

**CABINET**

Minutes of the Cabinet meeting held at 10.00 a.m. on Tuesday 17 February 2009 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, J B Bellis, G M Kensler and D I Smith.

**ALSO PRESENT**

Acting Chief Executive; Corporate Director: Environment; Corporate Director: Social Services and Housing; Interim Corporate Director: Lifelong Learning, Legal Services Manager and the Financial Controller.

**APOLOGIES**

County Clerk.

Chair: Councillor H H Evans chaired the meeting. Councillor Evans reminded Members that it was important to keep to the point and not to duplicate statements made by other Members. He reminded Observer Members that he would only take questions, not statements, on the reports.

**1 URGENT MATTERS**

There were no urgent items.

**2 MINUTES OF THE CABINET MEETING 27.01.2009**

The Minutes of the Cabinet meeting held on 27 January 2009 were submitted.

Item 17 Capital Plan: Report of 16.12.2009 - Councillor J Thompson Hill agreed to provide Councillor Hughes with an explanation of the details of the scheme Victoria Bridge Refurbishment project.

Item 4 Modernising Education Policy Framework – Councillor H H Evans informed Members that the Outline Strategic Plan would be presented to Cabinet in March 2009.

Item 7 Consultation Document on Destination Marketing and Management in Wales: Councillor P J Marfleet said as no outcomes had been included in the resolution on the draft response, he asked for Members' agreement to include a specific action for officers to explore this matter.

**RESOLVED** that, subject to the above, the Minutes of the meeting held on 27 January 2009 be approved as a correct record and signed by the Leader.

### **3 UPDATE ON ACTION PLAN IN RESPONSE TO HYFRYDLE INSPECTION**

The Acting Chief Executive presented the report for Cabinet to consider progress against the Action Plan as detailed in the appendix attached to the report. The Action Plan would be incorporated into the Corporate Governance Action Plan in due course. A large number of staff would be involved regarding the implementation and training on project management as a result of the Authority having approved the corporate strategy and methodology. Recommendation 4.2 was being progressed by the Head of Personnel.

In response to a query from Councillor R W Hughes, the Acting Chief Executive confirmed that Internal Audit would be working on various aspects of the project management process, particularly in regard to risk.

Members discussed various aspects of the Action Plan and agreed it was important to learn from the analysing process. It was agreed that more updates were required to ensure delivery, not only specifically as to the future of the site in question but to the actual processes involved. The Corporate Director: Social Services and Housing said options would be appraised following the recently held workshop and timescales would then be set following agreement to the process.

The Acting Chief Executive agreed with Councillor D I Smith's suggestion that set dates be included to ensure that progress could be measured as Councillor Smith felt "ongoing" in paragraphs 1.2 and 1.3 were meaningless, particularly, for example, when cross referenced with paragraph 3.2 and 3.3 .

Councillor G M Kensler congratulated the Senior Project Manager and team for their well-run, professional workshop.

**RESOLVED** that Members note the progress against the Action Plan as detailed in the report.

### **4 MONITORING PERFORMANCE AGAINST DIRECTORATE BUSINESS PLANS: QUARTER 3 2008-2009**

Councillor P J Marfleet presented the report for Members to consider the performance of each Directorate against their Directorate Business Plans as detailed in the report for the third quarter of 2008/09 and to agree where action was needed to be taken in response to current slippage against the agreed targets, projects and outcomes for

2008/09. The report was intended to increase accountability for each Corporate Director and had to include key outcomes. He said comments would be welcomed as to whether Members felt the information provided was meaningful. Staff absence levels were still of concern and the Lead Member for Personnel advised that she would be commenting later in the meeting when the Personnel report was to be discussed. It was important that information be provided on where the absences were, which departments were involved and then a plan be formulated to ensure improvement followed so that absence levels reduced.

Councillor H H Evans referring to the good progress being made across Lifelong Learning, said improvements would continue to be made and thanked staff for their hard work.

Councillor E W Williams informed Members that 24 officers and Members had visited waste sites at Ludlow and Walsall to see how their waste was dealt with. The visit had been of great benefit to all and he thanked officers for their time. Although one or two indicators were below the required level, work was in hand to ensure improvements. Councillor Williams referred to the fleet tracking system being introduced across the County, which would lead to savings.

Referring to the content of the report, Councillor R W Hughes said it had now become substantial and she asked whether Members wished to have narrative in the report or whether the information should be provided in the form of a summary. An informal discussion was required which would link the indicators to the Cabinet Member Portfolios and Objectives. Regarding the level of sickness absence, Councillor Hughes said a detailed report would be presented at the next Cabinet.

Councillor P A Dobb informed Members that whilst LP1 10 was a little below target, the target would be addressed once the PARIS system was fully operational. Adult Services in general were performing well. The average number of calendar days taken to let permanent accommodation had increased owing to vacant properties being refurbished.

The Head of Strategic Policy informed Members that much of the report had been structured in response to the Corporate Governance Inspection on what the outcomes were for the organisation. Outcomes for 2009-2010 were currently being considered and she asked whether Members would wish to focus on any dips in performance. She said £1m would be provided by the Improvement Agreement and unless the targets were met this would be subject to clawback. It was important that the Corporate Project Methodology was followed.

The number of businesses receiving grants and number of jobs created were on target but Councillor D A J Thomas said these would be monitored more closely as a result of the recession. Visits to schools to provide education about the Local Biodiversity Action Plan would continue and Members would also be given the opportunity to receive this information either through information being provided at Planning or County Council or through training.

Councillor M M Jones reported that out of 15 Indicators she had 3 which were not performing well but most of those were still above the Welsh average. She hoped to ensure that improvements were made to Corporate Parenting. In response to a question from Councillor H H Evans on whether progress had been made following the Children's' Service Performance Clinic, the Corporate Director: Social Services and Housing said a meeting was soon to be held with the Leader and Lead Member to discuss further issues. She agreed that although Denbighshire was above the Welsh average, the issues were still sensitive, in particular Indicators SCC/011a and b. However, she cited some instances where it was not appropriate for children to be seen alone and that performance indicator would not necessarily reach 100%. The core assessments were steadily improving.

Councillor D I Smith suggested that if targets had not been met by the 3<sup>rd</sup> quarter, then they would not be met. He asked for assurance that staff appraisals would be achieved by the time of the Estyn Inspection in March 2009. Councillor R W Hughes agreed information on the number of staff appraisals carried out would be presented to the next Cabinet meeting. Councillor P J Marfleet said it was important to ensure that the reporting system had been updated in regard to the appraisals carried out.

Regarding the 6 Area Profiles, Councillor H H Evans assured Councillor G M Kensler that the information would be presented at meetings appropriate to the 6 areas.

**RESOLVED** that Cabinet notes the Quarterly Performance Report and identifies any issues which require further discussion and/or remedial action.

## **5 CHANGES TO SOCIAL CARE CHARGES**

[Councillor S Frobisher and Councillor R W Hughes declared an interest in the item and did not take part in the discussion or vote thereon )

Councillor P A Dobb presented the report seeking Members' agreement to the proposed changes to the Charging Policy including the introduction of new charges. Councillor Dobb detailed the reasons for seeking the introduction of charges and said that although unwelcome it was essential for the Department to be able to continue to fund services and meet increasing demand.

Councillor Dobb detailed the increase to £3.50 per week (£15 per calendar month) for Telecare and the entitlement to a Fairer Charging Assessment. Details would be provided to those who would be exempt from charges. By November 2008, 368 had already been installed, close to 50% more than anticipated. Of the currently 1218 sheltered properties owned by the Council, virtually all of the tenants received support from a resident or contact warden. In some cases this was an emergency Careline only, most received support and a regular visit from the Warden with about 120 tenants receiving additional housing support. Only new tenants from 01.04.2009 would be charged unless exempted on income grounds.

Councillor Dobb also referred to the comments by an Assembly Member in the Daily Post and suggested that a response should be made to these comments in order to ensure accurate information was provided for residents across the County.

Responding to queries from Councillor P J Marfleet, the Corporate Director: Social Services and Housing agreed Telecare could be a more cost effective option than providing care and said it was essential to invest in its expansion. Denbighshire was the first Authority in North Wales to seek agreement to charges but other Authorities who did charge were levying similar rates. All Councils were affected by the ending of the WAG Telecare grant in March 2009. In terms of sheltered warden services, only new tenants would be charged, which would bring them in line with those who had housing association landlords. The Social Services and Housing Scrutiny Committee had recently discussed the issue and although they would prefer not to impose charges, they understood the reasons why charges were now necessary.

Councillor Dobb reported on the mental health day care services provided and said issues still remained in quantifying the support in terms of social care, as health services were free of charge. It was not possible to implement charging for those services before April 2009 and affected service users would be advised of the intention to charge as soon as possible to allow time for waivers to be applied if appropriate.

Members agreed the Daily Post be asked for balanced reporting as this could have an impact on older people. All agreed the Authority had a duty of care and it was irresponsible for others to scaremonger in the media.

**RESOLVED** that Cabinet agree:

- 1 the Social Services Department should implement charges for Mental Health Services in April 2009
- 2 Telecare Charges should be set at £15.00 per calendar month from April 2009
- 3 the proposed charges for Supporting People Services, particularly in respect of Warden Services for all new applicants for those services after April 2009
- 4 to approve of the intention to increase other charges by inflation alone for the forthcoming year.

## **6 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 suggested an in-year revenue surplus of £285k would be generated by the end of the financial year, which was £147k less than originally forecast in February 2008. The Authority was on target with its major refurbishment programme.

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

## 7 HOUSING REVENUE ACCOUNT BUDGET & CAPITAL PLAN 2009-2010

[Councillor D A J Thomas declared a personal but not prejudicial interest in the item.]

Councillor P A Dobb presented the report for Members to adopt the Housing Revenue Account Budget (Appendix 1 to the report) and Capital Programme (Appendix 3 to the report) for 2009/10. Members were asked to agree: rents for Council dwellings be increased in accordance with the Rent Setting Policy in Section 2.2.7 of the report (average 5.3%) from Monday 6th April 2009; rents for leased properties be fixed in accordance with paragraph 2.4.3 of the report; rents for Council garages be increased by £0.15 to £5.30 (3%) per week with effect from Monday 6th April 2009 and that heating charges be increased by 10% in accordance with section 2.6.3 of the report with effect from Monday 6th April 2009. In particular, Councillor Dobb detailed:

- ❖ Balances at the year end were forecast to be £990,953
- ❖ Rents - there were still some 286 tenants paying below average rents and the increase would affect only 35% of the Authority's tenants
- ❖ Leasing – WAG had indicated that the funding for leased properties for homeless people may be frozen at 2008-09 levels and cease from April 2010
- ❖ Right to Buy – only one sale forecast

The Head of Housing Services said there was an increase of 9.8% in the Management and Maintenance Allowance and this would compensate for the reduction in the number of the Right to Buy sales. The Major Repairs Allowance would not increase with inflation. He confirmed a waiting list of approximately 3000 with in the region of 200 vacancies per year and said the increase in mortgage repossessions were likely to increase the number of homeless. He informed Members that the Tenant Liaison Officer would deal with any complaints from tenants regarding refurbishment of properties and that these complaints would be collated with complaints in other departments. In response to a query from Councillor S Frobisher, the Head of Housing Services confirmed that smaller accommodation was offered to those tenants whose circumstances had changed and who might wish to “downsize” but the Authority could not compel tenants to move.

**RESOLVED** that Cabinet:

- 1 *adopts the Housing Revenue Account Budget (Appendix 1 to the report) and Capital Programme (Appendix 3 to the report) for 2009/10*
- 2 *agrees rents for Council dwellings be increased in accordance with the Rent Setting Policy in Section 2.2.7 of the report (average 5.3%) from Monday 6th April 2009*
- 3 *agree rents for leased properties be fixed in accordance with paragraph 2.4.3 of the report*
- 4 *agree rents for Council garages be increased by £0.15 to £5.30 (3%) per week with effect from Monday 6th April 2009*
- 5 *agree heating charges be increased by 10% in accordance with section 2.6.3 of the report with effect from Monday 6th April 2009.*

## **8 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.

The latest projections for the current financial year were for an overall underspend of £141k, a substantial improvement on the earlier projected position. Councillor Thompson Hill said he was pleased to report that the clawback on the Mentro Allan project would not be implemented. Both Social Services and Housing and Environment were reporting underspends of £336K and £65K respectively. The Authority was continuing to take steps to protect itself in the current economic climate and potential borrowing refinancing was being monitored closely. However, the Authority's investment income would be affected because of the low interest rates.

Councillor H H Evans thanked J Groves, the new Head of Leisure Services for his work on the Mentro Allan project.

In response to Councillor Marfleet's comments on the projected outturn and assurances sought on the underspends being reflected in budgets for the following year, the Financial Controller said services would have to downsize and be better managed in future years with underspends carried forward used to bridge any emerging funding gaps.

The Corporate Director: Environment suggested that figures did not reflect what was happening within services, for example, the County had carried out 118 separate gritting operations so far this winter compared to 62 last year. This expenditure could not be prescribed for and departments were not filling vacant posts to help fund pressures. The same issues applied to budgets for children in care or SEN services.

The Corporate Director: Social Services and Housing said the £336k underspend carried forward from the previous year meant the Directorate was able to cover in year pressures. The Learning Disability service could also have resulted in an overspend. The Directorate managed its budgets prudently.

Councillor D A J Thomas welcomed the news that Mentro Allan funding would not be clawed back. However, he said it was essential that officers and Members knew what went amiss with the project to ensure lessons were learnt - if lessons were not learnt it was possible something similar could happen to other projects which could result in astronomical clawback of grants. The Interim Corporate Director: Lifelong Learning agreed lessons should be learnt and said the Head of Leisure Services would provide a detailed Part II report for the March Cabinet.

Following a query from Councillor S Frobisher on the school meals' service, Councillor Dobb confirmed that a report would be presented to Cabinet in March.

**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. Members agreed a report be provided to the March 2009 Cabinet as detailed above.

At this juncture (11.30 a.m.) the meeting adjourned for 10 minutes to allow Members to participate in refreshments.

## **9 ROUTINE REPORTING ON PERSONNEL**

Councillor R W Hughes presented the report for Members to note the statistics on Personnel. She drew Members' attention to the increase in staff numbers over the past 2 years and suggested consideration be given to see whether work areas were changing. Referring to the sickness absence figures, Councillor Hughes said an updated report would be presented to the March Cabinet.

Councillor H H Evans referred to the 221 extra staff in the 2 year period January 2007 to January 2009 and enquired as to what these staff were doing, was the increase as a result of bureaucracy, were the posts WAG funded etc. Information was required on the reasons for all the extra posts. Councillor Marfleet referring to the fact that 52% of staff were on sick leave on Mondays or Fridays, said the trends had to be reversed.

Councillor S Frobisher enquired as to whether posts were still being filled as there was a vacancy control procedure was in place. Councillor Hughes said some posts were essential and had to be filled. An update report would be available at the next Cabinet meeting which would include information on headcount, sickness and performance appraisals.

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

## **10 CABINET FORWARD WORK PROGRAMME**

Councillor R W Hughes presented the Cabinet Forward Work Programme.

Members agreed with Councillor E W Williams' suggestion that the Interim Planning Guidance for West Rhyl be presented to County Council rather than Cabinet.

Members note the May 2009 Cabinet Revenue Budget report should read 2009-2010.

**RESOLVED** that Cabinet note the Cabinet Forward Work Programme, as amended.

## **11 URGENT ITEMS**

There were no Urgent Items.



## **PART II**

### **EXCLUSION OF PRESS AND PUBLIC**

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

### **12 NETWORK AND SECURITY COLLABORATIVE TENDER: CONTRACT AWARD**

Councillor P J Marfleet presented the report for Cabinet to authorise the Head of ICT to appoint three companies on to the Network and Security framework agreement for the design, procurement, installation, maintenance and support of the Authority's Network and Security Infrastructures.

**RESOLVED** that Cabinet authorise the Head of ICT to appoint the companies named in the report on to the Network and Security framework agreement for Denbighshire County Council to start on 1 April 2009 for three years with an option to extend for a further year.

### **13 SEGRWYD, NANTGLYN FLOOD ALLEVIATION SCHEME**

Councillor E W Williams presented the report seeking Members' approval for the use, by the Chief Executive and all officers of the Council designated by him for that purpose, of powers under the Land Drainage Act 1991, in order to gain entry to land in private ownership to implement the Segrwyd, Nantglyn Flood Alleviation Scheme and generally in relation to future land drainage schemes.

Councillor Williams confirmed that Local Members would be consulted on future land drainage schemes.

**RESOLVED** that Cabinet approve the use, by the Chief Executive and all officers of the Council designated by him for this purpose, of powers under the Land Drainage Act 1991, in order to gain entry to land in private ownership to maintain and improve existing works and to construct new works specifically in relation to the Segrwyd Nantglyn Schemes and generally for future land drainage schemes, with Local members being consulted on future schemes .

### **14 RECOMMENDATIONS OF THE CAPITAL STRATEGY GROUP**

Councillor J Thompson Hill presented the report seeking Cabinet recommendation to Council of the revised scoring criteria, the projects shown in Appendix 2 to the report be included in the 2009/10 Capital Plan and that the working arrangements shown in paragraph 2.16 of the report be put in place.

Councillor Thompson Hill said it was essential for various departments to work together, for example school meals provision and schools maintenance. Although no new monies had been awarded for the property and accommodation review, funding had been awarded in 2008-09 to carry out initial works with the balance required being funded through the disposal of assets in the future. The asbestos work to public buildings bid had been agreed funding for the next 3 years but if further funding was required a report would be brought to Cabinet. The bid for works at the Royal International Pavilion, Llangollen had not been awarded funding at this time as further options appraisals were required in order to consider a wider project with partners. He detailed comments from Resources Scrutiny Committee on the costs of providing laptops and printers for Members.

Members discussed the contingency budget and noted that any unused monies were allocated to the following year's Capital Plan. Councillor Williams suggested the reinstatement of the Community Projects allocation of £150k with the allocation of the funding being dependent on the projects meeting the requirements of the Council's Priorities. He suggested the possibility of funding the £150k by allocating completion of some other works over a period of 4 rather than 3 years and asked that officers consider the issue before the report was presented to Council.

Councillor P J Marfleet agreed in principle with Councillor Williams and supported the scoring process. Councillor H H Evans agreed and said the Statement of Intent would include being closer to communities and this would be one way of achieving that. Councillor R W Hughes supported the work of the Capital Strategy Group and agreed it should be possible to fund £150K for community projects. She asked that Local Members be reminded of the opportunity to attend to participate where appropriate and support the process. Councillor J Thompson Hill suggested the £150k could be taken from the £1m contingency funding as the full contingency funding had not been used in previous years, with the projects approved having to be related to the outcomes of Priorities. Councillor P A Dobb agreed the funding should be in line with the Priorities and be substantial enough to make a difference if possible, being carried out as economically as possible by officers administering the funding.

Following discussion, it was agreed Environment Scrutiny Committee consider revision of the criteria to take account of the need for projects having to meet the Council's Priorities.

***RESOLVED that Cabinet recommend to Council:***

- 1 *the revised scoring criteria*
- 2 *the projects shown in Appendix 2 to the report be included in the 2009/10 Capital Plan*
- 3 *that £150k be allocated for Capital Community Funding from the Contingency Fund with Environment Scrutiny considering revision of the criteria to take account of the need for projects having to meet the Council's Priorities*
- 4 *that the working arrangements shown in paragraph 2.16 of the report be put in place.*

## 15 CAPITAL PLAN 2008-2009

Councillor J Thompson Hill presented the report for Members to note the latest position on the 2008/09 element of the Capital Plan. Members were asked to approve the use of School Building Improvement Grant (SBIG) totalling £171K brought forward from 2009/10, an additional schools capital project as included in paragraph 2.3 of the report; note the Local Investment Fund (LIF) Convergence project as included in paragraph 2.3 of the report and approve the proposal to set aside part of the former landfill site, Marsh Road, Rhyl for use as a cycleway/BMX track as included in paragraph 2.3 of the report. Members were also asked to approve the scheme to replace the perimeter fencing, and the installation of a replacement playing surface at Rhyl Leisure Centre All Weather Pitch.

Members discussed the Cycleway / BMX Track which could be created in Marsh Road, Rhyl following the redevelopment of the recycling park. The Cycling Association would be managing the new facility

**RESOLVED** that Members:

- 1 *note the latest position on the 2008/09 element of the Capital Plan*
- 2 *approve the use of School Building Improvement Grant (SBIG) totalling £171,000 brought forward from 2009/10 on additional schools capital project as included in paragraph 2.3 of the report*
- 3 *note the Local Investment Fund (LIF) Convergence project as included in paragraph 2.3 of the report*
- 4 *approve the proposal to set aside part of the former landfill site, Marsh Road, Rhyl for use as a cycleway/BMX track as included in paragraph 2.3*
- 5 *approve the scheme to replace the perimeter fencing and the installation of a replacement playing surface at Rhyl Leisure Centre, All Weather Pitch.*

The meeting concluded at 12.45 p.m.

REPORT TO CABINET

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

DATE: 24 March 2009

SUBJECT: The Transformation of Post 16 Education and Training in Denbighshire

**1 DECISION SOUGHT**

Members to note the progress on the development of a Strategic Outline Programme by the Interim Denbighshire Learning Partnership (**annex 1**) for submission to the Welsh Assembly Government.

Following approval from the Welsh Assembly Government, members to note that the WAG will fund the engagement of consultants to facilitate progressing the Transformation of the post 16 learning network in Denbighshire. This will culminate in a detailed report in the format of the Treasury 5 Case Business Model providing draft models for change.

**2 REASON FOR SEEKING DECISION**

In September 2008, the Welsh Assembly Government published 'Transforming Education and Training Provision in Wales – Delivering the Skills that Work for Wales' a document proposing a national framework to support the transformation of the provider (education and training) network in Wales.

Following this publication, the Department for Children, Education, Lifelong Learning and Skills within the Welsh Assembly Government have asked that proposals be submitted by each county across Wales responding to the need for change within the provider network.

Responsibility for the successful outworking of the Transformation agenda in Denbighshire will lie with the Interim Denbighshire Learning Partnership (**membership annex 2**) supported by the Denbighshire Learning Partnership Development Group (**membership annex 2**). The Development Group has been tasked with producing the Strategic Outline Programme (**annex 1**) which has been duly endorsed, prior to submission to the Welsh Assembly Government, by the Interim Denbighshire Learning Partnership. This plan outlines what needs to change within the post 16 education and training sector in Denbighshire facilitating the improvement of choice and quality of learning provision.

To take Transformation forward within Denbighshire, ways will be sought to more fully integrate the work of schools, colleges (FE and HE), careers companies, the voluntary sector, private training providers and other post 16 providers to transform the way education and training is delivered to Denbighshire's learners.

The inclusion of employers and businesses within the Transformation agenda in Denbighshire is vital; their needs will underpin and help shape the future of learning and training provision within the county, North Wales and Wales as a whole.

Our initial analysis leads us to propose that post 16 provision is re-organised in three distinct geographical areas as detailed below, the proposed areas are based upon the distribution of learners and potential post 16 learners in Denbighshire at post 16 and their ability to access their entitlement to the higher quality provision we envisage

- The coastal area including Prestatyn, Rhyl, Rhuddlan and Bodelwyddan.
- The Vale of Clwyd including St Asaph, Denbigh, and Ruthin.
- The Dee Valley including Llangollen and Corwen.

Within the context of the above, the development and organisation of Welsh medium and bilingual post 16 provision will be a critical factor in the proposed geographical configurations and further consideration will be made to Welsh medium and bilingual provision within a North Wales context.

To ensure the process is fair and equitable and involving the views and opinions of all key stakeholders in a transparent way, the Department for Children Education Lifelong Learning and Skills within the Welsh Assembly Government are prepared to fund the engagement of consultancy services. This will allow, through wide consultation with key stakeholders, the transformational options/models for the reconfiguration and reorganisation of post 16 education and training within the identified geographical areas to be carefully considered within the wider context of modernising education in Denbighshire.

The Learning Partnership Development Group (the Group) has prepared a draft Invitation to Tender to appoint consultants. This is available from the Cabinet Office

### **3 POWER TO MAKE THE DECISION**

The Welsh Assembly through 'Transforming Education and Training Provision in Wales (September 2008)' charged local authorities with the formation of Learning Partnerships of key stakeholders by November 30<sup>th</sup> 2008. Decisions by the Denbighshire Learning Partnership relating to the Strategic Outline Programme submitted to WAG will be signed off by the Corporate Director of Education for Denbighshire, the Principal of Coleg Llandrillo and the Principal of Coleg Llysfasi.

### **4 RESOURCE IMPLICATIONS**

#### **4.1 Cost Implications:**

The cost of the consultants to provide the Interim Denbighshire Learning Partnership with a Treasury 5 Case Business Model will be met by the Welsh Assembly Government

#### **4.2 Staffing / Accommodation Implications: N/A**

#### **4.3 IT Implications: N/A**

## **5 RISK ASSESSMENT**

### **5.1 Risks associated with not agreeing the recommendation/s**

The risks associated with not agreeing the recommendations are as follows:

- the Welsh Assembly Government would not fund the cost of consultants
- the Strategic Outline Programme has been approved and endorsed by the Interim Denbighshire Learning Partnership with all key representatives from schools, colleges and private training providers consulted. Not agreeing the recommendations would greatly hinder timescales and collaborative working
- cooperation and co-working with neighboring Local Authorities could be hindered

### **5.2 Risks associated with agreeing the recommendation/s**

No identified risks associated with agreeing the recommendations

## **6 FINANCIAL CONTROLLER STATEMENT**

Costs in connection with this matter will need to be contained within the special funding and service budget available.

## **7 CONSULTATION CARRIED OUT**

Rigorous consultation has been carried out within the Interim Denbighshire Learning Partnership regarding the Strategic Outline Programme. As previously stated, the membership comprises all the key stakeholders required to effect and implement change within the post 16 education and training infrastructure in Denbighshire, and all decisions have been consensual.

The consultation process resulted in the Interim Strategic Denbighshire Learning Partnership endorsing and approving the paper on Wednesday the 4<sup>th</sup> of March 2009.

## **8 IMPLICATIONS**

### **8.1 Assessment of Impact on Corporate Priorities:**

#### **Priority 1 – Modernising Education**

The Transformation agenda in Denbighshire supports the Modernising Education priority through working with our partners, employers and local businesses, to provide education and training that meets the needs of 21<sup>st</sup> Century Wales. Providing a range of choice, both academic and vocationally focused, will allow young people to train and learn in the setting of their choice to prepare them for the world of work. Providing better and improved choice will underpin the raising of attainment, increase attendance and potentially reduce exclusion through support, guidance and mentoring.

#### **Priority 2 – Responding to Demographic Change**

Without inward migration, Denbighshire will see a declining population, however, due to more people expected to move into the county than leave each year the population is expected to increase. The number of children within Denbighshire is also projected to increase between 2011 and 2026 although recent trends have seen decreasing numbers

of children and young people. Planning to ensure that these children have the best possible access to education and training that's right for them needs to start now. Also, people moving to Denbighshire to wish to improve their skills and employability need good access to training that will meet both their and their employers' needs. Transformation is also about ensuring that learners over the age of 25 have accessible choice and accessing opportunities to re train or refresh currently skills.

### **Priority 3 – Regeneration**

Large numbers of Denbighshire's residents commute to jobs in Flintshire and Conwy. Despite an unmet need for employment land, many employment sites remain undeveloped possibly due to infrastructure issues. Rhyl's performance as a sub regional retail centre has been declining for several years and a large part of the town centre has been identified as an n area for significant investment.

Llangollen, Corwen and Denbigh are losing food retail income to neighboring towns and further work is required on retail need in these areas.

A contributory factor is the lack of skilled trained people to work in these sectors with difficulty encountered when trying to entice large manufacturing companies to the area if the skills in the area aren't meeting needs. In light of the economic downturn, circumstances are different however the learning and training infrastructure needs to be sufficiently strong and flexible to respond when the current climate starts to improve. The Transformation agenda will strengthen the provider base through greater collaborative work resulting in new innovative provision equipping learners with a wider range of skills and abilities.

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

### **Vision**

The Transformation agenda will support the achievement of Denbighshire's vision through the support and underpinning of the following:

- Develop more high quality businesses in Denbighshire, particularly in the field of opto-electronics and by assisting the development of small and medium enterprises. Support will be provided for an increase in research, science and technology, recognising the importance of the knowledge economy as a source of competitiveness.
- 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.
- We will invest in our schools in order to sustain high standards of educational attainment to meet the needs of pupils, the wider community and the economy.

### **Community Strategy**

Education and training is a key imperative within Denbighshire's Community Strategy. Transformation will underpin and support many actions within the Strategy, however, the

following are key areas where Transformation will make a difference by bringing increased access to skills and vocational provision through joint planning

- Providing training opportunities to create a quality workforce to meet the needs of new and expanding employment opportunities.
- Developing excellence in the arts, science, humanities and technologies through implementing our charter of opportunities.
- Raising pupil achievement so that no young person leaves school ill-equipped for employment.
- Providing lifelong learning opportunities for all children, young people and their families that build self-esteem, life and work related learning skills as well as specific academic, physical and artistic abilities, particularly for learners who live in less advantaged communities.

