



To: Members of the Cabinet

Date: 11 March 2013

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Dear Councillor

You are invited to attend a meeting of the **CABINET** to be held at **10.00 am** on **TUESDAY, 19 MARCH 2013** in **CONFERENCE ROOM 1A, COUNTY HALL, RUTHIN.**

Yours sincerely

G Williams
Head of Legal and Democratic Services

AGENDA

PART 1 - THE PRESS AND PUBLIC ARE INVITED TO ATTEND THIS PART OF THE MEETING

1 APOLOGIES

2 DECLARATION OF INTERESTS

Members to declare any personal or prejudicial interests in any business identified to be considered at this meeting.

3 URGENT MATTERS

Notice of items which, in the opinion of the Chair, should be considered at the meeting as a matter of urgency pursuant to Section 100B(4) of the Local Government Act 1972.

4 MINUTES (Pages 5 - 18)

To receive the minutes of the Cabinet meeting held on 19 February 2013 (copy enclosed).

5 YOUNG CARERS REGIONAL COLLABORATION (Pages 19 - 22)

To consider a report by Councillor Bobby Feeley, Lead Member for Social Care and Children's Services (copy enclosed) seeking Cabinet approval for work to be taken forward to develop regional/sub regional collaboration for the provision of Young Carer Services.

6 PROPOSED REGIONAL EMERGENCY PLANNING SERVICE (Pages 23 - 64)

To consider a report by Councillor David Smith, Lead Member for Public Realm (copy enclosed) recommending Cabinet adopts the final business plan to establish a regional Emergency Planning Service and delegates authority to approve the transition arrangements to the Chief Executive in consultation with the Lead Member.

7 FINANCE REPORT (Pages 65 - 76)

To consider a report by Councillor Julian Thompson-Hill, Lead Member for Finance and Assets (copy enclosed) detailing the latest financial position and progress against the agreed budget strategy.

8 RECOMMENDATIONS FROM THE STRATEGIC INVESTMENT GROUP (Pages 77 - 84)

To consider a report by Councillor Julian Thompson-Hill, Lead Member for Finance and Assets (copy enclosed) seeking Cabinet's support of projects identified for inclusion in the 2013/14 Capital Plan.

9 CABINET FORWARD WORK PROGRAMME (Pages 85 - 90)

To receive the enclosed Cabinet Forward Work Programme and note the contents.

PART 2 - CONFIDENTIAL ITEMS

EXCLUSION OF PRESS AND PUBLIC

It is recommended in accordance with Section 100A (4) of the Local Government Act 1972, that the Press and Public be excluded from the meeting during consideration of the following items of business because it is likely that exempt information as defined in paragraph 14 of Part 4 of Schedule 12A of the Act would be disclosed.

10 CAPITAL PLAN (Pages 91 - 128)

To consider a confidential report by Councillor Julian Thompson-Hill, Lead Member for Finance and Assets (copy enclosed) updating members on the 2012/13 element of the Capital Plan and major projects and seeking Cabinet's recommendation for approval of the future Capital Plan to Council.

RECOMMENDATIONS FROM THE STRATEGIC INVESTMENT GROUP (Page 129)

To consider a confidential appendix (copy enclosed) relating to the recommendations of the Strategic Investment Group – see Agenda Item No. 8 above.

MEMBERSHIP

Councillors

Hugh Evans
Julian Thompson-Hill
Eryl Williams
Bobby Feeley

Hugh Irving
Huw Jones
Barbara Smith
David Smith

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Agenda Item 4

CABINET

Minutes of a meeting of the Cabinet held in Conference Room 1a, County Hall, Ruthin on Tuesday, 19 February 2013 at 10.00 am.

PRESENT

Councillors Hugh Evans (Chair), Julian Thompson-Hill, Eryl Williams, Bobby Feeley, Hugh Irving, David Smith, Huw Jones and Barbara Smith.

Observers: Councillors J.R. Bartley, J. Butterfield, W.L. Cowie, M.Ll. Davies, J.R. Davies, T.R. Hughes, D. Owens, P. Penlington, A. Roberts and D. Simmons.

ALSO PRESENT

Chief Executive (MM), Corporate Directors: Economic and Community Ambition (RM), Customers (HW), Modernisation and Wellbeing (SE), Head of Legal and Democratic Services (GW), Head of Finance and Assets (PM), Head of Adult and Business Services (PG), Head of Community, Marketing and Leisure (JG), Chief Accountant (RW), Community Housing Manager (SK), Corporate Communications and Marketing Manager (GW), Project Manager NE Hub (JE), Commissioning Officer (CW), Scrutiny Coordinator (RE), Carers Co-ordinator (AD) BCU Representative and Administrative Officer (CIW).

The Leader welcomed Councillor Paul Penlington to the meeting.

Councillor E.W. Williams informed Members that a school pupil had received rib injuries following a road traffic accident outside Rhyl High School earlier in the day.

1 APOLOGIES

There were no apologies.

2 DECLARATION OF INTERESTS

Members were invited to declare any personal or prejudicial interests in any business identified to be considered at the meeting.

***RESOLVED** that Cabinet note there were no declaration of interests.*

3 URGENT MATTERS

No items were raised which in the opinion of the Chair, should be considered at the meeting as a matter of urgency pursuant to Section 100B(4) of the Local Government Act, 1972.

4 MINUTES

The Minutes of the Cabinet meeting held on 20th March, 2012 were submitted.

***RESOLVED:-** that the Minutes of the meeting held on 15th January, 2013 be approved as a correct record and signed by the Leader.*

5 FINANCIAL UPDATE REPORT

Councillor J. Thompson Hill presented the report which detailed the Council's revenue budget and savings as agreed for 2012/13, as at the end of January 2013. It provided a summary update of the Capital Plan, the current financial position of the Council and sought approval for recommendations made by the Strategic Investment Group.

He explained that the latest revenue budget forecast had been included as Appendix 1 and indicated an under spend across service and corporate budgets of £631k (£435k last month), which represents a variance of 0.55% across the total net budget. The position for schools forecasts positive net movement on balances of £286k on delegated budgets and £161k on non-delegated school budgets. The Housing Revenue Account summary had been included in Appendix 1 for information but this was a separate fund and not part of the Council's main revenue budget.

Appendix 2 provided an update on progress against the savings and pressures agreed as part of the 2012/13 budget setting process. In total, net savings of £3.443m had been agreed and £3.102m (90%) have been achieved with £316k (9%) classed as in progress and £25k (1%) had been deferred to next year. The deferral related to savings due to printer rationalisation. The remaining items still classed as 'in progress' were all considered achievable, but in most required analysis of a full year's activity to properly assess whether the saving measure listed had actually been achieved.

Cllr Thompson Hill provided a summary of the following Service Budgets which had been detailed in the report:-

- Business Planning and Performance.
- Adult & Business Services.
- Highways & Environmental Services.
- Children & Family Services.
- Communications, Marketing & Leisure.
- Customers & Education Support.
- School Improvement & Inclusion.
- Schools.
- Corporate Budgets.

He explained that the additional cost of the immediate response to the recent flooding events had fallen short of the Emergency Financial Assistance Scheme threshold, and there had been an assumption that the Council would fund the cost. The Head of Finance and Assets (HFA) confirmed that a claim for all eligible costs had been submitted to Welsh Government for discretionary funding. There were on-going costs in relation to exemptions from Council Tax and a further emerging pressure had arisen from the winding up of the Mutual Municipal Insurance Company in 1992, as Local Authority Members would be responsible for liabilities still arising relating to events prior to 1992. The HFA explained that Denbighshire would meet a proportion of the liability claims, based on population figures, which

would amount to approximately 20% of the costs. He informed Members that a contingency fund would be built into the budget and details of the costs would be included in the next finance report to Cabinet.

There were potential liabilities in respect of the former Rhuddlan Borough Council, and additional liabilities were now arising in respect of the former Clwyd County Council. The amount of the potential Clwyd liability was uncertain and the Council's total exposure to the Clwyd claims was approximately £2.5m, but it was unlikely that the liability would be triggered at this level.

Council Tax collection rates had exceeded assumptions and it had been presumed that any benefit would be utilised to contribute to the funding of the Council's strategic investment priorities as part of the Corporate Plan, Councillor J. Thompson-Hill confirmed that full details would be included in the yearend report. Expenditure to the end of January, 2013 had been £19.4m against an agreed Plan of £31.4m. Last year the final quarter accounted for 43% of the total expenditure for the year. Appendix 3 provided a summary of the current plan and how it had been financed. Appendix 4 provided an overview of major capital projects and details of the two schemes proposed for approval by the Strategic Investment Group had been outlined in Appendix 5. The proposed latest Housing Revenue Account had been included as a separate item on the Cabinet agenda.

The Chief Accountant provided confirmation that the financial markets remained quite volatile which continued to limit investment opportunities. The Treasury Management Strategy Statement and Investment Strategy 2013/14-2015/16 would be presented to Council for approval on the 26th February, 2013. Total borrowing remained at £134.08m and total investments were £19.2m, and details of risks and measures to reduce them had been outlined in the report.

Councillor E.W. Williams provided a brief summary of the major changes to education finance with schools being funded directly, through fair funding for schools, based on the requirements to deliver education and not on historical basis. He felt consideration should be afforded to arranging a social event to discuss the implications of the new system and to provide clarification.

In response to questions from the Leader regarding the funding provision for the initial feasibility works/detailed design and pre-construction stages to enable formal grant approval to be offered by the Welsh Government in respect of Rhyl High school and Bodnant Community School, Prestatyn, the HFA explained that the design works would be undertaken at risk on the assumption that that funding would be provided. Councillor E.W. Williams highlighted the importance of being proactive and having strategic plans in place to proceed with identified projects. The Chief Executive expressed the view that Denbighshire had adopted the correct approach to the 21st Century Schools Programme. However, he confirmed that there were risks in proceeding with the design works as there were no guarantees and only verbal assurances had been received with regard to the provision of funding. Members were informed that the approach had been reviewed by the Strategic Investment Group in January, 2013, when approval had been recommend for the design works to commence at an estimated cost of £1.8m.

During the ensuing discussion, it was:-

RESOLVED - that Cabinet:-

- (a) notes the budgets and savings targets for the year, as specified in the report, and progress against the agreed budget strategy, and
- (b) agrees to the funding of feasibility works in relation to Rhyl High School and Bodnant Community School, Prestatyn in the sum of £1.8 million

6 HOUSING REVENUE ACCOUNT / REVENUE BUDGETS AND CAPITAL BUDGETS 2013/14

Councillor H.C. Irving presented the report which sought approval for the Housing Revenue Account Revenue and Capital Budgets for 2013/14.

Councillor M.LI. Davies declared a personal interest as he rented a garage from the Council.

Councillor Irving introduced the report and explained that the budget for 2013/14 would need to be set to conform with the Housing Stock Business Plan (HSBP) established when the Council decided to retain its housing stock and fund improvements to reach WHQS by the end of 2013 and maintain it until 2041. The latest forecast out-turn had been detailed in Appendix 1 and balances at year end had been forecast to be £857,000, an improvement of £17k when compared to the December, 2012 forecast out-turn. The proposed budget for 2013/14 had been detailed in Appendix 1.

The Chief Accountant (CA) summarised the process for calculating the budget, which had been outlined in the report, and the Final HRA Subsidy Determinations were imminent. The Determination governed the negative subsidy paid to Welsh Government annually and it was assumed that "Guideline Rents" were charged, "Management and Maintenance" costs were fixed and older supported capital repayments were made. The "notional" HRA account produced from the calculation was in surplus and paid to Welsh Government and then to the Treasury as negative subsidy. It was unlikely that there would be any significant change to the Housing Revenue Account Subsidy System until 2014. Welsh Government had indicated that it would be suspending the rent convergence policy for another year and reducing the Guideline Rent to 1% above the September, 2012 inflation figure and this had resulted in the following recommendations from Welsh Government:-

- Management and Maintenance allowances to be uplifted by 6.6% to £2,610 compared to £2,267 per dwelling in 2012/13.
- Guideline Rent increases to £69.45 per dwelling per week which equated to a weekly increase of £3.37 or 5.18% increase.
- Benchmark Rents (RSL) would increase to £75.21 from £72.95, an increase of £2.26 equating to 3.10% uplift.

The estimated HRA Subsidy payment to Welsh Government for 2013/14 would total £3,243,000, an increase of 5.3% compared with 2012/13. Details of the work

undertaken by Housing Services on scoping the impact of welfare reform and developing strategies to manage and mitigate the risks associated with it had been summarised in the report. The Corporate Director: Modernising and Wellbeing confirmed that all affected tenants would be supported with housing options advice and the service had been restructured to create a bespoke income management function to develop a more pro-active and interventionist approach to manage and mitigate the risks of increased arrears as a result of wider welfare reforms. It had been recommended that all tenants pay the Guideline Rent uplift for 2013/14 and a summary of the charges being applied to the stock had been provided in the report.

The Community Housing Manager (CHM) explained that the Housing Stock Business Plan (HSBP) would be monitored and a Due Diligence exercise would be undertaken on an annual basis. The latest review confirmed that many of the original assumptions remained unaltered and concluded that the Business Plan was both viable and robust and the plan would be viable over the next 30 years.

It was explained by the CHM that the 2012 stock condition survey had identified a need for significant additional expenditure over the next 30 years ranging from £50million to £33 million. The plan would be viable over the 30 year period with balances rising from £43 million from the original Savills survey to £52 million when taking account the stock investment requirements through the Rands Survey. The Capital Programme for 2013/14 would consist of completing the framework contracts so that all properties would meet WHQS and the total cost of capital works for 2013/14 would be in line with the Housing Stock Business Plan. Details of heating charges, garage rents and contractor appointments, framework agreement had been included in the report

In reply to questions from Councillor R.L. Feeley, the CHM provided details of the implications relating to the introduction of welfare reform. He referred to the restructure process being undertaken which incorporated projects being implemented in respect of garages and home heating systems. The Leader emphasised the importance of maintaining a consistent approach by the Authority and Voluntary Sector, regarding information provided to the public in relation to the welfare reform.

During the ensuing discussion, the CHM agreed to provide a response to concerns raised by Councillor J. Butterfield regarding rental parity between the North and South of the County.

RESOLVED:- that

(a) the Housing Revenue Account Budget for 2013/14, Appendix 1, and the Housing Stock Business Plan, Appendix 2, be adopted.

(b) rents for Council dwellings be increased in accordance with the Rent Setting Policy guidance from Welsh Government with effect from Monday, 1st April 2013, and

(c) rents for Council garages and Heating Charges be increased in line with Guideline Rents with effect from Monday 1st April 2013.

7 COMMUNICATIONS STRATEGY

Councillor H.C. Irving presented the report which set out the Communications objectives for the Authority for the next three years, with key sections around internal communications and engagement, Member communications, improving the Council's reputation and enhancing the corporate brand.

The Council were restructuring its Communications and Marketing functions to meet the demands defined within the Corporate Plan. The Council would adopt a proactive approach to marketing and communication and keep under constant review the means by which it communicates to meet the needs of residents and visitors. The a key focus for the new department would be the creation of a Marketing Strategy for Denbighshire, which would recognise the need for an overall Corporate Communications Strategy to underpin all communications activity within the Authority. Details of other drivers for the Strategy had been outlined in the report and reference was made to:-

- The Chief Executive's document, 'An Excellent Council Closer to the Community' outlines the need to become closer to the community.
- The need for Members to become ambassadors for the Council.
- The financial position requiring a smarter way of delivering and the need for more effective communication.
- Feedback from residents.
- A need to strengthen internal communication activity both internally and with external audiences.
- Improving links with Town and Community Councils.

A co-ordinated Action Plan would address the future communication challenges of the Authority which would include marketing council services, destination marketing, major events, social media and web development. In reply to questions from the Leader the Corporate Communications and Marketing Manager confirmed that the Welsh language policy development and the introduction of new standards set by the Welsh Language Commissioner would be addressed through the re-establishment of the Member bilingual forms. The Head of Community, Marketing and Leisure (HCML) explained that Denbighshire had been proactive in meeting the Welsh Language Standards requirements which were emerging. With regard to addressing the Local Government Measures in terms of supporting and enhancing Member communication with the community, the HCML referred to the work undertaken within the Communications Plan, Member Area Groups, Town, Community Clusters and the Councils' Customer Strategy.

The report provided information on how the decision would contribute to the Corporate Priorities, the effect of costs on other services, costs arising from communications activities, consultations carried out and possible risks and the means of reducing them.

In reply to concerns raised by Councillor W.L. Cowie regarding Customer Relationship Management response times, Councillor H.C. Irving explained that this matter had been raised with the Head of Customers and Education Support, and he agreed to liaise with Councillor Cowie on this matter. Councillor M.LI. Davies was

informed that complaints received in Welsh would be responded to through the medium of Welsh.

The Corporate Director: Customers responded to an issue raised by Councillor B.A. Smith and agreed to provide details pertaining to the lack of responses received in relation to the Town and Community Charter. The Corporate Director: Modernising and Wellbeing agreed to convey concerns expressed by Members in relation to the operation of i-Pads.

