

CABINET

Minutes of the Cabinet meeting held in the Council Chamber, Council Offices, Ruthin on Tuesday 25 May 2004 at 10.00 a.m.

PRESENT

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

Observers: Councillors M Ll Davies, S Drew, K N Hawkins, N Hugh Jones, D Jones, M M Jones, R E Jones, R J R Jones and A J Tobin.

ALSO PRESENT

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

1 URGENT MATTERS

[i] Naming of PFI Building.

2 MINUTES OF THE CABINET

The Minutes of the Cabinet meeting held on 10 May 2004 were submitted.

Typographical error - delete Councillor E W Williams' name from the list of Councillors present at the meeting.

Item 13 A CCTV - North Denbighshire Upgrade Project: Councillor E C Edwards asked the Chief Executive for an update and said the County were being given an opportunity to move the project forward with the use of the Police accommodation in Rhyl for the CCTV facility which would not only be of benefit to Rhyl, but also to Prestatyn residents. The Chief Executive confirmed that it had

been impossible to agree a date for the delegation to meet with the Chief Constable before the 10 June 2004 elections but it was hoped the meeting would take place in late June or early July 2004.

RESOLVED that subject to the above, the Minutes of the Cabinet meeting held on 10 May 2004 be approved as a correct record and signed by the Deputy Leader.

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

Item 4 - 3 Year Capital Plan: To be added at the end of the third paragraph of page 4 - Councillor E A Owens said only half the Highways and Community Programmes could be reinstated straightaway. All would be reinstated as a priority once receipts came in.

RESOLVED that subject to the above, the Minutes of the Cabinet meeting held on 29 April 2004 be approved as a correct record and signed by the Deputy Leader.

3 DENBIGHSHIRE LOCAL HOUSING NEEDS ASSESSMENT [FORDHAM RESEARCH REPORT - FEB 2004]

Councillor P A Dobb presented the report seeking Cabinet:

- [i] endorsement of the broad content and findings of the Denbighshire Local Housing Needs Assessment (LHNA) which would be used as a material consideration to inform both Housing and Regeneration Strategy policy and programmes as well as Planning policy and planning applications
- [ii] endorsement of the need for further research to be carried out regarding the various options that the Council could pursue to deliver affordable housing within Denbighshire
- [iii] support for the case for additional funding for both substantial improvements to / regeneration of the existing private/general stock to meet the need that can be met "in-situ" as well as the need for additional affordable housing

- [iv] recommendation – 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 minimum site thresholds to be applied at present.

Councillor G M Kensler said she had some concerns regarding affordable housing needs. She wanted the Authority to ensure that new houses would not be built for speculators to purchase and stressed that land was a valuable asset and the needs of local people should be addressed. Councillor P A Dobb replied that the Authority could not stop houses in Denbighshire being purchased by those from outside the County. The Development Plan Manager reminded Members that a questionnaire had been sent to occupants of all new dwellings in the County, with one of the questions being where they had moved from and why. The results would be available shortly.

Councillor E A Owens, whilst not completely satisfied with the Fordham report, considered it to be based on an established and tested method and therefore was prepared to support Recommendations 1, 2 and 3 of the report. She had concerns regarding the need for social housing and her first concern was regarding the 30% affordable housing to be provided on new housing applications split 15% social rented and 15% low cost private sector market housing. She said the split would create a whole range of different problems. Many areas in Rhyl had an ageing population who were essentially a purchasing population who owned their own properties. She suggested some housing estates built in Rhyl could have been built more imaginatively with smaller integrated with the larger, detached housing. She felt the Authority had received poor customer service from Fordham and she was unhappy about leaving a transitional policy unless the 30% affordable housing provision could be altered. As a Ward

Member with difficulties in locating monies put aside for play areas she suggested far more rigid and accountable ways were required for dealing with commuted sums.

However, she felt that the 4th Recommendation setting out the interim working arrangements did not offer sufficient protection to officers in negotiating affordable housing and left officers vulnerable.

The Head of Housing Services confirmed that the Fordham research could justify a figure of 40% or even higher for affordable housing. The 30% figure suggested for the interim is considered to be more achievable given the limited resources available in Social Housing Grant, with the split between owner occupation and rental being similarly affected.

