CABINET

Minutes of the Cabinet meeting held in the Community Hall, Dyserth on Tuesday 9 September 2003 at 10.00 a.m.

PRESENT

Councillors P A Dobb, Lead Member for Health and Wellbeing; E C Edwards, Lead Member for Safeguarding our Communities; M A German, Lead Member for Sustainable Development and Environment; G M Kensler, Lead Member for Promoting Denbighshire; R W Hughes, Lead Member for Lifelong Learning; D M Morris, Lead Member for Communications; E A Owens, Lead Member for Finance, J A Smith, Lead Member for Social Inclusion; W R Webb, Lead Member for Property and Asset Management and E W Williams, Lead Member for Economic Wellbeing.

Observers: Councillors S Kerfoot Davies, S Drew, F D Jones and R J R Jones.

ALSO PRESENT

Chief Executive; Deputy Chief Executive / Corporate Director: Resources; Financial Controller and the County Clerk.

APOLOGIES

There were no apologies.

ANNOUNCEMENT

Councillor P A Dobb, Deputy Leader announced the sad loss of Mr David Aldred, of Terence Avenue, Rhyl who died on 27 August 2003 aged 43. He had worked at Cefndy Enterprises as a Production Operative since 1990. Members stood in silent tribute.

Councillor E W Williams informed Members that grants for the renovation of Crown House, Ruthin in the sum of £475k and approximately £430k for business development within the County had been approved. Cefndy Enterprise Park had been awarded £1.9m for business development.

1 URGENT MATTERS

[i] Part I - Councillor W R Webb wished to discuss issues arising from the Cabinet meeting held on 22 July 2003 regarding the Best Value Review of Residential Homes.

2 MINUTES OF THE CABINET [CABINET 2003 - 121]

The Minutes of the Cabinet meeting held on 22 July 2003 were submitted.

Minutes of Cabinet 24.06.2003 - Item 4 Best Value Review of Residential Care Homes: Councillor W R Webb queried why this matter had been considered as an Urgent Matter at Cabinet on 22.07.2003 and expressed his concern that this could delay matters for another six months. With no decision being taken, the uncertainty would be stressful to both staff and residents and he felt it was disturbing that Cabinet was going back on the decision taken on the 24.06.2003. The possible 6 month delay could also have an effect on budgets. Councillor Webb said there had been overwhelming support to keep the 4 homes within Denbighshire's ownership at the Council meeting. Councillor E C Edwards supported Councillor Webb's views.

Councillor R W Hughes supported Councillor Webb and said the Authority should retain the homes and she wished the original decision to stand if this was legally possible.

Councillor E A Owens said reference to budgets was a red herring. The letter received from the external auditor said the decision taken to examine all the options thoroughly was correct and they were prepared to allow the Authority to proceed along these lines for up to a further 6 months.

Councillor E W Williams said he did not wish to see the residential homes outside the Authority's ownership. He reminded Members that Cabinet was carrying out Council's wishes to maintain all the homes, when the figures were available. Prudential borrowing was imminent and this could offer various options to such matters.

Councillor E C Edwards asked why all the Cabinet Members not been made aware of the Auditor's letter and been given a copy, as should be the case if Denbighshire was operating as an open Council. The Chief Executive indicated that the letter had been received following the Cabinet decision and therefore merely confirmed the Auditor's support for the decision taken. The Corporate Director: Resources confirmed that Members would receive a copy of the letter.

Councillor W R Webb stressed that cost and capital implications would have an effect on budgets and asked that the matter be included on the Agenda when the meeting with Sue Essex AM, Minister for Finance and Local Government was held. He saw no reason to change the decision originally taken.

The Chief Executive agreed that everyone should be given the correct facts but the letter sent by the Section 151 Officer and the Monitoring Officer was required to ensure that Members considered all options including partnerships with the public sector. He reaffirmed that closure of the homes was not an option. The options under consideration would examine a variety of ways of funding the homes.

After further discussion it was agreed that the County Council decision to keep the 4 homes in Denbighshire open would be upheld.

Members discussed costings in general and it was noted that up to date costs would be available within the next two months.

The Corporate Director: Resources said up to 6 months had been agreed to examine all the facts and different options could be included within the budget debate. The original options had included transfer of options to the Health Authority or other bodies. The budgeting options therefore remained the same.

RESOLVED not to reinstate the decision of 24.06.2003.

Item 3 School and College Transport: In reply to a query from Councillor P A Dobb, the Corporate Director: Lifelong Learning confirmed that school transport was an ongoing process and that ELWa had not yet confirmed the funding available for Post 16 education.

Item 7 Customer Service Strategy: Councillor R W Hughes said she had discussed the Customer Service with senior Library officers and had asked the Principal Librarian to prepare a paper for discussion on the proposed service. Councillor E W Williams confirmed the matter would be discussed at the Informal Cabinet following the current meeting.

Item 18 Ysgol Plas Brondyffryn: Councillor G M Kensler declared an interest in the matter. The Corporate Director: Lifelong Learning updated Members and it was hoped to have a report at the Cabinet meeting on 25.09.2003. The Partnership Agreement was currently in draft form.

RESOLVED that subject to the above, the Minutes of the Cabinet meeting held on 22 July 2003 be approved as a correct record and signed by the Deputy Leader .

The Minutes of the Cabinet meeting held on 29 July 2003 were submitted.

RESOLVED that the Minutes of the Cabinet meeting held on 29 July 2003 be approved as a correct record and signed by the Deputy Leader.

3 TRUNK ROAD AGENCY REVIEW [CABINET 2003 - 122]

Councillor M A German presented the report to advise Members of the proposals made by the Welsh Assembly Government in respect of the management and maintenance of the trunk road network in Wales. Comment was sought from Members in respect of the proposals, in particular as they related to or affected the Council as part of the consultation process leading to the Council's formal response being made to the Assembly.

Councillor E A Owens said removal of elements of work to a centralised body would have a great impact on the Authority and its budgets.

The Highways Services Manager said it was assumed the dedicated officers for Trunk Roads would go with the post. Winter maintenance in particular would be affected and much work would now be required to see how great that impact would be.

Councillor E W Williams said he felt the Welsh Assembly Government were very keen for the 8 Agencies to become 3 but that Local Authorities were not necessarily in favour of the change. If the change was agreed, local purchasing and employment would be affected.

The Chief Executive said the Welsh Assembly Government were unable to produce evidence of the financial benefits of reducing the number of Agencies and he stressed the need for Members to express their concern to the Assembly.

The Highways Services Manager stressed that Local Authorities should be seen to take on board the improvements to service delivery that the Welsh Assembly Government wanted but to keep the agency arrangements as they were.

RESOLVED that Members note the intentions of the Welsh Assembly Government with regard to future service delivery arrangements for trunk roads and strongly support the issuing of a response to the Assembly's consultation document which incorporates comments in respect of the points covered in section 2.5 of the report.

4 DECRIMINALISATION [CABINET 2003 - 123]

Councillor M A German presented the report seeking Members' agreement to proceed with the implementation of decriminalisation of parking offences in Denbighshire.

Councillor W R Webb queried why the consultation had not been reported in detail and said the Community Councils in his area were generally not in favour of the proposals. He said Members would be unable to make a recommendation until the consultation had been completed. The Highways Services Manager said widespread consultation was currently taking place including with other Authorities, Health Trusts etc. He confirmed that after the first two years, £70-75k per annum would be surplus to the running costs.

The Chief Executive reminded Members that the application for decriminalisation of parking offences was for the whole County.

Both Councillor E C Edwards and Councillor G M Kensler suggested car parking and charging in the County should be looked at positively and sympathetically. The Chief Executive agreed that a revision to the current car parking policy could be considered but it would be more appropriate after the decriminalisation of parking offences had been completed.

RESOLVED that Members approve:

- (a) formally applying to the National Assembly for Wales for the powers to undertake on-street enforcement, as made possible through the powers available in the Road Traffic Act of 1991
- (b) a start date for powers to be 1 July 2004
- (c) a funding strategy, in principle

- (ch) applying for clamping and removal powers as part of the designation order accepting that these powers will not be taken up initially
- (d) commencing a review of relevant Traffic Regulation Orders
- (dd) in line with the findings in the feasibility study, and as previously approved by Cabinet, to retain services in-house without open tender.

5 CORPORATE ACTION PLAN [CABINET 2003 - 124]

Councillor E W Williams presented the report for Members to note the progress on the Corporate Action Plan and to recommend any necessary further action.

RESOLVED that Members note the progress report on the Corporate Action Plan and appendices attached.

6 GM FREE STATUS [CABINET 2003 - 125]

Councillor M A German presented the report seeking Members' consideration of the implications attached to making Denbighshire a GM free County, as detailed in this report.

Councillor R W Hughes thanked Members and officers for the positive press coverage with regard to GM Crops. She stressed that it should be implemented wherever possible.

Councillor P A Dobb said exclusions would be required, for example it would be impossible for the Authority to enforce the policy on foster carers or community living centres. Councillor G M Kensler said the Authority were the corporate parents of children in foster care and we had a responsibility towards the children. The Corporate Director: Personal Services said it would be extremely difficult to enforce the policy on foster carers.

Councillor E W Williams said the implementation of the policy could help the purchase of locally produced goods. He suggested the policy be agreed for the majority and that a bid for funding be made if needed.

The Chief Executive said third parties could not be excluded but suggested that paragraph 4.2 could provide the way forward and that the Council could object to applications for consents for GM crops.

Councillor G M Kensler asked that the matter be reviewed on a regular basis.

RESOLVED that:

- [a] subject to the matter being reviewed on a regular basis with update reports provided as appropriate the Council exercises its functions and powers on the basis of achieving a GM Free County
- [b] in order to protect the distinctive environment of the County and its integrity as a GM Free area, authority be granted to seek exclusion of the County of Denbighshire from any Consent sought under Part C of Directive 2001 / 18 / EC.

7 HOUSING MAINTENANCE CONTRACT [CABINET 2003 - 126]

Councillor P A Dobb presented the report seeking Cabinet agreement to extend the contract for repair and maintenance of housing stock.

Members agreed that the typographical error in paragraph 2.1 be amended to read "This is the major contract ..."

RESOLVED that Members agree in accordance with Schedule 1, Document 4, item 1.8 of the agreement for the Repair and Maintenance of Housing Stock, the contract period be extended for a further 18 months from 1 October 2003.

8 CAPITAL OUTTURN 2002-2003 [CABINET 2003 - 127]

Councillor E A Owens presented the report to update Members on the capital outturn for 2002-03 and to approve statutory determinations.

RESOLVED that Cabinet note the report and approves the determinations in the report.

9 REVENUE OUTTURN 2002-2003 [CABINET 2003 - 128]

Councillor E A Owens presented the report to advise Members of the Revenue Outturn position for 2002-2003 and to recommend to Council the establishment of the Reserves and the carry forward of budget underspends into 2003-2004 referred to in the report. Members were also asked to recommend to Council the suspension of Standing Orders requiring the carry forward of the overspend on the Lifelong Learning Directorate and fund this sum in year.

The County Clerk said there was no need to suspend Standing Orders for the provision for carry forward of the Lifelong Learning Directorate overspend in paragraph 1.3 as this was covered by the Financial Regulations Section 2.5 Budgetary Control and a decision was required only by Cabinet to carry forward the overspend, which was being funded from the windfall resources.

Councillor Owens highlighted the final position which was very much in accordance with the report on the provisional outturn in May 2003.

RESOLVED that Cabinet:

- [a] note the final revenue outturn position for the year ended 31 March 2003
- [b] recommend to Council the establishment of the reserves as detailed in paragraph 4.3 of the report
- [c] agree the carrying forward of the service budget underspends as detailed in Appendix 1 to the report
- [ch] agree to fund the overspend on the Lifelong Learning Directorate from increased funding in year.

10 REVENUE BUDGET MONITORING 2003-2004 [CABINET 2003 - 129]

Councillor E A Owens presented the report to inform Members that all pressures [as detailed in the Appendices attached to the report] that cannot be offset by compensating savings or income to the Council need to be absorbed by services.

Councillor Owens said the consultant's report on School and College Transport would be available by the end of September 2003. A further report on the position of Special Education would be produced shortly. These reports would enable a review of the budget requirement of the services to be completed. She also wished to congratulate the Revenues Division on the work carried out to generate the extra income from Council Tax.

Councillor E W Williams said another transport operator in the County had ceased trading. This was of concern as there would be fewer applicants for contracts.

The Corporate Director: Lifelong Learning said the County yellow bus scheme had commenced and a 30 minute programme would be shown on the television at the end of the month.

RESOLVED that Members note the figures in the Appendices to the report and consider necessary remedial actions to ensure that balances of £2.9m are achieved by the end of the current financial year.

11 PART I URGENT ITEMS

There were no Part I urgent items.

QUESTION AND ANSWER SESSION

No questions had been received.

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

1EXCLUSION OF PRESS AND PUBLIC

RESOLVED under Section 100A(4) of the Local Government Act 1972 the Press and Public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 8 and 10 of Part 1 of Schedule 12A of the Local Government Act 1972.

PART II

1

12 NANTCLWYD HOUSE GARDEN, RUTHIN: SINGLE TENDER ACTION [CABINET 2003 - 131]

Councillor G M Kensler presented the report seeking Members' agreement to a single tender action made under Regulation 9.1(c) of the Financial Standing Orders in order to appoint specialist consultants to prepare a feasibility report on the future development of the garden of Nantclwyd House, Ruthin for submission to the Heritage Lottery Fund.

In response to Councillor E C Edwards' query on whether Interreg funding was to be applied for, the Assistant Director: Culture and Leisure said there would be a bid for funding. The consultants appointed would be making a study of the historic part of the Nantclwyd House garden. The 'sunk fund' would be used as match funding.

RESOLVED that Cabinet endorse the single tender action made under Regulation 9.1(c) of the Financial Standing Orders in respect of the appointment of specialist consultants to prepare a feasibility report on the future development of the garden of Nantclwyd House, Ruthin for submission to the Heritage Lottery Fund.

13 EXTENSION TO AN EXISTING CONTRACT [CABINET 2003 - 132]

Councillor M A German presented the report seeking Cabinet approval of the extension of an existing contract under the Council's Standing Orders, Exemptions to Tendering procedure in respect of Marine Lake, Rhyl.

Councillor G M Kensler said this was also part of the Leisure portfolio and she was in support of the proposal.

Councillor E A Owens queried the funding element in paragraph 4.3 of the report and said applications Capital Funding Block Allocation should be considered by Cabinet. The £10k could not be used for match funding. The Corporate Director: Resources agreed the matter should be checked. The Corporate Director: Environment said the proposal was for the appointment of consultants only and that costs could be lower than anticipated.

Councillor E A Owens abstained from voting.

RESOLVED that Cabinet approve the utilisation of Standing Orders section 9.1 part (b) in respect of the continuation of the Marine Lake development contract with the consultants named in the report.

14 ENGAGEMENT OF CONSULTANT - EXCEPTION TO TENDERING / QUOTATION PROCEDURE [CABINET 2003 - 133]

Councillor P A Dobb presented the report seeking Cabinet approval to engage a consultant to provide urgent assistance to the Supporting People programme as an exception to the Tendering / Quotation Procedure.

RESOLVED that Cabinet endorse the employment of a consultant to provide urgent assistance to the Supporting Procedure programme and agrees the exception to the quotations procedure in Standing Orders.

15 COMMUNITY LIVING - LEARNING DISABILITY [CABINET 2003 - 134] [Councillor M A German declared an interest in the item and left the meeting during its consideration.]

Councillor P A Dobb presented the report seeking Cabinet agreement to award contracts for two Community Living Schemes.

RESOLVED that Cabinet approved awarding contracts to the two providers named in the report.

16 UPDATE ON MWROG STREET FLOOD ALLEVIATION SCHEME [CABINET 2003 - 135]

Councillor E W Williams presented the report seeking Cabinet approval to additional funding to cover the increased costs of the project, thus ensuring the Authority operates within the capital financing regulations. He said the timescale originally had not allowed for the complexities of one of the scheme options and full and detailed costings of the scheme were unavailable at that time. Alleviation of flooding was paramount and the Welsh Assembly Government were supportive of the scheme and were paying 85% towards scheme costs. In May 2003 additional costs had been reported. The complexities of the scheme had partly arisen because 8 landowners were involved. He said what the County had achieved in two years was exceptional.

Councillor W R Webb referred to paragraph 7.1 of the report and the impact on the ability of the Council to undertake other flood alleviation schemes, for example in Corwen. The Highways Services Manager explained that Corwen was the next project due to be carried out once the Welsh Assembly Government and Environment Agency had approved the scheme and public consultation would be carried out in Corwen after that. He stressed it was hoped to complete the Ruthin Scheme in the current financial year. The Highways Services Manager explained that the Welsh Assembly Government had a national portfolio of schemes and that Corwen, Llangollen, Dyserth and Denbigh were well placed for consideration but had not yet confirmed funding for them.

The Chief Executive added that, whatever decision was taken on funding the Ruthin scheme, construction of the scheme in Corwen would not be commenced in the current financial year.

Councillor R W Hughes agreed with Councillor W R Webb that it was essential that Members knew what the situation was County-wide. The Corporate Director: Environment said originally 50 schemes had been identified, many of which were alterations to small culverts and most of the schemes had been completed by now. With regard to the Corwen Scheme, the original timescale was to have the report completed by May 2003 but this had slipped by 3 months. This would be followed by wider consultation on the two scheme alternatives being carried out in the Autumn of 2003.

Members agreed with Councillor W R Webb's suggestion that paragraph 7.1 be amended to read "... any other flood alleviation schemes in this current year".

Councillor E C Edwards asked that all his comments on the Scheme be reported in the minutes. He said as the Local Member he had followed the scheme progress for 3 years and his priority was to have the Scheme completed. He said the residents' concern was completion of the project rather than the cost at this stage and also the lack of information available to them from the Authority. He expressed his disappointment at the lack of information readily available to Local Members and said that since the original meeting with Members in 2002 no further meeting had been held. Following the Cabinet report of 17.12.2002 no information had been forthcoming until the 14.05.2003 Annual Council were informed of the extra costs of the scheme. He had again asked for Local Members to be informed but nothing happened.

Councillor Edwards said he had spoken with the Chief Executive on the 20.08.2003 and outlined his concerns regarding the progress of the work. With regard to the complexities of the scheme, he said he had been part of a similar scheme where 7 miles of construction work had been completed in less than 2 years.

He then referred to a the last paragraph of the Authority's press release dated 03.09.2003 and asked why the Local Members had not been informed of the revised timetable as officers had been aware of the changes since 14.05.2003. Councillor Edwards said that after 3 years "expect completion of the work by October 2003" was not good enough and asked whether the press release had been based on the work programme.

Councillor Edwards said he had been approached by the Local Action Group for a meeting to explain the situation and said that before doing so he would agree the information to be given with the Chief Executive. He then suggested a task group of executive and non-executive Members be set up to work alongside officers.

Councillor E A Owens referred to the alternatives listed in paragraph 4.2 of the report with regard to the funding for the project until additional external funding was secured and said funds from general reserves could be allocated to specific reserves for this scheme.

Councillor E C Edwards suggested Objective 1 funding should be explored for funding for the Corwen Scheme. The Corporate Director: Environment agreed Objective 1 funding was a possibility but the process could not be allowed to add to the timescale of the scheme.

With regard to paragraph 7.1 of the report, the Corporate Director: Resources said it was not possible to confirm that Welsh Assembly Government funding would be available to fund all schemes as a fixed amount of funding was available for the whole of Wales. The additional costs of the Ruthin project could potentially impact on the level of funding available for other projects.

The Highways Services Manager said scheme priority was decided once the cost benefit analysis had been completed by consultants and are decided on by the Welsh Assembly Government who would take into account benefit to the largest number of properties.

In response to a query from Councillor W R Webb, the Chief Executive said it was not possible to quantify the final costs of the scheme until it had been completed, the invoices received and scrutiny of the whole process had been undertaken.

With regard to a task group, the Chief Executive said that whilst he felt there was no need for such a group he agreed with Councillor E C Edwards that there had been shortcomings in contacting Local Members to have regular briefings and updates and apologised. With regard to the press notice issued he said it had been based on the work programme available at that time but emphasised that the contractor's estimate of the work programme was also subject to change.

The Highways Services Manager said officers would be discussing the completion programme with the contractors within the next two week. The Chief Executive agreed to let Members know the revised timetable when available.

RESOLVED that Members recommend to Council that:

- [a] £641k of general balances are earmarked as special reserve to cover the current shortfall in funding for the project.
- [b] the balance of available funding [up to £400k] within the Capital Plan is used for the Mwrog Street Flood Alleviation Scheme.

The meeting concluded at 12.55 p.m.

AGENDA ITEM NO: 3 [CABINET 2003 - 136]

REPORT TO CABINET

CABINET MEMBER: Cllr J A Smith, Lead Member for Social Inclusion

DATE: 25th September 2003

SUBJECT: Current position in Children and Families Social

Services

1 DECISION SOUGHT

1.1 Members are requested to:

- (i) endorse the current approach to stabilising Children's Social Services;
- (ii) support additional short-term measures to address staff shortages;
- (iii) note the potential budget implications of child care social work recruitment/retention for 2004/05;
- (iv) receive a further report in December 2003.

2 REASON FOR SEEKING DECISION

2.1 Context:

Members will be aware that the staffing position in Children's Services has been fragile over a protracted period of time. This reflects national difficulties in recruitment to child care social work – but is very clearly manifested in Denbighshire. The Joint Review has drawn attention to the associated risks in their informal feedback to Members in advance of the publication of the final report in October.

- 2.2 Last year Children's Services lost a number of key, highly experienced social workers, although a period of temporary stability was achieved in the first six months of this year in respect of staffing numbers. However, the level of experience held by the permanent workforce has diminished.
- 2.3 A significant number of initiatives have been taken over the last year to strengthen the position (creation of Head of Service post, additional traineeships, additional social work and social work

assistant posts, mentoring of newly qualified staff, additional administration, creation of full time Child Protection Coordinator and Reviewing Officer posts) – but despite these solid workforce planning measures, we have lost ground overall.

- 2.4 Over recent months a number of factors have come together to worsen this position. These include:
 - The sudden departure of a number of experienced agency staff work loads and work pressures being cited as decisive factors in some cases.
 - Increasing levels of sickness absence, particularly with stress being presented as the primary or underlying cause.
 - Alternative work being offered at higher rates of pay by other organisations (eg independent foster care agencies) and in some cases by other local authorities.
 - The unavailability of locum staff from social work agencies
 - A lack of capacity to respond to service pressures within the existing staffing establishment.

2.5 Workforce Impacts:

Children's Services in Denbighshire currently employs 39 social workers in 10 teams, including specialist partnership services such as the Youth Offending Team, and needs to increase this to meet new responsibilities. The total current number of vacant posts in Children Services is twenty-three. Some are managerial and unqualified support staff. The critical issue is that of this number, thirteen are front line operational vacancies, almost equivalent to the social work complement of two mainstream teams.

2.6 The position in each of the three Intake and Assessment / Child Care Teams has been particularly pressured. The position of the other 2 teams – the Disabled Children's Team and the Leaving Care Team remains chronic. As a brief example, as of the 14th of September 2003 the Child Care North Team has only three qualified social workers available to cover all Denbighshire's Social Work responsibilities to approximately forty children in care proceedings and a further 50 Children Looked After - a potential caseload ratio of 30:1. While there are no set national caseload ratios, a workload of 15:1 would currently be considered as more realistic. There is no short term possibility of this situation changing.

- 2.7 The impact of the current position upon staff and managers is considerable. Unqualified staff are working to the limits of what should be reasonably expected of them, qualified staff are working flexibly to cover work pressures. The spans of control for individual managers responsible for high levels of risk and complex casework with insufficient, experienced staff are in danger of becoming intolerable.
- 2.8 A critical issue for the present and future in comparison with the historical position is a lack of elasticity. Any further haemorrhaging of qualified and particularly experienced staff and managers due to work pressure and professional dissatisfaction is likely to present a serious risk to the Council's ability to fulfil it statutory responsibilities to Children In Need.
- 2.9 The use of agency staff, when available, are essential to maintaining services but the costs are significantly higher. The average hourly cost of an in house social worker including on costs is £15 per hour. Agencies charge up to £25 per hour.
- 2.10 At the same time as we are experiencing profound difficulties in staffing child-care social work, we have equivalent pressures in recruiting and retaining foster carers. Therefore, there is not just one pressure area in the service but multiple ones.