Access to a wider range of courses will also support and encourage areas where there is evidence of disadvantage to regenerate through accessing learning provision that meets their needs further strengthened by collaborative efforts between schools, colleges and private training providers.

### **Equalities and Sustainability**

Transformation in Denbighshire will promote and engender equality of opportunity and choice for post 16 learners ensuring access to a range of learning opportunities in high quality settings that will prepare a wide and diverse range of learners for the world of work.

With regard to sustainability, the Transformation agenda is set to reinforce and strengthen the sustainability of the post 16 learning and training infrastructure in Denbighshire. The current delivery of education and training provision, in some cases, is inefficient in terms of upkeep of excess school buildings; unnecessary 16-19 duplication of provision between school and between schools and colleges; restricted choice for many learners; too many small post 16 classes in schools; and in some cases surplus places at 11-16. This leads to valuable education and training funds being directed towards additional staff costs and infrastructure investment when they would be better directed at the learners and the learner experience.

## **9 ACTION PLAN**

The 14-19 Coordinator will be responsible for adherence to the following programme of key dates and actions by the Learning Partnership and Partnership Development Group; the Corporate Director for Education will be responsible for monitoring progress.

Thursday 22 <sup>nd</sup> January 2009	Meeting of the ad hoc Transformation Strategy Group
Tuesday 3 <sup>rd</sup> February 2009	Meeting of the Learning Partnership Stakeholders Development Group
Wednesday 11 <sup>th</sup> February 2009	Meeting of the Learning Partnership Stakeholders Development Group



Wednesday 25 <sup>th</sup> February 2009	Meeting of the Learning Partnership Stakeholders Development Group to receive Strategic Outline Programme draft
Wednesday 4 <sup>th</sup> March 2009	Meeting of the Interim Learning Partnership (ILP) to consider Strategic Outline Programme
Friday 6 <sup>th</sup> March 2009	Development Group responds to outcomes of meeting of 4 <sup>th</sup> March to produce final draft
Monday 9 <sup>th</sup> March 2009	Members of ILP respond to final draft to produce final version of Strategic Outline Programme
Tuesday 10 <sup>th</sup> March 2009	Cabinet Report incorporating Strategic Outline Programme submitted to Cabinet Report for Modernising Education Board submitted
Wednesday 11 <sup>th</sup> of March 2009	Strategic Outline Programme submitted to Lifelong Scrutiny Committee Report presented to MEB
Tuesday 17 <sup>th</sup> of March 2009	Strategic Outline Programme submitted to full Council
Tuesday 24 <sup>th</sup> March 2009	Cabinet receives report
Wednesday 25 <sup>th</sup> March 2009	Lifelong Learning Scrutiny Committee receives report
Tuesday 31 <sup>st</sup> March 2009	Draft Strategic Outline Plan is submitted to the Welsh Assembly Government
*Monday 27 <sup>th</sup> April 2009	Outline Plan approved by the WAG and finances agreed and allocated for consultancy support
*Friday 1 <sup>st</sup> of May 2009	Invitation to Tender available on Sell2Wales
*Friday 22 <sup>nd</sup> May 2009	Closing date for return of tenders
*W/C 25 <sup>th</sup> May 2009	Shortlisting of tenders take place following a scoring process against key criteria
*W/C 1 <sup>st</sup> June 2009	Interviews of shortlist organisations with presentations outlining proposals
*Monday 8 <sup>th</sup> June 2009	Notify successful tenderer
*Monday 15 <sup>th</sup> June 2009	Work to commence
*Monday 29 <sup>th</sup> June 2009	Scoping and Initiation document completed
*W/C 29 <sup>th</sup> June 2009	Presentation of scoping/initiation document to Denbighshire Strategic Learning Partnership and, subject to endorsement from the Group, formal stakeholder consultations will commence
*August 2009	Denbighshire Transformation Event for all stakeholders facilitated by the consultants
*Mid August 2009	Interim draft report shared with the Denbighshire Strategic Learning Partnership
*Late August/early September 2009	Final report with a fully costed programme of proposals

\* Please note that timescales are indicative

## **10 RECOMMENDATIONS**

That Cabinet supports the Interim Denbighshire Lifelong Learning Partnership's decision to approve the Strategic Outline Programme for submission to the Welsh Assembly Government.

## Transforming Education and Training Provision for Wales

### Strategic Outline Programme for Transforming post 16 education in Denbighshire

**Proposers:** Denbighshire Learning Partnership

**Geographic Area or Sector:** Denbighshire

**Participating Stakeholders and Providers:**

Corporate Director (Chair) DCC  
 Corporate Director Designate DCC  
 Headteacher Ysgol Dinas Bran  
 Headteacher Ysgol Brynhyfryd  
 Headteacher Denbigh HS  
 Headteacher Ysgol Santes Ffraid  
 Headteacher Ysgol Glan Clwyd  
 Headteacher Blessed Edward Jones RC HS  
 Headteacher Rhyl HS  
 Headteacher Prestatyn HS  
 Principal Coleg Llandrillo  
 Principal Coleg Llysfasi  
 CEO North Wales Training  
 Leader DCC  
 Chair of Scrutiny DCC  
 Head of School Improvement, DCC  
 Senior Secondary School Improvement Officer, DCC  
 Head of Policy and Performance, DCC  
 Continuing Education Officer, DCC  
 Coordinator Denbighshire 14-19 Learning Network

### **The Strategic Review.**

#### **a) Rationale**

The rationale for Denbighshire is based upon:

- widening the options available for students at 14-19, in particular post 16, in a way that prepares young people for the full range of pathways open to them and that respects the different learning styles of those students;
- reducing unnecessary duplication of provision by increased levels of collaborative curriculum planning and delivery; and
- moving to excellence across networks of providers, building on the progress made by individual providers in raising the quality of institutional management and of students' learning experience.

Such transformation requires a fundamental change of approach across Denbighshire, a change which has already begun through the Modernising Education Programme in Denbighshire. We want to ensure that provision is planned collaboratively to meet the needs of learners, employers and communities – and to ensure that as much of the available resources as possible are used for teaching and learning, and learner support. To achieve this we need to transform learning across the county, ensuring young people and adults can

enjoy top quality learning that gives them the confidence, knowledge, understanding and skills to thrive and achieve their potential. We need to consider developing new ways of engaging children, young people, parents, carers and local communities by focusing on learning and ensuring that centres of learning are at the heart of their communities, developing integrated multi-agency partnerships to work with learners, their families and employers.

### **Denbighshire's Initial Strategic Proposal**

Our initial analysis leads us to propose that post 16 provision is re-organised in three distinct geographical areas. Namely:

- The coastal area that includes Prestatyn, Rhyl, Rhuddlan and Bodelwyddan.
- The Vale of Clwyd that includes St Asaph, Denbigh, and Ruthin.
- The Dee Valley that includes Llangollen and Corwen.

This proposal is based upon the distribution of learners and potential learners in Denbighshire in this age group, and their ability to access their entitlement to the high quality of provision we envisage.

We intend to appoint consultants (with DCELLS financial support) to present transformational options for wider consultation within the distinct geographical areas above. The Learning Partnership Development Group (the Group) has prepared an Invitation to Tender Document (ITT) to appoint consultants. The Group has developed a list of considerations that the consultants would need to take into account:

- The commitment of Denbighshire County Council and the Welsh Assembly Government to the Rhyl Sixth development and see its implementation as the first phase of Transformation Education and Training, and Modernising Education in Denbighshire.
- Travel to study should be no more than 20 minutes on top of normal travel to school times.
- The prime importance of the Welsh Language and bilingual provision and delivery of the Measure in each of the three areas
- To consider, in consultation with the Partnership and the Diocese, the possibility of a new faith based school within the authority, replacing both the Blessed Edward Jones HS and St Brigid's School and located outside of the Rhyl area. The location of the faith school would be of great significance to North Wales. In the meantime, options need to be developed that are based upon a critical mass which is viable even without the location of a faith based school within a geographical area.
- Other linkages with the Modernising Education Programme.
- Provision must ensure all learners across the county have equal access to as wide a range of courses as possible within the context of rationalisation.
- The impact of the possible rationalisation of provision across North East Wales including the possible merger of Coleg Llysfasi, Welsh College of Horticulture and Deeside College in consortium Yale College, with particular regard to the availability and type of resources accessible by post 16 learners in Denbighshire.
- There is a need to consider inward migration into Denbighshire and its potential impact upon schools.
- Any changes in post 16 provision must not compromise pre 16 provision.
- The conditions surveys for secondary schools including the site master plans for development.
- Linkages to the Rhyl City Strategy.

- Development of skills centres based on local analysis of skills needs (see p 10-11).
- Investigate local consortia arrangements for the commissioning of courses .
- Different ways of working through collaborative technologies e.g. video conferencing and virtual learning environments.
- Changes to staffing contracts to accommodate area working and line management in collaborative partnerships.
- Across the post 16 learning infrastructure, ensure a fit for purpose support and wellbeing structure with clear responsibilities agreed between partners.
- Governance, generally, of the emerging tertiary partnership systems across the geographical areas in accordance with new Governance legislation.
- Possible replication of the proposed partnership approach to the governance model for the Rhyl Sixth to a Denbigh Sixth should that be a developed option.
- The interdependence of Denbighshire and neighbouring authorities in relation to travel to study patterns of learners across county boundaries.

The consultants will be required to structure possible options which will present workable solutions for post 16 provision around:

1. North Denbighshire, for the communities of Prestatyn, Rhyl, Rhuddlan and Bodelwyddan
2. The Vale of Clwyd, for the communities of St Asaph, Denbigh and Ruthin which will also enable cross LEA Network working for Welsh Medium provision across North Wales
3. The Dee Valley, for the communities of Corwen and Llangollen working with other schools in the South Wrexham 'corridor'.

## **Background**

Denbighshire is largely a rural county in North Wales, with a population of 95,990. It contains some of the most prosperous areas within Wales along with some of the most deprived. It covers an area which runs from the North Wales coastal resorts of Rhyl and Prestatyn down through the Vale of Clwyd, south as far as Corwen and Llangollen. Around a quarter of the overall population speaks Welsh but this rises to over 60% in some rural areas.

The priorities for transformation reflect the needs and priorities of Denbighshire, North Wales and Wales and also give due regard to the Price Waterhouse Report on the funding of secondary schools in Denbighshire, the Cambridge Review of 16 -19 provision in Rhyl (2007), the Cambridge Modernisation Report (2007), the Estyn Inspection Report of Youth Support Services (2006) and the Estyn Inspection Report of Denbighshire LEA (2007).

In Denbighshire, there are 52 primary schools, eight secondary schools, two special schools and special units in five primary schools. Together, these schools serve a population of just over 16,000 pupils. Coleg Llysfasi, which offers mainly land based courses is based in Denbighshire. Coleg Llandrillo, which is based in Conwy, has two satellite campuses in Denbighshire in Denbigh and Rhyl. The Rhyl campus has developed a range of vocational provision including Motor Vehicle, Construction, Salon Services, Retail and Child Care. Yale College in Wrexham, which is a tertiary college offers a range of academic and vocational courses, mainly for Wrexham learners but with limited support for Denbighshire schools. This particularly affects Ysgol Dinas Bran although a significant number of learners from Denbighshire access courses at Yale College post 16. Deeside College also attracts Denbighshire learners post 16, mainly from the east of the county.

In 2008, 82.6% of Denbighshire students continued in education either in the Sixth Form or FE at the age of 16 compared with the all Wales rate of 79.2% – a rank placing of 5<sup>th</sup> of the 22 LEA's in Wales.

### **Faith based education**

Faith based education which currently is based in Denbigh and Rhyl will need to be considered in cooperation with the Catholic diocese. Currently the number of learners in the faith based schools is low although parental preferences indicate an increase in the Year 7 intake for 2009. The lack of faith based provision in Conwy and Gwynedd could be considered within this review and a North West Wales model could be tested.

### **Welsh medium**

Consultants will be asked to explore the development and viability of Welsh medium provision across the county with the Heads from Ysgol Glan Clwyd, Ysgol Brynhyfryd, Ysgol Dinas Bran and the Bilingual Champions from Coleg Llandrillo and Coleg Llysfasi. Consideration will also need to be given to cross county developments particularly using bilingual collaborative technologies and the work of the North Wales Networks bilingual Welsh Medium and Bilingual Group.

## Area 1 – Coastal Area

Prestatyn High School in the north east of the county on the border with Flintshire and has approximately 25% of the 11-19 learners educated in Denbighshire.

There are two high schools in Rhyl, one of which is a faith based school and both have small sixth forms. Following the Cambridge consultation in 2006 it is proposed to develop a sixth form college in Rhyl and close the sixth forms on both the Rhyl schools. At present the Catholic Diocese and governors of Blessed Edward Jones Roman Catholic High School oppose the closure of the sixth form at Blessed Edward Jones but the development of the Rhyl Sixth is likely to continue. The development of the Rhyl Sixth will support Prestatyn High School to broaden the curriculum offer to learners by enabling partnership working across the north of the county, particularly in vocational subjects. There is no high school in Rhuddlan nor Bodelwyddan.

A new multimedia Learning Centre was opened in September 2008 in the grounds of Prestatyn High School which is used by the school during the day and for Adult and Community learning during the evening. Rhyl High School and Prestatyn High School are each located alongside a Leisure Centre.

Ysgol Tir Morfa is a Special Education Needs (SEN) School which has about 150 pupils aged between 3 and 19 with profound and multiple learning difficulties is consolidated on one site at Ffordd Derwen, Rhyl. The students all have a statement of Special Educational Need and predominately have Profound and Multiple Learning Difficulties (PMLD). Post 16 learners are encouraged to progress onto courses at local colleges although some learners with more severe learning difficulties access post 16 education at the school.

Rhyl High School requires substantial investment as the buildings are in a very poor state.

Coleg Llandrillo Rhyl offers a range of vocational courses in excellent learning facilities including an award winning Automotive Centre. The infrastructure of the College was updated in 2007. The College is in a 20 minute travel to learn proximity to all three high schools in the Coastal area.

The Scala Cinema and Arts Centre, the first all digital cinema in Wales, has recently opened in Prestatyn offering a very high specification digital media facility for Prestatyn and its residents. Learning and training was always a key priority in the design and function of the building as its location on the High Street is of particular value for all learners including adult/older learners being accessible and offering a wide range of entertainment and learning opportunities. It offers flexible theatre space, two digital cinemas, three well equipped meeting rooms, a state of the art digital media suite with the latest Apple hard/software and professional cameras and sound editing equipment. Although these facilities will enhance learning opportunities the cost of using the centre has yet to be decided.

Quality in Prestatyn High School and Coleg Llandrillo is good to outstanding. Quality of provision in Blessed Edward Jones Roman Catholic High School has improved over the last year and has recently been removed from special measures; quality at Rhyl High School has recently been judged as some good features, but shortcomings in important areas and the school has recently been placed under special measures.

The development of the Rhyl Sixth and collaborative working between the Rhyl Sixth, Coleg Llandrillo Rhyl and Prestatyn High School will ensure a range and breadth of provision for post 16 learners across the north of Denbighshire. Currently (2009) over 850 Year 12 and Year 13 learners access courses in the Sixth Forms or colleges in this area. Projections

based on current trends suggest that this will fall to around 800 by 2013 (see Appendix 1 p14-16). However increased participation rates and improved progression, in line with Learning Pathways 'Vision into Action' targets, would be likely to mean that student numbers in 2013 are at least in the region of the current 2009 cohort of 850. Rationalisation of courses across these providers will need to be planned and monitored. Consultants will identify models of governance to deliver collaboratively across this area.

## **Area 2 – Vale of Clwyd**

The Vale of Clwyd comprises currently of 4 high schools, one in St Asaph that is Welsh medium, two in Denbigh and one in Ruthin which is bilingual. The sixth forms are relatively small in each of these schools, but only Ysgol Brynhyfryd meets the 150 minimum target for sixth forms.

Learners from the Vale of Clwyd are currently travelling to Coleg Llandrillo Rhyll for most of the vocational options with some Ysgol Brynhyfryd learners accessing courses at Coleg Llysfasi. There are also strong links between Coleg Llandrillo, Denbigh with Ysgol Glan Clwyd, Denbigh HS, Ysgol Plas Brondyffryn and St Brigid's School. Consideration will have to be given to the number of learners and the accessibility to a range of courses.

The development of skills centres within the Vale of Clwyd, along with the rationalising of key stage 4 and post 16 provision, is one of the key drivers. Consultants will test out the concept of developing provision in Denbigh, St Asaph and/or Ruthin and the impact this will have on extending and maximising educational provision within communities and taking into consideration local labour market needs.

Welsh medium provision will be a key consideration and priority for learners within the Vale of Clwyd, and also looking at cross border Welsh medium provision. Ysgol Glan Clwyd is a Welsh medium school and Ysgol Brynhyfryd is a bilingual school. Ysgol Glan Clwyd provides for pupils from the northern part of the county and some pupils from parts of the two neighbouring counties. The school has grown beyond the capacity of the building to sustain numbers in a meaningful way. An increasing number are staying on for post 16 education at the school. The space required to maintain such a "Sixth form" is insufficient at present, as is the standard and nature of the facilities.

Limited sixth form numbers restrict the choice particularly through the medium of Welsh.

The Estyn grading of quality of provision for post 16 education in Ysgol Glan Clwyd (Oct 2006), Coleg Llandrillo (Mar 2005), Ysgol Brynhyfryd (Nov 2008) and St Brigid's (April 2004) is Grade's 1/2. Denbigh High School achieved grades 2/3 for their post 16 provision from Estyn (May 2006). Coleg Llysfasi is being inspected by Estyn for their FE and Work-based provision in March 2009.

Ysgol Plas Brondyffryn is a Special School in Denbigh for pupils with autistic spectrum needs including Autistic Spectrum of Difficulties, Moderate Learning Difficulties (MLD), Severe Learning Difficulties (SLD), Language and Communication Disorders and Aspergers Syndrome. There are currently 135 boys and 21 girls aged 3-19, including 10 boys and 5 girls in the 6th form. There are close links with Ysgol Plas Brondyffryn and Denbigh High School.

Denbigh ICT Centre currently serves pre & post 14 learners in Denbighshire and occupies the site of the former Grammar School, Middle Lane, Denbigh. The County Council plan to vacate the site during 2009-2010 and the consultants will be asked to investigate the potential of developing the site and facilities for the Denbigh Sixth and as a skills hub for the Vale of Clwyd.



Currently (2009) over 850 Year 12 and Year 13 learners access courses in the Sixth Forms or colleges in this area. Projections based on current trends suggest that this will fall to around 750 by 2013 (see Appendix 1 p17-19). However increased participation rates and improved progression, in line with Learning Pathways 'Vision into Action' targets, would be likely to mean that student numbers in 2013 are in the region of the current 2009 cohort of 850.

Consultants will explore options for rationalisation within the Vale of Clwyd and identify models of governance where provision is offered collaboratively.

### **Area 3 – Dee Valley**

The geographical isolation of Ysgol Dinas Bran from the rest of the learning provision in Denbighshire would indicate closer working links with Wrexham schools and Yale college. This is underpinned by around 70% of the intake living within the county of Wrexham since the most recent boundary changes. Consultants will test out the development of closer links with Wrexham for Ysgol Dinas Bran and the learners from the communities along the Dee Valley.

Denbighshire Dee Valley has strong spatial links with the neighbouring county of Wrexham, which is a travel to work and a travel to study area for the people in that region. This is reflected in transport and infrastructure links. There is a potential for provision at Ysgol Dinas Bran to link with provision in the South Wrexham corridor. This will broaden the range of curriculum to learners in this area.

Ysgol Dinas Bran is a bilingual school with comprehensive Welsh medium provision at key stage 3. Opportunities exist at key stage 4 for Welsh medium learning but there has currently been no take up post 16. Quality standards at Ysgol Dinas Bran are good and high standards have been achieved year on year.

Currently (2009) just under 300 Year 12 and Year 13 learners access courses in the Sixth Forms or colleges (mainly Yale) in this area. Projections based on current trends suggest that this will fall to around 225 by 2013 (see Appendix 1 p20). However increased participation rates and improved progression, in line with Learning Pathways 'Vision into Action' targets, would be likely to mean that student numbers in 2013 are closer to the current 2009 cohort of 300. Consultants will need to explore governance of collaboration across county boundaries if stronger ties with Wrexham are the recommended option.

### **Adult and Community Based Learning**

All Adult and Community based learning within Denbighshire is contracted out to three partner Colleges including Coleg Llandrillo, Coleg Llysfasi and Coleg Ial.

Learning is predominantly delivered at six high schools across the county, including the post 16 Learning Centres at Ysgol Brynhyfryd, Ysgol Dinas Bran and Prestatyn High School. Some learning takes place in other community based settings particularly within the more rural areas.

Though adult learners within the county are generally well served in terms of access and course availability, the nature and focus of delivery and funding must change to address and support the Welsh Assembly Government's consultation document – Delivering Skills that Work for Wales – A new approach to Adult Community Learning.

There will be a phased introduction of the new approach over two years beginning from autumn 2009 with a definitive approach published during the spring of 2009. In anticipation of the finalised document and resulting from the consultation process, priorities will shift in terms of delivery, delivery mechanisms, learning settings, data gathering, accreditation and learner groups. The group taking this agenda forward will be the proposed Conwy and Denbighshire ACL partnership, they will be expected to operate effectively within the broader community planning context. This will mean building strategic links with relevant organisations and agendas including Local Service Boards.

The inclusion and consideration of Higher Education is also a key factor within the consultation with a requirement to facilitate better strategic links and more joined up opportunities for learners.

As set out in the Welsh Assembly Government's Department for Children, Education Lifelong Learning and Skills' consultation document - A new approach to Adult Community Learning, priority should be given to the delivery of provision in the following:

- Basic Skills
- Community regeneration
- Employability skills
- Provision that engages those who are harder to reach
- Family learning
- Provision which is at or below level 2
- Access to HE opportunities within community based settings
- ESOL

Priority learner groups include:

- Older learners
- People with disabilities
- People from ethnic minorities
- People who are long term unemployed and claiming state benefits
- The economically inactive
- Ex offenders

Currently, Denbighshire County Council are in the process of negotiating a Service Level Agreement with the partner colleges setting out expectations in terms of delivery and priority client groups as stated above.

Particularly along the coastal strip, and in light of the current economic down turn, support must be provided through the ACL grant to those who are long term unemployed and those who are in danger of or are about to lose their jobs and want to re train and improve and

strengthen their employability. Linkages are being made with key agencies working along the coastal strip including the Rhyl City Strategy, Working Links, Jobcentre Plus, Communities First and the Rhyl Community Agency ensuring an input from Denbighshire County Council with a focus upon developing and adding value to existing ACL provision.

According to the last Future Skills Wales report, an encouraging 64% of Denbighshire's residents indicated that they would like to be involved in some form of learning; however, 66% experienced some type of barrier to learning. Issues and barriers must be addressed collaboratively to ensure a parity of access to as many adult learners as possible; this will be through the proposed Conwy/Denbighshire ACL partnership. Perceived barriers including travel, care responsibilities/childcare or funding must be addressed through accessible advice and guidance provided by learning providers within community based settings supported by the voluntary and community sector.

Denbighshire remains a popular tourist destination, therefore future planning of ACL must take into account the need to "ensure the learning infrastructure and the provision of learning is adequate to meet current and future needs of businesses and individuals involved in the Tourism and Hospitality sectors" highlighted as a regional priority for North Wales.

With Prestatyn and Rhyl being popular towns for visitors and Rhyl, in particular, having serious levels of long term unemployment, encouraging providers to develop tasters/courses providing a mix of basic skills provision (if needed) combined with generic skills and accessible courses within the tourism/hospitality sectors possibly within Communities First areas or identified pockets of deprivation. Again, close working with Jobcentre Plus, Working Links, and other support agencies both statutory and non statutory will be necessary.

Upper Denbigh will be a priority area for targeted provision including basic skills, employability training and vocational programmes. Learning settings and delivery style will be critical to successful delivery with progression to Denbigh Community College and support and guidance provided on overcoming barriers to learning. Again, linking in with key agencies providing help, support, advice and guidance will be important to avoid duplication of effort and to work collaboratively to ensure effective results.

Discussion have taken place with Yale College regarding the future of adult learning within the Dee Valley with particular focus upon delivering basic skills/confidence building provision within community settings in Corwen and Llangollen. It is envisaged that adult learning provision within the Dinas Bran post 16 Learning Centre would be a progression route for those learners who are harder to reach.

Ruthin has a high number of older learners wanting to access learning; this is evidenced by the strength of services provided by the voluntary and community sector and by the University for the 3<sup>rd</sup> Age who have programmes for older people within the area. Linkages must be made with the Older and Bolder officer within the council as the management group have successfully held Sign Up Now events sponsored through NIACE Dysgu Cymru specifically to target older learners to encourage them to access learning and training.

With regard to future funding and sustainability, there is reference within the Welsh Assembly's consultation document to the possibility of accessing convergence funding for ACL though in all likelihood no further information regarding the Assembly's intentions will be known before the Spring making planning for the future somewhat difficult. However, it is critical that the Council do investigate all avenues of funding and the sustainability and development of adult learning within the county, to include three Learning Centres,

### Meeting the Skills Needs of learners and the area

'Skills that Work for Wales' highlight the current and emerging priorities for Wales and the Denbighshire Learning Partnership will ensure that the provision offered meets these whilst meeting the local skills needs that have been identified. This provision offered to post 16 learners will also need to be attractive to those learners who are currently not following the most appropriate courses and to those who are currently not involved in education and training.

Although participation rates in further education in Sixth form or college is relatively high in Denbighshire, well above the national average and amongst the highest in Wales, engagement in training at 16 is amongst the lowest with about 3.4% of Year 11 leavers accessing this pathway, about half the Welsh average.

The consultants will be asked to map the opportunities to access skills training as well as vocational opportunities in each of the three geographical areas, and to identify deficits that could be addressed by the development of skills centres operated in partnership by schools, colleges and work based learning providers.

Activity rates and qualifications profiles in Denbighshire are broadly consistent with those of Wales as a whole:

<b>Labour Supply</b>	<b>Denbighshire</b>	<b>Cymru/Wales</b>
Economically Active	75.6%	75.7%
Self Employed	10.9%	8.7%
<b>Qualification</b>		
NVQ 4 or above	25.9%	25.4%
NVQ 2 or above	63.9%	63.8%
No Qualifications	15.1%	15.4%

Service industries and tourism are the main employers in Denbighshire. Denbighshire has 62.4% of its working-age adults economically active compared with 61.0% for Wales. The proportion of self-employed workers (9.8%) is higher than that in Wales (7.7%). A quarter of the workforce is partly skilled or unskilled. The unemployment rate in the County is 2.4%, which is the same as the rate for Wales as a whole.

<b>Labour Supply</b>	<b>Denbighshire</b>	<b>Cymru/Wales</b>
Manufacturing	11.5%	13.4%
Construction	6.1%	5.3%
Services:	82.1%	79.6%
• Distribution, hotels/restaurants	24.4%	23.4%
• Transport and communications	3.5%	4.3%
• Finance, IT, other business	9.9%	14.2%
• Public admin, education and health	39.6%	32.2%
• Other services	4.7%	5.5%
• Tourism related* % included above	11.0%	8.9%

Breakdown of the Labour Supply in Denbighshire (Careers Wales)

## Skills Shortages and Growth Sectors

The Occupational Skills Shortages in North Wales have been identified by Careers Wales as:

- Construction
- Hospitality
- Tourism
- Health & Social Care
- Retail
- Environmental

Growth sectors have also been identified as:

- Automotive
- Aerospace
- Agri-food
- High technology
- Pharmaceuticals
- Financial services
- Creative industries
- Construction
- Hospitality, leisure & tourism
- Health & Social Care.
- ICT and technical development;
- Geosciences
- Creative and digital
- Food chain: organic products
- Renewable energy
- Marine sector
- Conference market and business tourism

The Learning Partnership will need to ensure that local curriculum provision meets these and national priorities, and that provision is developed for young people to prepare them for emerging opportunities.

### ***The Geographic Transformation Strategy***

Denbighshire will be tendering for Consultants to develop options for area delivery models in the context of provision across the whole county. Denbighshire will be looking for business proposals based on the HM Treasury five case model. The proposals will be considered by the Denbighshire Learning Partnership that comprises of strategic stakeholders from the LEA, elected members, FE, schools and work-based training who will evaluate the models and provide recommendations to Cabinet.

