

**CABINET**

Minutes of the Cabinet meeting held in the Dean's Library, St Asaph on Monday 10 May 2004 at 10.00 a.m.

**PRESENT**

Councillors P A Dobb,**0 Lead Member for Health & Wellbeing**; E C Edwards, Lead Member for Safeguarding our Communities; R W Hughes, Lead Member for Lifelong Learning; G M Kensler, Lead Member for Promoting Denbighshire; 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: Councillor D M Holder.

**ALSO PRESENT**

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

**APOLOGIES**

Councillors M A German, Lead Member for Sustainable Development and Environment, D M Morris, Lead Member for Communications and E W Williams, Lead Member for Economic Wellbeing and the Chief Executive.

**1 URGENT MATTERS**

There were no urgent matters.

**2[i] MINUTES OF THE CABINET**

The Minutes of the Cabinet meeting held on 20 April 2004 were submitted.

Item 13 A CCTV - North Denbighshire Upgrade Project: Councillor E C Edwards asked whether any progress had been made with a delegation from Denbighshire to meet with the Chief Constable and Police to achieve a partnership solution. The Assistant Chief Executive: Strategy

confirmed that the Chief Executive was in the progress of making the arrangements.

Item 14 Eirianfa: The County Clerk referred to discussions with the Eirianfa Association regarding the 10% discounted rent for the duration of the lease recorded by way of a side letter. He reminded Members that the Association should not walk away from their responsibilities and officers considered the obligation to the Council as their landlord should match the liability of the Trustees to the Association. Members agreed to delete "as recorded by way of side letter" in Resolution (b).

The Deputy Chief Executive / Corporate Director: Resources, on behalf of the Chief Executive, suggested Members consider the financial options of lease or disposal again at the Cabinet meeting on 25.05.2004. Councillor E A Owens said the offer already made to the Association had been fair and as the Association had not accepted the offer, officers should continue now with disposal. Members agreed a further report as outlined at the meeting, be provided for the Cabinet meeting to be held on 25.05.2004.

Item 17 Approval of Single Tender for Replacement of Digital Printer: Councillor E A Owens asked that the Resolution be amended to include Members' agreement to the supply of a colour printer as detailed in the report.

***RESOLVED*** that subject to the above, the Minutes of the Cabinet meeting held on 20 April be approved as a correct record and signed by the Deputy Leader.

## **2(ii) MINUTES OF THE CABINET**

The Minutes of the Cabinet meeting held on 29 April 2004 were submitted.

Although not at the meeting, Councillor R W Hughes asked that a caveat be included with regard to funding schemes. She expressed concern that Prestatyn was not being treated fairly and had to sell property before getting any investment.

***RESOLVED*** that subject to the above, the Minutes of the Cabinet meeting held on 29 April be approved as a correct record and signed by the Deputy Leader.

## **3 URGENT MATTERS**

There were no Urgent Items.

## **EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED** under Section 100A(4) of the Local Government Act 1972 the Press and Public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 8 and 9 of Part 1 of Schedule 12A of the Local Government Act 1972.

## **PART II**

### **4 THREE YEAR CAPITAL PLAN - 2004/2005 ONWARDS**

Councillor E A Owens presented the report for Members to note the anticipated capital outturn position for 2003-2004 and the associated implications for the 2004-2005 General Funded element of the Capital Plan and to recommend to Council the strategy proposals as set out in paragraph 8 of the report. Councillor Owens reminded Members that potential new Capital schemes which had been identified but were currently outside the agreed capital plan could only be considered for inclusion after capital receipts had been generated.

Some of the slippage had been caused by a capacity issue in the Council in managing individual projects i.e. the process between the allocation of funding and the work being commenced. Councillor E C Edwards expressed his disappointment regarding the shortage of professional and technical staff in Denbighshire. The Corporate Director: Environment said the capacity issue was a problem throughout Wales and that there was less of a problem in Denbighshire than in many other Authorities. Councillor W R Webb said he was concerned regarding slippage and suggested the report should have been available at an earlier date.

The Corporate Director: Environment said it was hoped a report on property issues would be available for Cabinet on 25.05.2004.

With regard to the 2004/2005 Block Allocations, Councillor E A Owens said the suspension of half the Block Allocation had helped with funding for urgent works but had resulted in some difficulties with the small block allocations. The Block Allocation would be reinstated when sufficient capital receipts had been generated.

The Financial Controller outlined the current legislation with regard to DDA works and said an extensive programme of works was in place. Councillor Owens said it would be possible to roll over some of the DDA works to the next financial year with no loss of commitment. In response to a query from Councillor G M Kensler, Councillor Owens confirmed that each site would be considered separately. The Financial Controller also confirmed that each building would have a register of the presence of asbestos, if any. Councillor E C Edwards agreed it was difficult to set all the requirements in place but it was important to ensure the DDA was in place quickly. Councillor W R Webb agreed it was important to ensure the correct DDA requirements were in place. Councillor Owens agreed it was important not to just carry out superficial DDA works, but that all statutory requirements were met.

Councillor E A Owens outlined the Community Projects and said there was often a delay between the initial application and the applicants obtaining confirmation of match funding from other grant aiding bodies, as a result the funding would only be valid for a period of 18 months for future approvals.

Members were given an outline of the proposed reinstatement of the 2004-2005 Block Allocations by Councillor Owens. She said the Education block would not be reinstated at this time as funding was available from elsewhere and there would be no delay to the Education summer programme of works.

In response to a query from Councillor P A Dobb, the Principal Management Accountant confirmed that both residential homes funding and prudential borrowing for Personal Services had been approved.

Councillor E C Edwards expressed his disappointment that work had still not commenced on the Glasdir works for the Ruthin Relief Road.

In response to a query from Councillor W R Webb, the Corporate Director: Environment confirmed that the Corwen Flood Prevention works for 2004-2005 had been included and would receive 85% funding from the Welsh Assembly Government.

Councillor R W Hughes informed Members that the Meliden Multi Use Games Area had achieved 50% funding from the Sports Council. She reminded Members that Meliden was the third most deprived Ward in Denbighshire and asked Members to consider funding the Meliden MUGA at this time. After discussion, Members agreed to adjust the

blocks and allocate £50k from the Highways Block until September 2004 to allow the Meliden MUGA to proceed.

In response to a query from Councillor W R Webb, the Principal Management Accountant confirmed that the Corwen Pavilion scheme was included on the Culture and Leisure B list.

The Head of ICT discussed the HR / Payroll system. He said the original capital bid had not included any hardware costs and outlined the current costs of the software and hardware where an additional £70k was required this year and a further £100k would be required next year. After discussion Members agreed to postpone any decision on additional funding for the system until September 2004.

At this juncture (11.10 a.m.) the meeting adjourned for 10 minutes to allow Members to participate in refreshments.

Councillor E C Edwards in referring to the Mwrog Street Flood Alleviation Scheme, expressed his concern regarding possible scheme costs but was assured by the Corporate Director: Environment that the Authority had made provision for reasonable claims. If required, the claims would be taken to the Lands Tribunal. The Corporate Director: Environment said if the claims were agreed, further reports would be brought to Cabinet. The Deputy Chief Executive / Corporate Director: Resources confirmed that funding was available for reasonable claims. Any settlements over and above that would impact on future years capital plan.

**RESOLVED** that Cabinet recommends to Council:

*[a] the approval of the revised Capital Plan as set out at Appendices 3.1 to 3.5, incorporating the changes set out in section 2 of the report subject to a temporary reduction of the Highways Block Allocation of £50k for the funding of the Meliden Multi Use Games Area [to be reinstated to the Highways Block in September 2004 from Capital receipts]*

*[b] that Capital Receipts generated in 2004/05 are applied to:*

- i) meet the projected funding shortfall of £0.220m*
- ii) finance the reinstatement of the remaining balance of the Block*

- [c] that a review is undertaken of the necessary programme of works in respect of D.D.A. and other regulatory requirements*
- [ch] that Resources Scrutiny Committee is asked to undertake an exercise to identify priorities for capital funding, taking into account current Block Allocations and the Council's agreed priorities*
- [d] that investigative work is undertaken to consider the feasibility of utilising the Prudential Borrowing regime to enable a scheme to be developed in respect of Rhyl College*
- [dd] that the potential to develop a Prudential Borrowing scheme in respect of Ysgol Plas Brondyffryn is considered*
- [e] that future approvals from the Community Projects Block Allocation will be subject to offers of funding being valid for a period of eighteen months after which time any projects which have not commenced will require fresh authorisation.*

The meeting concluded at 11.40 a.m.

**REPORT TO CABINET**

**CABINET MEMBER: COUNCILLOR P.A. DOBB, LEAD MEMBER FOR HEALTH AND WELL BEING AND COUNCILLOR M.A. GERMAN, LEAD MEMBER FOR SUSTAINABLE DEVELOPMENT AND THE ENVIRONMENT**

**DATE: 25 MAY 2004**

**SUBJECT: DENBIGHSHIRE LOCAL HOUSING NEEDS ASSESSMENT (FORDHAM RESEARCH REPORT- FEB 2004)**

**1 DECISION SOUGHT**

For the Cabinet to

1. Endorse the broad content and findings of the Denbighshire Local Housing Needs Assessment (LHNA) which will be used as a material consideration to inform both Housing and Regeneration Strategy policy and programmes as well as Planning policy and planning applications.
2. Endorse the need for further research to be carried out regarding the various options that the Council could pursue to deliver affordable housing within Denbighshire.
3. Support the case for additional funding for both substantial improvements to/regeneration of the existing private/general stock to meet need that can be met "in-situ" as well as the need for additional affordable housing.
4. Recommend – pending subsequent consideration and approval - to Council to approve interim working arrangements to seek and deliver an agreed element of affordable housing in residential developments in planning applications and agree the need to prepare Supplementary Planning Guidance on Affordable Housing to enable

detailed determination of planning applications. Depending on local circumstances this level should be set at a minimum of 30% affordable housing .Depending on resources available to RSL's one option could be (i) 15% social RSL housing plus (ii) 15% low cost private sector housing – subsidised by the developer to bring it to an affordable price. No site minimum site thresholds to be applied at present.

## **2 REASON FOR SEEKING DECISION**

The need for and supply of affordable housing throughout the County is a key issue identified in several approved Council policy documents. WAG recommend that all LA's undertake a Local Housing Needs Assessment ( LHNA) to assess the need for affordable housing.

Fordham Research Consultants were commissioned by Regeneration Services, Planning Services (now Planning & Public Protection) and Housing Services to undertake a LHNA in March 2003. The LHNA addresses key affordable housing issues in Denbighshire and once approved:

- (i) will inform both Housing, Regeneration and Planning policy
- (ii) will assist in delivering affordable housing through the housing and planning systems.

This paper seeks to address predominantly issues in relation to-

- housing and regeneration policies and programmes - their role and the various ways they meet the identified need
- how planning policy can assist in the delivery of affordable housing within Denbighshire.

A further report will be submitted to a future meeting of the Cabinet on how the application of housing and regeneration based policies can influence the delivery of affordable housing via the application of policies such as empty homes strategies, use of social housing grant , housing renewal etc.



The LHNA raises significant issues in relation to-

- the need to adapt and improve the existing stock to bring it up to an acceptable standard but also to enable householders (including those requiring care at home or with some form of disability or other) in need of a different type of accommodation
- the need for affordable housing across the County.

### **Funding**

The report closely follows the WAG guidance in preparing such assessments. Based on this and the substantial need identified clearly there is a case for making a bid for additional resources in respect of-

- Social housing Grant- to enable additional affordable houses to be provided
- Renewal Areas- to enable the current programme of renewal to be at least maintained if not enhanced.

### Affordable housing and Planning

In respect of affordable housing in particular it:

- identifies an annual shortfall of 645 affordable dwellings per annum over the next 5 years;
- recommends that as an immediate implication, Denbighshire, as a local planning authority, should be negotiating for up to 50% affordable housing i.e. public sector social housing or Registered Social Landlord (RSL) stock, on all new applications for residential developments irrespective of size and location.

The report looks at both the County average and the average at the 4 Partnership Areas .There are pockets where - based on the “average” income and “average” price of certain types of houses- houses are affordable. However, it would be fair to say that generally speaking most households cannot afford the average

price of a 3-bed house. Consequently the findings of the Report hold up across the county and the use of the “County average” does not significantly distort the picture or doubt the overall findings of the report.

Clearly there are several ways to increase the supply of affordable housing and these were raised at the Cabinet meeting in March 2004. One way is through the Planning system.

Whilst the report provides evidence allowing the local planning authority to negotiate with developers for a target of 50%, the actual numbers achieved may be lower depending on the funding limitations (SHG) of the affordable housing enablers and providers i.e. Denbighshire’s Housing Service and RSL’s.

Planning and Public Protection Services worked closely with both Housing Services and RSL’s in seeking different options and methods that work towards a solution to achieve this. In addition a member workshop has been held.

The LHNA and subsequent working agreements provide an opportunity for the Council to deliver an element of affordable housing to meet the needs of the residents of the County. There is a need to move forward quickly and reach agreement on the delivery mechanisms to enable a start to be made to address the significant need for affordable housing as identified in the Fordham Research report.

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

Town and Country Planning Act 1990.

### **4 COST IMPLICATIONS**

The resources to fund any development programmes by the Registered Social Landlord’s would fall to be met primarily by the Social Housing Grant. The indicative figure from the Assembly for Denbighshire in 2004/2005 is £1,920,000 which is anticipated to form 56% of development costs by the RSL. An increase in the level of development from this source is likely to impact upon the

ability of the RSL's to deliver other elements of existing Social Housing Grant schemes. Discussions regarding the level of affordable housing that can be realistically achieved through the planning process have commenced among all stakeholders and an outline of preliminary working arrangements is attached to this report as Appendix 1.

In addition it is likely that the adoption of such targets could effectively reduce the full market value of potential land disposals by the authority for residential purposes as a consequence of the requirement for a set percentage of properties within any development to be 'affordable'.

## **5 FINANCIAL CONTROLLER STATEMENT**

The major potential financial implication for the Council from this strategy is highlighted in the final paragraph of part 4 of the report, namely the impact on the disposal value, and therefore the reduction in capital receipt, from Council owned land sold for housing development.

## **6 CONSULTATION CARRIED OUT**

The consultants presented the findings of the report at Eirianfa, Denbigh on Wednesday 8<sup>th</sup> October. Members, officers, developers, estate agents and other interested groups were invited to this.

A workshop session was held by Planning Services in Henllan on 24<sup>th</sup> November. Members, Assembly Members officers (from both Denbighshire and other authorities) and representatives from RSL's were invited and attended this session.

There was considerable interest in the results of the LHNA at both events and the consensus is that a corporate and partnership approach is required to achieve the report's recommendations.

Further discussions and consultation regarding interim working arrangements for delivery of affordable housing policy have been

held with RSL's and officers from Housing and Planning & Public Protection. Briefly these are:

- 30% affordable housing to be provided on new housing applications split 15% social rented, 15% low cost private sector market housing – but subsidized by the developer as the first entry price of new build housing exceeds the price of first entry existing properties available on the open market.
- On-site provision will be the norm
- Exceptionally off-site provision will be acceptable subject to detailed criteria
- Commuted sum fund to be established to deal with developer contributions that may arise from Planning Obligations and the way the payments are to be used
- Model Section 106 agreements to be drafted
- Supplementary Planning Guidance note required.

As stated above Appendix 1 sets out more detailed recommended arrangements. These will be brought back to Cabinet when necessary for reasons based on experience and circumstances.

The Environment Scrutiny Committee considered the Fordham Research Report at its meeting on the 18<sup>th</sup> December 2003 and endorsed the use of the findings to shape future Housing and Planning policy requirements.

The Personal Services Scrutiny Committee considered issues associated with Affordable Housing at its meeting on the 21<sup>st</sup> January 2004. The Committee recommended to the respective Lead Members, the adoption by Cabinet of the Fordham report and the adoption of interim working arrangements to seek at least 30% affordable housing as a general rule. In addition the Committee recommended that further consideration could be given of the opportunities for the Council to assist Registered Social Landlord's to identify suitable land for the development of affordable housing, including the potential to allocate publicly owned land for less than best price for affordable housing, the potential to place a greater emphasis on the allocation of land for

affordable housing via land use policies such as the UDP and the feasibility of the Council assisting Registered Social Landlords in acquiring suitable land. The Committee also requested that further investigations be made into the opportunities for the Council to develop initiatives to encourage the most appropriate use of existing housing to release more family housing to meet existing needs.

A similar report to this report was submitted to but not considered by the meeting of Cabinet in February 2004.

## **7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE**

The recommendations of the report will have important implications for the RSL's, Housing and Regeneration policies , priorities and programmes.

## **8 RECOMMENDATION**

For the Cabinet to

1. Endorse the broad content and findings of the Denbighshire Local Housing Needs Assessment (LHNA) which will be used as a material consideration to inform both Housing and Regeneration Strategy policy and programmes as well as Planning policy and planning applications.
2. Endorse the need for further research to be carried out regarding the various options that the Council could pursue to deliver affordable housing within Denbighshire.
3. Support the case for additional funding for both substantial improvements to/regeneration of the existing private/general stock to meet need that can be met "in-situ" as well as the need for additional affordable housing
4. Recommend pending subsequent consideration and approval - to Council to approve interim working arrangements to seek and deliver an agreed element of

affordable housing in residential developments in planning applications and agree the need to prepare Supplementary Planning Guidance on Affordable Housing to enable detailed determination of planning applications. Depending on local circumstances this level should be set at a minimum of 30% affordable housing .Depending on resources available to RSL's one option could be:

- (i) 15% social RSL housing plus;
- (ii) 15% low cost private sector housing – subsidised by the developer to bring it to an affordable price.

No site minimum site thresholds to be applied at present.

## Local Housing Needs Assessment Working Agreement

### 1. Introduction

The purpose of this report is to set out draft working arrangements for the operation of the policy to secure affordable housing on new residential development sites following the findings of the Fordham Research report on Local Housing Needs Assessment 2003.

### 2. Background

The LHNA raises significant issues in relation to the need for affordable housing across the County, in particular it:

- identifies an annual shortfall of 645 affordable dwellings per annum over the next 5 years;
- recommends that one of the immediate implications are that as a local planning authority, Denbighshire should be negotiating for up to 50% affordable housing i.e. Council housing or Registered Social Landlord (RSL) stock, on all developments irrespective of size and location.

Officers from Planning Services and Housing have met with representatives from local Registered Social Landlords (RSL's) to discuss the practical implications of the study findings and have made the following preliminary agreements.

### 3. Preliminary Agreements

- There was general agreement and support for findings of LHNA.
- The report highlighted substantial unmet need for affordable housing across the County. This confirmed the established understanding of need but provided up to date and robust evidence.
- There is a need for all housing and planning agencies to collaborate better to achieve
  - (i) mutual understanding
  - (ii) realistic delivery targets and mechanisms

- Need to identify
  - (i) priorities in terms of areas across the County
  - (ii) agreed % for affordable housing provision
  - (iii) types of housing to be provided (rent, shared equity, home buy)
  - (iv) low cost market housing (private)
  
- The report considered that all private market housing in the County was beyond the reach of those in need of affordable housing. This means that the full proportion of affordable housing would need to be provided via the RSL's as social housing. A significant difficulty in implementing the policy has been identified in that even if a recommended percentage figure of 40% affordable housing on new housing sites seeking planning permission were to be applied, Registered Social Landlords (RSL) may not deliver because of insufficient Social Housing Grant Fund.

#### **4. Agreed Working Arrangements**

- 4.1 On-site provision to be the normal policy and practice. Off-site provision to be agreed exceptionally and only if it would be unfeasible, unsuitable and inappropriate to make provision on site. This requires a set of tests and criteria to be met (type of need, location, site considerations, costs of development, proximity of services/transport etc). Another exception could be based on the need for regeneration of an area.
- 4.2 Minimum 30% provision of affordable housing is realistic and achievable which could be split:-
- (i) 15% affordable housing provided by RSL's for rent
  - (ii) 15% low cost housing subsidized by private developer to bring it in line with existing properties subject to:
    - a) maximum space standard (as set by WAG guidance)
    - b) maximum price
    - c) no permitted development rights
    - d) preferably terraced properties,



- e) 'local' qualification (within 5-10 miles)
- f) average density of 12 dwellings per acre net (3.0 dwellings per ha) but not gross density (exclude public open space/roads and trees etc)
- g) normal discounted price to be set at £10k per plot (un-serviced) or £15k per plot (serviced)
- h) clear preference for on-site design and build agreements to maximise presence to builder on-site.

Alternatively a developer could provide a similar lower market property to that on an estate but at a discounted where the discount is secured in perpetuity by a legally binding agreement .

4.3. Minimum 30% rule to be applied with certain flexibility based on following thrust –

- may be varied based on local circumstances
- may be varied by prior formal agreement of all parties (builder, RSL, LPA and LHA)
- commitment by RSL (or other) to implement scheme within reasonable period, say 3-5 years

4.4 Only as an exception, off-site provision or Commuted Sum (CS) payment may be required or accepted, provided :-

- (i) Qualifying tests/criteria met – these are to be drafted and agreed
- (ii) Land elsewhere has been identified/secured at a discounted/affordable price
- (iii) Land elsewhere is within the same community or Town Council area as the application site
- (iv) Land elsewhere is free or reasonably free of any abnormal development constraints/costs
- (v) RSL can implement within a reasonable time period (3-5 years)

- 4.5 It was agreed that there was a need to draft and agree a model section 106 legal agreement to cover the provision of affordable housing.
- 4.6 It was also agreed that following formal ratification of any working/ delivery arrangements for affordable housing by the local planning authority, RSL's and LHA, that these be incorporated into Supplementary Planning Guidance.