2.11 **Action Taken:**

On the 31st July 2003 the Social Services Inspectorate for Wales was formally notified of the position within Children's Services and subsequently provided with a more detailed briefing and action plan. Matters were also placed before Denbighshire's Area Child Protection Committee this month.

2.12 A thirty point action plan has been in operation since 8th August addressing three critical areas; those of risk management, staff morale / support and recruitment and retention.

2.13 Risk Management:

Improving risk management has, and continues to be of the highest priority. Key action taken includes:

- Applying triage criteria of high, medium and low to all open cases in the department. It should be noted that the revised threshold for social services intervention is now relatively high.
- Prioritising high and medium cases for service delivery approximately 220 and 170 cases respectively.
- Suspending services to a significant number of low priority cases from 19/9/03 - approximately 250 cases.
- Requesting the help of partner agencies to monitor risk to unallocated cases.
- Weekly monitoring to the Head of Service on numbers and priorities of unallocated cases and the frequency of statutory visits to children on the Child Protection Register. Monthly report to the Corporate Director and Lead Member for Social Inclusion in line with the requirements of the Laming report on the Victoria Climbie case.

2.14 Recruitment and Retention:

Detailed work is being progressed to address short and medium term issues. A finalised position is not yet available. Key actions in addition to the existing Work Force Strategy include:

- Progressing to appointment up to five social workers from recent national advertising.
- Cost benefit analysis of improving terms and conditions for child-care social workers and expanding traineeships and bursaries.
- Strengthening, where possible, levels of managerial support to front line teams.
- Exploring contracting options with national and international social work agencies to deliver locum cover over a defined period.

2.15 **Service Delivery Impacts:**

- Full services to children on the Child Protection Register are being maintained as is initial assessment and intervention for children in high and medium categories of presenting need.
- The quality of services to Children Looked After is set to deteriorate. After applying triage criteria there is still insufficient capacity to allocate children not in care proceedings. This could affect up to 50

- children. Although statutory visits to children will be undertaken by support staff, active care planning will cease.
- 250 families and a larger number of individual children will have services suspended as from 19/9/03. Services will not be provided unless their personal circumstances deteriorate and/ or risks to individual children increase.
- The short term ability of partner agencies to provide monitoring and support may be compromised if the position continues into the medium term and as numbers of unallocated cases rise.
- Reduction of service to "low" priority cases may in the longer term increase the demand on child protection services and increase the number of Children Looked After.

2.16 The Wider Context:

Members are reminded that the local authority is currently required to implement a check list of good practice for Children In Need issued by the Minister for Health and Social Services in March 2003. The contents of this list are derived from recommendations made by Lord Laming in response to the death of Victoria Climbie. Further clarification is awaited from The Welsh Assembly Government concerning the status of the remaining recommendations and those elements of the Green Paper Every Child Matters (the UK Governments response to the Laming report), which may apply in Wales. However increased oversight and accountability of senior officers and members for services to children at risk is a key feature.

3 POWER TO MAKE THE DECISION

Children Act 1989 Leaving Care Act 2000 Adoption and Children Act 2002

4 COST IMPLICATIONS

The full range of actions and required cost implications of securing a sustainable child-care social work workforce in Denbighshire have not yet been fully defined, planned measures to deal with the issues have been comprehensively implemented but not solved the problem. However the outline approach now is as follows:-

a) Short Term

- Allocation of budget for supplementary recruitment initiatives, eg recruitment costs of additional agency social workers = £62K.
 (These costs cannot be met within existing budgets because:
 - (i) staff on sick leave still have to be paid;
 - (ii) existing agency staff cost more than vacant posts.)
 Flexibility is required as to exactly how this sum would be used as a combination of approaches may be appropriate rather than the example given above. Expenditure would, however, be subject to approval by the Lead Member, the Chief Executive and the County Clerk.

b) Long Term -

- Additional management posts to support the Intake and Childcare Service, delivering on supervision requirements for unqualified and temporary staff £108,000.
- Team Manager Leaving Care/15 Plus Service (no provision currently) £41,000.
- Additional staffing in Children's Services to meet statutory requirements £203,000.
- Recruitment and retention measures for child care social workers and trainee social workers up to £100,000.

5 FINANCIAL CONTROLLER STATEMENT

In the current year costs will need to be contained within the overall Directorate budget. Any impact on next financial year will need to be identified and considered as part of the budget setting exercise.

6 CONSULTATION CARRIED OUT

Denbighshire Area Child Protection Committee including :-

Dr Horrocks, Conwy & Denbighshire Trust (CHAIR) Alwen Ingledew, Conwy & Denbighshire Trust Sylvia Jones, Denbighshire Lifelong Learning Rachel Shaw, Conwy & Denbighshire Trust DCI Kevin Evans, North Wales Police Social Services Inspectorate Wales

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

- 7.1 Ability to deliver the underlying principles espoused by the Corporate Parenting Statement and Check List under threat.
- 7.2 Development of early intervention and preventative measures in line with Children & Young People's Framework compromised.

8 RECOMMENDATION

Members are requested to:

- 8.1 Endorse the current approach to stabilising Children's Services (para 2.11-2.15).
- 8.2 Approve the allocation of up to £62K from the additional 2003/04 budget allocation to support additional short term recruitment measures, subject to approval by the Lead Member, the Chief Executive and the County Clerk (para 4a).
- 8.3 Agree to receiving a further report in December 2003¹
- 8.4 Note the potential budget implications for 2004/05 (para 4(b)).

AGENDA ITEM NO: 4 [CABINET 2003 - 137]

REPORT TO CABINET

MEMBER: Councillor R W Hughes, Lead Member for

Lifelong Learning

DATE: 25 September 2003

SUBJECT: Managing School Places

1 DECISION SOUGHT

1.1 To seek Members approval to proceed to formal consultation with schools listed in 2.5.

2 REASON FOR DECISION

- 2.1 The Directorate has carried out an initial review according to the criteria agreed at the Cabinet paper on 26.11.02 [Agenda item 11 Cabinet 2002-191]. These criteria allowed options analysis of schools to take place in relation to Audit Commission report on Managing School Places in Denbighshire.
- **2.2** The agreed criteria to be applied when considering rationalization were:
- 2.2.1 Average pupil budget where more than 125% or less than 90% of Denbighshire average.
- 2.2.2 Number of surplus places greater than 25% of the total number of spaces (and more than 30 unfilled).
- 2.2.3 Schools with more than 110% occupancy.
- 2.2.4 Year groups regularly containing fewer than 8-10 pupils in primary or fewer than 80 in a cohort in secondary.
- 2.2.5 Headteachers' with a substantial teaching commitment.
- 2.2.6 Infant and Junior schools that are physically adjacent to or within half a mile of each other.
- 2.2.7. The proportion of Welsh medium or denominational places in an area.
- 2.2.8 Condition of school buildings.
- 2.2.9 Impact of changes in the community and future sustainability
- 2.2.10 the current Home school transport policy.

- 2.3. **POLICY CONTEXT.** Members are also reminded of the policy context which informs the review.
 - A. Denbighshire County Council Policy for Small Schools. The Authority currently has a policy for small primary schools. Members resolved that an assessment should be made to any school with fewer than 30 pupils on roll continually over a period of 3 years. There are currently 4 schools which are listed in 2.5.
 - B. The National Assembly's stated aim is to provide adequate school buildings for all by 2010. This target will not be met, in Denbighshire, unless the review rationalises some school buildings, which are no longer used or are unviable or unsustainable. In this context Estyn reports consistently refer to specific sites and buildings issues inadequate play areas for under fives, poor quality of school buildings, no school halls.

And the possible advantages and disadvantages which will derive from the review

ADVANTAGES

- Improved education facilities and ensuring equality of opportunity through more equitable distribution of resources
- Teaching spaces appropriate for 21st Century teaching
- Social integration greater opportunity to interact peer balance
- To maximise more efficient use of revenue resources e.g. Staffing/heating/maintenance
- Achieve sufficient play areas

DISADVANTAGES

- Potential increased travelling times/transport costs/associated environmental issues
- Pupils not educated within their immediate community
- Possible staff re-deployment

Having applied the criteria listed in 2.2 it is considered that the advantages can be delivered through the review with the following schools emerging as the principle candidates:

Rhyl Community of Schools:- **Denominational issues** i.e. Ysgol Mair.

<u>Prestatyn Community of Schools</u>: - Penmorfa, Bodnant

Infants and Bodnant Juniors, Ysgol Melyd, Ysgol Y Llys

Denbigh Community of Schools: - Frongoch, Y Parc, Heulfre,

Gwaenynog, St. Brigid's, Twm o'r Nant

<u>Ruthin/Denbigh Rural community of Schools</u>: - Clocaenog,

Cyffylliog, Rhewl, Prion, Llanrhaeadr, Llandyrnog

Dee Valley community: - Dyffryn Iâl (Bryneglwys, Llandegla),

Carrog, Glyndyfrdwy, Llantysilio, Bryncollen (Llangollen)

Infant and Junior Schools within ½ mile of each other

Bodnant Infants and Bodnant Juniors St. Asaph V.P and Esgob Morgan Ysgol y Parc and Frongoch Ysgol Gwaenynog and Heulfre

NB See Appendices 1 - 6. For statistical details. Members need to note that numbers will be constantly reviewed as the exercise progresses.

2.4 Members need to note the following

- The need for distinct geographical areas to be used as the basis for any review.
- Local Government auditors have noted as good practice "where the LEA is reviewing distinct geographical areas as part of a rolling programme to inform discussions on rationalising places". The Area Partnership groups have therefore been chosen as the best way of reflecting geographical areas. However the impact on feeder schools in any area under review will need to be taken into consideration and this implies that schools not currently included in the review may need to be considered.

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- All schools related together in groupings will need to be considered as a totality. There are no grounds for exemption for any particular school in a grouping although inclusion does not imply any particular outcome at this stage.
- 2.5 The following factors will also need to be taken into account:
 - The effect of the new Denbighshire Welsh Language Policy currently being developed
 - The Foundation Phase proposals and implications on surplus places due to the expected increase in floor area per child from 1.8sqm to 2.3sqm for all infant departments
 - Geographical location of school
 - The need to spend capital to save in the future which may be offset by potential capital receipts
 - Review of the Local Management of Schools Formula
- 2.6 Members are also reminded that during the Audit Commission inspection of Managing School Places in 2001 it was recommended that the Authority should establish procedures to review surplus places/overcrowding on an annual basis, and action plan accordingly. In this respect the consultative approach taken by Denbighshire and other partners was commended.

2.7 **REVIEW TIMETABLE**

A precise timescale will be dependent upon the appointment of the Project Team allocated to carry out the work. However, it should be borne in mind that any rationalisation proposals will require the publication of statutory notices and the timescale for implementation of any proposal could take up to 12 months following the expiry date of the statutory notice.

2.8 **PROJECT TEAM**

2.8.1 The decision to adopt a Project Management template has already been taken and there will be a programme of INSET to develop this. A training event has been set for October 2003 by which time some clarity in the appointment of a Project Management Team will have been achieved.

2.9 PROGRESS TO DATE

- 2.9.1 A review of all Schools, which currently have temporary accommodation, has been under taken. One temporary unit was identified as surplus; however, due to a disabled pupil starting at the school, the temporary accommodation has been adapted as a short-term measure to accommodate the pupil.
- 2.9.2 Consultation has been on-going with the RC Diocese in respect of the closure of St. Winefride's RC School, St. Asaph. Closure orders have now been issued and the school is expected to close in July 2004.
- 2.9.3 One site of a three site primary school was closed in July 2002 and this is currently being explored as a potential capital receipt.
- 2.9.4 It should be noted that Denbighshire County Council's Draft Regulatory Plan 2003/04 identifies managing school places and small schools as a risk and under the action proposed states "we will follow up the report and monitor Council's actions".

3. POWER TO MAKE THE DECISION

3.1 **Schedule 23, Part VI, Section 11** of the School Standards and Framework Act 1998, allows the Authority to review the standards numbers applying to any manitained school, having regard to the schools capacity to accommodate pupils.

Schedule 23, Part II, Section 5 of the same act, allows the Authority to apply for a variation of the standard number and provides that before making such application, consultation must take place.

4. COST IMPLICATIONS

4.1 Members need to be aware that in view of the limited capital maintenance funding available it is advised that there are currently no identifiable alternatives other than a review which will bring schools up to the required standard. Cost implication additional information – see Appendix 6.

4.2 lt proposed that to a degree the cost of funding extensions/adaptations to rationalise schools and reduce surplus places will be self-financing through the sale of surplus school buildings/land, having regard to Council policy for capital receipts accruing from the sale of surplus land/property. However the title to some of the Council's schools is problematic. The majority of Voluntary or Aided Schools are not in the Council's ownership; older schools sites may be subject to revertor, this matter is being investigated further to establish the implications when a site ceases to be used for Educational purposes and a number of sites are subject to Educational Trusts. In view of this it should be borne in mind that there could well be implications on the County's Capital Programme for future years.

5. FINANCIAL CONTROLLER STATEMENT

5.1 The Council in February agreed as part of the approval of the budget for 2003/4 to implement the results of the Managing Schools Places exercise during 2004. The financial implications will be need to be included in a further report as the position clarifies.

6. CONSULTATION CARRIED OUT

No consultation has taken place in respect of this particular decision, but the following meetings have been carried out to share and develop a strategy on Managing School Places:

Member / Officer Task Group - May 2001

Consultation Meetings - with Chairs of Governors and Headteachers of all Denbighshire schools, October - December 2001

All Headteachers - May 2002

Lifelong Learning Scrutiny Committee will be consulted at their October 2003 meeting and the Cabinet view will be made known to them at that meeting.

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

Education Strategic Plan 2002/05
Welsh Language Scheme for Schools – Statutory review by December 2003
School Organisation Plan – Annual Review
School Transport Policy – Currently under review
Community Strategy
Asset Management Plan

8 RECOMMENDATION

- 8.1 Subject to the Project Team issues being resolved it is recommended that Cabinet approves that officers should proceed to formal consultation with Governing Bodies, Headteachers, staff, parents, Diocesan Authorities, Unions, Professional Associations and others as may be appropriate in respect of schools all listed in 2.5.and schools identified by Denbighshire's small schools policy (3.1).
- 8.2 Subject to Members approving recommendation 8.1, it is further proposed that Members prioritise the consultation on the Ruthin/Denbigh rural community of schools, in the 2.5. group (due to the majority of the small schools, under 30, being in that area), and Ysgol Heulfre and Ysgol Gwaenynog in the 2.5 group, due to their size and close proximity.
- 8.3 A progress report is presented to Cabinet in January 2004 on the outcome of the consultation.

Appendix 1

Analysis of schools based on agreed criteria shown in geographical grouping

	Average pupil budget where it is more than 125% or less than 90% of the Denbighs -hire average	Number of surplus places greater than 25% of the total number of spaces (and more than 30 unfilled)	Year groups regularly containing fewer than 8- 10 pupils in the primary schools or fewer than 80 in a cohort – secondary schools	Headteacher with a substantial teaching commitment (+50%)	Condition of school buildings (Average pupil budget where it is more than 125%)	of We mediu denon places area	ım or ninational	Schools with more than 110% occupancy	Infant or junior schools that are physically adjacent to or within half a mile of each other.	County policy on schools of less than 30 pupils
Betws Gwerfil Goch	131%		✓	0	126%	В				
Bro Elwern	140%		✓	0	181%	В		131%		
Caer Drewyn				0		D				
Maes Hyfryd				0		В				
Llandrillo	4.40	070/	✓	0	192%	В	***			
Dyffryn Iâl	168%	37%	,	0	0000/	С	VC			2.7
Glyndyfrdwy	184%		✓ ✓	0	286%	B D				27
Carrog Llatysilio	152%		√	0	140%	D	VC			
Bryn Collen	13270		· ·	0		C	VC			
Bro Famau	192%			0		D				
Llanarmon	1 / 2 / 0	48%		O	536%	Ь				
Bro Famau Llaferres		10,10		0		D				
Pentrecelyn		32%		0		В				
Llanfair D.C.	133%			0		С	VC			
Llanbedr		32%		0		D	VC			
Rhewl	147%	63%	✓	0	266%	С				
Gellifor				0		D				
Bryn Clwyd	324%	79%	✓	0	669%	D				24
Pen Barras						Α				
Borthyn				0		D	VC			
Rhos Street					4.450/	D				
Clocaenog	144%	710/	√	0	145%	В				
Cyffylliog	285%	71%	√	0	291%	C	VC			17
Pant Pastynog Prion Bro Cinmeirch	197%	62%	✓ ✓	0	177%	В	VC			25
Twm o'r Nant	143%		· · ·	0		B A				
Y Parc (i)						D			*	
Frongoch (j)	74%					D			*	
Gwaenynog (i)	7 170	29%		0	137%	D			*	
Heulfre (j)		41%		0	10170	D			*	
St Brigid's (Primary)	73%					D	VA	118%		
Henllan				0		В				
Bodfari			✓	0		D				
Trefnant	132%		✓	0	149%	D	VC	118%		
Tremeirchion		36%	✓	0		A	VC			
St. Asaph V.P.				0		D			*	
Esgob Morgan (J)	88%	F001	,	0	0.4557	D			*	
St Winefrides R.C.	135%	56%	✓	0	246%	D	VA			
Y Faenol	1.400/		√		0000/	D				
Cefn Meiriadog Y Castell	142%		· ·	0	203% 127%	D D				
Hiraddug					121 /0	D				
Melyd		40%		0	179%	D				
Y Llys		1070			17.570	A				\vdash
Bodnant (I)						D		119%	*	
Bodnant (J)	79%					D		/ 0	*	
Penmorfa	83%					D		116%		
Dewi Sant						Α				
Bryn Hedydd	84%					D				
Christchurch					180%	D				
Emmanuel						D				
Llywelyn	86%				139%	D				
Mair R.C.	83%	28%	,			D	VA			
St Brigid's(S)			√			D	VA			
Prestatyn (S)		l	✓		l l	I		✓		

Denbighshire County Council Confidential

A – Designated Welsh Medium School

B – Natural Welsh School

C – Bilingual School

D – English Medium School

Grouping of schools according to criteria

◆ Average pupil budget more than 125% * more than 150% Betws Gwerfil Goch

Bro Elwern
Dyffryn Iâl
Glyndyfrdwy
Llatysilio

Bro Famau Llanarmon

Llanfair D.C.

Rhewl Bryn Clwyd

Clocaenog
Cyffylliog
Prion

Bro Cinmeirch Trefnant St.Winefrides

Cefn Meiriadog

♦ Average pupil budget less than 90%

Frongoch St Brigid's Bodnant Penmorfa Bryn Hedydd

Llywelyn

Ysgol Mair R.C.

♦ Surplus places greater than 25% and with more than 30 unfilled

Dyffryn Iâl

Bro Famau

Pentrecelyn

Llanbedr

Rhewl

Bryn Clwyd

Cyffylliog

Prion

Gwaenynog

Heulfre

Tremeirchion

St Winifrides

Melyd

Mair

♦ Year groups of 8 and under

Betws

Bro Elwern

Llandrillo

Glyndyfrdwy

Carrog

Llantysilio

Rhewl

Bryn Clwyd

Clocaenog

Cyffylliog

Prion

Bro Cinmeirch

Bodfari

Trefnant

Tremeirchion

St Winefrides

Cefn Meiriadog

St Brigid's secondary (cohort of less than 80)

♦ Headteacher with +50% teaching commitment

All school with less than 190 pupils

♦ Condition of school building more than 125%

Betws Gwerfil Goch

Bro Elwern

Llandrillo

Glyndyfrdwy

Carrog

Bro Famau Llanarmon

Pentrecelyn

Rhewl

Bryn Clwyd

Clocaenog

Cyffylliog

Prion

Gwaenynog

Trefnant

St Winefrides

Cefn Meiriadog

Y Castell

Melyd

Christchurch

Llywelyn

♦ School with more than 110%

Bro Elwern

St Brigid's

Trefnant

Bodnant Infants

Penmorfa

Prestatyn High

♦ Infant and Juniors within ½ mile

Y Parc

Frongoch

Heulfre

Gwaenynog

St. Asaph V.P.