With regard to paragraph 4.3 of Appendix 1, the Head of Housing Services confirmed that 30% provision of affordable housing was flexible and would be based on local circumstances. It was accepted that a method of ensuring the protection of officers was required and this could be listed as part of the new arrangements.

Councillor E C Edwards said there had been a lack of affordable housing in Ruthin for many years and he would welcome an affordable housing pilot scheme in Ruthin.

Councillor E W Williams said there was a need to house indigenous people first. He said there was a need for any ambiguity to be clarified to ensure the Authority would not be open to criticism. He suggested the new Council should be given an opportunity to discuss the Fordham report and for it to be linked to the review of the UDP. The Development Plan Manager confirmed that national guidelines allow for Planning to make a contribution to any decisions.

The Corporate Director: Environment said this would be a fundamental challenge to the Authority and there was significant demand for affordable housing in Denbighshire which would also affect the County's economy. A comprehensive and full policy would be required and an interim agreement would be required for current and new applications for housing development.

Councillor E A Owens suggested there be no flexibility on the level of affordable housing for developments in the interim period. However, the County Clerk said an absolute ban on flexibility could leave the Authority open to Challenge. The Development Plan Manager said the usual policy should be followed with on site provision being made and commuted sums accepted only in exceptional circumstances.

The Chief Executive suggested the minimum of 30% affordable housing be provided but a higher figure could be agreed in some instances dependent on the circumstances. He said there was no difficulty in omitting "Depending on local circumstances" in paragraph 4 of the Recommendation. The County Clerk agreed exceptional circumstances would be included as part of the planning application. The Head of Housing Services confirmed that the Section 106 agreement was the relevant date for applications and said a small number of exceptional cases had already been agreed which should not now be altered.

Councillor E A Owens said a firmer and clearer policy than that in the report was required which set a minimum of 30% affordable housing on any development which could be increased if appropriate. The affordable housing should be provided on site rather than off-site as the use of commuted sums left officers vulnerable.

Members agreed with Councillor E A Owens' proposal to amend the 4th recommendation, to delete the whole of the sentence "Depending on resources available ..." in paragraph 4 of the Recommendation.

Officers indicated that these were to be only temporary arrangements (i) to help deal with the current backlog of planning applications and (ii) pending further research and investigation and officers to report back with revised arrangements in September 2004.

RESOLVED that Cabinet:

[a] 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

- [b] 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*
- [c] support the case for additional funding for both substantial improvements to/regeneration of the existing private/general stock to meet the need that can be met "in-situ" as well as the need for additional affordable housing*
- [d] 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. This level should be set at a minimum of 30% affordable housing.*

4 SOCIAL HOUSING GRANT PROGRAMME

Councillor P A Dobb presented the report seeking Members' agreement to the Social Housing Grant Programme for 2004-2005.

In response to a query from Councillor G M Kensler, Councillor Dobb confirmed that various site options were being considered across the whole County.

Councillor G M Kensler abstained from voting.

RESOLVED that Members confirm the Social Housing Grant Programme for 2004-2005 as shown at Appendix 1 and 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 and Wellbeing, Sustainable Development and Environment and for Finance.

5 SOCIAL INCLUSION IN EMPLOYMENT STRATEGY

Councillor J A Smith presented the report for Members to adopt the Social Inclusion in Employment Strategy and Action Plan 2004-2005.

Councillor R W Hughes asked that Members representing the Wards listed in paragraph 5 of the Appendix be involved in the Strategy at all stages.

Councillor E A Owens asked for assurance that the Authority was not being expected to financially help when agencies or departments were not meeting their responsibilities.

The Corporate Director: Personal Services confirmed that discussions on enhancing the potential of Aberwheeler Nurseries were ongoing.

RESOLVED that Cabinet adopt the Social Inclusion in Employment Strategy and Action Plan 2004-2005.

6 ANTI POVERTY PLAN

Councillor J A Smith presented the report seeking Cabinet approval of the Anti Poverty Plan [attached at Appendix 1 to the report] and its linked action plan [attached at Appendix 2 to the report].

Councillor R W Hughes reminded Members to also consider disadvantaged areas of Bodelwyddan, Meliden and Denbigh as well as the Community First area.