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR PAULINE DOBB  
LEAD MEMBER FOR HEALTH & WELL-BEING

DATE: 25 MAY 2004

SUBJECT: SOCIAL HOUSING GRANT PROGRAMME

1 Decision Sought

To confirm the Social Housing Grant Programme for 2004/05.

2 Reason For Seeking Decision

2.1 Social Housing Grant (SHG) is the capital funding used by Registered Social Landlords (RSLs) (Housing Associations) to build new dwellings or acquire existing properties for rent or low cost sale. SHG is allocated to the RSLs by the Welsh Assembly Government (WAG) but developments must be in accordance with the Council's Housing Operational Plan.

2.2 SHG is usually set at 56% of development costs (higher for special needs schemes) with the remainder raised by the RSL as a mortgage to be repaid from rental income.

Discussions have taken place with WAG and the three RSLs who have development status in Denbighshire. Sites for development of new housing are becoming more difficult to identify throughout the County. The programme is, therefore, increasingly concentrating on purchase of existing properties and on special needs schemes for vulnerable groups. A specific allocation is made for the "Homebuy" scheme through which first time buyers can acquire a share (70% or 50% in rural areas) of a property and the RSL retains the remaining equity - WAG may provide additional funding to top up this allocation.

2.3 The programme spend for 2003/04 was £2,410,759 against an allocation of £2,580,000 (£2,400,000 plus supplement of £180,000 for Homebuy) (see attached schedule). The slight underspend was caused in part by Welsh Assembly Government closing the account on the set date of 15 March 2004 whereas in previous years there has been some flexibility. Claims for £196,515 will now fall to 2004/05.

- 2.4 The proposed programme for 2004/05 is attached against an allocation of £2,380,000. There may be some supplementary allocation for Homebuy and there is special funding for schemes for relocation from Bryn Neuadd Hospital. There may also be supplement from commuted sums received by the Council under Section 106 planning agreements relating to affordable housing. The programme is based on current expectations of schemes coming forward but these depend on purchase agreements, planning permissions, tender prices, etc. A significant reserve programme is, therefore, included and flexibility will be required to ensure maximum spend.
- 2.5 Other schemes for Affordable Housing may come forward within development sites as a result of Section 106 Planning Agreements. These are dependent on the developers proceeding with a scheme and offering part to the RSLs. Provision for them will have to be considered at the time and several possible sites have been included in the reserve list.
- 2.6 A significant element of the programme (£1m) is set aside for the development of an Extra Care Sheltered Housing Scheme. This would only be the first part of funding expected to require some £1.9m of SHG towards a total cost of about £3m for 40+ units, the second part would be a commitment on the 2005/06 programme. Discussions are continuing about the location and design of such a scheme, decisions will be required during Summer 2004 which will enable a start on site by March 2005. Such a scheme is being included in addition to the work ongoing on the proposed remodelling of Local Authority residential homes. It arises from significant and increasing demand for housing to meet the needs of older people with support and care needs.

### **3 Power To Make Decision**

Housing Act 1996, Section 18 (as amended)

### **4 Cost Implications**

- 4.1 Social Housing Grant is allocated directly to RSLs by Welsh Assembly Government. The Council makes no contribution to the main programme.

- 4.2 Planning permissions may be granted by the Council in some cases subject to a Section 106 Agreement on the provision of Affordable Housing. Such provision may be made on site. Alternatively the Council may receive a commuted sum to facilitate affordable housing off site. Where appropriate such sums should be paid to RSLs to allow them to supplement their SHG programme in the area. The additional SHG programme will be agreed between the Council, WAG and the RSLs.

## **5 Financial Controller Statement**

The programme has no direct impact on the County Council's finances apart from the potential impact of section 106 on the value of any land sold by the Council for housing purposes. The requirement to allow for affordable housing within a development or provide a set aside sum has the effect of reducing the sale price of such land.

## **6 Consultation Carried Out**

The Welsh Assembly Government and RSLs have been involved in agreeing the draft programme. Housing Services, Social Services and Planning Services have all been consulted.

## **7 Implications On Other Policy Areas Including Corporate**

The additional housing investment proposed will contribute to policies on sustainable communities and anti-poverty. The programme supports the Local Housing Strategy and the Unitary Development Plan.

## **8 Recommendation**

- 8.1 To confirm the Social Housing Grant Programme for 2004/05 as shown on Appendix 1.
- 8.2 To agree that commuted sums from Section 106 Planning Agreements relating to Affordable Housing should be used to supplement Social Housing Grant and the allocation of such sums to appropriate schemes should be delegated to the Lead Members for Health & Well-Being, Environment and Sustainable Development, and for Finance.

## DENBIGHSHIRE COUNTY COUNCIL

## SOCIAL HOUSING GRANT PROGRAMME 2003/04

CYMDEITHAS TAI CLWYD	£k	
Special Needs, Denbigh	129	
The Grapes, Llangollen	26	
Wynnes Park, Denbigh	132	
Parc Edith, Rhuddlan	90	
Existing Dwellings	297	
Rural Homebuy	291	
		<b>965</b>
CLWYD ALYN HOUSING ASSOCIATION	£k	
Hafan Dirion, West Parade, Rhyl	61	
143/145 Wellington Road, Rhyl	65	
63-64 West Parade, Rhyl	955	
Existing Dwellings	365	
		<b>1,446</b>
		<b>2,411</b>

## SOCIAL HOUSING GRANT PROGRAMME 2004/05

CYMDEITHAS TAI CLWYD	£k	
Wynnes Park, Denbigh	19	
Existing Dwellings 03/04	94	
Alafowlia, Denbigh	310	
Ty Tywyrch, Denbigh	150	
Rural Homebuy	220	
		<b>793</b>
CLWYD ALYN HOUSING ASSOCIATION	£k	
Nant Hall Road, Prestatyn	58	
Existing Dwellings 2003/04	83	
49 Vale Road, Rhyl	138	
West View, St. Asaph	308	
Extra Care Sheltered Housing	1,000	
		<b>1,587</b>
		<b>2,380</b>

## SOCIAL HOUSING GRANT PROGRAMME 2004/05

### RESERVES

CYMDEITHAS TAI CLWYD	£k	
Llys Famau, Ruthin	375	
Trefnant	187	
Cynwyd	187	
Llanfair	295	
Bodfari	187	
Llandrillo	75	
Llandyrnog	187	
Llangynhafal	90	
Existing Dwellings	200	
		<b>1</b>
CLWYD ALYN HOUSING ASSOCIATION	£k	
Brookdale Road, Rhyl	700	
Existing Dwellings	200	
		<b>2</b>

**Report to: Cabinet**

**Cabinet member: Cllr J A Smith, Lead Member for Social Inclusion**

**Date: 25 May 2004**

**Subject: Social Inclusion in Employment Strategy**

**1. Decision Sought**

1.1 For Cabinet to adopt the Social Inclusion in Employment Strategy and Action Plan 2004/05.

**2. Reason for Seeking Decision**

2.1 Cabinet has agreed priorities which include tackling disadvantage, supporting workforce and training initiatives and maximising investment in Denbighshire. However, these measures have not been brought together in one place with a clear plan to target disadvantaged groups. The Social Inclusion in Employment Strategy and Action Plan are designed to provide a clear focus for the Council's work in this key area.

**3. Power to make the decision**

3.1 s 2 of the Local Government Act 2000

**4. Cost implications**

4.1 There will be significant staff time involved in developing the measures outlined in the Action Plan, but all those with lead responsibilities are aware of this and, in the main, the measures outlined are part of existing planned work programmes.

4.2 As indicated in the Action Plan, additional resources will be sought to implement some measures, but in this first year, the main emphasis is on making existing resources work better to benefit disadvantaged groups.



## **5. Financial Controller Statement**

- 5.1 Any potential budget implications resulting from the strategy will need to be considered as part of the budget setting exercise for 2005/6 starting in the Autumn.

## **6. Consultation Carried Out**

- 6.1 Corporate Executive Team, Heads of Service, who support the Strategy.
- 6.2 Employment related objectives are included in a number of existing plans and strategies on which there has been substantial public and partner consultation (eg Community Strategy).
- 6.3 The principles in these strategies have been previously discussed with various Scrutiny Committees.

## **7. Implications for other policy areas including corporate**

- 7.1 The development of employment opportunities for disadvantaged groups is a cross-agency issue as well as a corporate issue for the local authority. Employment remains a key way of tackling poverty, it confers social status and boosts self-esteem. People who are unemployed are more likely to suffer poor health, and they are unable to contribute in the same way to the local economy.

## **8. Recommendations**

- 8.1 That Cabinet adopt the Social Inclusion in Employment Strategy and Action Plan 2004/05.

# DENBIGHSHIRE COUNTY COUNCIL

## SOCIAL INCLUSION IN EMPLOYMENT STRATEGY

### 1. Introduction

Denbighshire is moving towards the development of a Social Inclusion Policy. The Social Inclusion in Employment Strategy forms part of the work on sustainable development, which will eventually complement the Agenda 21 Environmental Strategy.

It is particularly part of the work on **social** aspects of sustainable development and links to the Anti-Poverty Strategy and Action Plan. Other components of the social aspects of the Social Inclusion Policy are to be found in the Integrated Equalities Policy, the Homelessness Strategy, the Children and Young People's Framework, the Education Strategic Plan, the CCET Annual Recommendation, the Crime and Disorder Strategy, the Older People's Wellbeing Strategy, which links into the Health, Social Care and Wellbeing Strategy, the Rhyl Going Forward programme and Communities First.

This Strategy is also designed to contribute to fulfilling targets within the Community Strategy, especially those relating to Lifelong Learning and to Economic Prosperity, namely

- \* guarantee employment, education or training opportunities for all school leavers aged 16+ for 12 months
- \* provide education or training to assist older and long-term unemployed people back into work and increase take up of higher education courses by 3%
- \* reduce the level of registered unemployed in Denbighshire below 1000
- \* ensure no ward in Denbighshire shall be among the 20 most deprived areas of Wales by 2007, with none in the top 50 by 2012.

Currently, there are no specific additional resources available to implement this policy. Therefore, it depends on making existing resources work better and developing existing good practice.

## **2. Purpose**

The purpose of this policy is to provide a framework in which Denbighshire County Council can use its power as a policy maker, as a partner, its economic power as a commissioner and purchaser of services and its role as an employer to support and regenerate the local community, especially targeting disadvantaged communities and groups.

## **3. Rationale**

- Denbighshire currently enjoys relatively low rates of unemployment. However, unemployment is not evenly distributed geographically across the County, and employment opportunities are not equally accessible by all groups.
- There are stark differences in the life chances of the most well-off and the most disadvantaged in the County. Those with poor life chances can eventually cost public services more.
- The demography of the County is changing, as are concepts like “retirement”. We need to ensure that the policy framework of the County Council also develops to take account of this.
- Public service employment (particularly through local government and the National Health Service) represents a very significant sector of employment in the County (30% approx. according to the 2001 Census). Public services are therefore in a prime position to use their own employment opportunities to tackle inequalities
- Public services are themselves major consumers of goods and services. There is room to extend the way they provide markets for goods and services provided by vulnerable groups
- There are labour shortages in key areas of the public sector and initiatives targeted at vulnerable groups could help with this in the longer-term
- Though resources are always tight, the County Council and its partners sponsor major programmes of investment every year. There are opportunities to develop training programmes linked to these emerging opportunities and to commit contractors to use local labour

### **3. Principles**

The principles behind this policy are those of Agenda 21, that is

1) Development: Reducing poverty and improving the quality of life to ensure that, as society progresses, people are not excluded from activities regarded as normal by the majority

2) Environmental Care: Looking after the environment for future generations by minimising pollution and making prudent use of limited resources

3) Partnership working: working with the local community and involving all groups in our plans and programmes, including town and community councils, statutory bodies, voluntary and community groups and the business and agricultural sectors. It is through such partnerships that real change can begin to take place

### **4. Objectives**

To achieve the purpose set out above, the County Council will

- Develop implementation of workforce strategies, recruitment and employment policies and practices so as to target those in disadvantaged areas and groups
- Develop its procurement and contracting policies and practices and enterprise development activities to provide those in disadvantaged areas and groups with greater opportunity for benefit
- Continue to use European funds to facilitate the employment of disadvantaged groups
- Work in partnership with the statutory, voluntary and community sectors to maximise impact
- Encourage its partners in the Community Strategy Partnership to develop similar policies and practices
- Monitor the effectiveness of measures taken under this policy on an annual basis

## **5. Initial target groups**

The initial target groups for this policy are

- people living in West and South West Rhyl, Upper Denbigh, Bodelwyddan and Meliden
- lone parents
- carers
- people with learning disabilities
- people with physical disabilities
- people with sensory impairments
- people with mental health problems
- careleavers
- ex-offenders
- people over the age of 65

**REPORT TO: CABINET**

**DATE: 25 MAY 2004**

**REPORT BY: CLLR J A SMITH, LEAD MEMBER FOR  
SOCIAL INCLUSION**

**SUBJECT: ANTI POVERTY PLAN**

**1. DECISION SOUGHT**

1.1 For Cabinet to approve the Anti Poverty Plan (Appendix 1) and its linked action plan (Appendix 2).

**2. REASON FOR SEEKING THIS DECISION**

2.1 The Anti-Poverty Plan and Action Plan bring together key work programmes which will co-ordinate and promote measures to support the incomes and access to services of disadvantaged individuals and families in Denbighshire.

2.2 Denbighshire is moving towards the development of a Social Inclusion Policy, but does not have all components in place yet. Like the Social Inclusion in Employment Strategy, which is also an agenda item for this Cabinet, the Anti-Poverty Plan and Action Plan form part of the work on the social aspects of sustainable development, which will eventually complement the Agenda 21 Environmental Strategy.

2.3 Cabinet has agreed priorities which include tackling disadvantage and maximising investment in Denbighshire. The Community Strategy also has agreed objectives and targets in these areas (particularly under the themes of Health and Wellbeing and Economic Prosperity). The Anti-Poverty Plan and Action Plan include a range of practical initiatives to provide a clear focus and accountability for the Council's work in this key area.

2.4 The success of the Anti Poverty Action Plan will be monitored and audited on an annual basis, with progress reported to Cabinet along with the Annual Report on the implementation of the Social Inclusion in Employment Strategy.

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

- 3.1 Power to make this decision can be made under Section 111, Local Government Act 1972.

### **4 COST IMPLICATIONS**

- 4.1 The initial cost of producing this draft version of the plan has amounted to £170.00. There will be additional printing costs which will be dependent on the number of leaflets that we need to produce. There may also be advertising and promotion expenses, but these will be met from existing budgets.

### **5 FINANCIAL CONTROLLER STATEMENT**

- 5.1 Costs will be need to be contained within the Service budget.

### **6 CONSULTATION TO BE CARRIED OUT**

- 6.1 The principles in this document derive or are consistent with other plans and strategies and have therefore been consulted on previously.

### **7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE**

- 7.1 By implementing this plan we will be adopting the principles outlined in our Social Inclusion and Agenda 21 strategies. Both of which are Denbighshire County Council corporate priorities.
- 7.2 The Anti Poverty Plan may impact on our Corporate Charging Policy.

### **8 RECOMMENDATION**

- 8.1 That Cabinet approves the Anti Poverty Plan (Appendix 1) and its linked action plan (Appendix 2).



# Anti-poverty plan

2004/2005

We at Denbighshire County Council will do everything we can to reduce poverty in Denbighshire.



## We believe that all Denbighshire residents need the following:

- Enough income to meet basic needs (such as food, housing, warmth, health care & social inclusion).
- To have equal access to all of our Services.
- To have equal access to employment.
- To be involved in their community.
- To have a say in decisions about how local resources and services are allocated.

## We recognise that:

- Many people in Denbighshire don't have these needs met because of their poverty.
- Certain groups and communities are more affected by poverty than others;
- and not having these needs met means that people are not treated equally or are less involved in their local democracy.

## We aim to reduce poverty by:

- asking for peoples' views on a yearly anti-poverty plan;
- promoting the anti-poverty plan; and
- carrying out key Anti Poverty activities each year.

Every three months, we will measure how far we have reduced poverty.

If you want to comment on or get more information about the anti-poverty plan phone:

- ☎ 0800 1696625 Welfare Rights Helpline (Freephone/Minicom) or,
- ☎ 01824 706172 Chief Executives Dept -Agenda 21 Officer



Key Anti Poverty Objectives. Denbighshire County Council will:	Key Tasks for 2004/05	Responsibility for ensuring delivery
1. Raise awareness about the nature and extent of poverty and the Anti Poverty Plan.	Raise awareness of poverty through: - Communities 1st Partnership - Denbighshire 500 - Children & Young People - Health Social Care & Well Being - Legal Services Partnership - Federation of Tenants & Residents and other representative groups.	Manager -Community Agency Manager - Performance Management Unit Director - Resources Director - Personal Services Manager - Welfare Rights Dept
2. Establish reliable local indices to record poverty within the County.	Monitoring the impact of the plan by developing reliable local indicators.	Information Officer
3. Ensure that all Council reports, service and operational plans include a corporate standard anti poverty assessment.	Standard Anti Poverty section in reports to cabinet with checklist for authors. Contribute to a Yearly Anti Poverty Update.	Policy Officer Heads of Service
4. Ensure equality of access to services for all individuals and communities.	Ensure good access for disabled people. Monitor Compliance with Disability Discrimination Act.	Access Officer
5. Aspire to charging policies which aim to assist access to services and protect services received by vulnerable people and those on low incomes.	1) Review existing policies e.g. Flat rate charges for unwanted furniture. 2) Actively promote use of discretionary schemes e.g. Leisure Cards. 3) Collate complaints for common problems.	1. Corporate Policy Review - Alan Evans 2. Ast Director - Culture and Leisure  3. Policy Officer
6. Develop sympathetic and appropriate policies for the collection of outstanding debts and charges. Ensure that hardship, distress or financial difficulties are not created.	Establish a Revenues Users Group with quarterly meetings. Consult on and deliver a Debt Collection Charter.	Principal Local Taxation Manager
7. Deliver a customer focused Housing & Council Tax Benefit service which is prompt and accurate.	Maintain the Housing Benefits User Group & extend invitations to broaden membership.	Manager - Revenues Dept
8. Support a range of Social Security, Housing, Employment, debt advice and advocacy services.	£6m benefit/tax credit gains. "Quids for Kids Campaign"	Manager - Welfare Rights Dept
9. Credit Unions	Provide support to Credit Unions	Manager - Community Agency
10. Promote local training, employment and attractive pay rates in its role as an employer and a commissioner of services.	Monitor modern apprenticeship programme and maximise the use of Objective 1 funds to promote high quality local employment options.	Service Managers & Head of Personnel
11. Work in partnership with other agencies, locally, regionally and nationally to ensure a co-ordinated approach to combating poverty.	1. Health & Benefits GP Project. 2. Long Term Help Project to Council Tenants. 3. Rhyl Going Forward.	1. Public Health Strategy Facilitator and Manager - Welfare Rights 2. Manager- Welfare Rights 3. Director - Environment
12. Quarterly review of progress & annual review of the plan	Anti Poverty Group with Quarterly Meetings. Annual review of this Anti Poverty Plan subject to wide consultation.	Policy Officer to convene.
13. Anti Poverty Review &	Produce an Anti Poverty Newsletter with plain language	Contributions from 1 to 12

Action plan.

"crystal mark".

above edited by Welfare Rights  
Dept

## 6. ACTION PLAN 2004/05

OBJECTIVE	ACTION	LEAD RESPONSIBILITY
<p>1. Develop implementation of workforce strategies, recruitment and employment policies and practices so as to target those in disadvantaged areas and groups</p>	<ul style="list-style-type: none"> <li>- Regular dispatch of information on County Council employment vacancies, for dissemination in a range of media, to agreed list of community venues, groups and contacts</li> <li>- Programme of Job Fairs/Open Evenings explaining the nature of County Council vacancies and qualifications required</li> <li>- County Council traineeships/modern apprenticeships/social care cadetships to be publicised intensively to disadvantaged areas and groups</li> <li>- Job offer to careleavers scheme to be designed</li> <li>- Policy for employing those aged 65+ agreed</li> <li>- feasibility of interview guarantee scheme for ex-offenders established</li> <li>- potential to expand Learning Disabilities Work Opportunities placements in County Council departments established</li> </ul>	<p>Head of Personnel/Community Development Manager</p> <p>Head of Personnel/Senior Manager, Social Services/Community Development Manager</p> <p>Head of Personnel/Senior Manager, Social Services/Head of Education</p> <p>Heads of Children's Services/ Personnel Head of Personnel Head of Personnel</p> <p>Service Manager, Learning Disabilities</p>
<p>2. Develop procurement, contracting policies and practices and enterprise development activities to provide those in disadvantaged areas and groups with greater opportunity for benefit</p>	<ul style="list-style-type: none"> <li>- implementing actions detailed in the Rhyl PACT Strategy and Key Investment Programme, especially securing the Rhyl College site, establishment of JET Centre, support for Intermediate Labour Market initiatives (eg a construction skills ILM) and social enterprise, Community Learning Resource Centre.</li> <li>- Planning and agreement of programmes of pre-employment training, vocational training, mentoring and personal support in construction and other housing related skills- linked to forthcoming large-scale Council housing improvement work</li> <li>- Develop a Code of Practice on targeted recruitment with Dyffryn Community Housing, if the housing stock transfers</li> <li>- analyse current Council usage of goods and services provided by learning disabilities work opportunities businesses, and identify expansion opportunities</li> </ul>	<p>Corporate Director, Environment and Head of Development Senior Education Officer</p> <p>Head of Housing/Head of Development Corporate Director, Lifelong Learning</p> <p>Head of Housing/Corporate Director, Personal Services</p> <p>Service Manager, Learning Disabilities/Corporate Director, Resources</p>
<p><b>OBJECTIVE</b></p>	<p><b>ACTION</b></p>	<p><b>LEAD RESPONSIBILITY</b></p>

<p>3. Continue to use European funds to facilitate the employment of disadvantaged groups</p>	<p>- Develop Objective 1 submissions to support the following groups in employment  I) careleavers  ii) people with physical disabilities/sensory impairments</p>	<p>Head of Children's Services  Head of Adult Services</p>
<p>4. Work in partnership with the statutory, voluntary and community sectors to maximise impact</p>	<p>- applies to all measures but will include disability groups, groups in Communities First areas, Employment Service, Careers, independent sector care providers, colleges including via CCET</p>	<p>Applies to all those with Lead Responsibilities but especially Corporate Director Lifelong Learning</p>
<p>5. Encourage its partners in the Community Strategy Partnership to develop similar policies and practices</p>	<p>- Share this policy with partners in the Community Strategy Partnership, Area Partnerships and sub-thematic partnerships and explore potential for collaborative working</p>	<p>Chief Executive/Corporate Directors</p>
<p>6. Monitor the effectiveness of measures taken under this policy on an annual basis</p>	<p>- Annual Report to be produced for Scrutiny Committees and Cabinet outlining baselines and progress against each objective and proposing draft Action Plan, with performance targets, for following year</p>	<p>Corporate Directors, Personal Services and Lifelong Learning</p>

**REPORT TO CABINET**

**CABINET MEMBER:** COUNCILLOR ERYL WILLIAMS

**DATE:** 25 MAY 2004

**SUBJECT:** APPROVAL OF DRAFT IMPROVEMENT PLAN  
2004 - 2005

**1 DECISION SOUGHT**

1.1 That Cabinet ensure the actions which have been identified in the Improvement Plan will achieve corporate priorities for 2004 - 2005 and lead to improvements at both a corporate and service level.