Esgob Morgan

Bodnant Juniors

Bodnant Infants

♦ Less than 30 pupils

Glyndyfrdwy

Cyffylliog

Pant Pastynog Prion

Bryn Clwyd (Llandyrnog)

Bro Elwern 46 154 3348 Caer Drewyn 121 302 2496 Maes Hyfryd 59 156 2644 Llandrillo 48 135 2813 Dyffryn Iâl 54 217 4019 Glyndyfrdwy 27 119 4407 Carrog 44 123 2795 Llatysilio 33 120 3636 Bryn Collen 261 599 2295 Bro Famau Llanarmon 39 179 4590 Bro Famau Llaferres 59 156 2644 Pentrecelyn 64 163 2547 Llanfair D.C. 59 188 3186 Llanbedr 65 181 2785 Rhewl 33 116 3515 Gellifor 87 213 2448 Bryn Clwyd 24 186 7750 Pen Barras 191 426 2230 Borthyn 1	% 131%
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Pen Barras 191 426 2230 Borthyn 133 328 2466 Rhos Street 188 425 2261 Clocaenog 33 114 3455 Cyffylliog 17 116 6824 Pant Pastynog Prion 25 118 4720 Bro Cinmeirch 37 127 3432 Twm o'r Nant 230 596 2591 Y Parc (i) 159 396 2491 Frongoch (j) 233 411 1764 Gwaenynog (i) 82 240 2927 Heulfre (j) 98 240 2449 St Brigid's (Primary) 133 232 1744 Henllan 91 228 2505	102%
Borthyn 133 328 2466 Rhos Street 188 425 2261 Clocaenog 33 114 3455 Cyffylliog 17 116 6824 Pant Pastynog Prion 25 118 4720 Bro Cinmeirch 37 127 3432 Twm o'r Nant 230 596 2591 Y Parc (i) 159 396 2491 Frongoch (j) 233 411 1764 Gwaenynog (i) 82 240 2927 Heulfre (j) 98 240 2449 St Brigid's (Primary) 133 232 1744 Henllan 91 228 2505	324%
Rhos Street 188 425 2261 Clocaenog 33 114 3455 Cyffylliog 17 116 6824 Pant Pastynog Prion 25 118 4720 Bro Cinmeirch 37 127 3432 Twm o'r Nant 230 596 2591 Y Parc (i) 159 396 2491 Frongoch (j) 233 411 1764 Gwaenynog (i) 82 240 2927 Heulfre (j) 98 240 2449 St Brigid's (Primary) 133 232 1744 Henllan 91 228 2505	93%
Clocaenog 33 114 3455 Cyffylliog 17 116 6824 Pant Pastynog Prion 25 118 4720 Bro Cinmeirch 37 127 3432 Twm o'r Nant 230 596 2591 Y Parc (i) 159 396 2491 Frongoch (j) 233 411 1764 Gwaenynog (i) 82 240 2927 Heulfre (j) 98 240 2449 St Brigid's (Primary) 133 232 1744 Henllan 91 228 2505	103%
Cyffylliog 17 116 6824 Pant Pastynog Prion 25 118 4720 Bro Cinmeirch 37 127 3432 Twm o'r Nant 230 596 2591 Y Parc (i) 159 396 2491 Frongoch (j) 233 411 1764 Gwaenynog (i) 82 240 2927 Heulfre (j) 98 240 2449 St Brigid's (Primary) 133 232 1744 Henllan 91 228 2505	94%
Pant Pastynog Prion 25 118 4720 Bro Cinmeirch 37 127 3432 Twm o'r Nant 230 596 2591 Y Parc (i) 159 396 2491 Frongoch (j) 233 411 1764 Gwaenynog (i) 82 240 2927 Heulfre (j) 98 240 2449 St Brigid's (Primary) 133 232 1744 Henllan 91 228 2505	144%
Bro Cinmeirch 37 127 3432 Twm o'r Nant 230 596 2591 Y Parc (i) 159 396 2491 Frongoch (j) 233 411 1764 Gwaenynog (i) 82 240 2927 Heulfre (j) 98 240 2449 St Brigid's (Primary) 133 232 1744 Henllan 91 228 2505	285%
Twm o'r Nant 230 596 2591 Y Parc (i) 159 396 2491 Frongoch (j) 233 411 1764 Gwaenynog (i) 82 240 2927 Heulfre (j) 98 240 2449 St Brigid's (Primary) 133 232 1744 Henllan 91 228 2505	197%
Y Parc (i) 159 396 2491 Frongoch (j) 233 411 1764 Gwaenynog (i) 82 240 2927 Heulfre (j) 98 240 2449 St Brigid's (Primary) 133 232 1744 Henllan 91 228 2505	143%
Frongoch (j) 233 411 1764 Gwaenynog (i) 82 240 2927 Heulfre (j) 98 240 2449 St Brigid's (Primary) 133 232 1744 Henllan 91 228 2505	108%
Gwaenynog (i) 82 240 2927 Heulfre (j) 98 240 2449 St Brigid's (Primary) 133 232 1744 Henllan 91 228 2505	104%
Heulfre (j) 98 240 2449 St Brigid's (Primary) 133 232 1744 Henllan 91 228 2505	74%
St Brigid's (Primary) 133 232 1744 Henllan 91 228 2505	122%
Henllan 91 228 2505	102%
	73%
	105%
Bodfari 42 125 2976	124%
	132%
	109%
	116%
Esgob Morgan (J) 149 313 2101	88%
	135%
	108%
	142%
Y Castell 201 462 2299	96%
Hiraddug 188 429 2282	95%
	114%
	105%
Bodnant (I) 244 571 2340	98%
Bodnant (J) 304 572 1882	79%
Penmorfa 630 1247 1979	83%
Dewi Sant 357 780 2185	91%
Bryn Hedydd 422 853 2021	84%
	106%
	108%
Llywelyn 645 1336 2071	86%
Mair R.C. 381 754 1979	
301 134 1919	83%
7904 18927 2395	

Appendix 4

Analysis of school capacities based on January 2003 on roll and May 2003 capacities

Analysis of sch		acity Numb		Pupil	Surplus	Surplus	Capacity
	Oup	acity (tarrib	0.0	Numbers		capacity	%
				Jan 03	capacity	%	70
	Perm	temp	Total	Janus		/0	
Betws Gwerfil Goch	46	temp 0	46	42	4	9%	
Bro Elwern		_				9%	4040/
	35	0	35	46	-11	400/	131%
Caer Drewyn	138	0	138		17	12%	
Maes Hyfryd	60	24	84	59	25	30%	
Llandrillo	75	0	75	48	27	36%	
Dyffryn Iâl - Bryneglwys	46	0	46	28	18	39%	
Dyffryn Iâl - Llandegla	40	0	40	26	14	35%	
Glyndyfrdwy	45	0	45	27	18	40%	
Carrog	70	0	70	44	26	37%	
Llatysilio	51	0	51	33	18	35%	
Bryn Collen	252	0	252	261	-9		104%
Bro Famau Llanarmon	75	0	75	39	36	48%	
Bro Famau Llaferres	66	0	66	59	7	11%	
Bro Famau Graianrhyd	40	0	40	0	40	100%	
Pentrecelyn	94	0	94	64	30	32%	
Llanfair D.C.	61	0	61	59	2	3%	
Llanbedr	71	24	95	65	30	32%	
Rhewl							
Gellifor	88	0	88	33	55	63%	
	63	26	89	87	2	2%	
Bryn Clwyd - Llandyrnog	113	0	113		89	79%	
Pen Barras	129	85	214	191	23	11%	
Borthyn	127	30	157	133	24	15%	
Rhos Street	227	0	227	188	39	17%	
Clocaenog	44	0	44	33	11	25%	
Cyffylliog	58	0	58	17	41	71%	
Pant Pastynog Prion	66	0	66	25	41	62%	
Bro Cinmeirch - Llanrhaeadr	52	0	52	37	15	29%	
Twm o'r Nant	251	50	301	230	71	24%	
Y Parc (i)	162	0	162	159	3	2%	
Frongoch (j)	239	0	239	233	6	3%	
Gwaenynog (i)	116	0	116		34	29%	
Heulfre (j)	142	24	166		68	41%	
St Brigid's (Primary)	59	54	113		-20	7170	118%
Henllan	86	23	109		18	17%	110/0
Bodfari							
	70	0	70	42	28	40%	4400/
Trefnant	45	0	45				118%
Tremeirchion	83	0	83			36%	
St. Asaph V.P.	133	0	133			15%	
Esgob Morgan (J)	113	46	159			6%	
St Winefrides R.C.	84	0	84		47	56%	
Y Faenol	131	0	131	121	10	8%	
Cefn Meiriadog	30	23	53		9	17%	
Y Castell	238	0	238	201	37	16%	
Hiraddug	194	0	194			3%	
Melyd	171	0	171	103		40%	
Y Llys	209	23	232			9%	
Bodnant (I)	80	125	205			2,0	119%
Bodnant (J)	315	0	315			3%	. 10 /
Penmorfa	459	85	544	630	-86	J /0	116%
Dewi Sant	384	0	384	357	27	7%	110/0
Bryn Hedydd	406	25	431	422	9	2%	
Christchurch					_	Z 70	4000/
	376	0	376				103%
Emmanuel	278	120	398				101%
Llywelyn	648	0	648			0%	
Mair R.C.	526	0	526	381	145	28%	
				Ĺ	ĺ		
	8260	787	9047	7904	1143		

	Б "	<u> </u>		
	Pupil	Cost per	Cost per	%
	Numbers Jan 03	school 000	pupil	
D . G . C1 G . 1			4.450	4000/
Betws Gwerfil Goch	42	61	1452	126%
Bro Elwern	46	96	2087	181%
Caer Drewyn	121	110	909	79%
Maes Hyfryd	59	84	1424	124%
Llandrillo	48	106	2208	192%
Dyffryn Iâl	54	74	1370	119%
Glyndyfrdwy	27	89	3296	286%
Carrog	44	71	1614	140%
Llantysilio	33	42	1273	110%
Bryn Collen	261	124	475	41%
Bro Famau Llanarmon	39	241	6179	536%
Bro Famau Llanferres	59	70	1186	103%
Pentrecelyn	64	90	1406	122%
Llanfair D.C.	59	82	1390	121%
Llanbedr	65	59	908	79%
Rhewl	33	101	3061	266%
Gellifor	87	114	1310	114%
Bryn Clwyd	24	185	7708	669%
Penbarras	191	249	1304	113%
Borthyn	133	74	556	48%
Rhos Street	188	242	1287	112%
Clocaenog	33	55	1667	145%
Cyffylliog	17	57	3353	291%
Pant Pastynog Prion	25	51	2040	177%
Bro Cinmeirch	37	33	892	77%
Twm o'r Nant	230	271	1178	102%
Y Parc (i)	159	123	774	67%
Frongoch (j)	233	210	901	78%
Gwaenynog (i)	82	129	1573	137%
Heulfre (j)	98	107	1092	95%
St Brigid's (Primary)	133		0	0%
Henllan	91	30	330	29%
Bodfari	42	54	1286	112%
Trefnant	53	91	1717	149%
Tremeirchion	53	60	1132	98%
St. Asaph V.P.	113	142	1257	109%
Esgob Morgan (J)	149	64	430	37%
St Winefrides R.C.	37	105	2838	246%
Y Faenol	121	111	917	80%
Cefn Meiriadog	44	103	2341	203%
Y Castell	201	294	1463	127%
Hiraddug	188	216	1149	100%
Melyd	103	212	2058	179%
Y Llys	212	273	1288	112%
Bodnant (I)	244	288	1180	102%
Bodnant (J)	304	223	734	64%
Penmorfa	630	297	471	41%
Dewi Sant	357	434	1216	106%
Bryn Hedydd	422	262	621	54%
Christchurch	387	801	2070	180%
Emmanuel				86%
	403	401	995	
Llywelyn Main B. C.	645	1032	1600	139%
Mair R.C.	381	211	554	48%
	7004	0404	4450	
	7904	9104	1152	

Appendix 6

If the Council does nothing other than refurbish all existing schools then according to an independent condition survey, there is a minimum cost of £20M required over 5 years to bring schools up to minimum maintenance standards based on 2003 costs

This figure is very much a minimum because:

- i. The figures cover the cost of repairing the current buildings (i.e. They do not take account of the cost of removing mobile classrooms and provide permanent build). This could be in the region of £20m.
- ii. The figures take no account of the requirements of the Disability Discrimination Act to improve accessibility in all schools. This could be in the region of £1m +
- iii. The condition survey figures are based on a visual inspection. Experience shows that once work is underway, issues such as hidden asbestos or faulty/old wiring readily becomes apparent. Impossible to quantify at this stage.
- iv. The condition survey does not take into account the cost of replacing outdated equipment (e.g. boiler replacements). This could be in the region of £0.5m +

In addition:

- Annual specific grants for school buildings is received from NAFW

 approximately £1.3m. This is expected to be used for upgrading and providing permanent accommodation.
- It is anticipated that there will be an additional allocate of £9m by NAFW to Denbighshire County Council to cover the period 2005 to 2010, this funding will be expected to cover substantial projects which cannot be funded from the smaller annual allocate.
- Further discussion is to take place with NAFW officials during the Autumn term 2003.
- The Council is not able to bid for match funding to support the Schools Capital Allocation. There may be a need to secure a commitment from the Council's Capital Resources.
- The expenditure which would be incurred by Denbighshire County Council in maintaining the 'status quo' would mean that on current levels of funding Denbighshire would continue to have the current complement of schools and these schools would be at or below the minimum standard set by

the Assembly.

- Additionally, the average age of each school would have increased, the ongoing maintenance cost of these older buildings would remain at high levels, issues which impact negatively on the curriculum (e.g. no school hall, insufficient play areas) would not have been addressed. Furthermore in the context of falling primary school rolls in Denbighshire, the primary surplus places position will have worsened significantly.
- On the basis of projections, from the 1143 surplus and unfilled places identified in the 2002 annual review, by 2006 if there is no change the Directorate will have continued to spend scarce resources on approximately 1500 empty surplus places, which could otherwise be redistributed to schools to improve standards. There is however, a distinction between 'unfilled' and 'surplus' places which Members will need to take into account.
- Members will need to consider setting a realistic target for an acceptable level of surplus/unfilled places. It should be noted that the 2003 annual review will shortly be commencing.
- Members may also wish to be involved in determining alternative uses to which surplus places may be put.

Prestatyn High	Rhyl High	BEJ	Denbigh High	St Brigids
Penmorfa Bodnant Jnr. Melyd Hiraddug (Dyserth) Y Llys	Bryn Hedydd Christchurch Emmanuel Llywelyn Ysgol Y Castell Dewi Sant	St Winifrides Ysgol Mair	Bodfari Bro Cinmeirch (Llanrhaeadr) Cefn Meiriadog Esgob Morgan Frongoch Henllan Heulfre Trefnant Bryn Clwyd (Llandyrnog) Pant Pastynog, Prion Tremeirchion	St. Brigids prim.
Glan Clwyd	Brynhyfryd	Dinas Bran	Emrys ap Iwan (out of county)	Y Berwyn (out of county)
Dewi Sant	Betws G.G.	Bryn Collen, Llangollen	Y Faenol, Bodelwyddan	Caer Drewyn, Corwen
Henllan	Borthyn	Caer Drewyn, Corwen		Carrog
Tremeirchion	Bro Famau	Carrog		Glyndyfrdwy
Twm o'r Nant	Clocaenog	Glyndyfrdwy		Llandrillo
Ysgol y Llys	Cyffylliog	Llandrillo		Gwyddelwern
Pant Pastynog, Prion	Gellifor	Llantysilio		Maes Hyfryd, Cynwyd
Bro Cinmeirch (Llanrhaeadr)	Gwyddelwern	Maes Hyfryd, Cynwyd		Betws G.G.
	Llanbedr			
	Llanfair			
	Penbarras			
	Pentrecelyn			
	Rhewl			
	Rhos Street			
	Dyffryn Iâl			
	Bryn Clwyd (Llandyrnog)			

AGENDA ITEM NO: 5 [CABINET 2003 - 138]

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR G M KENSLER, LEAD MEMBER

FOR PROMOTING DENBIGHSHIRE

DATE: 25 SEPTEMBER 2003

SUBJECT: SPORT AND RECREATION BEST VALUE

REVIEW: INITIAL OPTIONS APPRAISAL

1 DECISION SOUGHT

1.1 To agree which service delivery options be selected for further investigation as part of the current Best Value Review of Sport and Recreation Services.

2 REASON FOR SEEKING DECISION

- 2.1 Members will know that the Council is committed to a Best Value Review of Sport and Recreation Services this year. The services under review include leisure centres, sports development, countryside recreation, and parks and playing fields. New service aims for sport and recreation were recently agreed by Cabinet (see my delegated decision made of 11 June, 2003) as part of the review process. These are attached to this report as Appendix 1.
- 2.2 A key part of the Challenge and Compete elements of a Best Value Review is the examination of alternative service delivery options. The review Project Team together with our consultants APSE (The Association of Public Service Excellence) have identified the options and prepared an initial appraisal of them for your consideration. This is set out in Appendix 2, with recommendations as to which options should be looked at in more depth as part of the review. The results of this further work will be reported to Cabinet and Scrutiny later this year when you will also be asked to consider a proposed Improvement Plan.
- 2.3 The final inspection of the review and Improvement Plan by the Audit Commission for Wales will take place early next year, followed by their formal judgement as to how good the service is and what are the prospects for improvement.

3. POWER TO MAKE THE DECISION.

3.1 Best Value is covered by the Local Government Act 1999.

4 COST IMPLICATIONS

4.1. There are no direct cost implications arising from the selection of options to be investigated in more detail.

5 FINANCIAL CONTROLLER STATEMENT

5.1 There are no current cost implications resulting from the content of the report. Any future impact on service costs will need to be considered as part of the budget setting exercise.

6 CONSULTATION CARRIED OUT

- 6.1 A Project Team has been established to guide the review. Membership of the Project Team is deliberately wide to encompass the full range of interested parties within the Council, and to involve key external partners. Representatives include the Lead Cabinet Member, Corporate Governance Committee Member, Denbighshire Sports Council, Sports Council for Wales, Countryside Council for Wales, Head Teachers Federation, Education Adviser for PE, Health Strategy Facilitator, LA 21 Policy Officer, Area Partnerships Officer, Access Officer, Senior Grounds Maintenance and Cemeteries Officer, staff, Unions, Lifelong Learning Finance and Property managers, Youth Service, and other key staff from Culture and Leisure. The project team have endorsed the Service Delivery Options paper appended to this report.
- 6.2 It has not been possible to consult Scrutiny prior to this report coming forward to Cabinet, but Lifelong Learning will be considering the matter at their meeting on 8 October. It is recommended that Cabinet agree their position at today's meeting subject to the views of Scrutiny.
- 6.3 This work has been informed by two 'Challenge' events involving the Project Team and a wide range of stakeholders and other organisations.

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

7.1. This Best Value review is a commitment in the Council's Improvement Plan. Other impacts relate to quality of life issues. The provision of high quality sport and recreation opportunities and facilities is a key component of the Council's commitment to promote the social, economic and environmental well being of the area.

8 RECOMMENDATION

8.1. To agree further evaluation of the sport and recreation service delivery options as set out in Appendix 2 attached to this report subject to the views of Lifelong Learning Scrutiny Committee.

Denbighshire's sport and recreation service aims to create:

"More healthy, inclusive, motivated and prosperous communities"

- Health to promote the benefits to physical health and mental well-being of participation in sport and recreation through targeted initiatives and programmes to create healthier citizens.
- Inclusiveness to increase access to sport and recreation by removing physical, economic and social barriers, specifically targeting disadvantaged groups to create inclusive communities
- Motivation to nurture talent by providing the opportunity and encouragement to individuals to learn, explore, improve and realise their potential; creating inspirational achievers and role models
- Prosperity to contribute to the economic regeneration of the county through the provision of high quality sport and recreational opportunities as a key component of our cultural tourism product.

Introduction

As part of the options appraisal it is necessary in the first instance to consider the packaging arrangements for the services under the scope of this review and to consider wider contextual opportunities which influence service delivery and the achievement of corporate objectives.

The scope of this review includes the following elements:

- Leisure Centres
- Sports Development
- Countryside Recreation
- Parks and Playing Fields

The packaging options range accordingly:

- Not providing any or some of these services
- Continued in-house provision of services with clear strategies in place to resolve resource problems and an improvement plan which will deliver step change in service outcomes.
- Delivering these services under the umbrella of a wider Cultural Trust involving the Library and Information service, Arts, Archives and Heritage and the Youth Service.
- Delivering the scoped services through a trust or partnership or procurement venture with another body
- Separating the scoped services and delivering stand-alone and/or combinations of services through a trust or partnership or procurement venture with another body.

Evidence gathered to date demonstrates existing examples of service delivery of Leisure in Denbighshire using all the proposed options e.g. the use of a trust, the involvement of the private sector and partnerships with other bodies. However, there are certain key drivers which need to be considered in evaluating which packaging arrangements and which service delivery vehicles need to be examined in further detail at this stage in the Best Value Review. The following Key Drivers are proposed:

- □ The opportunity to source Capital Investment.
- □ The ability to deliver corporate objectives.
- □ The capacity to deliver long term, sustainable participation opportunities for all residents of Denbighshire.

	Option	Comments	Advantages (Possible)	Disadvantages (Possible)	Option for further Research?
1	Withdraw provision of all or some of the services	Despite providing a significant contribution to revenue savings (£1.4m) the evidence to date from consultation is that the services are regarded to be important to the quality of life and well being of residents and visitors to Denbighshire.	 Revenue savings and reduced pressure on capital programme. Ability to allocate resources into other priority areas. 	 Significant reduction in important service provision with no other operator likely to fill market gap. Possible savings do not take account of substantial one-off closure costs. Negative public reaction/opinion 	No
2	Continued provision of inhouse services with clear strategies in place to resolve resource issues and provide a step change in service outcomes.	Requires a clear political commitment to prioritize the services and to demonstrate a long-term 5 to-7year minimum period of commitment to resource the investment requirements.	 Retain direct control over services and flexibility to influence them to react quickly to national or corporate priorities. Stability for staff Allows for flexibility and integration of service delivery across the cultural agenda. 	The requirement to allocate capital resources to leisure as opposed to other council priorities.	Yes.
3.	Subsume the scoped services under the management of a wider cultural trust which would include libraries, arts, archives and heritage and youth service	Although outside the direct scope of this review the wider cultural trust is a legitimate option for consideration.	◆ A wider building portfolio would generate greater NNDR savings which could be ringfenced to re-invest back into capital improvements in the building stock. There would also be potential for greater VAT savings.	The wider building portfolio also has a higher capital liability in terms of poor building condition which potentially negates the NNDR saving.	Yes
4	Deliver the scoped services through a trust,	The following sub sections examine each of these options separately			

	Option	Comments	Advantages (Possible)	Disadvantages (Possible)	Option for further Research?
	the involvement of the private sector and partnerships with other bodies				
4a	Joint Management with adjoining Council(s)	This would involve two or more neighboring councils joining together to manage and deliver the service.	Potential to reduce some central costs by sharing management and other overheads. Some economies of scale possible. Potential to reduce some central costs by sharing management and other overheads. Some economies of scale possible.	 Differences in political, financial and other priorities between authorities. (Informal discussions with Flintshire, Conwy and Wrexham indicate that they would not be interested in such an arrangement) Loss of local discretion and flexibility. Cost savings minimal. Complex to negotiate and draw up necessary agreements. Unsettling and uncertain for staff. Need to harmonise staff pay and conditions. Possible perception that partners are not receiving an equal share (e.g. where would the headquarters be based?) Little experience or knowledge of such arrangements. 	No.
4b	Externalise	Transfer services to an existing	Potentially removes the capital	◆ The NNDR saving which	No

Option	Comments	Advantages (Possible)	Disadvantages (Possible)	Option for further Research?
Management of service via a trust	trust (Clwyd Leisure Ltd.) or set up a new trust to deliver the services.	liability risk away from the council to allow other capital priorities to be delivered.	would accrue given the scope of the building stock is only £112k (net) and the potential capital liability is in excess of £2.2m. There would be difficulties in disaggregating the NNDR and long-term leases of sports centres on dual use sites would be required which would be problematical to deliver. Transfer to an existing trust runs the risk of service cherry picking which may reduce the level of and range of service delivery. The cost of setting up a new trust may be prohibitive and direct resources away from service delivery. There would be an impact on central overhead costs and possible increased recharges to other council services. Loss of flexibility; new arrangements may be unable to quickly or fully respond to changes in Welsh Assembly or corporate objectives and	

	Option	Comments	Advantages (Possible)	Disadvantages (Possible)	Option for further Research?
	<u> </u>			priorities.	<u> </u>
4c	Externalise management of services to the private sector	It would be difficult to find a service provider to embrace the existing scope of services and therefore this will be considered in the next section which considers the separation of services. Evidence from initial market analysis indicates that there is currently no single service provider for the full package of services covered by the review.	◆ As 4b above	◆ As 4b above	No
5	Separating the	Realistically separation of the			
	scoped services and delivering	services would allow for the packaging of sports centres,			
	stand-alone	sports development and			
	and/or	countryside recreation as stand			
	combinations of	alone services. Or as one			
	services through	combined package. Parks and			
	a trust or partnership or	playing fields would not be a suitable stand-alone package			
	procurement	and also is subject to			
	venture with	recommendations from a wider			
	another body.	service review and as such is			
		excluded from this assessment. It would also be			
		realistic to package sports			
		centres and sports			
		development together as an			
L_		option.			\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \
5a	Sports Centres only	Would be possible to operate as a trust or to seek private	 A Trust would benefit from NNDR and VAT savings but, 	 The dual use sites give rise to difficulties in 	Yes

	Option	Comments	Advantages (Possible)	Disadvantages (Possible)	Option for further Research?
		sector involvement	as indicated previously, this would not release enough funding to meet the current capital liability of the buildings. The council would have to commit to some additional capital investment to bring the stock up to standard. The private sector may provide a source of capital finance but there is limited scope for development of additional facilities to provide a return on any significant investment. This requires further market testing however.	disaggregating NNDR and the requirement for long-term leases is undoubtedly problematic. Arrangements with the private sector would require a specification of service and undoubtedly the schools would require a very prescriptive specification in order to protect their curricular time. This would not present the most attractive package for the private sector as it would reduce their flexibility to operate. Loss of flexibility; new arrangements may be unable to quickly or fully respond to changes in Welsh Assembly or corporate objectives and priorities	
5b	Sports Development only	There are examples of countywide sports development trusts which are in existence and which allow the sourcing from funds which are not available to a local authority.	Access to additional funds not available to a local authority	 Sports Centres and Sports Development have very strong synergies that would be lost with such an arrangement Loss of flexibility; new arrangements may be unable to quickly or fully respond to changes in 	No

	Option	Comments	Advantages (Possible)	Disadvantages (Possible)	Option for further Research?
				Welsh Assembly or corporate objectives and priorities	
5c	Sports Centres and Sports Development	Combining these services has a degree of logic however the disadvantages of the trust operation of dual use sites may be prohibitive in creating this type of arrangement. However there are examples of the private sector operating facilities and sports development and this requires further market testing.	Possibility of additional capital resource from the private sector	 Potential loss of integration and flexibility with other services in cultural portfolio Difficulties associated with dual use sites. Loss of flexibility; new arrangements may be unable to quickly or fully respond to changes in Welsh Assembly or corporate objectives and priorities 	Yes
5d	Countryside Recreation	Examples exist of trust management of such services and it is worthy of further consideration. There may also be scope for widening the reach of such provision into other geographical areas.	Opportunities to access funds not available to local authorities	 Breakup of successful existing integrated Countryside Service if conservation services are not included. Potential loss of integration and flexibility with other services in cultural portfolio Loss of flexibility; new arrangements may be unable to quickly or fully respond to changes in Welsh Assembly or corporate objectives and priorities 	Yes

Option	Comments	Advantages (Possible)	Disadvantages (Possible)	Option for further Research?
Sports Centres, Sports Development and Countryside Recreation	An unlikely combination for a private sector operator given today's market place and again the dual use issues re trust operation may be prohibitive in providing a realistic solution		 Not a realistic package given the results of initial market analysis. Difficulties associated with dual use sites. Breakup of successful existing integrated Countryside Service if conservation services are not included. Potential loss of integration and flexibility with other services in cultural portfolio Loss of flexibility; new arrangements may be unable to quickly or fully respond to changes in Welsh Assembly or corporate objectives and priorities 	No

AGENDA ITEM NO: 6 [CABINET 2003 - 139]

REPORT TO CABINET

CABINET MEMBER: CLLR M A GERMAN, LEAD MEMBER FOR

SUSTAINABLE DEVELOPMENT & ENVIRONMENT

DATE: 25 September 2003

SUBJECT: SUMMARY REPORT FOR THE FUTURE OF

GREENSPACE MANAGEMENT IN DENBIGHSHIRE

1 DECISION SOUGHT

1.1 Members approve the development of a Public Realm Maintenance Unit within the Environment Directorate that will manage and maintain amenity areas within the Directorate's current responsibility.

