a 'School Admission / Transfer' form requesting admission to the school.

Parents may wish to apply for a place at a different school for other reasons. If parents are not moving house, they should, in the first instance, discuss with the headteacher of the current school any issues they may have. There is a significant amount of research which shows that changing schools is disruptive and can have a negative impact on a pupil's achievements. It is important to give careful consideration, especially for those pupils in Years 10 and 11. A 'School Admission / Transfer' form is required to be completed for any transfer to be considered.

Unless you have moved into the area, transfers are normally only considered for the start of a school term.

The Authority aims to meet parental preference wherever possible. However, there are a small number of schools within the Authority that are oversubscribed and therefore it may not be possible to allocate a place at the first choice school. **If a parent is refused they will receive written confirmation, stating the reasons and provided with information regarding the appeals process.**

9.13 Registering an Appeal

Should the Authority be unable to meet parental preference, the parent, guardian or carer will be notified in writing with details of the reasons for refusal. They will be advised of their right of appeal against the decision to an independent appeal panel. The parent, guardian or carer will be offered a place for the child at an alternative school. The parent, guardian or carer may then accept the alternative placement or proceed to appeal.

In the case of an appeal, the Authority will initiate the statutory appeals procedure and an independent panel will be arranged to hear the appeal. Parents will be given an opportunity to present their case at the hearing and may be accompanied by a friend or representative. The Appeal Panel's decision will be final.

9.14 False Information

When considering whether a child lives in a school's intended geographic area, it is the permanent address of the parent or legal guardian that the Authority considers to satisfy the admissions criteria, irrespective of the family's domestic arrangements.

This is to say, the address of another relative, childminder or other, must not be given. The Local Authority must be informed immediately of any change of address.

Where a parent gives fraudulent or intentionally misleading information to obtain the advantage of a particular school for their child to which they would not otherwise be entitled, the Local Authority reserves the right to withdraw the offer of the place. Where a place is withdrawn, the application may be resubmitted and if refused, the parent is entitled to appeal against the decision.

Where there is doubt about the permanent address of a pupil, the Authority reserves the right to seek clarification.

9.15 Home to School Transport Policy

The minimum (statutory) provision of transport

The Authority provides free transport for pupils of statutory school age attending infant, primary or junior school:

- where a child resides over two miles from the nearest suitable school.

The Authority provides free transport for pupils of statutory school age attending secondary school:

- where the child resides over three miles from the nearest suitable school.

All Drivers and Pupils will act in accordance with the Code of Behaviour on School Transport as detailed in the Schools' Information Guide.

Nearest Suitable School

Transport will be provided to the school designated by the Authority to serve the pupil's home address, or the nearest suitable school. The nearest suitable school is deemed by the Authority to be one which:

- provides education for the relevant age of a pupil,
- is the nearest school meeting the language preference in accordance with the Authority's policy on Welsh medium education. (Please refer to Section 9.9)
- meets the denominational preference in accordance with Section 9.10. Please note that the Authority will only consider those pupils who have been admitted to a

Voluntary Controlled or Voluntary Aided school in accordance with Section 9.10 to be attending their nearest suitable school. Those pupils admitted to Voluntary Controlled or Voluntary Aided schools as a result of other parental preference factors and for whom the school is not the nearest school will not be entitled to transport.

- in the judgment of the Authority, provides a reasonable range of courses suitable to the abilities, aptitudes and requirements of an individual.

N.B. The Authority has no legal responsibility to provide free transport to pupils who are not of statutory school age.

Extensions Beyond the Minimum (statutory) Provision of Transport

Free Transport

In addition, the Authority may provide free transport for pupils where:

- the pupil is of statutory school age and the Authority considers the route to school to be hazardous
- a child attending his/her suitable school requires transport on medical grounds and no suitable public transport exists (such requests **must** be supported by written recommendation from the North Wales NHS Trust)
- transport to an identified school is essential, in the judgement of the Authority (e.g. looked after children) or in a pupil's statement of Special Educational Needs. This would normally be on medical, social or educational grounds.

Concessionary Transport

The Authority may provide Concessionary Transport, at a cost, where a pupil does not qualify on the above criteria but can be placed on an existing contract transport route, which has empty seats. In these circumstances:

- A charge will apply; this charge is currently £50.00 per term and will be subject to an annual review.
- Concessions may be withdrawn at short notice, with pro-rata rebate, when seats become unavailable.
- Under the Transport Act 1985, concessionary fares cannot be made where public service transport runs along a school route at convenient times for the start and finish of the school day.
- The Authority must determine the number of eligible pupils requiring transport in order to identify whether or not spare places are available on contract vehicles. Therefore concessionary passes may not be issued until a few weeks into the school year.

Travelling Expenses for Parents of Pupils Placed by a Statement of SEN in Schools Outside Denbighshire.

Where pupils are placed in boarding schools more than 100 miles from home, the Authority will assist with travelling expenses for parents to attend the statutory Annual Review meeting, but not other functions or meetings. This will be done in the most cost effective way by:

- 1 Arranging transport; or
- 2 Making a cash payment (currently 16p per mile); or
- 3 Providing a ticket (or its cash equivalent) for one or both parents on public transport.

Reception Class

The Authority does provide transport for pupils attending reception class. (In Wales, most Local Education Authorities have a policy of accepting children into school at the beginning of the academic year during which the child becomes five. However, the child does not have to attend school until the beginning of the term following their fifth birthday).

Transport for Learners 16+

Attendance at school or college for post 16 education is not statutory and the Local Authority are not required by statute to make provision for free transport for post 16 education, provision is at the discretion of each local Authority.

In June 2007, the Authority agreed a corporate policy on charging for post 16 education transport but also agreed at that time to exempt all pupils from the charge pending the release of forthcoming legislation on school and college transport in Wales and consideration of the impact of this legislation.

The Authority has agreed to review the decision to implement the charge for post 16 transport at the October 2008 meeting of the Cabinet.

The Authority, subject to the outcome of the review, currently provide discretionary transport beyond statutory school age where a Denbighshire learner resides over 3 miles from the nearest suitable school or college, the Authority will provide the transport to one establishment only. The learner must be studying full time and be under 19 years of age on 1st September of the academic year in which the course is taken. Transport will be provided to the secondary school which is designated by the Authority to serve the learner's home address, or to the nearest school/college. Transport between establishments in order to access curriculum choice is not normally funded under these arrangements.

14-19 Curriculum

The Authority currently makes provision for a network of transport routes to be established to schools and colleges offering a comprehensive range of educational courses to support the 14-19 course curriculum. Provision of this transport for those learners who are not of statutory school age is in accordance with post 16 charging policy.

For learners of statutory school age, the Authority is responsible for transport for learners to the nearest suitable secondary school, in addition, in order to support the accessing of a wider curriculum and subject to funding arrangements for the 14-19 curriculum, transport between establishments where a learner attends more than one establishment will be available without charge for those learners of statutory school age.

Circumstances when the Authority will not Provide Extensions Beyond the Minimum (statutory) Provision

The Authority will not provide transport:

- nor will it make any contribution towards transport costs for pupils admitted as a result of parental preference for a school which is not the nearest, nor the one that the Authority deems to serve the pupil's home address;
- for pupils who reside outside Denbighshire, but who receive their education in Denbighshire schools.

Nursery

The Authority does not provide transport for pupils attending nursery school or nursery classes at the age of three. Transport is provided from the commencement of the school year in which the child attains the age of five in accordance with the transport policy.

Mode of Transport

In determining the mode of transport required, the following principles will apply:

- the need for specialist transport;
- the Special Educational Needs of a pupil as defined in a pupil's statement.

In all cases the efficient use of resources will dictate the mode of transport (subject to the above conditions). Transport may be provided by means of school contract transport services or existing public transport services which, together with the type of transport (bus, minibus, train, taxi etc.) will be dictated by cost effectiveness. In some cases one contract bus may transport different pupils to more than one school site.

In certain circumstances parents will be paid 16p per mile to transport pupils who meet all the criteria, if deemed by the Authority to be more cost effective.

Collection and Return

Reasonable endeavours will be made to provide transport for qualifying pupils up to a distance of one mile from the curtilage of the place of normal residence. Transport will normally be to and from bus stops or pickup points for groups of pupils. It will only be provided from door-to-door if exceptional circumstances prevail.

No pupil/student who is eligible to be transported on a contract route will be eligible for transport provision outside the normal daily timetable of that contract route.

Criteria for the Provision of Escorts

An escort may be provided by the Authority for pupils with statements of Special Education Needs, who qualify for transport under the defined criteria. Provision of escorts will take place after consideration by relevant officers of the individual needs of the pupils or group of pupils and the nature of the transport available.

Admissions and Transport Consultation Questions:

- Do you agree that the authority should extend parental preference to include nursery provision? If not, why?
- Do you agree that the nearest suitable school definitions are clear and fair? If not, why?

Policy 10: Future Use of Surplus Assets

Given the significant capital investment needs arising from the Modernisation of Education and the need for the Council to focus its limited resources on the assets which it owns and must provide (such as roads, community school buildings and so on), disposal of sites that are being closed will form a key part of the funding package. Any receipts generated will be reinvested in the Modernisation of Education provision.

Where a school site is closed, the following approach will be taken:

1. If the site is owned by the Church in Wales or Roman Catholic Church, the future of the site and the building will be a matter for the church concerned, in consultation with the local community. The County Council would not want to take on any additional assets because it faces significant challenges in maintaining its core assets. If there were a desire for buildings to be retained for community use, this would be a matter for the Local Community Council or other community organisations to pursue and to fund;
2. In the case of sites owned by the County Council, the Council will consider proposals for retention of the building and the minimum necessary land for access/car parking for community use on the following basis only:
 - (a) There is no alternative provision in the community for community events and meetings such as a community or village hall, church institute or sports club. Evidence suggests that communities have difficulty in properly funding and supporting more than one such facility;
 - (b) Responsibility for running and maintaining the building would be passed in full to the Local Community Council or other community organisation. Community facilities should be funded by local residents in line with the arrangements which exist in many other communities across the county. The County Council is prepared to consider transferring the freehold of the building at nil consideration;
 - (c) The County Council will sell any playing field/surplus land for the best possible consideration (including development) in order to help fund the Modernisation of Education buildings.

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Appendix 2: Governor Consultation Meetings

Governor Consultation Meetings Draft Modernising Education Policy Framework

Denbighshire County Council is committed to providing a first class education for all children and young people in the County. As part of this commitment, we recognise the importance of having school buildings, learning environments and resources that meet the needs of 21st Century Wales.

The draft policy framework for Modernising Education was developed with this goal in mind. Denbighshire headteachers and education officers have already contributed to this document and to the policies contained within it, but it is still draft and it is crucial that school governors contribute to its development.

The following Governor Consultation Meetings have been arranged:

Monday 3rd November - Prestatyn High School, 18:15 - 21:00

Tuesday 4th November - Ysgol Glan Clwyd, St. Asaph, 18:15 - 21:00

Thursday 6th November - Ysgol Dinas Bran, Llangollen, 18:15 - 21:00

Monday 10th November - Rhyl High School, 18:15 - 21:00

Tuesday 11th November - Ysgol Brynhyfryd, Ruthin, 18:15 - 21:00

Wednesday 12th November - Denbigh High School, 18:15 - 21:00

Thursday 13th November - Sports Pavilion, Corwen, 18:15 - 21:00

Capacity at certain venues will be limited, you may attend any one of the meetings listed above and do not have to attend the meeting in your local area if the time and date is not convenient. Please contact Hedd Vaughan-Evans to book a place at your chosen session using the details below:

Telephone Number: 01824706127 E-Mail: hedd.vaughanevans@denbighshire.gov.uk



Appendix 3: Consultation Questionnaire

21st Century Primary School Consultation Questions:

- Do you agree with the definition of 21st Century Primary Schools? If not, why not?

- Are there any requirements missing from the definition of 21st Century Primary Schools? If so, what?

- Is there a requirement in the definition of 21st Century Primary Schools that you do not think should be included? Why not?

- What facilities are needed for community use?

21st Century Secondary Schools Consultation Questions:

- Do you agree with the definition of 21st Century Secondary Schools? If not, why not?

- Are there any requirements missing from the definition of 21st Century Secondary Schools? If so, what?

- Is there a requirement in the definition of 21st Century Secondary Schools that you do not think should be included? Why not?

Models for Primary School Organisation Consultation Questions:

- Do you agree that primary schools in Denbighshire should follow one of the four models outlined? If not, why not?

- Are there any other models which you think should be included? If so, why?

**Small Schools / Sites; Federated Schools and Area Schools
Consultation Questions:**

- Do you agree that federations of primary schools in Denbighshire should follow the model of the hard governance federation? If not, why not?

- What should a headteacher's role in a federated school be?

- Do you agree that a school/site with less than 15 pupils in the Foundation Phase (Key Stage 1) and less than 20 pupils in Key Stage 2 is not an efficient and effective education provision? Can a smaller school/site provide pupils with the widest opportunities for development?

- Do you agree with the benefits of an area school? If not, why?

- Do you agree with the benefits of a Hard Governance Federation? If not, why?

Models for Secondary School Organisation Consultation questions:

- Do you agree that secondary schools in Denbighshire should follow one of the five models outlined? If not, why not?

- Do you believe that a federated schools model could be applied to secondary schools? If so, which model and why?

Infant and Junior School Consultation Questions:

- Do you agree that Denbighshire's policy should support infant and junior school amalgamation? If not, why not?

- Do you agree that changing school at age 7 can be disruptive to a child's education? If not, why not?

Community Use of Schools Consultation Question:

- What services could be provided on a school site?

- What facilities are needed to do this?

Promoting Bilingualism Consultation Questions:

- Do you agree that categorising schools according to the language outcome of the child is more helpful to parents? If not, why?

- How would you categorise schools with regard to language provision?

- Does your definition of bilingual education differ to that stated in the policy? If so, please provide details.

Headteacher Vacancy Consultation Questions:

- Do you agree that the Governing Body should consult with the Council on future provision before a decision is taken to advertise a headteacher vacancy? If not, why not?

Admissions & Transport Consultation Questions:

- Do you agree that the authority should extend parental preference to include nursery provision? If not, why?

- Do you agree that the nearest suitable school definitions are clear and fair? If not, why?

Please complete the consultation form included and return to us at:

Jackie Walley, Head of Policy and Performance (Lifelong Learning)
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Appendix 4: Models of Federation

	Hard Governance	Soft Governance	Soft Federation	Informal, Loose Collaboration
	STATUTORY		NON-STATUTORY	
Diagram	<div style="border: 1px solid black; width: 100px; height: 40px; margin: 0 auto; display: flex; align-items: center; justify-content: center;">GB</div>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; width: 40px; height: 40px; margin: 0 5px; display: flex; align-items: center; justify-content: center;">GB</div> <div style="border: 1px solid black; width: 40px; height: 40px; margin: 0 5px; display: flex; align-items: center; justify-content: center;">GB</div> </div> <div style="border: 1px solid black; width: 100%; height: 20px; margin-top: 5px; display: flex; align-items: center; justify-content: center; font-size: 8px;">Committee with delegated powers</div>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; width: 40px; height: 40px; margin: 0 5px; display: flex; align-items: center; justify-content: center;">GB</div> <div style="border: 1px solid black; width: 40px; height: 40px; margin: 0 5px; display: flex; align-items: center; justify-content: center;">GB</div> </div> <div style="border: 1px solid black; width: 100%; height: 20px; margin-top: 5px; display: flex; align-items: center; justify-content: center; font-size: 8px;">Committee without delegated powers</div>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; width: 40px; height: 40px; margin: 0 5px; display: flex; align-items: center; justify-content: center;">GB</div> <div style="border: 1px solid black; width: 40px; height: 40px; margin: 0 5px; display: flex; align-items: center; justify-content: center;">GB</div> </div> <div style="border: 1px solid black; width: 100%; height: 20px; margin-top: 5px; display: flex; align-items: center; justify-content: center; font-size: 8px;">Informal Committee</div>
Governing Body?	Single governing body shared by all schools.	Each school has its own governing body, but the federation has joint governance / strategic committee with delegated power	Each school has its own governing body; the federation, however, has joint governance / strategic committee without delegated powers	Each school has its own governing body and the group of schools meet informally on ad-hoc basis
Statutory?	Yes. Hard governance federations are established using Federations Regulations made under Section 24 Education Act 2002	Yes. Soft governance federations established using Collaboration Regulations , made under Section 26 Education Act 2002	No. Schools can set up soft federations without having to follow regulations.	No. Schools can form informal collaborations without having to follow regulations.
Common goals?	All schools share common goals through a Service Level Agreement (SLA) and protocol; having single governing body allows for efficient, streamlined decision making in all areas.	All schools share common goals through SLA and protocol; joint committee can make joint decisions in some areas, but not all.	All schools share common goals through protocol; joint committee can make joint recommendations , but it is up to individual governing body to authorise plans.	All schools share common goals and can work together on ad-hoc issues and informal agreements.
Common Budget?	No, but having a single governing body allows for prompt budgetary decisions on behalf of the group of schools.	No, but if the joint strategic committee has budgetary powers delegated to it, they can make prompt budgetary decisions for the group of schools.	No, but it could make budgetary recommendations for the group, which in turn would have to be approved by individual governing body.	No. If a group of schools wish to commit budget, they would need to go back to their individual governing bodies to approve.

Shared staff?	Potential for common management and appointments which would be agreed in a simple, effective manner. Could choose to have single headteacher across group of schools.	Potential for common management positions and appointments, but need to have protocol / contract to underpin commitment to shared posts.	Potential for common management positions and appointments, but need to have protocol / contract to underpin commitment to shared posts.	Unlikely to have common management positions, but if they exist, they have to be agreed in a protocol / contract.
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GB = Governing Body

Source: <http://www.standards.dfes.gov.uk/federations/software/ContinuumAugust07.doc?version=1>

Appendix 5: Hard Governance Federation - Frequently Asked Questions

WHO CAN BE IN A HARD GOVERNANCE FEDERATION

Different categories/types of schools

Q Can different categories of schools join the same federation?

A Yes, the Regulations set out the rules concerning governing bodies in mixed federations.

Q Could there be a federation between two faith schools of different faiths?

A In principle, yes, though we are not aware of any existing or planned federations of this type. If any schools are considering this we would be happy to discuss their ideas with them.

Federation across local authority boundaries

Q Could schools in different local authorities join a single hard governance federation?

A In principle, yes, though we are unaware of any existing or planned federations of this sort. Any schools considering this would wish to discuss their plans with both local authorities to avoid burdening themselves with two sets of reporting arrangements, especially on budgets.

'Limited scope' hard federations

Q Can two schools federate just to address a single issue, for example two secondary schools wanting only to work together on 14-19 issues?

A Schools could not establish a hard governance federation for a specific purpose like this only. They could however establish a soft governance federation under the Collaboration Regulations, or an Education Improvement Partnership (EIP). An EIP would also allow FE colleges to collaborate, and provisions in the current Bill would allow FE colleges to join a strategic committee in a soft governance federation.

Federations and other educational providers

Q Can independent schools or non-maintained special schools join hard governance federations?

A No, these schools may work in partnership with maintained schools, but could not join a federation.

Q Will Further Education colleges be able to join federations?

A At present they cannot join any governance federations, though many FE colleges do collaborate with schools in Education Improvement Partnerships, particularly to provide broad 14-19 curriculum options to students. Provisions in the current Education Bill would allow FE colleges to form joint strategic committees with schools – a form of soft governance.

Q Can Higher Education institutions be part of, or work with federations?

A They cannot be part of any governance federation, though they can work with schools in other forms of partnership. They could also become involved in foundations or trusts and support schools in that way.