1.2 That Cabinet recommend the draft Improvement Plan 2004 - 2005 to Council for approval (Appendix I).

**2 REASON FOR SEEKING DECISION**

2.1 The Wales Programme for Improvement Guidance<sup>1</sup> requires each local authority to publish its Improvement Plan and Summary by the 30 June each year. The publication date for 2004 - 2005 has been postponed until the 31 July 2004 to ensure the new Council has the opportunity to contribute to the process.

2.2 The audit report on the Improvement Plan 2003 - 2004 contained seventeen statutory recommendations, progress against which has been regularly reported to Members and Senior Management.

2.3 Actions to progress the recommendations made have ensured that the Improvement Plan 2004 - 2005 is a more strategic document.

The Plan focuses on the Authority's key corporate and service risks, highlighting what has been achieved against corporate priorities during 2003 - 2004 and SMART (specific, measurable, agreed, realistic and time bound) Directorate actions for the

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<sup>1</sup>The National Assembly for Wales Circular 18/2002. Local Government Act 1999: Wales Programme for Improvement - Guidance for Local Authorities

coming year which will be taken to meet the Council's corporate priorities for 2004 - 2005.

2.4 The Improvement Plan is still a draft document and the 'Foreword' from the Leader and 'Introduction' from the Chief Executive will be provided following the elections when further drafting maybe required to reflect the new Cabinet's programme. Statutory performance indicator data is currently being audited and maybe subject to change and new policy agreement indicators and All Wales averages are still be to included. The final version of the Improvement Plan will be presented at the July Council meeting, taking account of the comments from Cabinet on the 25 May.

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

Sections 3,5 and 6 of the Local Government Act 1999

### **4 COST IMPLICATIONS**

Design and print costs for the Improvement Plan - approximately £2,000 to be funded from within the Corporate Performance Management budget.

### **5 FINANCIAL CONTROLLER STATEMENT**

The outcome of this exercise will help inform the budget setting exercise for next financial year.

### **6 CONSULTATION CARRIED OUT**

6.1 The Improvement Plan is based upon the outcome of the business planning process and Joint Risk Assessment. The draft Plan was considered by the Corporate Executive Team on the 10 May and meetings to discuss the Plan's content have taken place between Heads of Service and the Corporate Performance Management Group. The draft Plan will also be discussed at Monthly Management Conference on the 27 May with Directors and Heads of Service to ensure factual and data accuracy. Targets included in the Plan have been agreed by the relevant Scrutiny Committees.

## **7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE**

The Improvement Plan is the Authority's "Work Programme" for 2004 - 2005 at both a corporate and service delivery level and therefore has implications on all policy areas including corporate.

## **8 RECOMMENDATION**

8.1 That Members recommend the draft Improvement Plan 2004 - 2005 to Council for approval (Appendix I).

*Denbighshire County Council*

# **DENBIGHSHIRE DELIVERS**

**Draft Improvement Plan - 2004-2005**



## **FOREWORD FROM THE LEADER**

## **INTRODUCTION FROM THE CHIEF EXECUTIVE**

(Following local elections)

## UNDERSTANDING THE IMPROVEMENT PLAN

The Improvement Plan is a publicly available document, aimed at the informed reader (for example, elected members, corporate managers and partner organisations). It has to be published annually in relation to the current financial year. Throughout the Improvement Plan are a number of tables containing statutory performance indicators. The tables containing statutory indicators are made up of eight columns and can be explained as follows:-

Column 1	Column 2	Column 3	Column 4	Column 5	Column 6	Column 7	Column 8	Column 9	Column 10
NAWPI Code	Indicator Description	Comparator 01/02	Target 01/02	Data 01/02	Target 02/03	Data 02/03	Target 03/04	Data 03/04	Target 04/05
Reference number from National Assembly.	Description of what is required to be calculated.	Comparator data such as benchmarking or "like" groups of authorities and "All Wales Averages" for some services.	The target for improvement for the year 2001 – 2002.  The target for 2001- 2002 should be compared with Column 5, the data for 2001 – 2002.	The final annual figure for the performance of the indicator.	The target for improvement for the year 2002 - 2003.  The target for 2002- 2003 should be compared with Column 7, the data for 2002- 2003.	The data which has been provided by the services for inclusion in the Improvement Plan for the year 2002 - 2003.	The target for improvement for the year 2003 – 2004.	The data which has been provided by the services for inclusion in the Improvement Plan for the year 2003 - 2004.	The target for improvement for the year 2004 – 2005.

*\* If outturn data and targets have significantly changed from that published in the last Improvement Plan an explanation will be provided in a short narrative underneath the relevant performance indicator.*

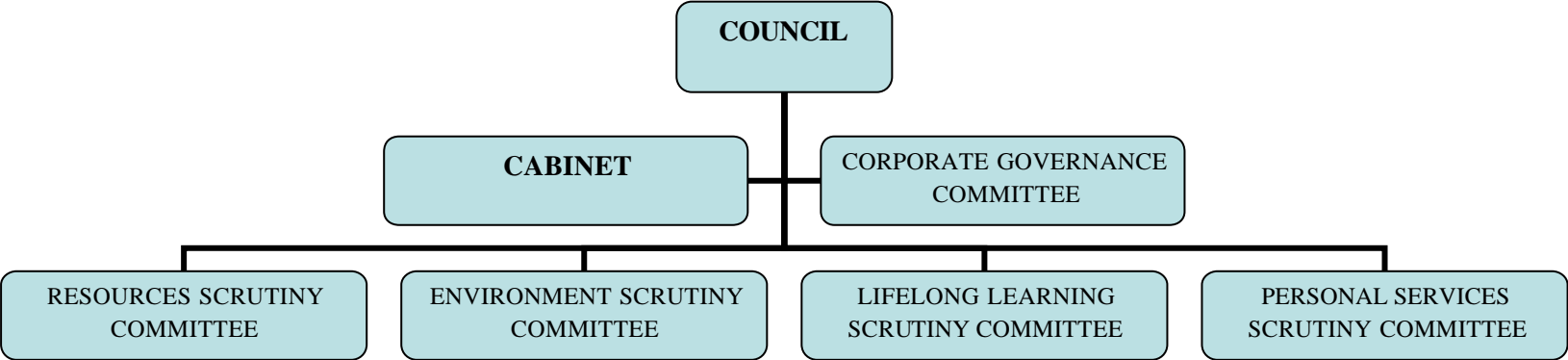
It should also be noted that the National Assembly introduced a moratorium on changes to the set of performance indicators for Welsh local government. Therefore, the current set of National Assembly for Wales Performance Indicators for 2003 -2004, as set out in SI 2002 No. 757 (W.80), will remain unchanged for the coming financial year 2004 – 2005. A number of statutory performance indicators are subject to policy agreements and these are highlighted in the Plan. The Authority has agreed targets with the National Assembly for Wales (NAfW) for these indicators for three years and additional monies are available from NAfW depending upon the achievement of these targets.

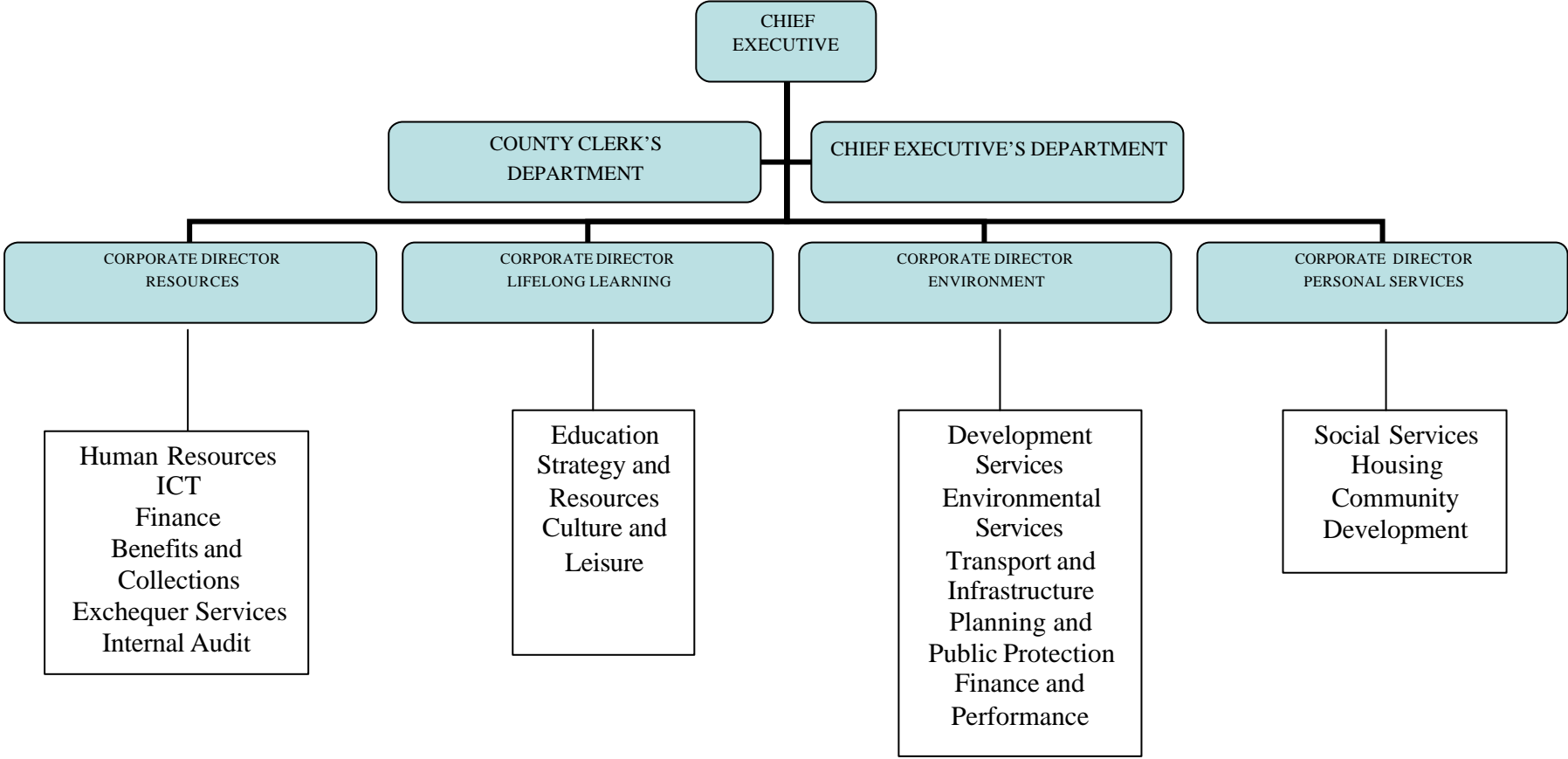
**(POLICY AGREEMENT INDICATORS TO BE ADDED)**

# YOUR COUNCIL

Denbighshire County Council covers an area of 84,350 hectares (or 325.7 square miles) and in 2002 had a population of 94,251. The average age of the population is slowly increasing as there are more people over 60 years than young people aged under 20. Denbighshire contains some of the most prosperous areas within Wales along with some of the most deprived. The Welsh Index of Multiple Deprivation 2000 identifies Rhyl West as being the most deprived Electoral Division in Wales.

We provide employment for an average of 4,500 people and a whole range of services to people who live in the County or are just visiting. On June 10 the County Council elections took place and ..... The Council is made up of 47 County Councillors who have been elected by the residents of Denbighshire. The Cabinet is the executive body of the Council where many of the decisions are made although some decisions will need to be taken by all Members at meetings of the full Council. Decisions taken by the Cabinet can be scrutinized by four Scrutiny Committees and the Corporate Governance Committee exists to ensure that the Council adheres to certain standards in relation to the way it operates.





## COMMUNITY STRATEGY

The Denbighshire Community Strategy has now been agreed both by the County Council and by the Denbighshire Community Strategy Partnership. The Strategy now becomes the overall strategic document for all of the partners involved in the partnership and comprises a vision for the community of Denbighshire:-

**“By working together we will achieve a more prosperous, better educated, healthier, greener safer and more confident future for the people and communities of Denbighshire.”**

When the new Council set priorities this year for 2005 – 2006 it will have to ensure these priorities will help to meet the 6 themes of the Community Strategy:-

- ⇒ Health, Social Care and Well Being
- ⇒ Community Safety
- ⇒ Lifelong Learning
- ⇒ Economic Prosperity
- ⇒ Environment
- ⇒ Children and young people

The Community Strategy will be supported by four Area Partnerships in Rhyl, Prestatyn, Central and South with a Corporate Director and an Area Partnership Manager responsible for each specific region.

Under these themes are objectives and targets to translate the general strategic aims into planned action. Some of these targets are also subject to a policy agreement with the National Assembly.

The Community Strategy is the common reference point for all partnership strategies expressing their common commitment to achieve a set of shared aims. The **Unitary Development Plan**, the Council's other overarching strategy will be driven by the need to reflect community strategy. The sub strategies: Health, Social Care and Well Being and the Older People's Strategy etc, which feed into those plans, will be harmonised with the Community Strategy so that the strategic framework across the whole range is co-ordinated..

Each partner organisation will ensure that the objectives action and targets are integrated into the business planning process of each organisation. It will be the role of the Community Strategy partnership to ensure that this is happening and to monitor the performance and implementation of the strategy.



## Providing Services That The People Of Denbighshire Want

We aim to ensure that we provide the people of Denbighshire County Council with the services they want and we are committed to being a listening Council. We have a Citizens' Panel of five hundred residents, youth forums throughout the Council, a community newsletter and Area Partnerships. We carry out corporate consultations on a regular basis and many of our services have consultation plans in place to find out what people think of their services and to find out how they might improve. We are not able to take forward all your suggestions but we do what we can and feedback the results of consultations via newsletters such as the County Voice and Sounding Board.

In order to produce an informed Community Strategy, a postal questionnaire to consult about satisfaction levels and possible improvements in a whole range of services provided not only by the local authority but also by partners i.e employment provision/opportunities, community facilities, play and social activities, local policing, quality of public transport highways, social services, education, housing, environment, health and Welsh language was carried out. This information has been reflected in the Community Strategy which will inform the Council's priorities from 2005.

During the year we also consulted our residents on the Council's proposed priorities for this year and your comments helped us ensure that we focus on the areas which are most affecting your quality of life. The annual Crime and Disorder Survey showed us that actions to address crime and disorder by ourselves and the Police were not considered effective enough with continuing high levels of dissatisfaction. As identified in 2002 a large majority of respondents continued to feel that more policemen on the beat/larger police presence was required.



## Denbighshire County Council Delivering Its Priorities

Following last year's Whole Authority Analysis the Council agreed a Joint Risk Assessment with the Audit Commission in Wales. Significant corporate risks were identified in areas relating to:-

- ✓ **Managing Financial Resources and Assets** - *four management accountant posts have been filled and a financial strategy is being developed. A three year capital programme has also been approved*
- ✓ **Communication and Consultation** – *Phase I of the Best Value Communication Review has been completed and a monthly community newsletter introduced called the “County Voice”*
- ✓ **Human Resources** – *Process and implementation dates have been agreed for Single Status, a HR system will be implemented in 2004 and Payroll system in 2006. Staff absence figures continue to fall*
- ✓ **Performance and Project Management** – *The Performance Management Framework has been revised in response to statutory recommendations and targeted training has been delivered leading to an overall improvement in the process and outcomes. A corporate project management methodology and software system is currently being researched*
- ✓ **Risk Management** – *A Risk Management Strategy has been approved and the corporate Risk Management Group is meeting to assess financial bids and produce a risk register*
- ✓ **Procurement** – *The Improvement and Development Agency carried out a Procurement Fitness Check and a Procurement Strategy has been approved. A Strategic Procurement Manager has been appointed to implement the strategy and ensure the Council makes the most efficient use of its resources.*

**Although progress has been made these areas continue to be identified as corporate risks and so we will continue to monitor them carefully.**

- ☆ A Risk Management Group has been formed to identify further actions to reduce corporate risks and ensure continuous improvement.

Risks relating to individual services were also agreed and actions identified to address those risks in Service Business Plans. The corporate and service risks which were agreed informed the annual Policy Review where Members and senior officers review the Authority's policies and priorities.

## Did we deliver on our priorities for 2003 – 2004?

### We will focus on our customers and strive to meet their needs in particular for effective basic services

- ★ One-stop shops have been opened in St Asaph and Rhuddlan with a further site planned in Ruthin for next year
- ★ Our website was ranked in the top 3 in Wales and awarded Content Plus status and numerous Council services are now available online
- ★ We have successfully delivered, in very difficult circumstances, the much demanded Mwrog Street Flood Alleviation Scheme in Ruthin.
- ★ Four area partnership managers are in post, a survey has been carried out to find out what people want in their communities and the Community Strategy has been agreed
- ★ There has been a substantial increase in the percentage of Special Educational Need statements being prepared within 18 weeks, from 38% to 86% in a year
- ★ The performance of 7 year old pupils achieving level 2 or better in English or Welsh, Mathematics and Science in combination was 84%, thus exceeding the All Wales average of 79%
- ★ We have completed the first major school building project at Ysgol Brynhyfryd – a twenty classroom extension to replace over twenty mobile classrooms
- ★ We now have a council tax home page on our web site which can answer all questions regarding council tax and where application forms are available
- ★ The Planning Service's quality in customer care and quality in development control are very high
- ★ Breaches of planning control are resolved quickly with over 70% being resolved in 12 weeks
- ★ Trading Standards was ranked as the 7<sup>th</sup> highest performing authority in Wales and the service has a regular weekly column in the local newspaper which offers advice and protection to consumers
- ★ Housing Tenants Compacts have been developed and tenant participation expanded, particularly through the development of Neighbourhood Centres
- ★ A Rapid Response Team has been established to provide a timely response to children and families in crisis
- ★ We have undertaken international recruitment for social workers in Canada and expect recruits to start in October 2004 and expanded social work traineeships
- ★ Our Joint Review report about Social Services said we were serving some people well with uncertain prospects and the report was complimentary about our services for people with learning disabilities
- ★ We have maintained excellent performance and one of the best rates in Wales for timely discharge from hospital
- ★ The People's Network has attracted many new users to libraries, with a particular interest shown by young people and the retired

- ★ The opening of Y Capel in Llangollen resulted in improved performance figures for the Library and Information Service from 27,2118 in 01/02 to 57,278 visitors in 03/04
- ★ We successfully delivered the Welsh Assembly's Free Swim Initiative across the county and 7,599 young people benefited and the Leisure Card Initiative which offers discounted access to leisure centres was rebranded and relaunched
- ★ We have introduced a county wide publication called the County Voice which provides information on all the Council's activities
- ★ At 93.2% for emergency repairs and 89.7% for urgent repairs we have improved the percentage of housing repairs completed within target time
- ★ The Council has investigated options for the future management of the Housing Stock including Stock Retention with Prudential Borrowing and has agreed the preferred option of Stock Transfer to Dyffryn Community Housing
- ★ Service Asset Management Plans (SAMPS) have been produced to identify service accommodation requirements for service delivery

### **We will maximise resources for Denbighshire and use them wisely**

- ★ The Denbighshire Local Partnership has secured a total of over £18m with Council run schemes having secured over £8m
- ★ With 2.3m of capital receipts we met 77% of our target of £3m and regular meetings of the Asset Management Committee and Group continue to ensure the efficient management of the property portfolio
- ★ Staff absence levels were reduced by 1 day per person during 2003/2004
- ★ We have achieved our target to build reserves to £3m by March 2005, one year early
- ★ We have improved our Council Tax collection rate to 96.8% from 93.7% in two years, a movement from the bottom quartile to the top quartile in Wales
- ★ Over two years we have reduced Council Tax arrears by over 3m
- ★ We have reduced our Housing Rents arrears by £600k, 60%
- ★ We are the only Housing Rents service in Wales to receive an "excellent" rating from a Best Value Inspection and we continue to progress the improvement plan
- ★ We have revised and agreed our Financial Regulations and Contract Procedure Rules
- ★ At 92% we are in the top quartile for Wales for the prompt payment of invoices despite a significant increase in volume and this helps support our local businesses
- ★ We have invested an additional £750k to strengthen front-line social services and improve our commissioning/procurement