Members discussed item 6 on the Action Plan and it was agreed that the second sentence be amended to read "Ensure that unnecessary hardship, distress or financial difficulties are not created".

The Corporate Director: Personal Services said the £6m benefit / tax credit gains would generate significant income for individuals living in Denbighshire. She also confirmed that the CAB were involved in the Plan as part of the Community Legal Service Partnership.

Members agreed that information be made available electronically and an e-mail address be included on the Plan.

RESOLVED that Cabinet approves the Anti Poverty Plan [Appendix 1 to the report] and its linked action plan [attached at Appendix 2 to the report] subject to the above amendments.

7 APPROVAL OF DRAFT IMPROVEMENT PLAN 2004-2005

Councillor E Williams presented the report for Cabinet to ensure the actions identified in the Improvement Plan would achieve corporate priorities for 2004-2005 and lead to improvements at both a corporate and service level and that Cabinet recommend the draft Improvement Plan 2004-2005 to Council for approval.

Councillor E A Owens reminded officers to make recommendations in line with Members' discussions. Members agreed with her suggestion that the Recommendation be amended to recommend the Draft Plan to Council as a basis for discussion.

The Corporate Director: Resources confirmed the current document was a discussion paper and all Members would be given the opportunity at Council to discuss the Draft Improvement Plan after the 10.06.2004. It was hoped the final Plan would then be approved by Cabinet before the Welsh Assembly Government July 2004 deadline.

Members agreed a seminar be convened for all Members to discuss the Draft Plan.

RESOLVED that Cabinet recommend the draft Improvement Plan 2004-2005 [attached to the report at Appendix 1] to Council for discussion.

8 CORPORATE QUARTERLY PERFORMANCE REPORT

Councillor E W Williams presented the report for Members to consider the Corporate Quarterly Performance report and to monitor closely the progress towards target of the statutory performance indicators with a view to considering any issue in greater depth as deemed necessary.

Councillor E A Owens said 57% of the Statutory Indicators had not met the target which could result in clawback. She suggested that should that happen the loss should be borne by the relevant Directorate and no losses should be met from Reserves. The Chief Executive reminded Members that PIG monies had not always been allocated to a Directorate who had not met the target. The Welsh Assembly Government had on occasion changed policies or the legal framework and it would be inappropriate to put the financial consequence of this onto a particular Directorate. As the Authority did not know whether the Welsh Assembly Government would claw back, a decision was not required.

Councillor P A Dobb said Personal Services were aware of the targets to be met and areas of concern would be discussed with the Welsh Assembly Government. However, she felt the targets were unequal through the Directorates.

Councillor G M Kensler referred to Indicator 9.2 and said public libraries were part of Councillor R W Hughes' portfolio. In response to a query regarding racial incidents, Councillor E W Williams explained the target was for Counties with a higher ethnic population than Denbighshire.

RESOLVED that Members note the progress on the Corporate Quarterly Performance report attached at Appendix 1 to the report.

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

9 RUTHIN CRAFT CENTRE FEASIBILITY STUDY

Councillor G M Kensler presented the report seeking Members' endorsement of the decision of the Asset Management Committee to support the Ruthin Craft Centre Feasibility Study and to proceed with the Development Study phase of the project. She also confirmed that Ruthin Town Council had agreed to pay £2000 towards the cost of the Development Study.

RESOLVED that Members 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 the project.

10 YSGOL PLAS BRONDYFFRYN

Councillor G M Kensler declared an interest in the item as Chair of the Governors.

Councillor R W Hughes presented the report to update Members on the next phase of development at Ysgol Plas Brondyffryn and seeking endorsement of the need for further details, including costings, on each phase of the provision for presentation at a future Cabinet meeting.

Members agreed the report showing the Authority's commitment to the development of residential facilities for years to come. The Corporate Director: Lifelong Learning said the school and parents were pleased with the Authority's support for the proposed residential development.

RESOLVED that Members note the 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.

11 CABINET FORWARD WORK PROGRAMME

Councillor J A Smith presented the report.

RESOLVED that Cabinet note the contents of the Forward Work Programme.