Source:

<http://www.standards.dfes.gov.uk/federations/word/faqs2.doc?version=1>

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Appendix 6

Abbreviations / Definitions

14 – 19 Pathways	Learning Pathways 14-19 is a commitment to the transformation of learning provision for all young people in Wales. Learning Pathways addresses the need for a more flexible and balanced approach to the education of 14-19 year olds, providing a wider range of experiences which will suit the diverse needs of Wales' young people.
BREEAM	Environmental assessment method for buildings.
CCTV	Closed Circuit Television
CDT	Craft Design and Technology
DfES	Department for Education and Skills now known as Department for Children, Schools and Families.
Estyn	Her Majesty's Chief Inspectorate of Education and Training in Wales
Foundation Phase	The Foundation Phase is a new approach to learning for children from 3-7 years of age. It combines Early Years Education (for 3 to 5-year-olds) and Key Stage 1 (5 to 7-year olds) of the National Curriculum.
ICT	Information Communications Technology
PE	Physical Education
SEN	Special Education Needs
WAG	Welsh Assembly Government
WLGA	Welsh Local Government Association

Appendix 7: Response from informal consultation with headteachers

Successful Schools

Issues Raised by Headteachers	Response
Will the success of a school be taken into consideration before any decision about its future is taken?	Yes. It is for this reason that the Successful Schools section has been included in the document. The success of a school will be considered in the review. Any options which are put forward must demonstrate that they would deliver equal or improved educational standards.

21st Century Primary Schools

Issues Raised by Headteachers	Response
Need for school hall to have sprung floor to enable dual use re Gym / Dining Hall use	Recommendation accepted
Need to include reference to access to sporting facilities and provision for SEN requirements.	Recommendation accepted
Need for the document to include reference as to how vision for 21 st Century Schools will be funded via options such as prudential borrowing.	Will be clarified at the beginning of document.
Models need to reflect what makes schools good – the human resources – reference needed to the training and development of teaching and support workers	Agreed. A sentence to paragraph that its our vision that all of our schools are successful – teaching and learning / HR capacity included within partnership agreement – Policy is about facilities on sought of which some will assist teaching and learning.
Need to examine how schools can work alongside the community regarding the use of existing facilities to ensure schools are central to the community, particular where facilities may be isolated	This information would be gathered if a review was initiated.
Need for clear community involvement in any future reviews	The community would be involved in any review.

21st Century Secondary Schools

Issues Raised by Headteachers	Response
Ensure that quiet area / chapel is available for pupils	Recommendation accepted
Increased reference required re 14 – 19 Learning pathways	Meeting is being arranged with relevant School Improvement officers to discuss how best to incorporate the 14-19 Learning Pathways into the document.
Need for model to ensure full access to opportunities via 14-19 learning pathways. Suitable access to appropriate 14-19 provision. At present pupils travel to Rhyl to access option choices – need to consider provision of outreach facilities.	Agreed. See above. Policy will stress appropriate provision within an area, rather than on a specific school site.
In consideration of ICT facilities need for wider thinking not just creating ICT suites but ability to access ICT resources from all classrooms.	Recommendation accepted.
Models need to reflect what makes schools good – the human resources – reference	Add sentence to paragraph that its our vision that all of our schools are successful – teaching and

needed to the training and development of teaching and support workers	learning / HR capacity included within partnership agreement – Policy is about facilities on sought of which some will assist teaching and learning.
Model presented quite traditional – suggestion that the English academy model should be examined	Officers will examine the academy model.

Policy 1: Models for Primary School Organisation

Issues Raised by Headteachers	Response
Many Head teachers in small schools choose posts which provide commitment to teaching activities	Headteachers leadership and management commitment will be at least 0.5. Comments from Estyn on the importance of leadership and management will be incorporated into the document.
Need to ensure training provision extends beyond professional development for subject responsibility area – allow teachers to undertake wider training	A meeting has been arranged with Ian Kelly to discuss the Leadership Program and how it can be incorporated into the document.
Potential issues of transition should federation models create Key Stage 1 / 2 split across different sites	Agree. All schools within a federation will remain all through primary schools and would not be arranged into infant and junior sites.
Need for assurances that should federation of schools with different status occur there would be equal status in composition of governing body (re different models of governing body)	Welsh Assembly Government is currently consulting on the governance of federated schools. This document clearly sets out how a federated governing body is formed and the representation required from each school within the federation.
Need to allow schools the opportunity to demonstrate their viability of 105 plus model – (i.e. allow schools to expand beyond current capacity) – Current restrictions may result in loss of successful schools below that size	Any future expansions will be considered as part of any future review. Any review will consider the success of a school as defined in the Partnership Agreement.
Larger model could be applied – economies of scale which emerge which enables school to develop and sustain senior leadership team. Ability for non teaching time to observe lessons and develop curriculum. Benefits of large model allow for creation of ability sets at Key Stage 2	Support comments regarding the importance of role of leadership to observe lessons and able to teach according to ability. Schools must have sufficient pupils to teach by ability.
Negatives ability to provide pastoral care for pupils would become difficult beyond 420. Reduced ability for Head teacher to provide the level of support required particular where pupil population is seen as challenging.	Support comments regarding role of headteacher.
Query raised whether alternative models of governance beyond “Hard Governance” should be available within document for consideration as option – one size may not fit all.	The Federated Schools section is to be reviewed in light of requests for additional information. Hard Governance is still seen as the preferred model.
Need for clarity as to whether option of looking at new site for schools is being considered with closure of existing sites.	A number of options will be considered when a review is undertaken.
Query whether 105 is too high a number within context of rural Denbighshire.	The Federated Schools model was put forward for precisely this reason.
Concerns as to whether it's possible within federated school to teach via two language streams and two age groups.	Consideration would be given to language provision in a review and whether federation was appropriate.
Comment re benefits that have arisen from	All schools within a federation will remain all through

use of federated schools separating Key Stages 1 and 2 on different sites for certain days.	primary schools. Each federation would be responsible for deciding whether to bring pupils together for certain activities. However there is an expectation that pupils would not be required to travel between schools on a regular basis.
Reference to current practice teaching across 4 age groups and acceptance that 2 age groups would be better from educational perspective.	Agree. However teaching through ability groups does have advantages when there are sufficient pupil numbers for grouping.
Potential difficulties in creating one governing bodies of equal status from two schools or more.	Welsh Assembly Government Guidance.
Concern whether “no class sizes above 30 pupils” is too high. Suggestion that the maximum class size should be considerably lower – alternative option put forward of 24 pupils.	Issue is being discussed with School Improvement officers.
Concern whether teaching across two age groups is appropriate. Reference made to the benefits of being able to teach across four age groups.	As above.
Concerns of increased transport costs which would arise and negate savings should pupils be transported between sites.	Pupils would not be expected to travel between sites on a regular basis within a Federated School model.
Difficulty of schools in rural areas maintaining numbers, particularly where parents by pass local schools for children to attend schools in town locations.	Parental preference.
Query as to whether options can be considered without the detail of the varying models which could be applied as options for provision of individual schools for the future.	Detailed models would only be provided during a review. The policies should be considered from an educational perspective without reference to individual schools.
Whether an option should be available for teaching across four age groups rather than just two. Teaching through ability groups.	Schools were encouraged to provide evidence. Acceptance of potential benefits of teaching through ability groups where there are sufficient pupil numbers.
Benefits outlined of good management of teaching within schools with 2/3 teachers. Potential negative highlighted where underperforming teacher could impact on a child’s education for four years.	The policies support leadership and management within schools. Agree with negative.
Need within federation model for teaches to move rather than pupils.	Agreed. This will be clarified during review of Federated Schools section.
Concerns whether within federation model the role of the Head teacher in respect of pastoral / social care may be diluted if not always available on site. Could lead to a loss of relationship with the child.	Leadership and management is an essential part of a headteachers role within a school. Headteachers of larger schools still maintain good relationships with their pupils.
Reference to benefits that occur within a school of 30 pupils in respect to the social interaction between age groups.	Agree. However there can be limited or lack of positive peer group interaction.
Nothing wrong with small schools as they can produce good education as evidenced in Estyn inspection reports.	Agree. However small schools face challenges in delivering high quality education. Estyn – Small Schools in Wales 2003
Concerns over opportunity for schools to fully respond to policy documents within overall timetable.	Formal consultation ends in December. Schools will be fully involved in any review.
Need to review role and status of Head teacher – examples within small schools of little differentiation between pay of Senior	Headteachers pay partly defined by pupil numbers. Federated schools could address this problem.

Teacher and Head Teacher which reduces incentive for Head Teachers to seek promotion.	
Query whether options for change will produce anticipated savings – costs of additional teaching staff and payments for responsibilities (site management / deputy) may negate savings from loss of head teacher salary	Schools in federated model would not produce savings for local authority. Each school would still receive an individual budget. Any efficiency savings made by federation could be re-invested in education of children within the school.
Need evidence to be provided to schools and governing body of examples of where amalgamation or federation has provided real benefits, particularly within Wales with regard to language status of individual schools.	Recommendation accepted. Case studies will be provided to schools.
Can timeline be extended?	Modernising Education Board to consider. Any review would be consulted upon. This is the first step in a lengthy process.
Could there be centralised admin function for schools to use?	The option could be considered if requested by all schools. Alternatively school clusters could consider their own options with regard to shared administrative staff.
Issues around local management of federated sites to be considered.	Would be considered during a review.
Need to ensure that any subsequent review includes reference to wider population trends	Factor would be considered within an a review.
Concerns if federated model involves pupils moving rather than teaching staff	Pupils would not be expected to travel between schools regularly.
Query as to the relevance of no more than 2 age groups in single class in federated model – examples of good practice within existing schools across 4 age groups – groups should reflect ability rather than age	Accept that there are examples of good practise within existing schools. Accept that there are advantages to ability groups when there are sufficient pupils to be grouped together. Discussions to be held with School Improvement officers on the matter.
Concerns were raised about only having four models for primary school organisation.	The model of an area school will be added into the revised document for consideration.
Have you considered a new school for Ruthin?	No specific schools or areas have been identified at this point. The option of an area school will be included in the revised document for consideration.

Policy 2: Models for Secondary School Organisation

Issues Raised by Headteachers	Response
Need to allow schools the opportunity to demonstrate their viability of 600 plus model (i.e. current capacity of Blessed Edward Jones and removal of secondary faith provision).	Any future expansions will be considered as part of any future review. Any review will consider faith / language provision within the area, historical trends and future projections.
Query raised whether DCC was aware of a wider agenda regarding future direction of 14-19 learning. Concerns that direction appeared to place greater emphasis upon business needs / requirements rather than learning needs (Webb Review).	Policy based on existing knowledge of provision.
Query need for distinct models beyond minimum 600 and maximum 1800 pupils. Should be up to schools to determine how it manages groupings.	Agreed that schools should determine how it manages groupings. Section will be edited.

Policy 3: Surplus & Deficit Places

Issues Raised by Headteachers	Response
Need for transparency and clarity re how capacity numbers are calculated.	Capacity calculations are based on a Welsh Assembly Government formula.
Query whether retrospective numbers will be used in determining whether school would be subject to review.	Yes, retrospective numbers and projections. This will be clarified.
Assurances sought whether impact of population forecasts and impact of revised admissions arrangements will be included within any review.	Yes

Policy 4: Infant and Junior Amalgamation

Issues Raised by Headteachers	Response
Potential contradictory element of policy in reducing transition elements against the possible split via KS1 and KS2 by creation of Federated schools.	Agree that children in federated schools should not move between sites and that schools would not be arranged so that KS1 and KS2 would be taught at separate sites. The policy will be amended to clarify this.
Policy needs to reflect the potential growth of the foundation stage learning approach to Key Stage 2.	Agree, all through schools would enable easier adoption of new learning and teaching styles.
Does this mean on one site?	The intention would be an amalgamated school on one site. However schools may initially be federated.

Policy 5: Community Use of Schools

Issues Raised by Headteachers	Response
Need for careful consideration regarding management of sites. Need to embrace cultural shift to ensure sites are seen as facilities available for 52 weeks in a year	Guidance would need to be produced by the authority to assist schools re dual use, health and safety policies.
Potential for community learning network to be developed using school sites.	Use of existing facilities to be encouraged.
Query whether any review of use of sites will include review of attendant leisure facilities within schools.	SAMPS

Policy 6: Mobile Accommodation

Issues Raised by Headteachers	Response
Need for admissions policy to be administered correctly to reduce needs for mobile accommodation	Agree. The authority will work with schools to determine admissions and liaise regarding mid-term transfers.
Potential scope for use of mobile accommodation to address growing demands re inclusion agenda.	Future strategy for inclusion centres should be based on permanent build and not mobiles.
Suggestion that policy should state more clearly the opportunities for better use of resources should maintenance savings be utilised for improvements to school buildings	Recommendation accepted. Revised document will include details on revenue being able to be used for capital.

Policy 7: Welsh Language

Issues Raised by Headteachers	Response
Need to ensure that the policy reflects local profile and demand within local community for education via the medium of Welsh	Believe the policy addresses this point. Policy now drafted.
Potential impact for staff and recruitment regarding amended policy. Potential to change existing staffing conditions or requirements for Welsh language within future appointments.	“Sharing of staff between schools” All County Council jobs must state that Welsh is a desirable quality. The Council will be looking how to support teaching and non-teaching staff to develop their bilingual skills.
Concern as to whether children progress to appropriate language stream at secondary level. Instances where lack of parental support may prohibit continuation of Welsh medium education.	Currently drafting a parental questionnaire. Policy states that expectation for those attending Welsh medium primary school will progress to Welsh medium secondary education.
Concerns over record of authority in implementing agreements regarding Welsh language provision – i.e. establishment of Welsh language units were requested	Following adoption of the Welsh language policy, the Welsh language scheme will be reviewed and outstanding actions considered.
Query whether choice of parents should be equal at both primary and secondary (2 options at primary and 3 at secondary) should secondary be able to build upon primary level?	This query will be taken to the Bilingual working group.
Need to quantify potential impact of revised language categories on other schools	The policy is clear that the County wants to increase the number of pupils who can leave school being fully bilingual.
Policies should include clear information to indicate anticipated costs of implementing the suggested policy.	Actions in development plan and in Welsh language scheme will include costs.
Need for clarity regarding definitions of schools – existing categories, WAG definitions and now revised categories – particular important for parents	WAG definitions cause confusion for both schools and in particular parents, we have sought to clarify this.
Concern that growth in Welsh language provision will have a negative impact on English language schools and may result in closure of some schools. Growth in demand may not be linked to the desire for a Welsh medium education.	National policy which Denbighshire supports. If demand is there we have to meet it.

Policy 8: Headteacher Vacancy

Issues Raised by Headteachers	Response
Need to ensure wider dialogue with all educational partners – diocesan offices	Intention is that full consultation should always take place
Need for discussions with governing bodies regarding potential budgetary implications to aid decision making process re whether to proceed to advertise	Discussions to take place with Finance to seek clarification. Research is being conducted into funding formulas for Federated Schools.
Need to encourage people to develop into role of Headteacher to widen potential pool.	Leadership programme – Ian Kelly.
Question whether the application of the overall policies in reality removes the option to proceed to appoint for schools under the minimum size.	Decision will always rest with governing body. We only ask that they discuss options with the Council before proceeding to recruitment.

Some Headteachers may wish to retain planned teaching commitment and the option of leading a larger school may not be a welcome option for all head teachers.	The council is concerned with the providing the best educational outcome for children and young people. Headteachers leadership and management commitment will be at least 0.5.
Need for policy to determine potential redeployment options for Head teachers should schools be merged or closed.	There will soon be a shortage of headteachers in the County. Many of the policies are initiated when a headteacher leaves his/her post. Officers will contact Personnel to discuss relevant policies/procedures.
Need for document to reflect the point that the ultimate decision is retained by the individual Governing Body.	Recommendation accepted.
Need for policy to emphasis that whilst discussions would be sensible – the final say would reside with Governing Body.	Recommendation accepted.

Policy 9: Admissions & Transport

Issues Raised by Headteachers	Response
Need to ensure schools and authority work together to ensure admissions policy is correctly applied by all schools.	Support comments – centralisation of admissions policy will assist greater transparency – need for discussions between all parties to ensure that this happens
Reference to previous arrangements for joint discussions between neighbouring schools to successfully manage admissions procedures and to minimise potential peaks and troughs in demand between schools.	The authority will support appropriate discussion and negotiation between schools to meet the requirements of admissions.
Concern over impact of provision of breakfast clubs/ after school activities upon parental choice.	Parental preference prevails where there is capacity.
Need to ensure that all schools adhere to the admissions policy which would lead to healthier schools.	This would be achieved through central administration of admissions.
Welcome need for transparency in the application of the policy – need for policy to be able to be understood by parents.	Agreed.
Query of impact on family / cluster of schools for instances where clearly defined boundaries are drawn.	Having a clear defined boundary will provide clarity to schools and parents about the school's intended geographic area.
Clarification sought regarding potential for expansion for schools where demand exceeds admissions numbers on a consistent basis.	This would be considered within a review. However schools would not be allowed to expand beyond 420 full-time places.

Policy 10: Future Use of Surplus Assets

Issues Raised by Headteachers	Response
Should be made clearer that any savings would be reinvested within education.	This will be clarified both within the policy and at the start of the document.

Responses received by the 8th October have been considered within this document, any responses received following this date will be considered during the formal consultation process.

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR H H Evans, Leader and Lead Member for Education

DATE: 21st October 2008

SUBJECT: COMMUNITY LEARNING CENTRES

1.0 DECISION SOUGHT

To inform Cabinet of the progress made with the Learning Centres' management arrangements and ongoing revenue funding.

2.0 REASON FOR SEEKING DECISION

To provide Cabinet with reassurance about the funding and management arrangements for Community Learning Centres.

3.0 Objectives for Community Learning Centres

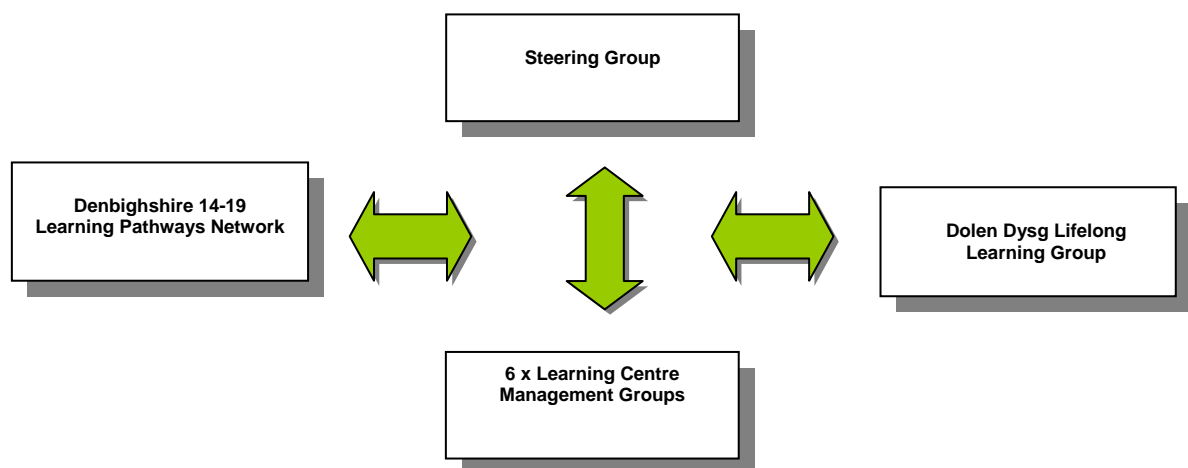
The Learning Centres' project objectives are:

- to expand the number of places available at full-time level 3 courses for 16-19 year-olds by 100, over a 12 month period, at the new Prestatyn, Ruthin and Llangollen Learning Centres;
- to offer part-time adult/community learners by a 100 courses, over a 12 month period, at the new Prestatyn, Ruthin and Llangollen Learning Centres;
- to offer the Welsh Baccalaureate at the three sites as an entitlement to all 16-19 learners from 2008;
- to offer at least four new Level 3 bilingual courses via video conferencing and Virtual Learning Environment (VLE);
- to increase accredited level 2 courses for adult learners in partnership with designated FE Colleges, to provide opportunities for 50 new learners.