## **We will invest in our elected Members and staff**

- ★ The corporate training budget has been increased by £100k for staff and £25k for Members and a number of mandatory training courses have been running since January 2004
- ★ A Workforce Strategy Group has been set up within Social Services to address its specific recruitment and retention problems
- ★ The lower mileage rate for training has now been abolished
- ★ We have employed a further eight young people on apprenticeship schemes and the Council is utilising the National Graduate Scheme
- ★ The PFI building in Ruthin has been completed on schedule providing much needed office accommodation for staff
- ★ We are the first Authority in North Wales to appoint a driver trainer to address issues of occupational road risk

## **We will improve the image of Denbighshire**

- ★ £130k of additional funding has been provided for public conveniences and the Golf Road and Town Hall blocks in Rhyl have been significantly improved
- ★ £270k has been provided for image improvement
- ★ The CCTV service monitored 59 cameras located within Rhyl and Prestatyn and a total of 594 incidents were forwarded to North Wales Police
- ★ We are the only Local Planning Authority in Wales with an adopted Unitary Development Plan
- ★ Overall tonnages of material recycled and composted has risen by 60% mainly due to extra manning at the Council's tips
- ★ The kerbside recycling contract has been serving 22,000 households since December 2003
- ★ The number of abandoned vehicles fell at the beginning of 2004
- ★ A new registration scheme for Houses in Multiple Occupation has been agreed for implementation
- ★ We are progressing a number of initiatives including Communities First, Rhyl Going Forward Strategy and Objective One schemes and a new skate park has been opened in Rhyl which is proving very popular
- ★ Improvement of the Council's Car Parks has advanced such that, as measured by the Secure Car Park scheme, the Council ranks amongst the top 5 Welsh Authorities
- ★ A survey carried out in the summer of 2003 confirmed that customer satisfaction with the highway service has improved over the past 4 years, with 56% of respondents assessing that there had been improvement in the level of service
- ★ The Denbighshire Objective One Tourism and Marketing Project is the only one of its kind in Wales. Currently in its second phase it last year contributed to a 7% increase in tourist expenditure and a 2% increase in visitor numbers

- ★ Denbighshire's Local Biodiversity Action Plan was launched at a high profile event in June 2003
- ★ The Housing Rents Service has been in the final for three national awards
- ★ We have redeveloped the historic gardens and gatehouse at Plas Newydd
- ★ We have received an Innovation Award from the Minister of Health and Social Services for our preparatory work in integrating mental health services with Conwy County Council and health services

## **CORPORATE GOVERNANCE**

Following an inspection carried out in January 2004, the Welsh Language Board informed the Council that it was pleased to note strong leadership from the top in supporting the Welsh Language Scheme. It noted the work of Group 44 which progresses the four themes of e-government, welsh language, customer care and equalities and the importance of the new post of Equalities Officer whose team will consolidate all issues to do with equalities throughout the Authority including and in particular management of the Language Scheme. In the meantime the Board were satisfied that its meetings with officers confirmed an improvement in the Council's Welsh Language service and that there had been a change in culture with further opportunities to strengthen the Scheme even further during on-going revision. In informal discussions with the Board, its impressions had led to the conclusion that the Council had improved its level of Service Delivery and had reached the target set for 2003/2004. Progress with Welsh Language and other equalities issues is reported quarterly by Group 44 members as part of the performance reporting regime. These quarterly reports are collated and shared with Heads of Service, Scrutiny Panels and the Council. Monitoring of performance both internally and externally is being assessed and the Council awaits further advice either from the Board or as part of its current monitoring arrangements with Menter Iaith Dinbych Conwy.

Only 2.96% of the target of 50% for the percentage of the authority's buildings open to the public and that are suitable for and accessible to disabled people has been met as the property list has effectively doubled and there are difficulties resourcing the work.

In the Society of Information Communications Technology Managers latest website survey, Better Connected 2004, Denbighshire County Council's website was awarded Content Plus status, an improvement on the Content status we have held for the past three years, and was ranked in the top 3 in Wales. Phase 1 of the business process analysis project has been completed and a joint North Wales Implementing Electronic Government statement was submitted to the Welsh Assembly Government and numerous council services are now available on line.

## Statutory Performance Indicators

NAWPI Code	Indicator Description	Comparator 01/02	Target 01/02	Data 01/02	Target 02/03	Data 02/03	Target 03/04	Data 03/04	Target 04/05
1.5	The percentage of interactions with the public, by type, which are capable of electronic service delivery and which are being delivered using Internet protocols or other paperless methods.	All Wales average not available	New Indicator for 01/02						
	a) Providing information			a) 46%	a) 60%	a) 52%	a) 72%	a)69%	a)82%
	b) Receiving payments			b) 34%	b) 50%	b)100%	b)100%	b)100%	b)100%
	c) Making payments			c)100%	c)100%	c)100%	c)100%	c)100%	c)100%
	d) Receiving feedback			d) 25%	d) 50%	d) 49%	d) 69%	d)65%	d)77%
	e) Regulations			e) 5%	e) 10%	e) 5%	e) 10%	e)1%	e)23%
	f) Make applications			f) 2%	f) 25%	f) 10%	f) 35%	f)24%	f)42%
	g) Make a booking			g) 6%	g) 25%	g) 13%	g) 21%	g)17%	g)29%
	h) Paying for goods			h) 47%	h) 60%	h)100%	h)100%	h)100%	h)100%
	i) Access to community, professional and business networks			i) 23%	i) 50%	i) 38%	i) 66%	i)59%	i)74%
	j) Procurement			j) 3%	j) 25%	j) 2%	j) 2%	j)5%	j)7%

NAWPI Code	Indicator Description	Comparator	Target 01/02	Data 01/02	Target 02/03	Data 02/03	Target 03/04	Data 03/04	Target 04/05
1.1	The level of compliance with the Authority's approved Welsh language scheme as confirmed by the Welsh Language Board.  Service Delivery  Scheme Management	All Wales average not available	Good  Good	Fair & improving  Good	Good  Good & improving	Fair & improving  Good & improving	Good  Good & improving	Awaiting confirmation	Good  Good & Improving
1.2	The level of the Commission for Racial Equality's 'Standard for Local Government' to which the Authority conforms.	All Wales average not available	1	1	2	1	2		
1.16	Racial Incidents:  a) The number of racial incidents recorded by the Authority per 100,000 of the population.  b) The percentage of racial incidents which resulted in further action.	Not available	No target set	a) 36 incidents – *38.7/100,000 pop  b) 43%	No targets set	a) 73 incidents - 78/100,000 pop  b) 100%	Target to be reviewed in July 2003 by the Crime & Disorder Steering Group.	9  b) 100%	

NAWPI Code	Indicator Description	Comparator	Target 01/02	Data 01/02	Target 02/03	Data 02/03	Target 03/04	Data 03/04	Target 04/05
1.17 No longer listed as NAWPI 12.5	The number of domestic violence refuge places per 10,000 population which are provided or supported by the Authority.	Not available	4.29	*4.25	4.29	4.19	4.19	4.19	
12.1	Domestic burglaries per 1,000 households and percentage detected.	Not available	5% reduction = 11.2/1000 households  Targets are Police targets	411 incidents = 10/1000 households 74 detected = 18%	6% reduction = 11/1000 households  Targets are Police targets	577 incidents = 14/1000 households 65 detected = 11%	6% reduction (target to be reviewed in July 2003 by the Crime & Disorder Steering Group)	2 incidents 14% detected	
12.2	Violent crimes per 1,000 population and percentage detected.  a) violent offences committed by a stranger per 1,000 population	Not available	New Indicator for 02/03	1182 incidents = 13/1000 pop  695 detected = 59%  a) 621 incidents = 7/1000 pop	New Indicator for 02/03	2209 incidents 24/1000 pop  1070 detected = 48%  a) 1132 incidents = 12/1000 pop	Target to be reviewed in July 2003 by the Crime & Disorder Steering Group.	5 incidents 53% detected  2	



NAWPI Code	Indicator Description	Comparator	Target 01/02	Data 01/02	Target 02/03	Data 02/03	Target 03/04	Data 03/04	Target 04/05
	<p>b) violent offences committed in a public place per 1,000 population</p> <p>c) violent offences committed in connection with licensed premises per 1,000 population</p> <p>d) violent offences committed under the influence per 1,000 population</p>			<p>b) 650 incidents = 7/1000 pop</p> <p>c) 98 incidents = 1/1000 pop</p> <p>d) 306 incidents = 3/1000 pop</p>		<p>b) 1204 incidents = 13/1000 pop</p> <p>c) 194 incidents = 2/1000 pop</p> <p>d) 446 incidents = 5/1000 pop</p>		<p>3</p> <p>0.3</p> <p>0.9</p>	
12.3	Vehicle crimes per 1,000 of the population and percentage detected.	Not available	<p>5% reduction = 13.72 per 1000 pop</p> <p>Targets are Police targets</p>	<p>1270 incidents = *13.94/1000 pop</p> <p>84 detected = 7%</p>	<p>5% reduction = 13.36/1000 pop</p> <p>Targets are Police targets</p>	<p>1342 incidents = 14/1000 pop</p> <p>98 detected = 7%</p>	<p>5% reduction (target to be reviewed in July 2003 by the Crime &amp; Disorder Steering Group)</p>	<p>2.4</p> <p>6% detected</p>	

NAWPI Code	Indicator Description	Comparator	Target 01/02	Data 01/02	Target 02/03	Data 02/03	Target 03/04	Data 03/04	Target 04/05
12.4	Has the local Authority established a corporate strategy to reduce crime and disorder in their area? Yes/No. If no, has the Authority established a timetable for doing so?	Not available	Included in Crime & Disorder Strategy April 02. Targets to be developed by end of July 2002.	Not available	Included in Crime & Disorder Strategy April 02. Targets to be developed by end of July 2002.	Yes	Not applicable	Yes  N/A	
1.15	<u>Property</u> The percentage of the Authority's buildings open to the public and that are suitable for and accessible to disabled people. All Wales average not available	Not set	0%	Not set	1.67%	50%	Not set	2.96%	50%
1.3	The number of complaints to an Ombudsman classified as Maladministration.	All Wales average not available	0	1	0	0	0	0	0
1.4	The percentage turnout for local elections.	All Wales average not available	40%	23%	35%	48%	35%	35%	35%
7.7	The percentage of standard searches carried out in 10 working days.	All Wales average not available	64%	24.84%	35%	68.45%	65%	54%	65%

# EXPENDITURE PLANS FOR 2004 - 2005

	<u>Gross Exp</u> £'000	<u>Income</u> £'000	<u>Net Exp</u> £'000
<b>Lifelong Learning</b>			
Schools Delegated Budget	47,763	4,999	42,764
Schools Other	17,626	5,494	12,132
Countryside/Culture and Leisure Services	10,429	4,214	6,215
<b>Environment Directorate</b>			
Highways	8,365	1,450	6,195
Public Protection	9,402	1,053	8,349
Other Environment Services	11,484	5,647	5,837
<b>Personal Services</b>	38,810	11,501	27,309
<b>Chief Executives</b>	3,251	897	2,354
<b>Resources</b>	7,637	2,259	5,378
<b>Corporate and Miscellaneous</b>	18,590	15,446	3,144
<b><u>Total Directorates</u></b>	173,357	52,960	120,397
Capital Financing			10,886
Contribution to Balances			0
Contribution to Reserves			430
Levies			4,737
<b><u>Total Expenditure</u></b>			<b><u>136,450</u></b>
<b><u>To be Financed by:</u></b>			86,850
Revenue Support Grant			
Business Ratepayers			19,642
Council Taxpayers			28,777
Deprivation Grant			157
Contribution from Reserves			1,024
			<b><u>136,450</u></b>

# DENBIGHSHIRE DELIVERING IMPROVEMENTS

We have reviewed our priorities for 2004 – 2005 and our overall aims have not changed. However, we need to ensure that we deliver on our priorities and we have identified a number of key actions which will help to ensure we meet our corporate objectives and improve services to our customers. Detailed actions to ensure our Work Programme is delivered can be found in Service Business Plans.

## THE COUNCIL'S WORK PROGRAMME 2004 - 2005

All Directorate's will ensure that actions are progressed to achieve the following Corporate Priorities:-

### **We aim to provide the services that the people of Denbighshire want**

- All letters, phone calls and e-mails will receive a full reply within 10 working days and complaints will receive a full reply within 20 working days
- We will improve the level of service for our customers by ensuring all staff attend Corporate Customer Care Training

### **We will obtain as much money as possible for Denbighshire and use it wisely**

- We will obtain up to £10 million of grants from other bodies and sell £3 million of land and buildings each year to improve the County

### **We will invest in Councillors and staff**

- We will improve the level of service for our customers by implementing an obligatory corporate training programme for both managers and staff
- 90% of Members will be provided with a computer package by July 2004
- All newly elected Members will receive an Induction Pack and receive a programme of induction training

### **We will improve the image of Denbighshire**

- No ward in Denbighshire should be among the 20 most deprived areas in Wales by 2007, with none in the top 50 by 2012. Existing groups will be used to ensure delivery of this target.

## ENVIRONMENT DIRECTORATE

The staff in the Environment Directorate provide a range of services designing buildings and maintaining properties, supporting local businesses, maintaining the County's highways, dealing with planning applications, managing cemeteries, cleaning our roads and emptying bins at 9,250 properties. This work could not be done without the support of the Finance and Performance Service.



### **What is the Environment Directorate going to do this year to ensure our Corporate Priorities are met?**

#### **We aim to provide the services that the people of Denbighshire want**

- We will ensure 100% of accident reports are produced within 10 working days of receiving accident information and implement remedial measures at accident black spots. Child pedestrian skills training will be provided to school children by the Road Safety Team
- 65% of food premises classified as High Risk will be visited during 2004/05
- Leaflets raising awareness on home safety will be distributed to all homes in the County and 3 Roadshows will be held

#### **We will obtain as much money as possible for Denbighshire and use it wisely**

- By June 2004 a new structure will be implemented in the Environment Directorate to strengthen the monitoring and management of claims for external funding

#### **We will invest in Councillors and staff**

- Options for restructuring to improve service delivery in the Environment Directorate will be carefully considered by senior managers and there will be full consultation with members, staff and trade unions

#### **We will improve the image of Denbighshire**

- We will make Denbighshire a cleaner and tidier place to live by improving the service delivery of public realm works (grounds maintenance/street cleansing and associated operations). This will be achieved by combining 66% of the budgets under one management unit by March 2005 and developing area-based multi-task work teams
- We will take 100 enforcement actions for dog mess, litter and fly tipping by March 2005 via an effective enforcement unit

- ☑ We will monitor the cleanliness of our public conveniences by introducing a quality monitoring software system and ensure we carry out urgent repairs within two working days and non-urgent repairs within five working days
- ☑ Will improve the cost effectiveness of our waste management systems by developing medium to long term disposal options with prospective suppliers and effectively managing the recycling contract against set targets
- ☑ Measures will be put in place to fully determine and address the condition of the highway network and a coherent strategy for highway condition assessment will be developed and implemented
- ☑ We will carry out at least 4 test purchases a year to reduce the number of underage sales of alcohol and cigarettes

## **Best Value Reviews**

**Planning** -Assessed as being a “two star” good service with promising prospects for improvement. Eleven recommendations were made which have now either been completed or progress has been made.

**Green Spaces** – Assessed as being a “no star” poor service with uncertain prospects for improvement. However, since the completion of the review the client and DLO functions responsible for the service delivery have been brought together within the Environment Directorate and a new Environmental Services Division has been formed. This will allow for the formation of a Public Realm service which will deliver the improvements sought and include both grounds maintenance operations and street cleansing. It is planned to trial this approach in Prestatyn and the Promenade in Rhyl from May 2004 for two years, if this is successful it will be rolled out across the County.

**Fleet Management** – Assessed as being a “one star” fair service with uncertain prospects for improvement (check). Resources have been allocated for the provision of a single centralised workshop facility for all vehicle maintenance activities which will be a lease funded facility located on private land in Bodelwyddan. Effective measures and systems to ensure full compliance with requirements relating to the Fleet Operator’s Licence are being progressed, including the implementation of the Fleetmaster System, reducing the level of reported accidents and vehicle downtime.

Consultants are currently progressing the best value reviews of Property Maintenance and Agricultural Estates.

### Statutory Performance Indicators

NAWPI Code	Indicator Description	Comparator 01/02	Target 01/02	Data 01/02	Target 02/03	Data 02/03	Target 03/04	Data 03/04	Target 04/05
6.1	Cost of highway maintenance per km on principal roads.	All Wales average not available	Target not set	*£0.0043	£0.013	£14,265 (estimate)	£12,800 Target changed to £7,885	£7,046	£4,760
6.3	Road Conditions: a) Conditions of principal roads.  b) Condition of non-principal roads.	All Wales average not available	a) not set  b) not set	a) 0%  b) no data	a) not set  b) not set	a) 11.4%  b) 27.7%	a) N/A  b) N/A	a) 11%  b) 29% estimate (data not available)	b)12%  b)30%
6.4	Percentage of street lamps not working.	All Wales average not available	0.5%	0.5%	0.5%	0.72%	0.5%	1.76%	0.7%
6.10	The percentage of total length of footpaths and other rights of way which are easy to use by members of the public.	All Wales average not available	64%	52%	55%	62%	65%	56%	64%

NAWPI Code	Indicator Description	Comparator 01/02	Target 01/02	Data 01/02	Target 02/03	Data 02/03	Target 03/04	Data 03/04	Target 04/05
4.1	The proportion of private sector dwellings where direct action by the Local Authority has resulted in:  a) unfit dwellings being made fit or demolished b) return to occupation during 2002/2003, where they have been vacant for more than 6 months at 1 April.	All Wales average not available	a) 11.04%  b) None set	a) 9.22%  b) 0.114%	a) 7.79%  b) 0.114%	a) 5.17%  b) 0.56%	a) 5.17%  b) 0.56%		
7.1	Development Plans:  a) Do you have an adopted UDP in place?  If NO go to b & c  b) Do you have a deposit UDP in place?  c) What percentage of your population is covered by local plans which were adopted in the last 5 years?	All Wales average not available	Yes  -  -	No  Yes  0%	Yes  -  -	Yes  -  -	Yes  -  -	Yes  -  -	-  -  -



NAWPI Code	Indicator Description	Comparator 01/02	Target 01/02	Data 01/02	Target 02/03	Data 02/03	Target 03/04	Data 03/04	Target 04/05
7.3	The number of advertised departures from the adopted development plan approved by the Authority as a percentage of total permissions granted.	All Wales average not available	<4%	2.09%	<3%	0.85%	<2.5%	0.42 %	<1 %
7.4	Percentage of total applications determined within 8 weeks.	All Wales average not available	70%	62.3%	75%	66.7%	75%	70 %	75 %
7.6	Quality in customer service (Planning Officers Society Wales checklist).	All Wales average not available	11/11	11/11	11/11	11/11	11/11	11/11	11
8.1	The percentage of food premises inspections that should have been carried out that were carried out for:  a) High-risk premises.  b) Other premises.	All Wales average not available	a) 100%  b) 100%	a) 49%  b) 100%	a) 100%  b) 100%	a) 42.3%  b) 100%	a) 100%  b) 100%		

NAWPI Code	Indicator Description	Comparator 01/02	Target 01/02	Data 01/02	Target 02/03	Data 02/03	Target 03/04	Data 03/04	Target 04/05
8.2	Score against the checklist of enforcement best practice for environmental health/trading standards.	Environmental Health = 49.1 Trading Standards = 53.9	90%	83%	90%	86%	90%	84%	90%
5.1 Policy Agreement Indicator	Total tonnage of Municipal waste arisings –  a) i) percentage recycled or reused ii) percentage of incinerator residues, beach cleansing wastes, rubble and abandoned vehicles recycled  b) percentage composted  c) percentage used to recover heat, power and other energy sources  d) percentage land-filled	All Wales average not available	a) 5.6%	a) 3.77%	a) 5.0%	51,928 tons ai) 4.7% aii) 67.5%	ai) 7.5% aii) 70%	a) 6.79% b) 80.47%	
			b) 2.5%	b) 0.35%	b) 5.0%	b) 4.4%	b) 7.5%	b) 6.32%	
			c) 0%	c) 0%	c) 0%	c) 0%	c) 0%	c) 0%	
			d) 91.9%	d) 93.53%	d) 88%	d) 87.5%	d) 82%	d) 83.3%	

NAWPI Code	Indicator Description	Comparator 01/02	Target 01/02	Data 01/02	Target 02/03	Data 02/03	Target 03/04	Data 03/04	Target 04/05
5.5	The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness.	All Wales average not available	98%	96.1%	97%	94.4%	95%	96%	
5.6	Number of collections missed per 100,000 collections of household waste	All Wales average not available	99	81	78	506.6	95	117	
5.7	Percentage of population served by a kerb-side collection of recyclables.	All Wales average not available	0%	0%	0%	0%	44%	52.8%	

## PERSONAL SERVICES DIRECTORATE

Housing Services is delivering improvements in rent collection, tenant participation, and urgent and emergency housing repairs. Homelessness services have been under pressure but additional resources have been provided. However, the backlog of investment required in Council Housing has led to the Council investigating two options for future management, Stock Retention with Prudential Borrowing and Stock Transfer to a new organisation which is now the preferred option. A Joint Review of Social Services was carried out by the Social Services Inspectorate in Wales and the service was found to be serving some people well but its prospects were uncertain and a number of recommendations made. Staff in the Social Services department deliver 269 hours of home care every day and care for 493 people in residential homes. The Directorate ensures that some of our more vulnerable residents are provided with the services they need.