During the ensuing discussion, Councillor H.C. Irving outlined the recommendations in the report and informed Members that their concerns regarding Customer Services and Communications would be conveyed to the Head of Customers and Education Support.

RESOLVED:- *that Cabinet approves the Corporate Communications Strategy and associated Action Plan for 2013.*

8 NORTH WALES CARERS INFORMATION AND CONSULTATION STRATEGY

Councillor R.L. Feeley presented the report which detailed the implementation of the new Carers Strategies (Wales) Measure 2010 (the Carers Measure) as now set out in the North Wales Carers Information and Consultation Strategy 2012 – 2015. A copy of the Regional Strategy had been included as Appendix 1 to the report.

The Regional Strategy had been approved by Welsh Government (WG) and each of the six Local Authorities in North Wales had been required to scrutinise and approve the Regional Strategy. The report outlined how the Regional Strategy would address the requirements of the Carers Measure and the Partnerships Scrutiny Committee had expressed their support the implementation of the Strategy.

The Measure, Regulations and Guidance on implementing the Measure had been issued to all Local Health Boards and Trusts, and to Social Services (the 'designated authorities') in January 2012, and this was the first time that statutory duties in regard to Carers had been placed on Health Authorities in Wales.

The Partnerships Scrutiny Committee had considered a report which outlined the requirements of the new Carers Strategies (Wales) Measure 2010, and in particular the requirement to publish and implement a regional Information and Consultation Strategy for Carers.

The Head of Adult and Business Services (HABS) explained that the Local Health Boards had been designated as the 'lead authority' in the implementation of the Carers Measure Regulations and the North Wales Carers Leads Strategic Group (NWCSLG) had been established in 2011 to develop the Regional Strategy. In addition, BCUHB had established a Carers Strategies (Wales) Measure Project Board to scrutinise the work of the NWCSLG and provide advice and assurance to the Health Board that it was meeting its responsibilities with regard to the Carers Measure.

The WG had concluded that the Strategy was proactive and demonstrated strong partnership working between the Health Board, six Local Authorities and Third Sector organisations. Some areas for improvement had been identified and these included the need for a separate chapter on young carers, strengthening some of the Key Actions for Year 3, especially those on staff and carer training, and stating how the Strategy would relate to Black and Minority Ethnic communities and other groups with protected characteristics. The mental health element of the Strategy also required strengthening and the WG were looking at ways of providing support to the Health Boards.

The key objectives of the Regional Strategy included:-

- All NHS and local authority professionals will be made aware of their responsibilities in relation to the Carers Measure through opportunistic awareness raising and staff training.
- Carers will be identified at the earliest opportunity.
- Carers will be given sufficient timely information according to their needs.
- Where patient consent is withheld, carers will be provided with as much information that can be shared without breaching patient confidentiality to enable them to carry out their caring role safely.
- Every carer will be informed of their right to an independent assessment of their support needs as a carer
- Carers will be involved as a matter of course in all decision making processes around care management.
- NHS staff are able to signpost identified carers to carer support organisations.

In order to meet these objectives, the Regional Strategy sets out key actions in relation to:

- Identification and Signposting of Carers
- Carers Needs Assessments
- Information provision
- Communication and consultation with Carers
- Staff Training and Carers Training
- Monitoring the effect of the Carers Measure

The report included details of how the decision contributed to the Corporate Priorities, the effect of costs on other services, costs arising from communications activities, consultations carried out and possible risks and the means of reducing them.

The HABS explained that the statutory duties that the Carers Measure placed on the Health Board addressed demographic issues in relation to the increasing numbers of individuals taking on a caring role, and increased support to Young Carers would help to address needs set out in Denbighshire's Young Carer's Strategy, with the involvement of Education as a key partner. Denbighshire's Big Plan supported the development of the Regional Strategy, and the implementation of the Strategy actions. The development of the Regional Strategy would also support the performance measures included in the Big Plan in regard to the numbers of Carers identified and assessed.

Details of the allocations to be made available to BCUHB to support the implementation of the regional strategy across North Wales had been detailed in the report. The HABS confirmed that the responsibility for assessment would remain with the Local Authority and that the potential for an increase in the number of referrals would be monitored to consider capacity issues and implications for future services. He outlined the processes adopted for the identification of carers, particularly at an early stage, and for the recognition of the level and type of support required.

The Carers Co-ordinator responded to a question from Councillor J. Thompson-Hill and provided details of the range of services commissioned to provide assistance for carers, which included respite care provision. At the request of the Leader the Commissioning Officer agreed that information on the support services available for carers in the County could be circulated to Executive Members.

The officers provided the following responses to issues raised by Members:-

- Details were provided of the funding and payment process for the provision of services to service users.
- The HABS explained that funding issues raised in respect of the provision of carers services would be included in the budget planning process for the next financial year. Councillor R.L. Feeley explained that the cost implications were unclear and would be monitored closely. The CD:MW made reference to funding and resource provision implications which could impact on and influence the level and range of service provision.
- The role and remit of Denbighshire's Carers Champion, Councillor J.A. Davies, was summarised. It was explained that she was a standing member of the Denbighshire Carers Strategy Group and thereby received regular progress and information updates.
- In response to concerns raised by Councillor B.A. Smith, the Carers Co-ordinator explained that discharge planning would be an important element of the establishment and development of a formal referral pathway through the health journey. The strategy currently being developed to improve the process would encompass a care plan and the proposed improvement of the strategy would ensure that the process would be more robust. She confirmed the importance of the role of General Practitioners in the sign posting process and confirmed their inclusion in the training process. The Carers Co-ordinator agreed that a carers information leaflet designed by the North Wales Group, to be distributed at staff training sessions, could be circulated to Members when completed.
- The CD:MW informed Members that the strategy also encompassed young carers and explained that the access point to services for young carers differed to those for adults. She outlined the work being carried out in Denbighshire Schools and Children's Services to identify young carers and ensure a higher level of awareness, and confirmed that further work would be undertaken through the regional commissioning of services.

The Chief Executive expressed his support for the Strategy and highlighted the good partnership working relationship which existed between the BCUHB and Denbighshire. He outlined the legal requirements and highlighted the importance

of making decisions which would increase and strengthen the level of partnership working which had already been established.

Following further discussion, it was:-

RESOLVED:- *that Cabinet approves the North Wales Carers Information and Consultation Strategy, 2012-2015, and the partnership approach with Betsi Cadwaladr University Health Board and the third sector in regard to its implementation.*

9 ETAPE CYMRU CYCLING EVENT 2013

Councillor H.LI. Jones presented the report which provided details of the Etape Cymru closed road cycling event scheduled to take place in the County in September, 2013.

The Communities Scrutiny Committee had given an unqualified endorsement to the event taking place subject to some concerns being addressed and Cabinet making a decision on the proposed Road Closure Orders. Details of the Etape Cymru event, its previous success and benefits to the region, had been summarised in the report

Councillor Jones explained that although Denbighshire were not directly involved in planning the event, the organisers had stressed that it would be unlikely to proceed without the support of both Denbighshire and Wrexham Councils. The main role for Denbighshire would involve facilitating discussions around highways and safety issues. A summary of the concerns relating to certain aspects of the race had been included in section 9 of the report, and these were being addressed by the organisers. Denbighshire had continued with its regular communication with Human Race, the organisers of Etape Cymru and Wrexham County Borough Council in relation to the 2012 event and plans were now underway for the 2013 event. Organisers had met with the Safety Advisory Group and Local Members to review the 2012 event and had taken on board the Group's recommendations to avoid any problems in 2013.

A number of the risks and concerns identified by the Communities Scrutiny Committee and had been summarised in the report in sections 9.1 to 9.9, together with, some remedial plans being put in place to mitigate the risks going forward, these included:-

- Communications with residents and landowners living along the route.
- Public liability.
- Results of any risk assessments undertaken with respect of public liability matters.
- Inadequate marshalling.
- Validity of figures on economic benefit.
- Starting the event earlier in the day.
- Member involvement at the Safety Advisory Group.
- Exploring opportunities to market Denbighshire as a destination.

Denbighshire and the event organisers had discussed arrangements for a supplementary event at Llangollen Pavilion to coincide with the registration process. This would be arranged and led by Leisure Services and supported by representatives of the local community, with the aim of securing local support for the race and for the potential of economic benefit from the event.

Organisers had worked with Highways and Regeneration officers to address concerns raised by businesses. Materials to promote and market Denbighshire as a destination had appeared on Etape Cymru's website, together with, information about hotels, tourist information centres and local eateries. Information packs would be provided at the registration point and the Council would be utilising every opportunity to promote the event. Members were informed that Denbighshire were confident that the figures relating to economic benefit of the 2012 event were valid.

Councillor D.I. Smith explained that he fully supported the event but felt assurances should be provided by the organisers that the event could be delivered in accordance with any agreements and pledges provided. The Leader explained that problems had previously been experienced in his area with regard to the event and meetings had been held with the organisers to address these issues. He emphasised the importance of consultation with the local community and the respective Local Members. Cabinet supported the view expressed by Councillor M.LI. Davies that the agreement by the organisers to address the concerns raised by the Communities Scrutiny Committee, as outlined in 9.1 to 9.9 of the report, be included in the resolution.

The Head of Community, Marketing and Leisure informed Cabinet that an events calendar had been developed which would provide Denbighshire with a clear process for the management of events and would reinforce the economic ambition aspect for the Council. In response to questions from Councillor M.LI. Davies, he confirmed that the cost of any Road Closure Orders would be met by the event organisers, and explained that the Joint Safety Advisory Group now had a clear role with regard to safety issues.

Members agreed with the views expressed by Councillor H.LI. Jones that an additional recommendation be included requesting that the organisers update Local Members on the progress in relation to the concerns raised by the Communities Scrutiny Committee and the Safety Advisors Group at three month intervals.

Following further discussion it was:-

RESOLVED - that Cabinet:-

- (a) notes the arrangement put in place to address the concerns expressed by the Communities Scrutiny Committee, as outlined in 9.1 to 9.9 of the report.*
- (b) agrees the road closure and endorses the event taking place, and*
- (c) requests that the organisers update Local Members on the progress in relation to the concerns raised by the Communities Scrutiny Committee and the Safety Advisory Group at three month intervals.*

10 CHANGES TO BUS FUNDING ARRANGEMENTS

Councillor D.I. Smith presented the report which sought approval for the revised management arrangements required to deliver the new bus funding scheme via TAITH, the Regional Transport Consortium, and for a change to the Constitution of TAITH to allow the delivery of the new scheme.

The Minister for Local Government and Communities (MLGC) announced his intention to change the grants system used to support bus travel in Wales. The variations had now been finalised and the report detailed the changes and highlighted their implications.

The Bus Services Operators Grant (BSOG), provided directly to bus operators by the WG, and Local Transport Services Grant (LTSG), provided to Local Authorities to support local bus networks, currently provided support of bus services from the Welsh Government (WG). The total combined value of the grants in 2011/12 had been £33 million. In January, 2012 the MLGC announced a proposed reduction of 25 to 27% in the two schemes. There would be a transitional funding period whilst the grant was maintained, subject to a review future funding of bus services across Wales. The first phase of reduction of around 9.5% was implemented from 1st October, 2012 with local reductions in supported bus routes agreed by Cabinet in September, 2012.

The report summarised the revised bus funding arrangements and confirmed that the report from the Steering Group, established by the MLGC, had now been approved by the Minister. The key principles of the new arrangements to be in place from the 1st April, 2013 had been included in the report, together with, an outline of the work required to be undertaken to ensure that the consortia, local authorities and operators were ready to operate the new system by the 1st April. Plans for managing and resourcing the new responsibilities were being developed locally by a Task and Finish Group of the North Wales Transport Managers.

It was explained that work would be undertaken to understand the current levels of BSOG support for commercial and supported services, to determine the actual levels of funding for the commercial mileage element of the new grant and funding levels available to local authorities for supported services. The Minister had agreed the introduction of the new system could take place on a phased basis. Regionalisation of the LTSG would proceed as scheduled on the 1st April, 2013 with changes to the BSOG being introduced over a 12 months period.

Councillor Smith confirmed that there was a risk that the new proposals would impact on existing bus networks during the transition period and there would inevitably be a reduction in the number of commercial services operated across North Wales, placing pressure on the supported network. The level of unhypothecated funding allocated by Local Authorities would come under pressure as the changes and reduced budget impact on networks. It was explained that a close working relationship between TAITH and the Local Authorities would be essential to manage the potential changes.

The Corporate Director: Economic and Community Ambition informed Members that the current TAITH Constitution limited its role to the aims and objectives set out on paragraphs 3.1 and 3.2 of its Constitution. It was proposed to amend the Constitution by the insertion of the additional objective below into paragraph 3.2 of

the document. Details of the proposed amendments had been set out in full in Appendix 1. No further changes had been proposed and any additional changes to the role of TAITH would require the further approval of the partner Authorities. In reply to a question from Councillor H.C. Irving, it was confirmed that no Denbighshire staff had been seconded into TAITH to develop the implementation process.

A number of Members highlighted the contribution made by local bus services in sustaining rural communities and developing the local economy. Reference was made to the possible negative impact resulting from the withdrawal of services and the importance of consultation with the community when considering future service provision.

The report outlined how the decision would contribute to the Corporate Priorities, costs and their impact on other services, the consultations process, Chief Finance Officer Statement and the risks and steps to reduce them.

RESOLVED - that Cabinet:-

(a) notes the new arrangements for bus funding to be implemented from the 1st April, 2013 following the approval of the bus funding report by the Minister for Local Government and Communities.

(b) approves the proposed amendments to the TAITH Constitution set out in Appendix 1 to the report, and

(c) notes that further work would be progressed to identify new management arrangements for the delivery of the new scheme during the initial implementation and transitional period for Regional Transport Services Grant.

11 CABINET FORWARD WORK PROGRAMME

Councillor H.H. Evans presented the Cabinet Forward Work Programme.

Members agreed that the following amendments to the Forward Work Programme with regard to future scheduled business items:-

- A report on Emergency Planning be included for consideration at the meeting on the 19th March, 2013.

- The report on the Adoption of the LDP Steering Group be deferred from the meeting on the 19th March, 2013.

- Town and Area Plans report be rescheduled from the 14th May, 2013 to the 16th April, 2013.

- The numbering of the agenda items for the meeting in June, 2013 be amended.

RESOLVED – that, subject to the above, Cabinet receive the Forward Work Programme.

PART II - CONFIDENTIAL ITEMS

EXCLUSION OF PRESS AND PUBLIC

It is recommended in accordance with Section 100A (4) of the Local Government Act 1972, that the Press and Public be excluded from the meeting during consideration of the following item of business because it is likely that exempt information (as defined in paragraphs 13 and 14 of Part 4 of Schedule 12A of the Act) would be disclosed.

12 DENBIGHSHIRE RECYCLING PARK CONTRACT

Councillor D.I. Smith presented the report which detailed the variation to and the extension of the Council's Recycling Park Contract, with CAD Recycling.

In 2009 the Council awarded a seven year contract to CAD Recycling for the operation of the Council's Recycling Parks, with an option to extend the contract by a further 3 years. The contract had been extremely successful in making huge improvements across the sites and also managed to greatly reduce the amount of waste being landfilled.

The bonus structure had enabled the contractor to be innovative in their approach to recycling, and the bonus payments due had been higher than originally envisaged at the start of the contract. To reduce costs the contractor had been approached to renegotiate the bonus payment clauses and had agreed to the proposed changes to the bonus structure, which would provide savings of £100,000 per year until the end of the contract in March, 2016. In agreeing to the variation of the bonus payment clauses the contractor had requested that the 3 year extension option be invoked. Given the exceptional performance of the contractor to date, and that the variation to the contract would continue to motivate continuous improvement, it was recommended that the 3 year extension to the contract be granted.

In reply to a question from Councillor J. Thompson-Hill, it was felt that the variation would deliver cost efficiencies whilst ensuring that the contractor was still incentivised to improve services for the Recycling Park customers. Details of costs, effects on other services, consultations carried out, any possible risks and the means of reducing them had been included in the report. The main conclusions of the Equality Impact Assessment had been incorporated in Appendix 1 to the report.

A number of Members referred to the high standard of service provided at the Councils' Recycling Parks and the positive effect of maintaining clean towns within the County.

RESOLVED:- that Cabinet approves the variation to the bonus structure clauses of the contract, and the extension of the contract by a period of 3 years.

The meeting concluded at 12.50 p.m.

Report To: Cabinet

Date of Meeting: 19 March 2013

Lead Member / Officer: Cllr. Bobby Feeley

**Report Author: Rhian Allen, Commissioning Officer, Children and Family Services
Hywyn Williams, Corporate Director for Learning and Communities
Leighton Rees, Head of Service, Children and Family Services**

Title: Young Carers Regional Collaboration

1. What is the report about?

This report relates to the development of a regional Young Carers Service in collaboration with North Wales Authorities and Betsi Cadwaladr University Health Board.

2. What is the reason for making this report?

Due to the potential overall cost of a regional contract being above £1 million, agreement is required from Cabinet to take forward options for the development of a regional/sub regional collaboration for the provision of Young Carer Services

3. What are the Recommendations?

That Cabinet give their approval for work to be taken forward to develop regional/sub regional collaboration for the provision of Young Carers Services across North Wales Authorities and Betsi Cadwaladr University Health Board (BCUHB).