1.2 Members approve the development of and tendering for a public realm contract to be let in 2004 for each of the 4 partnership areas in Denbighshire.

2 REASON FOR SEEKING DECISION

- **2.1** To provide a service that is simple to understand and easy for the public to access and use
- **2.2** To improve the standard of maintenance
- **2.3** To provide a financial incentive for the contractor to improve the service
- **2.4** To continuously improve the service year on year
- **2.5** To engage residents in setting and measuring the standards and the scale of the improvement on an annual basis. (see also Appendix 1)

3 POWER TO MAKE THE DECISION

3.1 This review has been undertaken through the requirements of the Local Government Act 1999.

3.2 The Corporate Best Value Review Timetable identified that the Green Spaces Best Value Service Review would be undertaken in year 2 of the 5 year Review Timetable.

4 COST IMPLICATIONS

- 4.1 Within the current budget is should be possible to issue a contract to improve the quality of the service currently provided that will
 - Meet the needs of the community as identified by the Greenspace Performance Management System (GPMS)
 - Meet the needs of the Town and Community Councils
 - Improve the service for all, but especially in the areas where we need economic regeneration such as Rhyl and Prestatyn
 - Put more money into the pockets of those working on the ground
 - Increase staff morale
 - Continuously improve year on year
 - Provide an excellent pilot scheme for other directorates to follow

We should recognise however that expectations for the quality of the service required will always exceed that which is possible within existing budgets. Account may need to be taken of this in future budget rounds, if expectations are to be met.

5 FINANCIAL CONTROLLER STATEMENT

5.1 For the costs of the improved services to be containable within the current service budget improvements in efficiency will be needed. This issue will need to be considered as part of the budget setting exercise for 2004/5 and future years.

6. CONSULTATION CARRIED OUT

6.1 The ongoing Green Spaces review team has expressed concern and opposition to the formation of a single Green Spaces Unit for the County. Further consultation with the Green Spaces Review Team is being undertaken and will be reported verbally at the Cabinet meeting.

6.2 The Environment Directorate reorganisation has allowed for the amalgamation of services within the public realm which answers some of the problems identified in recent public consultation.

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

- 7.1 The impact of this would be twofold in that some aspects of the green spaces service would remain in "silos" i.e. Country Parks but others within the Environment Directorate alone will be amalgamated.
- 7.2 Clarification will be required on Directorate responsibility across other areas i.e. Parks and sportsgrounds where responsibilities are split and vague between Open Spaces and Leisure.

8 RECOMMENDATION

- 8.1 Members agree to the development of a public realm maintenance unit within the Environment Directorate which will be responsible for the management and maintenance of green spaces and amenity areas within the public realm.
- 8.2 Members approve the development of and tendering for a public realm contract to be let in 2004 for each of the 4 partnership areas in Denbighshire.

Current position and Issues to be resolved

- 1. Poor services according to the recent Best Value Review, extensive consultation and comparison with other authorities, the Council is currently providing a poor service with limited prospects for improvement. There is a clear need for change and we are currently reviewing the way that the Directorate is set up. Again, this is a sensible and appropriate time to identify a better way of delivering the service as part of this organisational review.
- 2. Disparate services The day to day work is managed by many sections and departments with no logical or sensible geographical division of the work. For example, the Environment Directorate is responsible for carrying out minor work within the Country Parks to play areas and Leisure staff are responsible for the Paddling Pool and facilities along the Promenade in Rhyl
- 3. Historical perpetuity Much of the reason for the work being undertaken in the way that it is, is due to the historical amalgamation of the previous authorities. There is now an ideal opportunity to review the situation.
- 4. Confused public and officers No one knows who is responsible for what, who owns what etc. When the public ring in they are often told that 'the area does not belong to us' and they get passed from pillar to post.
- 5. Poor service to the Town Councils Interviews with representatives of Town Councils have shown that they are not overwhelmed by the service that they are currently receiving from the County. They were, however, very enthusiastic about what could be achieved if the Council were to adopt the suggestions and new style of contract set out later in this paper. They would be very pleased for the County Council to be the driving force behind the improvements, but are sceptical about the Council's ability to deliver based on past performance. The Environment Directorate has the opportunity to prove that we can deliver a high class service and to offer a prompt response.

- 6. Lack of motivation and incentive to improve services on the ground There has not been any financial incentive or other form of motivation for the contractors to do anything other than provide a mediocre service. To generate continuous improvement there is a need to provide a win/win situation for every part of the Council and all of those that work for it. The proposed new style of contract will provide this opportunity.
- 7. Resistance to change despite the unanimous acceptance that there is a need for change, when it comes to actually making those changes there is an understandable reluctance. People are concerned about their jobs and positions and in such situations will inevitably ask questions that are concerned more with personal matters than with the improvement to the service and the real benefits that can be made relatively easily for the taxpayers and residents. We have the chance to make alterations and improvements to the service within the Directorate without it affecting any other part of the Council in terms of jobs or personal security and, when it is shown to be a method that works, it can then be considered for 'rolling out' to the rest of the Council.

A simple solution

The Council is currently spending a large sum of money on grounds maintenance to deliver a service which has objectively been assessed as poor. Better use of the money and the resources is required.

We have already started to use a Greenspace Performance Management System (GPMS) that measures the satisfaction with the service and which engages the public in setting and monitoring the standards.

We are fully confident that within the current budget we can now issue a contract to build on this further that will

- Meet the needs of the community as identified by the GPMS
- Meet the needs of the Town and Community Councils
- Improve the service for all, but especially in the areas where the local economy needs regeneration
- Put more money into the pockets of those working on the ground
- Increase staff morale

- Continuously improve year on year
- Provide an excellent pilot scheme for other directorates to follow

The satisfaction ratings for cleanliness, safety and the quality of grass cutting will be used as the baseline key performance indicators in the new contract. The Contractor will then receive a financial bonus at the end of each year when the public state that there has been an improvement. The Contractor cannot receive the money unless there is an improvement, but the incentive for him to improve is so great in terms of percentage increase in his profit margin that it is almost inconceivable that any contractor would not work better and smarter in order to obtain the reward. The staff will be delighted that their good work is being recognised, and that they have the opportunity to be more in control of their own destiny. This can all be achieved within current budgets and the Council may even make some financial savings through the competitive tendering process.

Key areas of the new contract

The new contract will need to be based on sensible geographical areas to ensure that we can obtain the economies of scale. It is proposed to let contracts on the basis of the 4 partnership areas.

There is a lot that needs changing to get the Council amongst the top performing councils in Wales with regard to Greenspace Management. The Countryside Service is possibly the one exception as shown by the relatively high satisfaction ratings for that service, and for that reason we are suggesting that it would not make sense to include the country parks in the new contract (unless they wish to be included, of course). However, to obtain the economies of scale for the new contract for the rest of the County, we need to make slight alterations to the management and responsibilities within both directorates.

It is proposed therefore that there be a small exchange of some responsibilities between Countryside Service and the Environment Directorate. We are proposing that we would no longer maintain any of the locations within the boundaries of the country parks, and that countryside staff manage the maintenance of those locations themselves. This has the advantage that the on site management are then fully in control of their own sites and will find it easier to control and to further improve their high levels of satisfaction. However, we are aware that this could lead to an increase in

their workload so we are therefore also proposing that the Environment Directorate manages and has responsibility for the small sites that are dotted around the County that are currently the responsibility of country parks i.e. Prestatyn - Dyserth Way. In essence, a simple, common sense swap.

This has two benefits. Firstly, the public will have a much clearer understanding of who to call. If there is a reason to ring about the country park, then they call the country park office which will be fully conversant with what is going on within their boundary as they would be the sole managers and service delivery agent for that site. There would be no need to get information from second or third parties prior to informing the public what the situation is. Secondly, the new contract can then include all areas that are the responsibility of the Environment Directorate and it can act as a pilot for the other directorates to monitor and follow. (There is of course the possibility of including country parks within the contract should they wish to be included).

Assuming that this situation is approved, the new contract will include the following -

- 1. Public space approach this is to ensure that we do not continue with the situation where some parts of the County look well maintained whilst an adjacent or nearby area looks awful. A classic example is where car park hard surfacing is cleaned to one standard while the shrub beds in the car park are maintained to a different standard. The contract will tie up all facets of the 'street scene' e.g. street cleansing with grass cutting, shrub bed maintenance and where necessary sand clearance.
 - 2. Patch based working There is a need to re-instil pride in the work and provide staff with their own areas of work and responsibility and to empower them to look after these.
 - 3. Flexible staff To ensure that the service is being provided economically and effectively there is a need for staff to multitask, and to be able to look at what needs to be done rather than what a ticksheet says ought to be done.
 - 4. Self monitoring The contract will require the contractor to state how the high quality levels and the staff would be regularly and effectively

- monitored, and what procedures would be in place to ensure continuous improvement.
- 5. Better reporting lines The number of reporting lines would be reduced as in each area there would only be one contract manager and one contract, but new and more direct lines of reporting would also be opened up to ensure that the Town Councils and other key organisations are kept up to date on a daily basis and that they have the ability to 'direct' the work at times when it is necessary.
- 6. Better use of technology There is little use made of technology at present to make the work simple or to ensure that data can be collected and effectively analysed. For example, which teams are doing well and which aren't, ought to be a simple thing to ascertain on a regular basis. The requirement to provide such data and analysed information will form part of the contract requirements.
- 7. Staff permanently located in key areas Personal security is a big issue for members of the public and we would propose to have permanent members of staff on duty at all times for some specific locations. There is the possibility for example, to require the tenderers to provide a fixed number of staff in specific locations. Staff would be responsible for the overall street scene and would not be constricted by outdated worksheets that restrict innovation and the ability to take responsibility for the appearance of the whole site. The ethos would be what needs doing the most? Do it.
- 8. Gateway improvements In addition there are areas of the County that are seen and visited by many thousands of visitors and these areas need to be upgraded and improved so that people really know when they have arrived in Denbighshire. Priorities will be set to ensure that these areas provide a wow factor to help the economic regeneration of the County.
- 9. Increased cutting regimes Better use of the resources and money will allow a greater frequency of cutting on many of the routes through the County.

A Practical solution

This is a very practical solution to take the Council forward, as it causes minimal disruption to any other directorates and allows the Environment Directorate to ensure that the reorganisation currently taking place is linked with positive improvements to service delivery. It also provides a learning opportunity over the next year or so for others to follow.

It is also a very practical solution in that it will not increase the cost to the Council yet will obtain what we believe will be significant service improvements year on year.

The anticipated start date for the contract would be October 2004.

AGENDA ITEM NO: 7 [CABINET 2003 - 140]

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR E WILLIAMS, LEADER

DATE: 25 SEPTEMBER 2003

SUBJECT: CONSULTATION ON THE PROPOSED

NATIONAL PERFORMANCE FRAMEWORK

FOR LOCAL GOVERNMENT IN WALES

1 DECISION SOUGHT

1.1 That Cabinet consider the consultation paper on the proposed national performance measurement framework for local government in Wales (Appendix I) and agree the Authority's draft response (Appendix II).

1.2 A briefing paper on the consultation paper has been produced for information (Appendix III).

2 REASON FOR SEEKING DECISION

- 2.1 There are currently some hundred statutory performance indicators for local government in Wales, developed over the past ten years or so for different audiences and purposes. The information generated is not as useful to Members, local government professionals and other key stakeholders as it could and should be.
- 2.2 The Welsh Assembly Government has commissioned a major review of the national performance measurement framework for local government in Wales. The review, which will be carried out by the Local Government Data Unit over a two year period, will provide an important opportunity to develop a consistent and coherent set of measures for the Assembly, local government, the public and other stakeholders to monitor performance in key areas and track progress against key national and local priorities.
- 2.3 The consultation paper seeks views on the proposed framework that will guide the development of individual performance measures. Agreeing the principles and structure of the framework is an important first step.

It will set the parameters for the development of individual measures, helping to ensure they are developed in a rational and consistent way. Comments on the proposed framework are being invited from a wide range of organisations and interests including the Assembly and local government and Denbighshire County Council has produced the attached draft response for consideration by Members.

3 POWER TO MAKE THE DECISION

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

4 COST IMPLICATIONS

Changes to performance indicators may necessitate alterations to existing data collection systems with potential cost implications.

5 FINANCIAL CONTROLLER STATEMENT

There are no obvious major cost implications resulting from the content of the report. Any future impact upon service costs will need to be contained within the service budgets concerned.

6 CONSULTATION CARRIED OUT

- 6.1 The consultation paper was distributed to Corporate Executive Team and Heads of Service at the beginning of August. A briefing paper on the consultation paper was produced and discussed by CET on the 1 September and comments were incorporated into the Authority's draft response.
- 6.2 Angela Evans, Project Manager from the Local Government Data Unit is delivering a presentation on the proposed framework to Monthly Management Conference on the 11 September. The internal deadline for comments on the framework is the 19 September and these will be incorporated into the Authority's response.

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

The proposed framework operates at three levels, national strategy, local services and resources and therefore has implications on all policy areas including corporate.

8 RECOMMENDATION

- 8.1 That Members consider the consultation paper (Appendix I) and briefing paper (Appendix III).
- 8.2 That Cabinet agree the Authority's response to the consultation paper (Appendix II).



Developing a national performance measurement framework for local government in Wales

Consultation paper on the proposed framework **July 2003**



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1. Introduction

The Welsh Assembly Government has commissioned a major review of the national performance measurement framework for local government in Wales.

The review, which will be carried out by the Local Government Data Unit over a two year period, provides an important opportunity to develop a consistent and coherent set of measures for the Assembly, local government, the public and other stakeholders to monitor performance in key areas and track progress against national strategic priorities.

The framework will replace or incorporate existing national performance measures such as NAWPIs, Sustainable Development and Quality of Life indicators. It will not create an additional performance measurement system.

There will be a requirement on local authorities to collect and publish the measures developed.

This consultation paper seeks views on the **framework** that will guide the development of individual performance measures.

Agreeing the principles and structure of the framework is an important first step. It will set the parameters for the development of individual measures, helping to ensure they are developed in a rational and consistent way.

Although it is unrealistic to expect the review to achieve complete consensus on the shape and contents of the framework, it is important that there is broad support for the overall approach before moving on to develop individual measures.

The proposed framework will streamline with other national initiatives for driving and monitoring performance - most importantly, the Wales Programme for Improvement, Policy Agreements and statutory plan requirements (and the potential to reduce that burden).

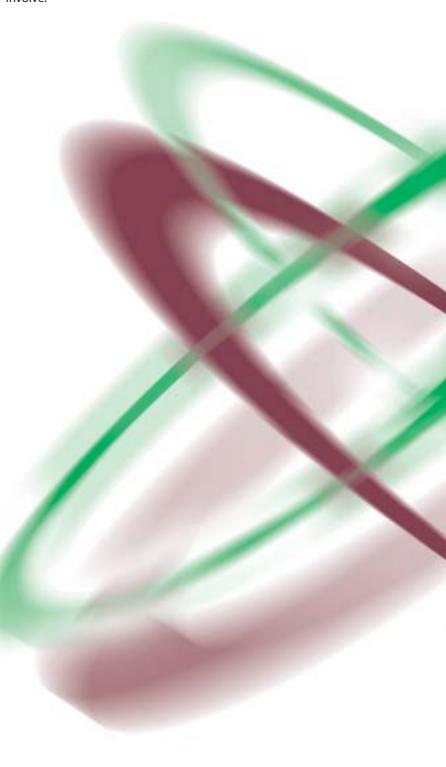
Comments on the proposed framework are being invited from a wide range of organisations and interests, including the Assembly, local government, regulators, professional organisations, voluntary agencies, trade unions, other government

departments and consumer groups. The deadline for comments is September 26th 2003.

This paper is in two parts:

Part 1 sets out the proposed framework and invites comments.

Part 2 provides background information on why the review has been commissioned and what it will involve.



PART 1 THE FRAMEWORK

1.1 Structure

It is proposed that the framework operates at three levels (Figure 1):

- 1. National strategy
- 2. Local services
- 3. Resources

The overall aim is to provide a rounded picture of performance in key areas, with clear links made to national strategic objectives.

When established, the framework should not generate a significant additional burden on local authorities. The measures generated will be common-sense measures that any local authority needs to manage its business and ensure it is on course to contribute to key national strategic objectives.

The key principles of equality and sustainable development will run through all levels of the framework.

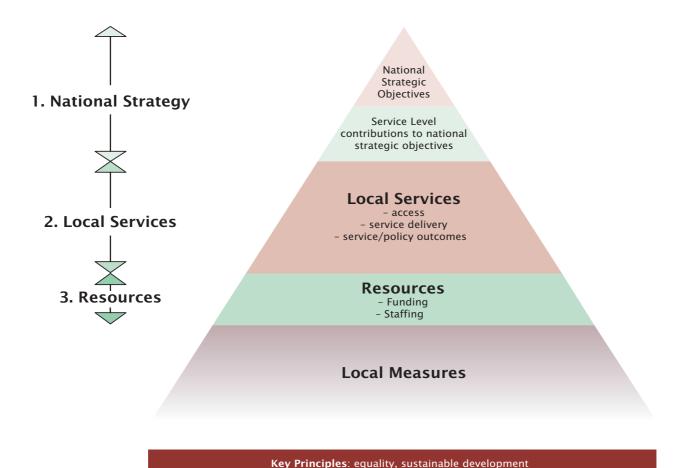


Figure 1 The National Framework

1. National strategy

National strategic objectives need to be monitored at the national and service level.

At the national level, measures will be based on what the Welsh Assembly Government is trying to achieve in the long term. For example:

- reduce the proportion of households living in poverty
- reduce unemployment rates
- create better health, not just treatment

These measures will be outcome-based and will usually depend on the actions of multiple agencies, including local government. For this reason, it would be inappropriate to attach targets specifically for local government, although it is important to track progress.

It is envisaged that national strategic measures will fall into six main themes:

- economy, jobs and business
- education, life-long learning and leisure

- communities (including community safety)
- environment and transport
- health and social well-being
- corporate governance

An important feature of the framework will be the links it establishes between these long-term national strategy objectives and shorter-term service level actions.

Service level measures will be developed for each key national strategic objective. These measures will be developed by asking the important question – how does this service contribute to the bigger strategic picture? The input of service specialists will be crucial in determining what is strategically significant. Examples of such measures are given in Table 1.

Some of these service level strategic measures will have Policy Agreement targets attached (which are subject to a separate but linked consultation exercise being carried out by the Welsh Assembly Government).

National strategic objective	Examples of possible service based measures
Reduce the proportion of households living in poverty.	Housing - % of social housing achieving the energy efficiency element of the Welsh Housing Quality Standard Finance - % of Housing/Council Tax benefit claims processed within X days Education - % of eligible children receiving free school meals
Reduce unemployment rates	Education - % of 15 year olds leaving full-time education without a recognised qualification Housing - % of rents that are within "affordable" limits (and so not creating work disincentives)
Better health, not just treatment	Social care/health - the rate of delayed transfers of care for social care reasons per 1000 population aged 75 and over Housing - % of private rented houses meeting fitness standard

Table 1 Service-level strategic measures

2. Local services

Service level measures are important – not only as links to broader national strategic objectives. The framework needs to include a service level perspective because:

- delivering local services is the core business of local authorities, accounting for the bulk of their spend;
- the quality of public services is critically important to the public;
- the Welsh Assembly Government and local authorities are committed to improving service delivery;
- a focus on services balances out the performance picture, helping to ensure targets set for national strategic objectives do not disproportionately distort performance;
- a local authority's performance can vary significantly across different services and so it is important to have a service level view; and
- all-Wales measures at service level will provide authorities with comparable data.

Service level measures will reflect the customer perspective wherever possible, and cover the three key aspects of:

- access to services;
- service delivery (including quality, timeliness, satisfaction); and
- service/policy outcomes.

Service specialists will be closely involved in developing appropriate service-based measures (as described in Part 2). Maximum use will be made of the Local Voices survey to provide customer-focussed information.

For some services it may not be possible to include measures for all three aspects.

It may be appropriate to set minimum standards, rather than targets, for service level measures. This would give local authorities greater flexibility to respond appropriately to varying local circumstances and priorities.

Some examples of service level measures (in relation to homelessness services) are given in Table 2 below.

Table 2 Service level measures

Access	% of homeless applicants receiving a homeless assessment
Service delivery	% of homeless applications processed within 14 days % of homeless applicants satisfied with the service they received
Service/policy outcomes	% of homeless applicants who have applied previously as homeless

3. Resources

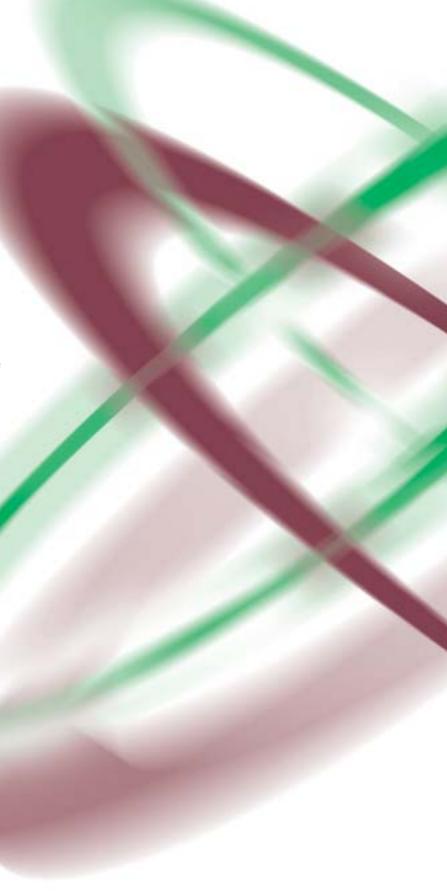
The framework will include a number of measures on funding and staffing so that performance can be viewed within the context of the resources made available. For example, performance could be significantly above average because the resources going into a service are high, reflecting locally determined priorities.

It is important to note that because the framework is pitched at an all-Wales level, it is not possible to include all the performance domains that a local performance management system would usually include – for example, internal processes, partnerships. These should be the subject of local performance indicators.

1.2 Key principles

The framework will:

- be part of a "whole system approach" to driving and monitoring local government performance in Wales, integrating with the Wales Programme for Improvement, Policy Agreements, statutory plan requirements and other national measures such as Quality of Life and Sustainable Development indicators;
- be clear about its purposes and audiences;
- provide a balanced picture of performance;
- not over-step local strategic planning and performance management arrangements;
- be useful to stakeholders. There is considerable scope to present information in new, more timely and useful ways;
- enable progress on cross-cutting objectives to be tracked consistently across public sector bodies;
- retain some key comparisons over time and with England, Scotland and Northern Ireland;
- use existing data sources wherever possible;
- be practical and cost effective to implement; and
- include gate-keeping arrangements for introducing and revising performance measures.