### **What is the Personal Services Directorate going to do this year to ensure our Corporate Priorities are met?**

#### **We aim to provide the services that the people of Denbighshire want**

- A formal consultation on the preferred option of the Housing Stock Transfer will be carried out by November 2004 with a target of a minimum 50% turnout
- We will reduce the average length of stay in bed and breakfast for homeless people to four weeks by June 2004
- A three year Health, Social Care and Wellbeing Strategy and Older People's Strategy will be developed which will help us provide the services which people need
- We will help more people to live at home by operating a Contact Warden scheme in private sector housing and providing welfare rights support to help pay for homecare services
- We will ensure we progress the recommendations and action plan arising from the Joint Review
- We will produce a detailed project plan by March 2005 for the development of residential homes and related developments
- By June 2005 we will implement a Child Concern Model which will improve the planning and provision for vulnerable children by Health and the Council
- We will ensure that 85% of high and medium priority cases in Children's Services are allocated an appropriately qualified and experienced worker

- A user satisfaction survey will be carried out on 10% of all Social Services clients each year

**We will obtain as much money as possible for Denbighshire and use it wisely**

- We will reduce the rent arrears of current tenants to 3.9% and the rent arrears of former tenants to 1.3% of the Authority's rent roll

**We will invest in Councillors and staff**

- The % of social worker vacancies will be reduced to less than 11% by March 2005

**Best Value Reviews**

**Housing Rents** – Assessed initially as a “no star” poor service, which will not improve, the Housing Section transferred into Housing Services and the review was repeated leading to a rating of “two stars” a good service with promising prospects for improvement. The service continues to make excellent progress and is often cited as an example of good practice.

**Residential Homes For Older People** – Following an options appraisal and visits to other authorities, Cabinet agreed that it would seek to redevelop the existing homes, predominantly as extra care housing. Feasibility work has begun as an initial pilot, a preparatory work budget has been allocated and a Project Manager is to be employed to drive implementation.

**New Best Value Reviews**

The Social Services Directorate is conducting a review of services to Older People during 2004 – 2005. It is planned that this will focus on the prevention of accidents and injuries.

**Statutory Performance Indicators – final data is not yet available for 03/04**

NAWPI Code	Indicator Description	Comparator 01/02	Target 01/02	Data 01/02	Target 02/03	Data 02/03	Target 03/04	Data 03/04	Target 04/05
3.1	Stability of placements of children looked after by the Authority by reference to the percentage of children looked after on 31 March in any year with three or more placements during the year.	7.60%	<10%	7.69%	<12%	27%	<15%		
3.2	Educational qualifications of children looked after by the Authority by reference to the percentage of young people leaving care aged 16 or over with the following numbers of GCSE's at Grade A* to G, or General National Vocational Qualification (GNVQ)  a) one or more b) two or more	33.43%	Not set	85.71%	a)*75% b)*50%	a) 17% b) 17%	a) 75% b) 50%		
3.3	The percentage of young people in care	89.16%	100%	28.57%	100%	23%	75%		

NAWPI Code	Indicator Description	Comparator 01/02	Target 01/02	Data 01/02	Target 02/03	Data 02/03	Target 03/04	Data 03/04	Target 04/05
Policy Agreement Indicator	on their 16 <sup>th</sup> birthday who have a Care Plan and/or Pathway Plan for their continuing care.								
3.4 Policy Agreement Indicator	The percentage of first placements (for looked after children) beginning with a Care Plan in place.	64.47%	95%	10.77%	95%	44%	80%		
3.5	Costs of services for children looked after by an Authority by reference to gross weekly expenditure per looked after child in foster care or in a children's home.	£415.00	£400.00	*£627.35	£415.00	£338.57	£415.00 (provisional)		
3.6	Cost of providing social services to adults by reference to gross cost per week for:  a) residential and nursing home care.  b) home care.	£200.00  a) £374.00  b) £95.00	Not set	£164.13	£165.00	a) £271  b) £84	a) £294.00 (provisional)  b) £94.00 (provisional)		

NAWPI Code	Indicator Description	Comparator 01/02	Target 01/02	Data 01/02	Target 02/03	Data 02/03	Target 03/04	Data 03/04	Target 04/05
3.7 Policy Agreement Indicator	The rate of older people (aged 65 or over) helped to live at home per 1,000 population aged 65 or over.	100	99	*80.35	98	125.93	126		
3.8 Policy Agreement Indicator	The rate of delayed transfer of care for social care reasons per 1,000 population aged 75 or over.	21	2.53	1.88	2.53	2.08	2.53		
3.9 Policy Agreement Indicator	The percentage of adult clients receiving a written statement of their needs and how they will be met.	87%	85%	*83%	95%	97%	97%		
3.10	The rate of assessments of people aged 65 and over per 1,000 population aged 65 or over.	134	250	*186.16	205	164.01	160		
3.11	The number of nights of respite care provided or funded by the Authority per 1,000 population aged 18 or over.	97	106	*130.99	145	132.32	117		



NAWPI Code	Indicator Description	Comparator 01/02	Target 01/02	Data 01/02	Target 02/03	Data 02/03	Target 03/04	Data 03/04	Target 04/05
3.12	The percentage of children on the child protection register whose cases should have been reviewed that were reviewed.	64.20%	100%	71.70%	100%	80%	95%		
3.13 Policy Agreement Indicator	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.	New indicator for 2002/03  29	New indicator for 2002/03  22	New indicator for 2002/03  24.44	New indicator for 2002/03  22	  33.57	  22		
3.14 Policy Agreement Indicator	The number of adults aged under 65 whom the Authority helps to live at home per 1,000 adults aged under 65, in each of the following client groups separately:  a) physical or sensory disabled.  b) learning disabled  c) with mental health problems.	New indicator for 2002/03  a) 4.4  b) 3.2  c) 2.8	New indicator for 2002/03  a) 3.46  b) 4  c) 5.25	New indicator for 2002/03  a) 6.58  b) 0.86  c) 0.15	New indicator for 2002/03  a) 3.46  b) 4  c) 5.25	  a) 10.07  b) 2.89  c) 9.77	  a) 10.07  b) 4  c) 9.77		

NAWPI Code	Indicator Description	Comparator 01/02	Target 01/02	Data 01/02	Target 02/03	Data 02/03	Target 03/04	Data 03/04	Target 04/05
3.15 Policy Agreement Indicator	<p>The percentage of cases of children with an allocated social worker who is providing a service appropriate to the child's need, in each of the following groups separately:</p> <p>a) children on the child protection register.</p> <p>b) children looked after (exclude those children in group 'a' above).</p> <p>c) children in need (exclude those children in group 'a' and 'b' above).</p>	<p>New indicator for 2002/03</p> <p>a) 99.62%</p> <p>b) 99.61%</p> <p>c) 83.54%</p>	<p>New indicator for 2002/03</p> <p>a) 100%</p> <p>b) 100%</p> <p>c) 100%</p>	<p>New indicator for 2002/03</p> <p>a) 100%</p> <p>b) 100%</p> <p>c) no data collected</p>	<p>New indicator for 2002/03</p> <p>a) 100%</p> <p>b) 100%</p> <p>c) 100%</p>	<p>a) 99%</p> <p>b) 95%</p> <p>c) 69%</p>	<p>a) 100%</p> <p>b) 100%</p> <p>c) 100%</p>		
4.2	Energy efficiency – the average SAP rating of Local Authority owned dwellings.	48.6	45	*52	52	*52	52	51.6	53

NAWPI Code	Indicator Description	Comparator 01/02	Target 01/02	Data 01/02	Target 02/03	Data 02/03	Target 03/04	Data 03/04	Target 04/05
4.5 (NEW)	Local Authority rent collection and arrears:  a) rent arrears of current tenants as a proportion of the Authority's rent roll.  b) rent arrears of former tenants as a proportion of the Authority's rent roll.  c) rent arrears of current and former tenants written off as not collectable as a proportion of the Authority's rent roll.	All Wales average not available			a) 6.8%  b) 1.5%  c) 1.5%	a) 4.9%  b) 1.5%  c) 2.4%	a) 3.9%  b) 1.3%  c) 0.9%	a) 4.3%  b) 1.5%  c) 0.4%	a) 3.7%  b) 1.3%  c) 0.37%
4.6	Proportion of homelessness applications on which the Authority makes a decision and issues written notification to the applicant within 33 working days.	All Wales average not available	100%	87%	93%	99.3%	93%	96%	95%
4.7	Average relet times for local Authority dwellings let during the financial year.	63.2 calendar days	35 calendar days	47 calendar days	46 calendar days	53 calendar days	46 calendar days	42 calendar days	39 calendar days

NAWPI Code	Indicator Description	Comparator 01/02	Target 01/02	Data 01/02	Target 02/03	Data 02/03	Target 03/04	Data 03/04	Target 04/05
4.10	Percentage of repairs completed within target time:  a) classed as emergency  b) classed as urgent	All Wales average not available	a) 100%  b) 90%	a) *73.6%  b) 74%	a) 100%  b) 90%	a) 92.4%  b) 88.5%	a) 95%  b) 90%	a) 93.2%  b) 89.7%	a) 95%  b) 90%
4.11	The average time taken to complete non-urgent responsive repairs.	41.6 days	50 days	62.28 days	50 days	54 days	50 days	43 days	42 days
4.12	Does the Authority follow the Commission for Racial Equality's code of practice in rented housing?	All Wales average not available	Yes	No	Yes	No	Yes	Yes	Yes
4.13	Tenants' participation  a) Are there landlord wide Tenant Participation Compacts (TPCs)?  b) When was the most recent review of a landlord-wide TPC in partnership with Tenants?	New Indicator for 2002/03	New Indicator for 2002/03	New Indicator for 2002/03	New Indicator for 2002/03	a) Yes  b) March 2003	a) Yes  b) Quarterly basis	a) Yes  b) Yes	a) Yes  b) Quarterly basis

NAWPI Code	Indicator Description	Comparator 01/02	Target 01/02	Data 01/02	Target 02/03	Data 02/03	Target 03/04	Data 03/04	Target 04/05
	c)What proportion of your tenants are covered by local or group-specific TPCs?					c) 0%	c) 5%	c) 0%	c) 5%
4.14	Effectiveness of co-ordinated approach for dealing with homelessness and social housing: The number of homeless households placed by local authorities in temporary housing for more than six months.	New Indicator for 2002/03	New Indicator for 2002/03	New Indicator for 2002/03	New Indicator for 2002/03	1	Nil	10	5
4.15	Average rent lost per tenant through dwellings being left vacant during the financial year.	New Indicator for 2002/03	New Indicator for 2002/03	New Indicator for 2002/03	New Indicator for 2002/03	£34.17	£32.81	£28.91	£29.07

## RESOURCES DIRECTORATE

Service improvements could not be made without the support of staff in the Resources Directorate which consists of the following services; Finance, Information and Communication Technology (ICT), Internal Audit, Corporate Property and Personnel. The main role of the Directorate is to ensure that resources allocated to support the corporate objectives and priorities of the Council are used in a manner consistent with its policy and statutory framework and are aimed at continually improving the services to the community.



### **What is the Resources Directorate going to do this year to ensure our Corporate Priorities are met?**

#### **We aim to provide the services that the people of Denbighshire want**

- We will progress the phased implementation of a contact centre, continue to make improvement to the website and carry out business process analysis of further transactions during the year
- We will ensure new benefit claims are processed within 45 days and ensure we meet the requirements of the Performance Standards
- By May 2004 the Cashiers Service will implement e-Payments software which will be integrated with our Cash Receipting System and provide internet capability
- We will produce a Corporate Asset Management Plan by March 2005

#### **We will obtain as much money as possible for Denbighshire and use it wisely**

- There is still a high absence level across the authority which will be addressed with the continuing application of the sickness policy and the implementation of the Human Resources system. We have a target to reduce absence levels by 1.5 days per person during 2004 - 2005
- By March 2005 we will produce an Accounting and Budget manual which will include procedures for administering grant claims and be accessible on the intranet
- We will increase spending on our buildings and roads by borrowing more money under the Local Government Act 2003
- By March 2005 we will ensure monthly budget reports to Cabinet identify gross expenditure and income
- We will support local businesses and other bodies by buying locally where we can as reflected in our Procurement Strategy

## **We will invest in Councillors and staff**

- We are working towards achieving Single Status by January 2005
- We aim to achieve corporate Investors In People (IIP) status and will be reassessed in December 2004

## **Best Value Reviews**

**Payroll** – Payroll was subject to a desktop inspection and was found to be a quality service that has above average satisfaction levels and is meeting the needs of users.

**Information Communication Technology (ICT)** – Assessed as a “two star” good service with promising prospects for improvement recommendations made continue to be progressed and monitored via service business plans.

**Debt Recovery** - The Debt Recovery Review has been completed and was endorsed by Cabinet in April (check). The Improvement Plan will focus on the production of a Customer Charter which will be published by June 2004 and the achievement of statutory and local performance indicator targets

## **New Best Value Reviews**

The Resources Directorate is leading on two reviews during 2004 – 2005:-

Change Management  
Strategic and Financial Planning

### Statutory Performance Indicators

NAWPI Code	Indicator Description	Comparator 01/02	Target 01/02	Data 01/02	Target 02/03	Data 02/03	Target 03/04	Data 03/04	Target 04/05
1.6	<u>Exchequer</u> The percentage of undisputed invoices which were paid in 30 days.	All Wales average not available	97.5%	92%	100%	92%	100% Set nationally	91.5%	100% Set Nationally
11.1	Security: Whether the Authority has a written and proactive strategy for combating fraud and error which embraces specified initiatives including those sponsored by the Department of Work and Pensions, which is communicated regularly to all staff.  - Yes/No	All Wales average not available	No	No	Yes	Yes	Yes	Yes	Yes
11.3a	Speed of processing:  a) Average time for processing new claims.	54.6 days	60 days	83 days	74 days	58 days	47 days	49 days	39 days



NAWPI Code	Indicator Description	Comparator 01/02	Target 01/02	Data 01/02	Target 02/03	Data 02/03	Target 03/04	Data 03/04	Target 04/05
11.3b	Speed of processing:  b) Average time for processing notifications of changes of circumstances.	14.3 days	25 days	23 days	22 days	12 days	10 days	13 days	11 days
11.3c	Speed of processing:  c) Percentage of renewal claims processed on time.	All Wales average not available	54%	55%	58%	70%	70%	46%	Renewal claims have been abolished
11.4a	Accuracy of processing:  a) Percentage of cases for which the calculation of the amount of benefit due was correct on the basis of the information available for the determination for a sample of cases checked post-determination.	All Wales average not available	No target set as data not previously collected	98%	98%	98.05%	98.61%	99.03%	98%

NAWPI Code	Indicator Description	Comparator 01/02	Target 01/02	Data 01/02	Target 02/03	Data 02/03	Target 03/04	Data 03/04	Target 04/05
11.4b	Accuracy of processing:  a) The percentage of recoverable overpayments (excluding Council Tax Benefit) that were recovered in the year.	All Wales average not available	45%	26%	38%	40.63%	Waiting comparative data	38%	44%
1.7	<u>Council Tax</u> The percentage of council tax collected.	All Wales average not available	92.64%	93.69%	95%	96.19%	96.5%	96.8%	97%
1.8	<u>NNDR</u> The percentage of non-domestic rates due for the financial year which were received by the Authority.	All Wales average not available	92.39%	*88.82%	93.22%	96.14%	96.5%	97.53%	97.5%
1.9	The percentage of senior management posts filled by women.	All Wales average not available	>11.1%	20%	>20%	25%	>25%	25%	26%
1.10	The number of working days/shifts per Full Time Equivalent lost due to sickness absence.	11.7 days	<4.7%	13 days (or 5.9%)	9.2 days	12.4 days	11 days	11.5 days	10 days

NAWPI Code	Indicator Description	Comparator 01/02	Target 01/02	Data 01/02	Target 02/03	Data 02/03	Target 03/04	Data 03/04	Target 04/05
1.12	Ill health retirements as a percentage of the total work force.	All Wales average not available	0.5%	0.69%	0.6%	0.36%	0.6%	0.46%	0.6%
1.13	The number of Authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition as a percentage of the total workforce.	All Wales average not available	1.5%	2.72%	>2.72%	2.6%	>2.6%	2.6%	>2.6%
1.14	The number of staff from Minority Ethnic Communities within the Authority's workforce as a percentage of the total workforce.	All Wales average not available	0.50%	0.19%	0.45%	0.31%	0.6%	0.29%	0.06%

## LIFELONG LEARNING DIRECTORATE

Staff in the Lifelong Learning Directorate work in partnership with Denbighshire schools to meet their specific needs and interests, supporting schools to raise educational standards and reviewing services for pupils with Special Educational Needs. Everyday we provide school transport for 3,150 pupils and 7,950 school meals. Culture and Leisure staff continue to deliver their ten year strategy in the provision of Archives and Heritage, Arts, Libraries, Youth Service, Leisure and Countryside.



### **What is the Lifelong Learning Directorate going to do this year to ensure our Corporate Priorities are met?**

#### **We aim to provide the services that the people of Denbighshire want**

- We will improve Key Stage 2 in English, Mathematics and Science and Key Stage 3 in Mathematics in order to achieve the National average by establishing a system of monitoring national curriculum subjects for all primary and secondary schools
- At 35% the percentage of 15/16 year olds achieving at least grade C in GCSE English or Welsh, Mathematics and Science in combination is still below the National average of 38% and the Education Department will support schools to raise standards
- We will ensure there are 400 participants in the “Footloose” walking the way to health initiative in the Rhyl area by March 2005
- We will increase the quality of services for young people by developing a new youth centre at Rhyl by March 2005 and implementing an accreditation programme in 7 youth clubs
- We will increase public access to arts and cultural activities by delivering the Open Art programme in 6 hospitals and 30 Art Classes
- By March 2005 provide Denbigh Fitness Centre at the Leisure Centre and sign off 5 Leisure Centre Dual Use agreements
- We will supply 58% of requests for books within 7 days by March 2005 and develop an annual Reader Development Programme
- The Library Service will conduct a Children’s and Adult’s PLUS Survey and conduct a lapsed user survey

**We will obtain as much money as possible for Denbighshire and use it wisely**

- We will seek major funding partners for the development of Ruthin Craft Centre

**We will invest in Councillors and staff**

- Culture and Leisure will develop a training plan database by September 2004 and produce a quarterly staff newsletter
- We will attain Welcome Host accreditation in Customer Care training for Culture and Leisure staff

**We will improve the image of Denbighshire**

- We will give more attention to tourism and attract more visitors to the area by undertaking a feasibility study to look at the needs of the Royal International Pavilion and other culture and leisure facilities across the County.

**Best Value Reviews**

**Library and Information Services** – Assessed as a “one star” fair service unlikely to improve, the Library Services redefined its aims and objectives and produced a three year strategic plan to deal with many of the Best Value recommendations. An internal audit report in 2003 found that good progress is being made.

**Sports and Recreation** – A fully service delivery options appraisal was carried out by external consultants which concluded that services should be retained in-house and a comprehensive Improvement Plan drawn up. The Best Value Inspector’s final report is awaited.