4.0 Management and Operation

4.1 Community Learning Centres Delivery Plans were prepared by Denbighshire County Council officers and submitted to WAG in July 2008. These plans have been assessed by WAG and their analysis and feedback is attached as Appendix 1. The summary of WAG's analysis states that: *'The authority has fully addressed the DCELLS Priorities for Change and has detailed in the Plan its approach to each one. There is also good statistical and narrative information on Denbighshire's residents for example in relation to Welsh Medium and Bilingual Learning'*.

- 4.2 The three new Community Learning Centres were completed on time and have been officially opened and are operational.
- 4.3 A programme of courses for adults has been advertised through the partner further education colleges and almost all courses and training sessions are in the evenings. Early demand for courses appears to be strong in Prestatyn and Ruthin aided by excellent support by Coleg Llandrillo and Coleg Llysfasi. Between all seven learning centre locations there are over 110 courses being offered this year. Details available from schools, partner colleges and School Improvement officers, Trem Clwyd and by telephone hotline.
- 4.4 Each Learning Centre is required under the terms of the funding to have a Local Management Group to determine local learning needs and evaluate performance. The local management arrangements are in place although they need to be developed further. A Steering Group is currently being set up that will monitor the performance of the centres and ensure compliance with the funding conditions. This will include reviewing the reports that will be required by DCELLS, Welsh European Funding Office (WEFO) and the Council.



5.0 RESOURCE IMPLICATIONS

- 5.1 The capital funding for the Community Learning Centres was £3m, of which £1.5m came from WAG, £26k from Denbighshire County Council, £260k from consortia of colleges and the rest from the European Regional Development Fund.
- 5.2 Revenue costs for the Learning Centres are met from the DCELLS Adult Community funding. This grant will continue until 2010 at £138k. After 2010, and subject to the approval of the Adult Learning Annual Plan by DCELLS, the council's revenue support grant will increase by this amount to provide permanent funding for the centres. Each of the three new centres receives £10k for coordination, building costs and some provision. The other centres receive a lesser amount dependant on throughput. There are four other school venues for adult community learning; each has a management group and a budget of 10k for learning provision from colleges. The capacity and space for adult community

education in Corwen is much less during 2009. This will be reviewed at the end of the year.

Proposed funding allocation for 2009-10

Subject to the approval of the Adult Learning Annual Service Delivery Plan by DCELLS

Additional costs	Centre Costs (Schools)		Learning (College Funding)		
Coordination (.5)	18000	Rhyl	6500	Rhyl	10000
trav etc.	1000	Denbigh	6500	Denbigh	10000
VC Costs	4500	Prestatyn	10000	Prestatyn	10000
		St.Asaph	6500	St. Asaph	10000
		Llangollen	10000	Llangollen	10000
		Ruthin	10000	Ruthin	10000
		Corwen	2000	Corwen	3000
	23500		51500		63000
				Total	138000

- 5.3 An Adult Community Coordinator will be seconded from mid November to assist the development and management of the centres and ensure conformity with DCELLS and Wales European Funding Office requirements.
- 5.4 The Adult Education Co-ordination post is fully funded until November 2009. Beyond November 2009, there is provision for 0.5 of this post. The remaining 0.5 will be funded either from top slicing the revenue grant before allocating it or from an external source, such as convergence funding. It will not become a burden for the council's budget.
- 5.5 The Adult Education Co-ordinator will be line managed by the Senior Education Officer (Secondary) and present regular reports to the new Steering Group.

6.0 IT Implications:

Community Learning Centre funding provided sophisticated video conferencing which has been installed in six high schools and Ysgol Caer Drewyn, Cowen. It is being used to deliver minority Level 3 courses. The systems require on going support and maintenance outside existing SLA's with the two council ICT services.

There are two elements to the video conferencing revenue charges, Denbighshire ICT make an additional £4000 charge to support the infrastructure and enhancements to the schools networks. This will be part of the schools SLA charge from 2008-9 and will be met by schools. The second element is the maintenance contract provided by Denbighshire ICT's technical support partner, this is £19000 per annum and has been met by European Regional Development Fund, DCELLS Adult Education, Secondary and 14-19 funding in 2008-9. In 2009-10 the technical support contract is being retendered which will cost no more than the current contract; the costs will be split between four budgets:

DCELLS ACL	4500
14-19	5000
Secondary	4500
BSF (ICT)	5000
Total	19000

7.0 RISK ASSESSMENT

7.1 Risks associated with not agreeing the recommendation/s

Failure to ensure effective monitoring of the development of the Learning Centres may prevent the Centres from meeting their intended use and ensuring that further services are developed.

7.2 Risks associated with agreeing the recommendation/s

The effective monitoring will require support to the Learning Centre Steering Group to ensure that the group meets its objectives.

8.0 FINANCIAL CONTROLLER STATEMENT

Careful monitoring of costs will be essential to ensure the running costs of the facilities can be contained within the funding available.

9.0 CONSULTATION CARRIED OUT

Interim Corporate Director of Lifelong Learning, Head of School Improvement, Head of Planning and Performance, Head of Partnership and Inclusion.

10.0 IMPLICATIONS

10.1 Assessment of Impact on Corporate Priorities:

The provision of learning centres within school sites has improved access for school to the facilities required to assist improvement in attainment as per the Modernising Education Programme

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

This programme aims to support Denbighshire Community Strategy to provide:

- More people will be working and will have the vocational and life skills required to meet employment needs, and the confidence and support to start their own businesses. There will be vocational learning hubs to the north and south of the County and an integrated network of local centres providing lifelong learning throughout the County.

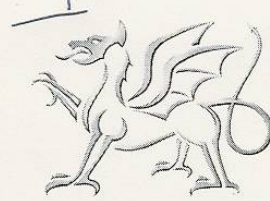
- Excellent standards of education with lifelong community learning opportunities available to all.
- Provide community learning resource centres at all secondary schools and Corwen, linked with satellite provision in other learning environments such as primary schools, youth, leisure centres, libraries and community buildings.

11.0 ACTION PLAN

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
Local Management Groups meetings	Termly / Julian Molloy	Gareth Wyn Jones / Termly review
First meeting of Steering Group	25 October 2008 then termly / Julian Molloy	Gareth Wyn Jones / November 2008
Seconded Adult Education Coordinator in post	November 2008 to 31 March 2009 / Julian Molloy	Gareth Wyn Jones / December 2008
Self Evaluation and Quality Development Plan developed	1 December / Julian Molloy	Gareth Wyn Jones / December 2008
Business Plan for 2009-10	10 December 2008 / Julian Molloy	Gareth Wyn Jones / December 2008
Adult Education Coordinator appointed	1 April 2009 / Julian Molloy	Gareth Wyn Jones / April 2009

12.0 RECOMMENDATIONS

That the performance of the Learning Centres is monitored by the Learning Centre Steering Group and by regular reports to Cabinet.



Mr Mohammed Mehmet
Interim Corporate Director Lifelong Learning
Denbighshire County Council
Council Offices
Wynnstay Road
Ruthin
Denbighshire
LL15 1AT

Llywodraeth Cynulliad Cymru
Welsh Assembly Government

24 September 2008



Dear Mr Mehmet

COMMUNITY LEARNING SERVICE DELIVERY PLANS 2008

You will recall that the planning guidance letter, issued to Local Authorities in March 2008, contained information on the arrangements for the analysis of Community Learning Service Delivery Plans for 2008/09 and the provision of feedback.

The purpose of this letter is to provide written feedback on our analysis of your Community Learning Service Delivery Plans for 2008/09.

As indicated in the planning guidance letter, your plans have been analysed within the context of wider Welsh Assembly Government strategies by colleagues based in the Area Team. This analysis has also been undertaken with direct reference to the planning requirements and criteria set out in that letter and associated annexes.

A summary of our analysis is attached for your information, together with specific feedback in the form of identified strengths and areas for development against each requirement. This has been prepared by colleagues within the Performance Improvement Branch of the Area Team. It is hoped that it will provide a useful and descriptive basis for ongoing discussions with Welsh Assembly Government officials.

I am sure you will wish to discuss the analysis in detail so I have asked Kerry Thatcher to contact you to arrange a mutually convenient time to meet.

Yours sincerely

Katie Whittaker
Head of Area Team - North Wales

cc Mr Julian Molloy



Welsh Assembly Government
Department for Children, Education, Lifelong Learning and Skills (DCELLS)

COMMUNITY LEARNING
SERVICE DELIVERY PLAN ANALYSIS 2008

Local Authority Name: Denbighshire County Council

COMMUNITY LEARNING SERVICE DELIVERY PLAN 2008-09

Local Authority Name: Denbighshire County Council

Analysis co-ordinated by the DCELLS Area Team for North Wales

SUBMISSION CHECKLIST

Planning Document	Required Format	Due Date	Date Received	Comments
2008-09 Community Learning Service Delivery Plan	1 electronic copy to Julie James plus 2 hard copies.	6 June 2008	9 July 2008	The submission was received after the agreed date.

Summary Analysis

Compliance with the Planning Guidance

In the main the Service Delivery Plan (SDP) complies with the planning guidance, however it exceeds the maximum 25 sides of A4. All sections of the plan, required of authorities receiving more than £100,000, have been completed.

Partnership and Collaboration

The Plan confirms the authority's ability to work collaboratively and to plan, deliver and monitor provision through effective partnerships. To further strengthen its partnership working, a Service Level Agreement will be drafted for each Learning Centre Management Group which will be based on WAG priorities, quality procedures and outcomes.

Response to Identified Priorities for Change

The authority has fully addressed the DCELLS Priorities for Change and has detailed in the Plan its approach to each one. There is also good statistical and narrative information on Denbighshire's residents for example in relation to Welsh Medium and Bilingual Learning.

Key Strengths

The Plan evidences the collaborative work that the authority has undertaken to ensure it addresses the needs of the County, and details the aims of the authority for the coming year. The Plan evidences the links between Denbighshire County Council's local strategies and WAG's national priorities and strategies.

Areas for Development

Some parts of the SDP would benefit from being more succinct, for example, the Context section. Future plans would also benefit from addressing the areas for development highlighted through evaluation of the basic skills section.

COMMUNITY LEARNING SERVICE DELIVERY PLAN 2008-09

THE PLANNING PROCESS- COLLABORATION AND PARTNERSHIP

Criteria	Criteria Met			Strengths	Areas for Development	Comments
	fully	partially	not			
1. It is evident that a positive approach has been taken to collaboration and partnership working with other support agencies and learning providers in responding to client need and ensuring a joined up approach to the delivery of learning.	✓			The authority has evidenced in the Service Delivery Plan (SDP) its continued commitment to collaboration and partnership working. The Plan includes many examples of close working with public bodies, organisations from the voluntary sector and other agencies and sets out the authority's plans to further develop its partnership working.		To further formalise partnership working the authority intends to draft a Service Level Agreement for each Learning Centre Management Group, providing a clear steer on priorities for funding, quality procedures and outcomes.
2. Partnership arrangements for franchised and contracted out provision are clearly explained within the plan.		✓		The Plan contains information on the providers of adult learning in Denbighshire and the table at 7A details the funding allocated to the 4 Colleges.	Table 6.1 details the courses delivered in the County and which of them are contracted out for delivery. However it is not clear whether the direct delivery learning is funded through the WAG Community Learning Grant.	

COMMUNITY LEARNING SERVICE DELIVERY PLAN 2008-09

STRUCTURE AND CONTENT OF THE DELIVERY PLAN

Criteria	Criteria Met			Strengths	Areas for Development	Comments
	fully	partially	not			
<p>3. The Service Delivery Plan (SDP) conforms to the planning guidance issued to LEAs in the following aspects: It has been approved for submission by the Local Authority (LA) Director with responsibility for Community Learning.</p>	✓					
<p>4. It accords with the structure of the Community Learning SDP Template for 2008/09, is succinct and remains within 25 pages of A4.</p>		✓		<p>The Plan complies with the planning guidance in the main; however it does exceed the maximum recommended pages.</p>	<p>The plan would benefit from more succinct information in some areas e.g. the links to local and national strategies.</p>	
<p>5. Submitted sections of the plan contain the information requested within Annex A of the planning guidance "Framework for the Submission of Community Learning Service Delivery Plans 2008/09".</p>	✓					<p>The Plan follows the structures outlined within the planning guidance.</p>

COMMUNITY LEARNING SERVICE DELIVERY PLAN 2008-09

PROVISION DEVELOPMENT AND DELIVERY - LEARNING ACTIVITY AND ENABLING OUTPUTS

Criteria	Criteria Met			Strengths	Areas for Development	Comments
	fully	partially	not			
6. Where appropriate, a clear rationale is provided within the plan to underpin any proposals for a significant change to learning activity. (E.g. assessment of need, demand or supply, policy response etc.)	✓					The authority does not appear to be planning any significant changes to learning activities for 2008/09.
7. It is evident that the LA has ensured that any changes to learning activity will not lead to unnecessary duplication or significant gaps in provision.	✓					Please see above.
8. Where the Community Learning Grant is used to support enabling activities or outputs (i.e. non course delivery) – these activities or outputs are clearly identified within the plan.		✓		The SDP identifies that the grant will be used to part-fund an Adult Learning Coordinator and to fund video conferencing facility.	The authority could consider providing further detail in future plans e.g. it is not clear where the funding for the VC facility comes from as the equipment/resources box shows no funding is allocated.	
9. Proposed learning activities and/or enabling outputs accord with the LA Community Strategy or Community Learning Partnership Plan (where relevant).	✓					

Criteria	Criteria Met			Strengths	Areas for Development	Comments
	fully	partially	not			
10. The plan provides a positive response to the DCELLS priority for addressing economic inactivity .	✓			The authority recognises as a priority the need to address the economically inactive and the plan includes information on how it will, for example, address barriers to learning for disadvantaged residents.		
11. The plan provides a positive response to the DCELLS priority for basic skills ; the basic skills update is in accordance with Annex A (section 4) of the planning guidance; and where appropriate, basic skills provision has been maintained or increased as per the planning guidance letter.		✓		Denbighshire's Lifelong Learning sub group recognise access to basic skills support as one of the main priorities for adult and community learning and it is also identified as having a role to play in some other main priorities e.g. increasing the number of economically inactive learners to return to work.	It is noted that the way partners, including the voluntary and community sector, work with each other in Denbighshire will need to change in order to concentrate upon the priorities for funding identified by WAG, one of which is the development of basic skills.	
					It is noted that the Denbighshire Community Strategy will be a key driver in addressing WAG priorities. This involves setting up Community Learning Centres for sustainable lifelong learning provision in Denbighshire and work is underway and due for completion in 2010.	

12. The plan demonstrates a positive response to the DCELLS priority for ESOL; and the ESOL update is in accordance with Annex A (section 6) of the guidance.				N/A		The Local Authority does not provide ESOL the main providers in the area are Coleg Llystasi, Denbigh College via Llandrillo and Yale college.
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GENERAL

Criteria	Criteria Met			Strengths	Areas for Development	Comments
	fully	partially	not			
13. The plan contains a financial breakdown that specifies exactly what the 2008-09 Community Learning Grant will pay for.	✓					The SDP details how the grant funding will be used in 2008/09.
14. The plan contains a summary of European activities .	✓					The authority has included information on the European projects it will be involved in during 2008/09.
15. The plan contains a fees policy statement that accords with the planning guidance.		✓			The authority could consider calculating the percentage of total income to be derived from fees in future plans.	
16. The plan has addressed the areas for development highlighted in the 2007 feedback document.	✓					

REPORT TO CABINET

REPORT BY CHIEF EXECUTIVE

DATE: 21 OCTOBER 2008

SUBJECT: NORTH WALES PRISON

1 DECISION SOUGHT

1.1 To agree a response to the Ministry of Justice's consultation document about potential sites for a new Welsh prison.

2 REASON FOR SEEKING DECISION

2.1 The announcement made by the Ministry of Justice on 6 August is at appendix 2. The deadline for comments is 31 October. It is important that the Council submits a response arguing strongly for a North Wales site to be chosen, alongside similar responses from other organizations across North Wales.

2.2 The draft response (appendix 1) makes the following points:

2.2.1 the case for North Wales to have its first prison is more compelling than for South Wales to have its fifth;

2.2.2 the arguments revolve around social need (facilitating access by a prisoner's family and friends and reintegration into society after the sentence has been served); reducing the cost and impact on public services, for example in terms of support provided to prisoners by councils and speed and ease of access to courts; better catering for the needs of Welsh-speaking prisoners; and the very significant and relatively secure economic benefit associated with a prison development. A new prison would be a major economic development project bringing hundreds of relatively well-paid jobs that are secure and would provide a useful counterbalance to the problems that the wider economy is likely to face over the coming period;

2.2.3 the process followed by the Ministry of Justice has not been sufficiently transparent, for example in terms of setting out publicly what criteria are followed, which sites have been assessed and how they score against those criteria;

2.2.4 the Welsh Assembly Government's response to the consultation should be published in order to provide transparency and accountability in terms of seeing that WAG is addressing the needs of the whole of Wales. It is a matter of concern that WAG seems to have been promoting a site in Merthyr Tydfil (see the introduction to and page 2 of the Ministry's shortlist document) and that attention has only been focused on North Wales' needs as a result of lobbying from the North Wales Criminal Justice Board, councils in North Wales and other organisations.

2.3 In terms of whether the council should propose **a site within Denbighshire**, Ministry of justice officials visited various sites across North Wales in the summer

of 2007. Among those that were visited at the time was the Greengates site adjacent to the St Asaph business park, which is owned by the council and allocated for development in the Unitary Development plan. Such a site could have offered advantages, principally:

- centrally located, immediately adjacent to A55 and not far from the main railway line. Easier to reach from most parts of North Wales than the other two sites, particularly for families (the Wrexham site offers little advantage in accessibility for families in North West Wales compared to Liverpool);
- the courts in Mold and Caernarfon can both be reached within one hour;
- close to major police and hospital facilities;
- more likely to attract Welsh speakers as staff than the Wrexham option.

2.4 During the first half of September, the advice from Ministry of Justice officials was that the Greengates site had not been included on the short list because of the need to divert overhead power lines in one part of the site and underground power lines and water mains in another: these would be costly matters although not technically impossible. There were also issues about the access i.e. in terms of building a road from the spur that exists between TRB and Optic - again this is a point about cost, although in a scheme of this nature it is hard to envisage that building a length of road would represent a significant hurdle in a project of this size. The advice was that the site "came quite a way down the list". Because the Ministry has never published detailed assessments of sites scored against the criteria that it is using, it is not possible to know the detail.

2.5 Based on this information, the advice is that there is no point in pursuing a bid for the site despite the supportive noises from the Daily Post in its coverage.

2.6 The company owning the former North Wales Hospital site, Denbigh has been pushing for the option of a prison to be considered. Since this relates to the business affairs of another organization, the detailed information is presented in a confidential appendix 3 in Part II. However in summary the Ministry of Justice also sees considerable difficulties with the former hospital site. As with any other site, planning permission would be required and no application has been lodged with the council

3 POWER TO MAKE THE DECISION

3.1 Section 111 of the Local Government Act 1972 (ancillary powers).

4 RESOURCE IMPLICATIONS

4.1 Cost Implications:

The cost to the council of responding to the consultation has been absorbed within existing budgets.