1.3 Key requirements for individual measures

A number of tests will be applied to individual measures:

The relevance test	Is the measure relevant in terms of the framework?
The truth test	Is the measure definitely measuring what it's meant to measure?
The focus test	Is the measure only measuring what it's meant to measure?
The consistency test	Is the measure consistent wherever and whoever measures?
The access test	Can the data be readily communicated and easily understood?
The clarity test	Is any ambiguity possible in the interpretation of the results?
The so what test	Can, and will, the data be acted upon?
The timeliness test	Can the data be collected, analysed and reported soon enough so that action can be taken?
The cost test	Is it going to be worth the cost and effort of collecting and analysing the data?
The perverse incentive test	Will the measure create any undesirable actions?
The conflict test	Does the measure jeopardise or conflict with any other measurement priorities?

1.4 How will the framework be used?

The framework will be the over-riding performance measurement system for local government in Wales. It will replace or incorporate existing national performance indicators such as NAWPIs, Sustainable Development and Quality of Life PIs.

The strategic, service-based and resource measures it includes will be used by the Welsh Assembly, local authority members, local authority managers, the public, regulators and other stakeholders to monitor performance in key areas and against key national strategic objectives.

Local authorities will be required to collect and publish the measures.

The new framework is particularly important within the context of the Wales Programme for Improvement. The information generated will help local authorities critically assess their performance and risks. It will also be used by regulators, in combination with information from other sources such as inspection and audit.

The framework will have a number of important benefits. It will:

- clearly identify the Welsh Assembly Government's key national strategic priorities and how these will be measured;
- make clear connections between high level strategic objectives and the more specific contributions that local services make;
- be based on a wide and open debate about strategy and service delivery;
- provide a customer-centred assessment of services;
- place performance within the context of the resources going into a service;
- stream-line public accountability by including policy agreement indicators and linking to statutory plan requirements;

Developing a national performance measurement framework for local government in Wales

- gate-keep the introduction of new, and changes to existing, performance measures; and more generally
- provide a rational and balanced picture of local authority performance, at both strategic and service levels.

1.5 Your views

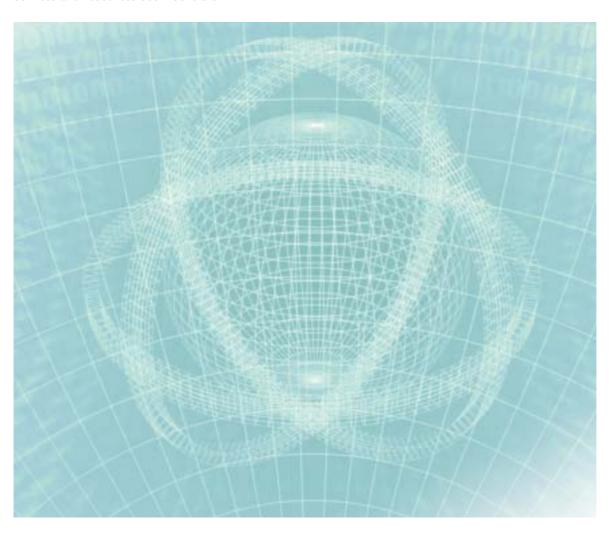
Your views on any aspect of the proposed framework are welcomed.

No performance measurement framework is perfect, or will suit all needs and preferences. However, it is important that we establish a broad consensus on the overall shape of the framework before moving on to develop individual measures.

As an aid to thinking and discussion on the framework, a number of questions are set out below:

1. Do the three levels of national strategy, local services and resources seem sensible?

- 2. Is it appropriate to use the development of the framework to explore how local authorities and individual services contribute to key national strategic objectives?
- 3. At service level, are access, service delivery and service/policy outcomes the most important measures? Do they adequately cover the customer perspective?
- 4. Is it appropriate to have some basic measures on funding and staffing in a national framework? Is there a need for any other "in-put" measures?
- 5. Would it be appropriate to include a number of minimum standards for local services?
- 6. How should equality and sustainable development issues be woven into the framework?
- 7. What changes, if any, would you like to see to the proposed framework?



PART 2 BACKGROUND

2.1 Why a review?

There are currently over a hundred statutory performance indicators for local government in Wales, developed over the past ten or so years for different audiences and purposes. The ad hoc development of national measures and targets has meant that the overall system lacks coherence, and there is uneven coverage of key service/policy areas.

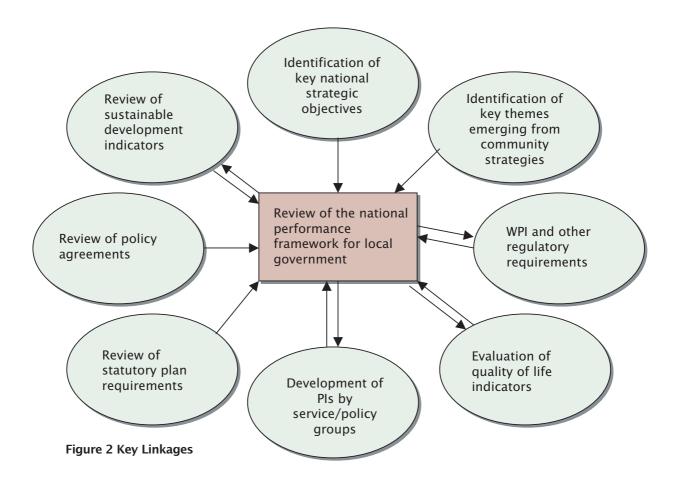
The information generated is not as useful to the Assembly, local government, the public and other key stakeholders as it could and should be. Furthermore, the administrative burden of collecting and reporting data that is of questionable value, is understandably resented by many local authorities and has given performance measurement a bad name.

A number of recent policy initiatives in Wales, such as the Wales Programme for Improvement (WPI), Policy Agreements and Quality of Life indicators, have reinforced the need to revisit the purpose and coverage of national performance measures. Figure 2 shows the range of different initiatives for driving

and monitoring local authority performance that the review will need to integrate with.

WPI has been a major catalyst for change. The successor to Best Value in Wales places much more emphasis on the freedom and responsibility of local authorities to drive improvement by assessing critically their own performance and risks. However, it is essential that this more devolved system is counter-balanced by a nationally agreed performance measurement framework that will allow the Assembly, local government and other stakeholders to assess how well local authorities are performing. This is particularly important given the considerable variation in how well developed local authority performance management and measurements systems are.

The purpose of the review is not to create a burgeoning command and control performance measurement system for local government in Wales. The aim is to develop a framework that provides a more balanced and rational picture of performance in key service areas and against shared national priorities.



2.2 What will the review involve?

There will be three key stages:

1. Development of the framework

This will set out the structure and key principles that will guide the development of individual measures (as described in Part 1).

2. Development of individual measures

Early agreement on the framework will help to ensure that measures are developed consistently and rationally across different service/policy areas.

3. Development of support arrangements

The performance measurement system will need to include practical arrangements for collecting, validating, auditing, analysing, presenting and disseminating performance data. The Local Government Data Unit, the Audit Commission in Wales and other regulators will have key roles. Guidance for local authorities (on, for example, definitions, interpretation, auditing arrangements, the timetable for collection and publication) will be developed as part of the review. A protocol will also be developed for gate-keeping the introduction of new, and the modification of existing, performance measures.

A Project Board has been established to oversee the development and implementation of the new performance measurement framework. Key interests, including the Assembly, local government, Welsh Local Government Association and the Audit Commission In Wales, are represented on the Board.

The review will be highly consultative. There will be separate consultations on the framework, individual measures and support arrangements.

A range of different organisations and interests will be involved including:

- Relevant Assembly Directorates
- Local government
- WLGA
- Audit Commission in Wales and other regulators
- Improvement Board
- Improvement Network

- Performance Indicator Network
- Corporate Heads of Policy Group
- Service/policy specific groups, including relevant professional and practitioner networks
- Voluntary and consumer sectors
- Trade Unions
- Equality organisations
- Other Government departments to cover nondevolved functions

Once the framework has been agreed, a number of reference groups will be responsible for reviewing existing and developing new measures (including appropriate cross-cutting measures).

There will be six overarching reference groups:

- economy, jobs and business
- education, life-long learning and leisure
- communities (including community safety)
- environment and transport
- health and social well-being
- corporate governance

Each of these will have a number of service-based sub-groups, with links made to other relevant sub-groups to cover cross-cutting policy areas.

Wherever possible, pre-existing practitioner/ professional groups will be used, with membership augmented on an as-needed basis. The groups will have representation from the Assembly, local government (service and performance information staff), regulators, any relevant professional/ practitioner groups, the Welsh Local Government Association, Local Government Data Unit and, wherever appropriate, voluntary agencies and consumer groups.

Key deadlines are shown below.

Table 3 Key Deadlines

Consult on draft framework	July - September 2003
Finalise framework	Beginning of October 2003
Develop individual measures	October 2003 to April 2004
Road test and consult on draft measures	April to September 2004
Develop and consult on support arrangements	April to September 2004
Issue guidance to local authorities	October 2004
Information for new measures collected	From April 2005

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Additional copies of this report are available as Adobe Acrobat pdf files from: www.lgdu-wales.gov.uk

Denbighshire County Council's Draft Response

DEVELOPING A NATIONAL PERFORMANCE MEASUREMENT FRAMEWORK FOR LOCAL GOVERNMENT IN WALES

CONSULTATION PAPER ON THE PROPOSED FRAMEWORK JULY 2003

The Authority welcomes the review of the national performance measurement framework and would agree that the usefulness of the information generated from the various data sets is not justified in relation to the effort expended in collection of the information. Any changes to the current set of statutory performance indicators, however, will result in changes to data collection systems with the associated resource implications for local authorities which must not be underestimated. It is vital therefore that authorities have confidence in the process and that any new measures introduced have the total commitment of all key stakeholders. To ensure the proposed framework secures this level of commitment the Authority is of the opinion that the following issues should be considered further:-

1.0 THE TIMETABLE

- 1.1 One of the main concerns the Authority has regarding the framework is the timetable, which appears overly ambitious. For example, the deadline to finalise the framework is the beginning of October but the closing date for comments is not until the 26 September, leaving very little time to amend the document to reflect any comments received from the wide range of organisations consulted as outlined on Page 3 of the document.
- 1.2 The timetable also fails to acknowledge the well recognised difficulties associated with agreeing performance measures as experienced by many of the All Wales benchmarking clubs. The six month deadline to develop individual measures does not seem achievable given the range of different organisations and interests which will be involved.

2.0 STRUCTURE OF THE FRAMEWORK

- 2.1 The model illustrating how the framework would operate shows national strategic objectives at the top and presumes that these are correct. The proposed framework does not allow for a "bottom up" approach and it is not therefore clear how local issues will drive national objectives.
- 2.2 The consultation document does not appear to propose any involvement from the Revenue Support Group in the process. If the review of the performance measurement framework results in a set of national minimum standards the resources required to be able to meet those standards will need to be made available. It is vital therefore that the RSG feeds into the process.

3.0 NATIONAL STRATEGY

- 3.1 The introduction of the Children and Young People's Framework including monitoring and evaluation does not appear to be reflected in the themes proposed in the Performance Measurement Framework. Additionally, as the Wales Programme for Improvement has highlighted some common national themes which will be subject to mandatory inspection work it would seem prudent to ensure that these areas are incorporated in the main themes proposed to monitor national strategic measures.
- 3.2 The Authority's current policy agreement ends in April 2004 and the consultation document does not explain how the policy agreement process will be integrated into the proposed framework.

4.0 LOCAL SERVICES

4.1 It is not clear from the document whether the input measures referred to in 'Item 3 - Resources' relate to both national strategic measures and service level measures as in 'Item 1 - National Strategy' it states that national strategic measures "will be outcome-based". The Authority would however advocate the inclusion of input measures so that performance can be viewed within the context of the resources made available.

- 4.2 The consultation document states that "it may be appropriate to set minimum standards, rather than targets, for service level measures". The Authority is opposed to this for three reasons:
- [a] Imposition of minimum standards would limit the discretion of the Authority in the provision of services as there would be a presumption that operating at below minimum levels would not be acceptable
- [b] The standards, unless relating comprehensively to all aspects of service provision, would skew performance in the direction of the identified standards. As a comprehensive set of standards is probably a practical impossibility, then a partial set of standards would be inevitable.
- [c] Setting of minimum standards will be a contentious issue, both for the reasons stated in [a] and [b] above, but also because standards are value driven and inevitably involve differing views as to what is an acceptable minimum.
- 4.3 It is also not clear how current standards such as the Benefit Fraud Inspectorate, which are currently set so high that Authorities fail to meet them, will be incorporated into the review process.

In conclusion, the Authority, whilst welcoming the initiative, would question, for the reasons noted above, whether the project can really deliver its objectives.

BRIEFING PAPER

DEVELOPING A NATIONAL PERFORMANCE MEASUREMENT FRAMEWORK FOR LOCAL GOVERNMENT IN WALES CONSULTATION PAPER ON THE PROPOSED FRAMEWORK

- 1 What is the Review about?
- Performance measurement framework for local government in Wales, including cross cutting areas
- The proposed framework, measures and support arrangements
- 2 Key exclusions
- Performance management as a whole
- Development of comprehensive measurement frameworks for other public services
- *3* Who is involved?
- Commissioned and funded by the Welsh Assembly Government
- Carried out by the Local Government Data Unit Wales
- Steered by a Project Board
- Individual measures developed by policy/service reference groups
- 4 Why a review?
- What we have could be much better
- Robust performance measurement is a keystone of WPI
- Need to integrate a range of recent national policy initiatives such as policy agreement targets,
 WPI and quality of life indicators
- 5 Performance measurement some common weaknesses
- Too many targets to focus on
- A poor match between performance indicators and strategic and service objectives
- Over-concentration on processes rather than outcomes
- No or limited consultation with the people delivering and receiving services
- Confusion over what and who the measures are for
- Invalid comparisons of performance
- Creation of a data generation industry that absorbs scarce resources
- Fear of failure and loss of funding leads to manipulation of the figures
- Delays in reporting data and picking up on poor performance
- Limited support to help organisations improve

BRIEFING PAPER

- 6 What will the new framework aim to do?
- Introduce more clarity in terms of what and who performance measures are for
- Be based on a wide and open debate
- Provide a more balanced picture of performance
- Make clearer links to key national policy priorities
- Stream-line arrangements for driving and monitoring local authority performance
- Increase public accountability
- Gate-keep the introduction of new measures
- Hopefully, be a catalyst for the development of a more positive attitude towards performance measurement
- 7 How will the review be carried out?
- Framework developed first, then measures and support arrangements
- According to key principles
- 8 What are the key principles?
- Closely involve key stakeholders
- Flexible arrangements for involving stakeholders
- Build on existing knowledge
- Consider a range of different measures, not just PI s
- Pilot and test the framework
- Ensure measures developed on a consistent basis across different service areas
- Base measures on evidence of what works
- Ensure individual measures follow good practice
- *9 What is the timetable?*
- Framework agreed summer 2003
- Draft measures developed by spring 2004
- Consultation on measures carried out during summer 2004
- Support arrangements, including guidance, in place by autumn 2004
- Implementation from 2005/6
- What is the proposed framework?
- 3 levels of measures strategy, services and performance inputs
- At service level key measures on service contributions to strategic objectives, access to services, service delivery (including quality, timeliness, satisfaction), service policy outcomes
- Six strategic themes and service/policy sub-groups
- Equality and sustainable development mainstreamed

BRIEFING PAPER

11 Key questions on the proposed framework

- What types of strategic measures would be most appropriate at an all-Wales level?
- What types of coverage should there be at the service level?
- What performance domains should be covered for example, resources, access to services, service quality, service/policy outcomes?
- How should we ensure that principles such as equality and sustainability are taken into account?
- What is the most appropriate use of targets and standards?
- What is wanted in terms of the analysis and dissemination of data?

AGENDA ITEM NO: 8 [CABINET 2003 - 141]

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR E WILLIAMS

DATE: 25 SEPTEMBER 2003

SUBJECT: CORPORATE QUARTERLY PERFORMANCE

REPORT

1 DECISION SOUGHT

- 1.1 That Cabinet consider the Corporate Quarterly Performance Report (Appendices I and II).
- 1.2 That Members monitor closely the progress towards target of the statutory performance indicators with a view to considering any issue in greater depth as deemed necessary.

2 REASON FOR SEEKING DECISION

2.1 To promote regular monitoring of performance against statutory indicators and targets in the policy agreement.

3 POWER TO MAKE THE DECISION

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

4 COST IMPLICATIONS

There maybe cost implications to the achievement of some statutory performance indicator targets.

5 FINANCIAL CONTROLLER STATEMENT

There are no obvious major cost implications resulting from the content of the report. Any future impact upon service costs will need to be contained within the service budgets concerned.

6 CONSULTATION CARRIED OUT

6.1 Quarterly Performance Reports are produced by Heads of Service for Directors and copied to the Performance Management Unit. The reports are the subject of Departmental Management Team meetings and are reviewed by Performance Management and Scrutiny Support Officers and distributed to the relevant Scrutiny Committees. A Review Of Quarterly Performance Report is produced for each Scrutiny Committee which includes the comments of the appropriate officer. This information is then amalgamated into a Corporate Quarterly Performance report which provides a narrative of the key issues and data for each quarter against all statutory performance indicators. The corporate report is presented for consideration to the Corporate Executive Team and Cabinet.

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

Statutory performance indicators impact upon all policy areas including corporate.

8 RECOMMENDATION

8.1 That Members consider the Corporate Quarterly Performance Report (Appendices I and II) and identify any issues that require remedial action.

Corporate Quarterly Performance Report

The purpose of this report is to highlight to Cabinet Members and the Corporate Executive Team the issues raised in the review of quarterly performance reports to Scrutiny Committees and the appropriate officer's response.

The report will detail by Directorate, the relevant statutory performance indicator, the performance issue and where appropriate, the officer's response.

1.0 Chief Executive's Department

Indicator:- Number of racial incidents per 100,000 population recorded (NAWPI 1.16).

Issue:- Advice from the Local Government Data Unit with regard to this indicator is that it is expected that action will be taken to increase the reporting of racial incidents. The figures shown relate to incidents reported to the Police only, currently the Council has no mechanism in place to record such incidents. There are likely to be resource implications if such a mechanism is to be introduced. This indicator has been identified for external audit by the Audit Commission in Wales.

Officer Response:- This is a statutory indicator. A bid for an Equalities Officer has been made so that a Council mechanism for recording incidents can be introduced.

Indicator:- Percentage of standard searches carried out in 10 working days. (NAWPI 7.7)

Issue:- The figure of 23.13% is low compared to the target of 65%. This indicator has been identified for external audit by the Audit Commission in Wales.

Officer Response:- The figure reflects the introduction of the new search form and the present vacancy for a trainee and monthly figures are fluctuating.

2.0 Resources Directorate

Indicator:- The number of working days/shifts per Full Time Equivalent lost due to sickness absence (NAWPI 1.10)

Issue:- This is a statutory indicator. The sickness absence figure has lowered slightly this quarter from 5.17% to 4.76%. However an internal audit by the PM Unit has identified that the current system may not be reliable which may effect the accuracy of the data. <u>This indicator has been identified for external audit by the Audit Commission in Wales.</u> **Officer's Response:-** Verbally reported to Resources Scrutiny Committee

Indicator:- The level of the Commission for Racial Equality's Standard for Local Government to which the authority conforms. (NAWPI 1.2). **Issue:-** It may be difficult to progress to Levels 2 and 3 or this standard without a dedicated Equalities Officer.

Officer's Response:- This is a statutory indicator. A bid for an Equalities Officer has been made so that a Council mechanism for recording incidents can be introduced.

Indicator:- The percentage of the Authority's buildings open to the public and that are suitable for and accessible to disabled people (NAWPI 1.15).

Issue:- The target of 50% does not seem achievable given the first quarters figure of 1.7%. **This indicator has been identified for external audit by the Audit Commission in Wales.**

Officer's Response:- The bulk of the audit of properties has been completed and confirmed that none of those buildings are compliant. Resources of £ 0.700m have been earmarked in the 2003/04 Capital Plan to assist in rectifying this situation, with a further £0.300m allocated for 2004/05. £0.060m was made available in 2002/03 which was used in part to address 1.7% of the properties by 31 March 2003 [that property - Trem Clwyd, is now deemed to be reasonably accessible / compliant]. The Officer in Building Services, responsible for progressing the issue was recently asked to verify the target and confirmed it should remain at 50 % for 2003/4. Meetings are ongoing with relevant Service reps,; Building Services; the Planning Services Access Officer and Denbighshire Access Group's rep. to progress the issue, i.e. The detailed specification of works prior to going out to

tender. A programme of works has been requested of Building Services.

3.0 Environment Directorate

Indicator – Cost of highway maintenance per km of principal roads (NAWPI 6.1)

Issue – The estimated cost for last year was £15,125. The target for 2003/4 is £12,365. As reported to the Scrutiny Committee in June, expenditure is made up of 3 elements: capital allocation, revenue funding and capital charges. As expected, the target expenditure figure has dropped significantly due to grant money of £1.25m which was made available by the Welsh Assembly in 2001/2, not being repeated. Members will therefore wish to note the detrimental effect this is likely to have on the condition of principal roads.

Indicator – Percentage of street lights not working (NAWPI 6.4) **Issue** – target is 0.5%, and the Quarter 1 figure is 0.6%. Although the street lighting failure level is slightly above target, it has improved from the last quarter and the 2002/3 cumulative figures – 0.63% and 0.72% respectively. This will continue to be monitored.

Indicator – Percentage of total length of footpaths and other rights of way that are easy to use (NAWPI 6.10)

Issue – target is 67%, and Quarter 1 figure is 47%. The report indicates that the survey carried out so far is not considered to be truly representative of the real picture. Query raised with Head of Service as to the process for taking this forward.

Officer's Response: The original BVPI when devised indicated that to provide this measure, authorities needed to carry out a survey although no guidelines issued on how it was to be carried out or collect and report the results. The result of the survey should reflect the usability and condition of 5% by length of the paths in the county at the end of the financial year and so the survey was carried out in February. Because of seasonal issues such as lack of vegetation and other problems The County Surveyors Society, Institute of Public Rights of Way Officers and the Countryside Agency devised a survey methodology to reduce the effects of seasonal variations such as foliage, frost and rainfall. We now survey on a twice yearly basis using the new CCS/IPROW/CA methodology which requires two surveys with each taking in 2.5% of the network and take place in May and November. As the accuracy of such a survey decreases as

the sample field decreases, the figure given may not be a true reflection of the real picture."

Please note:- The Quarterly Report for Public Protection and Regulatory Services was not received by the deadline and therefore it was not possible to scrutinise the figures. Members will wish to note that NAWPI 5.1 – total tonnage of municipal waste recycled – will be subject to an external audit. This PI is also a Policy Agreement indicator achievement of which is attached to grant funding.

4.0 Personal Services Directorate

Indicator – Proportion of homelessness applications on which the authority makes a decision and issues written notification to the applicant within 33 working days (NAW PI 4.6).

Issue - Performance Q1 – 100%. Concerns were expressed by the Performance Management Unit following the internal audit of this indicator which questioned the reliability and robustness of the data which forms the basis of the indicator.

Officer's Response:- Satisfied with outcome but new computer system and additional clerical support under consideration.

Indicator - Average relet times for local authority dwellings let during financial year (NAWPI 4.7)

Issue - It is noted that the performance had improved from 52 days for 2002/2003 towards 43 days for the first quarter. However the Performance Management Unit expresses concern over the reliability of the systems for recording such information and the differing methods of calculations used for this indicator by the North and South sections of the Housing Department.

Officer's Response:- Satisfied that performance has improved this quarter due to better supervision but also due to reduced turnover. This process is to be part of Best Value work on Housing Repairs 2003/04.