12 URGENT ITEMS

NAMING OF PFI BUILDING

Councillor E C Edwards referred to the Council decision of 18.05.2004 regarding the name of the PFI building and asked for confirmation from the County Clerk that this should have been an executive decision. The County Clerk confirmed that provision of premises for use for public meetings and assemblies under Section 132 Local Government Act 1972 was an executive function and it would therefore follow that the naming of the premises under the subsidiary powers in Section 111 Local Government Act 1972 was likewise an executive function. He

confirmed that the Cabinet should be asked to make the decision as Council had in fact made a 'non decision'.

Councillor E C Edwards felt the name selected had very little in common with Ruthin or the County and that as the original part of the listed building had County Offices over the door was a name required? He asked that the matter be deferred and further consideration be given to the matter by the new Cabinet.

Councillor W R Webb said he and members of the PFI group at their meeting on 24.05.2004 supported the proposal to reconsider the name of Gwynfa. He said it was difficult for Denbighshire to identify with the name Gwynfa.

Councillor E W Williams said the Council had made the decision and care should be taken for Cabinet to try and overturn a Council decision. If there was a need to reconsider, this should happen in 6 months' time.

The County Clerk confirmed there was no need to wait 6 months before the matter could be considered by the executive as Council had made a 'non decision'.

The Chief Executive apologised for the confusion which had arisen and agreed with Councillor Edwards that the proper way forward was to delay implementing the decision and for the new Cabinet to decide whether or not the office should be named Gwynfa. If at that time the name was thought to be unsuitable, further consultation could take place.

Councillor M A German had no support for adhering to the Council decision.

RESOLVED to defer implementation the Council decision of 18.05.2004 to name the PFI Offices Gwynfa and for new Cabinet to consider the matter after 10.06.2004.

QUESTION AND ANSWER SESSION

There were no questions.

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 9 and 10 of Part 1 of Schedule 12A of the Local Government Act 1972.

PART II

13 STOCK TRANSFER COSTS / HRA BUDGETS

Councillor E A Owens presented the report to update Members on the estimate of costs to be incurred leading up to stock transfer and estimates of liabilities to be incurred by the Council after transfer, together with detailed proposals for the financing of those costs. Members were also asked to adopt the probable outturn for 2003-2004 HRA Budgets for revenue and capital and the revised 2004-2005 HRA Budgets for revenue and capital.

Councillor Owens thanked all the staff for their hard work on the stock transfer proposals and in particular the Head of Housing Services and the Senior Management Accountant.

Members were informed a further valuation had not yet been received. If the outcome of the ballot was not to proceed with stock transfer, the Assembly would provide up to 50% of pre-ballot costs. Crude estimates of post-transfer liabilities to be borne by the Council have been made, which include a one-off payment to the pension fund, liabilities linked to environmental warranties / risks to be borne by the Council e.g. insurance premiums, and early retirement / redundancy costs.

The Senior Management Accountant confirmed the Welsh Assembly Government had indicated they would fund the estimate of £2.7m for costs to be incurred leading up to stock transfer. The Council would need to make provision to meet the estimate for liabilities to be borne after stock transfer, but the Welsh Assembly Government would be approached for funding to help meet these.

Councillor R W Hughes voted against the proposal.

RESOLVED that:

- [a] *Members note the latest estimates of costs to be incurred leading up to stock transfer and the estimate of liabilities to be met by the Council after stock transfer, and the financing of these estimates*
- [b] *Members adopt the probable outturn for 2003/04 HRA Budgets for Revenue and Capital, and the revised estimates for 2004/05 HRA Budgets for Revenue and Capital*
- [c] *a report be brought to Cabinet outlining the response from WAG to the issues detailed at paragraph 4.9 of the report, and that the following reports also be brought to the same meeting :*
 - [i] *an update of the revenue and capital impacts of stock transfer on the Council*
 - [ii] *amendments to HRA estimates, both capital and revenue, if required.*

14 VEHICLE EMISSIONS

Councillor M A German presented the report seeking Members approval to award the contract for fitting and maintaining particulate traps to all Authority Fleet vehicles over 3.5 tonnes gross vehicular weight (g.v.w.) to the two most economically advantageous tenders. The number of vehicles to be equipped by each contractor will be determined by the Fleet Manager on the basis of the operating criteria of each vehicle.