4.2 Staffing / Accommodation Implications: None.

4.3 IT Implications: None.

5 RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendation/s

That the Ministry of Justice will not be aware of the strength of views in Denbighshire in favour of a prison for North Wales.

5.2 Risks associated with agreeing the recommendation/s

There are no significant risks to the council of proceeding with the recommendations.

6 FINANCIAL CONTROLLER STATEMENT

6.1 There are no financial implications for the Council at this time, resulting from this matter.

7 CONSULTATION CARRIED OUT

7.1 The Cabinet received a report on the background to this issue at its informal meeting on 1 September, and asked that further information be obtained on the Ministry of Justice's stance towards potential sites in Denbighshire.

7.2 The leader and lead member discussed with the chief constable the possibility that the council might submit a proposal in respect of a site in its ownership but this was ruled out in the light of feedback from Ministry of Justice officials. The company owning the former North Wales Hospital site has sought to lobby the council about supporting its proposal and this information is included in appendix 3 (Part II).

7.3 Members for the areas of potential sites in Denbighshire and adjacent areas have been consulted. Responses received were as follows: **Councillor Colin Hughes** has conducted a survey in the residential area closest to the site where a clear majority of residents were supportive (about 75%). Councillor Hughes adds that a large number of local people have approached him highlighting the obvious regeneration benefits of such a scheme. **Councillor Bill Cowie** is strongly in favour of proposing the Greengates site for the reasons given in paragraph 2.3. He comments that, although there are problems with overhead power cables and underground power lines, they are very minor compared to the benefits this project would bring. **Councillor Raymond Bartley** supports the nomination of the 2 sites in Denbighshire.

8 IMPLICATIONS

8.1 Assessment of Impact on Corporate Priorities:

If a prison were located in Denbighshire, it would contribute significantly to the council's priority of regeneration.

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

A prison in North Wales would reduce the council's costs in terms of time and travel in visiting prisoners. If a location elsewhere in North Wales was selected,

there may be some minor economic benefit for the county in terms of employment for local residents or supplies provided by businesses.

9 ACTION PLAN

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
Submit response to Ministry of Justice	Chief Executive – before 31 October 2008	
Send copy of response to AMs, MPs, etc.	Chief Executive – before 31 October 2008	

10 RECOMMENDATIONS

10.1 The Cabinet is invited to agree the response in appendix 1.

SHORTLIST OF POTENTIAL SITES FOR A PRISON IN WALES

Draft response from Denbighshire County Council

- 1 The council welcomes the Ministry of Justice's consultation on this topic.
- 2 **The council strongly supports the need for a prison in North Wales, commensurate with the number of prisoners from the region.**
- 3 The principal argument about where a new prison should be located in Wales relates to equity and fairness. North Wales needs its first prison more than South Wales needs its fifth: the Ministry's own figures show unmet need in North Wales of 800 places and 500 places in South Wales, albeit that the shortfall in South Wales is largely addressed by the additional places at HMP Parc, Bridgend. Thus, if the UK Government's decision is to proceed with only one additional prison for Wales, it should clearly be in the North. All prisoners from North Wales have to serve their sentences outside the region, whereas a high proportion of prisoners from South Wales are able to serve their sentences within the region.
- 4 The arguments in favour of selecting a site in North Wales are as follows:
 - 4.1 social need – a prison in North Wales would facilitate access by a prisoner's family and friends and reintegration into society after the sentence has been served;
 - 4.2a prison within the region would reduce the cost and impact on public services, for example in terms of support provided to prisoners by councils and speed and ease of access to courts at Mold and Caernarfon;
 - 4.3a prison in North Wales would better cater for the needs of Welsh-speaking prisoners;
 - 4.4a prison would provide very significant and relatively secure economic benefits. It would be a major economic development project bringing hundreds of relatively well-paid jobs that are secure and would provide a useful counterbalance to the problems that the wider economy is likely to face over the coming period. In that respect, both sites under consideration are close to areas that appear in the top 10% of the 1,896 areas in the Welsh index of multiple deprivation (July 2008: the higher the rank, the higher the level of multiple deprivation):

	Rank
Queensway 1, Wrexham	3
Wynnstay, Wrexham	32
Plas Madoc, Wrexham	34
Hermitage 2, Wrexham	83
Queensway 2, Wrexham	95
Cartrefle 2, Wrexham	184

Peblig, Caernarfon	82
Marchog 1, Bangor	176
Marchog 2, Bangor	178

In addition, the Caernarfon site is within the Convergence area where the highest levels of EU intervention are available, in recognition of the relatively low level of GDP in European terms.

- 5 We feel that the process followed by the Ministry of Justice has not been sufficiently transparent, for example in terms of setting out publicly what criteria are being followed, which sites have been assessed and how they score against those criteria.
- 6 In the interests of transparency and accountability, the Welsh Assembly Government's response to the consultation should be published so that the people of North Wales can see that WAG is addressing the needs of the whole of Wales.



6 August 2008

SHORTLIST OF POTENTIAL SITES FOR NEW WELSH PRISON ANNOUNCED

A shortlist of potential sites for a new prison in Wales was published by Prisons Minister, David Hanson MP today.

This publication fulfils the commitment given by the Minister last year to publish a list of potential sites to stimulate a public debate. The list includes sites in both South and North Wales. Interested parties have until 31 October 2008 to provide comment.

The final decision on a proposed site will be made once all feedback has been considered, taking into account the strategic need for prison places in Wales. The proposed site will then be subject to planning permission.

The timing for the provision of a new prison in Wales has yet to be determined. The current prison capacity programme includes the provision of additional male prison places at HMP Parc in Bridgend.

David Hanson MP said:

“I have been pleased with the constructive comments about the possible location of a new prison in Wales which have been received already and I look forward to receiving comments on the shortlist. This is an opportunity for any interested party to comment on the suitability of the proposed site for any development.”

Notes to editors

1. A copy of the shortlist is attached. It includes an introduction setting out the background to the site search exercise, a summary of the strategic need and comments on each of the sites listed.
2. The Welsh Assembly Government, Secretary of State for Wales, relevant local MPs for the constituencies in which potential sites are located, the North Wales Criminal Justice Board and certain other interested bodies have also received letters inviting their comments.
3. Notwithstanding this consultation on the search for a new prison site for Wales, Ministers will continue to consider options for improving the overall strategy to reduce offending and deliver an integrated intervention and resettlement service for Wales.



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SHORTLIST OF POTENTIAL SITES FOR A PRISON IN WALES

Introduction

The original area of search for a site for a new prison covered South Wales and in particular the M4 corridor as being an area where a site would provide good access to the courts and the main centres of population. The Welsh Assembly Government subsequently proposed that a new prison should be located on a site in the Heads of the Valleys to assist regeneration and this area has been considered as a possible location for a prison in South Wales. Sites in the Heads of the Valleys put forward by the Welsh Assembly Government have been considered. Following the North Wales Criminal Justice Board and others advocating a prison in North Wales the search for a suitable site was extended to North Wales and a list of sites put forward by the NWCJB has been considered.

The shortlist below contains four sites – two in South Wales and two in North Wales – which appear to have the most potential based on the information currently available. One site is owned by NOMS. The other three are sites considered to have the most potential from those put forward by the Welsh Assembly Government and the North Wales Criminal Justice Board as being suitable and available. One is owned by a County Borough Council and one by the Welsh Assembly Government. The other has private owners who are in the process of developing proposals for the site and any acquisition would be subject to terms being agreed.

It is important to note that fuller information is available for some sites than others and that an assessment of a particular site may need to be adjusted as and when further information becomes available.

Strategic Need

There is an overall shortage of prison capacity in Wales. The key shortages are split between North Wales (around 800 places) and South Wales (around 500 places). As there are no women's prisons in Wales, there is a requirement for nearly 200 female prison places within this total.

The current prison capacity programme will provide 330 additional prison places at HMP Parc, Bridgend which will help to address the shortfall of male prison places in South Wales. (There is the longer-term potential for the new capacity to provide a further 135 places).

The long term strategic need is to provide an additional 1,000 prison places based on the current population, increasing to around 1,700 places in future years using the medium scenario of the published prison population projections.

The Four Sites

South Wales

1. Cwmbran (former Centrex site – police training)

Site now owned by NOMS. Located in the original site search area of the M4 corridor in South Wales. The site would provide good access to the courts and the main centres of population. The total site area of some 39 acres is a broad rectangular site with good access and served by all major services and utilities. Good road and rail and links from Newport and Cardiff. A very good site. Not large enough for a 'Titan' but large enough for a prison of around 1500 places.

2. Goatmill Road, East Merthyr, Whitelands, Merthyr Tydfil

Put forward by the Welsh Assembly Government. Owned by Merthyr Tydfil County Borough Council. Situated in the Heads of the Valleys, the location proposed by the Welsh Assembly Government, for regeneration. Not in the M4 corridor, but 'A' road provides a link to M4. A flat brownfield site of some 29 acres (possibly landfill or made up) adjacent to a housing estate with ready made access. The site has no serious constraints and appears able to accommodate a prison of around 900 places. It appears to have the most potential of the sites in the Heads of the Valleys subject to detailed assessment (site survey work etc).

North Wales

3. Firestone, Wrexham

Put forward by the NWCJB. Cleared brownfield site of almost 108 acres owned by the Welsh Assembly Government. Situated 2/3 miles from centre of Wrexham. Location is in that part of North Wales from which the greater number of prisoners from North Wales originate. However, it is away from the main courts which are in the Caernarfon area. Vacant since 1992. Mildly undulating; exposed but not overlooked. Extent of decontamination unclear. Transport communication and site access are good. Newt population would have to be reallocated. Adjacent floodplain might limit developable area. With this proviso, site is large enough for a 'Titan' prison (2,500 places) but this would need to fit with the strategic need. Current priority areas for Titan sites are in England in the North West, West Midlands and London and the South East.

4. Dynamex/Ferodo, Caernarfon

Put forward by the NWCJB. Site is privately owned. Location is in the area where the main courts in North Wales are situated. However, it is away from that part of North Wales from which the greater number of prisoners from North Wales originate. Brownfield site in excess of 27 acres. Mainly flat with steep entrance. Possible access difficulties. Mainly well screened but overlooked from A487. Number of environmental issues. Overall good site in a good location. Could accommodate a 600 – 900 place prison. The owners are in the process of developing proposals for the site and any acquisition would be subject to terms being agreed.

Other sites

Any further sites which are put forward in response to the public consultation on the shortlist will be investigated if they are considered to have potential.

Comments on the shortlist

Comments on the shortlist should be sent by 31 October 2008 to:-

Les Manton
Head of Site Assessment and Planning
Custodial Property
Room 513
Abell House
John Islip Street
London
SW1P 4LH
E-mail address: Les.Manton@hmps.gsi.gov.uk

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR P A DOBB, LEAD MEMBER FOR HEALTH, SOCIAL CARE AND WELLBEING

DATE: 21st October 2008

SUBJECT: SUPPORTING PEOPLE OPERATIONAL PLAN 2009/10

1 DECISION SOUGHT

To agree the Supporting People Operational Plan (SPOP) for 2009/10.

2 REASON FOR SEEKING DECISION

- The National Assembly for Wales has requested the Supporting People Operational Plan on an annual basis.
- The SPOP outlines new and remodelled services for development and delivery in 2009/10, progressing actions and requirements in accordance with Denbighshire's 2008 to 2011 Supporting People Strategy. (See Appendix 1 for a summary of development priorities 2009/10 and appendix 2 for the SPOP summary).
- The projects identified will bridge gaps within existing services and meet local needs.
- The Supporting People Operational Plan will inform the revenue resource allocation process for the Supporting People Grant and Supporting People Revenue Grant in 2009/10.

A Summary of services changes (which have not already been reported to cabinet) are as follows:-

- Tai Hafan's existing 34 units of floating support will be reconfigured into 5 services (1) support for domestic violence victims (both genders), (2) generic support for families, (3) support for young families aged 16 to 25, (4) support for single young people under 25 and (5) a 4 bed single sex supported housing scheme for vulnerable women who can not be supported in a dual sex environment due to mental health and abuse needs. Service provision will increase from a fixed 34 units to a flexible range of numbers of people supported between 44 and 74.
- Children's services family support team 8 fixed services are to be reconfigured to 3 services which have greater flexibility to meet service user needs. The three new services will consist of (1) a young people generic service to support between 5-9 people under the age of 25, (2) a vulnerable families generic support service supporting between 21-38 families and (3) A specific service targeted at supporting between 48- 78 families who have support needs linked to child protection.

- CDAS (Community drug and alcohol service) have a Community support service which Supporting People aim to reconfigure to a joint funded community care and support service with additional funding from the Substance Misuse Action Team (SMAT), the additional SMAT funding still has to be agreed. The proposed new service will support between 8-16 people and have greater flexibility to meet care and support needs.
- CAIS (Cyngor Alcohol Information Services) currently provide an “alcohol only” support service to 6 people over the age of 40. This will be reconfigured to support between 8 – 14 service users and extending the age range to over 25's.
- CAIS move-on supported housing service currently receives a rural allowance for 2 bed spaces. The move-on provision will continue even though the rural allowance will be withdrawn from 1/4/09 making a small annual saving of £1076.40 pa.
- Clwyd Alyn currently provide a community support and a generic high level service, both of these services will be specifically targeted to support vulnerable people over the age of 25.
- The “Beginnings Private Sector” and “Beginnings Exit Strategy” project will be amalgamated into one generic support service.
- Cae Dai Trust provide 3 units of supported accommodation. Funding will be split to 2 units supported housing and one for community care to ensure the correct funding stream allocation for this service
- Seashells provide support to 3/ 4 people. Two units are allocated to community care to ensure the correct funding stream allocation for this service.
- GIFT (Generic Intensive Floating-support Team) service will be reconfigured at the end of the current contract (i.e. 2010) to amalgamate the medium and low level support services and target this to 3 groups of single young people, Families and people over the age of 25.
- A supported housing project with “Making Space” reported previously to be 6 units of support housing will be 5 units of 24hour staffed supported accommodation and 2 floating support units. This change has been required to fit with accommodation available to deliver the service.

3 POWER TO MAKE THE DECISION

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

4 RESOURCE IMPLICATIONS

4.1 Cost Implications:

The projects identified for remodelling within the 2009/10 Supporting People Operational Plan will be remodelled within the existing Supporting People budget allocated to Denbighshire by the Welsh Assembly Government. The remodelling proposals will aim to provide support to more individuals within existing funding allocation.

4.2 Staffing / Accommodation Implications:

Services are contracted out, so there are no additional implications for staff or accommodation for the authority

4.3 IT Implications:

Services are contracted out so there are no additional implications for IT.

5 RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendation/s

If the reconfiguration of services was not agreed, some existing services would fail to meet service users' needs; hours of support would be wasted because surplus support hours would not be redeployed

Some services (e.g. Tai Hafan) would continue to provide services to women only. This would result in inequality of access to support services for vulnerable males.

Funding transfers would not be made resulting in none compliance with appropriate SP funding streams and grant conditions.

5.2 Risks associated with agreeing the recommendation/s

The primary purpose of changes identified within the SPOP has been to increase provision without additional funding. This would achieve better value for money and deliver more flexible services to meet service users' needs. No adverse risks have been identified.

6 FINANCIAL CONTROLLER STATEMENT

- 6.1 The future of the supporting people grant is still uncertain. It is possible that it will be included in the revenue settlement from 2010/11 but a distribution formula has not yet been agreed. The funding available to the council is expected be reduced once the grant transfers but the extent and timing of this are still unknown. Proposals that may regionalise supporting people planning and funding are also being considered at a national level. Given this uncertainty, it is prudent to continue to develop an operational plan that delivers value for money, alongside a strategy of maintaining financial reserves to dampen the impact of the expected reduction in funding.

7 CONSULTATION CARRIED OUT

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

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

The Supporting People Planning Group (SPPG) has held six meetings within the current planning cycle of establishing the SPOP 2009/10 through April, June, July, August and September 2008. The purpose of these meetings has been to consider and analyse "Strategic Priority to Fund" commissioning tools, data available from the *Needs Mapping Exercise*, current supply and feedback from stakeholder forums and consultation

A consultation event was held on 8th July 2008 targeted at our current providers, staff from projects and stakeholders linked closely to Supporting People. Feedback from this day was considered by the SPPG and has helped inform the development of this operational plan.

Key provider consultation took place in August, followed in September by circulation to all existing planning groups and forums linked to Supporting People. A second stakeholder event was held on 19th September. Members of Social Services and Housing Scrutiny committee have received a copy of the draft plan and invited to provide feedback. A briefing session took place on 22nd September to consult with the chair of Social Services and Housing Scrutiny committee. SPPG signed off the final document on 25th September 2008. Denbighshire Supporting People Team has shared information with other Local Authorities through Supporting People Information Network meetings.

8 IMPLICATIONS

8.1 Assessment of Impact on Corporate Priorities:

Supported housing services commissioned and developed through the Supporting People Programme underpin cross cutting multi-agency priorities as well as contributing directly to Denbighshire's priorities of modernizing education, community regeneration and demographic changes. The provision of accommodation and appropriate support helps vulnerable people to sustain their accommodation and independence within the community. It supports vulnerable families in developing skills to support their families, crucial to ensuring school attendance and attainment for their children. Support is also provided to vulnerable adults and young people (16+) to develop the skills and confidence to access education and training and engage with community activities to enable social inclusion. These are crucial success factors if Community Regeneration is

to be achieved. Housing support enables life skills to be developed to manage a home promoting independence, enablement and prevention through early intervention. This contributes to countering dependency and a culture of reliance on statutory services, crucial given the future demographic challenges faced in Denbighshire.

Housing support services provide the crucial foundation for delivering outcomes at many levels, including individual service user outcomes, service level and strategic policy outcomes. Supported housing services contribute to the preventative and early intervention agenda and contribute to the objectives of many other policy areas

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

8.2 Assessment of impact on the Vision, Community Strategy, Equalities and Sustainability: See 8.1

Supported housing services enable tenancies and independent living to be sustained for many of our most vulnerable people within our communities. Services commissioned with Tai Hafan are being changed to ensure equality of access to support for both genders. Historically these services have only been available for vulnerable females.

9 ACTION PLAN

If the Supporting People Operational Plan is agreed, work will commence in November 2008 to develop the specifications required for recommissioning and remodeling the services identified within the planned financial year 2009/10.

10 RECOMMENDATIONS

To agree the Supporting People Operational Plan for 2009/10 and support the projects identified to proceed to meet the needs of vulnerable people.

Summary list of Priorities and Changes for SPOP 2008/9

4:1: Summary List of priorities – New Projects

- This lists the priority areas where there are gaps and new provision is needed

4:2: Summary List of priorities – Remodelled projects

4:4: Summary List of Strategically Relevant services which are NOT a Strategic Priority for SP funding

4:5: Summary List of transfers from SPRG to SPG

- Projects that need to be transferred to the appropriate grant funding stream.