4. Report details.

4.1 Background

4.1.1 All Local Authorities have statutory responsibilities in relation to Young Carers. Each local authority in North Wales commission services for young carers, each of these commissioned services is supported at the local level by additional funding from BCUHB. These services are provided by two organisations with 5 of the 6 Local Authorities having the same provider.

4.1.2 As part of the work being undertaken under the Families First initiative in North Wales services for Young Carers were identified for consideration for cross authority collaboration. A working group has been established which includes the six North Wales Authorities and representatives from BCUHB. The work is being led by Conwy County Borough Council.

4.1.3 A detailed analysis of the usage, delivery and cost of the current contracts across North Wales has been undertaken based on information provided by the current providers. There are variations in the number of Young Carers using the services across the authorities with Denbighshire being one of the lowest. There are also

variances in costs and service provision across the authorities.

4.1.4 Using the information provided costings for a regional service have been calculated based on current usage and delivery. Taking account of management and staffing costs a percentage has been apportioned to each authority which has shown significant savings if a regional contract was sought across all six North Wales Authorities.

4.2 Key Benefits

4.2.1 As indicated above the working group has identified significant variation across the Authorities and potential scope for service improvements by collaborating with neighbouring authorities and BCUHB. Benefits of collaboration are listed below:

- Streamlining the services for health and other regional bodies
- Improving the consistency of services across North Wales, which can improve the experience of Young Carers who move from one county to another.
- Streamlining of referral systems can make the process more efficient for referring agencies.
- May result in improved standards and sharing of innovative practice, although there is a risk that the service falls to the lowest common denominator which needs to be managed.
- Can set minimum standards across North Wales, which can help referrers, such as teachers, understand what services should be available and provide clear pathways for Young Carers and professionals.
- A large single service may have additional influence to help raise the profile of the needs of Young Carers
- A regional service should produce financial savings for each partner.

4.3 Current Position

4.3.1 The next stage of the project needs a financial commitment from each local authority. Due to the scale of the contract, which will be in the region of £300,000 to £350,000 per annum, the proposal needs to go through each local authority's political process for approval.

4.3.2 We are awaiting confirmation from other authorities as to whether they are committed to taking a regional approach to a Young Carers Service. Currently commitment has been made from Conwy, Denbighshire and Wrexham, all subject to political approval. There has been no indication from the other three authorities as to their position.

4.3.3 Should the other authorities not choose to be part of a regional contract it is proposed that we enter into a sub regional contract between Denbighshire, Conwy and Wrexham which is also likely to deliver cost savings as well as benefits in service delivery. Amendments would be made to the current budget sheet to reflect changes and identify what savings would be possible.

4.3.4 As stated above in 4.1.3 Denbighshire have the lowest number of Young Carers. In order to ensure we identify as many Young Carers as possible work is being undertaken through the Partnership team in collaboration with Education and Social Services. The first part of this work is underway to place a tick box on the annual

school returns form completed by parents asking if they consider their child to be a young carer. A definition of a Young Carer will also be included to assist parents. The forms are currently being amended to enable us to have data from this September. This is likely to significantly increase the number of Young Carers we are aware of which will impact on the services being delivered.

5 How does the decision contribute to the Corporate Priorities?

- 5.1 *Improving performance in education and the quality of our school buildings –* Identifying and supporting young carers will enable support to be provided to assist them in their educational attainment.
- 5.2 *Vulnerable people are protected and are able to live as independently as possible –* Raising the profile of young carers will enable us to provide the most effective support to vulnerable children and young people who are young carers.
- 5.3 *Modernising the council to deliver efficiencies and improve services for our customers -* Through collaboration there is potential for efficiency savings and an improved streamlined service for young carers.

6 What will it cost and how will it affect other services?

- 6.1 An analysis of current service provision and financial commitments has been undertaken by collating information from each of the 6 North Wales Local Authorities. Early indications suggest that the cost of a regional service provision can produce financial efficiencies for most if not all the partners. This work has provided a benchmark for the tendering process if we are to proceed to regional commissioning.
- 6.2 The overall cost of the project on a regional basis would be approximately £300,000 per annum and it is proposed to consider both a 3 and 5 year contract.
- 6.3 The current cost for a Young Carers service in Denbighshire is £91,374 split between £41,374 from Children and Family Services and £50,000 from Families First funding. The projected figures for cost savings based on current services show a significant decrease in budget if all six authorities were to collaborate with the Denbighshire sum being £51,195 a potential saving of £40,000. However this is subject to change should we contract on a sub regional level.
- 6.4 With regard to the ongoing work in Denbighshire to identify Young Carers mentioned in 4.3.4 once this is complete we are likely to have a higher number of Young Carers requiring a service. It is proposed that some of the savings could be used to create more capacity if required.

7 What are the main conclusions of the Equality Impact Assessment (EqIA) undertaken on the decision? The completed EqIA template should be attached as an appendix to the report.

- 7.1 An Equality Impact Assessment will be undertaken by Conwy County Borough Council as lead authority for the working group as the project develops.

8 What consultations have been carried out with Scrutiny and others?

- 8.1 Representatives from each of the six North Wales counties and Health (Health are providing a contribution of £26,000 in total across the six authorities) are on the working group and the Planning and Commissioning Learning Set (Families First).

Consultation with Young Carers will need to take place, and will be organised once commitment to the process has been made by each local authority. Consultation with all relevant stakeholders may also be necessary.

9 Chief Finance Officer Statement

- 9.1 Any costs and potential savings should become clearer as the project develops. Costs must be contained within existing resources.

10 What risks are there and is there anything we can do to reduce them?

- 10.1 Commitment from each authority and agreement regarding the collateral agreement are needed by February 2013 to enable the process to be completed by March 2014. There is an option to commission sub-regionally if all counties cannot commit at this stage. Adjustments will be made to the financial assessment to reflect any changes.

- 10.2 There is also a risk that suppliers are not able to tender for this value of contract. There is an option to joint commission with a smaller number of counties, perhaps three contracts covering two counties each. There is also the option for providers to submit a joint tender. We will work with the respective voluntary services within each authority and Business Wales help manage the risk.

- 10.3 A risk assessment will be developed and up dated as the project progresses

11 Power to make the Decision

Power to make a decision is held under Part 25.4 (c) of the Council's Contract Procedure Rules

Report To: Cabinet

Date of Meeting: 19th March 2013

Lead Member: Cllr David Smith, Lead Member for Public Realm

Report Author: Rebecca Maxwell, Corporate Director for Economic & Community Ambition

Title: Proposed Regional Emergency Planning Service

1. What is the report about?

Work has been underway since 2010 among the 6 North Wales Councils to evaluate the benefits of establishing a regional Emergency Planning service. The report summarises the work and sets out the recommendations of the final business case to move to establish a Regional service.

2. What is the reason for making this report?

Cabinet is being asked to consider the recommendations and analysis within the Final Business Case and decide whether or not to support establishment of a regional Emergency Planning Service for North Wales.

3. What are the Recommendations?

- 3.1 That Cabinet adopts the final business plan to establish a regional Emergency Planning service on the basis set out in paragraph 4.12
- 3.2 That authority to approve the detailed transition arrangements to the new service and undertake all necessary tasks to establish the new service is delegated to the Chief Executive in consultation with the Lead Member.

4 Report details

- 4.1 Emergency Planning is a discrete but essential service. A summary of the current arrangements is set out in Appendix 1. Given growing responsibilities over recent years the services have come under strain. Resilience and best use of resources are challenges to be met.
- 4.2 With this in mind, the Chief Executives of the six councils commissioned the development and testing of a business case for a single service, with sub-regional teams, and an officer presence within each authority to ensure local expertise and knowledge and local service continuity.
- 4.3 The Welsh Government – Local Government Compact has since included emergency planning as a recommended regional collaborative service.

- 4.4 The final business case (attached at Appendix 2) is based on a full analysis of the costs and benefits of establishing a Regional Service, and recommends adopting a regional service with: -
- a sub-regional structure – two hubs (East & West) covering 3 Councils each
 - one hub led by a Regional Manager and the other by a Deputy
 - an Emergency Planning Officer in each local authority
 - common policies, processes and plans and shared resources in a single management structure.
- 4.5 The locally placed officer would be responsible for: -
- a) Engagement with managers, employees and elected members in their host authority
 - b) Supporting risk identification locally
 - c) Putting emergency plans into action
 - d) Developing local business continuity plans
- 4.6 The sub-regional hub officers would:-
- a) deliver plans
 - b) provide training
 - c) develop and deliver test exercises
 - d) work with the Local Resilience Forum
 - e) provide administrative and management support.
- 4.7 The regional service would be commissioned and overseen by an operational board of commissioning officers. Periodic performance reports would be made to the constituent authorities for accountability.
- 4.8 The business case identifies that the new model will bring greater resilience and improved specialisation, more consistency, better sharing of best practice, capacity and capability. It will also allow better liaison with other key responders through the Local Resilience Forum and will provide more capacity for working with service managers across each local authority to strengthen response arrangements.
- 4.9 The proposals suggest overall savings for the 6 Councils collectively of up to £75,000 at around 10% of cost. Further savings may be possible from reduced duplication. Once the service is established consideration will have to be given to the potential of joint services with Police, Fire and Health.
- 4.10 The proposal needs to take account of the Compact agreement to establish a local authority shared service in 2013 and consider the establishment of a joint service serving local authorities, Police, Fire and other partners by September 2015.
- 4.11 The Welsh Local Government Association has offered £35k from the Improvement Fund to assist North Wales in the management of transition to a regional service. Flintshire County Council is acting as the lead authority for the project.
- 4.12 All six local authorities are being asked to support the recommendation to establish and join a Regional Emergency Planning service on the basis that:-

- a) the new service will be established on a cost neutral basis and will aim for annual savings of 5% – 10% on existing costs (£35-£75,000 per annum)
- b) the service will be commissioned by a management board accountable to the constituent councils with regional oversight provided by the North Wales Safer Communities Board
- c) Flintshire will lead the transition to and host the new service
- d) the cost of the new service will be recovered from the partners on the basis of population
- e) implementation will include transitional arrangements to ensure that no authority pays more than the current cost of the service
- f) the employment model will be decided as part of the transition plan
- g) current employees will be given prior consideration for posts in the new structure and the new service will be implemented in such a way as to maximise staff retention and redeployment.
- h) the Implementation Team will protect competition for the senior posts within the framework of prior consideration.
- i) each Local Authority will nominate a representative to an Implementation Team. The Implementation Team will assist in the appointment of the temporary Project Manager.

4.13 The project is working to the following timeline:-

- councils agree to join a regional service by end March 2013
- commencement of briefing and consultation of staff on the business case and proposals during February 2013
- each Council to nominate to an Implementation Team by February 2013
- a project manager is appointed to deliver the project by end March 2013
- Regional Manager and Deputy appointed by June/July 2013
- employment model agreed by June/July 2013
- creation of operational structure, operating processes, development of the detailed budget and identification of accommodation by September 2013
- development of Service Level Agreement and Partnership agreement by September 2013
- employee selection and confirmation of employment with the new entity made by September 2013
- new service operational from October 2013.

4.14 Cabinet is also asked to delegate authority to approve the detailed transition arrangements to the new service and undertake all necessary tasks to establish the new service to the Chief Executive in consultation with the Lead Member.

4. How does the decision contribute to the Corporate Priorities?

This proposal contributes to the overarching intention for Denbighshire County Council to be an Excellent Council, Close to the Community. The recommendations will provide a more efficient, effective and resilient Emergency Planning service.

5. What will it cost and how will it affect other services?

- 5.1 The implementation of the service will be designed to be cost neutral to all partners and will endeavour to deliver savings to each of the partners in a range of a 5% - 10% reduction.
- 5.2 There may be some Human Resource impact in managing transfers. Staff currently providing Emergency Planning in Denbighshire are employed by Flintshire County Council under the current shared service arrangements.
- 5.3 It is possible that a small number of employees across the 6 Councils may opt for early retirement or redundancy on a voluntary basis as a consequence of the re-organisation of this service. Any costs will be met from future savings.

6. What are the main conclusions of the Equality Impact Assessment (EqIA) undertaken on the decision?

Improving the quality of Emergency Planning will have a positive impact on vulnerable groups in society by reducing the potential for loss of home, possessions and harm that arise from emergencies.

7. What consultations have been carried out?

- 7.1 The Business case was developed with the Heads of Emergency Planning Services. It has been shared with the Chief Executives of the six North Wales Local Authorities. The North Wales Police and Fire Services and the Betsi Cadwaladr University Health Board have also been consulted.
- 7.2 The Business Case has been shared with the Public Service Leadership Group which oversees the national Compact.
- 7.3 Consultations will be held with Trades Unions within each local authority as relevant as the new service model is implemented.

8. Chief Finance Officer Statement

The proposal aims to provide a more effective and resilient Emergency Planning Service for the people of Denbighshire at no additional cost.

Modest annual savings of 5-10% have been targeted which will initially be used to meet possible set up costs relating to staff.

9. What risks are there and is there anything we can do to reduce them?

Section 10 of the Final Business Case includes a critical risk assessment.

10. Power to make the Decision

Section 2 of the Civil Contingencies Act 2004

Regulation 8 of the Civil Contingencies Act 2004 (Contingency Planning) Regulations 2005

Articles 6.1, 6.3.1 and 6.3.2(a) of the Council's Constitution sets out the Committee's powers and role with respect to this area

Contact Officer:

Corporate Director for Economic & Community Ambition

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Current Emergency Planning Service Arrangements in North Wales

1. The Emergency Planning Service is a discrete but essential service. In North Wales the configuration is five separate service units – separate services for each of Anglesey, Conwy, Gwynedd and Wrexham, with a shared service in Flintshire and Denbighshire. The total employer complement is 16.5 full time equivalent (FTE) with a combined budget (in scope of the review) of £722,000.
2. Local Authorities are category 1 responders as defined by the Civil Contingencies Act 2004. The act sets out the duties of local authorities and emergency services in preventing, preparing for and responding to emergencies. Duties include:-
 - assessments of risks in the local authority area
 - maintaining emergency plans
 - business continuity arrangements
 - liaising with other public services who are category one responders e.g. Police, Fire and Health Services
 - advising businesses on business continuity arrangements.
3. The core functions of the service are: -
 - assessing risk
 - preparing plans (emergencies and business continuity)
 - liaising with emergency services
 - advising senior management on emergency planning
 - training employees and volunteers on emergency procedures and plans
 - planning resources for responding to an emergency.
4. The key respondent partners are organised on a regional basis e.g. North Wales Police and the Fire and Rescue Service.
5. To ensure coordination of emergency planning efforts by the category 1 responders, the North Wales Resilience Forum has been established on which local authorities have one representative (currently the Chief Executive at Conwy County Borough Council). The Forum aims to ensure a coordinated and integrated approach to collective emergency planning work.
6. The North Wales Resilience Forum is supported by a lower tier North Wales Co-ordinating Group which has a number of sub-groups looking at various issues (for example dealing with fatalities; training; recovery plans etc) and officers from local authority emergency planning units play a leading role in the activities of these sub-groups.
7. In the event of a major emergency, there is a process whereby co-ordination would be facilitated by a Strategic Co-ordinating Group (SCG) which would meet at the SCG Centre in Colwyn Bay. Each authority would be represented at this group at a senior level (usually a Chief Executive or Senior Director) supported by emergency planning unit staff from their own individual authorities.

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Appendix 2

A Collaborative Approach to Regional Emergency Planning

Final Business Case

January 2013

1 BACKGROUND

- 1.1 In September 2010, following some deliberation of the benefits of taking a more collaborative approach to the Emergency Planning Support function, the North Wales Chief Executives commissioned a piece of work to develop a collaborative model which would establish a single regional emergency planning service with two hubs, one led by a regional manager and the other led by a deputy, with a local presence in each authority.
- 1.2 Since that time, those involved with the Emergency Planning function have reviewed the business case and developed a model which would build on the current system and capitalise on benefits which might accrue by taking a more collaborative approach.
- 1.3 It is important to note also that the “Other Services Implementation Contract” in the Compact for Change agreed between Welsh Government and Welsh local government includes a commitment to regionalise the delivery of emergency planning service within 2 years and with other partners on a multi agency basis within 4 years where practicable.
- 1.4 This final business case lays out the business benefits which would accrue and outlines financial estimates for the implementation of the proposed solution.
- 1.5 Detailed financial analysis could only be undertaken once the project is in transition (e.g. detailed employee/employer exist costs).

2 EXECUTIVE SUMMARY

- 2.1 The Emergency Planning Support function for local authorities in North Wales is currently provided by five stand alone Emergency Planning Units typically staffed by between 1.5 and 3 people with two authorities (Denbighshire and Flintshire) having a joint arrangement.