Indicator - Percentage of repairs completed within target time (NAWPI 4.10)

Issue - In the quarterly performance report circulated to Members previously there was a typographical error in the performance figures for repairs deemed as emergency and urgent. The correct information is as follows

- (a) classed as emergency Q1 91.5% (target for 2003/4 95%)
- (b) classed as urgent Q1 74.4% (target for 2003/4 90%) In comparison performance for the previous quarter was 91.55% and 92.2%.

There has previously been concerns over the accuracy of Housing Repairs Statistics and this was a risk identified in the Whole Authority Analysis. In particular the Whole Authority Analysis noted that "there is doubt over the accuracy of data and some targets are still not being met. Inaccurate statutory performance data may therefore be supplied and future targets based on inaccurate data.". It is also noted that this statutory performance indicator has been identified for external audit by the Audit Commission for Wales review of the Wales Programme for Improvement within Denbighshire. A Project Team has been established by Housing to examine the Coms system data and it is suggested that the Personal Services Scrutiny Committee through the Quarterly Performance Reports keeps a close watch on these issues. Officer's Response:- These figures are also part of the Best Value work and the results of the review will be reported to Personal Services Scrutiny.

Indicator - The average time taken to complete non-urgent responsive repairs (NAWPI 4.11)

Issue- Improved performance is noted but similar concerns to those expressed in the reliability of data for 4.10 are noted.

Officer's Response:- As for 4.10 on reliability of data

Social Services

Issue - As Members may have noted from the previously circulated quarterly performance report at the time of the submission of the Quarter 1 information (July 2003) delays had occurred in the installation of the software required to extract and drill down performance data from care.comm to enable accurate reporting to occur.

The information therefore supplied at that time for the statutory and local performance indicator was limited and was deemed to come with a health warning as the data supplied was indicative and has not been verified. As a consequence of this position it is considered that an in-depth examination of the indicator information provided at this stage may not be appropriate.

Officer's Response:- Presently, Care.comm can deliver data on performance against most statutory performance indicators (Pl's) for Adults services and the first quarterly performance report for 2003/2004 has been produced using Care.comm. Whilst Care.comm has greatly facilitated the collation of performance data for Adult Pl's a note of caution should be added at this early stage of implementation. Currently data on statutory Pl's for Children's services is not accessible from Care.comm. To access Pl information a software package is needed. It is envisaged that full data sets for statutory Pl's will be produced via Care.comm for quarter 2 (October 2003).

5.0 Lifelong Learning Directorate

Statutory indicators for Education are reported on an annual basis (Quarter 2) and no issues were identified for Culture and Leisure.

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NAWPI	Description	Responsible Member & Officer	2002/03 Target	2002/03 Data	Data Quarter 1 03/04	Data Quarter 2 03/04	Performance	Data Quarter 3 03/04	Performance	Data Quarter 4 03/04	Performance	2003/04 Target
	Community Safety											
1.16 a	Number of racial incidents recorded per 100,000 population recorded	Cllr D Morris : Mike Denman	Not set	78	18							Not set as yet
1.16 b	The percentage of racial incidents that resulted in further action	Cllr D Morris : Mike Denman	Not set	100%	100%							Not set as yet
1.17	The number of domestic violence refuge places per 10,000 population, provided or supported by authority	Cllr E Edwards, Cllr P Dobb, Cllr J Smith : Mike Denman	4.29	4.19	4.19							4.19
12.1	Domestic burglaries per 1,000 households in the BV authority area	Cllr E Edwards, Cllr P Dobb : Mike Denman	11	14	3.03							6% reduction
12.2 a	Violent offences committed by a stranger per 1,000 population	Cllr E Edwards, Cllr P Dobb, Cllr J Smith : Mike Denman		12	Information not kept by NW Police							Not set as yet
12.2 b	Violent offences committed in a public place per 1,000 population	Cllr E Edwards, Cllr P Dobb, Cllr J Smith : Mike Denman		13	Information not kept by NW Police							Not set as yet
12.2 c	Violent offences committed in connection with licensed premises per 1,000 population	Cllr E Edwards, Cllr P Dobb, Cllr J Smith : Mike Denman		2	Information not kept by NW Police							Not set as yet
12.2 d	Violent offences committed under the influence per 1,000 population	Cllr E Edwards, Cllr P Dobb, Cllr J Smith : Mike Denman		5	Information not kept by NW Police							Not set as yet
12.3	Vehicle crimes per 1,000 population of the authority	Cllr E Edwards, Cllr G Kensler : Mike Denman	13.36	14	4							5% reduction

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NAWPI	Description	Responsible Member & Officer	2002/03 Target	2002/03 Data	Data Quarter 1 03/04	Data Quarter 2 03/04	Performance	Data Quarter 3 03/04	Performance	Data Quarter 4 03/04	Performance	2003/04 Target
12.4 a	Has the authority established a corporate strategy to reduce crime and disorder in their area? If no, go to (b)	Cllr E Williams, Cllr E Edwards, Cllr G Kensler, Cllr P Dobb, Cllr J Smith : Mike Denman	Yes	Yes	Yes							Not applicable
12.4 b	Has the BV authority established a timetable for doing so?	Cllr E Williams, Cllr E Edwards, Cllr G Kensler, Cllr P Dobb, Cllr J Smith : Mike Denman	Not applicable	Not applicable	Not applicable							Not applicable
	Corporate Governance											
1.1 a	The level of compliance with the authority's approved Welsh Language Scheme (Service delivery)	Cllr E Williams, Cllr D Morris, Cllr G Kensler : Eryl Davies	Good	Fair & Improving	Annual reporting							Good
1.1 b	The level of compliance with the authority's approved Welsh Language Scheme (Scheme Management)	Cllr E Williams, Cllr D Morris, Cllr G Kensler : Eryl Davies	Good & Improving	Good & Improving	Annual reporting							Good & Improving
1.2	The level of CRE's "Standard for Local Government" to which the authority conforms	Cllr E Williams, Cllr D Morris, Cllr G Kensler, Cllr P Dobb : Eryl Davies	Level 2	Level 1	Level 1							Level 2
	County Clerks											
1.3	Number of complaints to an Ombudsman classified as maladministration	Cllr E Williams, Cllr A Owens : Ian Hearle	0	0	0							0
1.4	The percentage turnout for local elections	Cllr E Williams, Cllr A Owens : Ian Hearle	35%	48%	N/A							35%

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NAWPI	Description	Responsible Member & Officer	2002/03 Target	2002/03 Data	Data Quarter 1 03/04	Data Quarter 2 03/04	Performance	Data Quarter 3 03/04	Performance	Data Quarter 4 03/04	Performance	2003/04 Target
7.7	The percentage of standard searches carried out in 10 working days	Cllr R Webb, Cllr M German, Cllr A Owens : Ian Hearle	35%	68.45%	23.13%							65%
1.5	The percentage of interactions with the public which are capable of electronic service delivery and which are being delivered using internet protocols etc.	Cllr D Morris : Dylan Roberts	45.5% average	46.9% average	Annual reporting							57.5% average
	Finance & Property											
1.6	The percentage of undisputed invoices paid within 30 days	Cllr A Owens, Cllr E Williams : Cemlyn Foulkes	100%	92%	Annual reporting							100%
1.7	The percentage of Council Tax collected	Cllr A Owens : Ken Jones	95%	96.19%	30%							96.50%
1.8	The percentage of non-domestic rates which should have been received during the year that were received	Cllr A Owens, Cllr E Williams : Ken Jones	93.22%	96.14%	34.88%							96.50%
1.15	The percentage of the authority's buildings open to the public that are suitable for accessible to disabled people	Cllr R Webb, Cllr G Kensler : Stephen M Williams	Not set	1.67%	1.70%							50%
	HOUSING BENEFIT/ COUNCIL TAX BENEFIT											
11.1	Whether authority has strategy for combating fraud and error	Cllr A Owens : Jackie Walley	Yes	Yes	Yes							Yes
11.3 a	Average time for processing new claims	Cllr A Owens, Cllr P Dobb, Cllr J Smith : Jackie Walley	74 days	58 days	52 days							47 days

NAWPI	Description	Responsible Member & Officer	2002/03 Target	2002/03 Data	Data Quarter 1 03/04	Data Quarter 2 03/04	Performance	Data Quarter 3 03/04	Performance	Data Quarter 4 03/04	Performance	2003/04 Target
11.3 b	Average time for processing change of circumstances	Cllr A Owens : Jackie Walley	22 days	12 days	15 days							10 days
11.3 c	Percentage of renewal claims processed on time	Cllr A Owens, Cllr P Dobb, Cllr J Smith : Jackie Walley	58%	70%	50%							70%
11.4 a	Percentage of claims where calculation of benefits correct	Cllr A Owens : Jackie Walley	98%	98.05%	99.30%							98.61%
11.4 b	Percentage of recoverable overpayments that were recovered in the financial year	Cllr A Owens : Jackie Walley	38%	40.63%	11.86%							Not set as yet
	Personnel											
1.9	The percentage of senior management posts filled by women	Cllr D Morris : Linda Atkin	20%	25%	23%							25%
1.10	The number of working days/shifts per FTE lost due to sickness absence	Cllr E Williams, Cllr D Morris, Cllr P Dobb : Linda Atkin	9.2	12.4	2.72							11
1.12	III health retirements as a percentage of the total workforce	Cllr D Morris, Cllr P Dobb : Linda Atkin	0.60%	0.36%	0.36%							0.60%
1.13	The percentage of total workforce that declare they are disabled per Disability Disc Act 1995	Cllr D Morris : Linda Atkin	2.72%	2.60%	2.60%							2.60%
1.14	Minority ethnic community staff as a percentage of total workforce	Cllr D Morris : Linda Atkin	0.45%	0.31%	0.36%							0.60%
	EDUCATION											

Please n	ote: Trend analysis cannot be shown for Q	uarter 1. P	olicy Agree	<u>ment Indicat</u>	ors are shade	ed.						
NAWPI	Description	Responsible Member & Officer	2002/03 Target	2002/03 Data	Data Quarter 1 03/04	Data Quarter 2 03/04	Performance	Data Quarter 3 03/04	Performance	Data Quarter 4 03/04	Performance	2003/04 Target
2.1	Average GCSE/GNVQ points score of 15/16 year olds in schools maintained by the authority	Cllr R Hughes, Cllr G Kensler, Cllr J Smith: Tony Jones	Not set	40	N/A							40
2.2	% of pupils in schools maintained by the authority achieving 5 or more GCSE's at grades A*-C or the vocational equivalent	Cllr R Hughes, Cllr G Kensler, Cllr J Smith: Tony Jones	56.50%	52%	N/A							56.80%
2.3	% of pupils in schools maintained by the authority achieving one or more GCSE's at grade G or above or the vocational equivalent	Cllr R Hughes : Tony Jones	93%	93%	N/A							93%
2.4 a	% 11 year olds in schools maintained by authority achieving Level 4 or above in the National Curriculum Key Stage 2 mathematics test	Cllr R Hughes : Tony Jones	69.80%	71.60%	N/A							69.20%
2.4 b	% 11 year olds in schools maintained by authority achieving Level 4 or above in the National Curriculum Key Stage 2 English test	Cllr R Hughes : Tony Jones	69.80%	76.80%	N/A							67.60%
2.4 c	% 11 year olds in schools maintained by authority achieving Level 4 or above in the National Curriculum Key Stage 2 Welsh (first language) test.	Cllr R Hughes : Tony Jones	71.20%	81.20%	N/A							71.30%
2.4 d	% 11 year olds in schools maintained by authority achieving Level 4 or above in the National Curriculum Key Stage 2 Science test.	Cllr R Hughes : Tony Jones	72.40%	82.90%	N/A							71.40%
2.5 a	% 14 year olds in schools maintained by the authority achieving Level 5 or above in the National Curriculum Key Stage 3 Mathematics test.	Cllr R Hughes : Tony Jones	67.50%	61.85%	N/A							69%

Please n	ote: Trend analysis cannot be snown for Q	uarter i.	<u>'olicy Agree</u>	<u>ment Indicat</u>	ors are shad	<u>ed.</u>						
NAWPI	Description	Responsible Member & Officer	2002/03 Target	2002/03 Data	Data Quarter 1 03/04	Data Quarter 2 03/04	Performance	Data Quarter 3 03/04	Performance	Data Quarter 4 03/04	Performance	2003/04 Target
2.5 b	% 14 year olds in schools maintained by the authority achieving Level 5 or above on the National Curriculum Key Stage 3 English test.	Cllr R Hughes : Tony Jones	65%	63.10%	N/A							67%
2.5 c	% 14 year olds in schools maintained by the authority achieving Level 5 or above in the National Curriculum Key Stage 3 Welsh (first language) test.	Cllr R Hughes : Tony Jones	77%	57.60%	N/A							82%
2.5 d	% 14 year olds in schools maintained by the authority achieving Level 5 or above in the National Curriculum Key Stage 3 Science test.	Cllr R Hughes: Tony Jones	64%	69.95%	N/A							66%
2.6	% 15/16 year olds achieving the 'core subject indicator'. Those pupils achieving at least grade C in GCSE English or Welsh, Maths and Science combined	Cllr R Hughes : Tony Jones	41.70%	35%	N/A							43.30%
2.7	% 15/16 year olds leaving full time education without a recognised qualification	Cllr R Hughes, Cllr J Smith : Tony Jones	1%	2%	N/A							0.90%
2.8 a	Number of primary pupils permanently excluded per 1,000 primary pupils	Cllr R Hughes, Cllr J Smith : Tony Jones	0	0.89	N/A							1
2.8 b	Number of secondary pupils permanently excluded per 1,000 secondary pupils	Cllr R Hughes, Cllr J Smith : Tony Jones	0	1.47	N/A							1.07
2.8 c	Number of special pupils permanently excluded per 1,000 special pupils	Cllr R Hughes, Cllr J Smith : Tony Jones	0	0	N/A							0
2.11 a	Percentage permanently excluded pupils attending <10 hours alternative tuition/week	Cllr R Hughes, Cllr J Smith : Tony Jones	0%	0%	N/A							0%

Please n	ote: Trend analysis cannot be shown for Q	uarter 1. P	<u> Olicy Agree</u> i	<u>ment Indicat</u>	ors are shade	ed.						
NAWPI	Description	Responsible Member & Officer	2002/03 Target	2002/03 Data	Data Quarter 1 03/04	Data Quarter 2 03/04	Performance	Data Quarter 3 03/04	Performance	Data Quarter 4 03/04	Performance	2003/04 Target
2.11 b	Percentage permanently excluded pupils attending 10-25 hrs alternative tuition/week	Cllr R Hughes, Cllr J Smith : Tony Jones	0%	0%	N/A							0%
2.11 c	Percentage permanently excluded pupils attending >25 hrs alternative tuition/week	Cllr R Hughes, Cllr J Smith : Tony Jones	100%	100%	N/A							100%
2.12 a	Percentage primary classes with more than 30 pupils - reception to year 2 inclusive	Cllr R Hughes, Cllr J Smith : Tony Jones	2%	2%	N/A							2%
2.12 b	Percentage primary classes with more than 30 pupils - year 3 to 6	Cllr R Hughes, Cllr J Smith : Tony Jones	8%	12.20%	N/A							8%
2.13 a	The number of statements issued during the year	Cllr R Hughes, Cllr J Smith: Tony Jones	No target set	103	N/A							97
2.13 b (i)	% of statements of special educational needs prepared within 18 weeks excluding those affected by the 'exceptions to the rule' under SEN code of practice	Cllr R Hughes, Cllr J Smith : Tony Jones	75%	24.30%	N/A							100%
2.13 b (ii)	% of statements with special educational needs finalised within 26 weeks excluding those affected by the 'exceptions' to the rule under SEN code of practice	Cllr R Hughes, Cllr J Smith: Tony Jones	Not set	46.60%	N/A							100%
2.14	The percentage of attendance, those present or on approved educational activities, in secondary schools	Cllr R Hughes, Cllr J Smith : Tony Jones	Not available	89.80%	N/A							89.80%
	SOCIAL SERVICES											
3.1	Stability of placements of children looked after	Cllr P Dobb, Cllr J Smith, Cllr R Hughes : Nicola Francis	12%	27%	Not accessible							15%

riease II	ote: Trend analysis cannot be shown for C	uarter i. P	Olicy Agree	ment Indicat	ors are shad	ea.				•		
NAWPI	Description	Responsible Member & Officer	2002/03 Target	2002/03 Data	Data Quarter 1 03/04	Data Quarter 2 03/04	Performance	Data Quarter 3 03/04	Performance	Data Quarter 4 03/04	Performance	2003/04 Target
3.2 a	Educational qualifications of children looked after by reference to the percentage of young people leaving care age 16 or over with one or more GCSE's at Grade A* to Grade G or GNVQ equivalent one or more	Cllr P Dobb, Cllr J Smith, Cllr R Hughes : Nicola Francis	75%	17%	Not accessible							75%
3.2 b	Educational qualifications of children looked after by reference to the percentage of young people leaving care age 16 or over with two or more GCSE's at Grade A* to Grade G or GNVQ equivalent two or more	Cllr P Dobb, Cllr J Smith, Cllr R Hughes : Nicola Francis		17%	Not accessible							50%
3.3	The percentage of young people in care on their 16th birthday who have a care plan and/or pathway plan for their continuing care	Cllr P Dobb, Cllr J Smith : Nicola Francis	100%	23%	Not accessible							75%
3.4	The percentage of first placements (for looked after children) beginning with a care plan in place	Cllr P Dobb, Cllr J Smith : Nicola Francis	95%	44%	Not accessible							80%
3.5	Average weekly costs of services for children looked after in foster care or in a children's home	Cllr P Dobb, Cllr J Smith, Cllr A Owens : Nicola Francis	£415	£338.57	Not accessible							£415
3.6 a	Cost of providing social services to adults by reference to gross cost per week for residential and nursing home care	Cllr P Dobb, Cllr J Smith, Cllr A Owens : Neil Ayling		£271	£283							£294
3.6 b	Cost of providing social services to adults by reference to gross cost per week for home care	Cllr P Dobb, Cllr J Smith, Cllr A Owens : Neil Ayling		£84	£76							£94
3.7	The rate of older people (aged 65 or over) helped to live at home per 1,000 population aged 65 or over	Cllr P Dobb, Cllr J Smith : Neil Ayling	98	125.93	117.33							126

NAWPI	Description	Responsible Member & Officer	2002/03 Target	2002/03 Data	Data Quarter 1 03/04	Data Quarter 2 03/04	Performance	Data Quarter 3 03/04	Performance	Data Quarter 4 03/04	Performance	2003/04 Target
3.8	The rate of delayed transfers of care for social reasons per 1,000 population aged 75 and over	Cllr P Dobb, Cllr J Smith : Neil Ayling	2.53	2.08	0.1							2.53
3.9	The percentage of adult clients receiving a written statement of their needs and how they will be met	Cllr P Dobb, Cllr J Smith : Neil Ayling	95%	97%	Not collected							97%
3.10	The rate of assessments of people aged 65 and over per 1000 population aged 65 and over	Cllr P Dobb, Cllr J Smith : Neil Ayling	205	164.01	45.62							160
3.11	Nights respite care provided or funded by authority per 1,000 population aged 18 or over	Cllr P Dobb, Cllr J Smith : Neil Ayling	145	132.32	43.08							117
3.12	The percentage of Children on the CPR whose cases should have been reviewed that were reviewed	Cllr P Dobb, Cllr J Smith : Neil Ayling	100%	80%	Not accessible							95%
3.13	The number of people aged 65 or over whom the authority supports in residential care homes or nursing homes per 1,000 population aged 65 or over	Cllr P Dobb, Cllr J Smith : Neil Ayling	22	33.57	31.12							22
3.14 a	The number of adults under 65 whom the authority helps to live at home per 1,000 adults (physical or sensory disabled)	Cllr P Dobb, Cllr J Smith : Neil Ayling	3.46	10.07	7.53							10.07
3.14 b	The number of adults under 65 whom the authority helps to live at home per 1,000 adults (learning disabilities)	Cllr P Dobb, Cllr J Smith : Neil Ayling	4	2.89	1.83							4
3.14 c	The number of adults under 65 whom the authority helps to live at home per 1,000 adults (mental health problems)	Cllr P Dobb, Cllr J Smith : Neil Ayling	5.25	9.77	0.95							9.77

Please n	ote: Trend analysis cannot be shown for C	tuarter 1.	olicy Agree	<u>ment Indicat</u>	ors are shade	ed.						
NAWPI	Description	Responsible Member & Officer	2002/03 Target	2002/03 Data	Data Quarter 1 03/04	Data Quarter 2 03/04	Performance	Data Quarter 3 03/04	Performance	Data Quarter 4 03/04	Performance	2003/04 Target
3.15 a	Percentage of cases of children with an allocated social worker providing a service appropriate to need (children on the child protection register)	Cllr P Dobb, Cllr J Smith : Neil Ayling	100%	99%	Not accessible							100%
3.15 b	Percentage of cases of children with an allocated social worker providing a service appropriate to need (children looked after excluding 3.15a)	Cllr P Dobb, Cllr J Smith : Neil Ayling	100%	95%	Not accessible							100%
3.15 c	Percentage of cases of children with an allocated social worker providing a service appropriate to need (children in need excluding 3.15 a and b)	Cllr P Dobb, Cllr J Smith : Neil Ayling	100%	69%	Not accessible							100%
	HOUSING											
4.1 a	The percentage of unfit private sector dwellings made fit/demolished - direct LA action	Cllr E Williams, Cllr E Edwards, Cllr M German, Cllr P Dobb: Paul Quirk	7.79%	5.17%	Not available							5.17%
4.1 b	The percentage of private sector dwellings vacant for 6mths+ reoccupied from LA action	Cllr E Williams, Cllr E Edwards, Cllr M German, Cllr P Dobb: Paul Quirk	0.11%	0.56%	Not available							0.56%
4.2	Average SAP energy efficiency rating of LA owned dwellings	Cllr P Dobb, Cllr R Webb : Paul Quirk	52%	52%	Not available							52%
4.5 a	Rent arrears of current tenants as a percentage of rent roll	Cllr P Dobb : Paul Quirk	6.80%	4.90%	Not available							3.90%
4.5 b	Rent arrears of former tenants as a percentage of rent roll	Cllr P Dobb : Paul Quirk	1.50%	1.50%	Not available							1.30%

Please n	ote: Trend analysis cannot be shown for Q	uarter 1.	Policy Agree	ment Indicat	ors are shade	ed.						,
NAWPI	Description	Responsible Member & Officer	2002/03 Target	2002/03 Data	Data Quarter 1 03/04	Data Quarter 2 03/04	Performance	Data Quarter 3 03/04	Performance	Data Quarter 4 03/04	Performance	2003/04 Target
4.5 c	Rent arrears of current and former tenants written off as not collectable as a percentage of rent roll	Cllr P Dobb : Paul Quirk	1.50%	2.40%	Not available							0.90%
4.6	Percentage of decisions on homelessness applications made and notified within 33 days	Cllr P Dobb, Cllr J Smith : Paul Quirk	93%	99.30%	100%							93%
4.7	Average relet times for LA dwellings let during the financial year	Cllr P Dobb, Cllr R Webb : Paul Quirk	46 calendar days	53 calendar days	91.5 calendar days							46 calendar days
4.10 a	Percentage of repairs completed within target time (a) classed as emergency	Cllr P Dobb, Cllr R Webb : Paul Quirk	100%	92.40%	74.40%							95%
4.10 b	Percentage of repairs completed within target time (b) classed as urgent	Cllr P Dobb, Cllr R Webb : Paul Quirk	90%	88.50%	44%							90%
4.11	Average time taken to complete non-urgent responsive repairs	Cllr P Dobb, Cllr R Webb : Paul Quirk	50 days	54 days	Not available							50 days
4.12	Does the authority follow CRE's code of practice in rented housing?	Cllr P Dobb, Cllr D Morris, Cllr J Smith : Paul Quirk	Yes	No	Not available							Yes
4.13 a	Are there landlord wide Tenant Participation Compacts (TPCs)?	Cllr P Dobb : Paul Quirk		Yes	Not available							Yes
4.13 b	When was the most recent review of a landlord wide TPC in partnership with tenants?	Cllr P Dobb : Paul Quirk		Mar-03	Not available							Quarterly
4.13 c	What proportion of tenants are covered by local or group-specific TCPs?	Cllr P Dobb : Paul Quirk		0%	Not available							5%
4.14	The number of homeless households placed by the authority in temporary housing for more than six months	Cllr P Dobb : Paul Quirk		1	Not available							0