4:6: Summary List of Further Changes by Client Group

4:1: Summary List of Priorities – New Projects

Project	No of Units	Strategic Outcome Link	Annual Cost (Based on tariffs)	Linked to SHG Accom	Estimate Outcomes per annum
None					
Domestic Abuse BME pilot project from 2008/9 SPOP This is a cross boundary service with Wrexham and Flintshire. (This project received cabinet approval in January 2008 as part of the 2008-20011 SP Strategy) Due to start January 09	6	11 & 13			

4:2: Summary list of priorities –Remodelling existing projects

Project	SHG req'd	No of Units	Current Tariff/SVO's (and equivalent)	Annual Cost	Changes
Tai Hafan RYWP (Rhyl Young Women's Project) Outreach / floating support (SP5784) + Tai Hafan Denbighshire Floating Support (SP5828)		11 + 23 =34	34 x SH 34 x Hi intensity 34 x rural 34 x on-call 34 x children The current specifications are no longer strategically relevant		Services to be reconfigured as follows: 15 - 30 units for families (DV both genders) 10 - 20 units for families (generic both gender) 10 - 20 units for young families (under 25's) 5 – 10 units for young single people (under 25's) Total: 40 x SH, 30 x on-call, 28 x rural, 35 x children (max 80 SU's) 4 units for single sex MH (mental health)(to be supported housing when accommodation comes on stream (see below) With the exception of the 4 unit MH scheme, too provide support to both genders with an with upstream preventative focus
Tai Hafan Female SH (Supported Housing) to include Mental Health and abuse issues (remodelling from Tai Hafan 4 units floating support (see above)	YES	4	High level support		To provide support in an accommodation based single sex environment for those women with mental health issues and/or abuse issues who are unable to receive support from mixed gender services. (4 x SH, 4 x hi intensity, 4 x on-call, 3 x rural) (To operate as floating support until accommodation comes on stream through SHG.
Children's services FST DA High (5976) (DA= Domestic abuse) DA Low (5967) SM High (5977) (SM = Substance misuse) SM Low (5968) VF High (5978) (VF= Vulnerable families)		8 20 8 20 8 20 8 20 = 112	High Specifications 8 X SH 8 x Hi intensity 8 x rural Low Specification 20x LL	270,768 172,266 Total = 443,034	8 projects to be remodelled to 3 services:- 1) Young people Generic units = 5-9, Intensity 1:5 to 1:10 =£29,608.80 2) Vulnerable Families Generic, units = 21-38, intensity = 1:5 to 1:10 = £124,356.96 3) Children & Families Specific Preventative service tied to child protection Units =48-76, intensity -1:5 to 1:10 = £284,244.48 Total for 3 projects =£438,210

VF Low (5969) YP High (5975) (YP = Young People 16-25) YP Low (5966)					
CDAS Community care		7	7 x SH		Make the service more flexible with a funding contribution from SMAT increasing from 24.5 to 30/37 hours per week? Remodel to 8 x LL FS (max 16 SU's)
OFA (CAIS) (OFA = Over forties Alcohol service)		6	6 x SH 6 x rural & on-call Intensity 1:4		Change intensity to 1:5 to 1:10 Increase provision units to min 8 max 14 service users Total hours 52.5 from the same resources Increase age range from 40+ to 25+
CAIS Move –on			5 x SH 1:4 intensity 5x on-call 2 x rural		Remove 2 units of rural allowance due to findings in SP review
CAIS Floating Support			7 x SH 7 x Hi intensity 7 x on-call & rural		Change intensity to 1:5 to 1:10, increase service users min 9 max 17
Ex-offender project					Joint commission Roof with COSA expansion as a pilot with CJISB
East parade (community care) (Cabinet approval already received in January 2008 as part of SP Strategy 2008-11)		3	24hr staffed scheme		Reconfigure East Parade to Floating support team linked to EP & YG
MIND MH (Mental Health) Low level supported housing					AS per 2008/9 SPOP (ministerial permission already received). A request has been mad for funding transferred to SPG. Target date for completion of reconfiguration 2011

Gwilym PD (Community care) (Cabinet approval already received previous SPOP)					Remove on-call 31 st March 2010 as per SPOP 2008/9
Clwyd Alyn Community Support /Rhyl Coastal Strip		14	LL FS Time limited	Cost neutral	Re-focus service to a low level "time limited" to over 25's service group & cross tenure
Clwyd Alyn Generic support					Target to over 25's based on evidence from that service delivery group
Beginnings Generic support for 25+			16 + 8 LL FS		Integrate Exit strategy & Private sector into a generic project with referrals from co-ordinator
Anheddau Move-on SP5103 Learning Difficulties (Cabinet approval already received in January 2008 as part of SP Strategy 2008- 11)		2	Low level "on- going" support		This services is currently specified as a SPRG "move-on" project, but the review carried out by the WAG and also the strategic review by the SP team in Denbighshire have identified that this is not a SPRG "move-on" service, The service is to be transferred to SPG and SPG eligibility criteria applied for "on-going support" services
Rhyl & Denbigh Keyring Services (Cabinet approval already received in January 2008 as part of SP Strategy 2008- 11)					Reconfirmation for 2008/9 SPOP to be concluded
Cae Dai		3 LL			Split 1 unit community care 2 units move-on

Seashells FS (Floating support)				Cost neutral	Split units to target provision 2 units community care & 1 unit 25+
GIFT Medium & low level					Amalgamate and reconfigure to service delivery groups from end of 2009/10 in preparation for next contract in 2010/11
Mental Health Homeless		6x 24hr staffed units			To be configured to 5 SH & 2 floating support – see detail in mental health section.

4:4: Summary List of Services which are NOT a Strategic Priority for SP funding

Project	No. of units	SH/FS	Notes
STEPS, OT & Ty Coch 2			Services have ended in 2008/9

4:5: Summary list of priorities – Transfers SPRG to SPG

Project	No of Units	Reason
Anheddau Move on (Cabinet approval already received in January 2008 as part of SP Strategy 2008-11)	2	Not a SPRG move-on project as identified from ASP and Denbighshire's Strategic Relevance review.
MIND Supported Housing and Floating Support (Cabinet approval already received)	23	Transfer of funding to enable greater flexibility to work with the provider to establish good value for money.

in January 2008 as part of SP Strategy 2008-11)		
Cae Dai	1	1 unit of on-going community care to transfer to SPG, 2 units for 25+ move on to remain SPRG.
Seashells Floating Support	2	2 units to be transferred to SPG for community care. 1 unit to remain SPRG funded for 25+

4:6: Summary List of Other Changes & Actions in 2009/10 by Client Group

Service User Group	Details
General	<p>Issue recommendations relating to unmet need and refused referrals to wider commissioning bodies, grant allocation departments and Flag with Housing strategy e.g. support for non householders, accommodation issues for ex-offenders & support into EET (Education, employment & training)</p> <p>Consider the needs of the transient population & underlying housing need on a cross boundary basis</p> <p>Issue written service specifications to all providers (including WAG ASP providers) which are transparent and understood from both a provider and commissioners perspective. These should include commissioning aims, objectives and outcomes to ensure consistency between commissioning decisions and service delivery.</p> <p>The Co-ordinator to start linking in with projects to co-ordinate referrals from 2008-9.</p> <p>SPPG to consider priorities for access to services as need out strips demand</p> <p>Consider implications of WAG's All Wales Supporting People Strategy. Consider VFM for services which have not been market tested & economies of scale</p>
Domestic Abuse	<p>Cross authority consideration of commissioning of refuge provision and voids.</p> <p>Transfer SP funding back to SPG if there is no long term commitment for dispersed/ satellite refuge units.</p> <p>Carry out a strategic commissioning review of Tai Hafan services and SVO's</p>

Learning Disabilities	Referral changes to Rhyl & Denbigh Keyring from 2008/9 SPOP
Mental Health	To consider the outcome from Michael Williams report on an integrated mental health and Well-being service for Wales. Cross-over with the offender agenda utilising information from the North Wales Mentally Disordered Offenders Forum and partnership bids to establish/enhance psychiatric liaison services. The possibility of enhanced information around need from these two areas may influence priority developments for these groups.
Substance Misuse	Proposals to the SMAT (Substance misuse action team) for increasing CDAS hours to create a more flexible joint funded service provision. Regional Collaboration/ consideration on the future commissioning of the Doorstop project.
Physical Disabilities/ Chronic Illness	Audit of provision.
Young People	Review provision further to consider changes in intensity, increased flexibility and increased capacity from the same resources
Ex- Offenders	Joint commissioning pilot with CJISB for ROOF and COSA Investigate the possibility of increasing floating support from 10 to 20 utilising the “people at work” pathway. Co-ordinator will be able to consider refusals of ex-offenders to supported housing schemes, as it is evident that people who have a lead need in relation to offending have only a small chance of accessing supported housing in Denbighshire, Generic floating support should be provided for people who may have offending needs who may be at risk of losing their accommodation, particularly for 25+ single males. Link the YOT (Youth offending team support) service to Rhyl Youth Action Group (RYAG) accommodation developments

	<p>Accommodation issues to be flagged with the housing Strategy and CJISB</p> <p>Consider development of a “high risk” service on a regional basis, sharing experience with other authorities on the “high risk” project being developed in Denbighshire.</p> <p>Commission a study of the needs of the transient population.</p>
Homeless and Potentially Homeless Single People	<p>SPPG to target preventative services and monitor homeless trends as although homeless decisions have reduced, enquiries in quarter 1, 2007/8 have increased to almost 2005/6 levels.</p> <p>Night shelter act on outcomes of review.</p>
Vulnerable Single Parents	<p>Single parent supported accommodation for single parents in the North of the County for male single parent families and females with children 2+.</p>
Older People	<p>Integrate RSL's (Registered Social landlords) into locality service delivery model & tie into community services framework & Telecare agenda's.</p> <p>Consider eligibility criteria for prioritising limited support resources.</p> <p>Establishing a planned programme of change to align legacy sheltered housing & alarm services from a strategic perspective.</p> <p>Review sheltered housing and alarm schemes.</p> <p>Consider the outcomes form the Prestatyn Pilot scheme</p> <p>Regional connections to the Telecare development and regional commissioning agenda.</p> <p>Consider Prestatyn Extra Care scheme</p> <p>Reconsider warden and alarm costs on conclusion of review</p>

Overview SPOP 2009/10

Introduction: General Overview of the SPOP.

The Supporting People funding and policy framework relates to the provision and commissioning of housing support in Denbighshire (general support to enable a person to manage and/or sustain a tenancy and independent living) for the following 13 service users groups as follows.:-

- Women fleeing domestic violence
- People with learning difficulties (now developed through local authority supporting people grant)
- People with mental health problems
- People suffering from alcohol dependency
- People suffering from drug dependency
- Refugees
- People with a physical disability who require support
- Young single homeless people who require support and young people leaving care
- Ex-offenders
- Homeless or potentially homeless people who require support
- People with chronic illness including AIDS, AIDS related conditions or who are HIV positive
- Vulnerable single parents who require support
- Older people

The Supporting People Operational Plan has been developed by the Supporting People Team, overseen by a multi- agency Supporting People Planning Group. The SPOP details the needs and supply information and analysis to inform commissioning decision and changes to service configuration.

Part Two: The Needs and Supply Analysis

The needs and current supply provision is detailed in part two. The conclusion is that need outstrips supply across all user groups. In addition to changes to SP services identified, it has been recommended that wider funding should be sourced to provide

more supported housing services and also for people who have support needs who do not have accommodation but who still have a support need.

Part Three: Strategy Implementation – Progress so far.

Since producing the Supporting People Strategy for 2008 to 2011 this time last year the following progress has been made

Service Delivery Model

All SPRG ([Supporting People Revenue Grant](#)) type services have now been mapped to the new service delivery model which provides services into the following groups:

- Under 25's with no dependents (single people and couples)
- Over 25's with no dependents (single people & couples)
- Families
- Specific targeted preventative services

Strategic Priority to Fund Development

A commissioning tool has now been devised for use by Denbighshire's Supporting People Planning Group. If cuts in services have to be made as a result of funding cuts and redistribution, this tool will be employed and the impact of the service decommission on the service delivery group will be considered by SPPG before making the final "Strategic Priority to fund" decision..

The strategic Objectives for the SP strategy have been refined slightly as follows:-

1. Reduce un-necessary Mental Health Admissions
2. Promote independence for older people
3. Reduce homeless presentations - youth homeless and preventative support
4. Reduce the risk of dependency and promote independence
5. Reduce number of looked after children
6. Support priority to prolific offenders and high risk of harm
7. Ensure ex-offenders and marginalised groups can access mainstream services
8. Support family situations where an ex-offender relies on the family to prevent homelessness
9. Reduce relapse following treatment/ hospital discharge
10. Prevent increasing demands on statutory services, including Social Services, Housing and Probation.
11. Support for BME needs
12. Support for people with substance misuse needs
13. Support for people who flee domestic abuse
14. Support for perpetrators of domestic violence to prevent re-offending
15. Other priorities which emerge HSCWB and YP Single Plan

Consultancy Work Commissioned

A study has been commissioned to identify the extent of the difficulties in accessing move-on accommodation from Denbighshire's supported housing services. The target date for completion of this work is January 2009.

Supporting People Co-ordinator

A Supporting People co-ordinator was appointed in August 2008 to work with providers on prioritising referrals, proactively managing voids and providing a link between operational and strategic commissioning to ensure services remain responsive to presenting needs.

Cross Boundary Work

A specification has been agreed for a two year sub regional pilot scheme across Denbighshire, Flintshire and Wrexham targeted at people with BME (black minority ethnic) needs who are also victims of domestic violence. The scheme will support service users to overcome barriers to accessing mainstream services and will also provide commissioners with a greater understanding of BME needs in this area.

Provider Forum

A provider forum has been established and the first meeting took place in April. The meeting is chaired by the provider representative on Denbighshire's Supporting People Planning Group.

Regional Working

Objectives for 2009-2010

- To develop the Supported Lodgings project across Denbighshire and Flintshire.
- To recruit a regional worker to support cross boundary working and commissioning processes.
- To commission the BAWSO BME Domestic Violence service in conjunction with Flintshire and Wrexham.
- To consider Doorstop as a regional cross-boundary service when re-commissioning.
- Work with NW SPIN to produce a statement on cross boundary and regional working.

Part 4 and 5: Changes in 200910 and 2010-11

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

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

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REPORT TO: CABINET

REPORT BY: COUNCILLOR R W HUGHES LEAD MEMBER FOR PERSONNEL AND BUSINESS MANAGEMENT

DATE: 21 OCTOBER 2008

SUBJECT: MONITORING THE ACTIONS AGREED BY CABINET

1 DECISION SOUGHT

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

2 REASON FOR SEEKING DECISION

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

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

- ❖ the date of the Cabinet meeting
- ❖ the responsible portfolio holder / officer
- ❖ the report title
- ❖ the actions from Section 9, the "Action Plan"
- ❖ whether or not the action has been completed
- ❖ reasons why the action has not been completed

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

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

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

European Union Convergence Programme Action Plan for Denbighshire
£200k Spend to Save Budget Update
Improvement Plan
Review of 16-19 Education Provision in Rhyl
Maintained Schools Partnership Agreement Wales Regulations 2007
Joint Health & Social Care Commissioning Strategy for Older People's Services in Denbighshire

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

Section 33 Agreement Denbighshire Community Occupational Therapy Service
Renewal Area Status for West Parade, Rhyl
Delegations and Authorisations to Officers
Rural Development Plan for Wales: Business Plan for Rural Denbighshire
Development Briefs for Sites in the West Rhyl Regeneration Strategy
Pontcysyllte Aqueduct and Llangollen World Heritage Site
Supporting People Strategy 2008 to 2011 & Operational Plan 2008-2009
Carbon Reduction Strategy
Joint Adult Mental Health and Social Care Commissioning Strategy 2007-2010
Health, Social Care and Wellbeing 2008-2011
Revision of Environmental Policy
Differential Levels of Parking Penalty Notices
Social Services Fees and Charges
Partnership and Collaboration Procedure Rules
Report of a Visit by a Delegation from DCC to Vasternorrland and Brussels

- 2.6 Members will note that out of 99 actions, 58% have been completed whilst 42% are incomplete / ongoing. A number of larger projects, for example the Convergence Programme, will be ongoing for a number of years and will continue to be monitored.

3 POWER TO MAKE THE DECISION

- 3.1 Section III of the Local Government Act 1972.

4 RESOURCE IMPLICATIONS

- 4.1 **COST:** The cost implications associated with progressing the actions will have been identified in each individual Cabinet report.
- 4.2 **STAFFING / ACCOMMODATION IMPLICATIONS:** The staffing/accommodation implications of progressing each action should have been considered before the recommendation was made
- 4.3 **IT IMPLICATIONS:** The IT implications of progressing each action should have been considered before the recommendation was made

5 RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendation/s

The actions referred to in this report have been agreed by Cabinet and there may be risks associated with not completing agreed actions which could be significant.

5.2 Risks associated with agreeing the recommendation/s

There are no risks associated with agreeing the recommendation.

6 FINANCIAL CONTROLLER STATEMENT

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

7 CONSULTATION CARRIED OUT

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

8 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

8.1 Assessment of Impact on Corporate Priorities:

The impact of the actions on corporate priorities should have been identified in each individual Cabinet report.