### **Expected timeframe for each delivery step and to complete the transformation programme**

Thursday 22 <sup>nd</sup> January 2009	Meeting of the ad hoc Transformation Strategy Group
Tuesday 3 <sup>rd</sup> February 2009	Meeting of the Learning Partnership Stakeholders Development Group
Wednesday 11 <sup>th</sup> February 2009	Meeting of the Learning Partnership Stakeholders Development Group
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Wednesday 4 <sup>th</sup> March 2009	Meeting of the Interim Learning Partnership (ILP) to consider Strategic Outline Programme
Friday 6 <sup>th</sup> March 2009	Development Group responds to outcomes of meeting of 4 <sup>th</sup> March to produce final draft
Monday 9 <sup>th</sup> March 2009	Members of ILP respond to final draft to produce final version of Strategic Outline Programme
Tuesday 10 <sup>th</sup> March 2009	Cabinet Report incorporating Strategic Outline Programme submitted to Cabinet Report for Modernising Education Board submitted
Wednesday 11 <sup>th</sup> of March 2009	Strategic Outline Programme submitted to Lifelong Scrutiny Committee Report presented to MEB
Tuesday 17 <sup>th</sup> of March 2009	Strategic Outline Programme submitted to full Council
Tuesday 24 <sup>th</sup> March 2009	Cabinet receives report
Wednesday 25 <sup>th</sup> March 2009	Lifelong Learning Scrutiny Committee receives report
Tuesday 31 <sup>st</sup> March 2009	Draft Strategic Outline Plan is submitted to the Welsh Assembly Government
*Monday 27 <sup>th</sup> April 2009	Outline Plan approved by the WAG and finances agreed and allocated for consultancy support
*Friday 1 <sup>st</sup> of May 2009	Invitation to Tender available on Sell2Wales
*Friday 22 <sup>nd</sup> May 2009	Closing date for return of tenders
*W/C 25 <sup>th</sup> May 2009	Shortlisting of tenders take place following a scoring process against key criteria
*W/C 1 <sup>st</sup> June 2009	Interviews of shortlist organisations with presentations outlining proposals
*Monday 8 <sup>th</sup> June 2009	Notify successful tenderer
*Monday 15 <sup>th</sup> June 2009	Work to commence

*Monday 29th June 2009	Scoping and Initiation document completed
*W/C 29 <sup>th</sup> June 2009	Presentation of scoping/initiation document to Denbighshire Strategic Learning Partnership and, subject to endorsement from the Group, formal stakeholder consultations will commence
*August 2009	Denbighshire Transformation Event for all stakeholders facilitated by the consultants
*Mid August 2009	Interim draft report shared with the Denbighshire Strategic Learning Partnership
*Late August/early September 2009	Final report with a fully costed programme of proposals

\*The above dates are indicative and dependant on when the Welsh Assembly Government approve the Strategic Outline Programme and allocate a budget.

It must be noted that during all stages of the above, a Project Manager will be in close contact with the consultants to ensure open and transparent dialogue and communication.

Consultants will be expected to attend each Development Group providing an update on progress.

### **Proposed sources of funding**

The 14-19 Learning Network had a Strategic Capital Fund Bid for £3.45m approved by the Welsh Assembly in July 2008 for the £4m Rhyl Sixth Development, a project that awaits Ministerial approval on 16<sup>th</sup> March 2009. With the Minister's approval, this will be the preliminary phase of Transformation in Denbighshire.

We are exploring EU Convergence Funding for developments associated with the Transformation agenda and we have developed with Conwy an expression of interest (EOI) for revenue to provide a team of peripatetic skills tutors to work in skills centres across both counties.

The Rhyl City Challenge provides a possible major source of funding for any proposals for the further transformation of education in Rhyl should that emerge from the work of the consultants and subsequent consultations.

The extent of the total funding that will be required to meet the capital needs of Transformation, and the phased implementation of the changes, will become known in September 2009 when the Consultants produce their final report with fully costed proposals.

Funding requested from the Welsh Assembly Government at this stage is for the appointment of Consultants to undertake the research and development of costed options in accordance with the programme outlined above. It is envisaged that this will be in the region of £60k.

The Learning Partnership suggests that the Welsh Assembly Government consider the engagement of the same Consultants as those completing similar work in the adjacent inter-dependant authorities of Conwy, Gwynedd and Wrexham.

## Appendix A

**NB the statistical data below is currently being reviewed and updated in the light of the January PLASC and other data. The consultants will have access to this and a wide range of other data including that from the FE sector**

### Prestatyn

#### Prestatyn High School is an 11-18 high school

	Actual	Projected Numbers (Jan)				
	2008	2009	2010	2011	2012	2013
Sixth Form*	340	339	352	347	351	348
Total School	1804	1774	1766	1753	1691	1654

\* Years 12 & 13

Participation Post 16 - Those continuing in full time education or training in school or college at 16 (interim figures to be confirmed by PLASC returns in January)

	Actual 2008	
	No	% cohort
6 <sup>th</sup> form	195	64.6%
FE College	71	23.5%
All***	302	<b>88.1%</b>

\*\*\* Year 11 cohort total. Other destinations include employment, moved area, NEET etc

Where do Prestatyn students access college?

	2007	2008
Coleg Llandrillo (Rhos)	25	26
Coleg Llandrillo (Rhyl)	17	19
Coleg Llandrillo (Denbigh)	0	0
Coleg Llandrillo (Abergele)	3	1
Coleg Lllysfasi	3	0
Other colleges	25 (est)	25
Deeside College		
Welsh College of Horticulture		
Yale College		

A new Learning Centre was opened for post 16 and Adult and Community learning on site at Prestatyn HS in 2008 and plans are afoot to develop other resources within the community including the Scala Centre.

### Rhyl

#### Rhyl High School is an 11-18 High School

	Actual	Projected Numbers (Jan)				
	2008	2009	2010	2011	2012	2013
Sixth Form	77	67	65	59	53	51
Total School	1029	1022	988	937	909	886

\* Years 12 & 13

Participation Post 16 - Those continuing in full time education or training in school or college at 16 (interim figures to be confirmed by PLASC returns in January)

	Actual 2008	
	No	% cohort
6 <sup>th</sup> form	51	22.4%
FE College	124	54.4%
All***	228	<b>76.8%</b>

\*\*\* Year 11 cohort total. Other destinations include employment, moved area, NEET etc



Where do Rhyl HS students access college?

	2007	2008
Coleg Llandrillo (Rhos)	36	52
Coleg Llandrillo (Rhyl)	31	36
Coleg Llandrillo (Denbigh)	1	2
Coleg Llandrillo (Abergele)	0	1
Coleg Lllysfasi	1	0
Other colleges	37 (est)	37
Deeside College		
Welsh College of Horticulture		
Yale College		

### Blessed Edward Jones High School is a Catholic Faith Based School – 11-18

	Actual 2008	Projected Numbers (Jan)				
		2009	2010	2011	2012	2013
Sixth Form*	58	29	29	27	29	26
Total School	464	433	433	418	404	398

\* Years 12 & 13

*It has been agreed with the Headteacher to keep the predicted numbers under review as the Head anticipates that with various plans for the future the intake will be higher than currently forecast.*

Participation Post 16 - Those continuing in full time education or training in school or college at 16 (interim figures to be confirmed by PLASC returns in January)

	Actual 2008	
	No	% cohort
6 <sup>th</sup> form	34	42%
FE College	25	30.9%
All***	81	72.9%

\*\*\* Year 11 cohort total. Other destinations include employment, moved area, NEET etc  
**(Combined Rhyl = 75.7%)**

Where do Blessed Edward Jones HS students access college?

	2007	2008
Coleg Llandrillo (Rhos)	13	7
Coleg Llandrillo (Rhyl)	4	4
Coleg Llandrillo (Denbigh)	0	1
Coleg Llandrillo (Abergele)	0	0
Coleg Lllysfasi	0	0
Other colleges	14 (est)	14
Deeside College		
Welsh College of Horticulture		
Yale College		

Year	GCSE results 2005-2008	No of pupils in cohort	% pupils entered for 5 or more GCSEs	Pupils achieving 5 or more GCSEs				Core Subject Indicator	Average Wider Point Score	Did not achieve a GCSE, ELQ or equivalent		
				A* - C		A* - G						
2008	Prestatyn High	305	97% ↑	48%	↑	90%	↑	33%	↑	322	2%	↓
2007	Prestatyn High	303	91% ↓	47%	↓	89%	↓	31%	↔	321	8%	↑
2006	Prestatyn High	290	93% ↓	50%	↑	91%	↓	31%	↔	319	5%	↑
2005	Prestatyn High	281	97% ·	48%	·	93%	·	31%	·		4%	·
2008	Bl. Edward Jones	79	100% ↑	51%	↑	80%	↑	39%	↑	316	0%	↓
2007	Bl. Edward Jones	99	78% ↓	21%	↑	75%	↓	14%	↔	233	7%	↓
2006	Bl. Edward Jones	95	82% ↑	17%	↓	78%	↑	14%	↓	224	9%	↓
2005	Bl. Edward Jones	85	78% ·	34%	·	74%	·	24%	·		13%	·
2008	Rhyl High School	232	100% ↑	24%	↑	75%	↑	21%	↑	267	6%	↓
2007	Rhyl High School	235	70% ↓	22%	↓	67%	↓	11%	↓	249	17%	↑
2006	Rhyl High School	212	76% ↑	26%	↓	74%	↑	17%	↑	236	13%	↓
2005	Rhyl High School	219	74% ·	27%	·	68%	·	16%	·		19%	·

2008	<b>Sir Ddinbych</b>	<b>1352</b>	99%	↑	51%	↑	84%	↑	40%	↑	326	2%	↓
2007	<b>Sir Ddinbych</b>	<b>1426</b>	84%	↓	47%	↓	82%	↓	34%	↓	311	6%	↑
2006	<b>Sir Ddinbych</b>	<b>1366</b>	86%	↑	49%	↓	84%	↑	34%	↑	313	5%	↓
2005	<b>Sir Ddinbych</b>	<b>4283</b>	85%	·	49%	·	83%	·	33%	·		6%	·
2008	<b>Cymru</b>		<b>98.0%</b>	·	<b>56.0%</b>	·	<b>86.0%</b>	·	<b>44.0%</b>	·	<b>356</b>	<b>1.5%</b>	·
2007	<b>Cymru</b>		<b>87.0%</b>	·	<b>54.0%</b>	·	<b>86.0%</b>	·	<b>40.0%</b>	·	<b>343</b>	<b>5.0%</b>	·
2006	<b>Cymru</b>	<b>38,859</b>	<b>88.0%</b>	·	<b>53.8%</b>	·	<b>86.0%</b>	·	<b>39.7%</b>	·	<b>335.4</b>	<b>3.9%</b>	·
2005	<b>Cymru</b>		<b>87.0%</b>	·	<b>52.0%</b>	·	<b>85.0%</b>	·	<b>38.4%</b>	·		<b>4.0%</b>	·

Year	A level results 2006-2008	No of pupils entered	No of pupils entered for 2 or more	Pupils achieving 2 or more A Levels			
				A - C		A - E	
2008	Prestatyn High School	97	79	48.0%	↓	80.0%	↓
2007	Prestatyn High School	140	102	60.0%	↑	89.0%	↑
2006	Prestatyn High School	110	82	57.0%	·	88.0%	·
2008	Bl. Edward Jones	14	10	50.0%	↓	80.0%	↓
2007	Bl. Edward Jones	16	15	53.0%	↑	93.0%	↑
2006	Bl. Edward Jones	18	12	33.0%	·	92.0%	·
2008	Rhyl High School	31	34	24.0%	↓	68.0%	↓
2007	Rhyl High School	37	32	34.0%	↓	91.0%	↑
2006	Rhyl High School	46	33	48.0%	·	88.0%	·
2008	Sir Ddinbych	418	354	65.0%	·	91.0%	·
2007	<b>Sir Ddinbych</b>	478	404	66.0%	·	94.0%	·
2006	<b>Sir Ddinbych</b>	436	355	65.1%	·	91.5%	·
2008	Cymru			69%	·	94%	·
2007	<b>Cymru</b>			68%	·	94%	·
2006	<b>Cymru</b>			68%	·	94%	·

## Vale of Clwyd

### St Asaph

#### Ysgol Glan Clwyd is a Welsh medium school 11-18

	Actual	Projected Numbers (Jan)				
	2008	2009	2010	2011	2012	2013
Sixth Form*	148	123	127	138	146	136
Total School	917	882	905	932	934	964

\* Years 12 & 13

Participation Post 16 - Those continuing in full time education or training in school or college at 16 (interim figures to be confirmed by PLASC returns in January)

	Actual 2008	
	No	% cohort
6 <sup>th</sup> form	85	64.9%
FE College	37	28.2%
All***	131	93.1%

\*\*\* Year 11 cohort total. Other destinations include employment, moved area, NEET etc

Where do Glan Clwyd students access college?

	2007	2008
Coleg Llandrillo (Rhos)	9	14
Coleg Llandrillo (Rhyl)	3	6
Coleg Llandrillo (Denbigh)	0	0
Coleg Llandrillo (Abergele)	1	0
Coleg Lllysfasi	2	2
Other colleges	15(est)	15
Deeside College		
Welsh College of Horticulture		
Yale College		

Ysgol Glan Clwyd has a very successful immersion programme for non- Welsh speaking learners in Year 7.

### Denbigh

#### Denbigh High School is an 11-18 high school

	Actual	Projected Numbers (Jan)				
	2008	2009	2010	2011	2012	2013
Sixth Form*	127	124	124	117	107	95
Total School	849	865	832	807	772	781

\* Years 12 & 13

Participation Post 16 - Those continuing in full time education or training in school or college at 16 (interim figures to be confirmed by PLASC returns in January)

	Actual 2008	
	No	% cohort
6 <sup>th</sup> form	65	36.9%
FE College	79	44.9%
All***	176	81.8%

\*\*\* Year 11 cohort total. Other destinations include employment, moved area, NEET etc

Where do Denbigh HS students access college?

	2007	2008
Coleg Llandrillo (Rhos)	26	30
Coleg Llandrillo (Rhyl)	6	5
Coleg Llandrillo (Denbigh)	1	7
Coleg Llandrillo (Abergele)	1	0
Coleg Lllysfasi	3	2
Other colleges	33 (est)	33
Deeside College		
Welsh College of Horticulture		
Yale College		

**St Brigid's High School is a Catholic Faith School 3-18 (Girls only)**

	Actual	Projected Numbers (Jan)				
	2008	2009	2010	2011	2012	2013
Sixth Form**	73	77	82	88	92	95
Total School*	360	364	374	378	378	377

11 – 18 \*\* Years 12 &amp; 13

Participation Post 16 - Those continuing in full time education or training in school or college at 16 (interim figures to be confirmed by PLASC returns in January)

	Actual 2008	
	No	% cohort
6 <sup>th</sup> form	35	57.4%
FE College	7	11.5%
All***	61	<b>68.9%</b>

\*\*\* Year 11 cohort total. Other destinations include employment, moved area, NEET etc

Where do St Brigid's students access college?

	2007	2008
Coleg Llandrillo (Rhos)	5	2
Coleg Llandrillo (Rhyl)	0	0
Coleg Llandrillo (Denbigh)	1	2
Coleg Llandrillo (Abergele)	0	0
Coleg Lllysfasi	0	0
Other colleges	3 (est)	3
Deeside College		
Welsh College of Horticulture		
Yale College		

**Ruthin****Ysgol Brynhyfryd**

	Actual	Projected Numbers (Jan)				
	2008	2009	2010	2011	2012	2013
Sixth Form*	202	171	170	171	168	175
Total School	1223	1185	1172	1174	1156	1135

\* Years 12 &amp; 13

Participation Post 16 - Those continuing in full time education or training in school or college at 16 (interim figures to be confirmed by PLASC returns in January)

	Actual 2008	
	No	% cohort
6 <sup>th</sup> form	107	53.5%
FE College	72	36.0%
All***	200	<b>89.5%</b>

\*\*\* Year 11 cohort total. Other destinations include employment, moved area, NEET etc

Where do Ruthin students access college?

	2007	2008
Coleg Llandrillo (Rhos)	7	7
Coleg Llandrillo (Rhyl)	2	1
Coleg Llandrillo (Denbigh)	2	1
Coleg Llandrillo (Abergele)	0	0
Coleg Lllysfasi	11	8
Other colleges	55 (est)	55
Deeside College		
Welsh College of Horticulture		
Yale College		

A new Learning Centre for post 16 and Adult and Community learning was opened on site at Ysgol Brynhyfryd in 2008

Year	GCSE results 2005-2008	No of pupils in cohort	% pupils entered for 5 or more GCSEs		Pupils achieving 5 or more GCSEs				Core Subject Indicator	Average Wider Point Score	Did not achieve a GCSE, ELQ or equivalent		
					A* - C		A* - G						
2008	St Brigid's School	55	100%	↑	84%	↑	95%	↓	69%	↑	420	0%	↔
2007	St Brigid's School	52	98%	↑	83%	↓	96%	↑	65%	↓	455	0%	↔
2006	St Brigid's School	53	94%	↔	89%	↓	94%	↔	72%	↑	443	0%	↔
2005	St Brigid's School	49	94%	·	90%	·	94%	·	63%	·		0%	·
2008	Denbigh High	165	98%	↑	45%	↑	82%	↓	40%	↑	281	3%	↓
2007	Denbigh High	190	85%	↑	43%	↓	83%	↑	33%	↑	277	8%	↔
2006	Denbigh High	168	84%	↓	46%	↑	82%	↓	31%	↑	276	8%	↑
2005	Denbigh High	151	89%	·	42%	·	88%	·	28%	·		7%	·
2008	Ysgol Brynhyfryd	190	97%	↔	77%	↑	92%	↓	59%	↑	412	2%	↑
2007	Ysgol Brynhyfryd	201	97%	↑	67%	↓	96%	↑	53%	↔	399	2%	↓
2006	Ysgol Brynhyfryd	179	93%	↓	68%	↓	93%	↓	53%	↑	405	5%	↔
2005	Ysgol Brynhyfryd	211	94%	·	73%	·	94%	·	49%	·		5%	·
2008	Ysgol Glan Clwyd	130	98%	↑	75%	↓	95%	↔	71%	↑	415	1%	↓
2007	Ysgol Glan Clwyd	133	95%	↑	80%	↑	95%	↑	65%	↑	418	2%	↓
2006	Ysgol Glan Clwyd	142	92%	↑	63%	↑	92%	↑	45%	↑	385	6%	↑
2005	Ysgol Glan Clwyd	139	89%	·	56%	·	88%	·	41%	·		3%	·
2008	Sir Ddinbych	1352	99%	↑	51%	↑	84%	↑	40%	↑	326	2%	↓
2007	Sir Ddinbych	1426	84%	↓	47%	↓	82%	↓	34%	↓	311	6%	↑
2006	Sir Ddinbych	1366	86%	↑	49%	↓	84%	↑	34%	↑	313	5%	↓
2005	Sir Ddinbych	4283	85%	·	49%	·	83%	·	33%	·		6%	·
2008	Cymru		98.0%	·	56.0%	·	86.0%	·	44.0%	·	356	1.5%	·
2007	Cymru		87.0%	·	54.0%	·	86.0%	·	40.0%	·	343	5.0%	·
2006	Cymru	38,859	88.0%	·	53.8%	·	86.0%	·	39.7%	·	335.4	3.9%	·
2005	Cymru		87.0%	·	52.0%	·	85.0%	·	38.4%	·		4.0%	·

Year	A level results 2006-2008	No of pupils entered	No of pupils entered for 2 or more	Pupils achieving 2 or more A Levels			
				A - C		A - E	
2008	St Brigid's School	32	26	73.0%	↓	96.0%	↓
2007	St Brigid's School	21	20	80.0%	↑	100.0%	↔
2006	St Brigid's School	28	22	59.0%	·	100.0%	·
2008	Denbigh High School	49	38	68.0%	↑	97.0%	↑
2007	Denbigh High School	53	46	61.0%	↑	91.0%	↑
2006	Denbigh High School	49	36	58.0%	·	78.0%	·
2008	Ysgol Brynhyfryd	82	76	82.0%	↓	99.0%	↑
2007	Ysgol Brynhyfryd	96	89	88.0%	↑	97.0%	↑
2006	Ysgol Brynhyfryd	83	81	84.0%	·	94.0%	·
2008	Ysgol Glan Clwyd	50	50	80.0%	↓	100.0%	↑
2007	Ysgol Glan Clwyd	63	52	87.0%	↑	98.0%	↑
2006	Ysgol Glan Clwyd	48	44	73.0%	·	95.0%	·
2008	Sir Ddinbych	418	354	65.0%	·	91.0%	·
2007	Sir Ddinbych	478	404	66.0%	·	94.0%	·
2006	Sir Ddinbych	436	355	65.1%	·	91.5%	·
2008	Cymru			69%	·	94%	·
2007	Cymru			68%	·	94%	·
2006	Cymru			68%	·	94%	·

## Dee Valley

## Llangollen

## Ysgol Dinas Brân is an 11-18 high school

	Actual	Projected Numbers (Jan)				
	2008	2009	2010	2011	2012	2013
Sixth Form*	181	166	164	156	164	150
Total School	1096	1069	1002	953	877	834

\* Years 12 &amp; 13

**Participation Post 16** - Those continuing in full time education or training in school or college at 16 (interim figures to be confirmed by PLASC returns in January)

	Actual 2008	
	No	% cohort
6 <sup>th</sup> form	114	54.0%
FE College	62	29.4%
All***	211	<b>83.4%</b>

\*\*\* Year 11 cohort total. Other destinations include employment, moved area, NEET etc

Where do Dinas Brân students access college?

	2007	2008
Coleg Llandrillo (Rhos)	0	0
Coleg Llandrillo (Rhyl)	0	0
Coleg Llandrillo (Denbigh)	0	0
Coleg Llandrillo (Abergele)	0	0
Coleg Lllysfasi	2	2
Deeside College		
Welsh College of Horticulture		
Yale College	60 (est)	60

A new purpose built Learning Centre for post 16 and Adult and Community learning was opened on site at Ysgol Dinas Brân in 2008.

Year	GCSE results 2005-2008	No of pupils in cohort	% pupils entered for 5 or more GCSEs	Pupils achieving 5 or more GCSEs				Core Subject Indicator	Average Wider Point Score	Did not achieve a GCSE, ELQ or equivalent			
				A* - C	A* - G								
2008	Ysgol Dinas Bran	196	98%	↑	50%	↑	87%	↑	35%	↓	324	0%	↓
2007	Ysgol Dinas Bran	213	80%	↓	51%	↓	77%	↓	37%	↓	292	3%	↑
2006	Ysgol Dinas Bran	200	86%	↑	55%	↑	85%	↑	41%	↑	320	2%	↓
2005	Ysgol Dinas Bran	197	82%	·	50%	·	81%	·	40%	·		5%	·
2008	<b>Sir Ddinbych</b>	<b>1352</b>	99%	↑	51%	↑	84%	↑	40%	↑	326	2%	↓
2007	<b>Sir Ddinbych</b>	<b>1426</b>	84%	↓	47%	↓	82%	↓	34%	↓	311	6%	↑
2006	<b>Sir Ddinbych</b>	<b>1366</b>	86%	↑	49%	↓	84%	↑	34%	↑	313	5%	↓
2005	<b>Sir Ddinbych</b>	<b>4283</b>	85%	·	49%	·	83%	·	33%	·		6%	·
2008	<b>Cymru</b>		<b>98.0%</b>	·	<b>56.0%</b>	·	<b>86.0%</b>	·	<b>44.0%</b>	·	<b>356</b>	<b>1.5%</b>	·
2007	<b>Cymru</b>		<b>87.0%</b>	·	<b>54.0%</b>	·	<b>86.0%</b>	·	<b>40.0%</b>	·	<b>343</b>	<b>5.0%</b>	·
2006	<b>Cymru</b>	<b>38,859</b>	<b>88.0%</b>	·	<b>53.8%</b>	·	<b>86.0%</b>	·	<b>39.7%</b>	·	<b>335.4</b>	<b>3.9%</b>	·
2005	<b>Cymru</b>		<b>87.0%</b>	·	<b>52.0%</b>	·	<b>85.0%</b>	·	<b>38.4%</b>	·		<b>4.0%</b>	·

Year	A level results 2006-2008	No of pupils entered	No of pupils entered for 2 or more	Pupils achieving 2 or more A Levels			
				A - C		A - E	
2008	Ysgol Dinas Bran	63	41	80.0%	↑	100.0%	↑
2007	Ysgol Dinas Bran	52	48	44.0%	↓	96.0%	↓
2006	Ysgol Dinas Bran	54	45	67.0%	·	100.0%	·
2008	Sir Ddinbych	418	354	65.0%	·	91.0%	·
2007	<b>Sir Ddinbych</b>	478	404	66.0%	·	94.0%	·
2006	<b>Sir Ddinbych</b>	436	355	65.1%	·	91.5%	·
2008	Cymru			69%	·	94%	·
2007	<b>Cymru</b>			68%	·	94%	·
2006	<b>Cymru</b>			68%	·	94%	·

## Appendix B

**1. Maintained Secondary Schools****Number of Pupils, Teachers, Achievements Totals**

	Wales	Denbighshire
2007 Number of Pupils in all Wales Maintained Secondary school (excluding special schools)	210,353	7,861
2006/07 Teachers employed qualified and non-qualified (FTE)	13,430	456.5 FTE (qualified)
2006/07 Total support staff (FTE)	5,468	190 FTE
2006/07 Percentage of pupils aged 15 achieving 5 or more GCSEs grade A*-C or equivalent	54.2%	47.1%
2006/07 Percentage of pupils aged 17 achieving 2 or more A/AS/AVCE/ASVCE levels grade A-C or advanced GNVQ	67.5%	66.3%

**Expenditure**

	Wales	Denbighshire
2006/07 Secondary school outturn expenditure 2006-07 (inc. all monies held centrally by the LEAs and spent on behalf of the schools)	£958,920,047	£28,568
2006/07 Budget Allocation for sixth form provision	£100,562,156	

**2. Further Education Institutions****Number of Enrolments and Staff, excluding LEA Community Learning, Achievement Totals**

	Wales	Coleg Llandrillo	Coleg Llysfasi
2006/07 (all year) Enrolments on FE learning programmes part time	218,040	14,195	3,080
2006/07 (all year) Enrolments on FE learning programmes full time	42,820	2,080	215
2005/06 Number of teaching and learning staff (FTE)	4,505		
2005/06 Number of supporting teaching and learning staff, and other support (FTE)	4,645		
2006/07 % Learning activity completion (excluding work based learning provision)	87%	85%	
2006/07 % Learning activity attainment (excluding work based learning provision)	70%	90%	
2006/07 % Learning activity success rate (excluding work based learning provision)	60%	76%	

**Expenditure**

	Wales	Coleg Llandrillo	Coleg Llysfasi
2006/07 FE Expenditure	£ 403,872,000		

### 3. Higher Education Institutions (HEIs)

#### HE Enrolments, Staff, Achievements Totals

	Wales	Denbighshire
2006/07 Enrolments at all Welsh HEIs (and OU in Wales)	150,710	N/A
2006/07 Number of Academic Staff at Welsh HEIs	8,320	N/A
2006/07 Number of Non Academic Staff at Welsh HEIs	9,750	N/A
2006/07 HE qualifications obtained at Welsh HEIs (and OU)	35,085	N/A

#### Expenditure

	Wales	Denbighshire
2006/07 HEI expenditure	£978,416,000	N/A

### 4. Work Based Learning Provision

#### Number of Learning Programme Enrolments, Achievement Totals

	Wales	Denbighshire
2006/07 Enrolments on Work Based Learning at FEIs	14,625	
2006/07 Enrolments on Work Based Learning at other training providers	58,545	
2006/07 Framework success rate in Modern Apprenticeship (MA)	43%	
2006/07 Framework success rate in Foundation Modern Apprenticeship (FMA)	53%	



**Membership of the Interim Denbighshire Learning Partnership**

Gareth Wyn Jones, DCC, Head of School Improvement (Chair)  
Julian Molloy, DCC, School Improvement  
John Gambles, DCC, 14-19 Co-ordinator  
Gerry Jenson, Coleg Llandrillo Cymru  
Carol Allen, 14-19 Network Quality Champion  
Catrin Jones, Adult Community Learning  
Councillor Hugh H Evans, DCC Leader  
Mohammed Mehmet, DCC, Lifelong Learning Corporate Director  
Catherine Britton, Headteacher Blessed Edward Jones HS  
Alison Duffy, Headteacher Ysgol Dinas Bran  
Eleri Jones, Headteacher Ysgol Brynhyfryd  
Alison Duncan, Headteacher Denbigh HS  
Meurig Rees, Headteacher Ysgol Glan Clwyd  
Phil Pearce, Headteacher Prestatyn HS  
Huw Evans, Principal Coleg Llandrillo  
Fred Cunningham, Principal Coleg Llysfasi  
Sue Denton, North Wales Training  
Councillor David Smith, Chair of Scrutiny DCC

**Membership of the Denbighshire Learning Partnership  
Development Group**

Julian Molloy DCC School Improvement (Chair)  
John Gambles DCC 14-19 Co-ordinator  
Gerry Jenson Coleg Llandrillo  
Eleri Jones Headteachers' Representative. Ysgol Brynhyfryd  
Carol Allen DCC 14-19 Network Quality Champion  
Catrin Jones DCC Adult Community Learning  
Phil Pierce Headteachers' Representative. Prestatyn High School  
Gwenan Owain Coleg Llysfasi  
Alison Duffy Headteachers Representative. Ysgol Dinas Bran

**REPORT TO CABINET**

**CABINET MEMBER**                    **ACTING CHIEF EXECUTIVE – ALAN EVANS**  
**DATE**                                    **24 MARCH 2009**  
**SUBJECT**                                **CORPORATE EXECUTIVE TEAM – PERFORMANCE REPORT**

**1            DECISION SOUGHT**

1.1        That Cabinet consider progress against the Corporate Executive Teams' key actions as provided at Appendix 1 and agree further actions as appropriate.