- 2.2 Across North Wales therefore, 16.5 FTEs are involved in the provision of Emergency Planning support at an overall cost of £885,000 representing a figure of £1.29 per head of population.
- 2.3 A self-appraisal of the current arrangements by the emergency planning community shows that current arrangements exhibit:-
- Duplication and repetition of tasks;
 - Lack of harmonisation and resilience;
 - Inconsistency of response (suggesting a lack of systematic dissemination of best practice); and
 - Lack of integration and inter operability.
- 2.4 Effort is being expended by staff employed in these units in developing plans and protocols which are effectively the same from authority to authority, and whilst individual detail and implementation methods may vary between authorities, greater collaboration would reduce duplication.

Proposals contained in the business case

- 2.5 The proposed model would create a single emergency planning support function for local authorities in North Wales formed around two hubs – one in the East and one in the West.
- 2.6 A Civil Contingency Officer would be located at each authority who would be responsible for:-
- general liaison of emergency planning and recovery planning;
 - supporting local authorities in risk identification;
 - ensuring that strategies, plans, and exercises developed by the hubs are converted into local action at local authority level; and
 - ensuring that local authorities develop their business continuity plans.
- 2.7 These individuals would be supported by officers/ assistants located at the two hubs charged with developing plans in particular areas and ensuring that we promote best operating practice.
- 2.8 The service would be managed by a manager located at one sub-regional hub area and they would have a deputy who, in order to ease administration and facilitate the distribution of workload, would be located at the other hub area.
- 2.9 Commissioning the required service would need to remain with individual authorities (as they would still be responsible individually for

meeting their statutory duties) and the purpose of the new service would be to ensure that each authority was in the optimum state of readiness to cope with an emergency; thus each authority would be able to agree their requirements at an appropriately senior level.

- 2.10 The business case leaves the exact nature of the commissioning arrangements to the next stage in the process.

Business benefits

- 2.11 The Emergency Planning Officer review identifies that there would be a number of advantages which would arise were we to change to a more collaborative model of delivery:-

- Improved resilience for partner councils due to the team's size (effectiveness);
- Improved focus of available resource by sharing specialist support and common tasks (efficiency);
- Ensuring greater consistency of response and dissemination of best practice amongst authorities (effectiveness); and
- Improved communication channels between the LRF individual authorities (effectiveness).

- 2.12 In the longer term there may also be some benefit both in effectiveness and efficiency in merging the secretariat of the North Wales Resilience Forum with the Unit. This has not been considered as part of this review as it was outside of its remit.

Financial benefits

- 2.13 The proposed model would reduce the staffing complement from 16.5 to 14.
- 2.14 Whilst this may be a conservative estimate of the available reduction, no further savings are proposed before greater assurance of our readiness for emergencies.
- 2.15 Whilst more detailed costing will be required as part of the next stage e.g. on grading assumptions, it is estimated at this stage that that as a result of the reduced staffing and consequent gradings the ongoing saving from the model could be around £75,000 with a further £12,500 accruing after disturbance and protection arrangements had expired (estimated three years).

- 2.16 The distribution of the £75,000 saving if the cost of the new model were distributed according to population are shown below although the business case also offers an alternative financing model which ensures a cost neutral position for Flintshire.

	Current Budget *	Distribution of costs (**)	(Saving)/ Cost
Conwy	133,760	106,010	(27,750)
Denbighshire (***)	104,460	93,030	(11,430)
Flintshire (***)	125,160	142,150	16,990
Gwynedd	138,200	112,510	(25,690)
Wrexham	134,970	127,640	(7,330)
Ynys Mon	85,330	65,540	(19,790)
Total	721,880	646,880	(75,000)

(*) excluding recharges

(**) following immediate savings of £75,000

(***) Denbighshire's contribution assumed to meet the Flintshire support recharge 50:50

- 2.17 It is possible that a small number of employees may opt for early retirement or redundancy on a voluntary basis as a consequence of the re-organisation of this service. There will be some Human Resource impact in managing transfers and ensuring that advantageous terms and conditions of transferring staff are protected in the TUPE process.
- 2.18 Any costs will be met from future savings.

3 BACKGROUND INFORMATION ON THE EMERGENCY PLANNING FUNCTION

- 3.1 Local Authorities are category 1 responders as defined by the Civil Contingencies Act 2004. The act sets out the duties of local authorities and emergency services in preventing, preparing for and responding to emergencies. Duties include:-

- Assessments of risks in the local authority area
- Maintaining emergency plans
- Business continuity arrangements
- Liaising with other public services who are category one responders e.g. Police, Fire and Health Services
- Advising businesses on business continuity arrangements.

- 3.2 The Emergency Planning Support function for local authorities in North Wales is currently provided by five stand alone Emergency Planning Units typically staffed by between 1.5 and 3 people with two authorities' (Denbighshire and Flintshire) support function being provided under a joint arrangement.
- 3.3 The typical Emergency Planning support function involves an Emergency Planning manager with one or two assistants who endeavour to ensure that an authority has adequately planned ahead to prepare for the occurrence of an event, which would be classed as an emergency, along with the other statutory functions.
- 3.4 This entails detailed work on specific areas of activity (such as preparing plans, preparing exercises, mapping out resources etc) and will invariably involve ensuring that council services are themselves ready to respond in the event of an emergency, and facilitating individual service ability to do so.
- 3.5 It is not only local authorities which have duties under the Civil Contingencies Act – the emergency services; health organisations and environment agency are all category 1 responders and must co-operate to enhance the ability to respond to deal in an optimum way with an emergency.
- 3.6 To ensure coordination of emergency planning efforts by the category 1 responders, the North Wales Resilience Forum has been established on which local authorities have one representative (currently the Chief Executive at Conwy County Borough Council). The Forum aims to ensure a coordinated and integrated approach to collective emergency planning work.
- 3.7 The North Wales Resilience Forum is supported by a lower tier North Wales Co-ordinating Group which has a number of sub-groups looking at various issues (for example dealing with fatalities; training; recovery plans etc) and officers from local authority emergency planning units play a leading role in the activities of these sub-groups.
- 3.8 In the event of a major emergency, there is a process whereby co-ordination would be facilitated by a Strategic Co-ordinating Group (SCG) which would meet at the SCG Centre in Colwyn Bay. Each authority would be represented at this group at a senior level (usually a Chief Executive or Senior Director) supported by emergency planning unit staff from their own individual authorities.

- 3.9 The current staffing establishment of the emergency planning support function for local authorities across North Wales is shown in table 1.

Table 1
Emergency Planning establishments 2011/12

	Manager	Assistants	Total
Conwy	1	2	3
Denbighshire	1	5	6
Flintshire			
Gwynedd	1	2	3
Wrexham	1	2	3
Ynys Mon	0.5	1	2
Total	4.5	12	16.5

- 3.10 The costs of the Emergency Planning Function are shown in table 2 below.

Table 2
Emergency Planning budgets 2011/12

	Employees	Other	Recharges	Income	Total	Pop (*)	Per head **
Conwy	114,920	18,840	1,590		135,350	112,347	£1.20/£1.19
Denbighshire		137,390			137,390	98,589	£1.19/£0.92
Flintshire	200,430	32,300	65,850	(140,500)	158,080	150,637	
Gwynedd	121,270	16,930	29,060	-	167,260	119,227	£1.40/£1.16
Wrexham	103,420	31,550	28,800	-	163,770	135,263	£1.21/£1.00
Ynys Mon	78,670	6,660	38,130	-	123,460	69,460	£1.78/£1.23
Total	618,710	243,670	163,430	(140,500)	885,310	685,523	£1.29/£1.05

(*) population figures used are the are used in the 2011/12 SSA for RSG distributional purposes

(**) Lower figure excluding recharges

- 3.11 Across North Wales therefore, 16.5 FTEs are involved in the provision of Emergency Planning support at an overall cost of £885,000, representing a figure of £1.29 per head of population.

4 THE CASE FOR CHANGE

- 4.1 A view has been expressed by some senior officers that effort is being expended by staff employed in these units in developing plans and protocols which are effectively the same from authority to authority and whilst individual detail and implementation methods may vary between authorities, there seems to be an argument that greater collaboration could lead to reduced duplication.

- 4.2 Experience at Strategic Coordination Group level has highlighted instances when having six individual authorities, each with their own plans with varying responses to particular issues and each requiring their own support tasks to be undertaken 6 times, has not been effective nor efficient.
- 4.3 For example, at a Pandemic Flu exercise back in 2009 (Exercise Taliesin) a key question was asked during the exercise over local authority plans for educating children in the event that their schools were temporarily closed. Each of the senior officers present had to reference six different plans.
- 4.4 Experience at that exercise also highlighted that each authority having its own support function was inefficient and indeed during the exercise, authorities re-modelled the support function available on an ad-hoc basis in order to make better use of the support which individual authorities had brought with them.
- 4.5 More recently this has led to the development of a new process for local authority liaison arrangements which centres around greater a single liaison function if a Strategic Coordination Group were called and liaison support required. We are already following a collaborative approach in this defined area of activity.
- 4.6 To test the hypothesis that a more collaborative approach would be more effective and efficient, the Emergency Planning managers from the six authorities conducted a self-appraisal of the current arrangements and they were asked to identify in what way they considered a more collaborative approach would change the situation. The result of that appraisal is shown in Appendix 1.
- 4.7 The key issues identified in this appraisal are:-
- Duplication and repetition of tasks;
 - Lack of harmonisation and resilience;
 - Inconsistency of response (suggesting a lack of systematic dissemination of best practice); and
 - Lack of integration and inter operability.
- 4.8 It should be recognised that local authorities can be faced with many difficulties when it comes to emergency planning which are not necessarily constraints for other organisations.

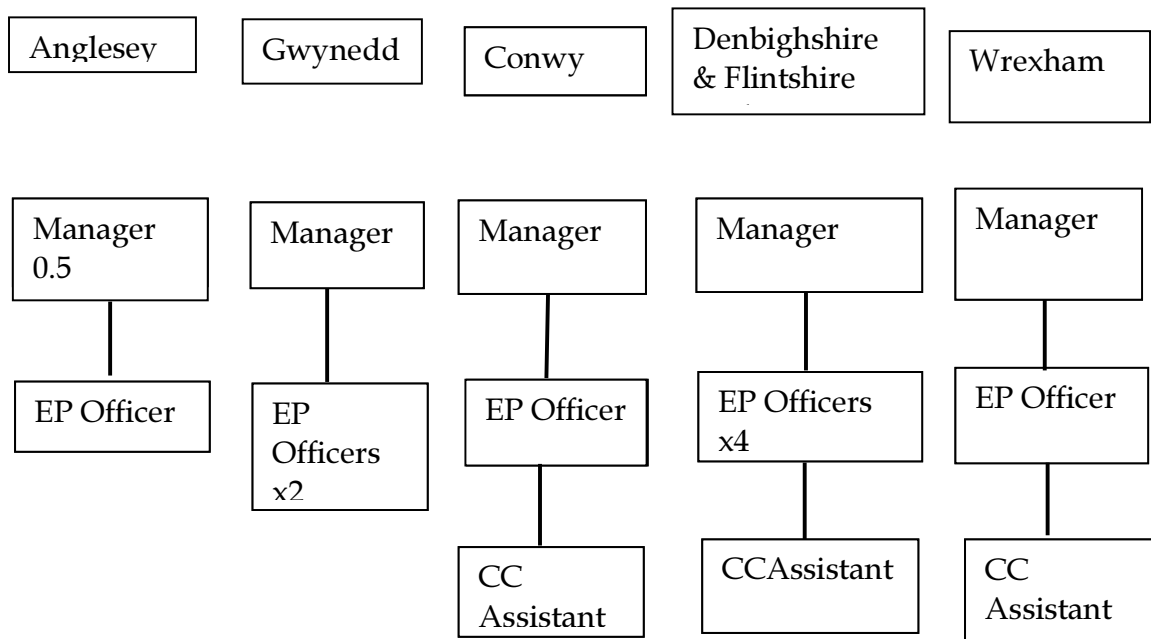
- 4.9 In particular, discussion with Emergency Planning managers highlighted the problem they face of the historical perception of the role of Emergency Planning function. Every one of the Emergency Planning managers identified to greater or lesser degrees the challenge of services owning emergency planning as part of business continuity.
- 4.10 There is also the challenge of immediacy. In times of increasing pressure on resources it is difficult to give priority to an issue which rarely, if ever, happens.
- 4.11 Authorities are embedding an empowering culture into their command and control culture which in itself can prove problematic.
- 4.12 The Emergency Planning Officer review suggests therefore that there would be a number of advantages from a collaborative model of delivery. These can be seen in Appendix 1. The main benefits are:-
- Improved resilience for partner councils due to the team's size. (effectiveness);
 - Improved focus of available resource by sharing specialist support and common tasks (efficiency);
 - Ensuring greater consistency of response and dissemination of best practice amongst authorities (effectiveness);
 - Improved communication channels between the LRF and individual authorities (effectiveness).

5 OPTIONS

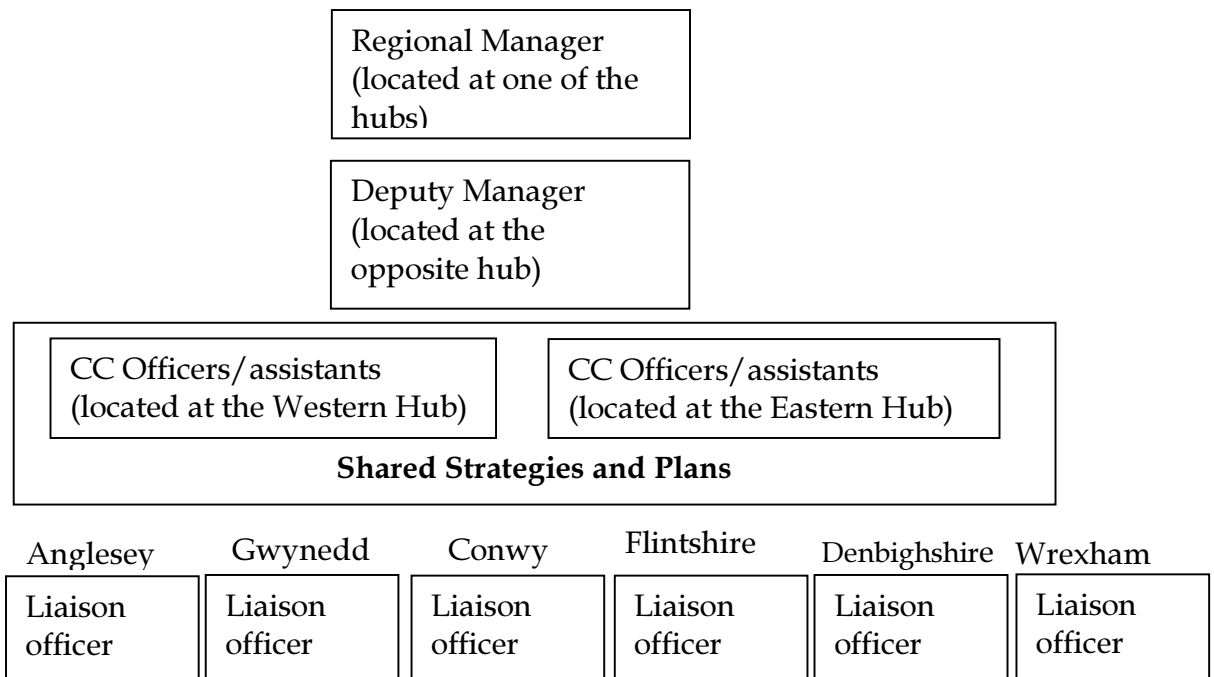
- 5.1 The key driver from the original commission was to make better use of the resource currently utilised for emergency planning.
- 5.2 This entails getting better results for the expenditure incurred or getting the same results for less resource (or a combination of both).
- 5.3 The Chief Executives considered 4 options:-
- Retain the existing provision;
 - Develop three emergency planning units pairing two neighbouring authorities;
 - Develop two emergency planning units each covering three local authorities; and
 - Develop a single regional group with outposted officers.

- 5.4 The paper considered by the Chief Executives contained an analysis of the strengths and weaknesses of the options.
- 5.5 Having considered the paper, the Chief Executives commissioned this business case to examine the viability of establishing a single regional service centred around two hubs – one for the East and one for the West with the manager of the service located in one area and the deputy in another.
- 5.6 This is effectively a hybrid of the last two options noted in 5.3 above and this business case centres completely on the commissioned option.
- 5.7 A summary of the proposed operating model and staffing structure for the new model is set out below.

Current organisational chart



New Organisational Chart



5.8 The proposed model would locate a Civil Contingency Officer at each authority who would be responsible for:-

- General liaison for emergency planning and recovery planning;
- Supporting local authorities in risk identification;
- Ensuring that strategies, plans, and exercises developed by the hubs are converted into local action at local authority level; and
- Ensuring that local authorities developed their business continuity plans.

5.9 These individuals would be supported by officers/assistants located at the two hubs which would be charged with developing plans in particular areas and ensuring that we identify, and promote best practice.

5.10 All officers would be overseen by a regional manager located at one hub area and they would have a deputy who, in order to ease administration and facilitate the distribution of workload, would be located at the other hub area.