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

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

9 ACTION PLAN

Action	Lead Member/Officer	Deadline
Regular report to Cabinet on progress against agreed Action Plan	Lead Member Personnel and Business Management J Williams	Every 6 months : next report in April 2009

10 RECOMMENDATIONS

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

CABINET ACTION PLANS ~ 28.10.2008

CABINET DATE	PORTFOLIO HOLDER/ OFFICER	REPORT TITLE	ACTION	COMPLETE	INCOMPLETE	DATE COMMENCED / REASON OUTSTANDING
26.06.2007	Environment: Regeneration M Dixon	Economic Growth Strategy for Denbighshire	Report progress to LSB - M Dixon - On-going Prepare Convergence Action Plan – G Evans – 31.12.2007 Establish Economic Growth Partnership – G Evans – 31.12.2007 Seek approval for match funding block allocation in Capital Plan – P McGrady – include in the budget setting process for the decision by 31.03.2008	✓ ✓ ✓	✓	Ongoing Authority for Partnership given by Cabinet January 2008. Partnership to be established following Council elections, but now superceded by Focused Agenda Board
26.06.2007	Modernisation and Improvement A Dailey	Asset Challenge Process	Undertake suitability and sufficiency surveys May/June (on a 2 year cycle) Collate information and combine with condition survey data July Request Service AMP's completed August Identify poorly performing buildings and issue challenge questionnaires September Paper to AMG with recommendations for retention or review of the asset October/November Undertake any feasibility studies November – March for consideration in the next round of Service AMP's. Recommendations reported to AMG & Cabinet throughout this period. It should be noted that for the period 07/08, the above timetable will be subject to timescales for approval of the process. This will not, however, have an impact on Service AMP production.	✓ ✓ ✓	✓ ✓	Completed for some buildings. Appointment of the Asset Challenge Officer has been stopped by the recruitment moratorium and another Asset Manager post remains vacant, so the work is currently on hold. This was also dependent on the appointment of the Asset Management Officer and so it is now unclear when this work will be completed and reported to AMG
17.07.2007	Environment: Regeneration G Evans	Convergence Programme – The Next Steps	Consult on priority areas with Members, Lead Member / Officer – Gareth Evans – by end August 2007. Continue to prepare the Convergence applications – by end September 2007	✓	✓	DCC complied with process imposed by WAG but await further developments from WAG regarding translating Expressions of Interest into full applications. Reported to Cabinet 30.09.2008
15.01.2008	Leader M Dixon	Regeneration Steering Group Arrangements	Establish Regeneration Working Group Arrange consultation with wider partnership Establish partnership machinery – Gareth Evans	✓ ✓		Will be completed by end July 2008 – superceded by Focused Agenda Board

CABINET DATE	PORTFOLIO HOLDER/ OFFICER	REPORT TITLE	ACTION	COMPLETE	INCOMPLETE	DATE COMMENCED / REASON OUTSTANDING
29.01.2008	Communities R Schwarz	Gating Orders	The project will commence immediately and will be completed before 31 March 2009 The project manager will be Roly Schwarz, Community Safety		✓	Project commenced and well on target for completion before 2009
18.03.2008	Modernisation and Improvement J Williams	Progress Against the Improvement Plan 2007-2010	Include actions to be rolled forward in the 2008 – 2011 Improvement Plan – J Williams – End April 2008 Publish the 2008 – 2011 Improvement Plan - J Williams – End September 2008	✓	✓	Will be published by 31.10.2008
18.03.2008	Environment: Sustainable Development M Dixon	Denbighshire Rural Strategic Plan	Publish the approved action plan on the Council's website - Principal Regeneration Manager – 31.03.2008 Monitor Implementation of Action Plan – Rural Members' Group – Ongoing	✓	✓	
22.04.2008	Leader J Williams	A Programme for Change – Denbighshire's Focussed Agenda	Focussed Agenda Management Conference, Ian Miller/Janette Williams, 23 April 2008 Set up Focussed Agenda Management Board, Ian Miller/Janette Williams, 28 April 2008 Agree Terms of Reference for Focussed Agenda Management Board, Ian Miller / Janette Williams, 12 May 2008 Focussed Agenda Staff Roadshows, Ian Miller, CEO December 2008	✓	✓	On target
22.04.2008	Health, Social Care and Wellbeing C Curtis Nelson / Marlon Roberts	Formal Partnership for the Integration of Community Equipment Services (CESI)	Passed to the Conwy and Denbighshire NHS Trust for approval. Neil Ayling/ Cathy Curtis-Nelson April 2008 Passed to the Denbighshire Local Health Board for information - Neil Ayling/ Cathy Curtis-Nelson April 2008 Partnership Structure to be re-considered by CESI Project Board Neil Ayling / Cathy Curtis-Nelson May 2008 Denbighshire Local Health Board to facilitate Commissioning group to consider further investment May 2008	✓	✓	One commissioning meeting held and further meetings will be held in readiness for next year's agreement
22.04.2008	Health, Social Care and Wellbeing	Conwy & Denbighshire Adult Mental Health & Social Care	Develop Integrated Quality System Develop robust transitional arrangements	✓	✓	

CABINET DATE	PORTFOLIO HOLDER/ OFFICER	REPORT TITLE	ACTION	COMPLETE	INCOMPLETE	DATE COMMENCED / REASON OUTSTANDING
	N Ayling / Helena Thomas	Partnership	Develop pooled budgets Development of Partnership website Establish a formal corporate identity	✓	✓ ✓	Discussions ongoing To be developed Done / ongoing
22.04.2008	Health, Social Care and Wellbeing N Francis / S Trehearne	Local Safeguarding Children Board	The inaugural board meeting is scheduled for 20 th May 2008 subject to approval by Cabinet	✓		
22.04.2008	Health, Social Care and Wellbeing S Kaye	Final Report and Recommendations of the Affordable Housing Task Group	12 page Appendix to the report		✓	Task Group now proposes to form an Affordable Housing Working Group to monitor progress on Affordable Housing Policy
22.04.2008	Personnel and Business Management D W Davies	Draft Race Equality Scheme and Equalities Update	Race Equalities Scheme to be agreed by Full Council, D W Davies, 20 May 2008 Corporate Equalities Group to monitor Scheme and Action Plan – D W Davies - Ongoing. Schedule of meetings to be arranged	✓ ✓ ✓		
03.06.2008	Environment: Sustainable Development Martha Savage	North Wales Regional Waste Plan 1 st Review	Inform the Welsh Assembly Government of Cabinet decision – Technical Waste Officer – 31.08.2008	✓		
03.06.2008	Chief Executive G Sumner / I K Hearle	Delegation of Powers to the CEO under the Animal Welfare Act 2006	03 June 2008 – Adoption of Animal Welfare Act 2006 and any amendment – Cabinet Members 4 June 2008 – Authorisation given to Corporate Director and Head of Planning & Public Protection Services to enforce this Statute and any amendment – CEO Date to be ascertained – Report on the outcome of proceedings of the case mentioned in the report – Asst Head of Planning & Public Protection Date to be ascertained – Members to be made aware of Memorandum of Understanding between LACORS and RSPCA – Asst Head of Planning & Public Protection Date to be ascertained - Members to be made aware of any agreement between the Animal Health Service of Denbighshire and the local RSPCA - Head of Planning and Public Protection	✓ ✓	✓ ✓ ✓	Work in progress on the 3 actions

CABINET DATE	PORTFOLIO HOLDER/ OFFICER	REPORT TITLE	ACTION	COMPLETE	INCOMPLETE	DATE COMMENCED / REASON OUTSTANDING
				✓	✓	
03.06.2008	Chief Executive G Sumner / I K Hearle	Delegation of Powers to the Chief Executive and Authorisations for Planning & Public Protection Services	3 June 2008 – Approval of Authorisations – Cabinet Members 3 June 2008 – Delegation to Corporate Director: Environment, Head & Assistant Head of Planning & Public Protection Services – Chief Executive 4 June 2008 – New authorisations drawn up for officers – Head & Assistant Head of Service, County Clerk 30 June 2008 – Officers to receive a letter detailing their authorisations – Head and Assistant Head of Service, Personnel Officer Environment 1 July onwards – monthly review of legislation – Assistant Head of Service & Planning & Public Protection Section Managers Any additional or amending legislation to be adopted by the Authority – Head or Asst Head of Service, County Clerk, Lead Member	✓ ✓ ✓ ✓ ✓ ✓		
03.06.2008	Environment: Sustainable Development J Cawley	Establishment of Task & Finish Group to prepare the Deposit Local Development Plan for Public Consultation by spring 2009	3 June 2008 - Approve the Recommendation in this Report 3 June - Select the LDP Deposit Task & Finish Group Membership September 30 th 2008 (suggested date) - Report the details of the Pre-Deposit Consultation to Cabinet September – December 2008 - 5 LDP Meetings to Determine Content of the Deposit LDP January 27 th 2009 - Present Deposit Draft LDP to Cabinet Spring 2009 - Public Consultation of Deposit LDP	✓ ✓	✓ ✓ ✓ ✓	Reported to Working Group. Can report to Cabinet if required. Ongoing meetings being held
03.06.2008	Environment: Sustainable Development A Walls	Draft Rights of Way Improvement Plan	Actions outlined in the Draft rights of Way Improvement Plan. Final Plan will be presented to Cabinet later in the year for final approval following consultations	✓		
15.07.2008	Personnel and Business Management A Evans / K Methven	Performance Appraisal System for the Leader and Cabinet	Cabinet to approve the appraisal system for Cabinet Members by 15.07.2008 Arrangements to be put in place to undertake the appraisals for Cabinet Members by K Methven, the	✓	✓	Arrangements for appraisals will be in place by January 2009

CABINET DATE	PORTFOLIO HOLDER/ OFFICER	REPORT TITLE	ACTION	COMPLETE	INCOMPLETE	DATE COMMENCED / REASON OUTSTANDING
			Learning and Development Manager by 30.09.2008			when the first appraisals are due
15.07.2008	Communities C J Williams	Customer Service Strategy	Deliver Customer Service Strategy 3 Year Action Plan – C J Williams - 2011 Develop Customer Service Delivery Standards – All services – April 2009		✓	All actions on target
					✓	Work in progress and on target
15.07.2008	Health, Social Care and Wellbeing N Francis / Sue Trehearne	Denbighshire Safeguarding Children Board – Serious Case Review	The serious case review is due to be presented to the North Wales Safeguarding Children Forum in July. This body is responsible for developing, issuing and reviewing all regional procedures in respect of safeguarding children for the five LSCB's in North Wales. Denbighshire and Conwy now have a joint Safeguarding Children Board. The report and action plan (see Appendix 2) will be presented to this new board in September. The Conwy and Denbighshire Safeguarding Children Board will be responsible for monitoring the joint agency action plan and the agency specific action plans.	✓		Report presented beginning of October 2008
				✓		
15.07.2008	Health, Social Care and Wellbeing L Leece	Denbighshire Children and Young People's Single Plan	Plan adopted by partners and CYPSP/YPP - July 2008 Required attachments to Plan finalised - July/August 2008 Plan published - September 2008 Plan subject to regular monitoring and review - quarterly monitoring; annual review New plan developed - April 2011	✓		Not required until 2011
				✓		
15.07.2008	Environment: Sustainable Development S Parker	Denbighshire's Northern Recycling Park	Finalise plans for new facility (north of county) – S Parker / A Roberts - 08 / 2008 Obtain necessary planning permission and EA consents – S Parker / A Roberts - 09 / 2008 Construction of new facility (north of county) – S Parker / A Roberts - up to 05/09 Start using the new facility (north of county) – S Parker / A Roberts – 05/2009 Closure of old facilities (north of county) – S Parker / A Roberts – 06/2009	✓	✓	Planning application currently being prepared Dependent upon planning – construction summer 2009
					✓	
09.09.2008	Health, Social Care and	Denbighshire & Conwy Youth	Plan submitted to YJB – 11.08.2008– Strategic YJS	✓		

CABINET DATE	PORTFOLIO HOLDER/ OFFICER	REPORT TITLE	ACTION	COMPLETE	INCOMPLETE	DATE COMMENCED / REASON OUTSTANDING
	Wellbeing N Francis / E Rathbone	Justice Plan	Manager Plan circulated to Board members – 22.08.2008 Outline of Plan to Cabinet – 09.09.2008 Any changes made and submitted to YJB - Strategic YJS Manager YJB visit to ratify and sign off – 27.10.2008 YJB/Strategic Manager	✓ ✓ ✓		On schedule
09.09.2008	Personnel and Business Management I K Hearle / R Davies	Representation on Outside Bodies	Cabinet to approve nominations - Leader of the Council – 09.09.2008 Outside bodies to be informed of nominations County Clerk – 30.09.2008 List of vacancies to be reviewed by 30.09.2008	✓	✓ ✓	Outside bodies being contacted. Vacancies will be reviewed at next Group Leaders' meeting
09.09.2008	Environment: Sustainable Development I Prys Jones	Joint Head of Highways & Infrastructure DCC & Conwy CBC	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.	✓	✓	Post advertised Interviews being held November 2008
30.09.2008	Modernisation and Improvement J Williams	Improvement Plan 2008-2011	Recommend to Council 28.10.2008 Publish summary in County Voice Publish on website by 31.10.2008 Ensure actions are included in operational plans	✓	✓ ✓	Ongoing
30.09.2008	Corporate Director: Resources	Annual Treasury Report 2007- 2008	Treasury management activities are closely monitored by the Principal Management Accountant and an update will be presented to Council in February 2009		✓	Ongoing monitoring
30.09.2008	Health, Social Care and Wellbeing Carys Williams	Denbighshire Carers' Strategy	Consultation on Draft Strategy and Summary documents – June 2008 Finalised Strategy and Summary to Scrutiny 11.09.08 Finalised Strategy and Summary to Cabinet 30.09.08	✓ ✓ ✓		
30.09.2008	Environment: Sustainable Development A Walls	Denbighshire Rights of Way Improvement Plan	Present approved document to WAG 01.10.1008 Plan translated and placed on public deposit and Council website 30.10.2008	✓ ✓		
30.09.2008	Environment: Sustainable Development S Parker	Dee Valley Recycling Facilities	Confirm initial operational details – J Espley Jan 2009 Arrange for necessary publicity including CRM liaison – J Espley Feb 2009 Monitor levels of activity and adjust service levels accordingly – J Espley April 2009		✓ ✓ ✓	All ongoing

CABINET DATE	PORTFOLIO HOLDER/ OFFICER	REPORT TITLE	ACTION	COMPLETE	INCOMPLETE	DATE COMMENCED / REASON OUTSTANDING
30.09.2008	Environment: Sustainable Development G Taylor	Exemption to Tendering: Local Bus Service Improvements	Agreement of timetable and vehicle specifications with operator and consultation with other commercial operator – P Daniels end December 2008 Financial assessment of GHA Coaches Ltd – P Daniels prior to entering agreement Legal agreement – P Daniels Oct / November 2008		✓ ✓ ✓	
30.09.2008	Communities G Boase	Joint Working Arrangements – Conwy & Denbighshire Community Safety Partnerships	Report presented to Conwy CBC and DCC Cabinet – Advertise for Joint Community Safety Manager – P Rafferty Conwy & G Boase DCC 07.10.2008 Transfer DCC Community Safety Manager to new Joint Enforcement Operations – G Boase / P Rafferty with appointment of Community Safety Manager Establish single Community Safety Team – new Community Safety Manager Establish Management Board – G Boase / P Rafferty 01.10.2008	✓	✓ ✓ ✓	Conwy is Lead Authority for the Joint Community Safety Partnership – work in progress

REPORT TO CABINET

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

DATE: 21 October 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 RESOURCE IMPLICATIONS

4.1 Cost Implications - Housing Revenue Budget 2008/09

- The latest forecast for the HRA shows that an in-year revenue surplus of £389k should be generated by the end of the financial year, which is £46k less than forecast in the original budget set in February 2008.
- There has been very little movement in revenue expenditure since the end of September (net movement of only £4k over all services).
- The rent income forecast has been improved from last month by £4k, based actual rents received so far. The forecast income from HRA balances has been reduced by £3k to reflect lower interest rates. This could fall further if the interest the council can achieve on its investments reduces, which is likely in the current environment.
- Right to Buy sales have already been reduced to 6 for 2008/09. There has only been one completed sale so far but there are some in the system. The forecast has therefore been reduced to 4 for the year.

4.2 Cost Implications - Housing Stock Business Plan (HSBP)

- The HSBP is kept under regular review and has recently been updated. The further revision to RTB sales has also been factored in. While the reduction in sales causes some concern in the long term it should be compensated by other areas of the Plan exceeding expectations. If for example the increases in management and maintenance allowances in the housing subsidy settlement are similar to previous years it would more than compensate for the fall in sales.
- Details of next year's subsidy settlement will be available in December and the Plan will be fully updated and presented to Cabinet in January.

4.3 Cost Implications Housing Capital Plan

- As previously reported, the windows and heating contracts have both now completed. The major refurbishment contract is continuing with 562 properties completed (543 last month).
- The plan has been amended from the original budget forecast to account for contract stage payments and retention payments that have been made in 2008/09, rather than 2007-08.
- The council is still on target to achieve the Welsh Housing Quality Standard by 2012.

5 RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendation

There would be a reduction in financial control and ability to influence the current HRA budget and the longer term future of the Housing Stock Business Plan.

5.2 Risks associated with agreeing the recommendation

No risk in agreeing the recommendation however there are risks involved with the delivery of the Housing Stock Business Plan (sales, capital costs, etc.) that must be continually reviewed.

6 FINANCIAL CONTROLLER STATEMENT

The forecast HRA outturn for 2008/09 will ensure that balances are in-line with Housing Stock Business Plan expectations. The Housing Stock Business Plan should continue to be closely monitored and the possible long-term implications assessed. The implications of next year's subsidy settlement will have a significant impact on the long term viability of the Business Plan.

7 CONSULTATION CARRIED OUT

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

8 IMPLICATIONS – COUNCIL PRIORITIES & 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.

9 ACTION PLAN

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

10 RECOMMENDATION

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

Housing Revenue Account ~ 2008/09 Budget

<u>2007/08</u> Actual Outturn £	<u>Period 6 - September 2008</u>	Original Budget £	<u>2008/9</u> Forecast Out-turn £	Variance to Budget £
<u>EXPENDITURE</u>				
1,609,150	Supervision & Management - General	1,563,283	1,635,439	-72,157
251,603	Supervision & Management - Special	268,573	261,661	6,912
145,498	Welfare Services	142,552	145,485	-2,933
306,194	Homelessness - Leased Properties	402,000	394,239	7,761
0	Rents	0	0	0
2,576,310	Repairs and Maintenance	2,640,199	2,647,134	-6,935
4,888,755	Total Housing Management	5,016,607	5,083,958	-67,352
0	Rent Rebates	0	0	0
1,448,188	Item 8 Capital Charges	1,881,000	1,987,528	-106,528
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	13,115,785	-140,179
<u>INCOME</u>				
9,570,607	Rents (net of voids)	9,924,222	9,958,723	34,501
189,918	Leased Rents	236,808	254,627	17,819
143,453	Garages	150,952	140,095	-10,857
199,587	Interest on Balances & Other Income	95,000	148,098	53,098
10,103,565	Total Income	10,406,982	10,501,542	94,560
Surplus / Deficit (-) for the Year				
927,205	General Balances	931,375	385,757	-545,619
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	1,092,493	-45,619

Appendix 2

HRA Capital Plan Update 2008/09				
<u>Month 6</u>				
Actual 2007/08 £	Description	Approved Schemes £	Actual at End Sept £	Forecast Outturn £
363,377	Environmental Improvement Works	440,000	126,242	440,000
56,654	2005/06 Major Improvements – All Groups	0	51,699	100,000
5,660,688	2006/07 Major Improvements – All Groups	6,735,000	3,356,563	6,735,000
2,552,468	Windows Replacement	100,000	171,647	200,000
831,900	Central Heating Contract	100,000	361,353	422,000
550,040	DFG - Council Properties *	400,000	230,986	500,000
10,015,127	Total	7,890,000	4,298,490	8,397,000
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	297,000		112,000
7,132,127	Prudential Borrowing	1,693,000		2,885,000
0	CERA	3,500,000		3,000,000
10,015,127	Total	7,890,000		8,397,000

REPORT TO CABINET

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

DATE: 21 October 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 To note the update information on the Council's position within the Financial Markets.

2. REASON FOR SEEKING DECISION

- 2.1 To advise Members of the latest estimated position on the budget performance for the year together with the position of the Council's cash investments on the Money Market. 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 becoming clearer. Appendix 1 details a forecast overall overspend of £286k, excluding the schools' delegated budgets. This figure is £331k less than the figure reported for last month and demonstrates a clear downward trend. The sum 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 £695k mainly due to:

- a) the costs associated with the operation and closure of the Hyfrydle Childrens Home on the Plas Brondyffryn school site are £374k,
- b) the assumed cost associated with the current interim management arrangements, including the interim director and chief officer and other additional costs, are £220k.
- c) the increasing losses incurred by the School Meals service above the £150k provided for within the budget could reach £101k, however further options for delivery are being considered and will be presented to members shortly. If accepted these should reduce the forecast overspend.
- d) the potential clawback of £120k of Big Lottery Fund Grants for the Mentro Allan project will be covered by underspends within the Leisure service over the current and next financial years.

The funding of the revenue costs of the Community Learning Centres, over and above external resources, is the subject of a further report elsewhere on the agenda.

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 has submitted a plan and this is being reviewed before it can be recommended for acceptance.

ii) Social Services & Housing is forecasting an overspend of £41k. This is a reduction of £234k on last month, mainly due to reductions in placements and improved income. Pressures remain in;

- 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. These and other savings 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. Despite significant falls in the cost of crude oil, this has not yet been passed on to fuel customers for a variety of reasons. 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 the end of September is £13.6m against a plan of £36m. Full details of the Capital Plan will be reported to members next month.
- 4.6 Appendix 4 provides the current position on the vacancy control procedure introduced as part on the budget setting exercise for 2008/9.
- 4.7 Appendix 5 provides details of the Council's current cash investment position and revised strategy for the future.

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 recovery plan produced by the governors will need to demonstrate that the school can operate within the delegated budget over a maximum of the following 2 financial years. This plan is being reviewed

currently but early indications suggest that further work is necessary to clearly demonstrate a viable position.

- 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. A proposal to address this should be presented to members shortly.
- 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 although this can now be paid back over two years 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 that 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 note the position of the Council's cash investments.