**2            REASON FOR SEEKING A DECISION**

2.1        Following receipt of a number of regulatory reports, including the Corporate Governance Report, and the appointment of the Acting Chief Executive, the Corporate Executive Team (CET) worked together to agree some key issues which it was felt required immediate attention. These related to:-

- Staffing, particularly raising staff morale
- Improving the Council's reputation and both its internal and external communications
- Responding effectively to the Corporate Governance Inspection and other regulatory work
- The Council's budget, particularly in the context of longer term financial planning
- Achieving the Council's priorities and supporting the work of the Focused Agenda Board and Improvement Boards
- Ensuring the Authority runs effectively and efficiently

Additionally, Recommendation 1 of the Corporate Governance Inspection report states that the Council should "put in place performance management arrangements that ensure reporting of the collective effectiveness of CET as well as the effectiveness of individuals". This performance report from CET is based on issues which the team have agreed they have collective responsibility for addressing. The actions are currently based on issues which need to be dealt with urgently, but it is recognised that there is a clear need for the report to become more strategic and outcome focused over time.

Members will note that significant progress has been made since the last CET Performance Report was presented to Cabinet in January 2009. The Corporate Executive Team is working effectively together and progress has been made in all areas.

**3            POWER TO MAKE THE DECISION**

3.1        Performance management and monitoring is a key element of the Wales Programme for Improvement which is underpinned by the statutory requirements of the Local Government Act 1999.

## **4 RESOURCE IMPLICATIONS**

### **4.1 Cost Implications**

There are cost implications to some of the actions although some actions, such as the support services review, should lead to cashable efficiencies. Individual actions have not yet been costed.

### **4.2 Staffing / Accommodation Implications**

Some actions have significant staffing/accommodation implications.

### **4.3 I.T. Implications**

There may be I.T. implications which will be identified by the projects associated with each action.

## **5 RISK ASSESSMENT**

### **5.1 Risks associated with NOT agreeing recommendation(s)**

There are significant risks associated with not progressing the issues identified by the Corporate Executive Team.

### **5.2 Risks associated with agreeing recommendation(s)**

There are no risks identified.

## **6 FINANCIAL CONTROLLER STATEMENT**

6.1 The cost of recruiting the new Chief Executive should be contained within the budget concerned. The cost of interim management and related costs are reported regularly to Cabinet as part of the budget monitoring report. There are financial implications associated with many aspects of this report. The costs of Single Status have been reported regularly to Members as negotiations have progressed. Any further cost implications from this exercise will need to be identified along with a funding source. Several actions have the potential to deliver efficiency savings in the medium term.

## **7 CONSULTATION CARRIED OUT**

7.1 The key issues identified by the Corporate Executive Team have been discussed and agreed with the Leader and the subject of a verbal report to Council by the Acting Chief Executive.

## **8 IMPLICATIONS**

### **8.1 Assessment of Impact on Corporate Priorities**

Resolving the key issues identified by the CET will support achievement of the Council's priorities.

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

The actions proposed will have a positive impact and put the Council in a stronger position to deliver the County's Vision and Community Strategy and to take account at a strategic level of equalities and sustainability issues.

## 9 ACTION PLAN

<b>ACTION</b>	<b>RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED</b>	<b>ACTION TO BE REVIEWED &amp; MONITORED BY / DATE TO BE MONITORED</b>
CET to progress actions and provide monthly updates to Cabinet	Acting Chief Executive Monthly	CET Weekly
CET to work with Cabinet Members to progress actions	Corporate Executive Team Ongoing	CET Weekly

## 10 RECOMMENDATIONS

- 10.1 That Cabinet consider progress against the Corporate Executive Teams' key actions as provided at Appendix 1 and agree further actions as appropriate.



# Corporate Executive Team (CET) Performance Report

\* **Note:** although some Key Actions have an individual lead in terms of delivery, CET has collective responsibility for driving forward all of these Key Actions:

CET Priorities for Action	Key Actions	Lead for Delivery *	Progress to Date
1. Staffing Issues	Appointment of New Chief Executive	Linda Atkin	<ul style="list-style-type: none"> <li>Position is currently being advertised, with a closing date of 18 March 2009 for applications.</li> <li>Appointment Panel to assess shortlisted applicants on 20<sup>th</sup>-22<sup>nd</sup> April 2009.</li> </ul>
	Appointment of Corporate Director of Lifelong Learning	Mohammed Mehmet	<ul style="list-style-type: none"> <li>A new Corporate Director of Lifelong Learning (Hywyn Williams) has been appointed and will start on 23<sup>rd</sup> March.</li> <li>Mohammed Mehmet leaves on 27<sup>th</sup> March. Handover arrangements are currently being finalised.</li> </ul>
	Single Status	Sally Ellis	<ul style="list-style-type: none"> <li>Amended package currently being considered by the National Trade Unions.</li> <li>A possible date for the Single Status ballot is end of March/beginning of April. Before this, a programme of Roadshows will be held to ensure staff are fully informed.</li> <li>If the package is accepted by staff, then implementation will begin immediately after the ballot results are announced. Implementation will be staged over a number of months.</li> <li>Since the results of the job evaluation review were announced, almost 200 appeals have been received and, in line with the process, Denbighshire has been reviewing the information per post at Appeal Stage 1 meetings. Some additional Appeal Stage 1 meetings are required, and Appeal Stage 2 meetings are currently being arranged. Personnel will be writing to all staff in the next few weeks to inform them what the next step will be for their appeal.</li> </ul>
	Developing CET leadership and collective performance	CET	<ul style="list-style-type: none"> <li>Collective responsibility for delivery of a number of corporate challenges has been agreed. Progress against collective challenges reported to Cabinet via quarterly performance reports for Corporate Directors and monthly report on collective CET performance.</li> <li>A programme of Cabinet and CET Awaydays began in December 2008, and monthly events have been organised up until, and including, May 2009. The next event is planned for 1<sup>st</sup> April 2009.</li> </ul>

CET Priorities for Action	Key Actions	Lead for Delivery *	Progress to Date
			<ul style="list-style-type: none"> <li>• Monthly programme of CET Awaydays organised to discuss developmental issues – with external facilitators. The first session was held on 14<sup>th</sup> January 2009, and further monthly sessions have been arranged up until, and including, May 2009.</li> <li>• CET developing a clear strategic plan to take the Authority forward which is based upon the key theme of 'bringing the Council closer to the community', making sure that we focus on service delivery. Strategic and business planning will be revised to reflect this focus. A draft 'Statement of Intent' has been produced by Members and is being presented to Council on 17<sup>th</sup> March. The Council's Strategic Planning Framework was discussed at the Cabinet/CET Awayday on 4<sup>th</sup> March. A paper which proposes a model which will provide more local information and knowledge to support the financial and business planning process is also being presented to Council on 17<sup>th</sup> March 2009.</li> <li>• Personal performance appraisals of CET members will include corporate effectiveness by setting strategic objectives as well as individual effectiveness.</li> <li>• Leader and external adviser to be involved in performance appraisal of Chief Executive, and Lead members in appraisals of Corporate Directors.</li> </ul>
	Transition from long term interims in Lifelong Learning to permanent appointees	Mohammed Mehmet / Hywyn Williams	<ul style="list-style-type: none"> <li>• The recruitment process for the Lead Officer for Inclusion post was unsuccessful in terms of attracting a suitable candidate. Options for the future of this post are to be considered by the new Corporate Director of Lifelong Learning.</li> <li>• Catherine Simpson has been retained until September 2009.</li> </ul>
	Review staffing requirements for efficient & effective running of authority	CET	<ul style="list-style-type: none"> <li>• In December 2008 information was provided to staff on the Efficiency Programme and staff were invited to send in expressions of interest for Voluntary Redundancy, Flexible Retirement and/or a Reduction in Hours. All expressions of interest have now been collated and discussed with the relevant head of service. It is anticipated that employees who are eligible will be invited to formally apply for voluntary redundancy, flexible retirement or a reduction in hours by the end of March 2009. Once formal applications have been received employees will be given notice and will leave the authority where applicable in July 2009. Further details on this issue are being reported to Cabinet as part of the Routine Reporting on Personnel.</li> </ul>

CET Priorities for Action	Key Actions	Lead for Delivery *	Progress to Date
	Support Services Review	Iwan Prys-Jones	<ul style="list-style-type: none"> <li>• It is intended that the current review of support services will be paused.</li> <li>• A review of how support services are delivered is still needed but this needs to form an integral part of the wider review of the Authority. Understanding the future needs of the Council and a better analysis of options is essential. It is also likely that some external support will be needed. In the short term, some work will still take place - for example on analysing our current support service provision.</li> </ul>

CET Priorities for Action	Key Actions	Lead for Delivery *	Progress to Date
2. Communication and reputation	Communicating Current Events to Members and Staff	CET	<ul style="list-style-type: none"> <li>• A Corporate Communication Strategy is being developed, and is currently in draft form. It is expected that it will be presented to Cabinet for approval in April, and will then be implemented with immediate effect.</li> <li>• A staff communications survey is being planned for September 2009 which will test the effectiveness of the strategy.</li> <li>• A Reputation Campaign Action Plan has been agreed and is in the process of being implemented. Some of the actions are currently being implemented, and the remainder have been included in the Corporate Communication Strategy.</li> <li>• Meetings have been arranged between the Leader, Acting Chief Executive, Corporate Communications Manager and the media. A programme of monthly meetings is due to begin in April.</li> <li>• Staff have been very positive about the CET Brief and the Leader's section has now been included. The brief is now also being sent to all Councillors. These are now being produced on an ad-hoc basis, and need to be re-launched.</li> <li>• Members feedback on the Daily 'Press Digest' has been extremely positive.</li> <li>• Staff roadshows with the Leader and Acting Chief Executive are being rearranged to begin in April when clearer messages can be communicated. They have been delayed due to the Single Status staff roadshows.</li> <li>• Media awareness session designed which will be offered to groups of staff. One session delivered. The purpose of these sessions is to raise awareness of the need for people to improve communication and highlight the need for more good stories to appear in the media. The sessions are currently being advertised to staff.</li> </ul>
	Customer Service Focus	CET	<ul style="list-style-type: none"> <li>• Staff suggestion scheme currently being revamped. First panel to be held on 26<sup>th</sup> March to clear the backlog of ideas before the scheme is re-launched.</li> <li>• Customer Service Strategy 2008-11 published.</li> <li>• Customer Care Service working with the Performance Managers in each Directorate to gain baseline data on new Corporate Customer Care Standards. Corporate targets have now been agreed for 2009/10.</li> <li>• Service delivery standards/timescales for the Authority to be created and made available to the public, so customers know when to expect a service to be delivered. Temporary funding allocated and officer recruited, starting on 30<sup>th</sup> March.</li> </ul>



CET Priorities for Action	Key Actions	Lead for Delivery *	Progress to Date
			<ul style="list-style-type: none"> <li>The authority's complaints policies have now been revised resulting in the amalgamation of the three separate policies. A single document has been created to ensure cohesion and equity. Consultation on the draft document (external and internal) closes on 27<sup>th</sup> March.</li> </ul>
	Building relationships with WAO and other regulators	CET	<ul style="list-style-type: none"> <li>Regular meetings between the Acting CEO and the Wales Audit Office (WAO) have been arranged.</li> <li>WAO Relationship Manager is member of External Reference Group (see below).</li> </ul>
	Improving External Political Relationships	CET	<ul style="list-style-type: none"> <li>The Public Affairs Strategy is being incorporated into the Corporate Communications Strategy, will be presented to Cabinet for approval in April.</li> <li>The Leader and Acting Chief Executive continue to meet regularly with Assembly Members and other politicians. AMs and MPs have been invited to express interest in holding quarterly meetings.</li> <li>External Reference Group established with WAG, WAO &amp; WLGA representation, plus the two external consultants hired by Denbighshire County Council. The first meeting of this group was held on 8<sup>th</sup> January 2009. The group has been meeting regularly (every 4-6 weeks), and the next meeting is arranged for 26<sup>th</sup> march 2009.</li> </ul>
	Improving Relationships with Partners	CET	<ul style="list-style-type: none"> <li>Meetings arranged between Leader, Acting CEO and all key partners. Meetings with North Wales NHS Trust and North Wales Police have taken place.</li> <li>A high level Conference with partners is being arranged for June 2009 and a cross-departmental group has been set up to take this forward. Key note speakers will be invited to address the Conference which will consider national, regional and local strategic issues.</li> </ul>

CET Priorities for Action	Key Actions	Lead for Delivery *	Progress to Date
<b>3. Responding to the Corporate Governance Inspection and regulatory work</b>	Corporate Governance Action Plan	Alan Evans	<ul style="list-style-type: none"> <li>• An Action Plan has been prepared which includes detailed Workplans.</li> <li>• It is expected that the Action Plan will be formally adopted by Council on 17<sup>th</sup> March 2009.</li> <li>• The Action Plan forms the starting point of the broader change management project that is required (see below).</li> </ul>
	Statement of Intent	Alan Evans	<ul style="list-style-type: none"> <li>• A draft Statement of Intent has been prepared. This outlines the key strategic direction of the Council, which is "to bring the Council closer to the Community".</li> <li>• The Statement of Intent indicates what needs to be done to deliver this overall strategic direction. There is a clear emphasis on service delivery and providing a high level of customer service. The Statement of Intent therefore forms a pivotal part of our future service planning.</li> <li>• The Statement of Intent will be presented to Council on 17<sup>th</sup> March and it is expected that agreement will be granted for a two-month consultation period. Council will be asked to finally adopt the Statement in June 2009. In the meantime, staff will be asked to refer to its guiding principles when planning and delivering services.</li> </ul>
	The Broader Change Management Programme	Alan Evans	<ul style="list-style-type: none"> <li>• This will follow from the direction provided by the Statement of Intent. Business planning processes need to be reviewed to make sure that identifying community needs; service delivery; customer service standards; and the citizen are at the heart of what we do.</li> <li>• The process needs to be completed by the end of May 2009 to ensure that the foundations are in place for the business planning cycle for 2010/2011 and beyond.</li> <li>• Alongside the review of our service and corporate planning processes, work has begun on determining the future needs of the county and the Council. Steps that have been identified include: <ul style="list-style-type: none"> <li>○ development of area profiles and the agreement of these with Members and our strategic partners;</li> <li>○ understanding the future service delivery requirements based upon local and national drivers;</li> <li>○ development of a more detailed Medium Term Financial Strategy, which will also drive the Efficiency Strategy;</li> </ul> </li> </ul>

CET Priorities for Action	Key Actions	Lead for Delivery *	Progress to Date
			<ul style="list-style-type: none"> <li>○ development of supporting workforce planning, information technology and asset management strategies;</li> <li>○ a review of how Support Services are delivered across the organisation;</li> <li>○ a series of Value for Money reviews.</li> <li>● In essence, a review of the systems, processes and structures of the whole authority will be undertaken. Detailed planning is now being undertaken and it is planned that there will be opportunities for staff across the Council to be involved.</li> </ul>
	Responding to Hyfyrdle Reports	Mohammed Mehmet / Sally Ellis	<ul style="list-style-type: none"> <li>● Action Plan being monitored by Lead CET members &amp; CET collectively. First progress report was presented to CET on the 2<sup>nd</sup> February 2009 and Cabinet on the 17<sup>th</sup> February. The next quarterly progress report will be presented to Cabinet on 26<sup>th</sup> May 2009.</li> <li>● The majority of recommendations within the action plan relate to corporate governance issues such as project management, partnership working, accountability and leadership. This action plan will be incorporated into the Corporate Plan in future, where appropriate.</li> </ul>
	Preparing for Estyn re-inspection & Youth Support Services monitoring	Mohammed Mehmet / Sally Ellis	<ul style="list-style-type: none"> <li>● Full self evaluation and supporting documents have been submitted to the inspection team. A pre-inspection visit took place during 3<sup>rd</sup> and 4<sup>th</sup> March, and the full inspection will take place between 16<sup>th</sup> and 27<sup>th</sup> March.</li> <li>● An interview timetable has been prepared and officers and councillors who will be interviewed are currently being notified.</li> </ul>
	Responding to other regulatory work	CET	<ul style="list-style-type: none"> <li>● Client files and detailed supporting evidence have been prepared for the Baby P Inspection (Safeguarding Review) following submission of analysis and information in February and March. The inspection by the Care and Social Services Inspectorate for Wales (CSSIW) will take place from 23<sup>rd</sup>-25<sup>th</sup> March. An interview timetable has been prepared and officers and Members who will be interviewed have been notified.</li> <li>● Internal process for responding to regulatory reports has been formalised and a Joint Protocol agreed with the Wales Audit Office: <ul style="list-style-type: none"> <li>○ MMC to allocate Lead Officer responsible for ensuring progress against recommendations;</li> <li>○ Lead Member identified who will be responsible for ensuring progress against recommendations;</li> </ul> </li> </ul>

CET Priorities for Action	Key Actions	Lead for Delivery *	Progress to Date
			<ul style="list-style-type: none"> <li>○ Corporate Governance Committee to allocate Scrutiny Committee responsible for monitoring progress against recommendations.</li> <li>● All regulatory reports since November 2008 have followed this process, including: <ul style="list-style-type: none"> <li>○ WAO report on Fleet Management; and</li> <li>○ WAO report on Information Security</li> </ul> </li> <li>● The following reports will be going through this process in the near future: <ul style="list-style-type: none"> <li>○ WAO Follow-up Review of PARIS Social Services System Implementation; and</li> <li>○ WAO Review of Leisure Services.</li> </ul> </li> </ul>
	Agree regulatory activity for coming year	Alan Evans	<ul style="list-style-type: none"> <li>● A meeting took place on 15th December 2008 with WAO, CSSIW &amp; Estyn to agree the Joint Risk Assessment (JRA) which the auditors will use to decide which inspections and audits to carry out for the coming year. The JRA was agreed subsequently finalised and agreed.</li> <li>● Denbighshire County Council has now received the WAO Annual Letter which sets out the key messages from work undertaken over the last 12 months and highlights the focus of audit and inspection work for the coming year.</li> <li>● The Regulatory Plan for the coming year (2008/09) will be presented by the WAO and discussed at the Regulatory Plan meeting in May 2009.</li> </ul>

CET Priorities for Action	Key Actions	Lead for Delivery *	Progress to Date
4. Budget	Budget 2009/10	CET	<ul style="list-style-type: none"> <li>Final budget proposals for 2009/10 were presented to, and approved by, full Council on 10<sup>th</sup> February 2009.</li> <li>Council Tax was set by full Council on 24<sup>th</sup> February 2009.</li> </ul>
	Medium Term Financial Plan (MTFP)	CET	<ul style="list-style-type: none"> <li>The Medium Term Financial Plan (MTFP) is one of the key elements of the Broader Change Management Programme.</li> <li>The first meeting of the group set up to develop and regularly update the Council's MTFP was held on 27<sup>th</sup> February. The remit is to align more closely the Council's Business and Financial Planning and develop a 3 year financial plan to assist future business planning. As part of its work, the group will consider a range of potential financial scenarios.</li> <li>An exercise will start shortly to provide a challenge to services' existing budgets, based on statistical analysis, to aid the process of identifying cost reductions and increased income opportunities.</li> <li>The process of identifying Efficiency Gains achieved in 2008/9 will take place in March to May 2009. For future years, identifying and recording of gains will rest with service managers. The initial 5 year period of the Making the Connections exercise is due to end in 2009/10. It is not clear what will follow and WAG are being pressed for clarity over the future.</li> <li>WLGA have devised a form for collecting information by Authority that will provide better evidence of spending pressure and lead to a more timely and evidence backed bid for future resources. The timescale is extremely tight and group members therefore need to assist by providing necessary data on service cuts and unmet demand.</li> </ul>
	Efficiency Strategy	CET	<ul style="list-style-type: none"> <li>External support has been sought to develop a challenge process for current service budgets taking account of best practice. This will feed into the review of the Efficiency Strategy which will be completed by July 2009 to feed into the financial and business planning process for 2010/11</li> <li>Efficiency savings will be captured and recorded in the Financial Planning Forms and will be regularly monitored via quarterly performance reports.</li> </ul>

CET Priorities for Action	Key Actions	Lead for Delivery *	Progress to Date
5. Focused Agenda Board	Focused Agenda Board	Alan Evans	<ul style="list-style-type: none"> <li>• The Terms of Reference for the Focused Agenda Board (FAB) have been amended and were agreed at the FAB meeting on 2<sup>nd</sup> March 2009.</li> <li>• The Focused Agenda Board is a strategic programme board which aims to hold senior officers to account for:               <ul style="list-style-type: none"> <li>○ The delivery of the Council's Strategic Aims and Objectives and Corporate Priority Outcomes as identified in the Corporate Plan; and</li> <li>○ The delivery of the Corporate Governance Action Plan and the overall improvement of the Council's Corporate Governance.</li> </ul> </li> <li>• FAB will not have any formal decision making powers, but will review, challenge and monitor actions and work programmes of the Chief Executive, Directors and Improvement Boards, prior to reports to formal decision making bodies such as Cabinet and Council.</li> </ul>
	Modernising Education Board	Mohammed Mehmet	<ul style="list-style-type: none"> <li>• The Modernising Education priority has been ongoing for 18 months. The Board meets regularly and there are external updates available from Estyn and the Denbighshire Education Independent Recovery Board.</li> <li>• The outcomes have been clearly defined and will be treated as part of the re-inspection in March 2009. The Authority is also increasingly moving towards the broader modernising phase with Education policies currently being the subject of extensive consultation.</li> </ul>
	Regeneration Board	Iwan Prys-Jones	<p>The Regeneration Improvement Board last met on 3<sup>rd</sup> February 2009 with the following outcomes:</p> <ul style="list-style-type: none"> <li>• agreement to use indicators to monitor achievement of outcomes agreed in the previous meeting</li> <li>• agreement of 6 workstreams to achieve the 3 outcomes (reducing deprivation, strategic targeting, sustainable growth)               <ul style="list-style-type: none"> <li>- Strategic Regeneration Area</li> <li>- Rural Development Plan</li> <li>- Economic Regeneration</li> <li>- Housing</li> <li>- Environment</li> <li>- Anti Poverty</li> </ul> </li> <li>• agreement of the list of officers for membership of the Strategic Regeneration Area thematic groups</li> </ul>

CET Priorities for Action	Key Actions	Lead for Delivery *	Progress to Date
			<ul style="list-style-type: none"> <li>• received and commented on the draft Denbigh Area Profile and agreed that a timetable for completion of the remaining Area Profiles to be brought to the next meeting</li> <li>• a project register was presented and it was agreed that updates be brought to future meetings</li> </ul> <p>The next meeting of the Regeneration Improvement Board is scheduled for 23<sup>rd</sup> April. The next meeting of the North Wales Coast Strategic Regeneration Partnership Board is scheduled for 2<sup>nd</sup> April.</p>
	Demographic Change Board	Sally Ellis	<p>Three workstreams were agreed by the Focused Agenda Board to be prioritised in Phase 1:</p> <ol style="list-style-type: none"> <li>1. Older People who need Care: Strategic Objective: to undertake detailed modeling and implementation of a 3 - 5 year costed Business Plan for care services for older people ensuring the maximum number of people possible are able to remain independent, supported or cared for within available resources</li> <li>2. Wellbeing and Communities: Strategic Objective- to deliver some short-term "wins" to reinforce the need, both for council departments and local communities, to redesign activities to take account of the needs of an increasing population of older and disabled people</li> <li>3. Adults with Learning Disabilities who need care or support: Strategic Objective - to track implementation of the current "transformation" plan (which is a detailed costed Business Plan) particularly focusing on how the Council, corporately, can contribute to containing costs through supporting some of its most vulnerable citizens</li> </ol> <ul style="list-style-type: none"> <li>• Draft outcomes have been identified for each of these 3 workstreams - to be considered by the Improvement Board in February 2009. A Project Manager has been identified and begun work.</li> <li>• The next Demographic Change Improvement Board meeting is on March 26<sup>th</sup> and will consider progress on the demographic projections work, models of mutual support in the community (e.g Homeshare) and the Intensely Supported Independent Living Scheme (ISIL) project.</li> </ul>
	Improve Community Engagement and Develop Area Profiles	CET	<ul style="list-style-type: none"> <li>• A Community Engagement Plan is being developed, and is expected to be completed by June 2009.</li> <li>• Community Forums: 6 held during November, with approximately 150 citizens participating. Anticipated that numbers will increase as the programme of events becomes more established. Also looking at ways of engaging with existing groups. The next meetings are</li> </ul>

CET Priorities for Action	Key Actions	Lead for Delivery *	Progress to Date
			<p>being arranged in consultation with local members for April 2009.</p> <ul style="list-style-type: none"> <li>• The Council has been recruiting members for a new Denbighshire's Citizens' Panel since September 2008. The second round of recruitment ended on 23<sup>rd</sup> January 2009 and welcome letters have now been sent out to 256 successful applicants in total. The Council is hoping to gain a wider range of members and is currently trying to encourage more young people to become involved. We are therefore engaging with people in colleges and sixth forms in an attempt to recruit more members.</li> <li>• The Panel received their first survey in January around the idea of 'What matters to you?'. The surveys responses have been returned, and the analysis of the information obtained from the surveys will be completed by the end of March.</li> <li>• Since the start of January 2009, 6 surveys with Denbighshire's citizens and key stakeholders have taken place, e.g. Citizens Panel Survey, School Transport Survey, Equality Plan Survey. The surveys are carried out by the Strategic Policy Unit and the results analysed on behalf of departments.</li> <li>• First drafts of the 6 Area Profiles have been completed, which include nationally collected data. The next stage is to agree any additional local data to be included, and to prepare contextual background information.</li> </ul>
	Local Service Board (LSB) and thematic Partnerships	CET	<ul style="list-style-type: none"> <li>• LSB priorities will be identified via the Community Strategy development process and the Local Delivery Agreement process.</li> <li>• The statutory timescale meant that the LSB's priorities were not able to direct the current Health Social Care and Well-Being (HSCWB), Children and Young People Partnership (CYPP) and Community Safety (CS) plans. However, this will be remedied in the next planning cycle where strategic partnerships will be able to refer to community strategy priorities when developing their strategies.</li> <li>• The first draft of the LSB's Local Delivery Agreement was discussed at the meeting on 18<sup>th</sup> December, and will be agreed at the meeting on 26<sup>th</sup> March 2009. The Assembly has asked whether Denbighshire would mind sharing its LDA template with other Welsh authorities as it is considered a very good model.</li> <li>• Denbighshire LSB conference "Working together in Denbighshire" is aimed at bringing together the wider partnership including the Countryside Council for Wales, the Ambulance Trust and others to inform them of the work of the LSB and Partnerships and to look at how they too can become involved. Conwy Borough Council will also be giving a presentation</li> </ul>



CET Priorities for Action	Key Actions	Lead for Delivery *	Progress to Date
			<p>on their LSB's projects. The conference will be held on 19<sup>th</sup> June 2009.</p> <ul style="list-style-type: none"> <li>• Meetings arranged between Leader, Acting CEO and all key partners. Meetings with North Wales NHS Trust and North Wales Police have taken place.</li> <li>• The strategic partnerships; HSCWB, CYPP and CS continue to work well and clear outcomes for the partnerships are developing. The relationship between the LSB and other strategic partnerships has been strengthened and work on the Local Development Plan is on track.</li> </ul>

CET Priorities for Action	Key Actions	Lead for Delivery *	Progress to Date
6. Ensuring the Authority runs effectively and efficiently	To identify and effectively manage the Council's strategic and high risks	CET	<ul style="list-style-type: none"> <li>• Strategic risks have been identified and CET will ensure these are reflected in the business and financial planning process</li> <li>• The Joint Risk Assessment (JRA) has been agreed with the Wales Audit Office.</li> </ul>
	Ensure achievement of the Councils Improvement Agreements	CET	<ul style="list-style-type: none"> <li>• Confirmation received from the Minister for Social Justice and Local Government that our Improvement Agreement with WAG has been approved, and that the grant will now be paid.</li> <li>• WAG and the Minister provided feedback to say that Denbighshire's Improvement Agreement is one of the best in Wales.</li> <li>• An Internal process has allocated additional funding required by services to in order to achieve the targets within the Improvement Agreement.</li> <li>• Progress against 2008/09 milestones was reported as part of the Quarter 3 Performance Report to Cabinet in February 2009.</li> </ul>

**REPORT TO CABINET**

**CABINET MEMBER: COUNCILLOR H H EVANS LEADER**

**DATE: 24 March 2009**

**SUBJECT: Risk & Opportunity Management Strategy**

**1 DECISION SOUGHT**

Approval of the Council's Risk & Opportunity Management Strategy.

**2 REASON FOR SEEKING DECISION**

The Wales Audit Office's (WAO) report on Corporate Governance identified that the Council's current Risk Management Strategy was out of date and no longer related to the actual activities in risk management. The WAO recommended that the Council should develop a new strategy.