5.11 The general model would need to ensure that the linguistic characteristics of the service provided for Gwynedd and Ynys Mon Councils could be fully conducted in Welsh and a bilingual service would have to be available for all areas should they require such a service.

6 BENEFITS

- 6.1 The Emergency Planning Managers consider that the proposed model would have the potential to realise all of the benefits noted in 4.13 above.
- 6.2 It is clear to see the way in which the proposed model could lead to improved effectiveness in terms of resilience (due to a larger operating unit) and dissemination of best practice (as all authorities would be following the same practice).
- 6.3 In the longer term there may also be some benefit in effectiveness and efficiency from merging with the secretariat of the North Wales Resilience Forum.
- 6.4 It is clear to see how the new model could lead to efficiency savings by avoiding duplication.
- 6.5 The model would reduce the staffing complement from 16.5 to 14.
- 6.6 There is no doubt that reducing duplication should lead to a release of the staffing resource needed to fulfil current activities.
- 6.7 The staffing model is based on developing shared strategies and training through 4 FTEs. Taking into account that this activity is currently undertaken 5 times (assuming that Denbighshire and Flintshire's planning operations are already integrated) then one could raise an argument that this could potentially be reduced to 20% of the FTEs currently undertaking the work.
- 6.8 However, there will still be some degree of tailoring for individual authorities and coordination. Thus, on a superficial analysis a reduction of 2.5 FTEs is a realisable target.
- 6.9 Whilst we currently have a response capability across all authorities, there remains some question as to whether all authorities are implementing the actions and planning activities they should be doing in order to fully comply with best practice.
- 6.10 Initially therefore there could be some work in ensuring consistency of ability to respond across all authorities.

- 6.11 In the short term, therefore, the Emergency Planning Managers believe that the proposed reduction in resource implied by the new model should not be reduced further until such time as the new unit had managed to get all authorities up to speed and that only then should the new manager be charged with the aim of achieving further financial savings (as a longer term objective).
- 6.12 In essence this revolves around what the partner authorities want to achieve from this proposal – is it to ensure that the service is made more resilient and improved, or is it to get the current level of service at a reduced cost. This is a matter for each authority to determine but the EP Managers themselves recognise that there is some way to go before we can all be fully satisfied that our emergency readiness is as it could be.
- 6.13 There is some comparative data for a unit of this size. For example we are aware that in East Riding, they provide the EP support for 4 unitary authorities with an establishment of 14. However in Cleveland, they provide a service for 4 unitary authorities with an establishment of 10.

7 COSTS AND FINANCIAL BENEFITS

- 7.1 Any change will involve ongoing financial costs and benefits along with one off costs of change.
- 7.2 In terms of hosting the new model, staff would need to be transferred to a host authority and the relevant pay grade for the posts would be dependent upon that authority's pay evaluation mechanism.
- 7.3 In order to inform the decision making process, the proposed model has been fed through a council job evaluation mechanism. Based on outline job descriptions it is estimated that as a result of the staffing and the consequent gradings the ongoing saving from the model could be around £75,000 with a further £12,500 accruing after disturbance and protection arrangements had expired (say after three years).
- 7.4 This assumes that no central recharges or other operating costs could be saved. It also assumes that there would be no additional unforeseen costs e.g. ICT or at least that these could be subsumed in other compensating savings which have not been taken into account.
- 7.5 As the loss of one or two staff rarely result in authorities being able to realise reductions in central support services any adjustments in these costs have been assumed to be effected at marginal cost (i.e. an authority

- hosting the function would only be recompensed for the marginal cost of any movements in posts).
- 7.6 The cost of change would depend greatly on the appointments made and any resultant redundancies.
- 7.7 An evaluation of the nature of the revised jobs suggests that whilst the post of manager and deputy manager would be appointed from the current pool of emergency planning managers, those who were unsuccessful could be offered posts in the hub, which would not be classed as suitable alternative employment and as such they could claim constructive dismissal.
- 7.8 Various permutations have been calculated and on the information available the upper range of this cost could be of the order of £175,000.
- 7.9 Distributing the reduced service cost on the basis of population (which is the basis for the distribution of this element of the RSG) would result in the following budgetary effects. An alternative is shown which ensures that no authority pays more than they currently do (the protection being distributed to other authorities based on population).

Table 3
Assumed immediate and longer term budgetary savings

	Current Budget *	Distribution of costs (**)	(Saving) / Cost	Alternative
Conwy	133,760	106,010	(27,750)	(24,180)
Denbighshire (***)	104,460	93,030	(11,430)	(8,300)
Flintshire (***)	125,160	142,150	16,990	-
Gwynedd	138,200	112,510	(25,690)	(21,900)
Wrexham	134,970	127,640	(7,330)	(3,030)
Ynys Mon	85,330	65,540	(19,790)	(17,590)
Total	721,880	646,880	(75,000)	(75,000)

(*) excluding recharges

(**) following immediate savings of £75,000

(***) Denbighshire's contribution assumed to meet the Flint support recharge 50:50

- 7.10 It is likely however that the first two years savings would be required to meet the one off costs of change, and the savings would only accrue from year 3 onwards.

8 GOVERNANCE

- 8.1 As the new Unit would be delivering a service to six authorities there would need to be a provision whereby those authorities were able to feed into the commissioning process and hold the unit to account for performance. Clear commissioning arrangements at the outset will be essential.
- 8.2 Under the current arrangements, the governance arrangements are of course direct and straightforward.
- 8.3 More often than not, the Emergency Planning Manager is answerable to a senior officer in an authority and will be subject to the usual commissioning and performance management arrangements for that authority.
- 8.4 The governance arrangements for the revised model would need to be somewhat more sophisticated, and yet would need to be commensurate to the size of the service.
- 8.5 Commissioning services would need to remain with individual authorities (as they would still be responsible individually for meeting their statutory duties) and the purpose of the Unit would be to ensure that each authority was in the optimum state of readiness to cope with an emergency and thus each authority would need to be able to discuss their requirements at an appropriately senior level.
- 8.6 The Manager of the Unit would need to be answerable to a senior officer in the host authority.
- 8.7 Accordingly, one possible model is one whereby the host authority agreed to provide the service to all other authorities (backed up by a formal service level agreement) with the senior officer in the host authority along with the regional manager meeting the other senior officers from the other authorities on a periodic basis to discuss requirements and performance could be an appropriate model. In particular, they would need to agree far enough beforehand the demands to be placed on the service and the consequent resource implications.
- 8.8 Some consideration would also need to be given in the service level agreement to the day to day lines of communication between various officers in the new unit and commissioning officers at local authority level

along with the arrangements for cost sharing and scope for additional work to be carried out for an authority at an additional cost.

- 8.9 For example the governance process outlined above might need to be supplemented by less formal meetings between the manager or his deputy at local level as required.

9 IMPLEMENTATION TIMELINE

- 9.1 Following agreement of the proposal there will need to be a more detailed costing undertaken once a host authority is known; detailed job descriptions formulated and the appropriate manager and deputy appointed.

- 9.2 Thus there needs to be a decision based on the factors highlighted in this outline case before we can proceed further (or any further work defined in order to come to a decision).

- 9.3 The following timeline is proposed -

Commencement of briefing and consultation of staff on the business case and proposals.	February 2013
Each Council to nominate to an Implementation Team.	February 2013
Councils agree to join a regional service.	End of March 2013
Appoint a project manager to deliver the project.	End of March 2013
Appoint Regional Manager and Deputy.	June/July 2013
Notice of Transfer.	End of July 2013
Creation of operational structure, operating processes, development of the detailed budget and identification of accommodation.	September 2013
Development of Service Level Agreement and Partnership agreement.	September 2013
New service operational.	October 2013

10 CRITICAL ASSUMPTIONS AND RISK ASSESSMENT

10.1 There are a number of critical assumptions and risks which need to be taken into account. These are highlighted below along with possible mitigating actions.

	Risk	Probability	Mitigating actions
1	Focus on the change process results in less focus on the delivery of the service.	Medium	The relatively short period of implementation and the number of staff involved in major change should in itself be a mitigating factor. However it must be recognised that any upheaval can result in a lower level of service – the new regional manager’s change management abilities must be paramount in mitigating this risk.
2	The anticipated service benefits are not realised.	Low	The size of the new service must result in greater resilience and reduced duplication. If it does not the relative small size of the service could be undone without too much difficulty.
3	Moving to a central service makes it even more difficult to get services to plan accordingly	High	This will depend upon the new unit’s ability to inspire and facilitate. One commentator from another authority already operating such arrangements has warned against “confused chains of command” and another has commented that central teams unfamiliar with individual authority working practices can lead to difficulties. The location of liaison officers at each individual authority is a key mitigating factor along with the governance arrangements which will involve a senior commissioning officer from each authority and the regional manager / deputy.
4	A deterioration in communication between the	Medium	The location of liaison officers at each individual authority is a key mitigating factor along with the need

	emergency planning community and services arises as a result of the centralisation		to establish strong governance arrangements with clear lines of communication which will involve a senior commissioning officer from each authority and the regional manager / deputy.
5	Liaison Officers become isolated and follow a "local" agenda as opposed to the agreed programme	Medium	<p>There is some evidence from other collaborative ventures that liaison officers became isolated and started to go "native".</p> <p>This would be mitigated by the fact that the line management for these individuals would be the Regional Manager or his/her deputy and they would have to have appropriate performance management arrangements in place to ensure that this did not happen.</p> <p>Strong commissioning and governance arrangements would also have to be in place to ensure that Liaison Officers were not deviated from the agreed programme.</p>
6	The loss of senior staff members leads to a reduction in the capability of the facilitation resource.	Unknown as yet	
7	The reduction in resource is too great.	Low	Data from areas such as East Riding and Cumberland suggest that the proposed solution is reasonable.
8	Authorities unable to deal with a commissioning approach and the service deteriorates due to loss of direct control.	Medium	<p>If an authority considers that it is insufficiently mature to manage such an arrangement then it should not subscribe.</p> <p>However differing priorities and political drivers could lead to friction and reduced buy in to the EP function in general.</p> <p>Simple and clear governance procedures should mitigate this risk.</p>

9	Costs are greater than anticipated	Low	A prudent approach has been taken to the costs but nevertheless there may be some hidden costs and some key information is unavailable until such time as more detailed job descriptions are available, and those applied through the host authority's job evaluation procedure. The gateway review by Chief Executives once this process has been undertaken should mitigate this risk.
10	Liaison Officers could find their pay grades changed as a result of the host authority's pay evaluation process putting them out of step in comparison with those with whom they work at an individual authority.	Low	This could work both ways. In practice, it is inconceivable that pay rates would be significantly different but it would be an unavoidable consequence of working for a different organisation. The only other mitigating action would be to choose a different operating model.
11	Greater concentration of expertise creates greater risk of loss should an individual officer retire / move on.	Low	This risk is already faced by individual authorities. A larger unit should facilitate the ability to have better workforce planning thus reducing the risk.

- 10.2 There is also a risk of course of not undertaking the project. It would directly undermine one element of the compact for change and one would have to ask whether the current 6 authority flavours of response is sustainable in the long term.

NORTH WALES EMERGENCY PLANNING REVIEW

SERVICE TASK STATUTORY	CURRENT PROVISION	JOINT PROVISION
Control of Major Accident Hazards (COMAH) Regs, Pipeline Safety Regs; Radiation Emergency Preparedness and Public Information Regulations (REPPIR)	Each authority has well developed plans updated according to an agreed common approach. The individual Emergency Planning Units ensure that their plan matches the common template and the local authority has officers who are able to discharge their emergency response duties through the respective plans.	One emergency planning officer would act as lead officer for the six local authorities on each specific planning topic. This provides consistency and harmonisation with Category 1 organisations across North Wales and the Regulator resulting in a more resilient approach.
Mass Fatalities; Risk Assessment	A single plan covers North Wales but this entails the involvement of officers from each of the emergency planning units to develop the work, resulting in repetitive and duplicated actions.	One emergency planning officer would act as lead officer for the six local authorities. This removes duplication and provides a more resilient approach. Local planning liaison will be needed to address county logistical issues.
Warning & Informing; Business Continuity Promotion	Each authority has developed an individualistic approach to deal with their needs. This results in a considerable amount of duplication across North Wales. There has been collaboration on the production of information leaflets.	A common model would be developed and applied across all the communities in North Wales. This removes duplication and provides a more harmonised and resilient approach.
Nuclear Site Liaison (Wylfa & Trawsfynydd EPCC)	Gwynedd & Ynys Môn have collaborated and liaised in developing plans, but site specific arrangements necessitate some duplicated actions.	Specialization would be developed providing more resilience. These skills could also be provided to support colleagues across Wales if necessary as part of regional collaboration.

Business Continuity, Fuel Plan, Severe Weather plans & Health	Each authority has developed plans updated according to local circumstances. The individual Emergency Planning Units ensure that each local authority has officers who are able to discharge their emergency response duties through the respective plans. This inconsistent approach results in each local authority possibly responding in a different manner to very similar circumstances.	A common approach would be developed with the Primary Liaison Emergency Planning Officer for each of the authorities to take into account local needs. This removes duplication and provides improved resilience. There will remain a need to embed business continuity within each authority's culture.
Flood Partnerships Reservoir Inundation, Resilient Communications	Existing flood partnerships have arisen due to local experience of flooding, currently only formalised in two authorities. The dissemination of this learning has not been extended to those areas where actual flooding has not yet regularly occurred, but the risk exists. Local flood plans are tailored to the specifics of the locality.	One emergency planning officer would act as lead working closely with the Primary Liaison Emergency Planning Officer for each of the authorities, to ensure that flood partnerships are developed across all risk areas, and flood plans, although specific to their area, follow a common template.
Community Resilience & Voluntary Sector	Each authority has developed an individualistic approach to deal with their needs in relation to community resilience. There has been collaboration in engagement with the voluntary sector.	One emergency planning officer would act as lead officer for the six local authorities. A common approach would be developed with the Primary Liaison Emergency Planning Officer for each of the authorities to take into account local risks. This enhances consistency and resilience.
Learning & Development, Training Needs Identification	Each authority has developed an individualistic approach to deal with their needs. The individual Emergency Planning Units provide the focus for ensuring that each local authority has officers who are able to discharge their emergency response duties by providing local training and exercising . Whilst there is a North Wales provision through the Resilience Forum	A common approach would be developed with the Primary Liaison Emergency Planning Officer for each of the authorities to take into account local needs. This would feed the local needs into the North Wales Resilience Forum Learning and Development Group. This removes duplication and provides resilience, whilst reflecting client needs in the training programme. The provision of training could also be

	<p>this provides only a limited capacity for generic training and does not meet all the local needs. This results in a considerable amount of duplication at the local level.</p>	<p>undertaken in partnership with other Cat 1 responders as part of the developing NWRf Strategy</p>
<p>Pollution of Controlled Waters, Marine Pollution, Events & Safety Advisory Group, Port Authority & Airports, Animal Health, Eisteddfod & Agricultural shows</p>	<p>Each authority has well developed plans updated according to national guidelines and local circumstances. The individual Emergency Planning Units ensure that each local authority has officers who are able to discharge their emergency response duties through the respective plans</p>	<p>A regional approach would be developed with the Primary Liaison Emergency Planning Officer for each of the authorities, taking into account local needs and risks, with the lead officer liaising with the Category 1 responders and event organisers to ensure a harmonised and compatible approach.</p>
<p>SERVICE TASK NORTH WALES RESILIENCE FORUM</p>	<p>CURRENT PROVISION</p>	<p>JOINT PROVISION</p>
<p>Learning & Development; Warning & Informing; Industrial Hazards; Pollution; Mass Fatalities; Risk Assessment; Logistical Preparedness; Telecomms; Voluntary Sector; Infectious Diseases; Flooding; Humanitarian Assistance; Recovery</p>	<p>Each local authority can provide a representative to one or more of the task groups that meet on a regular basis. This may lead to a considerable duplication of effort. However a sensible approach is taken with rationalization of representation at meetings, and subsequent cascade arrangements need to be effectively managed to disseminate information and tasking.</p>	<p>One emergency planning officer would act as lead officer for the six local authorities on a specific task/risk group. This removes duplication and provides a resilient approach and will allow for greater development of 'in-depth' knowledge on a particular topic.</p>

Advantages of two hub service delivery in supporting partnership councils:

- Improved resilience activity to partnership councils due to team size (recognising the limitations of this statement in the event of a widespread incident).
- Improved focus of available resources through hub unit providing shared specialist support to partnership councils
- Based on the underpinning principles of a joint unit that has operated effectively and successfully for 5 years between Denbighshire and Flintshire
- Reflects current out-of-hours duty arrangements
- Potential for eventual cost savings due to reduction in managers and support resources
- officers will provide local focus and gateway into specialist emergency planning support from a larger team for individual authorities
- Refines and simplifies support of NWRP Task Groups and other partners
- More consistent arrangements with respect to CCA duties with Category 1 & 2 Responders across North Wales
- Provides a single point of contact for strategic issues at LRF/SCG level
- Harmonisation of best practices across all Authorities
- Improved resilience for emergency response

Original report considered by Chief executives of North Wales authorities
which gave rise to the commission.