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2008/09
SUMMARY POSITION AS AT END September 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)	20,030	-6,955	13,075	20,725	-6,955	13,770	695	0	695	752
Environment	51,590	-21,512	30,078	51,170	-21,342	29,828	-420	170	-250	-260
Social Services & Housing	56,226	-17,515	38,711	58,824	-20,072	38,752	2,598	-2,557	41	275
County Clerk	1,975	-403	1,572	1,975	-403	1,572	-50	0	-50	0
Resources	10,576	-3,121	7,455	10,576	-3,121	7,455	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	169,383	-73,270	96,113	172,306	-75,657	96,649	2,873	-2,387	486	817
Capital Financing Charges savings & additional Investment Income net of contributions to specific provisions			10,673			10,473			-200	-200
Precepts & Levies			4,347			4,347			0	0
Contribution to balances/reserves			570			570			0	0
			111,703			112,039			286	617

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 September 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	61,701	-8,479	53,222	3,596	-3,036	560	439
Partnership & Inclusion	9,511	-5,421	4,090	9,885	-5,421	4,464	374	0	374	383
School Development	6,586	-1,292	5,294	6,586	-1,292	5,294	0	0	0	18
Policy & Performance	1,472	-85	1,387	1,793	-85	1,708	321	0	321	351
Libraries	2,461	-157	2,304	2,461	-157	2,304	0	0	0	0
Total excluding schools	20,030	-6,955	13,075	20,725	-6,955	13,770	695	0	695	752

**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 August, projections would indicate that school balances of £2,027k as at 31.03.08 will reduce to £1,588k during 2008/09. This is an increase in expenditure of £6k since the last report. Very few projections have been completed this month as schools have been off during the summer break		
	560	439
<u>POLICY & PERFORMANCE</u>		
Costs associated with the Interim Management arrangements	220	250
School Meals Subsidy	101	101
<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, some alternative savings have been identified		
	0	18
<u>PARTNERSHIPS & INCLUSION</u>		
Cost associated with the closure of Hyfrydle Children's Home	374	374
Professional fees associated with an unforeseen investigation	0	9
Clawback of Mentro Allan Grant as not met grant conditions - The £120k will now be paid back over two years	0	0
TOTAL excluding schools	695	752

**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

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2008/09
ENVIRONMENT DIRECTORATE
SUMMARY POSITION AS AT END September 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 (see note 1)	9,107	-5,200	3,907	9,122	-5,170	3,952	15	30	45	87
TRANSPORT & INFRASTRUCTURE (see note 2)	13,850	-4,453	9,397	13,833	-4,423	9,410	-17	30	13	15
PLANNING & PUBLIC PROTECTION (see notes 2&3)	4,310	-1,875	2,435	4,315	-1,765	2,550	5	110	115	120
DIRECTOR & SUPPORT (see note 4)	1,318	-237	1,081	1,141	-237	904	-177	0	-177	-240
ENVIRONMENTAL SERVICES (see note 5)	17,199	-7,279	9,920	16,949	-7,279	9,670	-250	0	-250	-250
COUNTRYSIDE, CULTURE & TOURISM (see note 6)	5,806	-2,468	3,338	5,810	-2,468	3,342	4	0	4	8
Total Environment	51,590	-21,512	30,078	51,170	-21,342	29,828	-420	170	-250	-260

Potential Pressures

Pressures on the Building Services and Health and Safety budgets within the building group. In addition pressures on the coastal facilities income targets as there are vacant units at the Childrens Village in Rhyl.

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.

The animal welfare case in Llandegla is estimated to create a £42k pressure of the trading standards budget in 08/09

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

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2008/09
ENVIRONMENT - EFFICIENCY SAVINGS
SUMMARY POSITION AS AT END September 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 contr.....	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 Lighting budget.
- ii) Rhyl Pavilion Theatre - reduced funding and changes in programming policy (£45k). The Theatre manager is currently working on proposals with the aim of achieving these savings.
- iii) Restructure of THC (£14k) - discussions still ongoing with the relevant parties

b) Other savings

- i) Public Conveniences - closure of old Golf Rd toilets (£5k) - unlikely to achieve this so replaced 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 September 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	10,315	-1,662	8,653	1,223	-1,120	103	102
Underspend b/f					-150	-150	0	-150	-150	-150
Adult Services	36,765	-9,168	27,597	37,992	-9,898	28,094	1,227	-730	497	720
Underspend b/f					-615	-615	0	-615	-615	-615
Business Support & Development	2,773	-504	2,269	2,961	-587	2,374	188	-83	105	109
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
Sub Total Social Services	54,641	-16,175	38,466	57,279	-18,873	38,406	2,638	-2,698	-60	166
Non HRA Housing	1,585	-1,340	245	1,545	-1,199	346	-40	141	101	109
Underspend Brought Forward	0	0	0	0	0	0	0	0	0	0
Directorate Total	56,226	-17,515	38,711	58,824	-20,072	38,752	2,598	-2,557	41	275

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

<u>Comments</u>	Current Month	Previous Month
	£000s	£000s
<u>SOCIAL SERVICES</u>		
CHILDREN'S SERVICES		
The main pressure area is the specialist placement budget which is expected to over spend by £357k. The overspend on the specialist placement budget is partially offset by the in-house fostering service (under spend circa £206k).	103	102
Under spend Brought Forward 2007/08	-150	-150
TOTAL CHILDRENS	-47	-48
ADULT SERVICES		
Learning Disabilities		
The growth in demand has increased faster than WAG projections in recent years. The main pressure area is residential placements (£298k). Work is continuing to ensure the maximisation of joint funding from the NHS. Reduction in outturn forecast due to allocation of Independence & Wellbeing grant	422	499
Mental Illness		
The main budget pressures remain in Residential, Nursing and Home care.	243	241
Older People		
Provider - Though Residential Homes remain the main budget pressure the forecast outturn has reduced by £65k due to improved income projections and staff savings. Purchasing - The final position for the service is expected to be £151k under spent which equates to an increase in the under spend of £72k from the previous month. The main factors are reduced spend on Carers Services for older people (£28k) and the impact of a vacancy control process on staffing.	-314	-251
PDSI		
Community Care spend is the main budget pressure (£244k over). The slight improvement on last month of £19k mainly due to reduced spend on Carers services, vacancies and grant income.	320	339
Performance Management & Commissioning		
A combined under spend of £202k is predicted due to various factors, including additional receivership income circa £60k (this is the assumed minimum and could improve). The remainder is due to vacancy control on staffing budgets and additional grant income.	-232	-202
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 it is assume budgeted income will be met but not exceeded at this stage, with the exception of £35k earmarked to be first call to fund Keyring scheme.	-48	-13
Joint Working & Older People Strategy		
This consists solely of grant funding which is planned to be fully spent. The £2k under spend relates to the budget provision which will remain unspent.	-2	-2
Cefndy Healthcare		
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. However, the 08/09 outturn is expected to show an improvement of £100k on the final position in 07/08.	109	109
Under spend Brought Forward 2007/08	-615	-615
TOTAL ADULT SERVICES	-117	105
Business Support & Development		
Predicted over spend is mainly due to an increase in expected PARIS costs although this has in part been offset by a reduction on various supplies budgets throughout establishments and offices.	104	109
	104	109
Cymorth Grant		
All expenditure relating to the Cymorth grant has to be spent in year.	0	0
	0	0
Supporting People		
It is assumed that all the recurrent SP under spend will be taken to reserves. The balance of the reserve is currently £1.9m. The SP strategy is currently being revised as the latest proposals around the future of the grant are being considered. Still awaiting confirmation of 2008/09 grant amounts.	0	0
HOUSING		
The Homelessness budget is estimated to be £84k overspent in 08/09 (£109k in 07/08). This is an improvement of £8k over last month. There are also now pressures in Housing Strategy and Welfare. Steps taken have brought the	101	109
TOTAL HOUSING	101	109
TOTAL SOCIAL SERVICES & HOUSING	41	275

**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	37	Restructure of day care provision not achievable Alternative savings to be identified, work ongoing
ii) Telecare savings,	70	Telecare savings problematic in achieving £68k Will achieve £35k - £50k for the year Shortfall to be identified, work ongoing
iii) Reduction in costs of placements for children	78	Reduction in costs of placements for children not achievable 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 September 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	1,814	-403	1,411	-50	0	-50	0
Translation	111	0	111	161	0	161	50	0	50	0
Resources Directorate										
Finance	5,187	-2,125	3,062	5,187	-2,125	3,062	0	0	0	0
Policy Unit	391	0	391	391	0	391	0	0	0	0
Audit	460	-103	357	460	-103	357	0	0	0	0
I.T	2,304	-439	1,865	2,304	-439	1,865	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	777	-170	607	777	-170	607	0	0	0	0
						0	0	0	0	0
Total	10,576	-3,121	7,455	10,576	-3,121	7,455	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	41,537	-27,288	14,249			14,299	0	0	50	50
Capital Fin Charges	10,673		10,673	10,473	0	10,473	-200	0	-200	-200
			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 September 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 2007/08 - 20011/12

APPENDIX 2

Position as at September

		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	1,921	1,940	2,018	2,018
	General Capital Receipts	21			
	Earmarked Capital Receipts	1,855	0	0	0
		12,754	7,858	7,914	7,914
2	Prudential Borrowing	6,542	15	0	0
3	Reserves and Contributions	1,953	110	0	0
4	Specific Grants	15,777	1,490	488	0
	Total Finance	37,026	9,473	8,402	7,914
	Total Estimated Payments	-36,026	-2,489	-974	0
	Contingency	-1,000	-1,000	-1,000	-1,000
	Unallocated Reserve	0	-110	0	0
	Surplus/ -Insufficient Resources	0	5,874	6,428	6,914

Capital Expenditure By Directorate

	2008/9	2008/9	2009/10	2010/11
	Spend to September	Estimated programme	Estimated programme	Estimated programme
	£000	£000	£000	£000
Environment	8,581	25,276	753	544
Lifelong Learning	4,436	8,946	1,552	180
Resources	246	1,047	9	0
Social Services and Housing	323	757	175	250
Total	13,586	36,026	2,489	974

Capital Expenditure by Council Priority

	2008/9	2008/9	2009/10	2010/11
	Spend to September	Estimated programme	Estimated programme	Estimated programme
	£000	£000	£000	£000
School Improvement	250	7,833	1,372	0
Highways	1,121	7,152	0	0
Public Realm	0	2,710	60	0
Total	1,371	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 September	Estimated programme
	£000	£000
Highways	1,121	2,000
Total	1,121	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
Total Lifelong Learning Directorate					58,000	58,000	- service to be provided by vol sector.
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

<u>Directorate</u>	<u>Environment</u>	Post Frozen	Post temp frozen	Post to be filled	Potential savings 2008/9		Impact upon services
<u>Service.....</u>	Detail of vacant posts				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.

FINANCIAL MARKETS

UPDATE

The UK Government has undertaken unprecedented steps recently in an effort to calm the financial markets. It announced a rescue package for the banking system worth up to £50bn which will mean that funds will be made available to seven of the UK's largest banks in exchange for a stake in the bank, and also to Nationwide Building Society.

The Monetary Policy Committee also acted to cut the Base Bank Rate by 0.5% to 4.5% in a co-ordinated global move by Central Banks which it was hoped would help to provide further stability in the banking sector. However, the world's stock exchanges reacted by going into freefall, with all major exchanges dropping by record amounts.

Last week also saw the collapse of the Icelandic Banks which has left many Councils exposed to the risk of loss of capital. **Denbighshire County Council does not have any funds invested with Icelandic Banks** and has not invested with any Icelandic Bank since September 2007 because of fears over the strength of the Icelandic economy.

ACTION TAKEN

Over the past few months, the Council has been working closely with our advisers and gradually been tightening its criteria for investment. It has:

- Increased the minimum credit rating required from counterparties
- Reduced its exposure to market risk by focusing its investment counterparty list to the eight UK counterparties covered by the rescue package. The Council is also proposing to invest with Irish Banks because the Irish Government has guaranteed all deposits for a period of two years.
- Ceased investment with any counterparty that appears to be heading for problems
- Reduced the average time that funds are invested for
- Reduced new borrowing to allow the cash position to be run down
- Opened an investment account with the UK's Debt Management Office, to allow us to invest directly with the UK Government
- Will be paying off some debts, again to reduce the amount of cash that needs investment

The Council has therefore adopted a defensive investment position, as advised by SECTOR, which has had the benefit of reducing the risk to the Council's cash. In the current climate however, there are still potentially significant financial risks.

The defensive stance adopted will mean a reduction in investment income of up to £250k a year and this will become a pressure on the Council's budget. Given the unusually high investment returns made in the past year this will be contained within the Capital Financing Budget for 2008/9. If this defensive position continues into 09/10 it will probably not be possible to contain the pressure but a £250k pressure is clearly more desirable than the total loss of a multi million pound investment.

The attached addendum outlines the Council's current investments and the time that funds are invested for.

APPENDIX 5 (2)

COUNTERPARTY	Start Date	Maturity Date	Rate (%)	Amount
			%	£
NATIONAL WESTMINSTER BANK	11-Jul-05	- -	4.50	6,000,000
BARCLAYS BANK PLC	16-May-07	18-May-09	5.98	3,000,000
DEPFA BANK PLC	02-Nov-07	31-Oct-08	6.09	3,000,000
BANK OF IRELAND	14-Apr-08	14-Apr-09	5.70	3,000,000
BARCLAYS BANK PLC	14-Apr-08	14-Apr-09	5.72	3,000,000
NATIONWIDE BUILDING SOCIETY	13-May-08	13-Nov-08	5.69	3,500,000
BANK OF IRELAND	14-May-08	16-Feb-09	5.70	3,000,000
BANK OF SCOTLAND	09-Jul-08	08-Jul-09	6.70	4,000,000
DEPFA BANK	08-Sep-08	17-Oct-08	5.38	1,500,000
IRISH INTERCONTINENTAL BANK	15-Sep-08	17-Oct-08	5.30	3,000,000
DEPFA BANK	22-Sep-08	21-Sep-09	6.24	1,500,000
CLYDESDALE BANK	22-Sep-08	21-Sep-09	6.00	1,500,000
COVENTRY BUILDING SOCIETY	23-Sep-08	23-Dec-08	5.90	2,000,000
NATIONWIDE BUILDING SOCIETY	13-Oct-08	18-Nov-08	5.86	2,500,000
ABBEY UK BANK	13-Oct-08	21-Oct-08	5.75	2,900,000
ABBEY UK BANK	14-Oct-08	28-Oct-08	5.40	3,100,000
		Average Rate	5.67	46,500,000

* Instant Access Account - No Maturity Date

REPORT TO CABINET

CABINET MEMBER: Councillor J. Thompson-Hill, Lead Member for Finance

DATE: 21 October 2008

SUBJECT: REVENUE BUDGET 2009/10 UPDATE

1 DECISION SOUGHT

To advise Members of the detail of the Welsh Assembly Government's provisional settlement for the next financial year together with the progress made to date on delivering the required level of cost savings.

2 REASON FOR SEEKING DECISION

- 2.1 The estimated budget requirement for 2009/10 was included in the figures presented to Council in February as part of the budget setting exercise for the current financial year. The figures have since been updated and are shown in appendix 1, together with indicative details for 2010/11. This shows a minimum budget requirement for 2009/10 of £171.895m or an increase of 4.16% on the current year.
- 2.2 The Assembly announced the provisional revenue settlement details for Councils in 2009/10 on 15 October. As expected the level of increase for the authority, at 3.5%, is well below the current level of inflation and takes no account of demographic and other pressures. The total provisional level of WAG funding is £133.7m and includes an additional £153k to fund changes to school transport eligibility criteria. This level of funding is however based upon out of date data on Council Tax Bases. It is anticipated that the revised data to be used in the final settlement figures in December will reduce this sum by about £500k. The figures are better than the original indicative figures for next year as the data used to calculate the Council's Standard Spending Assessment includes population and pupil number data where the Denbighshire position relative to other Councils is favourable. Deprivation factors used are also favourable thanks to recent data collection work within Benefits, Welfare Rights and Education departments.
- 2.3 Even so at this level of WAG funding, the impact on Council Tax levels for spending at the budget requirement would be an increase of over 9%. The Assembly has reserve powers to cap increases at 5%.

2.4	The draft budget position has for sometime assumed a minimum provision for funding pressures likely to be experienced by services next year, namely;	£k
	1. Final year of phased increase in the delegated secondary school budgets	290
	2. Modernising Education costs (assumed funded from efficiency savings in school delegated budgets)	500
	3. Landfill Tax increase	250
	4. Impact of demographic pressures on Social Services	500
	5. ITC developments to improve overall authority performance	200
	6. Increased capacity of Legal services	50
	7. Prudential Borrowing costs to fund £4m of capital spend on Highways and Flood Defence improvements	350

This level of proposed addition resources is less than the Council has made available in previous years and is a clear indication of the severe financial constraints resulting from poor WAG settlements.

- 2.5 Inflation assumptions built into the figures are based on similarly tight assumptions, namely 3% overall, and will require services to exercise great care with spending proposals to ensure pressures are minimised.
- 2.6 These proposed additional resources, while not generous, and when taking account of the WAG settlement figures, lead to a requirement to identify significant cost savings and increased income from within service budgets. The figures suggest a minimum reduction in net costs of £2.15m. A worse position is expected to apply for the following few financial years based on forecasts of likely funding levels. This level of reduction is higher than the sort of level previously achieved by the Council.
- 2.7 Officers have been reviewing the potential for delivering savings for some months and proposals are beginning to emerge from services. A series of meetings are planned over the next few weeks to review these proposals with Lead Members, Directors and Heads of Service. A further report detailing proposals will be brought to the November meeting of Cabinet. Resources Scrutiny have also asked for an update report at their November meeting. Members are reminded that with a savings target at this level, some of the proposals will be unpopular, but the Council must agree a robust and deliverable budget by the end of February each year.
- 2.8 The level of increase in Council Tax will be a major concern for Members especially as Denbighshire already levies the highest level of Council Tax of all the North Wales authorities despite receiving the second highest level of Assembly funding per head of population. The figures currently assume an increase of 3% for next year. This is below the current level of inflation and also below the likely level of increase in retirement pension. This assumption may have to rise if the target level of savings cannot be delivered. As mentioned previously the Assembly has reserve powers to cap any increase at 5%.

- 2.9 The position on the Capital provisional settlement is even tighter. The level of WAG support has been frozen at the current level. This will make it more difficult for the Council to respond to the backlog of maintenance works on buildings and highways & structures.

3 POWER TO MAKE THE DECISION

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

4 RESOURCES IMPLICATIONS

4.1 Cost Implications

The details of the budget requirement and the impact upon the level of Council Tax increase of various levels of savings targets are shown in appendix 1.

4.2 Staffing / Accommodation Implications

Some of the finally agreed savings proposals are likely to have an impact upon staffing levels and the requirement for office accommodation.

4.3 IT Implications

The need to implement some improvements to the ITC network and systems to deliver improved costs effectiveness is recognised within the proposals for additional resources for services.

5 RISK ASSESSMENT

5.1 Risks Associated with not Agreeing the Recommendation/s

The danger of not being able to agree a robust and deliverable budget for 2009/10 within the statutory timescale, i.e. end February 2009.

5.2 Risks Associated with Agreeing the Recommendation/s

Requirement to review and reduce the operating costs of all services including priority and statutory areas.

6 FINACIAL CONTROLLER STATEMENT

- 6.1 The budget setting process for 2009/10 is likely to be extremely difficult. It is unlikely that priority and statutory services can be exempted from a thorough review of cost effectiveness and the potential to make savings.