It is important to evidence how the Council is identifying, assessing, managing and reporting its risks. It is essential that we can demonstrate to our citizens that we are fully considering the implications of risks and opportunities as we deliver our business for the benefit of the residents of our community.

**3 POWER TO MAKE THE DECISION**

Risk management is a key element of the Wales Programme for Improvement, underpinned by the statutory requirements of the Local Government Act 1999.

**4 RESOURCE IMPLICATIONS**

**4.1 Cost Implications:**

There will be no additional cost implications in implementing this Strategy. All costs will be within current budgets.

**4.2 Staffing / Accommodation Implications:**

There will be a need to provide training to officers and elected members on the new Strategy, but this will be contained within current resources and accommodation.

**4.3 IT Implications:**

There are no additional IT implications at this stage. The Council's new performance management software (Ffynnon) has a module for risk management that will be reviewed at a later date to see whether it provides a robust method of recording risks and actions taken to manage risks.

## **5 RISK ASSESSMENT**

### **5.1 Risks associated with not agreeing the recommendation/s**

A new risk management strategy has been recommended by the WAO and the Council is open to further criticism if it does not implement a new Strategy. Without a formal risk management strategy the Council cannot evidence that it is managing its risks and opportunities effectively. The main risks in not implementing a new Strategy include:

- ◆ Not taking account of risks in decision making
- ◆ Failure to avoid disasters and crises
- ◆ Ineffective business planning
- ◆ Financial costs of addressing events not addressed in advance
- ◆ Potential for increased fraud and corruption
- ◆ Waste and inefficiency
- ◆ Increased staff turnover
- ◆ Poor reputation
- ◆ Adverse regulatory reports

### **5.2 Risks associated with agreeing the recommendation/s**

There are no major risks in agreeing the recommendation. There are resource implications for training officers and elected members in the new procedures. The main risk is that risk management does not become embedded in the Council and become part of the normal day-to-day management. The Strategy seeks to address this by developing a framework for measuring the effectiveness of the Strategy.

## **6 FINANCIAL CONTROLLER STATEMENT**

The development of a Risk Management Strategy is key to ensuring that Risk Management is embedded in service business planning and delivery.

## **7 CONSULTATION CARRIED OUT**

Chief Financial Officer, Head of Strategic Policy and Risk & Insurance Manager during the development of the Strategy – minor amendments agreed.

CET & MMC at 1<sup>st</sup> draft stage – main feedback was that the Strategy should not be too negative and should also relate to opportunities.

Corporate Governance Committee at 2<sup>nd</sup> draft stage – minor amendments agreed.

## 8 IMPLICATIONS

### 8.1 Assessment of Impact on Corporate Priorities:

Risk and opportunity management is integral to everything that the Council does, including in partnership with other organisations. The benefits of risk and opportunity management include improved service delivery, corporate decision-making, financial performance and business planning that will contribute significantly to delivering all Corporate Priorities.

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

As above, risk and opportunity management covers all Council activities and this will impact upon delivery of the Vision and Community Strategy. Specific risks to achieving equality and sustainability have already been identified in the Council's risk registers and, if these are effectively managed, will have a significant impact on achieving the Council's objectives in these areas.

## 9 ACTION PLAN

The following two tables are an extract from the Work Plans supporting the Corporate Governance Action Plan (Recommendation 6)

Measure	Timescale									
	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09	Oct 09
Draft Strategy										
Draft Strategy to CET										
Consult MMC on Strategy										
Consult Corporate Governance Committee on Strategy										
Formal agreement of Strategy by Cabinet										
Risk management training for services and partnerships										
Risk management training for elected members										
Risk assessments conducted for all services and major partnerships										
Identification of key risks to major projects										

<b>KEY ACTIVITY: What key activities are required to complete this task, and who will undertake the activities?</b>			
<b>Key Activity:</b>	<b>Completion date:</b>	<b>Activity Leader:</b>	<b>Decision Maker</b>
<b>Risk &amp; Opportunity Management Strategy</b>			
Research risk management best practice and draft a new Strategy for DCC	04/02/09	HIAS	n/a – see later actions on consultation and approval
Present draft Strategy to CET for comment and approval	09/02/09	HIAS	CET
Issue draft Strategy to MMC requesting their comments by 20/02/09	11/02/09	HIAS	n/a – see later actions on consultation and approval
Prepare report for Corporate Governance Committee	20/02/09	HIAS	Corporate Governance Committee
Present draft Strategy to Corporate Governance Committee for comment and recommendation to Cabinet for approval	03/03/09	HIAS	Corporate Governance Committee
Prepare report for formal approval of Strategy by elected members	24/03/09	HIAS	Leader/Cabinet
<b>Training</b>			
Develop training programme and package	30/04/09	HIAS	n/a
Arrange to visit all Departmental Management Teams & major partnership management teams	31/05/09	HIAS	Heads of Service & Partnership lead officers
Arrange Member training with Corporate Training Team	31/05/09	HIAS	Learning & Development Manager
Provide training at all Departmental Management Teams & major partnership management teams	31/08/09	HIAS	Heads of Service & Partnership lead officers
Provide Training for elected members	30/09/09	HIAS	Learning & Development Manager
<b>Risk Assessments</b>			
Develop risk assessments for major partnerships	31/03/09	HIAS	Partnership lead officers
Obtain details of all key risks in major projects	31/03/09	HIAS	Senior Project Manager
Update all service risk assessments	30/04/09	HIAS	Heads of Service
Update all service risk assessments, partnership risk assessments and key project risks	31/10/09	HIAS	Heads of Service / Partnership lead officers / Senior Project Manager

## 10 RECOMMENDATIONS

Cabinet approves the Risk & Opportunity Management Strategy



CYNGOR

*Sir Ddinbych*

**Denbighshire**

**COUNTY COUNCIL**

# **RISK & OPPORTUNITY MANAGEMENT STRATEGY**

**MARCH 2009**

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# 1. FORWARD

- 1.1. Welcome to Denbighshire County Council's Risk & Opportunity Management Strategy. This Strategy aims to improve the effectiveness of risk and opportunity management across the Council and within our partnerships with other organisations.
- 1.2. Risk management is an important aspect of all our lives. We are exposed to risk both in terms of threats to service provision and from the potential of lost opportunities. It is essential that we can demonstrate to our citizens that we are fully considering the implications of risks and opportunities as we deliver our business for the benefit of the residents of our community.
- 1.3. This Strategy explains the Council's approach to risk and opportunity management, and the framework that will operate to ensure that risks and opportunities are effectively managed. It is supported by a Risk & Opportunity Management Procedures Manual for day to day management.



**Alan Evans**  
**Acting Chief Executive**



**Hugh Evans**  
**Leader**



## 2. PURPOSE, AIMS & OBJECTIVES

- 2.1. The purpose of this Strategy is to help the Council manage its risks and opportunities effectively so that it achieves its objectives and delivers effective services.
- 2.2. The principles of this Strategy apply equally to our partnerships with other organisations and to services provided by external agencies, although we accept that they may have their own risk management strategy.
- 2.3. The main aims and objectives of this Strategy are to:
  - ♦ further develop risk and opportunity management and raise its profile across the Council and with our partners;
  - ♦ manage risks and opportunities in accordance with best practice;
  - ♦ integrate risk and opportunity management into our culture and strategic planning framework;
  - ♦ embed the Strategy through the ownership and management of risks and opportunities; and
  - ♦ communicate our approach to risk and opportunity management to stakeholders.
- 2.4. We will achieve these aims by:
  - ♦ establishing clear accountabilities, roles and reporting lines across all services;
  - ♦ acquiring and developing the necessary skills and expertise;
  - ♦ including risk assessment in all decision-making processes;
  - ♦ ensuring appropriate consideration of risks and opportunities within business plans, to ensure that services achieve their objectives;
  - ♦ developing procedural guidelines and training for use across the Council; and
  - ♦ making all partners, providers and delivery agents aware of our expectations on risk and opportunity management.

### 3. WHAT DOES RISK & OPPORTUNITY MANAGEMENT MEAN?

#### What is a risk or opportunity?

- 3.1. Risk is the probability of something happening or failing to happen and the consequences of this.
- 3.2. In terms of our organisation, it is the threat that an event or action will adversely affect our ability to achieve our corporate priorities, service objectives, deliver our strategies or to improve our service delivery.
- 3.3. Risk in itself is not a bad thing, and there is no activity without some element of risk. In fact, risk management is also about managing those risks linked to taking up or exploiting an opportunity.

#### What is risk & opportunity management?

- 3.4. Risk and opportunity management is a central part of any organisation's strategic management. It is a crucial element of good management and a key part of corporate governance. It is the process whereby we methodically manage risks and opportunities, improve our services and achieve benefit across the Council as a whole.
- 3.5. Although we need to manage our risks, we must not become totally risk averse. A proportional approach has to be taken to risk management, which helps to encourage some risk taking, allowing us to benefit from opportunities.
- 3.6. The focus of good risk and opportunity management is the identification and treatment of risks, whether they relate to threats or opportunities. It increases the probability of success, and reduces both the probability of failure and the uncertainty of achieving our overall objectives. One of the main aims is to avoid surprises.

#### Why is risk mgt important?

- 3.7. Effective risk and opportunity management can provide substantial benefits to the Council, including:
  - ♦ **improved corporate decision making** – members and senior managers are aware of the risks associated with decisions. This leads to better prioritisation of resources, a reduction in legal challenges and improved corporate governance;
  - ♦ **effective operational performance** – avoidance of disasters and surprises, improving service delivery and value for money and reducing complaints;

- ◆ **improved financial performance** – reduced level of fraud, increased resources for priority areas and services through reduced waste, improved income generation and reduced losses;
- ◆ **improved business planning** – focusing on outcomes, the risks to achieving service objectives and the opportunities that may be exploited to help achieve service objectives;
- ◆ **improved human resource management** – reduced staff turnover, stress and absenteeism;
- ◆ **improved reputation** – due to anticipating risks and opportunities, managing them well and learning from past experience;
- ◆ **improved insurance management** – reduced numbers and levels of claim settlements, resulting in controlled insurance costs and lower uninsured losses; and
- ◆ **improved regulatory reports** – demonstrating openness and accountability to the Council's external regulators and enhancing the Council's reputation and public trust.

3.8. Risk management is also an essential part of the CIPFA/SOLACE framework on corporate governance that has been adopted by all local authorities. The Framework requires the Council to establish and maintain a systematic strategy, framework and process for managing risk.

3.9. Alongside corporate governance, the Council is required to publish an annual assurance statement. This determines that the Council is responsible for ensuring that there is a sound system of internal control that facilitates the effective exercise of the Council's functions and this includes arrangements for the management of risk.

## 4. THE WAY FORWARD

### Roles & responsibilities

- 4.1. Risk and opportunity management is not the role of an individual, but the responsibility of all employees. To effectively manage its risks and opportunities, the Council will develop the following roles and responsibilities:

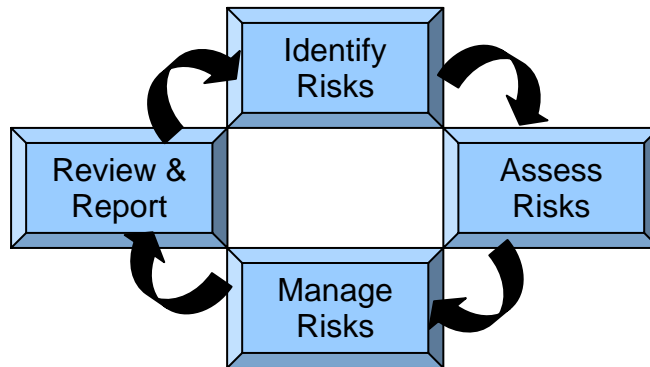
Individual/ Group	Role & Responsibilities	Approximate Calendar of Events											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Leader	Cabinet Lead Member for risk management.												
Cabinet	Approve the Risk & Opportunity Management Strategy.	Initially March 2009, then as and when Strategy revised											
Corporate Executive Team (CET)	Create the environment and structures for risk and opportunity management to work effectively.												
	Identify and review strategic risks, opportunities and management actions.												
	Agree the Council's risks for the Joint Risk Assessment with its external regulators.												
Corporate Director of Resources	The Council's 'risk management champion'.												
	Corporate responsibility for ensuring that the Council manages its risks and opportunities effectively.												
Corporate Governance Committee	Member responsibility for monitoring risk management and internal control arrangements.												
	Review the effectiveness of risk and opportunity management and internal control framework.												
	Review and agree identified risks and opportunities for all services.												
Scrutiny Committees	Review and agree identified risks and opportunities within their remit.												
	Develop forward work programmes to ensure that the significant risks and opportunities are well managed.												
Head of Internal Audit Services (HIAS)	Manage the risk and opportunity management function.												
	Co-ordinate the Joint Risk Assessment with the Council's external regulators.												
	Co-ordinate the various functional activities within the Council that advise on risk and opportunity management issues.												
	Report to senior management and elected members.												

Individual/ Group	Role & Responsibilities	Approximate Calendar of Events											
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Monitor and review the effectiveness of the Risk & Opportunity Management Strategy.												
Risk Mgt function	Develop the Risk & Opportunity Management Strategy.	Initially March 2009, then as and when Strategy revised											
	Build a risk awareness culture within the Council, including training.												
	Develop procedural manuals for risk and opportunity management.	Initially April 2009, then as and when Procedures revised											
	Facilitate the risk and opportunity management process.												
	Maintain risk and opportunity registers.												
Internal Audit Services	Review audit plans to take account of significant risks facing the Council.												
	Carry out risk-based internal audits.												
	Provide assurance to management on the management of risk and opportunity.												
	Report on risks and feed identified risks into the risk and opportunity management process.												
Heads of Service	Ensure that risk is managed effectively in their service area.												
	Integrate risk and opportunity management into service business planning.												
	Promote risk and opportunity awareness and embed risk and opportunity management within their service.												
Managers and staff	Identify and manage risks and opportunities on a day-to-day basis in line with the corporate strategy and procedures.												
	Identify risks and opportunities within partnerships and projects.												
	Produce risk management updates to the Head of Internal Audit Services.												

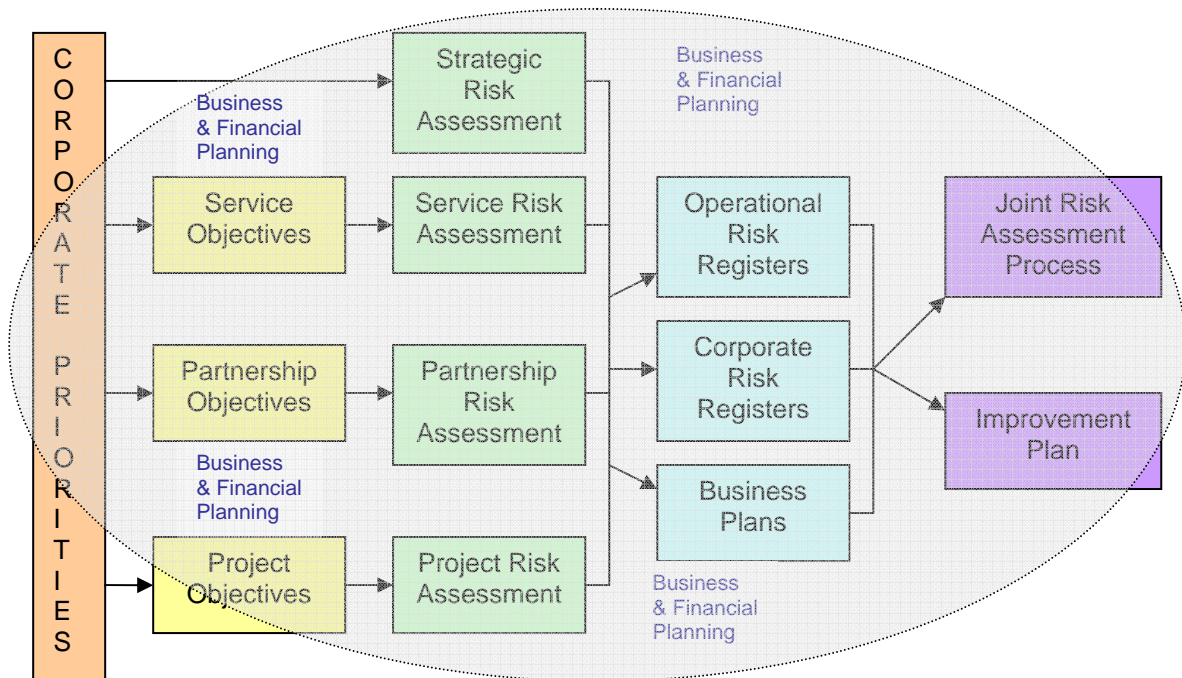
## Risk management process

- 4.2. A detailed description of the Council's risk and opportunity management processes will be included in the Risk & Opportunity Management Procedures Manual. This Strategy includes only a summary of the risk management process and how it integrates with financial and business planning in the Council.

## The Risk Management Cycle



## Integration of risk management into business & financial planning



## Risk appetite

- 4.3. The Council has a process for prioritising its risks and opportunities using a Risk & Opportunity Prioritisation Matrix. This allows the Council to identify its significant risks and opportunities and prioritise its resources to manage these.
- 4.4. The 'risk appetite' defines the level at which the Council will take action to manage a risk or opportunity or where it may decide to accept a risk. More detail on the application of the Risk & Opportunity Prioritisation Matrix is included in the Procedures Manual.

## Training

- 4.5. Training is a crucial element of ensuring that this Strategy and the Risk & Opportunity Management Procedures Manual are understood and accepted. The Manual will provide detailed guidance on risk and opportunity management generally and how it works in the Council.
- 4.6. A specific training programme will also been developed as follows:

Target Group	Date
Directorate & Departmental Management Teams	May-August 2009
Partnerships	June-August 2009
Elected Members	September 2009

## Embedding risk & opportunity management

- 4.7. The aim of embedding risk and opportunity management is to ensure that it is not seen as an additional set of layers and processes. It should become part of the 'way we do things in the Council'. This will not happen overnight but will provide significant benefits to the Council.
- 4.8. One step that has already been taken is to include a risk assessment in the elected member decision-making process. All Council and Cabinet reports require an assessment of the risk of both making and not making the decision.
- 4.9. Progress is also being made in incorporating risk and opportunity management into the strategic planning framework. This is still being developed, but all business plans from April 2009 will identify service objectives linked to a risk assessment that identifies the risks to achieving those objectives and the opportunities that may be exploited to help achieve objectives. At a strategic level, the Corporate Executive Team will carry out a bi-annual review of strategic risks and opportunities linked to achieving the Council's corporate priorities.
- 4.10. To assess how well the Council has embedded risk and opportunity management into its culture, we will use a self-assessment and performance methodology using a framework that has its origin in the EFQM excellence model. This provides a flexible self-assessment to assist in evaluating performance, developing and maintaining effective risk and opportunity management, delivering effective risk handling and planned outcomes. The model will assist in identifying areas of particularly good or poor performance and establish priorities for improvement action.
- 4.11. We will carry out the self-assessment from April 2010, allowing time for this Strategy to be distributed, training to be completed, and risk and opportunity management to become embedded into the strategic and financial planning cycles.

## Risk & opportunity reporting & communication

4.12. Different levels within an organisation need different information from the risk and opportunity management process. The following table shows how this will be achieved:

Individual/ Group	What they need to know	How they will be informed
Senior management and elected members	<ul style="list-style-type: none"> <li>▪ The most significant risks and opportunities facing the Council and how these are being managed</li> <li>▪ The risk and opportunity management process is working effectively</li> <li>▪ How the Council will manage a crisis</li> </ul>	<ul style="list-style-type: none"> <li>▪ Bi-annual updates of the strategic and operational risk and opportunity registers by CET and all services</li> <li>▪ Bi-annual reports by the HIAS to CET, Corporate Governance and Scrutiny Committees</li> <li>▪ Annual Joint Risk Assessment meeting with external regulators</li> <li>▪ Annual review of the effectiveness of risk and opportunity management using EFQM model</li> <li>▪ Improvement Plan</li> </ul>
Corporate Governance Committee and S151 Officer	<ul style="list-style-type: none"> <li>▪ Assurance on internal control, risk management and corporate governance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Regular internal and external audit reports</li> <li>▪ Annual report by the HIAS</li> <li>▪ Annual Assurance Statement</li> <li>▪ External auditor's Annual Letter</li> <li>▪ Annual Joint Risk Assessment meeting with external regulators</li> <li>▪ Improvement Plan</li> </ul>



<b>Individual/ Group</b>	<b>What they need to know</b>	<b>How they will be informed</b>
Head of Internal Audit Services and Risk Management function	<ul style="list-style-type: none"> <li>▪ Operational and strategic risks and opportunities for the Council, partnerships and major projects to update the risk and opportunity register and develop the Joint Risk Assessment</li> <li>▪ Details of major risks from other risk management functions within the Council</li> <li>▪ The effectiveness of the risk and opportunity management strategy and processes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Bi-annual updates of risk and opportunity assessments by services, partnerships and other risk management functions within the Council</li> <li>▪ Annual review of the effectiveness of risk and opportunity management using EFQM model</li> </ul>
Internal Audit Services	<ul style="list-style-type: none"> <li>▪ Updated risk and opportunity registers to inform audit planning</li> <li>▪ Operational risk and opportunity registers to inform individual audit reviews</li> <li>▪ Assurance that risks and opportunities are being managed effectively</li> </ul>	<ul style="list-style-type: none"> <li>▪ Bi-annual updates of risk and opportunity assessments by services, partnerships and other risk management functions within the Council</li> <li>▪ Audit reviews of key risk areas</li> </ul>
Heads of Service, partnerships, managers and staff	<ul style="list-style-type: none"> <li>▪ The risks to their services achieving their objectives and how they are being managed</li> <li>▪ The opportunities available to their services to help achieve their service objectives</li> <li>▪ Service performance and achievement of objectives</li> <li>▪ How to integrate risk and opportunity management into service planning</li> </ul>	<ul style="list-style-type: none"> <li>▪ Bi-annual updates of risk and opportunity assessments by services, partnerships and other risk management functions</li> <li>▪ Business planning and performance reporting to senior management and elected members</li> <li>▪ Risk and opportunity management training and Procedures Manual</li> </ul>

<b>Individual/ Group</b>	<b>What they need to know</b>	<b>How they will be informed</b>
Other stakeholders	<ul style="list-style-type: none"> <li>▪ The Council is managing its risks and opportunities effectively</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reports on significant risks and opportunities to elected members as above</li> <li>▪ Annual review of the effectiveness of risk and opportunity management using EFQM model</li> <li>▪ Internal and external audit reports</li> <li>▪ HIAS Annual Report to Corporate Governance Committee</li> <li>▪ Annual Assurance Statement</li> <li>▪ External auditor's Annual Letter</li> <li>▪ Improvement Plan</li> <li>▪ Publication of Risk and Opportunity Management Strategy on website</li> </ul>

## 5. CONCLUSION

- 5.1. The adoption of a sound risk and opportunity management approach should achieve many benefits for the Council, its partners, stakeholders etc. It will assist in demonstrating that the Council is continuously improving and will go a long way to demonstrating effective corporate governance.
- 5.2. The challenge is to implement a comprehensive risk and opportunity management process without significantly increasing bureaucracy and workload. This should be achieved in part by making risk and opportunity management part of existing processes and reviews, rather than treating it as a separate function. Our longer term goal is to embed risk and opportunity management into everyday management.

## 6. GLOSSARY OF KEY TERMS

Term	Description
Annual assurance statement	An evaluated opinion, based on evidence gained from review, on the Council's governance, risk management and internal control framework.
Annual Letter	The external auditor's annual summary of its inspection work and opinion on the Council's overall operation.
Corporate governance	How the Council ensures that it is doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner.
Corporate Priorities	The main focus for the Council's service delivery.
EFQM Excellence Model	A self-assessment framework for measuring the strengths and weaknesses of an organisation across all of its activities.
External regulators	Organisations external to the Council carrying out inspections of Council services and operations. E.g. Wales Audit Office, Estyn, Care & Social Services Inspectorate Wales.
Improvement Plan	The document that shows how the Council is performing and what its main forthcoming actions are. It includes risk and opportunity management information that assesses strengths and weaknesses and how the Council intends to improve performance.
Joint Risk Assessment	A process whereby the Council and its external regulators agree on the significant risks and opportunities facing the Council.
Risk	The probability of something happening or failing to happen and the consequences of this.
Risk Assessment Template	The list of significant risks and opportunities facing the Council, produced as a result of the Joint Risk Assessment meeting.

Term	Description
Risk and opportunity management	The process of identification, assessment, treatment and control of risks and opportunities that will impact the organisation either positively or negatively.
Risk and opportunity register	The document used to house all the risk and opportunity information.
Service objectives	The main focus for operational services in their business plan. These should help to deliver the Corporate Priorities.
S151 Officer	The statutory responsible financial officer of the Council under the Local government Act 1972. This officer has responsibility for the administration of the financial affairs of the Council.
Stakeholders	Those individuals and organisations who may affect, be affected by, or perceive themselves to be affected by, the decisions or activities of the Council.
Strategic Planning Framework	Overall methodology by which the Council plans to achieve its corporate objectives and deliver its services effectively.

**REPORT TO CABINET**

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

**DATE: 24 March 2009**

**SUBJECT: LOCAL AUTHORITY PARTNERSHIP AGREEMENT**

**1 DECISION SOUGHT**

- 1.1 That Members agree to the Local Authority Partnership Agreement (LAPA) set up between Denbighshire's LAPA project team and the Sports Council for Wales.
- 1.2 That Members endorse the structure and management of the LAPA, the reporting structure for the LAPA (Please see appendix I) and the process of integrating the sport and physical activity delivery plan within the 4 high level Local Authority delivery plans. Please see appendix II for the detailed sport and physical activity delivery plan

**2 REASON FOR SEEKING DECISION**

- 2.1 The Sports Council for Wales (SCW) has a number of partnership and funding agreements with various departments of the Authority. As part of an initiative to bring cohesion to this partnership, they wish to develop a LAPA. The stated aims of the LAPA are:
  - To have a single agreement within each Local Authority which incorporates all SCW sport & physical activity interventions / investments in a LA area;
  - To provide a common focus for all 22 LA areas in addressing the challenges provided by 'Climbing Higher';
  - To develop a true partnership approach to developing sport & physical activity;
  - To demonstrate a commitment from SCW to provide resources to key partners.
- 2.2 All local authorities are required to develop a LAPA. The SCW believe that a successful LAPA will be achieved through a 'whole authority approach'. There are three core elements to this.
  - a. A structure to support & manage the LAPA.  
A LAPA Project Team has already been developed and has met to begin the process. The project team will have responsibility for developing a Sport and Physical Activity Delivery Plan (SPADP).
  - b. A reporting structure for the LAPA.  
A LAPA Project Board will be established and will have senior representation from the 4 key strategy managers, Lead Members for Environment and Lifelong Learning, representative from Strategic Policy Unit and other senior officers.
  - c. A process to integrate sport & physical activity within the 4 LA High Level Strategies – Community Strategy, Local Development Plan, HSCWB and CYPP. Ideally this will develop as the LAPA evolves, but will essentially consist of reporting the LAPA to the Lead Officer Groups of these strategies.

As mentioned above, part of the process will involve the preparation of a three year Sport and Physical Activity Delivery Plan (SPADP) encompassing the following KEY THEMES; Active Young People: Active Communities (Adults): Sport: Developing People: Developing Places. The intention is for the SPADP to evolve to include all local initiatives that have significant impact on sport and physical activity, regardless of how they are resourced.

- 2.3 The SPADP will be an Authority- wide response, establishing a vision for sport and physical activity and indicating how it will influence the 4 key LA strategies. It will consider how to best focus resources into areas of most need and look at both core and additional funding requirements. The process will be adopted gradually and existing and new programmes will be developed over the term of the Plan.

The LAPA Project Team, featuring officers from a number of directorates, are currently working on this. In the first year this will consist of a 3 yr Vision and detailed Sport and Physical Activity Delivery Plan for Year 1. The Plan will be operational from 1<sup>st</sup> April 2009.

### **3 POWER TO MAKE THE DECISION**

Local government Act 1970

### **4 COST IMPLICATIONS**

- 4.1 No significant financial implications arise directly from this report. Financial resources are received from the Sports Council for Wales.
- 4.2 SCW core programmes total £362,290. Core programmes include Dragon Sport (Primary school sports development programme), 5x60 (Secondary school sports development programme), Disability sport, Community Chest, Free Swimming.
- 4.3 SCW additional programmes total £31,876. These are more locally determined projects, where there have been significant gaps in provision and consultation sought from various community groups. (Please appendix III showing funding requirements for year one).

### **5 Risk Assessment**

- 5.1 If the LAPA is not agreed by Members this will have a detrimental effect on the submission of the Sport and Physical Activity delivery plan within the County. This potentially could cause the Sports Council for Wales not to release the funding required by the authority to deliver the programme. The Sports Council for Wales recommend a 'whole Authority' approach, that all 4 high level strategies are adhered to and therefore it is in their interest that Members agree to the recommendations submitted in this report.
- 5.2 If Members agree to the recommendations, this will allow for stronger support in recommending the submission of the Sport and Physical Activity delivery plan.
- 5.3 Risks will be minimized due to:

Measurements have been provided in terms of establishing a management structure which includes a LAPA project team which is represented by a wide

range of officers from various directorates within the County. This team will report regularly to the LAPA project board represented by Heads of Service and relevant lead members within the County.