**New Best Value Reviews**

A review of Youth Services will be carried out during 2004 – 2005

### Statutory Performance Indicators

NAWPI Code	Indicator Description	Comparator 01/02	Target 01/02	Data 01/02	Target 02/03	Data 02/03	Target 03/04	Data 03/04	Target 04/05
9.1	Number of pupils visiting museums and galleries in organized school groups.	4,926	9,000	9,016	9,286	8,151	9,379	9,384	9,660
9.2	The number of visits to public libraries per 1,000 population.	All Wales average not available	5,997	*5,946	**5,426	6,113	6,300	6,318	6,600
9.3	Swimming pools and sports centres:  The number of swims and other visits per 1,000 population.	All Wales average not available	9,000	*9,299	**9,295	9,044	9,388	9,394	7,990

NAWPI Code	Indicator Description	Comparator 01/02	Target 01/02	Data 01/02	Target 02/03	Data 02/03	Target 03/04	Data 03/04	Target 04/05
7.8	Is a Local Biodiversity Action Plan in place for the Authority's area? If no, will there be such a plan in place within the next 12 months?	New indicator for 02/03	New indicator for 02/03	New indicator for 02/03	New indicator for 02/03	No	Yes	Completed	N/A
2.1	Average GCSE/GNVQ points score of 15/16 year olds in schools maintained by the Authority.	38.5	No target set	39	No target set	40	40	38	40
2.2 Policy Agreement Indicator	Percentage of pupils in schools maintained by the Authority in the previous summer achieving 5 or more GCSE's at grades A* - C or the vocational equivalent.	50%	52.4%	48%	56.5%	52.0%	56.8%	47%	52.2%

NAWPI Code	Indicator Description	Comparator 01/02	Target 01/02	Data 01/02	Target 02/03	Data 02/03	Target 03/04	Data 03/04	Target 04/05
2.3	Percentage of pupils in schools maintained by the Authority achieving one or more GCSEs at grade G or above or the vocational equivalent.	92%	92%	91%	93%	93%	93%	90%	91%
2.4 Policy Agreement Indicator	Percentage of 11 year olds in schools maintained by the Authority in the previous summer achieving:  a) Level 4 or above in the National Curriculum Key Stage 2 Mathematics test.  b) Level 4 or above in the National Curriculum Key Stage 2 English test.	a) 72.8%  b) 79.5%	a) 65.3%  b) 64.9%	a) 71.2%  b) 74.6%	a) 69.8%  b) 69.8%	a) 71.6%  b) 76.8%	a) 69.2%  b) 67.6%	a) 72.5%  b) 77.4%	a) 80.8%  b) 77.4%



NAWPI Code	Indicator Description	Comparator 01/02	Target 01/02	Data 01/02	Target 02/03	Data 02/03	Target 03/04	Data 03/04	Target 04/05
	c) Level 4 or above in the National Curriculum Key Stage 2 Welsh (first language) test.	c) 75%	c) 71.7%	c) 77.7%	c) 71.2%	c) 81.2%	c) 71.3%	c) 79.1%	c) 73.4%
	d) Level 4 or above in the National Curriculum Key Stage 2 Science test.	d) 85.6%	d) 67.7%	d) 79.3%	d) 72.4%	d) 82.9%	d) 71.4%	d) 85.9%	d) 78.3%
2.5	Percentage of 14 year olds in schools maintained by the Authority in the previous summer achieving:								

NAWPI Code	Indicator Description	Comparator 01/02	Target 01/02	Data 01/02	Target 02/03	Data 02/03	Target 03/04	Data 03/04	Target 04/05
	a) Level 5 or above in the National Curriculum Key Stage 3 Mathematics test.	a) 62%	a) 67.1%	a) 63.7%	a) 67.5%	a) 61.8%	a) 69.0%	a) 67.5%	a) 77%
	b) Level 5 or above in the National Curriculum Key Stage 3 English test.	b) 61.5%	b) 62%	b) 60.9%	b) 65%	b) 63.1%	b) 67.0%	b) 62.8%	b) 70%
	c) Level 5 or above in the National Curriculum Key Stage 3 Welsh (first language) test.	c) 70.8%	c) 64%	c) 67.8%	c) 77%	c) 57.6%	c) 82.0%	c)74.8%	c) 73%
	d) Level 5 or above in the National Curriculum Key Stage 3 Science test.	d) 67.2%	d) 60%	d) 64.4%	d) 64%	d) 69.9%	d) 66.0%	d) 70.5%	d) 72%

NAWPI Code	Indicator Description	Comparator 01/02	Target 01/02	Data 01/02	Target 02/03	Data 02/03	Target 03/04	Data 03/04	Target 04/05
2.6	Percentage of 15/16 year olds achieving the 'core subject indicator'. Those pupils achieving at least grade C in GCSE English or Welsh, Mathematics and Science in combination.	37%	37%	35%	41.7%	35%	43.3%	35%	42.8%
2.7 Policy Agreement Indicator	Percentage of 15/16 year olds leaving full-time education without a recognised qualification.	3%	1.1%	1.5%	1.0%	2.0%	0.9%	2.9%	2.2%
2.8	Number of pupils permanently excluded during the year from schools maintained by the Authority per 1,000 pupils on rolls of schools maintained by the Authority:  a) for primary schools	a) *0.3	a) 0	a) 0.33	a) 0	a) 0.89	a) 1.0	a) 0.45	a) 0.34

NAWPI Code	Indicator Description	Comparator 01/02	Target 01/02	Data 01/02	Target 02/03	Data 02/03	Target 03/04	Data 03/04	Target 04/05
	b) for secondary schools c) for special schools	b) *1.7 c) *4.0	b) 0 c) 0	b) 1.24 c) 0	b) 0 c) 0	b) 1.47 c) 0	b) 1.07 c) 0	b) 1.17 c) 0	b) 0.64 c) 0
2.11	The percentage of permanently excluded pupils attending:  a) Less than ten hours a week of alternative tuition  b) Between ten and twenty five hours a week of alternative tuition  c) More than twenty five hours a week of alternative tuition	All Wales average not available	a) 0% b) 0% c) 100%	a) 0% b) 21.43% c) 78.57%	a) 0% b) 0% c) 100%	a) 0% b) 0% c) 100%	a) 0% b) 0% c) 100%	a) 7% b) 93% c) 0%	a) 0% b) 0% c) 100%

NAWPI Code	Indicator Description	Comparator 01/02	Target 01/02	Data 01/02	Target 02/03	Data 02/03	Target 03/04	Data 03/04	Target 04/05
2.12	The percentage of primary school classes with more than 30 pupils in years:  a) Reception to two inclusive  b) Three to six	All Wales average not available	a) 2.2%  b) 8.9%	a) 2.7%  b) 9.7%	a) 2%  b) 8%	a) 2.0%  b) 12.2%	a) 2.1%  b) 8.0%	a) 3.4%  b) 14.5%	a) 2%  b) 8%
2.13	a) The number of statements issued during the year  b) Percentage of statements of special educational need, excluding those affected by 'exceptions to the rule' under the SEN Code or Practice. i) prepared within 18 weeks ii) finalised within 26 weeks	a) 88.4  For part b, all Wales averages not available	a) 83  b) 60%	a) 52  b) 23%	a) no target set  b) 75%	a) 103  b) 24.3%	a) 97 (5% reduction)  b) 100%	a) 61  b) 85.2%	a) 92 (5% reduction)  b) 100%

NAWPI Code	Indicator Description	Comparator 01/02	Target 01/02	Data 01/02	Target 02/03	Data 02/03	Target 03/04	Data 03/04	Target 04/05
2.14 Policy Agreement Indicator	The percentage of attendance, those present or on approved educational activities, in secondary schools.	89.9%	New Indicator for 2002/03	New Indicator for 2002/03	New Indicator for 2002/03	89.8%	89.8%	90%	90.5%

## AUDIT AND INSPECTION

The Authority's external regulators the Audit Commission in Wales (ACiW) produce a report on our Improvement Plan every year. The report on last year's Improvement Plan 2003 – 2004 contained seventeen statutory recommendations and we have progressed the following actions:-

- ★ Corporate and service risk assessments were updated in December and May's Monthly Management Conference. Heads of Service attended external risk assessment training in February. Risk assessments, including proposed actions to mitigate risks, have been included in Service Business Plans.
- ★ The Service Business Plan format has been revised to ensure priority actions link more clearly to corporate objectives and the responsible officer and necessary resources are clearly identified.
- ★ Four Action Planning Workshops have been held which were facilitated by the ACiW. The workshops were well attended by all Directorates and will ensure officers have the skills necessary to produce robust action plans
- ★ Quarterly reports have been produced by all services and performance issues highlighted to Cabinet and the respective Scrutiny Committees following discussion at the Corporate Executive Team
- ★ The Council has considered how additional resources can be made available to the Performance Management Team and as a consequence the Unit will transfer to the Resources Directorate from the 1 April 2004.
- ★ Denbighshire County Council introduced the corporate Development Review system in 1996/7. This was adopted across the authority (with the exception of schools) and has been the subject of steady development. The system is based on the identification of individual contribution to the aspirations of the organisation, the setting and achievement of job objectives and the associated identification and evaluation of learning and development. Personal aspirations are also addressed. In February 2004, the authority underwent a corporate Investors in People assessment. This provided an objective report on our progress from an external body. There were no adverse comments on the Development Review system in the report. The quality of its implementation, as would be expected in any large organisation, was found to be not always consistent. Taking action to improve this is in the council's post assessment improvement plan. Development Review forms now contain personal objectives and targets and training and development plans are produced to ensure staff have the skills necessary to enable them to meet their objectives.
- ★ So far this year 63% of high risk food premises have been visited. Since April 2003 the Food Safety Section has been responsible for prosecuting three hotels/restaurants for food hygiene offences. A further two cases are pending and three formal cautions have been issued in accordance with Home Office guidelines. Further cases are being compiled concerning a number of other food premises. Also three premises have chosen voluntary closure in order to carry out cleaning and 63 premises were issued with Improvement Notices.

In February 2004 Cabinet approved the Lead Member for Finance's recommendation and allocated a £30,000 performance improvement grant for 2004/05 to Public Protection to assist in improving the number of high risk food premises visited within the County.



For more information about Denbighshire County Council's Improvement Plan contact Janette Ogden, Corporate Performance and Improvement Manager on 01824 706161 or e-mail [janette.ogden@denbighshire.gov.uk](mailto:janette.ogden@denbighshire.gov.uk)



We can provide the Improvement Plan upon request in Braille, large type and audio tape. If you would like a copy please contact Sheila Gibney, Corporate Performance Management Officer on 01824 706116 or e-mail [sheila.gibney@denbighshire.gov.uk](mailto:sheila.gibney@denbighshire.gov.uk)



## AGENDA ITEM NO: 8

### REPORT TO CABINET

**CABINET MEMBER:** COUNCILLOR E WILLIAMS

**DATE:** 25 MAY 2005

**SUBJECT:** CORPORATE QUARTERLY PERFORMANCE REPORT

#### 1 DECISION SOUGHT

- 1.1 That Cabinet consider the final Corporate Quarterly Performance Report reporting against Service Business Plans 2003 - 2004 (Appendix I).
- 1.2 That Members note the percentage of statutory indicators which have achieved their target with a view to considering any issue in greater depth as deemed necessary. Members should note that statutory indicator data is currently being audited for accuracy.

#### 2 REASON FOR SEEKING DECISION

- 2.1 To promote regular monitoring of performance against statutory indicators and targets in the policy agreement.
- 2.2 The key issues for consideration are noted below:-

##### **Overall**

27% of statutory indicators are ahead of target  
16% of statutory indicators have achieved the target  
57% of statutory indicators have not met the target

##### **By Directorate**

##### **Chief Executive's and County Clerk's Department**

35% of statutory indicators have achieved or exceeded target  
18% of statutory indicators are below target  
47% of statutory indicators had no target or data was unavailable

#### Resources Directorate

44% of statutory indicators have achieved or exceeded target

50% of statutory indicators are below target

6% of statutory indicators had no target or data was unavailable

#### Lifelong Learning Directorate

43% of statutory indicators have achieved or exceeded target

57% of statutory indicators are below target

#### Personal Services Directorate

37% of statutory indicators have achieved or exceeded target

63% of statutory indicators are below target

#### Environment Directorate

38% of statutory indicators have achieved or exceeded target

52% of statutory indicators are below target

10% of statutory indicators had no target or data was unavailable

#### Policy Agreement Indicators

37% of policy agreement indicators are ahead of target

4 % of policy agreement indicators have acheived the target

59% of policy agreement indicators have not met the target

### **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**

Performance management is a key element in ensuring quality services that are cost effective

## **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 Reports is produced for each Scrutiny Committee which includes the comments of the appropriate officer. 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 (Appendix I) and identify any issues which require remedial action.

Please note: Trend analysis cannot be shown for Quarter 1.

Policy Agreement (PA) Indicators are in bold.

NAWPI	Description	Responsible Member & Officer	2002/03 Target	2002/03 Data	Data Quarter 1 July 03/04	Data Quarter 2 Oct 03/04	Performance	Data Quarter 3 Jan 03/04	Performance	Data Quarter 4 April 03/04	Performance	2003/04 Target
<b>KEY:</b>	Target Slippage ↓	<b>Arrows denote progress against 03/04 Targets</b>										
	Target Achieved →											
	Ahead of Target ↑											
<b>COMMUNITY SAFETY</b>												
1.16 a	Number of racial incidents recorded per 100,000 population recorded. <b>CUMULATIVE</b>	Cllr D Morris : Mike Denman	Not set	78	18	14		13		9		Not set
1.16 b	The percentage of racial incidents that resulted in further action	Cllr D Morris : Mike Denman	Not set	100%	100	100%		100%		100%		Not set
<b>Note:</b>	<b>The figures 1.16a and 1.16b are police figures only. The post of an Equalities Officer will assist with implementing such a process.</b>											
1.17	The number of domestic violence refuge places per 10,000 population, provided or supported by authority	Cllr E Edwards, Mike Denman	4.29	4.19	4.19	4.19	→	4.19	→	4.19	→	4.19
12.1	Domestic burglaries per 1,000 households and percentage detected. <b>CUMULATIVE</b>	Cllr E Edwards, Mike Denman	11	14	3.03 12%	3 8%	→	3 36%	↑	2 14%	→	12% reduction to 12.36 per 1000 households
12.2	Violent crimes per 1,000 population and percentage detected. <b>CUMULATIVE</b>	Cllr E Edwards, Mike Denman			4 38%	6 31%	→	5 53%	↓	5 53%	↓	11% reduction to 20.66 per 1000 households
12.2 a	Violent offences committed by a stranger per 1,000 population.	Cllr E Edwards, Mike Denman		12	2	3		2.5		2		Not set, new indicator no baseline data available
12.2 b	Violent offences committed in a public place per 1,000 population	Cllr E Edwards, Mike Denman		13	2	3		2.4		3		Not set, new indicator no baseline data available
12.2 c	Violent offences committed in connection with licensed premises per 1,000 population	Cllr E Edwards, Mike Denman		2	0.5	0.4		0.6		0.3		Not set, new indicator no baseline data available
12.2 d	Violent offences committed under the influence per 1,000 population	Cllr E Edwards, Mike Denman		5	0.7	0.9		0.9		0.9		Not set, new indicator no baseline data available

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12.3	Vehicle crimes per 1,000 population and percentage detected. <b>CUMULATIVE</b>	ClIr E Edwards, Mike Denman	13.36	14	4 7%	3 5%	↓	2.3 5%	↓	2.4 6%	→	10% reduction to 12.98 per 1000 population
12.4 a	Has the authority established a corporate strategy to reduce crime and disorder in their area? If no, go to (b)	ClIr E Edwards, Mike Denman	Yes	Yes	Yes	Yes	→	Yes	→	Yes	→	Yes
12.4 b	Has the BV authority established a timetable for doing so?	ClIr E Edwards, Mike Denman	Not applicable	Not applicable	Not applicable	Not applicable		Not applicable		Not applicable		Not applicable
<b>CORPORATE GOVERNANCE</b>												
1.1 a	The level of compliance with the authority's approved Welsh Language Scheme (Service delivery)	ClIr D Morris, Eryl Davies	Good	Fair & Improving	Annual reporting	Annual reporting Jan 04		60%		Awaiting confirmation		Good
1.1 b	The level of compliance with the authority's approved Welsh Language Scheme (Scheme Management)	ClIr D Morris, Eryl Davies	Good & Improving	Good & Improving	Annual reporting	Annual reporting				Awaiting confirmation		Good & Improving
1.2	The level of CRE's "Standard for Local Government" to which the authority conforms	ClIr D Morris, Eryl Davies	Level 2	Level 1	Level 1	Level 1		Level 1(SH is aware this is to be reported by 31.03.04)		Level 1	↓	Level 2
<b>COUNTY CLERK'S DEPARTMENT</b>												
1.3	Number of complaints to an Ombudsman classified as maladministration	ClIr E Williams, Ian Hearle	0	0	0	0	→	0	→	0	→	0
1.4	The percentage turnout for local elections	ClIr E Williams, Ian Hearle	35%	48%	N/A	N/A		N/A		35%	→	35%
7.7	The percentage of standard searches carried out in 10 working days. <b>CUMULATIVE</b>	ClIr M German, Ian Hearle	35%	68.45%	23.13%	32.27% cumulative see Appendix I	↓	42.92%	↓	54.38%	↓	65%
<b>ICT</b>												
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. <b>Annually</b>	ClIr D Morris, Peter Wickes	45.5% average	46.9% average	Annual reporting	Annual reporting April 04		Annual reporting April 04		54% average	↓	57.5% average
<b>FINANCE AND PROPERTY</b>												
1.6	The percentage of undisputed invoices paid within 30 days.	ClIr A Owens, Ceryn Foulkes	100%	92%	Annual reporting	Annual reporting		Annual reporting		91.50%	↓	100%
1.7	The percentage of Council Tax collected. <b>CUMULATIVE</b>	ClIr A Owens : Ken Jones	95%	96.19%	30%	58.20%	↑	86.80%	↑	96.80%	↑	96.50%

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1.8	The percentage of non-domestic rates which should have been received during the year that were received. <b>CUMULATIVE</b>	Cllr A Owens, Ken Jones	93.22%	96.14%	34.88%	60.55%	↑	88%	↑	97.53%	↑	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, Stephen M Williams	Not set	1.67%	1.70%	1.5% see Appendix I	↓	1.5%	↓	2.96%	↓	50%
<b>HOUSING BENEFIT/ COUNCIL TAX BENEFIT</b>												
11.1	Whether authority has strategy for combating fraud and error	Cllr A Owens : Jackie Walley	Yes	Yes	Yes	Yes	→	Yes	→	Yes	→	Yes
11.3 a	Average time for processing new claims	Cllr A Owens, Jackie Walley	74 days	58 days	52 days	44 days	↑	43 days	↑	49 days	↓	47 days
11.3 b	Average time for processing change of circumstances	Cllr A Owens : Jackie Walley	22 days	12 days	15 days	11 days see Appendix I	↓	13 days	↓	13 days	↓	10 days
11.3 c	Percentage of renewal claims processed on time	Cllr A Owens, Jackie Walley	58%	70%	50%	52%	↓	48%	↓	46%	↓	70%
11.4 a	Percentage of claims where calculation of benefits correct	Cllr A Owens : Jackie Walley	98%	98.05%	99.30%	100%	↑	99.20%	↑	99.03%	↑	98.61%
11.4 b	Percentage of recoverable overpayments that were recovered in the financial year. <b>CUMULATIVE</b>	Cllr A Owens : Jackie Walley	38%	40.63%	11.86%	22.77%	↑	29.23%	↓	38%		Waiting comparative data
<b>PERSONNEL</b>												
1.9	The percentage of senior management posts filled by women	Cllr D Morris : Linda Atkin	20%	25%	23%	24%	↓	25%	→	25%	→	25%
1.10	The number of working days/shifts per FTE lost due to sickness absence. <b>CUMULATIVE</b>	Cllr D Morris, Linda Atkin	9.2	12.4	2.72	2.5	→	3.3 (8.53 days)	→	11.5 days 4.85%	↓	11 days
1.12	Ill health retirements as a percentage of the total workforce <b>CUMULATIVE</b>	Cllr D Morris, Cllr P Dobb : Linda Atkin	0.60%	0.36%	0.36%	0%	↑	0.1% (0.46%)	↑	0.46%	↑	0.60%
1.13	The percentage of total workforce that declare they are disabled per Disability Disc Act 1995 <b>Annual Reporting</b>	Cllr D Morris : Linda Atkin	2.72%	2.60%	2.60%	2.60%	→	2.60%	→	2.60%	→	2.60%
1.14	Minority ethnic community staff as a percentage of total workforce <b>Annual Reporting</b>	Cllr D Morris : Linda Atkin	0.45%	0.31%	0.36%	0.36%	↓	0.36%	↓	0.29%	↓	0.60%
<b>EDUCATION</b>												

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2.1	Average GCSE/GNVQ points score of 15/16 year olds in schools maintained by the authority <b>ANNUALLY Academic Yr (November)</b>	Cllr R Hughes, Ieuan L Roberts	Not set	40	Summer 2003 Results 38 Points						↓	40
2.2 PA	% of pupils in schools maintained by the authority achieving 5 or more GCSE's at grades A*-C or the vocational equivalent <b>ANNUALLY Academic Yr (November)</b>	Cllr R Hughes, Ieuan L Roberts	56.50%	52%	Summer 2003 Results 47%						↓	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 <b>ANNUALLY Academic Yr (November)</b>	Cllr R Hughes : Ieuan L Roberts	93%	93%	Summer 2003 Results 90%						↓	93%
2.4a P A	% 11 year olds in schools maintained by authority achieving Level 4 or above in the National Curriculum Key Stage 2 mathematics test <b>ANNUALLY Academic Yr (October)</b>	Cllr R Hughes : Ieuan L Roberts	69.80%	71.60%	Summer 2003 Results 72.5%						↑	69.20%
2.4b P A	% 11 year olds in schools maintained by authority achieving Level 4 or above in the National Curriculum Key Stage 2 English test <b>ANNUALLY Academic Yr (October)</b>	Cllr R Hughes : Ieuan L Roberts	69.80%	76.80%	Summer 2003 Results 77.4%						↑	67.60%
2.4c P A	% 11 year olds in schools maintained by authority achieving Level 4 or above in the National Curriculum Key Stage 2 Welsh (first language) test. <b>ANNUALLY Academic Yr (October)</b>	Cllr R Hughes : Ieuan L Roberts	71.20%	81.20%	Summer 2003 Results 79.1%						↑	71.30%
2.4d P A	% 11 year olds in schools maintained by authority achieving Level 4 or above in the National Curriculum Key Stage 2 Science test. <b>ANNUALLY Academic Yr (October)</b>	Cllr R Hughes : Ieuan L Roberts	72.40%	82.90%	Summer 2003 Results 85.9%						↑	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. <b>ANNUALLY Academic Yr (October)</b>	Cllr R Hughes : Ieuan L Roberts	67.50%	61.85%	Summer 2003 Results 67.5%						↓	69%
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. <b>ANNUALLY Academic Yr (October)</b>	Cllr R Hughes : Ieuan L Roberts	65%	63.10%	Summer 2003 Results 62.8%						↓	67%