REVIEW OF NORTH WALES LOCAL AUTHORITY EMERGENCY PLANNING SERVICE

1.0 SCOPE

The Chief Executives have made a commitment to review the best use of existing emergency planning resources across the region to improve readiness for emergencies. The Chief Executives group were not fixated with efficiencies and are open minded about the scope for a regional unit or sub-regional units supported by local specialist placements in local authorities.

A parallel review of the North Wales Resilience Forum (NWRF) structures and resources is to take place, noting the keenness the new Chief Constable to review partnerships and their productivity, and recognising the overall resourcing of the North Wales Resilience Forum and emergency planning across the region.

The NWRF review is a part of a broader North Wales Partnerships Review that is currently being undertaken by North Wales Police in conjunction with partners. NWRF members agreed to wait for the WAO Report in CCA Implementation (likely to be in October 2010) and the CCA Enhancement Programme to be completed (possibly by the end of 2010) before any significant changes are made to NWRF structure or mechanics of operation. Therefore the emergency planning review is not in a position to include the outcome of the NWRF review.

2.0 TERMS OF REFERENCE

2.1 To review the current arrangements for delivering the Local Authority Emergency Planning function in North Wales, and identify options for future arrangements in order to provide the service in the most effective and efficient way possible

2.2 The reviewed service options must fully meet all statutory requirements and provide an appropriate level of support to the communities and responding partners in North Wales

2.3 The service options should be provided within current resources

3.0 BACKGROUND

3.1 Local Authorities in North Wales have a good track record of collaborating on civil contingencies work since 1996. This includes collaborative working between

Local Authorities on specific issues, sharing of out-of-hours duty arrangements. Solid cooperation is ensured through the 'North Wales Local Authorities Emergency Planning Collaborative Group'.

3.2 All local authorities are also heavily involved in supporting all NWRF work streams and this includes chairing many of the working groups.

3.3 It also must be noted that the North Wales Resilience Forum (NWRF), and associated components including the Partnership Team, is **not** a statutory body and has no powers to direct its members, but is a forum that facilitates the CCA requirement for member organisations to cooperate and share information in relation to Civil Contingency planning.

3.4 It is important to note when reviewing Local Authority Civil Contingencies arrangement that the pursuance of duties as outlined in the Civil Contingency Act 2004 is the responsibility of the individual organisation, this includes the assurance 'that Category 1 responders are able to perform their functions so far as necessary or desirable to respond to an emergency'. The planning for response and recovery is to be undertaken as an extension of local responders' day-to-day activities.

3.5 It is also important for Chief Executives to be aware that Central Government is now robustly pursuing a Community Resilience agenda that no doubt will require major input from Local Members and the Local Authorities in general.

4.0 SUGGESTED OPTIONS FOR SERVICE DELIVERY

See Annex 1 for strengths and weaknesses resilience analysis

See Annex 3 for current investment in local authority emergency planning service

See Annex 4 for structures of proposed options

See Annex 5 for outline risk assessment

4.1 OPTION 1 **Retain existing provision.**

Retain existing provision but develop joint/shared working in key areas such as training & exercising, pipeline & COMAH planning, Out of Hours cover.

Support North Wales Resilience Forum Task Groups by agreeing lead authority for specific Task Group attachment.

4.2 OPTION 2 **Pairing neighbouring authorities**

Develop three emergency planning units covering two local authorities each, East, Central and West.

Support North Wales Resilience Forum Task Groups by agreeing lead unit for specific Task Group attachment, and then Unit manager determines appropriate officer allocation.

Utilise a similar SLA as the existing Denbighshire & Flintshire arrangement covering Flintshire and Wrexham, Denbighshire and Conwy, Anglesey and Gwynedd.

Collaborative working between the three Units would be agreed by the managers, for example: each Unit could lead on one or two of the following activities, developing a specialism and establishing common good practice across NW.

- Control of Major Accident Hazards (COMAH) & Major Accident Hazardous Pipelines (MAHP) and other industrial planning
- Emergency Exercising
- Gold, Silver and Bronze response to incidents
- Control Room operation and support staff
- Welfare, Rest Centre operation, Volunteer support and community resilience
- flooding and severe weather
- Mutual Aid and Cross Border arrangements
- Nuclear and pollution issues

The respective unit managers would agree specialist divisions to lead on generic work elements i.e. COMAH, MAHP, and Reservoirs etc, and also for representation on the appropriate LRF Task Groups. They would report to each of their executive management teams and attend management meetings and Member Scrutiny panels as required.

4.3 OPTION 3 Two groups of three neighbouring counties

Develop two emergency planning units covering three local authorities each, East and West.

Support North Wales Resilience Forum Task Groups by agreeing lead unit for specific Task Group attachment, and then Unit manager determines appropriate officer allocation.

Utilise a similar SLA as the existing Denbighshire & Flintshire arrangement covering Denbighshire, Flintshire and Wrexham to the East, and Anglesey, Conwy and Gwynedd to the West.

Collaborative working between the two Units would be agreed by the managers, for example: each Unit could lead on one or two of the following activities, developing a specialism and establishing common good practice across NW.

Control of Major Accident Hazards (COMAH) & Major Accident Hazardous Pipelines (MAHP) and other industrial planning
Emergency Exercising
Gold, Silver and Bronze response to incidents
Control Room operation and support staff
Welfare, Rest Centre operation, Volunteer support and community resilience flooding and severe weather
Mutual Aid and Cross Border arrangements
Nuclear and pollution issues

The respective unit managers would agree specialist divisions to lead on generic work elements i.e. COMAH, MAHP, and Reservoirs etc, and also for representation on the appropriate LRF Task Groups. They would report to each of their executive management teams and attend management meetings and Member Scrutiny panels as required.

4.4 OPTION 4 **Single Regional Group with outposted officers in satellite Counties**

Develop a single North Wales Local Authority Regional unit with outpost officers covering either 1 or 2 local authority areas each, and incorporate the Partnership Team within the unit.

Support North Wales Resilience Forum Task Groups by agreeing lead officer, from within unit, for each Task Group.

The Regional Unit may have a manager and deputy covering all 6 local authorities providing reporting links to their executive management teams and attending management meetings and Member Scrutiny panels as required.

5.0 CONCLUSIONS

Whilst four options are proposed as viable ways of delivering the service other methods i.e. external commissioning, were discounted as they were not realistic. Option 1 does not significantly develop the service, and option 4 may provide a service that is too remote for effective local control and Member reassurance. Options 2 and 3 provide an opportunity to modernise and improve the efficiency of the service whilst retaining a degree of local control and closer member engagement.

6.0 RECOMMENDATIONS

6.1 That the Chief Executives receive the report and consider the options presented

6.2 That the Chief Executives determine the most appropriate option for the delivery of the service

6.3 That the Chief Executives determine the time frame for the implementation of the preferred option and determine the lead officer(s) to manage the implementation process

ANNEX 1

STRENGTHS AND WEAKNESSES

Option 1 Maintain present arrangements	
Strengths	<ul style="list-style-type: none"><input type="checkbox"/> Familiarity, existing knowledge retained locally<input type="checkbox"/> Easier day to day management within authorities<input type="checkbox"/> More local accountability and community engagement than options 2 to 4<input type="checkbox"/> CCA and other statutory duties aligned with delivering authority
Weaknesses	<ul style="list-style-type: none"><input type="checkbox"/> Disparity in capabilities between authorities<input type="checkbox"/> Minimal improvement in NW RF support<input type="checkbox"/> Considerable duplication of effort across all statutory duties<input type="checkbox"/> Smaller team is less resilient (i.e. sickness, holidays, out of hours etc.)<input type="checkbox"/> Less consistent arrangements with other responders with respect to the CCA duties

Option 2 Pairing of neighbouring authorities	
Strengths	<ul style="list-style-type: none"><input type="checkbox"/> Based on an existing SLA model (Denbighshire & Flintshire)<input type="checkbox"/> Some LA services already working to this structure i.e. Conwy/Denbighshire Highways<input type="checkbox"/> Matches up with current NWP Business Units, West, Central & East<input type="checkbox"/> Improved resilience due to team size<input type="checkbox"/> More locally accountable than Options 3 & 4<input type="checkbox"/> Improved resilience due to increased team size<input type="checkbox"/> Cost saving
Weaknesses	<ul style="list-style-type: none"><input type="checkbox"/> Logistical issues i.e. ICT etc<input type="checkbox"/> More remote from the democratic process and accountability current service<input type="checkbox"/> Potential conflict of interests in wide area emergencies<input type="checkbox"/> Some duplication of effort remains<input type="checkbox"/> Cost of relocation of staff & accommodation

Option 3 Two groups of three neighbouring authorities	
Strengths	<ul style="list-style-type: none"><input type="checkbox"/> More accountable than Option 4 providing local focus<input type="checkbox"/> Reduction in duplication of managers and support staff<input type="checkbox"/> Improved resilience due to team size<input type="checkbox"/> Improved focus of available resources<input type="checkbox"/> Denbighshire & Flintshire Joint Unit already in place<input type="checkbox"/> Reflects out-of-hours duty arrangements<input type="checkbox"/> Further Improved resilience due to increased team size<input type="checkbox"/> Cost savings

Weaknesses	<input type="checkbox"/> Logistical issues i.e. ICT etc <input type="checkbox"/> Cost of relocation of staff & accommodation <input type="checkbox"/> Some duplication of effort remains <input type="checkbox"/> More remote from the democratic process and corporate accountability than current service <input type="checkbox"/> Accountability to local Members <input type="checkbox"/> Potential conflict of interests in wide area emergencies <input type="checkbox"/> Current emergency management structures are different between authorities
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Option 4 Single North Wales Unit with outposted staff	
Strengths	<input type="checkbox"/> Opportunities to minimise duplication of managers and support staff <input type="checkbox"/> Focus of resources through central core team <input type="checkbox"/> Out posted staff will provide local focus <input type="checkbox"/> Cost savings <input type="checkbox"/> Further Improved resilience due to increased team size <input type="checkbox"/> More consistent arrangements with other responders with respect to CCA duties
Weaknesses	<input type="checkbox"/> Too remote from: <ul style="list-style-type: none"> • The democratic process • Accountability to local Members • The Communities <input type="checkbox"/> Too remote from the Local Authorities that have the statutory responsibilities <input type="checkbox"/> Accountability to local Members <input type="checkbox"/> Logistical issues i.e. ICT etc <input type="checkbox"/> Cost of relocation of large number of staff & accommodation <input type="checkbox"/> Out posted staff may become remote and insular <input type="checkbox"/> Differing reporting protocols to managers and Members <input type="checkbox"/> Biased service delivery <input type="checkbox"/> Loss of staff networking <input type="checkbox"/> Loss of corporate knowledge and expertise following loss of managers <input type="checkbox"/> Difficulties in managing staff appraisals/sickness etc

OPERATING MODEL FOR NORTH WALES REGIONAL LOCAL AUTHORITY EMERGENCY PLANNING SERVICE

1.0 Operational Model

There will be one Civil Contingencies Team which will cover two separate groupings of local authorities in the East and West of the region and will be centred around two hubs – one in the East and one in the West. The Team will deliver the service as required by statute, regulations and direction.

1.1 Co-operation

The Team will deliver its services and Civil Protection duties collaboratively as far as is appropriate to ensure that the Local Authorities are effectively represented on the North Wales Resilience Forum to facilitate the effective delivery of those duties that need to be delivered in a multi-agency environment.

The Civil Contingencies Team will ensure the exchange of good practice amongst client authorities and provide the expertise to ensure that authorities are available to fulfill their functions in an effective and efficient manner.

1.2 Information Sharing

The Team will facilitate information sharing between the Local Authorities and enable information to be shared with the appropriate local partners within the area to ensure the effective performance of the civil protection duties placed on the Authorities.

1.3 Resilience Risk Assessment

The Team will take lead responsibility for assessing risks on resilience issues and will ensure that risk assessments for the Local Authorities have been completed. The risk assessments will identify the sources of risk, assess their likelihood and impacts, and rank them in terms of their overall risk, and supply this information for inclusion in the Community Risk Register. This will support the corporate risk register of the Local Authorities.

1.4 Emergency Planning

The Team will develop, validate and maintain arrangements that provide an effective framework to enable the Councils to manage risks, and mobilise staff and resources in relation to a wide range of possible scenarios.

1.5 Response Training

All plans and procedures will include provisions for carrying out training and exercising of staff, North Wales Resilience Forum partners and other responding agencies to effectively embed the arrangements within the culture of the Authorities.

1.6 Business Continuity Management

The Team will promote and support business continuity within individual services and corporately, to ensure that business continuity management is embedded and tested within each Authority.

1.7 Business Continuity Advice and Assistance to Businesses and the Voluntary Sector

The Team will provide the Local Authorities with a business continuity advice and assistance strategy for small and medium sized enterprises and the voluntary sector. They will engage with key external partners (e.g. business representative groups, business support organisations and other Category 1 responders) in the delivery process.

1.8 Communicating with the Public

The Team will develop relevant information and advice in support of community resilience. They will engage with local agencies and lead responders for warning, informing and advising the communities.

1.9 Emergency Response

The Team will provide 24/7 emergency arrangements to support the Local Authorities response to major emergencies impacting on the communities within North Wales.

1.10 Voluntary Sector

The Team will make appropriate arrangements for the engagement of all relevant Voluntary Agencies in support of the emergency response preparedness, and will ensure response training and exercising of those organisations occurs on a regular basis.

1.11 North Wales Resilience Forum

The Team will engage with the North Wales Resilience Forum and support the work streams as appropriate.

2.0 Support for the Operational Model

2.1 Delivery of the Emergency Planning Service

The proposed structure is contained in the attached structure diagram. The grading of posts will be subject to the job evaluation process at the host authority.

It will consist of a central team centred around two hubs who will be responsible for those functions which can be developed in common and need not be done at individual authority level.

The extension of the relevant plans and strategies will then be for the Manager and his or her deputy to ensure with the assistance of the liaison officers and the central team.

The key interface will be via the liaison officers which will be located at each authority.

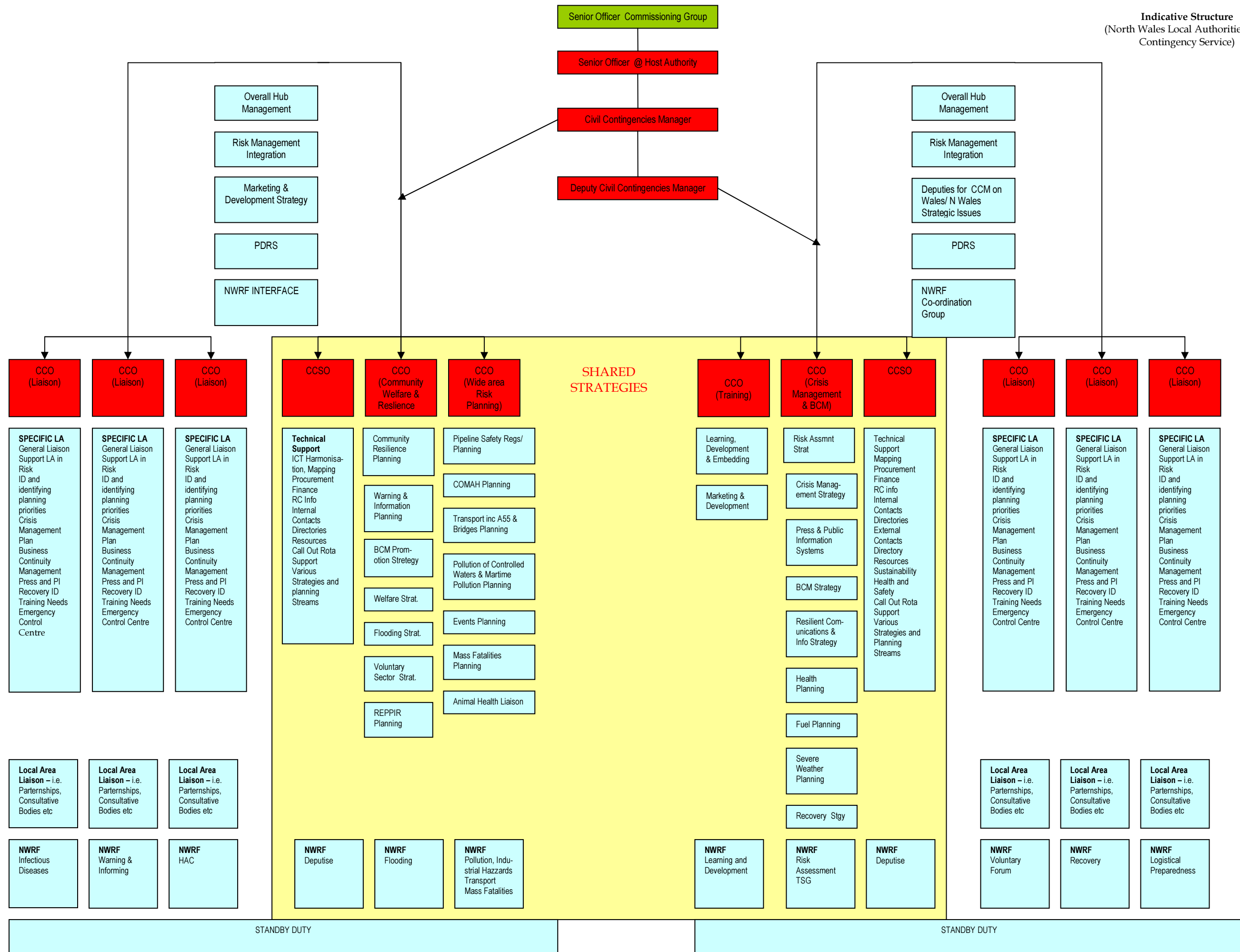
To enable the operational model to deliver the service the Local Authorities will need to provide corporate support in managerial, financial and resourcing terms. There will be a requirement for one Local Authority to host the Team, providing management, accommodation, and the other usual support services and one local authority in the opposite sub region will need to provide accommodation and some support service for the other hub. Individual authorities will need to provide accommodation for liaison officers.