Members thanked the Fleet Operations Manager for moving the system forward.

RESOLVED *that Cabinet agree*

- [a] *tenders for the fitment and maintenance of vehicle particulate trap systems be accepted in respect of both Eminox Exhaust and Adastra*
- [b] *fitment of particulate trap system, from either of the two tenderers, to be determined on a vehicle by vehicle basis by the Fleet Manager, taking into account vehicle type, fuel consumption and other relevant operating criteria.*

15 CAPITAL PLAN: COMMUNITY PROJECTS BLOCK ALLOCATION

Councillor E A Owens presented the report to update Members with progress regarding Community Project Block Allocations and to make recommendations in respect of new applications. She said half the budget was available for new schemes with the remaining half being dependent upon capital receipts being generated hopefully by September 2004. The current applications were discussed in detail and the following recommendations were agreed:

Appendix 3 / 2 Agree Approve

Appendix 3 / 3 Agree Reject - No contribution from applicant - applicants be requested to resubmit new application

Appendix 3 / 4 Agree Approve

Appendix 3 / 5 Agree Approve

Appendix 3 / 6 Agree Approve [Councillors R W Hughes, G M Kensler and E A Owens declared interests in this item]

The pending applications in Appendix 4 were discussed and it was agreed a reminder be sent to the applicants for the Dyserth Playing Fields and the Corwen War Memorial Park asking for progress to date on the schemes. With regard to the Ysgol Bryn Hedydd Rhyl application, it was agreed they be asked to submit a new application detailing current works required. It was also agreed the Ty Newydd Playing Fields Development application be removed from the list as the necessary community group had not been established.

RESOLVED that Cabinet notes the position of the projects for 2001/2002, 2002/2003 and 2003/2004 Community Projects Block Allocation and approves the recommendations in Appendices 3/2 to 3/6. It was also agreed that the applications in Appendix 4 be agreed as detailed above.

16 RUTHIN - LON PARCWR CAR PARK

Councillor W R Webb presented the report seeking Members' consideration of the three preferred bidders and recommend the sale of the development site at Lon Parcwr, Ruthin, as shown

black on the plan attached to the report, to one of the preferred bidders.

The Corporate Director: Environment informed Members that the highest bidder had confirmed they would not enter into a Section 106 agreement with the Authority in addition to the conditions already imposed. He confirmed that the revised bids received were all worthwhile and suggested a rigid timetable be imposed on the selected bidder.

Councillor P A Dobb expressed concern at the possibility of another food retail store being located in Ruthin and said she would prefer to see a mixed venture on the site.

Councillor W R Webb said such discussions had already taken place and he urged Members to approve disposal of the site to the highest bidder but if the terms proved unfavourable to the Authority officers be given authorisation to reject that bid and progress with the next most advantageous bid to the Council.

Councillor E C Edwards said he was pleased to see a non food retail bid being given consideration as the selected bidder.

Councillor E W Williams said most of the traditional shops in Ruthin had closed and he did not want a do-it-yourself chain to be brought in.

Councillor P A Dobb referred to the Authority's mission statement and said that whilst we maximise our resources we should also focus on our customers. She received no support for her suggestion the item be deferred.

RESOLVED that:

- [a] Members receive the revised best and final bids from the 3 preferred bidders and approve the disposal of the site to the preferred Bidder 1 for non-food retail outlet, subject to a limit being placed on the amount of any section 106 payment, offering the most advantageous terms to the County Council on terms to be agreed by the Head of Development Services in consultation with the County Clerk.*

- [b] Members further agree if Bidder 1 does not proceed, officers be authorised to reject the bid and progress with Bidder 3.*
- [c] the sale be subject to the Bidder complying with the conditions of sale:*
 - [i] conditional exchange of contracts within 2 months of acceptance of bid*
 - [ii] planning application to be submitted within two months of exchange*
 - [iii] completion within 28 days of acceptable planning permission*
 - [iv] 10% deposit payment on exchange, only refundable if not in receipt of acceptable planning.*

17 EIRIANFA

Councillor W R Webb presented the report seeking Members' reconsideration of the decision of 20.04.2004 to grant the Eirianfa Association a long lease of Eirianfa rather than the freehold in view of further information provided by the Association subsequent to Cabinet's decision.