- 6.2 It is also clear that some savings will mean a reduction in the level or quality of service to the public.

- 6.3 The prospects for future years are estimated to be even tighter and work needs to continue on reviewing the cost effectiveness of all services and seeking cost reductions.

7 CONSULTATION CARRIED OUT

Updates have been provided to MMC, CET and Cabinet on a regular basis. Now the provisional settlement has been released additional consultation and discussion will be taking place over the coming months.

8 IMPLICATIONS

8.1 Assessment of Impact on Corporate Priorities:

It is important that the budget that is prepared for 2009-2010 and following years ensures that financial resources are focused on the agreed Council Priorities.

The level of saving required is such that all areas of service will need to be reviewed to improve cost effectiveness.

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

Careful targeting of savings to non priority and non statutory services would appear inevitable, if priorities are to receive some measure of protection.

9 ACTION PLAN

ACTION	RESPONSIBLE OFFICER /DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED AND MONITORED BY / DATE TO BE MONITORED
Directorate meetings	October / November R Parry	Ongoing basis – A Evans
CET discussions	October / November A Evans	Ongoing basis – A Evans
Cabinet / Scrutiny Committee meetings	November / December / January A Evans & R Parry	Ongoing basis – A Evans
Council meeting to agree final budget	February 2009	A Evans

10 RECOMMENDATION

- 10.1 That Members note the provisional level of Assembly revenue funding for the next financial year together with the impact upon the draft budget requirement.
- 10.2 That Members note the progress to date regarding the delivery of cost savings/increased income for 2009/10.

DENBIGHSHIRE COUNTY COUNCIL		APPENDIX 1									
Budget 2009/10 to 2012/13											
		-1-	-2-	-3-	-4-	-5-	-6-				
		2009/10	2009/10		2009/10		2009/10				
Budget	Budget	Net	Inflation	Committed	Service	Projected	%				
gross spend	income	Budget	3%	Changes	Pressure	Budget	Increase				
2008/9	2008/9	2008/9	2009/10	2009/10	2009/10	2009/10	2009/10				
£k	£k	£k	£k	£k	£k	£k	£k				
Lifelong Learning - Schools budgets	57,163	4,386	52,777	1,577		290 (1)	54,644	3.54			
- Schools budgets Performance grant	281	281	0				0				
- Other Education	18,587	4,373	14,214	434		653 (2&3)	15,301	7.65			
- Other Educ Performance grant	37	37	0				0				
- Libraries & Leisure	10,312	5,300	5,012	150	-20		5,142	2.60			
- Corporate services	319	49	270	12			282	4.28			
Environment	39,756	17,436	22,320	679	-98	250 (4)	23,151	3.72			
- Envir Performance grant	126	126	0				0				
- Culture, tourism & heritage	2,222	0	2,222	63			2,285	2.84			
Social Services & Housing	55,872	17,170	38,702	1,168		500 (5)	40,370	4.31			
- SS & H Performance grant	219	219	0				0				
Resources	10,135	3,022	7,113	197	-50	200 (6)	7,460	4.87			
- Resources Performance grant	82	82	0				0				
County Clerk	2,164	588	1,576	44		50 (7)	1,670	5.99			
	197,275	53,069	144,206	4,325	-168	1,943	150,306	4.23			
Corporate	4,549	640	3,909	96	-80		3,925	0.40			
- Corp Performance grant	0	313	-313		313		0				
Fire/Sea Fisheries levies	4,347	0	4,347	241	0		4,588	5.54			
Capital Finance/Interest received	12,236	1,500	10,736			350 (8)	11,086	3.26			
Contingency for Single Status *	1,573	0	1,573				1,573	0.00			
Contribution to Reserves	570	0	570		0		570	0.00			
Further Efficiency Savings *	0	0					0	0.00			
	220,550	55,522	165,028	4,662	65	2,293	172,048	4.25			
2. Level of Funding											
W A G funding			129,125	2,583		1,468	133,176	3.14			
Deprivation grant			169	4			173	2.00			
Use of reserves			50				50	0.00			
LABGI			248		-248		0	-100.00			
			129,592	2,587	-248	1,468	133,399				
Council Tax yield			35,436	2,075	313	825	38,649	9.07			
			165,028	4,662	65	2,293	172,048	4.25			
* Note : to be apportioned over service budgets			ASSUMPTIONS/IMPACTS								
			Increased Council Tax collection requirement				9.1%				
			Revenue Support Grant				1.22%				
			Business Rate								
							£k				
			1. Final year of phased increase for Secondary Schools				290				
			2. Impact of Cambridge review (inc Prud Borrowing)				500				
			3. Change in School Transport criteria (WA				153				
			4. Landfill Tax increase				250				
			5. Demographic pressures				500				
			6. ITC services pressures (inc Prud Borrowing)				200				
			7. Increase Legal services capacity				50				
			8. Prudential Borrowing for Highways & Flood Defence.				350				
									Budget		
									Increase		
			SAVINGS TARGETS TO DELIVER LOWER COUNCIL TAX						£k		%
			2% Increase in C/Tax						2,500		1.85
			2.5% increase						2,320		1.95
			3% increase						2,150		2.06
			3.5% increase						1,970		2.17
			4% increase						1,790		2.27
			4.5% increase						1,620		2.38
			5% increase i.e. CAP						1,440		2.49

	-1-	-2-	2010/11 -3-	-4-	-5-	-6-
	Projected Budget 2009/10 £k	Inflation 3% 2010/11 £k	Committed Changes 2010/11 £k	Service Pressure & Growth £k	Projected Budget 2010/11 £k	% Increase
Lifelong Learning - Schools budgets	54,644	1,639		0	56,284	3.00
- Other Education	15,301	459		500 (1)	16,261	6.27
- Culture & Leisure	5,142	154			5,297	3.00
- Corporate services	282	8			290	3.00
Environment	23,151	695		500 (2)	24,346	5.16
- Culture, tourism & heritage	2,285	69			2,354	3.00
Social Services & Housing	40,370	1,211		850 (3)	42,431	5.11
Resources	7,460	224			7,683	3.00
County Clerk	1,670	50		50 (4)	1,771	5.99
	150,306	4,509	0	1,900	156,716	4.26
Corporate	3,925	118			4,042	3.00
Fire/Sea Fisheries levies	4,588	184			4,771	4.00
Capital Finance/Interest received	11,086	0		350 (5)	11,436	3.16
Contingency for Single Status *	1,573	0	0		1,573	0.00
Contribution to Reserves	570	0			570	0.00
Further Efficiency Savings *	0		0		0	0.00
	172,048	4,809	0	2,250	179,108	4.10
2. Level of Funding						
W A G funding	133,176	2,930			136,105	2.20
Deprivation grant	173	4			177	2.31
Use of reserves	50				50	0.00
LABGI	0				0	0.00
	133,399	2,934	0	0	136,332	2.20
Council Tax yield	38,649	1,875	0	2,250	42,774	10.67
	172,048	4,809	0	2,250	179,108	4.10
ASSUMPTIONS/IMPACTS						
Increased Council Tax collection requirement					10.6%	
Revenue Support Grant					2.2%	
Business Rate					2.2%	
						£k
1. Impact of Cambridge review (inc Prud Borrowing)						500
2 a) . Landfill Tax increase						250
2. b). Waste Management						250
3 a). Reduced Supporting People grant						350
3. b) Demographic pressures						500
4. Increase Legal services capacity						50
5. Prudential Borrowing for Highways & Flood Defence.						350
						Budget Increase
SAVINGS TARGETS TO DELIVER LOWER COUNCIL TAX					£k	%
2% Increase in C/Tax					3,350	2.15
2.5% increase					3,150	2.27
3% increase					2,950	2.38
3.5% increase					2,750	2.5
4% increase					2,550	2.62
4.5% increase					2,350	2.73
5% increase i.e. CAP					2,150	2.85

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR R W HUGHES, LEAD MEMBER FOR PERSONNEL AND BUSINESS MANAGEMENT

DATE: 21 OCTOBER 2008

SUBJECT: ROUTINE REPORTING ON PERSONNEL

1 DECISION SOUGHT

For Members to note the enclosed report on Personnel Statistics.

2 REASON FOR SEEKING DECISION

2.1. In September 08 the number of actual staff employed has increased to 4607 this equates to 3907 full time equivalents (FTE) which is an increase from the previous month. In September there were 159 new starters to DCC, the majority of which were in the Lifelong Learning Directorate, within Schools. Augusts figure for number of staff was low due to the impact of staff leaving the employment of schools at the end of the school year, and likewise Septembers figure for the number of staff has increased dramatically due to the number of appointments for the new school year. The increase of just over 100 staff between July and September is due to the increase of staff in schools. There were 30 leavers spread across all Directorates, 7 of which left for positions outside of DCC, with 4 declining to specify why they had left, other reasons included personal reasons, age retirement, end of fixed term contracts, redeployment, redundancy and one ill health termination/dismissal.

		Number of staff	FTEs
Jan	2008	4582	3793
Feb		4581	3790
Mar		4563	3777
April		4540	3769
May		4525	3769
June		4476	3786
July		4490	3806
August		4398	3730
September		4607	3907

The information contained within this table has been broken down by Directorate and Service for July, August and September 08 and is contained in appendix A.

It should be noted that the number of staff and the number of starters and leavers will never correlate this is because starters and leavers equate to number of employments rather than actual people. It should also be noted that the data is only accurate on the day the report is run as new data is added to the system on a daily basis.

- 2.3 We are still not in a position to run Absence reports. However, this issue has been escalated to Board level at Midland with the Managing Director taking responsibility for the issue to be resolved. We anticipate being able to run reports to provide Cabinet an update on 21 October. The recruitment process for the Personnel Officer responsible for sickness absence is underway and we hope to appoint in the near future.
- 2.4 Joint Agency Project between Wrexham, Flintshire and Denbighshire. Matrix will be the provider of a Master Vendor service for agency staff. This will give us efficiency savings of £240k per annum based on our current use of agency staff, single point of contact which will improve our processes and give us management information to manage our effective utilisation of agency staff. The contract is in the process of being signed. It is anticipated that Denbighshire will come on stream in January 2009.

Appendix B show's the current breakdown by department of Agency Staff.

3 POWER TO MAKE THE DECISION

- 3.1. Section III of the Local Government Act 1972

4 COST IMPLICATIONS

- 4.1. There are no significant cost implications associated with the preparation of this information.
- 4.2. Additional costs are involved in the implementation of the payroll system and also in developing the interface between the time recording system and the HR system.

5 FINANCIAL CONTROLLER STATEMENT

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

6 CONSULTATION CARRIED OUT

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

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

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

8 ACTION PLAN

ACTION	BY WHOM	BY WHEN
Introduction of quality assurance programme	G Humphreys	30.09.2008
First report	G Humphreys	31.10.2008
Review of current Performance Appraisal form to identify possible simpler approach	G Humphreys	30.09.2008
Review of overall Performance Appraisal methodology	L Atkin	31.03.2009

9 RECOMMENDATIONS

- 9.1. Members note the information considered in this report and identify issues which future reports should focus upon.

Number of Actual Staff & FTE by Service and Directorate

	July		Aug		Sept	
	Actual	FTE	Actual	FTE	Actual	FTE
CE/CC	54	48.67	53	47.67	54	48.67
Resources	316	296.31	312	293.17	314	294.77
Central personnel	35	33.5	35	33.5	37	35.5
ICT	49	46.52	46	43.52	46	43.52
Finance	175	164.44	174	163.9	175	164.5
Int Audit	11	11	11	11	11	11
Customer Care	32	26.98	32	27.37	31	26.37
Strategic Policy	12	11.86	12	11.86	12	11.86

Environment	1018	809.39	1013	807.25	1032	815.74
Development Services	78	77.23	76	75.23	75	74.23
Environmental Services	544	392.46	552	400.87	572	410.71
Finance & Performance	130	92.64	127	91.69	124	88.27
Planning and Public Protection	110	104.41	108	102.21	111	105.68
Tourism	92	79.53	86	74.4	87	75.02
Transport and Infrastructure	72	62.38	71	62.11	69	60.84

Lifelong Learning	2362	1947.6	2279	1879.64	2468	2040.82
Archives	2	2	3	2.6	3	2.6
Heritage	2	1.54	2	1.54	2	1.54
Library	79	61.51	78	60.85	77	60.42
Partnership & Inclusion	240	199.78	237	197	235	195.38
Policy and Performance	24	23.31	24	23.31	23	22.57
Records Management	4	3.35	4	3.35	4	3.35
School Improvement	81	76.5	78	74.09	79	75.09
Schools	1935	1579.56	1858	1516.43	2051	1679.67

Social Services	790	708	784	702.43	789	708.91
Adult Services	541	471.89	536	466.14	538	469.63
Business Support	43	40.78	44	41.78	45	42.54
Children's Services	109	102.04	108	102.22	108	102.72
CYPP	4	4	4	4	6	6
Housing	93	87.89	92	86.79	91	86.53

It should be noted that the service figures will never add up to the Directorate total as some staff have more than one job in different services. The actual total's are the number of staff employed in that service, the Directorate totals are the number of staff employed in the Directorate. Likewise the Directorate totals will never add up to the DCC figure for the same reason as some staff have jobs in different Directorates.

SERVICE	Sept 22nd to 26th 2008	Number of Agency Staff		Over 6 mths FT/PT	
		Full Time	Part Time		
LIFELONG LEARNING					
SCHOOL IMPROVEMENT		3	0	1	To provide cover until permananet member of staff appointed. 3 admin staff down at present.
PARTNERSHIPS & INCLUSION		1		1	Head of Service
POLICY & PERFORMANCE		nil			
CORPORATE COMMUNICATIONS		nil			
CORPORATE DIRECTOR		1		1	
CHIEF EXECUTIVES DEPARTMENT					
COUNTY CLERKS					
RESOURCES					
AUDIT		nil			
PERSONNEL		1			
ICT		nil			
CUSTOMER CARE		nil			
FINANCE		1			This post covers a Finance Technician who is seconded to a high school, due to finish end of September
ENVIRONMENT					
TOURISM, HERITAGE & COUNTRYSIDE					
NANTCLWYD Y DRE		nil	2	2 p/t	
DEVELOPMENT SERVICES					
MANAGEMENT		nil	1	1 p/t	Principal Property Manager
CONSERVATION		nil	1	nil	Senior Conservation Officer
BUILDING SERVICES		8	3	6f/t 3p/t	Surveyors - M&E, Building, Asbestos, Repairs Clerk, Clerk of Works
DESIGN AND DEVELOPMENT		12	0	11	Surveyors - M&E, Building, QS
VALUATION & PROPERTY		2			Maternity leave and Secondment to Unison
ENVIRONMENTAL SERVICES		24	2	8	Mostly on seasonal work
FINANCE AND PERFORMANCE					
PASSENGER TRANSPORT		0	1		PT 0.6
PLANNING AND PUBLIC PROTECTION					
FOOD & H&S TEAM		1		1	1 long term Agency staff covering for a number of vacancies. As Team approaches full staffing levels Agency worker should finish soon.
HOUSING ENFORCEMENT		1	1	1p/t	Paid for from Performance Improvement Grant. Most efficient use of resources given temp. nature of funding
ADMIN		1		1	Cover for long term vacancies and secondment to support specific functions elsewhere in the Service. Based in Russell House
BUILDING CONTROL		1			Cover due to number of vacancies & 1 long term sickness.
TRANSPORT AND INFRASTRUCTURE		14	1	12 ft 1pt	Technical engineers working on projects
SOCIAL SERVICES & HOUSING					
HOUSING		1	0	0	1 covering for member of staff on secondment.
ADULT SERVICES		12	4	4	'Mental Illness 1 (grant), 1 LD. 1 S.People admin. 1 p/t Welfare Rights, Admin 5 (2 p/time), First Contact 2, 2 HSCWB (grant), 1 OT Admin. 1 OT Locum, 0.5 Cesi Pooled Budget.
BUSINESS SUPPORT & DEVELOPMENT					
		0	1	0	1 part time staff development
CHILDRENS' SERVICES					
		9	5	1 (part time) (12 full time)	1 Team Manager, 1 Safeguarding and Reviewing Officer (21 hours), 5 Social Workers (1 part time), 2 Family Support Workers (covering long term sickness which is being managed), 2 Personal Advisors, 3 part time Administrators

As per previous Cabinet reports - Children's Services have been unable to attract Senior, experienced Social Work staff to Social Services and are, therefore, 'growing our own.' This is part of a planned strategy and experienced Agency staff have been utilised in order for Children's Services to deliver fully on its improvement plan and transform key performance indicator (KPI) performance. Some Agency staff are to deliver a targeted piece of work and are, therefore, only on a temporary basis, ie. reducing the number of 'Children Looked After'. Some of the Family Support Workers are covering long term sickness, which is being managed, and the Personal Advisor is covering the findings of a recent judicial review against Caerphilly, pending the development of a service and permanent recruitment of such advisors.

AGENDA ITEM NO: 13**CABINET: FORWARD WORK PROGRAMME**

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
Routine Reporting on Personnel	Councillor R W Hughes L Atkin / G Humphreys
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Hyfrydle Action Plan	I R Miller Chief Executive
Consideration of Revised Affordable Housing Policies	Councillor P A Dobb P Quirk
Charging for Post 16 School Transport	Councillor E W Williams H Griffin
Planning Policy Priorities	Councillor E W Williams L Griffiths
Tesco Planning Application Revised Delegation Scheme	Councillor E W Williams Paul Meade
Biodiversity Duty	Councillor D A J Thomas Huw Rees
North Wales Waste Partnership – Approval of Project Initiation Document – Residual Waste Management Project	Councillor E W Williams S Parker
Application for Grant of a Lease for the Scala	Councillor P J Marfleet D Mathews / Catrin Jones / Alan Jones
Procurement of Vehicle Trackers	Councillor E W Williams Brian Evans / Graham Taylor
Quarterly Performance Review	Councillor P J Marfleet J Williams
16 DECEMBER 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 policies re schools for consultation	Councillor H H Evans M Mehmet – J Walley
Award of contract for the Management of Denbighshire's Recycling Parks (April 2009 onwards)	Councillor E W Williams S Parker
13 JANUARY 2009	
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
27 JANUARY 2009	
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
17 FEBRUARY 2009	
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
Quarterly Performance Review	Councillor P J Marfleet J Williams
24 MARCH 2009	
Revenue Budget Monitoring Report 2008-2009	Councillor J Thompson Hill R Parry
Capital Plan	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
28 APRIL 2009	
Revenue Budget Monitoring Report 2008-2009	Councillor J Thompson Hill R Parry
Capital Plan	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
Joint Denbighshire and Conwy Safeguarding Children Board (SCB) – Annual Update	Councillor M M Jones N Ayling
26 MAY 2009	
Revenue Budget Monitoring Report 2008-2009	Councillor J Thompson Hill R Parry
Capital Plan	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
Quarterly Performance Review	Councillor P J Marfleet J Williams

CABINET: DELEGATED DECISIONS

OCTOBER 2008	
Award for a contract for an LD Community Living Contract in North Denbighshire	Councillor P A Dobb Alison Heaton
Request for an exemption from the Councils Standing Orders in respect of Highway Inventory Collection	Councillor E W Williams B Cook
Smoking Policy for Foster Carers	Councillor M M Jones David Hynes
NOVEMBER 2008	
Corporate Procurement Strategy Approval	Councillor J Thompson Hill A Staples
DECEMBER 2008	
Special Guardianship	Councillor M M Jones David Hynes
JANUARY 2009	
FEBRUARY 2009	
MARCH 2009	
Approval of the social care workforce development bid to the Welsh Assembly.	Councillor P A Dobb R Hayes
APRIL 2009	