A Sport and Physical Activity delivery plan has been created that includes content of delivery, a gap in provision that has been identified, along with its potential impact on the particular target groups and community groups within the County. In addition, a robust monitoring process is in place, where Key Performance indicators are identified for each activity, targets set, and regular reporting procedures established for each activity leader representing the LAPA project team.

- 5.4 The Lifelong Learning Scrutiny committee also recommended that the report be presented to Cabinet to secure corporate support for the LAPA and its framework.

## **6 Financial Controller Statement**

The LAPA is essential to securing the continued financial support from the Sports Council. Costs of service provision will need to be contained within the service budget and the special funding concerned.

## **7 Consultation carried out**

- 7.1 Consultation has been carried out by lead members from Children Services and Economic Development and Regeneration. Following this a Scrutiny report was submitted to the Lifelong Learning Scrutiny committee asking for acceptance and endorsement of the report in delivering a first stage County wide Sport and Physical Activity delivery plan.
- 7.2 Local members have also been consulted, as part of the submission relates to locally determined projects that will have a direct impact on a particular community group. Please see appendix III for Additional programmes – Year One.
- 7.3.1 Current departments involved who represent the LAPA project team include: Leisure Services, Sports Council for Wales, Countryside Services, Health Social Care and Well Being, National Public Health Service, Highways and Transport, Children and Young People's Partnership, Planning and Public Protection.
- 7.3.2 Stakeholders include the Rhyl Adventure Playground Association and Sustrans.
- 7.3.3 It is the intention of the LAPA project team to develop further and with this stakeholders will grow along with increasing membership from various departments. However, some groups will be co-opted and members will be invited where necessary.

## **8. Implications**

- 8.1 The Sport and Physical Activity delivery plan under the LAPA agreement has a direct impact on three of the Corporate priorities – Modernising Education; Responding to Demographic Change; Regeneration.



**8.2** The core programmes that include the Active Young People scheme, PE and School Sport, Disability Sport, Free Swim and Community Chest all contribute to improving school attainment and has a key role in the Children and Young People's partnership, the Health, Social & Care Well being Strategy and Community Safety.

## **9. Action Plan**

**Please see appendix II and III**

## **10. RECOMMENDATIONS**

10.1 To agree Denbighshire proceed with the LAPA process.

10.2 To support this year's Sports and Physical Activity plan.

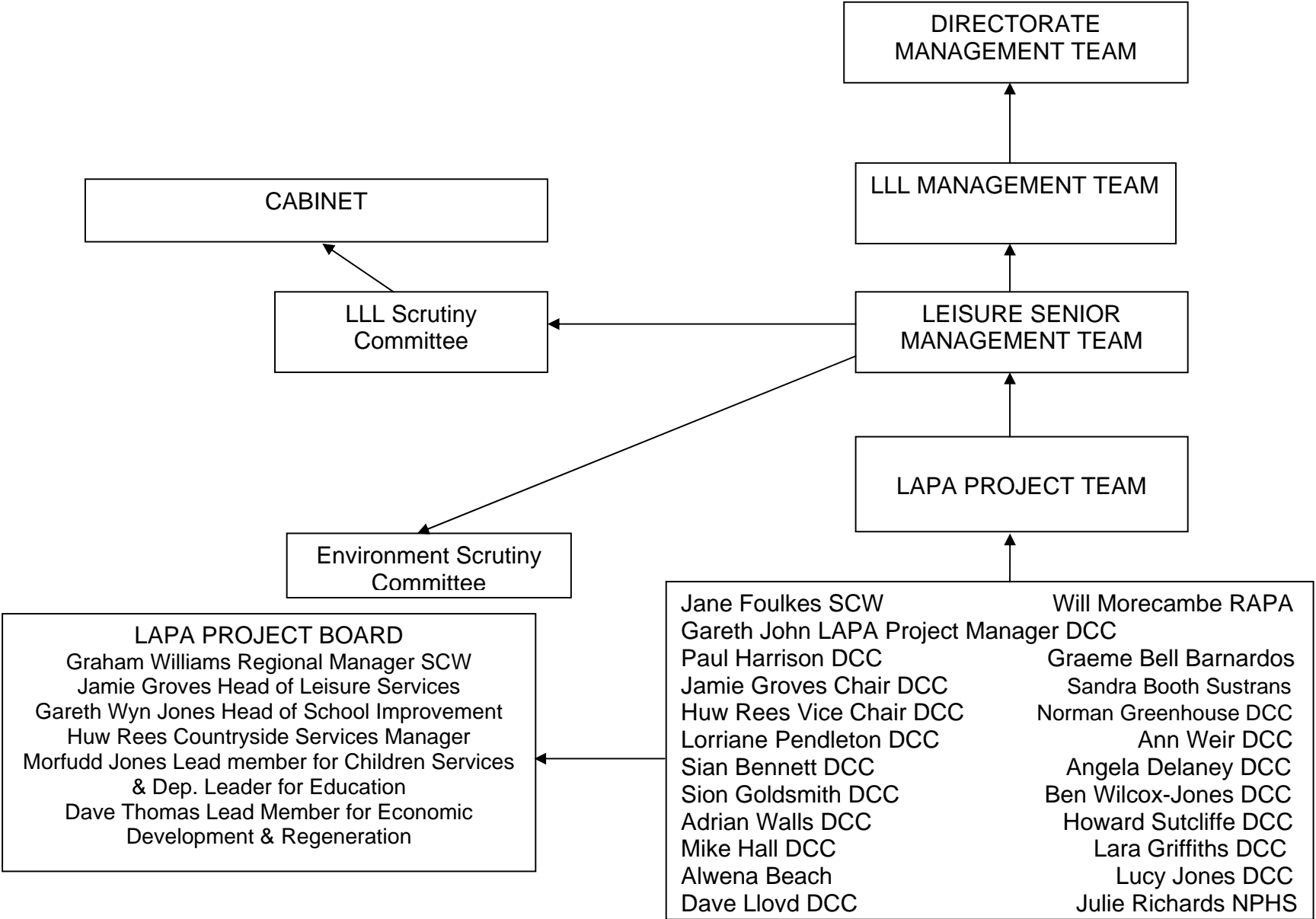
10.2 To agree the reporting structure and monitoring process.

Appendix I – Reporting Structure

Appendix II – Sport and Physical Activity Delivery Programme

Appendix III – Additional Programmes

**DENBIGHSHIRE – LOCAL AUTHORITY PARTNERSHIP AGREEMENT – REPORTING STRUCTURE**



DIRECTORATE  
MANAGEMENT TEAM

LLL MANAGEMENT TEAM

LEISURE SENIOR  
MANAGEMENT TEAM

LAPA PROJECT TEAM

CABINET

LLL Scrutiny  
Committee

Environment Scrutiny  
Committee

**LAPA PROJECT BOARD**  
 Graham Williams Regional Manager SCW  
 Jamie Groves Head of Leisure Services  
 Gareth Wyn Jones Head of School Improvement  
 Huw Rees Countryside Services Manager  
 Morfudd Jones Lead member for Children Services  
 & Dep. Leader for Education  
 Dave Thomas Lead Member for Economic  
 Development & Regeneration

Jane Foulkes SCW	Will Morecambe RAPA
Gareth John LAPA Project Manager DCC	
Paul Harrison DCC	Graeme Bell Barnardos
Jamie Groves Chair DCC	Sandra Booth Sustrans
Huw Rees Vice Chair DCC	Norman Greenhouse DCC
Lorriane Pendleton DCC	Ann Weir DCC
Sian Bennett DCC	Angela Delaney DCC
Sion Goldsmith DCC	Ben Wilcox-Jones DCC
Adrian Walls DCC	Howard Sutcliffe DCC
Mike Hall DCC	Lara Griffiths DCC
Alwena Beach	Lucy Jones DCC
Dave Llovd DCC	Julie Richards NPHS

## Denbighshire County Council Outline Sport and Physical Activity Delivery Plan 2009 – 2012

### Vision

To create an environment whereby the residents of Denbighshire County Council can participate in a sport or physical activity of their choice via affordable local provision. By creating this environment we will promote the benefits that sport and physical activity can deliver in terms of health and well being, community involvement and personal development with the aim of making sport and physical activity an integral part of the four high level local authority strategies. Our Service Business plan endorses the Welsh Assembly Government's Climbing Higher strategy. We aim to maximise the impact of sport and physical activity on Denbighshire's Citizens by improving their health, the economy, enriching their cultural values, developing vibrant communities and creating synergy between sport and the natural environment.

### Headline Objectives

- Increasing the frequency of participation amongst active 7-11 year olds / 11-16 year olds (3 x 60 mins)
- Increasing frequency of participation amongst active adults (3 x 30 mins)
- Increasing frequency of participation amongst non-active adults (1 x 30 mins)
- Increasing the membership within sports clubs and Leisure Facilities by 1% a year

## Key Areas for Development 2009 – 2012

<p>Policy</p> <ul style="list-style-type: none"> <li>• Management of LAPA</li> <li>• Influencing the 4 high level plans</li> </ul>	<p>Active Young People</p> <ul style="list-style-type: none"> <li>• PE Curriculum</li> <li>• Extra Curricular Sport &amp; Physical Activity</li> <li>• Introduction of Foundation Phase programme (5-7 years) Roll out date yet to be decided</li> <li>• Leisure Centre Junior/Adult Programme</li> <li>• Swimming Lessons</li> <li>• Free Swim (Junior)</li> </ul>
<p>Active Adults</p> <ul style="list-style-type: none"> <li>• Active Workplace programme</li> <li>• Free Swim (Adults)</li> <li>• Cycling Programme</li> <li>• Winners Exercise Referral Scheme</li> <li>• 'Let's Walk Denbighshire' healthy walking scheme</li> <li>• Outdoor recreation events and activities programme</li> </ul>	<p>Sport</p> <ul style="list-style-type: none"> <li>• Club Development</li> <li>• School-club links</li> <li>• Disability Sport</li> <li>• Talented Athlete Support</li> <li>• Marketing &amp; Coordination Programme</li> </ul>
<p>Developing People</p> <ul style="list-style-type: none"> <li>• Coach and Volunteer Recruitment/Retention/Development</li> <li>• Active Workforce Development Programme</li> <li>• Disability Equality Training</li> <li>• Young Leaders Awards</li> <li>• Development of up to date qualified coach database</li> <li>• Up - skilling of all Volunteers e.g. SCW Running Sport courses</li> <li>• Volunteer walk leaders as part of the 'let's Walk Denbighshire' programme</li> </ul>	<p>Developing Places</p> <ul style="list-style-type: none"> <li>• Asset Management Plan – Better use of existing facilities</li> <li>• Continued Service facility review</li> <li>• Free Swim Improvement Fund</li> <li>• Accessing Natural Green Space project- providing better access to green space within communities</li> </ul>

Focus Areas for year one (2009 -10)	Focus areas for year two (2010 – 11)	Focus Areas Year three (2011 – 12)
<ul style="list-style-type: none"> <li>• LAPA Management</li> <li>• Extra curricular sport and physical activity</li> <li>• Priority Sports - Basketball, Rugby Hockey</li> <li>• Sports Development marketing</li> <li>• Family Fit Programme</li> <li>• Active Workplace programme</li> <li>• Swimming Lessons</li> <li>• Coach &amp; Volunteer recruitment/retention/development</li> <li>• Club Development</li> <li>• Community Chest</li> <li>• Facility Reviews</li> <li>• Expansion of Exercise Referral Scheme to incorporate Level 4 Conditions</li> <li>• Walking &amp; Cycling Opportunities</li> <li>• Develop low-level fitness classes for community, 5 x 60 and exit route for fitness referrals</li> <li>• Identify 3 Activators based at Leisure Centres</li> <li>• Upskilling of fitness instructors To deliver low-level fitness programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Priority sports – Athletics, Badminton examples of sports where there is no employed sport specific officers</li> <li>• Talented Athlete Support</li> <li>• Watersports – Sailing</li> <li>• Expansion of Exercise Referral Scheme to incorporate Falls Rehabilitation Service</li> <li>• Workforce development at Leisure Centres – identify 4 more activators</li> <li>• Green Gym</li> <li>• Develop public awareness of low-level fitness and exercising opportunities</li> <li>• Junior/Adult Leisure Centre Programming</li> <li>• Partnership programme – Youth Services</li> </ul>	<ul style="list-style-type: none"> <li>• Outdoor Activity Programme</li> </ul>

## **Evidence to Support Decisions**

- DCC SWOT analysis
- DCC LAPA Review
- AYP Mapping Exercise
- NGB Priorities/feedback
- Active workplace participation surveys
- DCC Staff knowledge
- WAG Directives for the National Exercise Referral Scheme

## Proposed Methods of Delivery year 1 2009 – 2010

### SCW Key Theme: Policy

Key Activity	Proposed Approach	Targets – outcomes/outputs	Cost & Budget Source
LAPA Process  LAPA project Team	Successful implementation of the Management structure and reporting mechanism Reports on the various relevant schemes below will also be presented to the Children and Young People Plan	Whole authority approach towards the LAPA  Successful execution of the SPADP	Nil

### SCW Key theme: Active Young People

Key Activity	Proposed Approach	Targets – outcomes/outputs	Cost & Budget Source
Extra Curricular Sport & Physical Activity  Gareth John Principal Sports Development Officer/Norman Greenhouse Active Young People Officer & PESS officer	Dragon Sport 5x60 PESS Transition programme (Summer period)	As per agreed AYP Operational plan	SCW £247,789
Swimming Programme Lucy Jones SDO	Provide support for the Leisure Centres on the development & Delivery of the ASA NTP in their	Increase by 500 participants year on year.	SCW Free Swim Grant (please see funding requirements below)

Lucy Jones SDO	Learn to Swim Programme		
Free Swimming (Junior) Lucy Jones	School holiday and term time structured sessions Improving links with local swimming clubs	Increase by 500 participants year on year.	SCW Free Swim Grant
Community Chest Allan Bickerstaff	Continued Marketing of the Grant scheme 3 Grant Awareness evenings delivered at various sites	Agreement of local targets for the scheme in terms of awards made	SCW £43,750
Family FIT programme - Christchurch Community Centre Gareth John (PSDO)	This will enable Families - single parents and their children within a deprived ward in Rhyl to access low intensity fitness sessions (aerobics) at Christchurch Community Centre.	To generate one sustainable family club activity. Target 20 participants. (1 session per week) Target groups: all inclusive session.	SCW £1,000 <b>Additional</b>



**SCW Key theme: Active Adults**

Key Activity	Proposed Approach	Targets – outcomes/outputs	Cost
60+ Free Swim Initiative programme  Lucy Jones SDO	Structured & Casual Sessions delivered at all Denbighshire Sites	Increase by 500 participants year on year (Please see FSI targets attached)	SCW Free Swim Grant
Active Workplace programme  Alwena Beach	<p>Further develop the Active travel workplace initiative plus cycle maintenance</p> <p>To promote and encourage employees to regularly participate in moderate physical activity</p> <p>Improve the health and wellbeing of staff Improve sickness absence rates</p> <p>Increase 5x30 minutes of activity per week</p> <p>Encourage “Healthy Competition”</p> <p>Provide educational leaflets and resource info on health related activity to employees concerning the types and amount of physical activity necessary to benefit health</p> <p>Establish links with NPHS workplace advisors – Guidance</p>	<p>Number of activities delivered per week and number of participants engaged in physical activity</p> <p>Achieved Silver corporate health standard Working towards the Gold Corporate</p> <p>Increasing the number of people achieving 5x30</p> <p>Ongoing evaluation through participation surveys to highlight capacity &amp; demand in various schemes</p>	SCW £45,500

	available for workplaces through Sustrans Cymru for these initiatives, including Active Travel Workplace Toolkit		
Develop the Nordic Walking Programme  Huw Rees Countryside Services Manager	<p>Additionality to 'Let's Walk Denbighshire' health walks scheme. The programme will;</p> <ol style="list-style-type: none"> <li>1. Train people in the community to become Nordic Walking Instructors. These courses are currently delivered by outside organisations and are relatively expensive, but certified.</li> <li>2. Purchase poles</li> <li>3. Improve the outdoor challenge website and market it to increase awareness of where local people can walk.</li> <li>4. Provide a series of 10 week programmes and regular led Nordic walk opportunities.</li> </ol>	<p>12 leaders trained Number of participants –target 2000 Number of visitors to website – target 2000 Feedback from participants who go on to buy their own equipment or seek out self walk opportunities. Improved health- measured via the GP referral scheme.</p>	<p>SCW £4,396  <b>Additional</b></p>
Develop a Cycling Programme  Huw Rees Countryside Services Manager	<p>Additionality to 'Let's Walk Denbighshire' health walks scheme. The programme will;</p> <ol style="list-style-type: none"> <li>1. Train further leaders to take groups on led sessions.</li> <li>2. Purchase 12 basic bikes.</li> <li>3. Advertise the programme and</li> </ol>	<p>24 cycle leaders trained Number of participants- Target 600 Number of unique visitors to website- target 2000 Feedback from participants who go on to buy their own equipment or seek out self cycle opportunities.</p>	<p>SCW £5,000  <b>Additional</b></p>

	<p>places for cycling.</p> <p>4. Provide a series of led cycles and regular programmes of activity</p> <p>To increase participation in cycling and promote 3x60minutes of activity per week in the local community, particularly at certain Outdoor Challenge Sites.</p>		
<p>Produce a Walking Map for the Prestatyn - Rhyl Corridor</p> <p>Adrian Walls Highways Information Manager / Ben Wilcox-Jones Traffic Management</p>	<p>In conjunction with and to compliment the Nordic walking and cycling projects highlighted above, the programme will;</p> <ol style="list-style-type: none"> <li>1. Pull together all the known information from records, and current cycling and countryside coastal programs to produce a map of all non trafficked routes open for cyclists and pedestrians</li> <li>2. Hire Graphic Designers to design a map of these routes and produce a printed document and online material for the public to keep</li> <li>3. Working through other programmes with health cycling and walking initiatives as well as safe routes to school to promote the availability of this information to increase confidence in residents to resort to walking or cycle for local journeys</li> </ol>	<p>As part of the project there will be a questionnaire/ survey / prize draw / 'request further info' style request that will ask how many have used the guide in the local area and how regularly, followed up on other physical activity opportunities in an attempt to monitor success of the publication in changing behaviour. Other programmes will also ask if their participants have seen and used the guide.</p> <p>Number of people [taking part in physical activity surveys, carried out in Rhyl, Prestatyn and surrounding area], who have found the guide useful for information about potential exercise programmes. Target actual 400</p>	<p>SCW £5,000 <b>Additional</b></p>

**SCW Key theme: Sport**

Key Activity	Proposed Approach	Targets – Outcomes/Outputs	Cost
<p>Priority Sport – Basketball</p> <p>Sport</p> <p>Allan Bickerstaff (SSDO)</p>	<p><b>Basketball</b></p> <p>Schools Programme: To establish extra curricular clubs within 9 Primary schools across the County and 3 Secondary schools plus one Youth club at Rhyl</p> <p>Currently we only have a P/T officer delivering basketball to the County on one day per week.</p> <p>There is a demand for basketball development in each cluster area of the County due to work carried out already with our officer. Capacity is an issue and we have identified 4 coaches who can deliver a programme in each of the three cluster areas. A development plan has been produced to show school visit programmes, school club links and coach education opportunities</p>	<p>To establish clubs in 3 Primary schools in Llangollen area</p> <p>To establish clubs in 3 Primary schools in Denbigh area</p> <p>To establish clubs in 3 Primary schools in Rhyl area</p> <p>Target 90 participants</p> <p>Establish 3 extra curricular clubs in at Secondary school level – Rhyl, Denbigh &amp; Llangollen</p> <p>Target 36 Participants</p> <p>To establish youth club in Rhyl</p> <p>Target 20 participants</p>	<p>£5,000</p> <p><b>Additional</b></p>
<p>County Coach Forum</p> <p>Gareth John(PSDO)</p> <p>Allan Bickerstaff</p>	<p>Quarterly meetings to include relevant presentations to coaches, information gathering on available courses, up to date information on NGB plans,</p>	<p>4 CCF meetings a year.</p> <p>Establishment of at least 10 coaches from various sports clubs geographically spread throughout the County.</p>	<p>SCW £1000</p> <p><b>Additional</b></p>

(SSDO)	develop recruitment drives.		
Sport & Active People Council  Gareth John (PSDO)	Quarterly meetings to include club development, facility management (Leisure Centres, Pitches, Parks), SD issues	Establishment of at least 15 representatives from various organisations	SCW £500 <b>Additional</b>
Partnership scheme with Rhyl Sport & Education programme  Gareth John (PSDO)Allan Bickerstaff (SSDO)	To develop sports, multi sport camps, talented athletes, champions awards and coach education programmes within Rhyl	Twice yearly reports to Town Council members showing outputs and outcomes	LA Funds (RSEP) £25,000
Disability Sport Stacy Norcross (SDO)	Implementation of FDSW programmes	As per Disability Sport Implementation plan Delivery of agreed FDSW targets	SCW £22,392

### SCW Key theme: Developing People

Key Activity	Proposed Approach	Targets – outcomes/outputs	Cost
Upskilling of 4 instructors  Lorraine Pendleton Exercise Referral coordinator	Train and qualify instructors capable of delivering a range of low-impact activities.  Gap was identified by Exercise Referral Coordinator that there was a lack of low impact exercise opportunities existing within various communities	Upskill 4 fitness instructors in the activities below:  Exercising Older People Pilates Back Care Chair Based Exercise Posture and Stability Nutrition and Weight Management Swimming Instructor Programme: 1 x session per week at Llangollen, Corwen, Denbigh,	£6,000  <b>Additional</b> Cost includes coach education and instructor fees

		Ruthin, Christchurch Town Halls plus the Integrated Partnership Board (LHB) in Prestatyn Target 6 sites x 8 participants over 15 weeks. Sustainability: After this period participants would pay a small charge for income generation.	
Denbighshire 'Activator' Pilot Paul Harrison Principal Leisure Officer) Gareth John (PSDO)	Target areas Rhyl (Christchurch Community Centre), Ruthin, Denbigh Corwen, Llangollen. Rhyl and Denbigh has high levels of deprivation and Corwen/Llangollen as rural need. Dual site Activators (Ruthin & Denbigh, Corwen & Llangollen)  4 hrs per week for each activator to deliver/coordinate a programme over 15 week period (2 sessions per week at each site). Activities to be sustainable after this period. DCC to provide DCC facilities free of charge.	Upskilling of 3 existing Leisure Centre staff to be 'Activators' Programme: The Activator would deliver/coordinate various relevant schemes identified within that area. The Activator would assess the requirements of each community then plan and deliver a programme. The activator would be upskilled in a relevant area due to community demand.  Target 8 participants per session Ongoing monitoring through the County's SPIMS process  Sustainability: After the 15 week period participants would pay a small charge to develop income generation	<b>Total £2,700 Additional</b> Costs include instructor fees and coach Education
Basketball Development Allan Bickerstaff (SSDO)	Ensure the delivery of coaching courses for priority sports - Basketball	Identified 4 individuals to be coach educated for Basketball Level 1	£320 <b>Additional</b>

Swimming – Coach Education Lucy Jones (SDO)	There is a need for current teaching staff to deliver the new stages of the new NTP. We also need to qualify new level 1 and 2 teachers to deliver our current learn to swim and Free Swimming programmes.	As per Free Swim Improvement fund programme	SCW £21,088
Disability Sport Stacy Norcross (SDO)	1. To train and upskill existing coaches to be able to deliver disability athletics and trampolining to the relevant 'stand alone' clubs	2 coaches to be upskilled in trampolining  1 coach to be upskilled to Level 2 in athletics	£460  £500  SCW Total £960 <b>Additional</b>

**SCW Key theme: Developing Places**

Key Activity	Proposed Approach	Targets – outcomes/outputs	Cost
Facility & Service Review	Review carried out in Autumn 2008. Report to be presented to Senior officers	Appropriate Facility provision & Action Plan to address future facility needs	LA Fund



## Denbighshire County Council SPADP Funding Requirements 2009-2010 Year 1

<b>Funding Area</b>	<b>Proposed Programmes</b>	<b>Total cost of Programmes</b>	<b>Local Authority Contribution</b>	<b>Amount of Grant requested</b>
<b>SCW Core Programmes</b>	Dragon sport	46,079	0	46,079
	PESS	77,960	0	77,960
	5x60	123,750	0	123,750
	Community Chest Admin	2,250	0	2,250
	Free Swimming Core	112,251	0	112,251
	<b>Sub Total</b>	<b>£362,290</b>	<b>£0</b>	<b>£362,290</b>
<b>LAPA Additional funding (SPADP Grant)</b>	LAPA Active Young People	1,000	0	1,000
	LAPA Active Adults	14,396	0	14,396
	LAPA Sport	6,500	0	6,500
	LAPA Developing People	9,980	0	9,980
	LAPA Developing Places	0	0	0
	<b>Sub Total</b>	<b>£31,876</b>	<b>0</b>	<b>£31,876</b>
<b>Totals</b>		<b>£394,166</b>	<b>0</b>	<b>£394,166</b>

## Additional Programmes identified for Denbighshire LAPA 2009 – 2010 Year One

Total Allocated budget = £62,500 year one

Key Activity	Content of Delivery	Why? Potential Impact	Targets	Cost
<b>1. Upskilling of 4 instructors</b>  <b>Lorraine Pendleton</b>  <b>Exercise Referral coordinator</b>	<p>Train and qualify instructors capable of delivering a range of low-impact activities.</p> <p>Programme: 1 x session per week at Llangollen, Corwen, Denbigh, Ruthin, Christchurch Town Halls plus the Integrated Partnership Board (LHB) in Prestatyn pay a small charge for income generation.</p>	<p>Upskill 4 fitness instructors in the activities below:</p> <p>Gap was identified by Exercise Referral Coordinator that there was a lack of low impact exercise opportunities existing within various communities</p> <p>Exercising Older People Pilates Back Care Chair Based Exercise Posture and Stability Nutrition and Weight Management Swimming Instructor</p>	<p>Target 6 sites x 8 participants over 15 weeks.</p> <p>Sustainability: After this period participants would</p>	<p>£6,000</p> <p>Cost includes coach education and instructor fees</p>
<b>2. Denbighshire 'Activator' Pilot</b>  <b>Paul Harrison Principal</b>	<p>Target areas Rhyl (Christchurch Community Centre), Ruthin, Denbigh Corwen, Llangollen. Rhyl and Denbigh has high levels</p>	<p>Upskilling of 3 existing Leisure Centre staff to be 'Activators'</p> <p>Programme: The Activator would</p>	<p>Target 8 participants per session</p> <p>Ongoing monitoring through the County's</p>	<p><b>Total £2,700</b></p> <p>Costs include instructor fees and coach Education</p>

<p><b>Leisure Officer)</b> <b>Gareth John</b> <b>(PSDO)</b></p>	<p>of deprivation and Corwen/Llangollen as rural need. Dual site Activators (Ruthin &amp; Denbigh, Corwen &amp; Llangollen)</p> <p>4 hrs per week for each activator to deliver/coordinate a programme over 15 week period (2 sessions per week at each site). Activities to be sustainable after this period. DCC to provide DCC facilities free of charge.</p>	<p>deliver/coordinate various relevant schemes identified within that area. The Activator would assess the requirements of each community then plan and deliver a programme. The activator would be upskilled in a relevant area due to community demand.</p>	<p>SPIMS process Sustainability: After the 15 week period participants would pay a small charge to develop income generation</p>	
<p><b>3. Family FIT programme - Christchurch Community Centre</b></p> <p><b>Active Young People</b> <b>Gareth John</b></p>	<p>This will include a Community Outreach Family FIT programme within Rhyl led by an identified Activator to develop a sustainable Family Fitness Session</p>	<p>This will enable Families - single parents and their children within a deprived ward in Rhyl to access low intensity fitness sessions (aerobics) at Christchurch Community Centre.</p>	<p>To generate one sustainable family club activity. Target 20 participants. (1 session per week)</p> <p>Target groups: all inclusive session.</p>	<p>Equipment £200 Marketing £500 Sessional staff £300</p> <p><b>£1,000</b></p>
<p><b>4. Develop the Nordic Walking Programme</b></p> <p><b>Active Adults</b> <b>Huw Rees</b></p>	<p>Denbighshire Countryside Service recently trained the walk coordinator and other walk leaders in Nordic walking and bought equipment to deliver a Nordic walk programme. This has proved very popular and demand has</p>	<p>Additionality to the 'Let's Walk Denbighshire' health walks scheme. The programme will;</p> <p>1. Train people in the community to become Nordic Walking Instructors. These</p>	<p>12 leaders trained Number of participants pa Target 2000 Number of visitors to website Target 2000 Feedback from participants who go</p>	<p>1 x Instructor Courses £2700 36 Poles £1196 (incl. of 12 poles for Active workplace scheme)</p> <p>Marketing £500</p> <p><b>Total - £4,396</b></p>