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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. <b>ANNUALLY Academic Yr (October)</b>	Cllr R Hughes : leuan L Roberts	77%	57.60%	<b>Summer 2003 Results 74.8%</b>					↓	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. <b>ANNUALLY Academic Yr (October)</b>	Cllr R Hughes : leuan L Roberts	64%	69.95%	<b>Summer 2003 Results 70.0%</b>					↑	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. <b>ANNUALLY Academic Yr (November)</b>	Cllr R Hughes : leuan L Roberts	41.70%	35%	<b>Summer 2003 Results 35%</b>					↓	43.30%	
<b>2.7 P A</b>	<b>% 15/16 year olds leaving full time education without a recognised qualification. ANNUALLY Academic Yr (December)</b>	<b>Cllr R Hughes, leuan L Roberts</b>	<b>1%</b>	<b>2%</b>	<b>2.90%</b>					↓	<b>0.90%</b>	
2.8 a	Number of primary pupils permanently excluded per 1,000 primary pupils. <b>Reported upon Termly</b>	Cllr R Hughes, leuan L Roberts	0	0.89	<b>0.45</b>					↑	1	
2.8 b	Number of secondary pupils permanently excluded per 1,000 secondary pupils. <b>Reported upon Termly</b>	Cllr R Hughes, leuan L Roberts	0	1.47	<b>1.17</b>					↓	1.07	
2.8 c	Number of special pupils permanently excluded per 1,000 special pupils. <b>Reported upon Termly</b>	Cllr R Hughes, leuan L Roberts	0	0	<b>0</b>					→	0	
2.11 a	Percentage permanently excluded pupils attending <10 hours alternative tuition/week. <b>Reported upon Termly</b>	Cllr R Hughes, leuan L Roberts	0%	0%	<b>7%</b>					↓	0%	
2.11 b	Percentage permanently excluded pupils attending 10-25 hrs alternative tuition/week. <b>Reported upon Termly</b>	Cllr R Hughes, leuan L Roberts	0%	0%	<b>93%</b>					↓	0%	
2.11 c	Percentage permanently excluded pupils attending >25 hrs alternative tuition/week. <b>Reported upon Termly</b>	Cllr R Hughes, leuan L Roberts	100%	100%	<b>0%</b>					↓	100%	
2.12 a	Percentage primary classes with more than 30 pupils - reception to year 2 inclusive. <b>ANNUALLY - January</b>	Cllr R Hughes, leuan L Roberts	2%	2%	<b>3.40%</b>					↓	2%	
2.12 b	Percentage primary classes with more than 30 pupils - year 3 to 6. <b>ANNUALLY - January</b>	Cllr R Hughes, leuan L Roberts	8%	12.20%	<b>14.40%</b>					↓	8%	



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2.13 a	The number of statements issued during the year. <b>ANNUALLY - February</b>	Cllr R Hughes, leuan L Roberts	No target set	103			61				↓	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. <b>ANNUALLY - February</b>	Cllr R Hughes, leuan L Roberts	75%	24.30%			85.2%				↓	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. <b>ANNUALLY - February</b>	Cllr R Hughes, leuan L Roberts	Not set	46.60%			91.8%				↓	100%
<b>Note:</b>	<b>NAWPI'S 2.13a - 2.13b are reported termly as local indicators and this data should be provided for this report.</b>											
<b>2.14 P A</b>	<b>The percentage of attendance, those present or on approved educational activities, in secondary schools. ANNUALLY Sept 2002 - May 2003</b>	<b>Cllr R Hughes, leuan L Roberts</b>	<b>Not applicable</b>	<b>89.80%</b>			<b>90%</b>				<b>↑</b>	<b>89.80%</b>
<b>SOCIAL SERVICES</b>												
3.1	Stability of placements of children looked after by the authority by reference to the percentage of children looked after on 31 March in any year with three or more placements during the year. (Not cumulative - 3 monthly)	Cllr J Smith, Nicola Francis	<12%	20%	4.32%	8.7% *(see actuals below) and Appendix I	↓	13.16%	↓	19.54	↓	<15%
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 (Cumulative - 3 monthly)	Cllr J Smith, Nicola Francis	75%	17%	Not accessible	50%	↓	18.18% (2 pupils)	↓	27%	↓	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 (Cumulative - 3 monthly)	Cllr J Smith, Nicola Francis	50%	17%	Not accessible	50%	→	18.18% (2 pupils)	↓	27%	↓	50%
<b>3.3 P.A</b>	<b>The percentage of young people in care on their 16th birthday who have a care plan and/or pathway plan for their continuing care ( Cumulative - 6 monthly reporting)</b>	<b>Cllr J Smith : Nicola Francis</b>	<b>100%</b>	<b>66%</b>	<b>Not accessible</b>	<b>23% See Appendix I</b>	<b>↓</b>	<b>33%</b>	<b>↓</b>	<b>30%</b>	<b>↓</b>	<b>75%</b>

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<b>3.4 P.A.</b>	<b>The percentage of first placements (for looked after children) beginning with a care plan in place (Cumulative 6 monthly reporting)</b>	<b>Cllr J Smith : Nicola Francis</b>	<b>95%</b>	<b>33%</b>	<b>Not accessible</b>	<b>23% See Appendix I</b>	↓	<b>59%</b>	↓	<b>58%</b>	↓	<b>80%</b>
3.5	Average weekly costs of services for children looked after in foster care or in a children's home (Cumulative - 3 monthly)	Cllr J Smith, Nicola Francis	£415	£338.57	Not collected	£510.78	↓	£458.73	↓	£500 (provisional)	↓	£415
3.6 a	Cost of providing social services to adults by reference to gross cost per week for residential and nursing home care (Expenditure Data = Cumulative, Activity Data = Not Cumulative - 3 monthly)	Cllr P Dobb, Neil Ayling	£165	£264 (net)	£399 (gross)	£399 (gross)	↓	£393 (gross)	↓	£405 (gross)	↑	£390 (was target net)
3.6 b	Cost of providing social services to adults by reference to gross cost per week for home care (Expenditure Data = Cumulative, Activity Data = Not Cumulative - 3 monthly)	Cllr P Dobb, Neil Ayling		£82 (net)	£63 (gross)	£52 (gross)	↓	£52	↓	£56 (gross)	↑	£70 (was target net)
<b>3.7 P.A.</b>	<b>The rate of older people (aged 65 or over) helped to live at home per 1,000 population aged 65 or over (Not Cumulative - 3 monthly)</b>	<b>Cllr P Dobb, Neil Ayling</b>	<b>98</b>	<b>125.93</b>	<b>117.33</b>	<b>117.43</b>	↓	<b>102.83</b>	↓	<b>101.03 (provisional)</b>	↓	<b>126</b>
<b>3.8 P.A.</b>	<b>The rate of delayed transfers of care for social reasons per 1,000 population aged 75 and over (Cumulative - 3 monthly)</b>	<b>Cllr P Dobb, Neil Ayling</b>	<b>2.53</b>	<b>2.08</b>	<b>0.1</b>	<b>0.42 See Appendix I</b>	↑	<b>0.83</b>	↑	<b>1.34</b>	↑	<b>&lt; 2.53</b>
<b>3.9 P.A.</b>	<b>The percentage of adult clients receiving a written statement of their needs and how they will be met (Cumulative 6 monthly)</b>	<b>Cllr P Dobb, Neil Ayling</b>	<b>95%</b>	<b>97%</b>	<b>File audit currently being undertaken</b>	<b>File audit currently being undertaken</b>		<b>100%</b>	↑	<b>100%</b>	↑	<b>97%</b>
3.10	The rate of assessments of people aged 65 and over per 1000 population aged 65 and over (Cumulative - 3 monthly)	Cllr P Dobb, Neil Ayling	205	175.43	45.62	84.13	↑	131.67	↑	178.65	↓	165
3.11	Nights respite care provided or funded by authority per 1,000 population aged 18 or over (Cumulative - 3 monthly)	Cllr P Dobb, Neil Ayling	145	132.32	43.08	91.03	↓	138.59	↑	217.54	↑	117
3.12	The percentage of Children on the CPR whose cases should have been reviewed that were reviewed (Not Cumulative - 3 monthly)	Cllr J Smith : Nicola Francis	100%	80%	77%	59% See Appendix	↓	100%	↑	91.67%	↓	95%
<b>3.13 P.A.</b>	<b>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 (Not Cumulative 3 monthly)</b>	<b>Cllr P Dobb, Neil Ayling</b>	<b>22</b>	<b>33.57</b>	<b>31.12</b>	<b>30.75 (incl. Preserved Rights) 25.28 (excl. Preserved Rights)</b>	↓	<b>32.4</b>	↓	<b>32.93</b>	↓	<b>22</b>

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3.14 a P.A.	The number of adults under 65 whom the authority helps to live at home per 1,000 adults (physical or sensory disabled) Not Cumulative - 3 monthly	Cllr P Dobb, Neil Ayling	3.46	10.07	7.53	7.57	↓	5.17	↓	5.34	↓	10.07
3.14 b P.A.	The number of adults under 65 whom the authority helps to live at home per 1,000 adults (learning disabilities) Not Cumulative 3 monthly	Cllr P Dobb, Neil Ayling	4	2.89	1.83	2.84	↓	3.54	↓	3.59	↓	4
3.14 c P.A.	The number of adults under 65 whom the authority helps to live at home per 1,000 adults (mental health problems) 6 Monthly	Cllr J Smith, Neil Ayling	5.25	9.77	0.95 * see below	7.72		6.6	↓	7.32	↓	9.77
3.15 a P.A.	Percentage of cases of children with an allocated social worker providing a service appropriate to need (children on the child protection register) Not Cumulative - 3 monthly	Cllr J Smith : Nicola Francis	100%	99%	100%	91.67% *(See actuals below)	↓	98.72%	↓	98%	↓	100%
3.15 b P.A.	Percentage of cases of children with an allocated social worker providing a service appropriate to need (children looked after excluding 3.15a ) Not Cumulative - 3 monthly	Cllr J Smith : Nicola Francis	100%	95%	Not available	66.17% *(See actuals below)	↓	81.71%	↓	92%	↓	100%
3.15 c P.A.	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) not cumulative - 3 monthly	Cllr J Smith : Nicola Francis	100%	69%	Not available	75.58% *(See actuals below)	↓	58.02%	↓	62%	↓	100%
<b>HOUSING</b>												
4.1 a	The percentage of unfit private sector dwellings made fit/demolished - direct LA action. <b>Annually</b>	Cllr P Dobb : Gary Sumner	7.79%	5.17%	Not applicable	Annual reporting		Annual reporting		6.20%	↑	5.17%
4.1 b	The percentage of private sector dwellings vacant for 6mths+ reoccupied from LA action. <b>Annually</b>	Cllr P Dobb : Gary Sumner	0.11%	0.56%	Not applicable	Annual reporting		Annual reporting		0.49%	↑	0.56%
4.2	Average SAP energy efficiency rating of LA owned dwellings	Cllr P Dobb, Paul Quirk	52	52	Annual reporting	Annual reporting		51.6*	→	51.6	↓	52
4.5 a	Rent arrears of current tenants as a percentage of rent roll	Cllr P Dobb : Paul Quirk	6.80%	4.90%	Annual reporting	Annual reporting		Annual reporting		4.30%	↑	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%	Annual reporting	Annual reporting		Annual reporting		1.50%	↓	1.30%

Please note: Trend analysis cannot be shown for Quarter 1.

Policy Agreement (PA) Indicators are in bold.

NAWPI	Description	Responsible Member & Officer	2002/03 Target	2002/03 Data	Data Quarter 1 July 03/04	Data Quarter 2 Oct 03/04	Performance	Data Quarter 3 Jan 03/04	Performance	Data Quarter 4 April 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%	Annual reporting	Annual reporting		Annual reporting		0.40%	↓	0.90%
4.6	Percentage of decisions on homelessness applications made and notified within 33 days	Cllr P Dobb, Paul Quirk	93%	99.30%	100%	99%	↑	90%	↓	96%	↓	95%
4.7	Average relet times for LA dwellings let during the financial year	Cllr P Dobb, Paul Quirk	46 calendar days	53 calendar days	43 calendar days	41 calendar days - See Appendix I	↑	41 days	↑	42days	↑	46 calendar days
4.10 a	Percentage of repairs completed within target time (a) classed as emergency	Cllr P Dobb, Paul Quirk	100%	92.40%	91.50%	93% - See Appendix I	↓	93%	↓	93.20%	↓	95%
4.10 b	Percentage of repairs completed within target time (b) classed as urgent	Cllr P Dobb, Paul Quirk	90%	88.50%	74.40%	91% - See Appendix I	↑	93%	↑	89.70%	↓	90%
4.11	Average time taken to complete non-urgent responsive repairs	Cllr P Dobb, Paul Quirk	50 days	54 days	44 days	42 days - See Appendix I	↑	47 days	↑	43 days	↑	50 days
4.12	Does the authority follow CRE's code of practice in rented housing?	Cllr P Dobb, Paul Quirk	Yes	No	Annual reporting	Annual reporting		Annual reporting		Yes	→	Yes
4.13 a	Are there landlord wide Tenant Participation Compacts (TPCs)?	Cllr P Dobb : Paul Quirk	Yes	Yes	Yes	Yes	→	Yes	→	Yes	→	Yes
4.13 b	When was the most recent review of a landlord wide TPC in partnership with tenants?	Cllr P Dobb : Paul Quirk	2002	Quarterly Basis	Yes	Yes		Yes		Yes	→	Yes
4.13 c	What proportion of tenants are covered by local or group-specific TCPs?. <b>Annual</b>	Cllr P Dobb : Paul Quirk	5%	0%	-	-		-		0%	↓	5%
4.14	The number of homeless households placed by the authority in temporary housing for more than six months. <b>Annual</b>	Cllr P Dobb : Paul Quirk	Nil	1	Annual reporting	1	↓	5	↓	10	↓	0
4.15	Average rent lost per tenant through dwellings being left vacant during the financial year. <b>Annual</b>	Cllr P Dobb, Paul Quirk	£30.77	£34.17	Annual reporting	Annual reporting		Annual reporting		£28.91	↑	£32.81
<b>ENVIRONMENTAL SERVICES</b>												
5.1 a (i) P.A	Percentage of municipal waste recycled or reused. <b>Quarterly</b>	Cllr M German, Gary Sumner	5%	<b>4.70%</b>	3.49%	<b>5.27%</b>	↑	5.25%	↓	6.73%	↓	<b>7.50%</b>
5.1 a (ii) P.A	Percentage of incinerator residues, beach cleansing wastes, rubble and abandoned vehicles recycled. <b>Quarterly</b>	Cllr M German, Gary Sumner		<b>67.50%</b>	64.09%	<b>71.67%</b>	↑	74.90%	↑	80.47%	↑	<b>70%</b>

Please note: Trend analysis cannot be shown for Quarter 1.

Policy Agreement (PA) Indicators are in bold.

NAWPI	Description	Responsible Member & Officer	2002/03 Target	2002/03 Data	Data Quarter 1 July 03/04	Data Quarter 2 Oct 03/04	Performance	Data Quarter 3 Jan 03/04	Performance	Data Quarter 4 April 03/04	Performance	2003/04 Target
5.1 b P.A.	Percentage of municipal waste composted. Quarterly	Cllr M German, Gary Sumner	5%	4.40%	6.58%	7.57%	↑	6.94%	↓	6.33%	↓	7.50%
5.1 c P.A.	Percentage of municipal waste used to recover heat, power and other energy sources. Quarterly	Cllr M German, Gary Sumner	0%	0%	0%	0%		0%	→	0%	→	0%
5.1 d P.A.	Percentage of municipal waste landfilled. Quarterly	Cllr M German, Gary Sumner	88%	87.50%	87.12%	83.24%	↓	84.36%	↓	83.30%	↓	82%
5.5 P.A.	Percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness. Quarterly	Cllr M German, Gary Sumner	97%	94.40%	96.90%	96%	↑	96.90%	↑	96.40%	↑	95%
5.6 P.A.	Number of collections missed per 100,000 collections of household waste. Quarterly	Cllr M German : Ken Ewing	78	506.6	96	98	↓	87.7	↑	100	↓	95
5.7 P.A.	The percentage of population served by kerbside collection of recyclables. Quarterly	Cllr M German : Gary Sumner	0%	0%	0%	0% - See Appendix I	↓	0%	↓	53%	↑	44%
<b>TRANSPORT</b>												
6.1	Cost of highway maintenance per km on principal roads. <b>Annually</b>	Cllr M German, Steve Kent		£14,265 Provisional	Annual reporting	Annual reporting		Annual reporting		£7,046 estimate	↑	£7,885
6.3 a	Condition of principal roads. <b>Annually</b>	Cllr M German, Steve Kent	Not set	11.40%	Annual reporting	Annual reporting		Annual reporting		11%		N/A
6.3 b	Condition of non-principal roads. <b>Annually</b>	Cllr M German, Steve Kent	Not set	27.70%	Annual reporting	Annual reporting		Annual reporting		29% estimate		N/A
6.4	Percentage of street lamps not working. <b>Quarterly</b>	Cllr M German, Steve Kent	Steve Kent	0.72%	0.60%	0.69% 0.65% cumulative	↓	3.55% 1.73 cumulative	↓	1.76%	↓	0.50%
6.10	The percentage of total length of footpaths and other rights of way easy to use by the public. <b>Annually</b>	Cllr M German, Steve Kent	55%	62%	47% (half sample)			Annual		56%	↓	65%
Transport Policy Agreement	<p><b>Transport Policy Agreement</b> - In order to develop a better co-ordinated and sustainable transport system to support local communities the Welsh Assembly has presently agreed the 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 arrangement 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 agreement not be possible the Council will establish its own cost effective monitoring system. 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. petrol and parking costs for private motorists) to seek to understand future changes in patronage. On the basis of the</p>											

Please note: Trend analysis cannot be shown for Quarter 1.

Policy Agreement (PA) Indicators are in bold.

NAWPI	Description	Responsible Member & Officer	2002/03 Target	2002/03 Data	Data Quarter 1 July 03/04	Data Quarter 2 Oct 03/04	Performance	Data Quarter 3 Jan 03/04	Performance	Data Quarter 4 April 03/04	Performance	2003/04 Target
<b>QTR 1 April 2003 Update</b>	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 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. Discussions have taken place with the main bus operator, Arriva Cymru, to measure patronage based on ticket information for the "neutral" month of October. Baseline figures have been collected for October 2001 and a second set of figures for October 2002. When three years worth 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. 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:											
	<b>Location</b>	<b>Number of passengers</b>										
		<b>2001</b>	<b>2002</b>	<b>2003</b>								
	Rhyl	53,945	68,791	78714								
	Glan Clwyd Hospital	3,169	3,965	4645								
	St Asaph Business Park	31	28	1								
<b>QTR 2 October 2003 Update</b>	The data has not yet been received from Arriva and will require validation.											
<b>QTR 3 January 2004 Update</b>	The reduction in St Asaph Business Park figures in 2003 was due to replacement of the main Arriva bus service with a shared hire car arrangement. The numbers using the shared hire car to the Business Park in October 2003 were 497.											
<b>PLANNING</b>												
7.1 a	Does the authority have a Unitary Development Plan in place? If no, go to (b) and (c)	Cllr M German, Graham H Boase	Yes	Yes	Yes	Yes		Yes		Yes	→	Yes
7.1 b	Is there a deposit Unitary Development Plan in place?	Cllr M German, Graham H Boase	Not applicable	Not applicable	Not applicable	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? <b>Annually</b>	Cllr M German, Graham H Boase	Not applicable	Not applicable	Not applicable	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, Graham H Boase	3%	0.85%	0.79%	0.77%	↑	0.37	↑	0.42%	↑	<2.5%
7.4	The percentage of planning applications determined within 8 weeks. <b>Quarterly</b>	Cllr M German, Graham H Boase	75%	66.70%	72%	73%	↓	70%	↓	70%	↓	75%

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Policy Agreement (PA) Indicators are in bold.

NAWPI	Description	Responsible Member & Officer	2002/03 Target	2002/03 Data	Data Quarter 1 July 03/04	Data Quarter 2 Oct 03/04	Performance	Data Quarter 3 Jan 03/04	Performance	Data Quarter 4 April 03/04	Performance	2003/04 Target
7.6	Quality in customer service (Planning Officers Society Wales checklist). <b>Quarterly</b>	Cllr M German, Graham H Boase	11	11	11	11	→	11	→	11	→	11
<b>ENVIRONMENTAL HEALTH &amp; TRADING STANDARDS</b>												
8.1 a	The percentage of food premises inspections that should have been carried out that were for high-risk premises. <b>Quarterly</b>	Cllr E Edwards, Gary Sumner	100%	42.30%	66%	54% - See Appendix I	↓	58%	↓	75.0%	↓	100%
8.1 b	The percentage of food premises inspections that should have been carried out that were for other premises. <b>Quarterly</b>	Cllr E Edwards, Gary Sumner	100%	100%	100%	6% - See Appendix I	↓	3%	↓	79.0%	↓	100%
8.2 a	Score against the checklist of enforcement best practice for environmental health standards.	Cllr E Edwards, Gary Sumner	9	8.6	8.6	8.6	↓	8.6	↓	8.4	↓	9
8.2 b	Score against the checklist of enforcement best practice for trading standards.	Cllr E Edwards, Gary Sumner	9	8.6	8.6	8.6	↓	8.6	↓	8.6	↓	9
<b>CULTURAL SERVICES</b>												
7.8 a	Is a local biodiversity action plan in place for the authority's area? If no, go to (b)	Cllr G Kensler, Ann Gosse		No	Plan launched June 2003	Yes		Yes		Yes	→	Yes
7.8 b	Will there be such a plan in place within the next 12 months?	Cllr G Kensler, Ann Gosse		Yes	Yes	Yes		Yes		Yes	→	Yes
9.1	The number of pupils visiting museums and galleries in organised school groups. <b>CUMULATIVE</b>	Cllr G Kensler, Ann Gosse	9286	8151	3165	4321	↑	6169	↓	9384	↑	9379
9.2	The number of visits to public libraries per 1,000 population <b>CUMULATIVE</b>	Cllr G Kensler, Ann Gosse	5426	6113	N/A	3359	↑	n/a		6318	↑	6300
9.3	The number of swims and other visits to swimming pools and sports centres per 1,000 population <b>CUMULATIVE</b>	Cllr G Kensler, Ann Gosse	9295	9044	2202	4895	↑	6030	↓	9394	↑	9388

**REPORT TO CABINET**

**REPORT BY: COUNCILLOR G KENSLER, LEAD MEMBER FOR PROMOTING DENBIGHSHIRE**

**DATE: 25 MAY 2004**

**SUBJECT: RUTHIN CRAFT CENTRE FEASIBILITY STUDY**

**1. Decision Sought**

1.1 To endorse the decision of the Asset Management Committee to support the Ruthin Craft Centre Feasibility Study and to proceed with the Development Study phase of this project.