The remaining Local Authorities will be required to engage with the Team to meet their civil contingency needs. They will be required to accommodate an emergency planning presence by providing desk and ICT facilities.

2.1 Governance

Governance of the Team will be achieved through the executive arrangements agreed between the providing and commissioning Authorities.

Terms and conditions for the service together with any financial recharges for the North East and North West Teams will be laid out in a formal Service Level Agreement between the six Local Authorities.



Report To: CABINET
Date of Meeting: 19th March 2013
Lead Cabinet Member: Councillor Julian Thompson-Hill
Lead Officer: Paul McGrady, Head of Finance & Assets
Title: Finance Report

1 What is the report about?

The report gives details of the council's revenue budget and savings as agreed for 2012/13 as at the end of February 2013. The report also provides a summary update on the Housing Revenue Account and Housing Capital Plan. There is a separate report covering the Capital Plan on the Cabinet agenda this month.

2 What is the reason for making this report?

To update members on the current financial position of the Council.

3 What are the Recommendations?

Members note the budgets and savings targets for the year and progress against the agreed budget strategy.

4 Report details

The latest revenue budget forecast is presented as **Appendix 1** and shows an under spend across service and corporate budgets of £1.1m (£631k last month), which represents a variance of 0.9% across the total net budget. The position for schools forecasts positive net movement on balances of £306k (£286k last month) on delegated budgets and £161k on non-delegated school budgets (unchanged from last month).

The Housing Revenue Account summary is also included in Appendix 1 for information but this is a separate fund and not part of the council's main revenue budget.

Appendix 2 to this report gives an update showing progress against the savings and pressures agreed as part of the 2012/13 budget setting process. In total, net savings of £3.443m were agreed and £3.418m (99.3%) have been achieved or replaced with £25k (0.7%) deferred to next year. Two savings within Highways have been replaced: the Development Control (£18k) proposal was linked to collaboration and is no longer deliverable. The Winter Maintenance savings (£65k) were partially linked to the collaboration and wider efficiencies linked to the delivery and application of salt products. While some efficiency may be apparent in this area, a budget reduction has not

been achieved and therefore the saving has been replaced from within the department.

5 How does the decision contribute to the Corporate Priorities?

Effective management of the council's revenue and capital budgets and delivery of the agreed budget strategy underpins activity in all areas, including corporate priorities.

6 What will it cost and how will it affect other services?

This section of the report is used to highlight any key variances from budget. Detailed below are areas that require further explanation.

Service Budgets

As in previous years, additional grant funding has been awarded late in the year and has improved the overall position. The details are shown within the relevant service narrative sections below.

Business Planning & Performance – the under spend has increased by £35k to £61k. This is largely due to ICT costs relating to the purchase of GIS mapping software coming in below the initial projections. It is proposed that the under spend can be utilised in 2013/14 to fund posts within the Corporate Information Team structure and the investment identified in the business case for the EDRMS project.

Adult & Business Services - the 2012/13 outturn within Adult and Business Services is currently reported as a break-even budget, although an over spend of approximately £22k is currently predicted (down from the £106k reported last month). The main reason for the reduced over spend is additional income in respect of accrued client contributions (charged against property) being realised amounting to approximately £100k during February and early March. There has also been small movement within other services areas with marginal pressures contributing to the overall net reduction. As previously agreed any final year end overspend will be charged to the Supporting People Reserve as per earlier budget reports. The Supporting People grant is likely to generate an in-year surplus of £194k which is proposed to be allocated to the Supporting People reserve.

Highways & Environment Services – the Environment Service's under spend has increased by £78k to £193k. This includes two under spends on the Grounds Maintenance Service (£40k) and Street Cleansing (£58k) that relate to the delayed procurement of equipment such as mowers and road sweepers, in part due to the Fleet Review. It is proposed that these amounts are earmarked within the final service balance at year-end to facilitate this investment next financial year.

The Highways and Infrastructure Service has moved from an over spend of £15k to an under spend of £174k. Most of this movement relates to a review

of the use of carried forward balances as indicated in last month's monitoring report as well as a review of the projections for internal transfers. However, £46k of the under spend relates to the late allocation of Welsh Government Regional Transport Support Grant. It is intended to use this grant to fund eligible expenditure in 2012/13 and to utilise the balance in 2013/14 to mitigate the effects on services of the reduction in grant levels. The final allocation may change prior to year end. It is proposed to use £50k of the under spend to contribute to the funding of a post to facilitate the transfer of coastal assets facilities to the Communications, Marketing & Leisure service. A further carry forward of up to £30k may be required to fund equipment as part of the Rhyl coastal developments, depending on the timing of the procurement process.

Children & Family Services - the outturn is currently forecast to be an under spend of £35K (£80K under last month). The under spend has reduced this month due to a claim for backdated costs in a care arrangement.

The pressure reported within **Housing & Community Development** relates to funding of redundancy costs within Regeneration.

Communications, Marketing & Leisure - the current forecast is a small under spend of £1k which has improved from an overspend position of £11k last month. The positive change is as a result of an under spend balance of £25k being rolled forward from 11/12 on the Communications & Marketing budget, intended to be used as part of the restructuring of that service. Unfortunately there has been a delay in the review and this will not be completed now until early in 2013/14. Based on current forecasts clearly there could be a problem in that this balance is needed to balance the overall Departmental budget and may therefore not be available to fund what it was originally intended for. Any final year end service under spend will be needed to fund costs associated with the restructuring.

ICT/Business Transformation - The current forecast has remained the same as previously reported (i.e. an overall under spend of £27k). Since last month the amount of predicted spend has reduced but this will be offset by the outcome of a Lotus Notes 'licence audit' which will increase licensing costs. The audit has now been completed and the financial impact will be confirmed in the next two weeks.

Customers & Education Support – the under spend has increased by £46k from last month. Some £25k of this relates to a delay in the installation of the automatic payment point at County Hall. It is proposed that this is carried forward into 2013/14 to fund the committed expenditure. The School Reorganisation costs have also been examined and there will now be an estimated under spend of £35k. The service proposes to transfer this to the Modernising Education Reserve to help fund future school reorganisation costs. It should be noted that the in-year position includes £81k of balances brought forward which have, because of timing issues, remained uncommitted in the current year. As previously reported, the service proposes to carry

forward the balances to 2013/14 to contribute to restructuring costs (£49k) and education modernisation projects (£32k).

School Improvement & Inclusion – as indicated in last month's monitoring report a full review of assumptions around the cost of Out of County placement, recoupment (recharges from other authorities for specific support provided to Denbighshire pupils and vice versa) and SEN support has been undertaken. The effect of this has been to increase the under spend by £69k.

Schools - at the end of February the projection for school balances is £2.125m (£2.106m last month). This is a positive movement of £306k on the balances brought forward from 2011/12. The council continues to work with two schools in financial difficulty. Both schools have recovery plans in place and are actively working to the targets set out in these plans. Expenditure on non-delegated school budgets is less than forecast this year primarily as forecast contributions to pooled accounts for maternity, sickness and other costs are less than planned. This creates an in-year under spend of £161k which it is assumed will be used to contribute to the school formula protection in 13/14.

Corporate Budgets – the corporate budgets have been set assuming some £1.7m is transferred to reserves as part of the funding strategy for the Corporate Plan. It is likely that the budgets earmarked to generate cash in 2012/13 will generate more than the £1.7m target and £150k is currently forecast. The council is likely to have to make a provision in respect of liabilities arising from MMI (as previously reported) of approximately £350k.

The additional cost of the immediate response to the flooding events in November was reported last month as being approximately £260k. Other costs, such as the impact of council tax exemptions are estimated to be approximately £100k this year and £213k next financial year. The costs incurred in respect of the response fell short of the threshold for the Emergency Financial Assistance Scheme but the Welsh Government has subsequently offered a grant of £158k under the Financial Assistance for Recovery from Emergencies Scheme. This additional funding contributes to the amended Corporate outturn.

Capital Plan

Expenditure to the end of February is £23m against an agreed Plan of £30m. It should be noted that expenditure in the last quarter of the year always increases and the forecast of planned expenditure of £30m by the end of the year is realistic.

Housing Revenue Account (HRA)

The proposed latest HRA forecast in-year deficit of £12k (£14k last month). This compares to a budgeted in-year surplus of £71k. The balance carried forward is forecast to be £860k. A recent review of the Housing Stock Business Plan confirms it remains financially viable.

Housing Revenue Account & Capital Plan Summary:

Housing Revenue Account Summary 2012/13	
February 2013	
Expenditure	£'000
Housing Management & Maintenance	5,799
Capital Charges	2,659
Subsidy	3,081
Provision for Bad Debts	79
Revenue Funding Capital Expenditure	331
Total Expenditure	11,949
Income	
Rents	11,776
Garages	156
Interest	5
Total Income	11,937
In Year Surplus /(Deficit)	(12)
HRA Balance Carried Forward	860

Housing Capital Plan	
February 2013	
	£,000
Planned Expenditure	7,183
Funded By:	
Major Repairs Allowance	2,400
Revenue Contribution	331
Capital Receipts	0
Prudential Borrowing	4,452
Total	7,183

7 What consultations have been carried out?

The revenue budget was recommended by cabinet and agreed formally by council after an extensive round of service challenges. The capital plan was approved by council following scrutiny by the Strategic Investment Group and recommendation by cabinet. The Housing Revenue Account has been approved following consultation with elected members and tenant federation representatives.

8 Chief Finance Officer Statement

The savings agreed for 2012/13 have been achieved or replaced, with one item deferred to next year. It is important that services continue to manage budgets prudently and that any in-year surpluses are considered in the context of the medium-term financial position. The timing of service

restructures and some additional grant funding has improved the reported position this month.

In order to improve visibility in the reported outturn, changes to the way revenue contributions to balances or reserves are dealt with have been introduced. Previously, small transfers or transfers as part of previously agreed programmes were processed during the year and reported at year end. All service proposals in relation to the use of in-year under spends are now being included in the monthly cabinet reports so no transfers to balances or reserves will be assumed without first being reported. This new procedure has contributed to the improved position over the last two months and ensures decisions to make transfers are transparent and can be properly debated. The next outturn report will highlight all proposed transfers to or from balances and reserves that have been discussed in recent cabinet reports.

Additional service costs resulting from the response to the flooding in November will be funded corporately.

Economic Commentary & Treasury Management Update

The financial markets remain uncertain and this continues to limit the number of institutions with which the council can invest and the length of investments the council can make. Both of these issues limit the returns the council can achieve. The strategy of making short term investments is likely to continue for the medium term.

The Treasury Management Strategy Statement and Investment Strategy 2013/14-2015/16 were approved by Council on 26th February 2013.

At the end of February, total borrowing was £133.32m at an average rate of 5.77% and total investments were £18m at an average rate of 0.75%.

9 What risks are there and is there anything we can do to reduce them?

This is the most challenging financial period the council has faced and failure to deliver the agreed budget strategy will put further pressure on services in the current and future financial years. Effective budget monitoring and control and early reporting of variances will help ensure that the financial strategy is achieved.

Specific risks are apparent when dealing with capital projects and can include expenditure or time overruns, funding issues and other non-financial considerations. A robust approval mechanism and close financial monitoring and reporting, along with effective project management procedures, help to minimise these risks.

The HRA is undertaking a considerable capital investment to improve the housing stock and using borrowing and grants to fund the works. Any borrowing must be affordable and the regular monitoring and annual approval

and viability assessment of the Housing Stock Business Plan ensures that this is so.

10 Power to make the Decision

Local authorities are required under Section 151 of the Local Government Act 1972 to make arrangements for the proper administration of their financial affairs.

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Appendix 1

DENBIGHSHIRE COUNTY COUNCIL REVENUE BUDGET MONITORING REPORT 2012/13

Forecast as at 28/02/2013	Budget			Projected Outturn			Variance			Net	Variance Previous Report
	Expenditure	Income	Net	Expenditure	Income	Net	Expenditure	Income	Net		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%	£'000
Business Planning & Performance	1,600	-229	1,371	1,705	-394	1,311	105	-165	-60	-4.38%	-26
Legal & Democratic Services	2,066	-553	1,513	2,139	-626	1,513	73	-73	0	0.00%	0
Finance & Assets	14,252	-7,194	7,058	15,006	-7,948	7,058	754	-754	0	0.00%	1
Highways & Environmental Services	38,088	-17,196	20,892	38,083	-17,559	20,524	-5	-363	-368	-1.76%	-99
Planning & Regulatory Services	4,322	-1,700	2,622	4,415	-1,793	2,622	93	-93	0	0.00%	0
Adult & Business Services	46,112	-14,247	31,865	46,901	-15,036	31,865	789	-789	0	0.00%	0
Children & Family Services	9,979	-1,066	8,913	10,215	-1,337	8,878	236	-271	-35	-0.39%	-80
Housing & Community Development	3,846	-1,744	2,102	4,483	-2,338	2,145	637	-594	43	2.05%	0
Communication, Marketing & Leisure	10,590	-5,366	5,224	11,389	-6,166	5,223	799	-800	-1	-0.02%	11
Strategic HR	1,277	-376	901	1,623	-722	901	346	-346	0	0.00%	0
ICT/Business Transformation	2,695	-759	1,936	2,571	-662	1,909	-124	97	-27	-1.39%	-27
Customers & Education Support	2,488	-505	1,983	2,239	-514	1,725	-249	-9	-258	-13.01%	-212
School Improvement & Inclusion	11,817	-7,373	4,444	12,104	-7,802	4,302	287	-429	-142	-3.20%	-74
Total Services	149,132	-58,308	90,824	152,873	-62,897	89,976	3,741	-4,589	-848	-0.93%	-506
Corporate	42,576	-36,579	5,997	42,426	-36,579	5,847	-150	0	-150	-2.50%	0
Transfer to Reserves	1,700	0	1,700	1,700	0	1,700	0	0	0	0.00%	0
Precepts & Levies	4,569	0	4,569	4,569	0	4,569	0	0	0	0.00%	0
Capital Financing	12,656	0	12,656	12,531	0	12,531	-125	0	-125	-0.99%	-125
Total Corporate	61,501	-36,579	24,922	61,226	-36,579	24,647	-275	0	-275	-1.10%	-125
Council Services & Corporate Budget	210,633	-94,887	115,746	214,099	-99,476	114,623	3,466	-4,589	-1,123	-0.97%	-631
Schools	69,224	-7,581	61,643	68,757	-7,581	61,176	-467	0	-467	-0.76%	-447
Total Council Budget	279,857	-102,468	177,389	282,856	-107,057	175,799	2,999	-4,589	-1,590	-0.90%	-1,078
Housing Revenue Account	11,841	-11,912	-71	11,949	-11,937	12	108	-25	83		85

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Appendix 2 Medium Term Financial Plan Update 2012/13
Update to 28/02/2013

<u>Ref</u>	<u>Action</u>	<u>Status</u>	<u>Saving £'000</u>	<u>Total £'000</u>
General				
A3	Convert Essential Car Users to Casual	Achieved	200	
A7	Costs of Democracy	Achieved	20	
				220
Support Services Review				
C1	HR Review - Ongoing Impact of Centralisation	Achieved	45	
C3	Legal services - phase 1	Achieved	70	
C4	Democratic support	Achieved	28	
C5	ICT/IM Structure	Achieved	60	
C6	ICT/IM Procurement	Deferred	25	
C7	Finance & Assets	Achieved	300	
				528
Service Challenges				
Leisure, Libraries & Community Development				
Da1	Leisure Services-New Booking System	Achieved	30	
Da2	Back office co-located with Youth	Achieved	30	
Da3	Transfer Town Halls to Town Councils	Achieved	80	
Da5	Remove subsidy by increasing income	Achieved	120	
				260
Environmental Services				
Db2	Renegotiate recycle and disposal contracts	Achieved	510	
Db3	Service Redesign (Refuse)	Achieved	200	
Db4	Regional Waste Procurement budget	Achieved	134	
Db6	Succession Planning	Achieved	37	
Db7	Other Reorg Savings	Achieved	20	
Db10	Service Redesign (Public Realm)	Achieved	138	
Db12	Public Conveniences	Achieved	10	
Db14	WAG Waste Target Pressures	Achieved	-366	
Db15	Free School Meals Cost Pressures	Achieved	-20	
Db16	Countryside staff reduction	Achieved	50	
				713
Planning and Public Protection				
EC23	Review of Management Structure	Achieved	90	
EC25	Review of CCTV service	Achieved	30	
EC27	Review of Trading Standards	Achieved	28	
EC28	Miscellaneous Small Savings	Achieved	12	
				160
Highways & Infrastructure				
EC12	Passenger Transport	Achieved	35	
EC13	Parking	Achieved	70	
EC15	Development Control (£18k)	Not Achieved	0	
	NWTRA Fees	Achieved	100	
	Departmental Savings	Replacement	83	
EC16	Winter Maintenance (65k)	Not Achieved	0	
				288
Adult Social Services				
Df1	Cefndy Healthcare,	Achieved	43	
Df2	Closer working of Fin assessments & Benefits	Achieved	30	
Other Adult Services				
Df4	Service Restructure	Achieved	130	
Older People				
Df5	Externalise elements of Home Care	Achieved	15	
Df6	Day care - review and rationalise	Achieved	30	
Df7	Review Meals on Wheels	Achieved	64	
Df8	Impact of investment in reablement	Achieved	75	
Df9	Residential Care - Impact of Extra Care	Achieved	100	
Mental Health				
Df11	Management Changes	Achieved	19	
Df12	Partnership Efficiency Savings	Achieved	26	