	<p>exceeded provision. With only one set of poles and a few trained leaders, capacity to deliver known demand from community groups is limited.</p> <p>This new type of walking, with the novelty of the poles and increased pace and arm movement, has excited interest in the previous walking for health target groups. Community groups, GP referral and specific clubs</p>	<p>courses are currently delivered by outside organisations and are relatively expensive, but certified.</p> <ol style="list-style-type: none"> <li>2. Purchase poles</li> <li>3. Improve the outdoor challenge website and market it to increase awareness of where local people can walk.</li> <li>4. Provide a series of 10 week programmes and regular led Nordic walk opportunities</li> </ol>	<p>on to buy their own equipment or seek out self walk opportunities.</p> <p>Improved health-measured via the Exercise Referral scheme?</p>	
<p><b>5. Develop a Cycling Programme</b></p> <p><b>Active Adults</b></p> <p><b>Huw Rees</b></p>	<p>Additionality to the 'Let's Walk Denbighshire' health walks scheme.</p> <p>The programme will;</p> <ol style="list-style-type: none"> <li>1. Train further leaders to take groups on led sessions.</li> <li>2. Purchase 12 basic bikes.</li> <li>3. Advertise the programme and places for cycling.</li> <li>4. Provide a series of led cycles and regular programmes of activity</li> </ol>	<p>There has been a regular series of requests from local groups and the general public for led cycling opportunities, with and without the need for equipment provision. This has mainly been from similar groups who have participated in the walking opportunities already provided, looking for further opportunities to take regular exercise. The demand is for easy, flat, non-challenging cycling that focuses on the health and enjoyment</p>	<p>24 cycle leaders trained</p> <p>Number of participants –Target 600</p> <p>Number of visitors to website –Target 2000</p> <p>Feedback from participants who go on to buy their own equipment or seek out self cycle opportunities.</p>	<p>12 bikes £4000</p> <p>Protective equip £600</p> <p>Marketing £400</p> <p><b>Total - £5000</b></p>

		<p>aspects rather than the sport emphasis. Therefore the programme would be based primarily in deprived wards of Rhyl but will respond to demand as it develops. The proposed BMX and cycle track development in Rhyl will increase interest in cycling in this area and this project will increase use of those facilities.</p>		
<p><b>6. Produce a Walking Map for the Prestatyn - Rhyl Corridor</b></p> <p><b>Active Adults</b></p> <p><b>Adrian Walls/Ben Wilcox-Jones</b></p>	<p>In conjunction with and to compliment projects 5 and 6 above, the programme will;</p> <ol style="list-style-type: none"> <li>1. Pull together all the known information from records, and current cycling and countryside coastal programs to produce a map of all non trafficked routes open for cyclists and pedestrians</li> <li>2. Hire Graphic Designers to design a map of these routes and produce a printed document and online material for the public to keep</li> <li>3. Working through other</li> </ol>	<p>Denbighshire's Highways Service has built an extensive and popular network of cycle paths that increase opportunities for walkers as well as cyclists to travel about the area outside of the conventional highway network. This has produced an increase in the popularity of cycling and has increased some walking. Many users will still resort to cars for local trips due to the absence of clear information integrating this provision</p>	<p>A project team has been established between Countryside Services, Health &amp; Well Being, Community officers who will target two community groups – MIND &amp; Prestatyn Walkers to be aware of the Map. Existing features will be targeted such as the National Cycle network, Coastal Paths &amp; Glan Morfa Cycling Developments</p>	<p>Employ Graphic designers and information gathering £2000 5000 copies @a2 double sided printed maps @ £3000</p> <p><b>Total £5000</b></p>

	programmes with health cycling and walking initiatives as well as safe routes to school to promote the availability of this information to increase confidence in residents to resort to walking or cycle for local journeys	of the cycle routes with those public paths that are adopted or recorded that can create a viable shortening of the route. A dedicated walking map could aid walkers to discover both the routes available in the urban and countryside to create alternative routes to access community facilities and places of interest. Cyclists would gain a similar benefit.	Number of leaflets, printed leaflets and distribution methods will be accounted for. Online downloadable edition will be established. Number of visitors to website. Ongoing development of project to continue with street map points in public space and route corridor signage.	
<b>7.Disability Sport</b>  <b>Developing People</b>  <b>Stacy Norcross</b>	To provide a quality coach to deliver sporting and recreational opportunities to individuals and groups with a disability.	1. To train and upskill existing coaches to be able to deliver disability athletics and trampolining to the relevant 'stand alone' clubs	2 coaches to be upskilled in trampolining 1 coach to be upskilled to Level 2 in athletics	£460  £500  <b>Total £960</b>
<b>8. Priority Sport – Basketball</b>  <b>Sport</b>  <b>Allan Bickerstaff (SSDO)</b>	<b>Basketball</b> Schools Programme: To establish extra curricular clubs within 9 Primary schools across the County and 3 Secondary schools plus one Youth club at Rhyl	Currently we only have a P/T officer delivering basketball to the County on one day per week.  There is a demand for basketball development in each cluster area of	To establish clubs in 3 Primary schools in Llangollen area To establish clubs in 3 Primary schools in Denbigh area To establish clubs in 3 Primary schools in Rhyl area	£5,000

		<p>the County due to work carried out already with our officer. Capacity is an issue and we have identified 4 coaches who can deliver a programme in each of the three cluster areas.</p> <p>A development plan has been produced to show school visit programmes, school club links and coach education opportunities</p>	<p>Target 90 participants Establish 3 extra curricular clubs in at Secondary school level – Rhyl, Denbigh &amp; Llangollen Target 36 Participants</p> <p>To establish youth club in Rhyl Target 20 participants</p>	
<p><b>9. Basketball Developing People</b></p> <p><b>Allan Bickerstaff (SSDO)</b></p>	<p>Ensure the delivery of coaching courses for priority sports - Basketball</p>	<p>As above: Coaches have been identified to lead sessions throughout the County, as the current DO does not have the capacity to deliver the whole programme</p>	<p>Identified 4 individuals to be coach educated for Basketball Level 1</p>	<p><b>£320</b></p>
<p><b>10. Sports Development Marketing &amp; Coordination programme</b></p> <p><b>Sport</b></p> <p><b>Gareth John</b></p>	<p>This will include marketing the new County Coach Forum (CCF), Sport &amp; Active People Council (SAPC)</p>	<p>Gaps have been identified where there is no coordination/planned approach for coaches, volunteers, club members and various relevant agencies to discuss issues surrounding Leisure provision in the County. These forums will meet on a quarterly basis to discuss</p>	<p>4 CCF meetings a year (Establishment of at least 10 coaches from various sports clubs geographically spread throughout the County.) 4 SAPC meetings a year (Establishment of at least 15 representatives from</p>	<p>County Coach forum marketing/advertising Launch £500 Materials £500</p> <p>SAPC marketing/advertising Launch £500</p> <p><b>Total £1,500</b></p>

		SD/AYP/LC facility/Play/Parks & Pitches issues.	various organisations) 2 Launch nights plus 4 road show awareness evenings (Grants/Club development/school- club links)	
<b>Total Cost</b>				<b>£31,876</b>

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**REPORT TO CABINET**

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

**DATE:** 24<sup>th</sup> March 2009

**SUBJECT:** Housing Revenue Account Budget & Capital Plan Update Report 2008 / 2009 & Developments for 2009/10

**1 DECISIONS SOUGHT**

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

To note the potential for the Assembly Government to revise guidance on rent increases for 2009/10 and possibly reduce rent increases that councils have already proposed.

To also note that the Assembly Government may remove leased properties from the housing subsidy scheme in 2009/10.

To approve amendments to heating charges proposed for 2009/10.

**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 £267k should be generated by the end of the financial year, which is £163k less than forecast in the original budget set in February 2008.
- There has been little movement between January and February, with an overall increase in expenditure of £12k. The main reason being an increase in capital charges because expenditure on the capital programme has increased with activity this month. Income from rent will exceed the budgeted targets though there has been a minor reduction of £4k in this month's forecast.

- There has been one Right to Buy sale so far and no further sales are expected this financial year.

#### **4.2 Cost Implications - Housing Stock Business Plan (HSBP)**

- The Plan has now been fully updated and remains viable and the 2009/10 Plan was approved by Cabinet in February.

#### **4.3 Cost Implications Housing Capital Plan**

- The major refurbishment contract is continuing with 764 properties now completed (740 last month). This means that in total, 1,016 properties have had major improvements completed. This is in addition to the windows and heating contracts that were completed during 2008.
- The council is still on target to achieve the Welsh Housing Quality Standard by 2012.
- Along with the HSBP, the capital plan has been fully reviewed as part of the 2009/10 budget setting exercise.

#### **4.4 Cost Implications of Unresolved National Decisions**

- Rent Increases. The Budget for 2009/10 agreed in February included an average rent increase for dwellings of 5.3%, which matched the Guideline Rents for housing subsidy announced by the Assembly Government. The Housing Minister in England has recently announced a reduction in Guideline Rent increases from 6.2% to 3.1% but it is still not clear whether this will lead to a reduction in Wales. Any further information will be presented at the Cabinet meeting together with any recommendation for changes to rents which could be afforded because of the subsidy adjustment.
- Leased Subsidy 2009/10. Despite previous assurances to the contrary, the Assembly Government have now indicated that HRA subsidy for private sector leases for homeless people may not be available for 2009/10. Discussions are continuing between WAG and the Treasury. If subsidy is removed then the leased properties would transfer back to the council fund but rents would have to increase substantially – this is still possible within the Housing Benefit cap for such special properties. Even then there may be losses to the council in transferring the scheme and WAG are being pressed to confirm that compensation will be available. Further information will be given at the Cabinet meeting if possible.
- Heating Charges 2009/10. There was a minor error in the heating charges quoted for four sheltered housing schemes in the February report. The previous year's figures were incorrect and slightly lower than reported. The increase remains at 10% and when applied to the correct figures are as follows:

		<u>2008/09</u>	<u>2009/10</u>
Caradoc Road, Prestatyn	1BF	£5.01	£5.50
Llygadog, Corwen	1BF	£8.25	£9.05
	2BF	£9.35	£9.90
	Warden	£8.03	£8.80
Trem y Foel, Ruthin	1BF	£6.11	£6.70
	2BF	£7.26	£7.95
	Warden	£8.58	£9.40
Cysgodfa, Denbigh	1BF	£6.49	£7.10
	2BF	£7.70	£8.45

## 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 national position with regard to rent increases and the leasing subsidy will be kept under close review and once a decision is finally made, the impact will be fully assessed in both the HRA and the council fund.

## 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 RECOMMENDATIONS**

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

Members note the potential late changes to rent setting policy and the leased property subsidy.

Members approve the amendments to heating charges for four sheltered properties for 2009/10.

## Appendix 1

### Housing Revenue Account ~ 2008/09 Budget

<u>2007/08</u> Actual Outturn £	<u>Period 11 - February 2009</u>	Original Budget £	<u>2008/9</u> Forecast Out-turn £	Variance to Budget £
<b><u>EXPENDITURE</u></b>				
1,609,150	Supervision & Management - General	1,563,283	1,724,272	-160,990
251,603	Supervision & Management - Special	268,573	260,918	7,655
145,498	Welfare Services	142,552	146,942	-4,390
306,194	Homelessness - Leased Properties	402,000	382,094	19,906
0	Rents	0	0	0
2,576,310	Repairs and Maintenance	2,640,199	2,609,449	30,750
<b>4,888,755</b>	<b>Total Housing Management</b>	<b>5,016,607</b>	<b>5,123,675</b>	<b>-107,069</b>
0	Rent Rebates	0	0	0
1,448,188	Item 8 Capital Charges	1,881,000	2,007,972	-126,972
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
<b>9,176,360</b>	<b>Total Expenditure</b>	<b>12,975,607</b>	<b>13,175,946</b>	<b>-200,340</b>
<b><u>INCOME</u></b>				
9,570,607	Rents (net of voids)	9,924,222	9,948,739	24,517
189,918	Leased Rents	236,808	235,499	-1,309
143,453	Garages	150,952	138,964	-11,988
199,587	Interest on Balances & Other Income	95,000	121,430	26,430
<b>10,103,565</b>	<b>Total Income</b>	<b>10,406,982</b>	<b>10,444,632</b>	<b>37,650</b>
<b>Surplus / Deficit (-) for the Year</b>				
<b>927,205</b>	<b>General Balances</b>	<b>931,375</b>	<b>268,685</b>	<b>-662,690</b>
<b>0</b>	<b>Earmarked Balances</b>	<b>-3,500,000</b>	<b>-3,000,000</b>	<b>500,000</b>
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	975,421	-162,690

Appendix 2

<b>HRA Capital Plan Update 2008/09</b>				
<b><u>Month 11</u></b>				
<b>Actual 2007/08 £</b>	<b>Description</b>	<b>Approved Schemes £</b>	<b>Actual at End Feb £</b>	<b>Forecast Outturn £</b>
363,377	Environmental Improvement Works	440,000	247,967	270,000
56,654	2005/06 Major Improvements – All Groups	0	52,267	61,000
5,660,688	2006/07 Major Improvements – All Groups	6,735,000	7,068,403	7,317,246
2,552,468	Windows Replacement	100,000	228,111	229,000
831,900	Central Heating Contract	100,000	394,759	400,000
550,040	DFG - Council Properties	400,000	472,473	500,000
<b>10,015,127</b>	<b>Total</b>	<b>7,890,000</b>	<b>8,463,979</b>	<b>8,777,246</b>
<b>2007/08 £</b>	<b>HRA Capital Plan Financed By:</b>	<b>Original £</b>		<b>Forecast £</b>
2,400,000	Major Repairs Allowance Grant	2,400,000		2,400,000
483,000	Useable Capital Receipts	297,000		38,000
7,132,127	Prudential Borrowing	1,693,000		3,339,246
0	CERA	3,500,000		3,000,000
<b>10,015,127</b>	<b>Total</b>	<b>7,890,000</b>		<b>8,777,246</b>

REPORT TO CABINET

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

DATE: 24 March 2009

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.

**2. REASON FOR SEEKING DECISION**

- 2.1 To advise Members of the latest estimated position on the budget performance for the year, together with an update 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 finances.

**4. COST IMPLICATIONS**

- 4.1 This report details Service's latest projections for the current financial year. Appendix 1 details a forecast overall underspend of £539k, excluding the schools' delegated budgets. This figure is an improvement on the projected position reported for last month and is mainly as a result of the slippage in the procurement of the joint project for a residual waste disposal facility. There remains a projected net pressure in the Lifelong Learning budget while most other services are estimated to come in on or below budget. Most of the service budget underspend will be eligible to be carried forward and used next financial year by services.

*i) Lifelong Learning is forecasting an overspend position of £610k 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, chief officer and other additional costs, partly offset by various operating savings are now £135k.

- c) the increasing losses incurred by the School Meals service above the £150k provided for within the budget are steady at £101k, however further options for delivery are being considered and will be presented to members shortly. If accepted these should reduce the current overspend level in the future.
- d) the financial position of Rhyl High School will also require careful monitoring. They are forecast to end the year with negative balances and a recovery plan is being developed. 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 the following 2 years.
- e) an agreement has been reached with Blessed Edward Jones High School regarding its recovery plan and the final version will be submitted to the Council shortly.

**ii) Social Services & Housing directorate** is forecasting an underspend of £472k, an increase of £136k over last month due to a combination of the following;:

- a) securing further NHS funding for some learning disability care packages,
- b) additional charges to the NHS for some Residential, Nursing and Homecare services
- c) charging policy income exceeding original forecasts,
- d) savings due to the closure of Llys Nant Residential Home,
- e) vacancy control continuing to deliver savings
- f) It was agreed by Council in 2007 as part of the strategy to dampen the future impact of funding changes for Supporting People services that in year savings resulting from revisions to care packages and improved service delivery efficiency would be transferred into a provision. Part of the agreed budget strategy for 2009/10 also assumes that an element of savings from this service area in 2009/10 will be needed to fund any service pressure above the level of additional funding agreed for Social Services. Work is in hand to firm up the likely saving for the current year and this will inform the process of reviewing the SP costs for 2009/10 and future years.

**iii) Environment directorate** is forecasting an underspend of £327k. This is an increase of £262k from last month and is mainly due to;

- a) The overall projected underspend has improved as a result of the continued savings arising from the delays in filling vacant staffing posts, delays in the



procurement of the regional residual waste disposal facility, and an underspend on the school transport budget.

- 4.2 All services are experiencing cost pressures resulting from the recent increases in energy costs. Recent falls in the cost of energy are now working through the system. This should ease the pressure on schools and highway maintenance contractors to a degree.
- 4.3 Appendix 2 shows a **capital plan summary** and Appendix 3 shows capital expenditure split by Directorate priority.
- 4.4 Capital expenditure at the end of February is £26.9m against a plan of £35.3m.

## **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 Rhyl High School will shortly be producing a financial recovery plan alongside their Estyn Inspection action plan. The Council has taken on a significant financial management role in the school to support it in the short and medium term to achieve the required. The plan will need to be revisited as it doesn't demonstrate that the school can operate within the delegated budget over a maximum of the next 2 financial years. A series of meetings are taking place currently to firm up the 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.

6.6 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 for the current year that were finally announced in January. The position for the next financial year remains unclear as the Assembly have not given any clear indications of funding levels.

## **6.7 MONEY MARKET INVESTMENTS UPDATE**

The Council is continuing to take steps to protect itself in the current economic crisis:

- Further opportunities for debt repayment are being monitored closely and will be pursued when the conditions are favourable.
- The Council is investing short term cash with the HM Treasury deposit account on a regular basis in order to ensure the security of its investment funds.

The Council still has investments with foreign-owned banks, but as these mature in September 2009, they will be redirected into UK or HM Treasury investments. These actions will reduce the risk to the Council.

On 5 March, the Bank of England announced a further 0.5% cut in base rates from 1% to 0.5%. Forecasts suggest rates could drop by a further 0.25% during 2009/10. This has had a significant impact on the investment return the Council will be able to achieve on its remaining investments. A 1.0% reduction represents about a £400k loss of interest in a full year at the former level of cash deposits, however as borrowing rates are currently at about 4% the decision has been made to borrow internally, i.e. run down cash levels. By doing this the Council saves the borrowing costs which currently are over 3% above investment rates.

Realistically, the Council is facing a significant reduction in investment income of at least £1m for 09/10 compared with the current year. While officers are doing everything possible to mitigate this, it is not now possible for the previous level of underspend in this area to be expected for the next financial year. The interest to be received on the VAT refund reported previously will help reduce the impact in the next financial year.

## **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 more 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.

**APPENDIX 1**

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2008/09  
SUMMARY POSITION AS AT END FEBRUARY 2009**

Directorate	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
Lifelong Learning (excluding schools delegated)	20,711	-6,955	13,756	21,321	-6,955	14,366	610	0	610	610
Environment	51,302	-21,258	30,044	50,408	-20,691	29,717	-894	567	-327	-65
Social Services & Housing	55,733	-17,014	38,719	58,101	-19,854	38,247	2,368	-2,840	-472	-336
County Clerk	1,975	-403	1,572	1,975	-403	1,572	0	0	0	0
Resources	10,851	-3,121	7,730	10,851	-3,121	7,730	0	0	0	0
Corporate, Miscellaneous & Benefits	31,066	-26,046	5,020	31,116	-26,046	5,070	50	0	50	50
<b>Total All Services</b>	<b>171,638</b>	<b>-74,797</b>	<b>96,841</b>	<b>173,772</b>	<b>-77,070</b>	<b>96,702</b>	<b>2,134</b>	<b>-2,273</b>	<b>-139</b>	<b>259</b>
Capital Financing Charges savings & additional Investment Income net of contributions to specific provisions			10,649			10,249			-400	-400
Precepts & Levies			4,347			4,347			0	0
Contribution to balances/reserves			570			570			0	0
			<b>112,407</b>			<b>111,868</b>			<b>-539</b>	<b>-141</b>

**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 FEBRUARY 2009**

	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	61,970	-8,479	53,491	3,865	-3,036	829	829
Partnership & Inclusion	9,889	-5,421	4,468	10,263	-5,421	4,842	374	0	374	374
School Development	6,978	-1,292	5,686	6,978	-1,292	5,686	0	0	0	0
Policy & Performance	1,408	-85	1,323	1,644	-85	1,559	236	0	236	236
Libraries	2,436	-157	2,279	2,436	-157	2,279	0	0	0	0
<b>Total excluding schools</b>	<b>20,711</b>	<b>-6,955</b>	<b>13,756</b>	<b>21,321</b>	<b>-6,955</b>	<b>14,366</b>	<b>610</b>	<b>0</b>	<b>610</b>	<b>610</b>

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

	<b>Current Month £000s</b>	<b>Previous Month £000s</b>
<p><b><u>INDIVIDUAL SCHOOLS BUDGET</u></b>            Following updates during February, projections would indicate that school balances of £1,953k as at 31.03.08 will reduce to £1,136k during 2008/09. This is a decrease in expenditure of £12k since the last report in January. There have been numerous changes to balances during February as many schools have had updated estimates from the LMS team in conjunction with their indicative 09/10 budgets, but the net effect is approximately the same. One of the big changes is the predicted deficit at Ysgol Plas Brondyffryn. This was forecast to be in excess of £100k however additional SEN income of £85k has been identified which will offset this. The estimated figure for St Brigid's has been amended to zero as the school budget is topped up from other internal funds within the school.</p>	<b>817</b>	<b>829</b>
<p><b><u>PARTNERSHIPS &amp; INCLUSION</u></b>            Costs associated with the closure of Hyfrydle Children's Home.            Potential clawback of "Mentro Allan" Grant - no longer required.</p>	<b>374</b> <b>0</b>	<b>374</b> <b>0</b>
<p><b><u>POLICY &amp; PERFORMANCE</u></b>            Costs associated with the Interim Management arrangements - Offset since last Report by increased savings within the Directorate            School Meals Subsidy</p>	<b>135</b> <b>101</b>	<b>135</b> <b>101</b>
<b>TOTAL excluding schools</b>	<b>610</b>	<b>610</b>

**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)**

	<b>£000</b>
a) Efficiency savings	167
b) Other savings	79
c) Vacancy control	92

**2. Progress with delivery of savings.**

**All savings are on target to be delivered**

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2008/09**  
**ENVIRONMENT DIRECTORATE**  
**SUMMARY POSITION AS AT END FEBRUARY 2009**

	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)	9,429	-5,143	4,286	9,507	-5,091	4,416	78	52	130	87
TRANSPORT & INFRASTRUCTURE (see note 2 & 3)	13,845	-4,448	9,397	13,610	-4,339	9,271	-235	109	-126	43
PLANNING & PUBLIC PROTECTION (see notes 2 & 3)	4,272	-1,867	2,405	4,240	-1,490	2,750	-32	377	345	269
DIRECTOR & SUPPORT (see note 5)	1,362	-237	1,125	967	-237	730	-395	0	-395	-260
ENVIRONMENTAL SERVICES (see note 6)	16,884	-6,966	9,918	16,584	-6,961	9,623	-300	5	-295	-223
TOURISM, CULTURE & COUNTRYSIDE	5,510	-2,597	2,913	5,500	-2,573	2,927	-10	24	14	19
<b>Total Environment</b>	<b>51,302</b>	<b>-21,258</b>	<b>30,044</b>	<b>50,408</b>	<b>-20,691</b>	<b>29,717</b>	<b>-894</b>	<b>567</b>	<b>-327</b>	<b>-65</b>

**Potential Pressures**

- 1 Pressures on the Agricultural Estates, Allotments, Industrial Estates and Health and Safety budgets within the Building Group.
- 2 The income generated from the Car Parking, Building Control, Land Charges and Development Control functions continue to fall alarmingly. Based upon current year end projections the budget pressure is £300K on Development Control, £134K on Building Control, £81K on Car Parks and £43K on Land Charges.
- 3 Latest projections indicate that there will be an underspend on the School Transport budget in 08/09.
- 4 The animal welfare case in Llandegla is estimated to create a £42K pressure on the Trading Standards budget in 08/09. The total cost of the case over 2 financial years is projected to cost circa £100K.
- 5 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 are being used to offset pressures within the Directorate. The balance can be carried forward into 09/10 to ease any future budget pressures.
- 6 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 none of this budget will now be spent in the current financial year. Clearly any underspend in 08/09 will need be utilised towards offsetting the significant income pressures as detailed in 2 above. The resultant additional waste procurement costs to be incurred in 09/10 will need to be funded from the Sustainable Waste Management Reserve.
- 7 Pressures on the Rhyl Pavilion Theatre budget (£46K) partially offset by other savings within the Tourism, Culture & Countryside Department.



**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2008/09  
ENVIRONMENT - EFFICIENCY SAVINGS  
SUMMARY POSITION AS AT END FEBRUARY 2009**

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

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

	<b>£000</b>
a) Efficiency savings	359
b) Other savings	92
c) Vacancy control	178

**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 has achieved most of the required efficiency savings. Work is on-going to ensure that in 08/09 the balance will be found from alternative savings from within the overall theatre budget.