**2. Reason for seeking Decision**

2.1 At their meetings on 19 March and 29 April, 2004 Asset Management Committee debated and considered the Ruthin Craft Centre Feasibility Study in some detail. A copy of the study recommendations are attached as Appendix 1.

2.2 By way of background, the context for the Feasibility Study is that Ruthin Craft Centre is now widely regarded as Wales' national centre for contemporary applied art and craft by the Arts Council of Wales and UK Crafts Council. This is as a result of the exceptional success of the existing management team in raising the national and international status of the gallery and exhibition programme over a number of years. However, the building is over 20 years old and is in need of substantial investment to enable it to meet the requirements and expectations of a high profile National Centre for Contemporary Craft. The Feasibility Study was commissioned as a first step to developing the facility to address these issues, and was jointly funded by the Arts Council of Wales Lottery Fund and the Council. MN Arts Associates were appointed as consultants to carry out this work.

2.3 In summary, the Feasibility Study provides an excellent case for development of Ruthin Craft Centre as Wales' national centre for contemporary craft. It also proposes that a 'landmark' building of the highest quality is required to meet this aspiration, and recommends a 'transformation'



option involving major remodelling of the existing facility on the same site. The next step to realise this vision is to commission a Development Study to draw up detailed plans and costings for the new building and to prepare a full business plan. The Development Study phase is an essential prerequisite for the award of major capital grants by key external funding partners such as the Arts Council of Wales.

2.4 Discussion at Asset Management Committee centred around funding issues, options for the location of the Craft Centre, and the views of the Arts Council of Wales. The conclusion reached was that the findings of the Feasibility Study should be supported, and that the Craft Centre should remain in its current location with major remodelling and 'transformation' to develop the facility as Wales' National Centre for Contemporary Craft. The Committee also agreed that the next step to realise the vision for the Craft Centre is to commission a Development Study. This will draw up detailed plans and costings for the new building, secure planning permission and any other consents and prepare a full business plan, all of which are essential prerequisites for the award of major capital grants by key external funding partners such as the Arts Council of Wales.

### **3. Power to make the Decision**

3.1. Cultural and arts facilities are provided under the Council's powers to promote social, economic and environmental well being contained in Section 2 of the Local Government Act 2000.

### **4. Cost Implications**

4.1 The cost of the Feasibility Study was £16k. Given the strategic significance of the project, the Arts Council has funded 75% of the study costs.

4.2 The current estimated capital cost of the building works is £3.95m. However, the study suggests that the bulk of this funding would be provided by external grants, most notably from the Arts Council of Wales Lottery Fund. Further discussions with the Arts Council have confirmed that significant funding could be made available for a project of this importance if an application were to be submitted following the proposed Development Study. The capital contribution from the Council could be around £200k, supplemented with an 'in kind' contribution from the value of the land.

However, more detailed work on costings and sources of funding will be carried out as part of the Development Study.

4.3 The cost of the Development Study phase is estimated at £151,800. The Arts Council has also indicated that they would consider an early application to fund the Development Study at the same level as the Feasibility Study. This leaves a match funding shortfall of £37,950 to be sourced from elsewhere. It has been agreed that £15k will be allocated from the Council's recently established Feasibility Study Capital Block Allocation, and up to £10k can be sourced from the Craft Centre revenue budget by paring back all non-essential expenditure and maximising income. The remaining shortfall amounts to £12,950, which was originally planned to be financed by the WDA but, following their recent budget settlement for 2004-05, this is no longer available. However, work is in hand to secure the outstanding shortfall of funds, and I hope to be able to report on progress at your meeting.

4.4 Projected revenue costs for the proposed new facility as set out in the Feasibility Study suggest that after taking account of anticipated increased income, an additional subsidy of around £12k pa will be required from the Council (from £78k to around £90k pa). Revenue costs and income will be worked up in greater detail in the full Business Plan to be prepared as part of the Development Study. If necessary, a bid for additional revenue funding to support the project will be submitted in due course as part of the normal Council budgeting process, but such extra funding is unlikely to be required before 2006 - 07.

## **5. Financial Controller Statement**

5.1 It is essential that the Business Plan drawn up as part of the Development Study contains robust financial information to ensure the prospect of cost overruns on the final project are minimised. The plan should also clearly identify all possible ongoing revenue implications to aid the budget setting process.

## **6. Consultation Carried out**

6.1. The Feasibility Study has been guided by a Technical Group made up of representatives from a number of interested departments, including Culture and Leisure, Corporate Property Unit, Legal, Estates, Building Services, Economic Regeneration and Planning. In addition, the Area Partnerships

Manager has been involved in the process, together with the Ruthin and Denbigh STVEI Coordinator. Asset Management Group has also been kept informed. The Council's existing Craft Centre business tenants are important stakeholders who will be affected by the proposed development. Separate meetings have been held with this group to ensure that they are fully involved in the process.

6.2 Local members have been briefed on progress with the Feasibility Study via the South Area Members Group. A meeting with representatives of the Town Council, Ruthin Chamber of Trade and Commerce, Ruthin Civic Association and Ruthin Tourism Group has also taken place, at which there was widely expressed community support for the 'transformation' option on the existing site. Local members also attended this meeting.

6.3 Detailed discussions have also taken place with senior officers of the Arts Council of Wales and other potential funding partners, notably the WDA. Cadwyn Clwyd,

## **7. Implications on other Policy Areas including Corporate**

7.1. Culture and arts provision is an important element of community well being, which the Council seeks to promote. The Council's 2004-05 priority to improve the image of Denbighshire includes 'improving buildings most used by the public' (91,000 visitors to the Craft Centre in 2003), and 'attracting more tourists and visitors to the area'. The Craft Centre development is fully compliant with these aims. In addition, the level of external grant aid anticipated for this development demonstrates excellent leverage in favour of the Council, as required by Council Priority B 'to obtain up to £10m of grants from other bodies to improve the county.'

7.2 The need to develop and improve the Craft Centre is a specific proposal in the Council's approved Culture and Leisure Strategy 'Pick and Mix', and is fully consistent with your Cultural Tourism Strategy. In addition, the project is identified as a very high priority scheme in the Service Asset Management Plan.

## **8. Recommendations**

8.1. To endorse the decision of the Asset Management Committee in respect of the Ruthin Craft Centre Feasibility Study, and to proceed with the Development Study phase of this project.

### Ruthin Craft Centre: Feasibility Study

#### Recommendations

**1. The Craft Centre should be seen as the National Centre for Contemporary Craft, Wales**

This will ratify the role that Ruthin Craft Centre is already playing in Wales, and which it will be able to fulfil more effectively in the improved facilities. We do not suggest a name change, rather that this should be used as a subtitle.

**2. Create a landmark building that can be a model for new architecture in the town**

It is recommended that Denbighshire County Council, together with the funding partners led by Arts Council of Wales, create a piece of landmark architecture for the town and that this should be seen as an architectural model for this part of the town and North Wales.

**3. A new building or transforming the existing building?**

We have examined the possibilities of transforming the existing building or of creating a new building. It is recommended that a landmark building is created on the existing site of the Craft Centre by radically transforming the existing building into a stunning piece of architecture that can match the achievements of the Craft Centre.

Locating the building on the existing footprint can take advantage of the best location on the site and the existing foundations and infrastructure, although some changes to both are also envisaged, and will provide the best value for the partners' investment.

**4. Enhancing the Landscaping**

The existing landscaping provides a generously appropriate site for an important public building of national cultural and commercial importance. This landscape should be improved with both hard and soft landscaping to complement and enhance the importance of the building.

**5. Enlarging the Craft Centre**

In order that the Craft Centre can fulfil both its national and local role the facilities need to be improved by providing larger galleries, shop, restaurant, education facilities and craft workshops that can meet the challenges of the 21<sup>st</sup> century. The public and administrative support facilities also need to be larger.

**6. The exhibitions should continue to show the best of contemporary craft and design**

The programme should continue to show the best of contemporary art and design from Wales, the rest of the UK, and internationally. There should be six exhibitions a year in the main gallery and a further six exhibitions a year in the Studio Gallery. These galleries to be designed in such a way that they will provide flexible exhibition spaces.

**7. Establish a Collections Gallery**

It is recommended that the Craft Centre creates a Collections Gallery as part of the dispersal of the National Collection of Applied Art from the National Museums and Galleries of Wales, and that this should consist of a changing programme of ceramics.

**8. Continue to run a touring exhibition service**

As it will be possible to generate larger exhibitions with the improved facilities it will enable the Craft Centre to expand the range of venues to which it can tour its exhibitions, both nationally and internationally. Larger galleries will also enable Ruthin to receive touring exhibitions from major institutions.

**9. A larger shop**

The shop is the most successful of all the shops of comparable size in any arts centre in Wales and in order to further improve income the shop should be doubled in size.

**10. The restaurant**

The restaurant should have 120 covers and be located on the site in a position that allows the creation of an outdoor eating area. A franchise should be created to enable the Centre to benefit from the improved profits and ambience of the restaurant.

**11. Expand the education programme**

The Craft Centre should expand the education programme extensively for schools, colleges and practitioners. There is a great opportunity for also expanding the courses provided for the expanding third age market. This expanded programme will enable the Centre to generate more income.

**12. Creating a programme of craft residencies**

The Craft Centre should have two studios for craft residencies. The residencies will improve the life of the Craft Centre. They can be funded through external funding programmes matched with funding from the core budget.

**13. Improve the Craft Workshops**

It is recommended that six is the optimum number of craft workshops given the changed circumstances of this type of business. Six units will provide a variety of places to visit and should ensure that it is always possible to recruit good replacements if any of the tenants decide to leave. New tenants should be selected both on their ability to take advantage of the commercial opportunities created by customers who are more interested in contemporary design than craft-based practices, and also to contribute to the broader activities of the Centre.

**14. Involving Artist Craftspeople in the design**

We believe that to reflect the programme of the Craft Centre selected should be involved with both the design and the execution of the Craft Centre and that these Artist Craftspeople should work with and be answerable to the architectural design team. They should be selected by a process of competitive interviews. They must have experience of commissioning in a built environment

**15. Locate the Tourist Information Centre in a dedicated space within the Craft Centre**

The TIC should be located within the Craft Centre in its own dedicated space. This will enable North Wales Tourism to generate 50% extra income, and DCC to get better value for its investment. The Craft Centre can pay for the extra staff that will be required on reception and sales through the extra income generated by the shop and the increase in grant aid from ACW that this study recommends.

**16. Create 20 extra Car Parking spaces**

With the increasing pressure on parking in Ruthin it would be beneficial to the town if the redevelopment created an extra 20 parking spaces on the Craft Centre site.

**17. Improve the Signage**

There should be improved signage to the Craft Centre for both cars and pedestrians. This signage should also direct visitors to the town centre from the Craft Centre.

**18. Creating a Town Trail**

A town trail of artworks should be created to improve the links between the Craft Centre and the rest of the town and to encourage visitors to move from the Craft Centre to the town centre and from the town centre to the Craft Centre.

**19. Improve access so that the disabled can use the Craft Centre in the same way as the able bodied**

The disabled should be able to use the site in the same way as the able bodied. This access relates to physical access for visitors and staff and access to all aspects of the site and the programme.

**20. Strengthening the core Staff**

In order to recognise the special talents of both the Director and Assistant Director and the enhanced roles they will have in the proposed new Craft Centre operation, these jobs should be reassessed using the Council's agreed scheme of job evaluation

**21. Create a Marketing Plan for all aspects of the Craft Centre**

A marketing plan for the Craft Centre should be undertaken during the Development Phase. This plan will need to brand the different aspects of the Centre in ways appropriate to their markets.

**REPORT TO CABINET**

**CABINET MEMBER: Cllr R W Hughes, Lead Member for Education and Lifelong Learning**

**DATE: 25 May 2004**

**SUBJECT: Ysgol Plas Brondyffryn**

**1 DECISION SOUGHT**

- 1.1 To update Cabinet Members on the next phase of development at Ysgol Plas Brondyffryn
- 1.2 To endorse the need for further details, including costings, on each phase of the provision for presentation at a future Cabinet meeting.

**2 REASON FOR SEEKING DECISION**

- 2.1 At its meeting on 20 April 2004, Cabinet agreed proposals to deliver the residential and challenging behaviour facilities for Ysgol Plas Brondyffryn. These included agreeing with the National Assembly to vest the site at Gwynfryn in the council's ownership, use of prudential borrowing facilities to fund the capital build on the site and continuing with plans to refurbish the primary provision on the Ty'n Fron site, once the residential facility is in place.
- 2.2 A letter confirming the Authority's continued support for the developments was sent to Jane Davidson AM, Minister for Education and Lifelong Learning following the Cabinet meeting and a press release was issued outlining the latest position.
- 2.3 In addition and in accordance with Cabinet resolution, a small working group of relevant Lead Members, officers and school representatives was formed and held its first meeting on 26 April 2004. At its meeting, an update of actions carried out since the 23 March Cabinet meeting was tabled and the membership for the group was agreed. The importance of including the scheme in the County's Capital Plan 2004/05 was noted. A workplan was outlined in readiness for the project manager with responsibility for the developments who takes up duties in June 2004.



2.4 The report by the Care Standards Inspectorate on the residential provision, due to be released shortly, is expected to specify strict compliance, within a six months timeframe, for agreed plans to secure improvements.

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

Section 2 of the Local Government Act 2000

Section 191 of the Education Act 2002

Section 1 of the Special Educational Needs and Disability Act 2001

### **4 COST IMPLICATIONS**

4.1 This project, including the details of prudential borrowing, is subject to review and risk assessment, through the agreed programme and processes with regulators.

4.2 There will be continuing pressures on education and social services budgets, particularly with regard to respite care and post 19 provision when these are developed at a later stage in the project.

### **5 FINANCIAL CONTROLLER STATEMENT**

There is no provision currently in the Council's 3 year Capital Programme for the costs of developing the residential facilities. Prudential Borrowing offers an opportunity that needs to be carefully developed with a predefined but realistic solution and brought to a future Cabinet meeting for consideration.

### **6 CONSULTATION CARRIED OUT**

6.1 Discussions are continuing with the Welsh Assembly Government officials, the Care Standards Inspectorate, Estyn and the North Wales Authorities in this transition period of agreeing future plans.

6.2 At a well attended parents' meeting on 28 April 2004, there was full support for the way forward as outlined by the Member/officer working group.

## **7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE**

7.1 The project addresses the mandatory requirement to provide for the special needs of a particular group of statemented pupils.

## **8 RECOMMENDATION**

8.1 That Members note progress on the next phase of development at Ysgol Plas Brondyffryn and endorse the need for further details, including costings on each phase of the provision for presentation at a future Cabinet meeting.

**CABINET, ASSET MANAGEMENT COMMITTEE AND DELEGATED DECISION  
FORWARD WORK PROGRAMME**

<b>MONTH</b>	<b>RESOURCES DIRECTORATE</b>	<b>ENVIRONMENT DIRECTORATE</b>	<b>CHIEF EXECUTIVE'S DEPARTMENT</b>	<b>LIFELONG LEARNING DIRECTORATE</b>	<b>PERSONAL SERVICES DIRECTORATE</b>
May 2004	<p>Monthly Budget Monitoring report - Revenue and Capital - C</p> <p>Integrated HR/Payroll System Report and Presentation- C</p> <p>Draft Improvement Plan - C</p> <p>Corporate Quarterly Performance Report - C</p>	<p>Consultation - Closure of an access on to the A55 at St Asaph - D</p> <p>Consultation - Creation of a bridleway - D</p> <p>3 Award of Contract Reports - D</p> <p>SPG on Affordable Housing - C</p> <p>Fitting Emission Particulate Traps to Council Vehicles - C</p> <p>Ruthin: Lon Parcwr Car Park - C</p> <p>Residents' Parking Schemes - D</p> <p>Housing Renewal Policy - D</p> <p>Grants Under the Former SDS Scheme - D</p>	<p>Review Appointments to Outside Bodies - C</p> <p>Statutory Pls Quarterly Report - C</p> <p>Eirianfa - C</p> <p>LGA / WLGA Relationship - C</p>	<p>Ysgol Plas Brondyffryn - C</p> <p>Ruthin Craft Centre - C</p> <p>St Asaph International Music Festival - C</p>	<p>Anti Poverty Policy and Action Plan - C</p> <p>Social Inclusion in Employment Policy - C</p> <p>Housing Stock Transfer Formal Offer Document - C</p> <p>Housing Stock Transfer Costs / HRA Budgets - C</p> <p>Children First Management Action Plan - D</p>

KEY: C ~20/05/2004    A ~ ASSET MANAGEMENT COMMITTEE  
D ~ DELEGATED DECISION

MONTH	RESOURCES DIRECTORATE	ENVIRONMENT DIRECTORATE	CHIEF EXECUTIVE'S DEPARTMENT	LIFELONG LEARNING DIRECTORATE	PERSONAL SERVICES DIRECTORATE
		Feasibility Study Appointment for Denbigh Walls and Walks Project - D  Appointment of Tourism Marketing Consultants - D			
June 2004	Monthly Budget Monitoring report - Revenue and Capital - C	Authority to Submit Applications to the Assembly's New Physical Regeneration Fund and to Determine a Priority Ranking - C	LGA / WLGA Relationship - C  WLGA Nominations - C	Corwen Pavilion - A	Housing Stock Transfer Formal Offer Document - C  Housing Stock Transfer Options for the DSO - C  Social Care and Housing for Older People - C  Joint Review Action Plan Exceptions Report - C  Children First Management Action Plan - D
July 2004	Monthly Budget Monitoring report - Revenue and Capital - C  Progress Against ACiW - C	Authority to Submit Applications to the Assembly's New Physical Regeneration Fund and to Determine a Priority Ranking - C		Production Account risk Fund Pavilion Theatre, Rhyl - C  Youth Services Best Value - Process and Scope - C	

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## AGENDA ITEM NO: 11

MONTH	RESOURCES DIRECTORATE	ENVIRONMENT DIRECTORATE	CHIEF EXECUTIVE'S DEPARTMENT	LIFELONG LEARNING DIRECTORATE	PERSONAL SERVICES DIRECTORATE
	Progress Report Against Service Review Timetable - C	Procurement of Traffic Signal Maintenance Contract - C		Scala Development Study - A	
August 2004					
September 2004	Monthly Budget Monitoring report - Revenue and Capital - C  Corporate Quarterly Performance Report - C	Draft Annual Monitoring report for the Unitary Development Plan - C or D  International Relations Strategy - C		Ruthin Craft Centre Development Stage A + C  Libraries 3 Year Capital Plan - C  Rhyl Museum Feasibility Study - A  Royal International Pavilion Phase I - A	
October 2004	Monthly Budget Monitoring report - Revenue and Capital - C  Progress Against ACiW - C  Progress Report Against Service Review Timetable - C			NW Response to Liverpool City of Culture 2008 - C  FOI & Electronic Management System - C	Draft HSCWB Strategy - C  Integrated Mental Health Service - C
November 2004	Monthly Budget Monitoring report - Revenue and Capital - C  Corporate Quarterly Performance Report - C			Youth Services Best Value Options Appraisal - C	Fees and Charges - D

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## AGENDA ITEM NO: 11

MONTH	RESOURCES DIRECTORATE	ENVIRONMENT DIRECTORATE	CHIEF EXECUTIVE'S DEPARTMENT	LIFELONG LEARNING DIRECTORATE	PERSONAL SERVICES DIRECTORATE
				Denbigh Museum Designation Feasibility - A	
December 2004	Monthly Budget Monitoring report - Revenue and Capital - C			Culture & Leisure Charges - D  Archives Policy Documents - D	Joint Review Action Plan Exceptions Report - C
January 2005	Monthly Budget Monitoring report - Revenue and Capital - C  Progress Against ACiW - C  Progress Report Against Service Review Timetable - C			Youth Services Best Value Final Report - C  Rhyl Open Space Audit Plan - A	
February 2005	Monthly Budget Monitoring report - Revenue and Capital - C  Corporate Quarterly Performance Report - C			Urdd Eisteddfod Staging / Proposals / Programme - C	
March 2005	Monthly Budget Monitoring report - Revenue and Capital - C				
April 2005	Monthly Budget Monitoring report - Revenue and Capital - C				

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## AGENDA ITEM NO: 11

MONTH	RESOURCES DIRECTORATE	ENVIRONMENT DIRECTORATE	CHIEF EXECUTIVE'S DEPARTMENT	LIFELONG LEARNING DIRECTORATE	PERSONAL SERVICES DIRECTORATE
	Progress Against ACiW - C  Progress Report Against Service Review Timetable - C				
May 2005	Monthly Budget Monitoring report - Revenue and Capital - C  Corporate Quarterly Performance Report - C				