		<u>Status</u>	<u>Saving £,000</u>	<u>Total £'000</u>
Adult Social Services (con'd)				
Physical Disability & Impairment				
Df13	ISIL Scheme	Achieved	18	
Df14	Reablement Intervention	Achieved	26	
Df15	Telecare	Achieved	20	
Other Adult Services				
Df16	Administration Rationalisation	Achieved	67	
Df17	Systems Thinking and Vacancy Control	Achieved	40	
Business Support & Development				
Df18	PMDF Grant - Loss of funded posts	Achieved	152	
Df19	Workforce Development Review	Achieved	20	
				875
School Improvement & Inclusion				
Dh1	Service Restructure	Achieved	100	100
Children & Family Services				
Staffing				
Dj3	Other Staff Savings	Achieved	21	
	In-year Savings to fund Dj5 below	Replacement	43	
Refocus on Core Business				
Dj5	Re-shaping Supervised Contact Service (£43k)	Deferred	0	
Dj8	Reduction in Independent (external) Placement Provision	Achieved	48	
Decommissioning Services				
Dj11	Voluntary Organisation Grants	Achieved	37	
	Child Trust Funds	Achieved	2	
Dj12	Parenting Programme	Achieved	82	
Dj14	Rhyl Adventure Playground	Achieved	61	
Pressures				
Dj18	In-house Fostering	Achieved	-224	
Dj20	Legislative	Achieved	-28	
				42
Housing & Community Development				
Various Small savings in Housing				
Dc1	Review of Regeneration	Achieved	10	
Db17	Tourism Service Redesign	Achieved	10	
Db18	Regeneration Service Redesign	Achieved	48	
				75
REGIONAL WORKING/COLLABORATION				
ENW1	Education Regional Board	Achieved	25	
ENW2	Social Care Regional Board	Achieved	25	
				50
OUTSOURCING				
G2	Bodelwyddan Castle	Achieved	18	
G4	ECTARC	Achieved	10	
				28
Other Cultural/Heritage activities				
H1	Pavilion Theatre	Achieved	50	
H2	Ruthin Craft Centre	Achieved	20	
H3	Llangollen Pavilion	Achieved	25	
H4	Heritage facilities	Achieved	9	
				104
Total Savings 2012/13				3,443
Summary:				
Savings Achieved/Replaced or Pressures Confirmed			3,418	99.3
Savings In Progress/Being Reviewed			0	0
Savings Not Achieved or Deferred and not replaced			25	0.7
Total			3,443	

Report To: Cabinet

Date of Meeting: 19 March 2013

Lead Member: Lead Member - Finance and Efficiency

Report Author: Head of Finance and Assets

Title: Recommendations of the Strategic Investment Group

1. What is the report about?

Capital Bids received for inclusion in the 2013/14 Capital Plan.

2. What is the reason for making this report?

2.1 The Strategic Investment Group, which includes representatives from the three scrutiny committees, has met on a number of occasions to consider bids prepared by each department.

3. What are the Recommendations?

That Cabinet supports the projects shown in appendix 1 for inclusion in the 2013/14 capital plan, and recommends accordingly to full Council.

4. Report details

4.1 The Welsh Government's capital settlement for 2013/14 has seen a reduction of 15.4% (£888k) over 2012/13. This continues the very poor capital settlements provided by the Welsh Government over the past five years. In addition to this, future specific grants are likely to be set at a lower level than in previous years.

4.2 With the lack of capital investment from the Welsh Government, the Council has no choice but to rely on its own resources to invest in key projects. This means either selling assets to generate receipts or using Prudential Borrowing.

4.3 The Council is aiming to dispose of a number of sites over the three year time frame of this report. Asset disposals can, however, be slow with values uncertain and the timing of receipts difficult to predict. The current economic conditions also add further risk and will put downward pressure on values. For the purposes of this report no new capital receipts have been assumed and the only funds allocated are those that have already been received.

4.4 The available funding for 2013/14 is shown below:

Source	Amount £000
General Capital Grant	1,844
Unhypothecated Supported Borrowing	3,022
Prudential Borrowing - Highways	4,108
Capital Receipts	1,661
Unspent Contingency b/f	933
Earmarked Reserves	353
Total	11,921
Funds already committed	360
Funds Available 2012/13	11,561

4.5 Funds already committed are from previous decisions made by members and consist of:

- Health & Safety Works at Ysgol Glan Clwyd, Ysgol Brynhyfryd and Rhyl High School - £360k

4.6 The Capital Plan spends money on two types of project. Firstly there are one-off projects such as a new school or refurbishment of a leisure centre, the second type of expenditure is a 'block allocation'. These are ongoing programmes of work that stretch over several years (and may never be complete) e.g. schools maintenance. Elements of this work may be paid for from repair and maintenance budgets but a significant part is funded through the capital plan.

Recommendations of the Strategic Investment Group

4.7 In the light of continued cuts to the capital resources available to the Council, it was agreed by the Strategic Investment Group to invite bids in line with previously agreed block allocations from departments. The Strategic Investment Group has reviewed 13 bids over a number of meetings. Appendix 1a contains the scoring criteria used to appraise projects.

4.8 Each bid was presented by a head of service. Some issues that arose from this process are detailed below:

- Both the school and non school capital maintenance bids include provision for essential maintenance such as Asbestos Removal, Fire Risk Assessment Work, DDA etc. It is recommended that £1.915m be allocated to Schools Capital Maintenance Works (an increase of £190k over 2012/13) and £450k to Non schools capital maintenance work. It is further recommended that the appropriate Heads of Service determine the precise allocations to the specific works required, in order of priority.

- Highways have received £100k to support prudential borrowing as part of the revenue budget for 2013/14. This will allow approximately £1.65m of capital expenditure. In addition, the Welsh Government has provided £162k of revenue funding for Denbighshire to fund prudential borrowing, and together this will generate highways capital works of approximately £4.10m. In addition to this, it is proposed to support flood alleviation works of £338k, the replacement of dangerous street lighting columns and units - £100k and £1m block allocation for structural and other repairs including bridges. This gives a total proposed Highways capital programme of £5.5m for 2013/14.
- The Council has in previous years, built £1.0m contingency into the capital plan to deal with any unforeseen circumstances. Given the reduction in capital funding available from the Welsh Government, the Strategic Investment Group recommends reducing the contingency to £0.5m, but that the first £0.5m call on any future capital receipts be used to re-instate the level of contingency to £1.0m.
- The Strategic Investment Group have considered the ICT Strategy Ph 2 bid and note the requirement for capital investment to support improvements in technology and the Council's ambition for Modernisation. The group recommend £170k in support of this bid, subject to further work to determine the revenue budget requirement for this project.

4.9 Appendix 1 shows the projects listed with recommended funding for each. Each project that is being recommended for approval is shown under a different column in the appendix:

- PB Highways – This is the £4.1m prudential borrowing to be supported from the revenue budget as approved by Council on 5th February 2013.
- Council Funds – These are funds such as general grants, capital receipts, and unspent contingency. This funding is for one year only.

4.10 The membership of the Strategic Investment Group is as follows:

- Lead Cabinet Member – Finance & Assets
- Lead Cabinet Member – Economic Development
- Lead Cabinet Member – Modernising and Performance
- Representative from each Scrutiny Committee
- Corporate Director – Economic and Community Ambition
- Head of Finance & Assets
- Head of Housing and Community Development

5. How does the decision contribute to the Corporate Priorities?

Projects have been reviewed to ensure that they satisfy the Council's corporate objectives.

6. What will it cost and how will it affect other services?

6.1 Cost Implications

The costs of the schemes are shown in Appendix 1. This appendix is exempt at present from public disclosure by virtue of paragraph 14 of Part 4 of Schedule 12A of the Local Government Act 1972. The Prudential Borrowing costs will be met through the 2013/14 revenue budget.

6.2 Staffing/IT/Accommodation Implications

Each new project is required to complete a Project Proposal or Business Case form and any specific implications are discussed at that stage.

6.3 Assessment of Impact on Climate Change – Mitigation and Adaptation:

New capital projects are subject to scrutiny by the Strategic Investment Group. Each business case will show, where relevant carbon tonne emission pre and post project, thus identifying whether the project is carbon emission positive, negative or neutral. In addition, it is necessary to ensure new capital projects are future proof and able to adapt to climate change.

Increases/decreases in the usage of IT equipment will impact on electricity costs and carbon cost.

7. What are the main conclusions of the Equality Impact Assessment undertaken on the decision?

The allocations proposed for each project will be reassessed before commencement to confirm there is no significant impact. The EqIA process is being integrated into all future bids for capital projects.

8. What consultations have been carried out with Scrutiny and others?

Heads of Service presented the bids. Representatives of Cabinet and Scrutiny committees have been involved in the process.

All members have been informed of the bids, with hard copies of bids being located in the Members room and project bids available to view on Mod.Gov

9. Chief Finance Officer Statement

The Council must continue to invest appropriately in its assets. With the continuing reduction in the real value of Welsh Government funds, the Council is forced to rely on its own resources more and more.

10. What risks are there and is there anything we can do to reduce them?

10.1 Risks associated with not agreeing the recommendations

Possible risks would include schemes not progressing, loss of grant and disruptions to services. The condition of assets would continue to deteriorate if investment is not made, and this may lead to the loss of important services.

10.2 Risk associated with agreeing the recommendations

No capital project is without risk. However all schemes are reviewed by the Strategic Investment Group and are also subject to on-going monthly monitoring and reporting.

11. Power to make the Decision

Local Authorities are required under section 151 of the Local Government Act (1972) to make arrangements for the proper administration of their financial affairs.

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CAPITAL PROGRAMME SCORING METHODOLOGY



CORPORATE PRIORITIES	Score	Max Score
Developing the Local Economy and Our Communities	40	40
Improving performance in education and the quality of school buildings	40	
Improving our roads	40	
Vulnerable People are protected and are able to live as independently as possible	40	
Providing a clean environment	40	
Ensuring access to good quality housing	40	
Modernising the Council to deliver efficiencies and improve services for our customers	40	
STATUTORY REQUIREMENT	Score	Max Score
The activity will specifically address a Health & Safety requirement	20	20
The activity will specifically address a statutory requirement (non H & S)	10	
No evidence of the activity addressing any statutory requirement	0	
BENEFITS	Score	Max Score
The activity has clear benefits and has identified meaningful and measurable performance indicators	10	10
The activity has clear benefits but has not identified meaningful and measurable performance indicators	5	
No evidence of the activity providing benefits	0	
REVENUE IMPLICATIONS	Score	Max Score
The activity will achieve savings of over £100k per annum	10	10
The activity will achieve savings of between £20k and £100k per annum	8	
The activity will achieve savings of less than £20k per annum	5	
The activity will achieve no revenue savings	0	
The activity will have no revenue cost implications	0	
The activity will have a revenue cost of less than £20k per annum	-5	
The activity will have a revenue cost of between £20k and £100k per annum	-8	
The activity will have a revenue cost of more than £100k per annum	-10	
EXTERNAL FUNDING	Score	Max Score
The activity will attract external funding of 100%	10	10
The activity will attract external funding of between 75% and 99%	8	
The activity will attract external funding of between 50% and 74%	5	
The activity will attract external funding of up to 50%	3	
The activity will not attract any external funding	0	
RISK EXPOSURE	Score	Max Score
The risk exposure to Denbighshire of the activity is assessed as LOW	10	10
The risk exposure to Denbighshire of the activity is assessed as MEDIUM	5	
The risk exposure to Denbighshire of the activity is assessed as HIGH	0	
MAXIMUM POSSIBLE SCORE		100

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Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
16 April	1	Finance Update Report	To update Cabinet on the current financial position of the Council	tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	WG Consultation on 2014-2020 ESF and ERDF Structural Funds Programmes	DCC's response to the consultation to be ratified by Cabinet	Yes	Cllr Hugh Evans / Rebecca Maxwell / Sian Morgan Jones
	3	Town and Area Plans	To receive a progress report on expanding the Town Plans into wider Area Plans	tbc	Cllrs Hugh Evans & Huw Jones / Rebecca Maxwell
	4	Adoption of LDP Steering Group	To consider the adoption of LDP Steering Group	tbc	Cllr Eryl Williams / Angela Loftus
	5	Corporate Plan QPR: Quarter 3 2012/13	To monitor the Council's progress in delivering the Corporate Plan 2012 -17	tbc	Cllr Barbara Smith / Tony Ward
	6	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	tbc	Scrutiny Coordinator
14 May	1	Finance Update Report	To update Cabinet on the current financial position of the Council	tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Review of Faith Based	To consider proposals for	Tbc	Cllr Eryl Williams /

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
		Education Provision	provision in the north of the county.		Jackie Walley
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
June	1	Outsourcing ICT Services to Schools	To give an overview of the tendering process, evaluation and scoring and request the final decision from Cabinet.	Yes	Cllr Eryl Williams / Jackie Walley / Stephanie O'Donnell
	2	Mental Health Partnership	to ask Cabinet to consider and agree to a new partnership between the Council and BCU to deliver Adult Mental Health services to the citizens of Denbighshire.		Phil Gilroy/Cllr Bobby Feeley
	3	Cefndy Healthcare: Future Direction & Impact of Potential loss of DWP funding	To consider options in light of risks from loss of DWP funding & need to maintain employment for vulnerable & disabled people		Cllr Bobby Feeley / Phil Gilroy / Deborah Holmes-Langstone
	4	Ruthin Area Primary Schools Review	To seek approval for starting a formal consultation period	Yes	Cllr Eryl Williams / Jackie Walley

Cabinet Forward Work Plan

Meeting		Item (description / title)	Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
			with Ruthin Primary schools		
	5	Corporate Plan QPR: Quarter 4 2012/13	To monitor the Council's progress in delivering the Corporate Plan 2012 -17	Tbc	Cllr Barbara Smith / Tony Ward
	6	Final Budget Position and Revenue Outturn 2012/13	To update Cabinet on the final Budget Position and Revenue Outturn 2012/13	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	7	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
July	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Follow-up report on Outsourcing ICT Services to Schools	Possible follow-up report with additional information on the tendering process, evaluation and scoring and request the final decision from Cabinet.	Yes	Cllr Eryl Williams / Jackie Walley / Stephanie O'Donnell
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
September	1	Finance Report Update	To update Cabinet on the	Tbc	Cllr Julian Thompson-

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
			current financial position of the Council		Hill / Paul McGrady
	2	Annual Performance Review 2012/13	To review the draft Annual Performance Review for 2012-13 and to recommend the report for adoption by full Council		Cllr Barbara Smith / Tony Ward
	3	Corporate Plan QPR: Quarter 1 2013/14	To monitor the Council's progress in delivering the Corporate Plan 2012 -17	Tbc	Cllr Barbara Smith / Tony Ward
	4	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
October	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention.	Tbc	Scrutiny Coordinator
November	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Items from Scrutiny Committees	To consider any issues	Tbc	Scrutiny Coordinator

Cabinet Forward Work Plan

Meeting	Item (description / title)		Purpose of report	Cabinet Decision required (yes/no)	Author – Lead member and contact officer
			raised by Scrutiny for Cabinet's attention.		
December	1	Finance Report Update	To update Cabinet on the current financial position of the Council	Tbc	Cllr Julian Thompson-Hill / Paul McGrady
	2	Corporate Plan QPR: Quarter 2 2013/14	To monitor the Council's progress in delivering the Corporate Plan 2012 -17	Tbc	Cllr Barbara Smith / Tony Ward
	3	Items from Scrutiny Committees	To consider any issues raised by Scrutiny for Cabinet's attention	Tbc	Scrutiny Coordinator

Note for officers – Cabinet Report Deadlines

Meeting	Deadline	Meeting	Deadline	Meeting	Deadline
<i>April</i>	2 April	<i>May</i>	30 April	<i>June</i>	

Updated 8/3/2013 - SP

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