**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 FEBRUARY 2009**

	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	9,061	-529	8,532	10,131	-1,532	8,599	1,070	-1,003	67	92
Underspend b/f					-150	-150	0	-150	-150	-150
Adult Services	36,278	-8,680	27,598	37,117	-9,666	27,451	839	-986	-147	33
Underspend b/f					-615	-615	0	-615	-615	-615
Business Support & Development	2,773	-504	2,269	3,313	-737	2,576	540	-233	307	237
Cymorth Grant	1,673	-1,611	62	1,673	-1,611	62	0	0	0	0
Supporting People Grant	4,363	-4,350	13	4,363	-4,350	13	0	0	0	0
<b>Sub Total Social Services</b>	<b>54,148</b>	<b>-15,674</b>	<b>38,474</b>	<b>56,597</b>	<b>-18,661</b>	<b>37,936</b>	<b>2,449</b>	<b>-2,987</b>	<b>-538</b>	<b>-403</b>
Non HRA Housing	1,585	-1,340	245	1,504	-1,193	311	-81	147	66	67
Underspend Brought Forward	0	0	0	0	0	0	0	0	0	0
<b>Directorate Total</b>	<b>55,733</b>	<b>-17,014</b>	<b>38,719</b>	<b>58,101</b>	<b>-19,854</b>	<b>38,247</b>	<b>2,368</b>	<b>-2,840</b>	<b>-472</b>	<b>-336</b>

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

<u>Comments</u>	<b>Current Month</b>	<b>Previous Month</b>
	<b>£000s</b>	<b>£000s</b>
<b>SOCIAL SERVICES</b>		
<b>CHILDREN'S SERVICES</b>		
The main pressure area is the specialist placement budget which is expected to over spend by £369k. The overspend on the specialist placement budget is partially offset by the in-house fostering service (under spend £194k). The improvement this month is due to a reduction Direct Payments expenditure and a reduction in the cost of Looked After and Leaving Care clients.	67	92
<b>Under spend Brought Forward 2007/08</b>	-150	-150
<b>ADULT SERVICES</b>		
<b>Learning Disabilities</b>		
The growth in actual demand has exceeded projections in recent years. The main pressure area continues to be residential placements (£240k). The reduction in the over spend this month is due to the ongoing work to maximise joint funding from the NHS and the successful transfer of care packages for those with health needs to the Local Health Board.	196	238
<b>Mental Illness</b>		
The main budget pressures remain in Residential, Nursing and Home care though the outturn here has reduced by £77k, largely due to a backdated recharge to the NHS of £58k. The remaining improvement of £27k is accounted for by an increased under spend in Preserved Rights and reduced net spend on the Mental Health Partnership budgets	121	224
<b>Older People</b>		
<b>Provider</b> - The Provider outturn has improved by £42k this month (£270k under) this is mainly due to increased income for the Residential Homes and a £15k saving on the allocated budget for the Prestatyn Extra Care Development. The underspend reflects net savings associated with the closure of Llys Nant. <b>Purchasing</b> - The final position is expected to be £324k under spent which is an improvement of £25k from last month. This improvement is due to reduction in the number of people with Preserved Rights and vacancy control measures in the Rapid Response & Re-ablement budget.	-594	-527
<b>PDSI</b>		
Community Care spend is still the main budget pressure.	336	332
<b>Performance Management &amp; Commissioning</b>		
A combined under spend of £252k is predicted, an increase of £5k from last month, due to various factors including additional Receivership fees income of £80k. The remainder is due to vacancy control on staffing budgets and additional grant income.	-238	-252
<b>Other Adult Services</b>		
Previous outturn forecasts have assumed that the income from WAG re the Fairer Charging Grant continues at the same level as 2007/08, but this could now be £33k higher based on the first half-year claim. The remaining charging policy income is based on ability to pay and is volatile, but with 10 months bills raised to date, it is still hoped that this income will exceed the planned budgeted allocation by around £100k.	-98	-99
<b>Joint Working &amp; Older People Strategy</b>		
This consists solely of grant funding and the grant is now forecast to be fully spent. The £2k under spend relates to the budget provision which will remain unspent.	0	-2
<b>Cefndy Healthcare</b>		
Cefndy is under increasing pressure from raw material suppliers with the costs expected to equate to around 55% of sales for 2008/09. On a positive note the sales for December and January show an increase of over 38% from the corresponding figure in 2007/08. Hopefully the trend will continue allowing for a final year over spend of just over £100k.	130	119
<b>Under spend Brought Forward 2007/08</b>		
<b>TOTAL ADULT SERVICES</b>	<b>-615</b>	<b>-615</b>
	<b>-762</b>	<b>-582</b>
<b>Business Support &amp; Development</b>		
The predicted over spend of £237k is an increase over the previous month of £75k. The main increase is due to additional PARIS expenditure (£65k) being met from revenue this year to meet unavoidable costs. There remains funding available in the capital plan to meet the final two contract milestone payments due next year.	307	237
	<b>307</b>	<b>237</b>
<b>Cymorth Grant</b>		
All expenditure relating to the Cymorth grant has to be spent in year.	0	0
	<b>0</b>	<b>0</b>
<b>Supporting People</b>		
It is assumed that all the recurrent SP under spend will be taken to reserves to dampen the impact of proposed grant formula changes and/or a transfer to a regional body. Either proposal will disadvantage the council financially but the latter could have a significant impact. The balance of the reserve is currently £1.9m and a further contribution of £1.1m is estimated this year. The SP strategy is currently being revised but it is proposed no further contributions to the reserve are made next year and that the in-year surpluses are used to dampen pressures throughout the Directorate.	0	0
<b>HOUSING</b>		
The latest outturn once again shows a reduction in the over spend. The initial forecast was an over spend of £150k and steps have been taken throughout the year to reduce this - previously reported. The Homeless budget remains a pressure but has reduced by £8k as accommodation costs have reduced slightly this month. Also, a review of Housing strategy budgets has resulted in identifying savings in supplies and staff costs.	66	67
<b>TOTAL HOUSING</b>	<b>66</b>	<b>67</b>
<b>TOTAL SOCIAL SERVICES &amp; HOUSING</b>	<b>-472</b>	<b>-336</b>

**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)**

	<b>£000</b>
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:**

<b>a) Efficiency savings.</b>	<b>£000</b>	<b>Alternative savings identified</b>
i) Restructure of day care provision	37	Restructure of day care provision not achievable Alternative savings to be identified, work ongoing
ii) Telecare savings,	68	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 FEBRUARY 2009**

	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	
<b>County Clerks</b>	1,864	-403	1,461	1,814	-403	1,411	-50	0	-50	-50	2
Translation	111	0	111	161	0	161	50	0	50	50	3
<b>Resources Directorate</b>											
Finance	5,195	-2,125	3,070	5,195	-2,125	3,070	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	1,598	-284	1,314	1,598	-284	1,314	0	0	0	0	
Project Management	75	0	75	75	0	75	0	0	0	0	
Customer Care	828	-170	658	828	-170	658	0	0	0	0	
						0	0	0	0	0	
<b>Total</b>	<b>10,851</b>	<b>-3,121</b>	<b>7,730</b>	<b>10,851</b>	<b>-3,121</b>	<b>7,730</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Corporate and Miscellaneous</b>	<b>6,172</b>	<b>-1,115</b>	<b>5,057</b>	<b>6,222</b>	<b>-1,115</b>	<b>5,107</b>	<b>50</b>	<b>0</b>	<b>50</b>	<b>50</b>	1
<b>Benefits</b>	<b>24,894</b>	<b>-24,931</b>	<b>-37</b>	<b>24,894</b>	<b>-24,931</b>	<b>-37</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total</b>	<b>43,892</b>	<b>-29,570</b>	<b>14,322</b>	<b>43,942</b>	<b>-29,570</b>	<b>14,372</b>	<b>50</b>	<b>0</b>	<b>50</b>	<b>50</b>	
<b>Capital Fin Charges</b>	<b>10,649</b>		<b>10,649</b>	<b>10,249</b>	<b>0</b>	<b>10,249</b>	<b>-400</b>	<b>0</b>	<b>-400</b>	<b>-400</b>	4
			0			0	0	0	0	0	
<b>Contribution to balances/reserves</b>	<b>570</b>		<b>570</b>	<b>570</b>		<b>570</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

1 Corporate Costs - Pension costs from LGR and later efficiency exercises running ahead of budget. +£50k

2 Planned savings in salary costs due to delays in staff recruitment & maternity leave cover

3 Underlying pressure - increased demand for this service

4 Latest estimate of borrowing costs net of investment income.

# **RESOURCES DIRECTORATE, COUNTY CLERK & CORPORATE SAVINGS SUMMARY POSITION AS AT END FEBRUARY 2009**

## **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 control	241

### **2. Progress with delivery of savings.**

**All savings are on target to be delivered**

**Denbighshire County Council - Capital Plan 2008/09 - 20011/12**  
**Position as at February 2009**

**APPENDIX 2**

		2008/9	2009/10	2010/11	2011/12
		£000s	£000s	£000s	£000s
<b>Capital Funding:</b>					
<b>1</b>	<b>General Funding:</b>				
	Unhypotheated Supported Borrowing	7,609	7,254	5,884	5,884
	General Capital Grant	735	3,132	2,017	1,961
	General Capital Receipts		523		
	Earmarked Capital Receipts	1,656	798	0	0
		10,000	11,707	7,901	7,845
<b>2</b>	<b>Prudential Borrowing</b>	5,900	5,315	269	269
<b>3</b>	<b>Reserves and Contributions</b>	1,557	959	0	0
<b>4</b>	<b>Specific Grants</b>	17,900	4,631	488	0
	<b>Total Finance</b>	35,357	22,612	8,658	8,114
	<b>Total Estimated Payments</b>	-35,357	-21,762	-6,813	-6,269
	<b>Contingency</b>	0	-850	-1,000	-1,000
	<b>Unallocated Reserve</b>	0	0	0	0
	<b>Surplus/ -Insufficient Resources</b>	0	0	845	845

## Capital Expenditure By Directorate

	2008/9	2008/9	2009/10	2010/11
	Spend to February	Estimated programme	Estimated programme	Estimated programme
	£000	£000	£000	£000
Environment	19,087	25,575	2,261	544
Lifelong Learning	6,743	8,251	5,179	1,480
Resources	455	724	1,162	0
Social Services and Housing	686	807	419	250
<b>Total</b>	<b>26,971</b>	<b>35,357</b>	<b>9,021</b>	<b>2,274</b>

## Capital Expenditure by Council Priority

	2008/9	2008/9	2009/10	2010/11
	Spend to February	Estimated programme	Estimated programme	Estimated programme
	£000	£000	£000	£000
Modernising Education	5,300	7,145	3,401	0
Roads and Flood Defence	4,500	6,831	6,306	0
Regeneration	2,195	2,931	1,832	0
Responding to Demographic Change				
<b>Total</b>	<b>11,995</b>	<b>16,907</b>	<b>11,539</b>	<b>0</b>

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 February	Estimated programme
	£000	£000
Highways	2,000	2,000
<b>Total</b>	<b>2,000</b>	<b>2,000</b>



REPORT TO CABINET

CABINET MEMBER: COUNCILLOR R W HUGHES, LEAD MEMBER FOR PERSONNEL AND BUSINESS MANAGEMENT

DATE: 24<sup>TH</sup> MARCH 2009

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 **Sickness Absence** – Graphs showing the corporate sickness absence position since April 2007 are contained within Appendix A. There has been a decrease in sickness levels this month, with the average number of days lost per employee at 1.21 which remains slightly higher than for the same period last year and is well above the target of 0.92 days lost per employee. This month Resources, County Clerks & Chief Executives and LLL (Schools only) recorded lower levels of sickness than the required target, with Environment and LLL (excl Schools) recording higher levels and Social Services recording levels significantly above target, although Environment levels still remain slightly lower than they recorded for the same period last year.

Monthly (January 09)	Days Lost Per Employee	Target
<b>DCC</b>	<b>1.21</b>	<b>0.92</b>
CE	1.16	0.92
RES	0.68	0.92
ENV	1.03	0.92
SS	1.47	0.92
LLL	1.27	0.92
LLL excl schools	1.67	0.92
Schools Only	1.16	0.92

Cumulative (April – Jan 09)	Days Lost Per Employee	Target
<b>DCC</b>	<b>11.27</b>	<b>10.08</b>
CE	7.31	10.08
RES	8.79	10.08
ENV	11.44	10.08
SS	15.50	10.08
LLL	10.20	10.08
LLL excl schools	11.63	10.08
Schools Only	9.91	10.08

The Personnel Officer – Sickness Absence has now been in post for 3 months. This time has been spent getting to know the systems and procedures that are in place, attending case conferences and sickness

meetings, researching what happens in each directorate as processes vary and undertaking an analysis of sickness absence including

- Employees with the top 10% of occurrences in the last 2 years have been identified for both full and part time staff
- Employees which have had more than 20 days off sick in the last 2 years have been identified (20 days has come from the 10 days average per year) This equates to over 800 staff.
- Identifying teams and services that have high numbers of staff with high numbers of days off sick. “hotspot” areas will be subject to further investigation to identify the possible reasons for the high absence this will include looking at the correlation between absence, turnover and discipline/grievance
- Monday / Friday Absence – 52% of all **one** day absence occurs on a Monday or Friday this information will be analysed in the next month to identify teams, services or managers that have high levels of absence on these days.
- From April 09 we will be reporting on the average cost of sickness in each service and the number of days available and the number lost due to sickness.
- Standard sickness reports to Cabinet – monthly
- Sickness reports to MMC and Directorates – monthly
- Detailed sickness reports to Resources Scrutiny – 6 monthly

Information will be passed to line managers to address in line with our sickness management framework by means of letters, case conferences, monitoring and where necessary, dismissal if there is no improvement. Support will be given by Personnel and Occupational Health throughout the process, together with further training on managing sickness for managers where a training need has been identified.

It is intended to trial an early intervention by occupational health in the one or two of the worst performing services, where by an Occupational Health Advisor will telephone an individual on the second or third day of absence to offer medical advice and support. This will be monitored to establish it's effectiveness in reducing sickness levels for those services. If successful this could progress to first day intervention. This will be discussed with the trade unions at the next Corporate Joint Meeting.

- 2.2 **Efficiency Programme** – All expressions of interest have now been collated and each discussed with the relevant Head of Service. A paper is going to CET on 16<sup>th</sup> March detailing potential savings and costs. Once this has been approved the information will go back to Heads of Service prior to letters being sent to individual employees. It is anticipated that employees who are eligible will be invited to formally apply for voluntary redundancy, flexible retirement or a reduction in hours by the end of March 09. Once formal applications have been received employees will be given notice and will leave the authority where applicable in July 09. For some employees who applied it will not be possible to let them go this year, however possible opportunities for release next year or connected with the Support Services review have also been identified.

- 2.3 **Performance Appraisal Update** – The reporting year for performance appraisals is April to March with the majority of appraisals undertaken between January and March to fit in with the business planning cycle. As such we are not in a position to report on performance appraisal completion rates until the end March 09. It was reported to Cabinet in November 2008 that 65.5% of appraisals had been undertaken on 31 October 2008. Data has been sent to Directorate Personnel in order for them to alert managers that the reporting period is nearing completion and to undertake any outstanding appraisal before the end of March 09 so that final figures for 2008/09 can be reported in April.

The Performance Appraisal review is complete and existing forms streamlined and a new simplified form created. A new 6 level rating/scoring system has also been created along with a QA monitoring process. Consultation on new forms & rating system was carried out with specific staff in Environment, Personnel Policy Feedback & Idea's Group, Trade Unions and MMC. The final documents will be circulated to MMC during March with the new forms in use from April 09.

- 2.4 **Headcount Statistics** - In February 2009 the number of actual staff employed has decreased to 4591 this equates to 3878 full time equivalents (FTE) which is a slight decrease from the previous month. In February there were 15 new starters to DCC, across all Directorates. There were 17 leavers spread across all Directorates, 5 of which left for positions outside of DCC, with 6 declining to specify why they had left, other reasons included personal reasons, died in service, retirement and one dismissal. A report will be presented at the next Cabinet meeting detailing a review of headcount figures as at end March 2009.

- 2.5 **Matrix** – The joint Agency Project with Flintshire and Wrexham was implemented on 23 February 2009. Since implementation, the first invoice has been received and payment has been made electronically. This is down to the knowledge and support of colleagues across ICT, Creditors and also Finance.

During the first two weeks our expenditure with Matrix is £39,490 by comparison, if this expenditure was not managed through Matrix, we would have paid £42,916. This means that our gross saving (before Matrix fee) is £3,426, a gross saving of 10.3%.

The net saving to date, based on the gain share model (80:20 in favour of DCC) is £3,035 or 9%.

As the system becomes embedded throughout DCC, marked improvements on savings will be realised, there will also be a powerful management information tool which can provide accurate data relating to agency workers across the Authority at any point in time.

### **3 POWER TO MAKE THE DECISION**

- 3.1. Section III of the Local Government Act 1972

#### **4 RESOURCE IMPLICATIONS**

**4.1 Cost Implications:** There are no significant cost implications associated with the preparation of this information.

**4.2 Staffing / Accommodation Implications:** There are no direct staffing implications however sickness levels do impact on the ability to provide services.

**4.3 IT Implications:** There are no IT implications associated with the preparation of this information.

#### **5 RISK ASSESSMENT**

**5.1 Risks associated with not agreeing the recommendation/s** N/A

**5.2 Risks associated with agreeing the recommendation/s** N/A

#### **6 FINANCIAL CONTROLLER STATEMENT**

**6.1** Payroll costs are one of the largest costs faced by the Council and therefore any further actions to monitor and control expenditure are beneficial.

#### **7 CONSULTATION CARRIED OUT**

**7.1.** The headcount information has been prepared by the Central Personnel team directly from the HR system.

#### **8 IMPLICATIONS**

##### **8.1 Assessment of Impact on Corporate Priorities:**

Attendance and performance of employees is fundamental to achieving our Corporate priorities.

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

Being able to deliver the vision depends on having the right number of employees in the right job with the right skills.

#### **9 ACTION PLAN – Performance Appraisal Review**

<b>ACTION</b>	<b>RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED</b>	<b>ACTION TO BE REVIEWED &amp; MONITORED BY / DATE TO BE MONITORED</b>
Review of overall Performance Appraisal methodology	L Atkin	31.03.2009

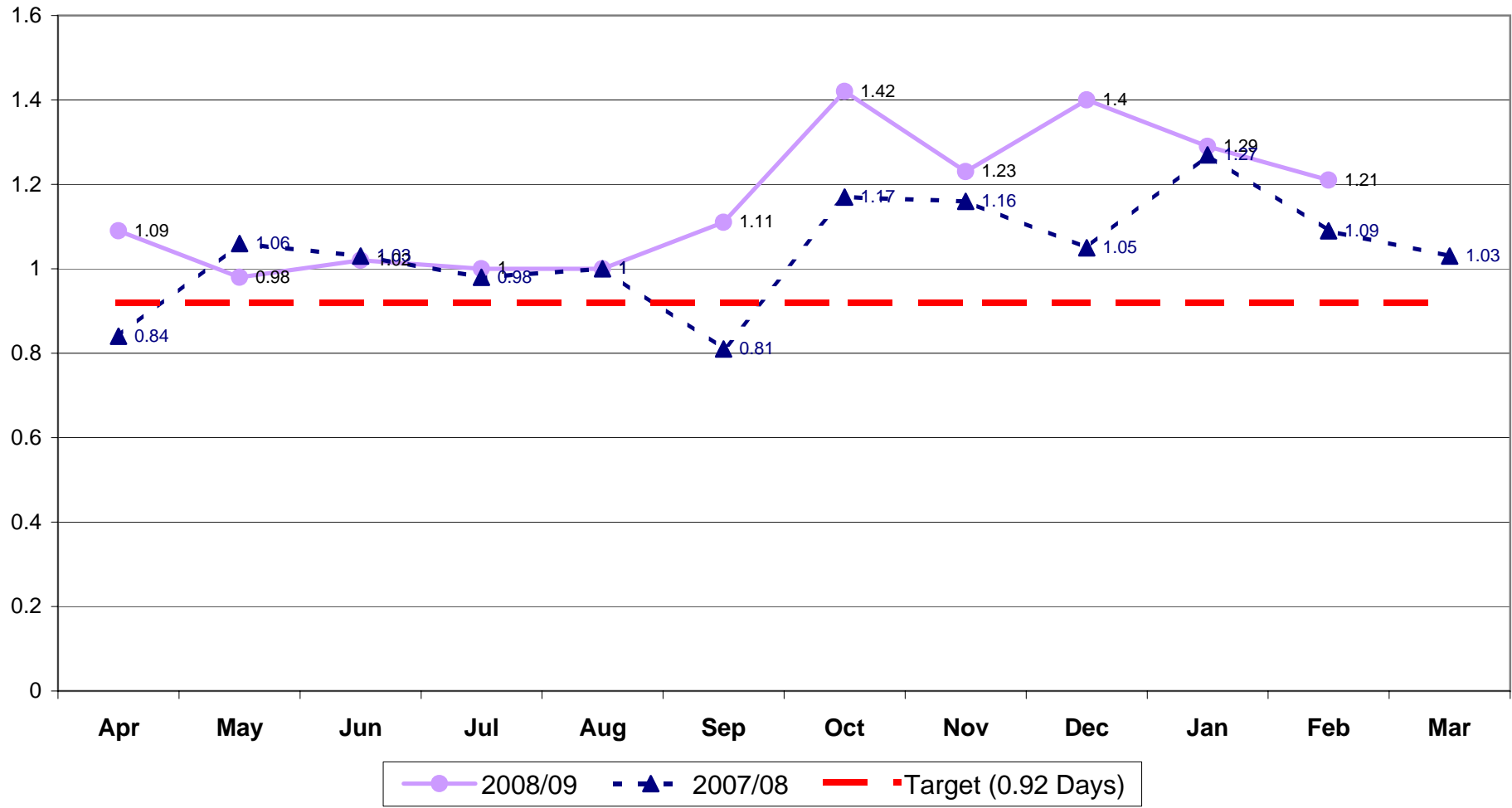
## Update on the Action Plan

- Existing forms streamlined
- New 6 level rating/scoring system created
- Choice of two new simplified forms created for people who work few hours or in less skilled roles
- Consultation on new forms & rating system carried out with specific staff in Environment, Personnel Policy Feedback & Idea's Group, Trade Unions and MMC
- QA process written for personnel
- Feb 09 Feedback collated and actioned where appropriate

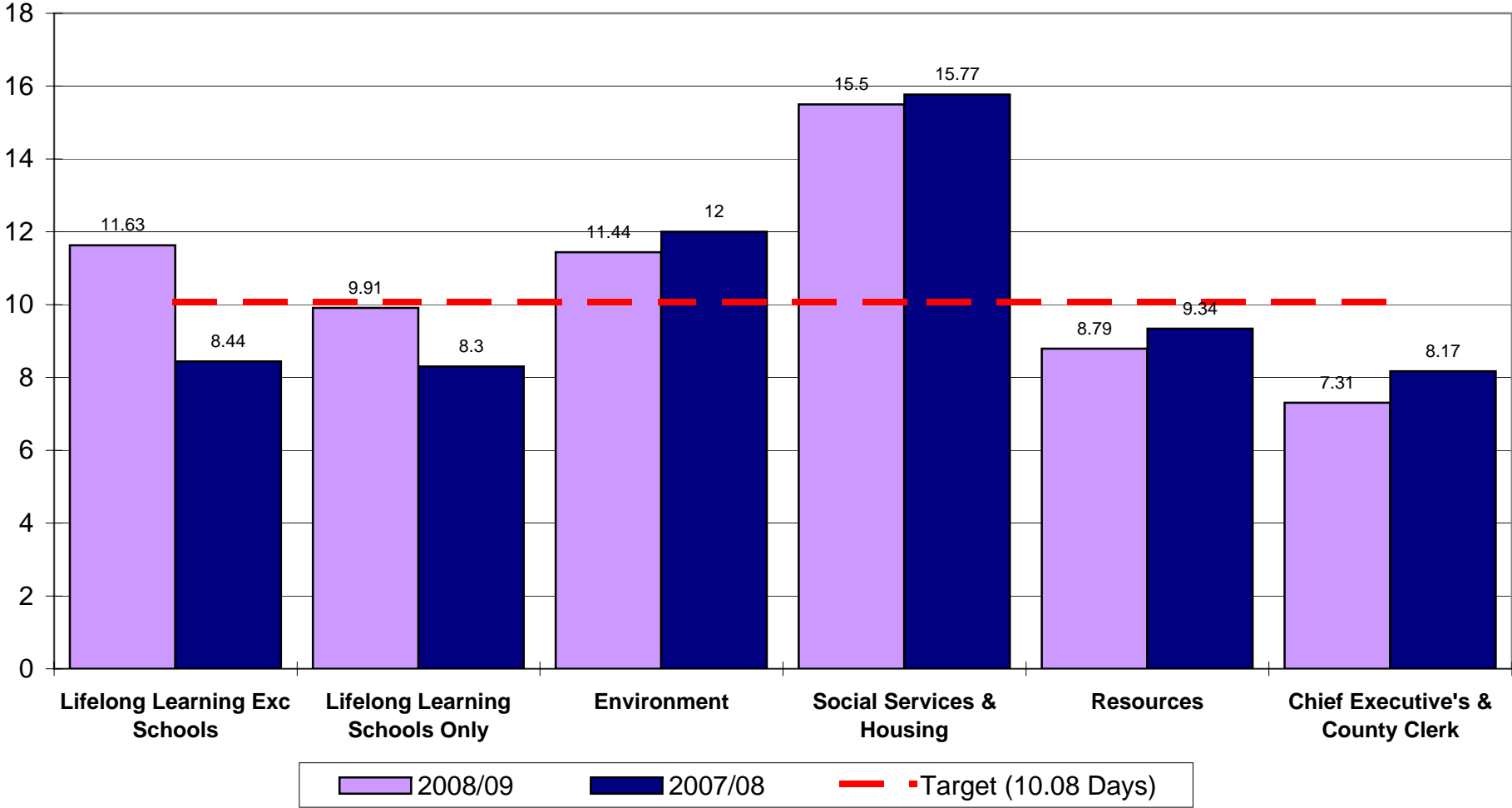
## **10 RECOMMENDATIONS**

- 10.1. Members note the information considered in this report and identify issues which future reports should focus upon.

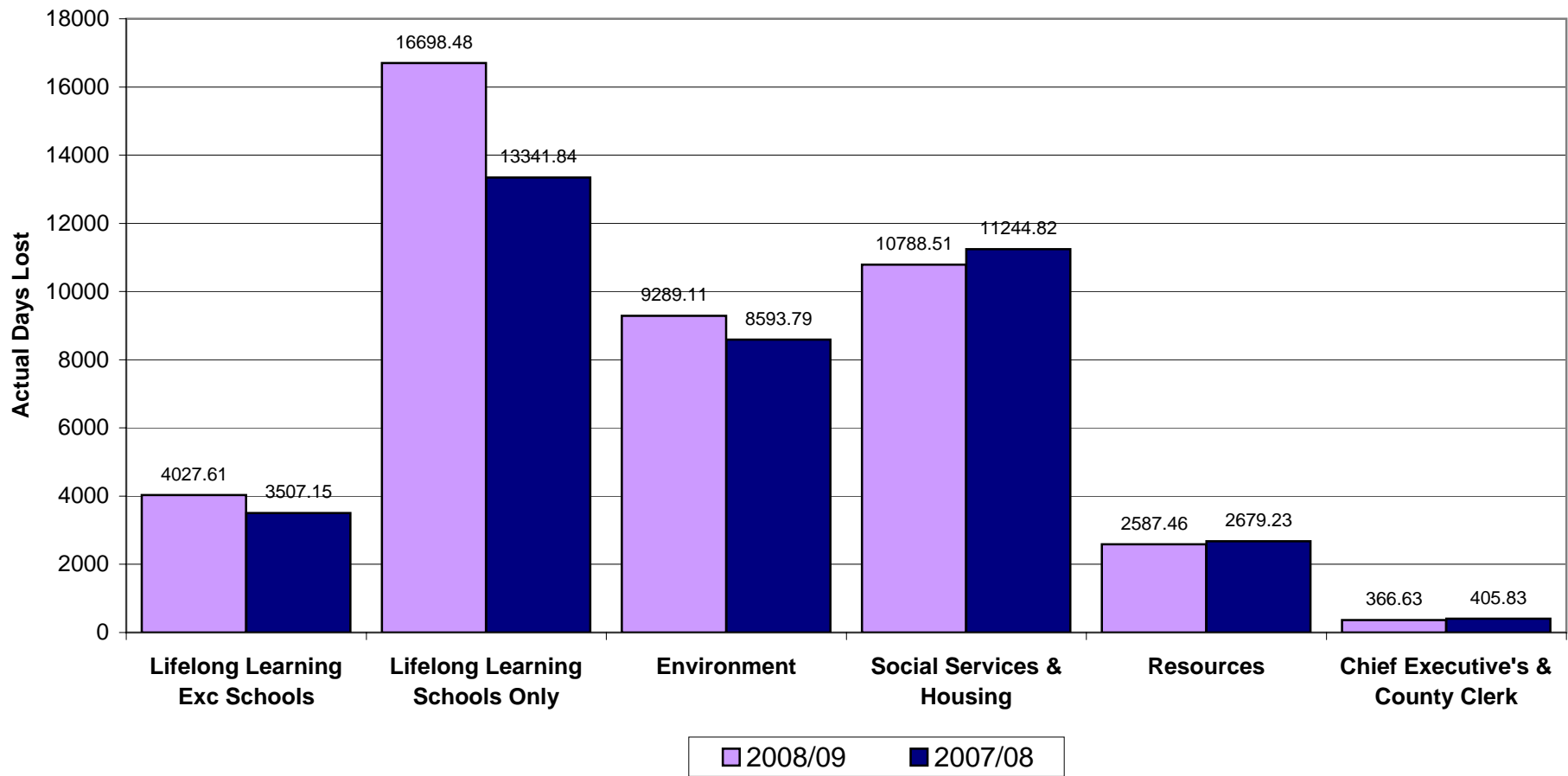
### Denbighshire County Council Average Number of Days Lost per Employee February 2009



### Denbighshire County Council Average Number of Days Lost per Directorate Cumulative April 2008 - February 2009



### DenbighshireCounty Council Actual Number of Days Lost per Directorate April 2008 - February 2009





**CABINET: FORWARD WORK PROGRAMME**

<b>28 APRIL 2009</b>	
Revenue Budget Monitoring Report 2009-2010	Councillor J Thompson Hill R Parry
CET Performance Report	A Evans
Capital Plan	Councillor J Thompson Hill R Parry
Routine Reporting on Personnel	Councillor R W Hughes L Atkin / G Humphreys
Modernising Education Action Plan Monitoring	Councillor H H Evans J Curran
Empty Homes Strategy	Councillor P A Dobb G Boase
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
DCC / CCBC Planning & PP Collaboration (detailed agreement)	Councillors S Frobisher / E W Williams G Boase
Interim Planning Guidance for West Rhyl	Councillor E W Williams Martha Savage
Complaints Policy	Councillor S Frobisher C O’Gorman
Customer Relationship Management	Councillor S Frobisher C J Williams
Additional HMO Licensing	Councillor S Frobisher G Boase / Mannon Thomas
Recommendations from Scrutiny Committees	Scrutiny Officers
Financial Viability of Denbighshire’s School Meals’ Service – Part II	Councillors H H Evans / P A Dobb / E W Williams – S Parker
Mentro Allan Project – Part II	Councillor D A J Thomas Jamie Groves
<b>26 MAY 2009</b>	
Revenue Budget Monitoring Report 2009-2010	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
CET Performance Report	A Evans
Quarterly Performance Report	Councillor P J Marfleet J Williams
Modernising Education Action Plan Monitoring	Councillor H H Evans J Curran
Recommendations from Scrutiny Committees	Scrutiny Officers
<b>23 JUNE 2009</b>	
Revenue Budget Monitoring Report 2009-2010	Councillor J Thompson Hill R Parry
CET Performance Report	A Evans

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
Recommendations from Scrutiny Committees	Scrutiny Officers
<b>14 JULY 2009</b>	
Revenue Budget Monitoring Report 2009-2010	Councillor J Thompson Hill R Parry
CET Performance Report	A Evans
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
Recommendations from Scrutiny Committees	Scrutiny Officers
NO CABINET MEETINGS WILL BE HELD IN AUGUST 2009	
<b>8 SEPTEMBER 2009</b>	
Revenue Budget Monitoring Report 2009-2010	Councillor J Thompson Hill R Parry
CET Performance Report	A Evans
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
Equality Plan 2009-2011	Councillor R W Hughes K Beattie
Recommendations from Scrutiny Committees	Scrutiny Officers
<b>29 SEPTEMBER 2009</b>	
<b>27 OCTOBER 2009</b>	
Revenue Budget Monitoring Report 2009-2010	Councillor J Thompson Hill R Parry
CET Performance Report	A Evans
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
Supporting People Operational Plan for 2010/11	Councillor P A Dobb Jenny Elliott
Recommendations from Scrutiny Committees	Scrutiny Officers