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NAWPI	Description	Responsible Member & Officer	2002/03 Target	2002/03 Data	Data Quarter 1 03/04	Data Quarter 2 03/04	Performance	Data Quarter 3 03/04	Performance	Data Quarter 4 03/04	Performance	2003/04 Target
4.15	Average rent lost per tenant through dwellings being left vacant during the financial year	Cllr P Dobb, Cllr R Webb : Paul Quirk		£34.17	Not available							£32.81
	ENVIRONMENTAL SERVICES											
5.1 a (i)	Percentage of municipal waste recycled or reused	Cllr M German, Cllr G Kensler : Ken Ewing	5%	4.70%	3.49%							7.50%
5.1 a (ii)	Percentage of incinerator residues, beach cleansing wastes, rubble and abandoned vehicles recycled	Cllr M German, Cllr G Kensler : Ken Ewing		67.50%	64.09%							70%
5.1 b	Percentage of municipal waste composted	Cllr M German, Cllr G Kensler : Ken Ewing	5%	4.40%	6.58%							7.50%
5.1 c	Percentage of municipal waste used to recover heat, power and other energy sources	Cllr M German, Cllr G Kensler : Ken Ewing	0%	0%	0%							0%
5.1 d	Percentage of municipal waste landfilled	Cllr M German, Cllr G Kensler : Ken Ewing	88%	87.50%	87.12%							82%
5.5	Percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	Cllr M German, Cllr G Kensler, Cllr P Dobb: Ken Ewing	97%	94.40%	96.90%							95%
5.6	Number of collections missed per 100,000 collections of household waste	Cllr M German : Ken Ewing	78	506.6	96.30%							95%
5.7	The percentage of population served by kerbside collection of recyclables	Cllr M German : Ken Ewing	0%	0%	0%							44%
	TRANSPORT											
6.1	Cost of highway maintenance per km on principal roads	Cllr M German, Cllr A Owens : Philip Brelsford	£0.01	£14,265	Annual reporting							£12,365

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NAWPI	Description	Responsible Member & Officer	2002/03 Target	2002/03 Data	Data Quarter 1 03/04	Data Quarter 2 03/04	Performance	Data Quarter 3 03/04	Performance	Data Quarter 4 03/04	Performance	2003/04 Target
6.2	Cost per passenger journey of subsidised bus services	Cllr M German, Cllr A Owens : Philip Brelsford	£1.98	£1.96	Annual reporting							£1.46
6.3 a	Condition of principal roads	Cllr M German, Cllr G Kensler, Cllr E Edwards : Philip Brelsford	Not set	11.40%	Annual reporting							Not set
6.3 b	Condition of non-principal roads	Cllr M German, Cllr G Kensler, Cllr E Edwards : Philip Brelsford	Not set	27.70%	Annual reporting							Not set
6.4	Percentage of street lamps not working	Cllr M German, Cllr E Edwards, Cllr P Dobb: Philip Brelsford	0.50%	0.72%	0.60%							0.50%
6.5 a (i)	Number of pedestrians killed / seriously injured per 100,000 population	Cllr M German, Cllr E Edwards, Cllr G Kensler, Cllr P Dobb: Philip Brelsford	11	17	Annual reporting							16
6.5 b (i)	Number of pedal cyclists killed / seriously injured per 100,000 population	Cllr M German, Cllr E Edwards, Cllr G Kensler, Cllr P Dobb: Philip Brelsford	4	5	Annual reporting							5
6.5 c (i)	Number of two wheeled vehicle users killed / seriously injured per 100,000	Cllr M German, Cllr E Edwards, Cllr G Kensler, Cllr P Dobb: Philip Brelsford	15	20	Annual reporting							20

Please n	ote: Trend analysis cannot be shown for C	tuarter 1.	<u> Policy Agree</u>	<u>ment Indicat</u>	ors are shad	<u>ed.</u>		_				
NAWPI	Description	Responsible Member & Officer	2002/03 Target	2002/03 Data	Data Quarter 1 03/04	Data Quarter 2 03/04	Performance	Data Quarter 3 03/04	Performance	Data Quarter 4 03/04	Performance	2003/04 Target
6.5 d (i)	Number of car users killed / seriously injured per 100,000	Cllr M German, Cllr E Edwards, Cllr G Kensler, Cllr P Dobb : Philip Brelsford	37	25	Annual reporting							24
6.5 e (i)	Number of other vehicle users killed / seriously injured per 100,000	Cllr M German, Cllr E Edwards, Cllr G Kensler, Cllr P Dobb : Philip Brelsford	2	5	Annual reporting							5
6.5 a (ii)	Number of pedestrians slightly injured per 100,000 population	Cllr M German, Cllr E Edwards, Cllr G Kensler, Cllr P Dobb : Philip Brelsford	64	61	Annual reporting							61
6.5 b (ii)	Number of pedal cyclists slightly injured per 100,000 population	Cllr M German, Cllr E Edwards, Cllr G Kensler, Cllr P Dobb : Philip Brelsford	33	19	Annual reporting							19
6.5 c (ii)	Number of two wheeled vehicle users slightly injured per 100,000	Cllr M German, Cllr E Edwards, Cllr G Kensler, Cllr P Dobb : Philip Brelsford	23	32	Annual reporting							32
6.5 d (ii)	Number of car users slightly injured per 100,000	Cllr M German, Cllr E Edwards, Cllr G Kensler, Cllr P Dobb : Philip Brelsford	475	410	Annual reporting							406
6.5 e (ii)	Number of other vehicle users slightly injured per 100,000	Cllr M German, Cllr E Edwards, Cllr G Kensler, Cllr P Dobb : Philip Brelsford	76	39	Annual reporting							38

Please note: I rend analysis cannot be shown for Quarter 1. Policy Agreement Indicators are shaded.												
NAWPI	Description	Responsible Member & Officer	2002/03 Target	2002/03 Data	Data Quarter 1 03/04	Data Quarter 2 03/04	Performance	Data Quarter 3 03/04	Performance	Data Quarter 4 03/04	Performance	2003/04 Target
	Total Children = 115 (12 killed or seriously injured and 103 slightly injured - figures not supplied to the authority broken down as requested in the following criteria)	Cllr M German, Cllr E Edwards, Cllr G Kensler, Cllr P Dobb: Philip Brelsford		See note								
6.5 a (iii)	Number of pedestrians - children killed / seriously injured per 100,000 population	Cllr M German, Cllr E Edwards, Cllr G Kensler, Cllr P Dobb: Philip Brelsford		Not available	Annual reporting							
6.5 b (iii)	Number of pedal cyclists - children killed / seriously injured per 100,000 population	Cllr M German, Cllr E Edwards, Cllr G Kensler, Cllr P Dobb: Philip Brelsford		Not available	Annual reporting							
6.5 c (iii)	Number of two wheeled vehicle users - children killed / seriously injured per 100,000	Cllr M German, Cllr E Edwards, Cllr G Kensler, Cllr P Dobb: Philip Brelsford		Not available	Annual reporting							
6.5 d (iii)	Number of car users - children killed / seriously injured per 100,000	Cllr M German, Cllr E Edwards, Cllr G Kensler, Cllr P Dobb: Philip Brelsford		Not available	Annual reporting							
6.5 e (iii)	Number of other vehicle users - children killed / seriously injured per 100,000	Cllr M German, Cllr E Edwards, Cllr G Kensler, Cllr P Dobb: Philip Brelsford		Not available	Annual reporting							
6.6	Number of days of temporary traffic controls or road closures caused by LA road works per km of traffic sensitive road	Cllr M German, Cllr E Edwards, Cllr G Kensler: Philip Brelsford	1.52	0.88	0.44 (cumulative)							0.57

Please n	ote: Trend analysis cannot be shown for Q	uarter 1.	<u>Policy Agree</u>	<u>ment Indicat</u>	ors are shade	<u>ed.</u>						
NAWPI	Description	Responsible Member & Officer	2002/03 Target	2002/03 Data	Data Quarter 1 03/04	Data Quarter 2 03/04	Performance	Data Quarter 3 03/04	Performance	Data Quarter 4 03/04	Performance	2003/04 Target
6.8	The Percentage of incidents of dangerous damage to roads and pavements made safe within 24 hours	Cllr M German, Cllr E Edwards, Cllr G Kensler: Philip Brelsford	98%	95%	94%							98%
6.9	The percentage of pedestrian crossings with facilities for disabled people	Cllr M German, Cllr E Edwards, Cllr G Kensler, Cllr P Dobb : Philip Brelsford	76%	77%	77% (cumulative)							81%
6.10	The percentage of total length of footpaths and other rights of way easy to use by the public	Cllr M German, Cllr E Edwards, Cllr G Kensler, Cllr P Dobb: Philip Brelsford	55%	62%	47% (half sample)							65%
	N.B. See notes at end of document relating to Transport Policy Agreement.											
	PLANNING											
7.1 a	Does the authority have a Unitary Development Plan in place? If no, go to (b) and (c)	Cllr M German, Cllr R Webb : Mike Pender	Yes	Yes	Yes							Yes
7.1 b	Is there a deposit Unitary Development Plan in place?	Cllr M German, Cllr R Webb : Mike Pender	Not applicable	Not applicable	Not applicable							Not applicable
7.1 c	What percentage of the population of the authority is covered by local plans which were adopted in the last 5 years?	Cllr M German, Cllr R Webb : Mike Pender	Not applicable	Not applicable	Not applicable							Not applicable
7.3	The number of advertised departures from the adopted development plan approved by the authority as a percentage of total permissions granted	Cllr M German, Cllr R Webb : Mike Pender	3%	0.85%	0.71%							2.50%

Please n	ote: Trend analysis cannot be shown for C	uarter 1.	Policy Agree	ment Indicat	ors are shad	ed.						
NAWPI	Description	Responsible Member & Officer	2002/03 Target	2002/03 Data	Data Quarter 1 03/04	Data Quarter 2 03/04	Performance	Data Quarter 3 03/04	Performance	Data Quarter 4 03/04	Performance	2003/04 Target
7.4	The percentage of planning applications determined within 8 weeks	Cllr M German, Cllr R Webb : Mike Pender	75%	66.70%	72%							75%
7.6	Quality in customer service (Planning Officers Society Wales checklist)	Cllr M German, Cllr R Webb : Mike Pender	11	11	11							11
	ENVIRONMENTAL HEALTH & TRADING STANDARDS											
8.1 a	The percentage of food premises inspections that should have been carried out that were for high-risk premises	Cllr E Edwards, Cllr P Dobb : Ken Ewing	100%	42.30%	66%							100%
8.1 b	The percentage of food premises inspections that should have been carried out that were for other premises	Cllr E Edwards, Cllr P Dobb : Ken Ewing	100%	100%	100%							100%
8.2 a	Score against the checklist of enforcement best practice for environmental health standards	Cllr E Edwards : Ken Ewing	9	8.6	8.6							9
8.2 b	Score against the checklist of enforcement best practice for trading standards	Cllr E Edwards : Ken Ewing	9	8.6	8.6							9
	CULTURAL SERVICES											
7.8 a	Is a local biodiversity action plan in place for the authority's area? If no, go to (b)	Cllr M German, Cllr G Kensler, Cllr R Webb: Ann Gosse		No	Plan launched June 2003							Yes
7.8 b	Will there be such a plan in place within the next 12 months?	Cllr M German, Cllr G Kensler, Cllr R Webb: Ann Gosse		Yes	N/A							Not applicable

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NAWPI	Description	Responsible Member & Officer	2002/03 Target	2002/03 Data	Data Quarter 1 03/04	Data Quarter 2 03/04	Performance	Data Quarter 3 03/04	Performance	Data Quarter 4 03/04	Performance	2003/04 Target
9.1	The number of pupils visiting museums and galleries in organised school groups	Cllr G Kensler, Cllr J Smith, Cllr R Hughes : Ann Gosse	9286	8151	3165							9379
9.2	The number of visits to public libraries per 1,000 population	Cllr G Kensler, Cllr R Hughes : Ann Gosse	5426	6113	N/A							6300
9.3	The number of swims and other visits to swimming pools and sports centres per 1,000 population	Cllr G Kensler, Cllr R Webb, Cllr P Dobb : Ann Gosse	9295	9044	2202							9388
9.4 a	The number of playgrounds and play areas provided by the authority, per 1,000 children under 12	Cllr R Hughes, Cllr M German, Cllr R Webb, Cllr E Edwards, Cllr G Kensler, Cllr P Dobb, Cllr J Smith: Ken Ewing	4	4	55							4
9.4 b (i)	The percentage of playgrounds & play areas which conform to national standards for local unequipped play areas	Cllr R Hughes, Cllr M German, Cllr R Webb, Cllr E Edwards, Cllr G Kensler, Cllr P Dobb, Cllr J Smith: Ken Ewing	0%	0%	0%							0%
9.4 b (ii)	The percentage of playgrounds & play areas which conform to national standards for local equipped play areas	Cllr R Hughes, Cllr M German, Cllr R Webb, Cllr E Edwards, Cllr G Kensler, Cllr P Dobb, Cllr J Smith: Ken Ewing	6%	11%	11%							14%

Please note: Trend analysis cannot be shown for Quarter 1. Policy Agreement Indicators are shaded.

NAWPI	Description	Responsible Member & Officer	2002/03 Target	2002/03 Data	Data Quarter 1 03/04	Data Quarter 2 03/04	Performance	Data Quarter 3 03/04	Performance	Data Quarter 4 03/04	Performance	2003/04 Target
	I he percentage of playgrounds & play areas	Cllr R Hughes, Cllr M German, Cllr R Webb, Cllr E Edwards, Cllr G Kensler, Cllr P Dobb, Cllr J Smith: Ken Ewing	10/	13%	13%							14%

Key:	
Ahead of target	1
Target slippage	↓
On target	+

N.B Transport Policy Agreement - In order to develop a better co-ordinated and sustainable transport system to support local communities the Welsh Assembly has presently agreed that Local Authorities can develop their own baseline data to measure changes in public transport patronage around key travel centres. In the longer term The North Wales Economic Forum (the Taith Consortium) will develop a North Wales Transport Model to provide input to future policy agreements. As part of the current agreement the county will undertake the following steps:-

- 1. Measure public transport patronage at the key centres of Rhyl town centre, Glan Clwyd Hospital and St Asaph Business Park.
- 2. Discussions will take place with the main public transport operators to measure patronage based on ticket information for the "neutral" month of October. Should
- 3. Baseline figures will be collected in October 2001. These will then be used, together with other relevant data on fares, service frequencies and aspects of competing modes (e.g.
- **4.** On the basis of the trends established to set a target for public transport patronage within the three year period covered by the agreement.

Update: 1. The Council has been involved in discussions to promote the use of public transport to and from Glan Clwyd Hospital and St Asaph Business Park. The Local Transport

Please note: Trend analysis cannot be shown for Quarter 1. Policy Agreement Indicators are shaded.

	7 Tolloy Agreement indicators are chaded.											
NAWPI	Description	Responsible Member & Officer	2002/03 Target	2002/03 Data	Data Quarter 1 03/04	Data Quarter 2 03/04	Performance	Data Quarter 3 03/04	Performance	Data Quarter 4 03/04	Performance	2003/04 Target

Plan contains a target "to increase the number of passengers on services subject to Quality Bus Partnerships (QBP) by 10% over a five year period". The QBPs are centred on Rhyl, the first has been developed for the coast road corridor through Rhyl and Prestatyn. 2. Discussions have taken place with the main bus operator, Arriva Cymru, to measure patronage based on ticket information for the "neutral" month of October. 3. Baseline figures have been collected for October 2001 and a second set of figures for October 2002. When three years worth of patronage data have been collected these will be used, together with other relevant data on fares, service frequencies and aspects of competing modes (e.g. petrol and parking costs for private motorists) to seek to understand future changes in patronage. 4. On the basis of the trends established to set a target for public transport patronage within the three year period covered by the agreement. The patronage figures collected for the two years 2001 and 2002 are as follows:

Location	Number of passengers				
	2001	2002			
Rhyl	53,945	68,791			
Glan Clwyd Hospital	3,169	3,965			
St Asaph Business Park	31	28			

AGENDA ITEM NO: 9 [CABINET 2003 - 142]

REPORT TO CABINET

CABINET MEMBER: Councillor R W Hughes, Lead Member

Lifelong Learning

DATE: 25 September 2003

SUBJECT: Ysgol Plas Brondyffryn

1 DECISION SOUGHT

1.1 To authorise the Leader, Lead Members for Lifelong Learning and Finance, in conjunction with relevant officers, to approve in principle an interim partnership agreement with the Brondyffryn Trust if required, before the Cabinet meeting in October 2003.

1.2 The final partnership agreement will require full Cabinet endorsement.

2 REASON FOR SEEKING DECISION

- 2.1 At the Cabinet meeting on 22 July 2003, it was resolved to note the progress to date on the work programme agreed on 21 July 2003, in relation to new arrangements for provision at Ysgol Plas Brondyffryn.
- 2.2 Detailed financial and legal discussions are continuing. They are expected to reach an important stage on 30 September. Authorisation for the Leader and Lead Members to make decisions in principle on or around the 30 September, before bringing formal papers to Cabinet in October, will allow the process of further detailed work to be carried out without delay to inform the October Cabinet paper.

3 POWER TO MAKE THE DECISION

3.1 Local Government Act 2000 (Power of wellbeing).

4 COST IMPLICATIONS

4.1 Delays will result in increased building costs for the Trust on the residential provision, and for the Phase 2 build of the primary provision which is being funded through NAfW grant. The interim partnership agreement commits both parties to take certain actions as a precursor to a final agreement: any costs will be absorbed within existing budgets.

5 FINANCIAL CONTROLLER STATEMENT

5.1 The outcome of current negotiations will be crucial to inform the budget setting process and identify potential capital liabilities.

6 CONSULTATION CARRIED OUT

6.1 The Chief Executive, Corporate Directors: Lifelong Learning and Resources and the Monitoring Officer are in full agreement with this course of action.

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

7.1 Inclusion policy on special needs provision

8 RECOMMENDATION

8.1 That the Leader, Lead Members for Lifelong Learning and Finance in conjunction with relevant officers, are authorised to approve an interim partnership agreement in principle with the Brondyffryn Trust if required, before the Cabinet meeting in October.

AGENDA ITEM NO: 10 [CABINET 2003 - 143]

REPORT TO CABINET

CABINET MEMBER: Councillor E A Owens, Lead Cabinet Member for

Finance.

DATE: 25 September 2003

SUBJECT: Revenue Budget 2003/04

1 DECISION SOUGHT

That all pressures identified in the latest budget performance figures for the current financial year (as detailed in the attached appendices) should be absorbed by services.

2 REASON FOR SEEKING DECISION

The need to deliver the Council's agreed budget strategies.

3 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.

4 COST IMPLICATIONS

The projections undertaken based on budget monitoring at the end of August show current pressures on services at £489k (£479k at the end of July).

The level of budget requirement for School & College Transport and Special Education Needs will be recommended following completion of the current review of these services. The remaining pressures will need to be contained within existing budgets.

5 FINANCIAL CONTROLLER STATEMENT

The Council's financial strategy for the year requires a contribution of £1.0m to be made to balances in 2003/04. Services have again identified pressures which must be accommodated within existing budget provisions by adjusting spending priorities. Any adverse

deviation from agreed budgets will endanger achievement of this objective.

6 CONSULTATION CARRIED OUT

Lead Cabinet members are consulting on an ongoing basis with Heads of Service to agree necessary remedial action to prevent overspends in 2003/04.

Service Scrutiny Committees are reviewing bids for funding one off and spend to save proposals.

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

The level of funding available to services together with budgetary performance impacts upon all services of the Council.

8 RECOMMENDATION

- 8.1 That members note the figures in the appendices.
- 8.2 That members consider actions to ensure the achievement of the 2003/04 Revenue Budget strategy to contribute £1.0m to balances.

MONTHLY BUDGET MONITORING REPORT - FINANCIAL YEAR 2003/04 Summary of Pressures POSITION AS AT END AUGUST 2003

Directorate		- Year to Date -				
	Budget Profile	Actual to End Aug 03 Plus Commitments	Variance (Increase/ - Saving)			
	£000s	£000s	£000s			
Lifelong Learning (excluding schools delegated) Environment Personal Services Chief Executive Resources Corporate, Miscellaneous & Benefits	6,061 7,375 11,970 995 2,712 5,100	12,054 860 2,605	-346 84 -135			
	34,213	32,626	-1,587			

Non - Service Items:
Contingency
Capital Financing Charges/Investment Income
Precepts & Levies
Contribution to Balances
Additional Council Tax Yield

	- 2003/04 Totals -						
	Budget As per Budget Book	Budget As at End Aug 03	Projected Outturn	Variance (Increase/ - Saving)			
	£000s	£000s	£000s	£000s			
	16,899	17,431	17,835	404			
	18,613	19,128	19,128	0			
	25,852	26,699	26,784	85			
	2,243	2,240	2,240	0			
	4,937	5,107	5,107	0			
	3,870	3,124	3,124	0			
	72,414	73,729	74,218	489			
	100	929	929	0			
Э	11,283	11,624	11,624	0			
	4,435	4,435	4,435	0			
	1,000	1,000	1,000	0			
				U			
	89,232	91,717	92,206				
			Total Variance	489			

Projected Variance (Previous Report)
393 0 86 0 100 0
0 0 0 0 -100
479

Note: The Management Accounting rules of the Council require debtor account entries to be reversed in respect of amounts outstanding for more 30 days after the due date. In the event that debts cannot be collected Services will be required to meet the cost of the debt write-off. This may impact on the actual outturn achieved by Services at the year end.

MONTHLY BUDGET MONITORING REPORT - FINANCIAL YEAR 2003/04 LIFELONG LEARNING POSITION AS AT END AUGUST 2003

		- Year to Date -		
	Budget Profile	Actual to End Aug 03 Plus Commitments	Variance (Increase/ - Saving)	
	£000s	£000s	£000s	
Individual Schools Budget	18,420	16,868	-1,552	
School Funds Held Centrally	2,977	2,156	-821	
Non school Funding	124	377	253	
Leisure Services	1,555	1,092	-463	
Culture	896	916	20	
Countryside	297	225	-72	
Youth	212	160	-52	
	6,061	4,926	-1,135	
Total Lifelong Learning	24,481	21,794	-2,687	

	- 2003/04 Totals -					
Budget As per Budget Book	Budget As at End Aug 03	Projected Outturn	Variance (Increase/ - Saving)			
£000s	£000s	£000s	£000s			
39,975	39,936	39,936	0			
10,004	10,491	10,848	357			
388	388	412	24			
3,086	3,132	3,132	0			
2,414	2,427	2,433	6			
434	434	439	5			
573	559	571	12			
16,899	17,431	17,835	404			
56,874	57,367 	57,771 	404			

Projected Variance
(Previous
Report)
£000s
0
357
24 -6
6
5
7
393
393

Previous

Notes:

Comments	Current
	Month
Education	£ 000s
Pressures	
<u>- 13334100</u>	
School Funds Held Centrally	
School Transport -	
Impact of variations since budget setting	157
SEN - Balance of bid for additional resources	200
balance of bid for additional resources	200 357
Non School Funding	
College Transport - per report to Cabinet	24
Culture and Leisure	24
<u>Leisure Services Pressures</u>	
Increase in Licensing Fees	2
Pool Hoists for Disabled Persons (DDA)	18
Staff advertising savings Savings from delayed staff appointments	-6 -12
Swimming Development Programme - Increased Income	-12 -2
- The state of the	C
<u>Cultural Services Pressures</u>	
Increase in Licensing Fees	1
Extension of the Peoples' Network Programme- reduced NOF	_
funding	5
Countryside Services Pressures	
Statutory Local Biodiversity Action Plan	7
Additional Grant Income	-2
	5
Voudh	
Youth Prestatyn Youth Centre - Essential Repairs & Maintenance	5
Backdated Superannuation Contribution	7
	12
Directorate Total	404

Mont	h
£ 000)s
	157
	200
	200 357
	24
	24
	2
	0
	2 0 -6 0
	0
	2
	- <u>2</u> -6
	-0
	1
	5
	6
	7
	-2
	5
	0
	7
	000
	393
l	

MONTHLY BUDGET MONITORING REPORT - FINANCIAL YEAR 2003/04 ENVIRONMENT POSITION AS AT END AUGUST 2003

		- Year to Date -				
	Budget Profile	1 - 1				
£000s £000		£000s	£000s			
Consultancy Services	967	943	-24			
Economic Regeneration	477	579				
Highways and Transportation	2,069	1,862	-207			
Planning Services	366	311	-55			
Public Protection & Regulatory Services	3,070	2,964	-106			
Support Services	320	274	-46			
Contract Services	106	96	-10			
Total Environment	7,375	7,029	-346			

- 2003/04 Totals -							
Budget As per Budget Book	Budget As at End Aug 03	Projected Outturn	Variance (Increase/ - Saving)				
£000s	£000s	£000s	£000s				
1,095	1,225	1,225	0				
914	952	952	0				
6,697	6,734	6,734	0				
935	935	935	0				
7,903	8,193	8,193	0				
797	817	817	0				
272	272	272	0				
18,613	19,128	19,128	0				

Projected Variance (Previous	
Report)	
£000s	
	0 0 0 0 0
	0
	0
	0
	0
	0
	0
	0

The current projection is that there will not be an overspend on the cash limited budget.

A number of pressures have been identified which will impact on the budget later in the financial year.

These items have been included as bids for additional funding in the 2003/04 budget and include:

Directorate Restructuring, Licquor Licensing, Parking Decriminalisation

The overspend on Economic Regeneration is caused by a delay in receipt of grant

MONTHLY BUDGET MONITORING REPORT - FINANCIAL YEAR 2003/04 PERSONAL SERVICES POSITION AS AT END AUGUST 2003

		- Year to Date -				
	Budget Profile	Actual to End Aug 03 Plus Commitments	Variance (Increase/ - Saving)			
	£000s	£000s	£000s			
Children Services:						
Children and Families Services	2,236	2,338	102			
Community Development	117		-30			
Performance Management & Support	195	173	-22			
Adult Services:						
Intake A & C M (North)	2,684	3,185	501			
Preserved Rights/RCA	1,287	935	-352			
Intake A & C M (South)	1,511	1,545	34			
Adult Services (Provider)	2,428	2,346	-82			
Performance Management & Support	903	780	-123			
Business Support & Development	577	598	21			
Non HRA Housing	32	67	35			
Total Personal Services	11,970	12,054	84			

- 2003/04 Totals -							
Budget As per Budget Book	Budget As at End Aug 03	Projected Outturn	Variance (Increase/ - Saving)				
£000s	£000s	£000s	£000s				
4,094	4,529	4,656	127				
274	261	255	-6				
381	449	449	0				
5,333	5,774	6,298	524				
3,404	3,086	2,406	-680				
3,772	3,831	3,861	30				
5,682	,	5,662	-1				
1,515	2,050	2,026	-24				
1,313	983	1,012	29				
84	73	159	86				
25,852	26,699	26,784	85				

Projected Variance (Previous Report)
£000s
108 -6 0
507 -317 -254 -93 -31
86
86
86

Children and Families

As in 2002/03. Fostering will be the major drain on the 2003/04 budget.

Intake A & C M (North & South)

There is significant pressure on Community Care (Older People Budgets).

Domiciliary and Day care is currently overspent by £208k and Residential/Nursing Care by £145k

Spend within Community Care PD in the North is steadily increasing, however there is an underspend in the South

£268k of the Delayed Transfer of Care money has been allocated as agreed against the fee increases in Residential/Nursing Home Care.

For reporting purposes Residential Care Allowance budget and spend has been moved to Community Care (Older People).

Learning Disabilities budget pressure circa £579k

Adult Services - Provider

Elderly Residential Services continue to be a major pressure area circa £154K.

Potential savings regarding the loan facility in respect of Llys Marchan Residential home circa £80K

Homecare is underspending due to less demand

A High Court judgement means there is the potential that DCC may get claims for refunds for refund of fees for residential care for people under Section 117 of the Mental Health Act These claims so far have been identified as approximately £3-£5K per individual but further work is being undertaken in order to see what the full impact would be if all those eligible to claim do so.

Potential savings from Llys Marchan mortgage circa £80k.

Business Support & Development.

Pressure areas include IT and central telephone recharges due to budget shortfalls.

MONTHLY BUDGET MONITORING REPORT - FINANCIAL YEAR 2003/04 CHIEF EXECUTIVE, RESOURCES, CORPORATE & MISCELLANEOUS POSITION AS AT END AUGUST 2003

	- Year to Date -				
	Budget Profile	Variance (Increase/ - Saving)			
	£000s	£000s	£000s		
Chief Executive's Dept	995	860	-135		
Resources Directorate: Finance Audit I.T Personnel	1,509 143 726 334	158	19 15 -76 -65		
Total	2,712	2,605	-107		
Corporate & Miscellaneous Benefits	553 4,547	707 4,445	154 -102		
Total	5,100	5,152	52		
Total Chief Executive's, Resources, Corporate & Misc. and Benefits	8,807	8,617	-190		

- 2003/04 Totals -							
Budget As per Budget Book	Budget As at End Aug 03	Projected Outturn	Variance (Increase/ - Saving)				
£000s	£000s	£000s	£000s				
2,243	2,240	2,240	0				
2,115 299 1,649 874	2,285 299 1,649 874	2,285 299 1,649 874	0 0 0				
4,937	5,107	5,107	0				
3,386 484	2,340 784	2,340 784	0				
3,870	3,124	3,124	0				
11,050	10,471	10,471 	0				

Projected Variance (Previous Report)
£000s
0
100 0 0
100
0
0
100

AGENDA ITEM NO: 11 [CABINET 2003 - 144]

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR E A OWENS, LEAD MEMBER

FOR FINANCE

DATE: 25 September 2003

SUBJECT: ANNUAL TREASURY REPORT 2002/03

1 DECISION SOUGHT

Denbighshire County Council's Treasury Policy Statement for 2002/03 states that Cabinet will receive an annual report on the performance of the treasury management function. This report covers the previous expectations of the economic climate, the resultant strategy agreed, actual interest rate performance and the actions undertaken by the Council in response.

In accordance with the Policy, Cabinet is asked to approve this report on treasury activities undertaken in 2002/03, which is attached as an appendix.

2 REASON FOR SEEKING DECISION

Denbighshire County Council's Treasury Policy Statement for 2002/03 was approved by Council on 26th March 2002. The terms of the Policy Statement require an annual report to be produced before 30th September following the financial year end.

3 COST IMPLICATIONS

None.

4 FINANCIAL CONTROLLER STATEMENT

It is a requirement under the terms of Denbighshire County Council's Treasury Policy Statement for members to be advised of the Treasury activities undertaken in the preceding financial year.

5 CONSULTATION CARRIED OUT

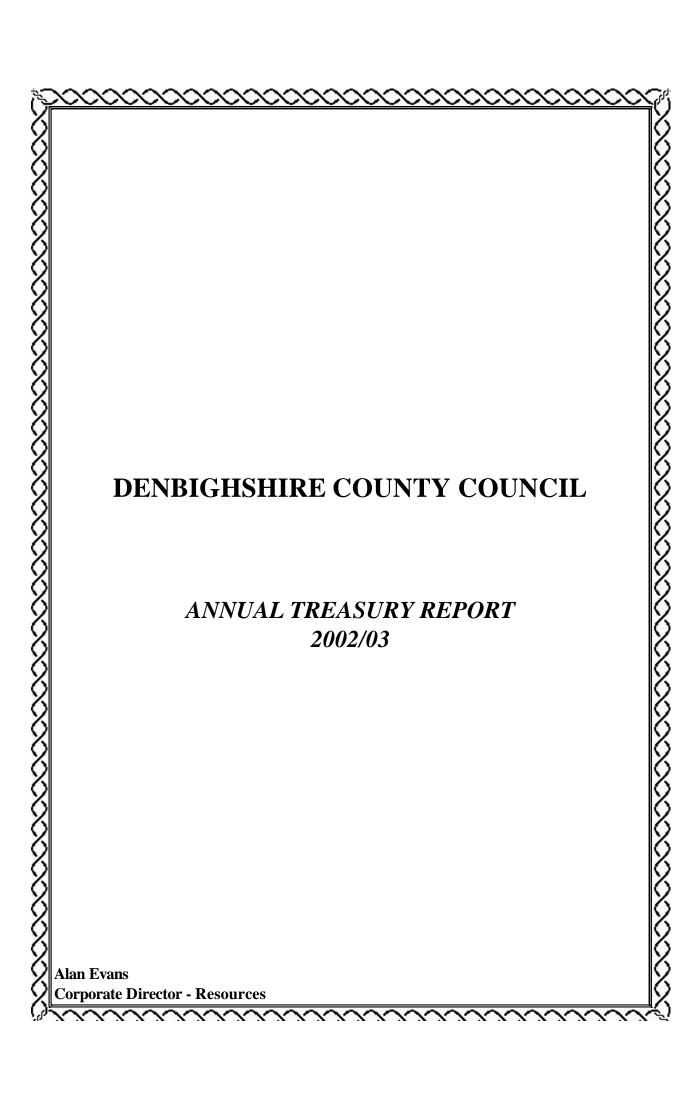
Not applicable

6 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

None

7 RECOMMENDATION

Cabinet is asked to approve the Annual Treasury Report for 2002/03.



CONTENTS

Section	Title
	Introduction and Background
I	Portfolio Position
II	Performance Measurement
Ш	The Strategy for 2002/03
IV	Outturn for 2002/03
V	Compliance with Treasury Limits
VI	Compliance with Treasury Management Policy Statement
VII	Compliance with Treasury Management Practices
VIII	Investments Strategy for 2002/03
IX	Debt Rescheduling

Introduction and Background

In December 2001, the Chartered Institute of Public Finance and Accountancy published a Revised Code of Practice on Treasury Management with a suggested implementation date of 1 April 2002. This Council adopted the 2001 Revised Code in March 2002 and fully complies with its requirements. The primary requirements of the Code are the: -

- 1. Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities
- 2. Creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives.
- 3. Receipt by the Cabinet / Council of an annual strategy report for the year ahead and an annual review report of the previous year.
- 4. Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.

Treasury management in this context is defined as:

"The management of the local authority's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

This annual report covers:

- the Council's treasury position;
- performance measurement;
- the borrowing strategy for 2002/03;
- the borrowing outturn for 2002/03;
- compliance with treasury limits;
- compliance with the Treasury Management Policy Statement;
- compliance with Treasury Management Practices;
- investment strategy for 2002/03;
- investment outturn for 2002/03;
- debt rescheduling.

I. Portfolio Position

The Council's external debt at the start of the year was £109.832m but reduced to £109.248m at 31 March 2003, a net reduction of £0.584m. The closing position was in accordance with the strategy objective to bring actual external debt into line with the Council's credit ceiling. All external debt at 31 March 2003 was held with the Public Works Loan Board (P.W.L.B.) and all loans were on a fixed interest basis. Annual interest charges amounted to £7.604m, the average rate being 6.94% (6.97% in 2001/02).

The Council also has obligations to make payments under a deferred purchase agreement originally taken out by the former Rhuddlan Borough Council in respect of the Pavilion Theatre in Rhyl. At 31 March 2003 the amount outstanding was £1.160m. This agreement is subject to variable interest rates, the amount paid in 2002/03 being £0.058m. The average rate during the year was 4.64% (5.34% in 2001/02).

An summarised analysis of the portfolio position, including temporary investments is presented at Appendix 1.

II. Performance Measurement

One of the key changes in the revision of the Code in 1996 was the formal introduction of performance measurement relating to investments, debt and capital financing activities. Whilst investment performance criteria have been well developed and universally accepted, debt performance indicators continue to be a more problematic area with the traditional average portfolio rate of interest acting as the main guide (as incorporated in the table in section 1).

III. The Strategy for 2002/03

Denbighshire's treasury strategy for 2002/03 was based on a view of the UK economy being weighed down at the start of the year by the downturn in US growth (compounded by the 11 September 2001 terrorist attack) and world growth. Base rate was therefore forecast to fall from 4.0% to 3.75% early in 2002. However, it was hoped there would only be a weak US and world recovery during the remainder of 2002 and so there would need to be an upward correction to base rate from the ultra low levels reached after the terrorist attack. Base rate was therefore forecast to rise back up only slowly to 4.0% in quarter 3, peak at 4.5% by the end of 2002 and rise no further in 2003.

Inflationary pressures were weak and RPIX (headline inflation less mortgage interest rates) was expected to be near or below the target rate of 2.5%. The labour market was a cause for concern, due to the very low level of unemployment, although actual wage inflation was moderate. House

prices were increasing at a very robust and accelerating rate, while the manufacturing sector was contracting. However, consumer demand, confidence and borrowing were all robust and, together with strong growth in planned public expenditure, would provide solid underpinning to the growth rate in the UK economy. This was therefore a different situation from that in the US and did not require cuts in base rates in order to maintain a reasonably healthy and consistent rate of growth.

The effect on interest rates for the UK was therefore expected to be as follows:

Shorter-term interest rates - The "average" City view anticipated that the stronger outlook for growth for the UK economy than the US would mean that base rate would probably not need to fall below 4.0% throughout the year, and that it would then rise by the end of 2002 to 4.5%.

Longer-term interest rates - The view on longer-term fixed interest rates was broadly neutral with long term PWLB rates remaining around 5.0%.

The agreed strategy put to Council in March 2002, based upon the above forecast, was:

- 1. That the expectation for rising base rates in the future was so strong that the drawing of cheaper, fixed short term funding in the near term was essential to enable it to make short term savings required in order to meet budgetary constraints;
- 2. That the risks intrinsic in the shorter term variable rates were such, when compared to relatively low long term funding, which should have been achievable early in 2002/03, that the Council would maintain a stable, longer term portfolio by drawing longer term fixed rate funding.

Against this background caution was adopted with the 2002/03 treasury options. The Corporate Director - Resources monitored the interest rate market and adopted a pragmatic approach to any changing circumstances, reporting any decisions to Cabinet at the earliest opportunity.

IV. Outturn for 2002/03

Shorter-term interest rates –The MPC did not change base rate from 4.0% in 2002 until it was cut to 3.75% in February 2003. Early hopes that the 2001 world downturn would be followed by the usual recovery, wilted during quarter 3 of 2002 and forecasters switched from predicting when rates would start to rise, to whether they would be cut. UK consumer confidence, expenditure, borrowing and house price inflation (reached 30% in November) all continued robustly in quarter 4. The latter militated against the MPC cutting base rate despite increasing concerns about the weakness of the international economic outlook. This weakness provoked the US Federal Reserve to cut its rate in November from 1.75% to 1.25%, a 41 year low. The European Central Bank also cut rates by 0.50% to 2.75% in December. Increasingly ominous anti-Saddam comments from the US weighed down business, investor and consumer confidence, and this became severe in the UK and abroad during the first quarter of 2003. In February, the MPC switched from concerns over high house price inflation and consumer borrowing, to focus on weak global economic conditions.

Consequently, base rate was cut 0.25% to 3.75% to keep inflation up to the target of 2.5% two years ahead, and to stimulate growth in the economy.

Longer-term interest rates – Until June 2002, the 20-25 year lower quota PWLB rate was stable at normal levels between 5.25% to 5.375% (higher quota 5.50% - 5.625%). US corporate accounting woes spectacularly climaxed on 26 June 2002 when news broke of yet more accounting irregularities, this time at WorldCom. This dealt a devastating blow to equity markets and caused a worldwide flight into the relative safety of government bonds. Prices of bonds therefore rose and Long term interest rates consequently started a slide towards abnormally low their yields fell. levels. The US Stock Exchange Commission's deadline of August 14 for corporate managers to certify their accounts was successfully passed without major incidence and so underpinned equity values temporarily. However, in quarter 4 of 2002 worries of impending military action over Iraq started to grow and became severe in quarter 1 of 2003. UK Equity values therefore plunged in mid March to under half of their January 2000 peak of 6931. PWLB lower quota 20-25 year rate hit a floor of 4.5% at this time (higher quota 4.60%). By the end of March, the coalition forces had made major progress in the war and investor worries had been largely dissipated. Equity values consequently staged their strongest 7 day rally since 1940 and so the 20-25 year lower quota PWLB rate ended the year back up at 4.80% (HQ 4.85%) after touching 4.90% (HQ 5.0%).

As comparative performance indicators, average PWLB interest rates for 2002/03 were: -

As highlighted in section 1 above the average debt portfolio rate has moved over the course of the year from 6.97% to 6.94%. The approach during the year was to fund borrowing from surplus cash and maintain external debt at the same level as the credit ceiling.

V. Compliance with Treasury Limits

During the financial year the Council operated within the treasury limits set out in the Council's Treasury Policy Statement and Treasury Management Strategy for 2002/03. The limits were:

• the overall borrowing limit £135m

• the amount of the overall borrowing limit which may be outstanding by way of short term borrowing £40m

• the maximum proportion of interest on borrowing which is subject to variable rate interest 35%

VI. Compliance with Treasury Management Policy Statement

On Tuesday 18th March 2003, the Council approved the Treasury Policy Statement for 2003/04. This statement included the following formal Treasury Management Policy Statement:

Denbighshire County Council defines the policies and objectives of its treasury management activities as follows: -

- 1. Denbighshire County Council defines its treasury management activities as:
 - "The management of the authority's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks".
- 2. The Authority regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the Authority.
- 3. The Authority acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving best value in treasury management, and to employing suitable performance measurement techniques, within the context of effective risk management."

While this statement was not in force for the year 2002/03, the Council acted in compliance with the principles defined in the statement throughout the financial year.

VII. Compliance with Treasury Management Practices

The Treasury Policy Statement for 2003/04 approved by Council on Tuesday 18th March 2003 formally set out Treasury Management Practices in the following twelve areas:

- TMP 1 Treasury risk management
- TMP 2 Best value and performance measurement
- TMP 3 Decision—making and analysis
- TMP 4 Approved instruments, methods and techniques
- TMP 5 Organisation, clarity and segregation of responsibilities, and dealing arrangements

- TMP 6 Reporting requirements and management information arrangements
- TMP 7 Budgeting, accounting and audit arrangements
- TMP 8 Cash and cash flow management
- TMP 9 Money laundering
- TMP 10 Staff training and qualifications
- TMP 11 Use of external service providers
- TMP 12 Corporate governance

While these practices were not formally in force for the year 2002/03, the Council acted in compliance with the principles of financial control defined in these practices throughout that financial year.

In particular, in the area of TMP 1 Treasury Risk Management, throughout 2002/03 the Council had in place adequate and suitable arrangements for the identification, management and control of treasury management risk, as follows:

[1] Liquidity risk management

In the financial year 2002/03, the Authority ensured it had adequate though not excessive cash resources, borrowing arrangements, overdraft and standby facilities to enable it at all times to have the level of funds available which were necessary for the achievement of its business and service objectives.

[2] Interest rate risk management

Throughout the financial year, the Authority managed its exposure to fluctuations in interest rates with a view to containing its net interest costs in accordance with the amounts provided in its budgetary arrangements.

[3] Exchange rate risk management

During the financial year 2002/03, the Authority managed its exposure to fluctuations in exchange rates so as to minimise any detrimental impact on its budgeted income and expenditure levels.

[4] Inflation risk management

The effects of varying levels of inflation, insofar as they could be identified as impacting directly on its treasury management activities, were controlled by the Authority as an integral part of its strategy for managing its overall exposure to inflation.

[5] Credit and counterparty risk management

The Authority regards a prime objective of its treasury management activities to be the security of the principal sums it invests. Accordingly, in the financial year 2002/03, the Council ensured that at all times its counterparty lists and limits reflected a prudent attitude towards organisations with whom funds could be deposited, and limited its investment activities to the instruments, methods and techniques referred to in the Treasury Policy Statement for 2002/03 and the criteria set out in Appendix C of that document.

[6] Refinancing risk management

Throughout the course of the financial year 2002/03, Denbighshire County Council ensured that its borrowing, private financing and partnership arrangements were negotiated, structured and documented, and the maturity profile of the monies so raised were managed with a view to obtaining offer terms for renewal or refinancing, if required, which were competitive and as favourable to the organisation as could reasonably be achieved in the light of market conditions prevailing at the time.

[7] Legal and regulatory risk management

In the financial year 2002/03, Denbighshire County Council ensured that all of its treasury management activities complied with its statutory powers and regulatory requirements. In framing its credit and counterparty policy, the Council ensured that there was evidence of counterparties' powers, authority and compliance in respect of the transactions they effected with the organisation, particularly with regard to their duty of care and the fees charged.

[8] Fraud, error and corruption, and contingency management

The Authority has ensured that it has identified the circumstances which may expose it to the risk of loss through fraud, error, corruption or other eventualities in its treasury management dealings. Accordingly, in the financial year 2002/03, it employed suitable systems and procedures, and maintained effective contingency management arrangements, to guard against such loss.

[9] Market risk management

Throughout the financial year 2002/03, Denbighshire County Council sought to ensure that its stated treasury management policies and objectives were not be compromised by adverse market fluctuations in the value of the principal sums it invested, and accordingly protected itself from the effects of such fluctuations.

VIII. Investment Strategy for 2002/03

The authority manages its investments in-house and invests within the institutions listed in the authority's approved lending list. The authority invests for a range of periods from overnight to 364 days, dependent on the authority's cash flows and the interest rates on offer, although in practice during 2002/03, cash was only invested short term.

Detailed below is the result of the investment strategy undertaken by the Council.

	Average Investment Balance	Average Deal Size	Average Term	Average Rate of Return	Benchmark Return *
Internally Managed	£16.1m	£1.7m	10 days	3.73%	3.65%

^{*} The benchmark for internally managed funds is the average 7-day LIBID (London Interbank Bid) rate (uncompounded) sourced from the Financial Times.

No institutions in which investments were made showed any difficulty in repaying investments and interest in full during the year.

IX. Debt Rescheduling

It was anticipated that opportunities for rescheduling exercises could occur throughout the year. In March 2003 interest rates moved to a level which enabled PWLB loans amounting to £20.136m each with maturity dates of April 2015 to be repaid and replaced with new loans for the same value but at a lower net rate of interest. Maturity dates of the replacement loans were spread over 5 years. This action was taken to reduce the interest rate risk and the potential forward budgetary impact of refinancing a high level of debt at a single point in the future within a changeable market. By taking advantage of short-lived interest conditions, the Authority was able to stabilise its Treasury position over the medium to long term.

	Loan Interest	Debt Outstanding 1Apr 02	Loans Raised 2002/03	Loans Repaid 2002/03	Debt Outstandi 31 Mar 0	~	Gross Interest 2002/03	Average Rate 2002/03	Average Rate 2001/02
Loan Debt: P.W.L.B. Market	Fixed Fixed	£ 000s 109,782 50	£ 000s 20,136 0	£ 000s 20,670 50	£ 000s 109,248 0	No. 91 1	£ 000s 7,602 2	% 6.94 5.75	% 6.97 5.70
Temporary Loans	Fixed	109,832	20,136	20,720	109,248	92 Nil	7,604 0	6.94 0.00	6.95 4.72
Total Debt		109,832	20,136	20,720	109,248	92	7,604	6.94	6.97
Deferred Purchase	Variable	1,340 	0	180	1,160	1	58	4.64	5.34
Investments	Fixed	14,125	592,095	594,220	12,000	6	611	3.73	4.68

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