The County Clerk informed Members that Denbigh Town Council had contributed £1000 towards the running costs of the Centre in 1979 and some financial assistance had also been given by outside organisations.

The Chief Executive reported that Denbigh Town Council supported a freehold disposal.

Members discussed the options available and agreed the Council was protecting the asset for the community whichever option was selected.

Councillor E A Owens referred to the Association's request to buy but said the Association could not dictate the value they would be willing to pay. She reminded Members the building was a valuable asset.

The Corporate Director: Resources reminded Members that if the property was leased to the Association, the Authority would still own it.

There was no support for various proposals to dispose at less than market value.

RESOLVED that Cabinet reaffirm its decision of 20.04.2004 to grant the Eirianfa Association a long lease of Eirianfa rather than the freehold in view of further information provided by the Association subsequent to Cabinet's decision.

18 DISPOSAL OF MORFA HALL, RHYL

Councillor W R Webb presented the report seeking Members' confirmation of the Cabinet decision to dispose of Morfa Hall, Rhyl.

Councillors P A Dobb and G M Kensler voted against the proposal.

RESOLVED that in respect of Minute 476(a) of 25 September 2003, Cabinet confirms its approval of the recommendation of the Asset Management Committee at its meeting of 3 April 2003 that the area of land at Morfa Hall Rhyl as set out in the revised plan considered by Asset Management Committee on 2 May 2003 be sold to the Wales Council for Voluntary Action for the amount stipulated in the report then before Cabinet at paragraph 1.1 for a sum which it considers to be less than the best consideration that can reasonably be obtained. Cabinet considers that the purpose for which the interest in the land is to be disposed is likely to contribute to the achievement particularly in Rhyl of the improvement of economic, social and environmental wellbeing by the bringing of new jobs into the town which support the voluntary sector and by the refurbishment of a poor quality building.

19 REVISED ARRANGEMENTS: PROPERTY MANAGEMENT

The Corporate Director: Environment presented the report to seek Members' support for alternative arrangements for the management of the County Council's property portfolio and its development programme and for approval for the cost implications of the proposals.

The Corporate Director: Environment said initial consultation with staff had resulted in support for the proposals. He hoped to have the structure in place with effect from 01.06.2004 with consultation with the Resources and Environment Scrutiny Committees taking place as soon as possible thereafter.

Councillor E C Edwards said he was pleased to receive the report and suggested the property function should always have been part of the Environment Directorate. He mentioned the new Asset Management Committee and said he hoped the Committee would be geographically balanced.

RESOLVED that Cabinet agree the proposals for restructuring property operations within Denbighshire and approve the cost implications of the proposals as set out in the report.

Councillor E W Williams thanked Cabinet Members and officers for their hard work over the past two years.

Councillor E C Edwards took the opportunity to pay tribute to Councillor W R Webb, who was not standing for Council again. Councillor Webb had been a Councillor for over 50 years and had been Chair of three different Authorities as well as the Deputy Leader of Denbighshire County Council and the Independent Group. Councillor Edwards said Councillor Webb would be missed by the Authority and the Group and highlighted some of his particular achievements on behalf of Denbighshire. He wished Councillor Webb very best wishes for his retirement.

Councillor J A Smith thanked Members for their support during his time as Deputy Leader of the Cabinet and also wished Councillor Webb well.

Councillor M A German also thanked Members and staff for their work.

The Chief Executive, on behalf of the officers, thanked Members for their kind comments and for their support.

The meeting concluded at 1.30 p.m.

ASSET MANAGEMENT COMMITTEE

Minutes of the Asset Management Committee meeting held in the Independent Room, Council Offices Ruthin on Thursday 29 April 2004 at 9.30 a.m.

PRESENT

Councillors W R Webb, Lead Member for Property and Asset Management [Chairman]; M A German, Lead Member for Sustainable Development and Environment; G M Kensler, Lead Member for Promoting Denbighshire; E A Owens, Lead Member for Finance and E W Williams, Leader and Member for Economic Wellbeing.

ALSO PRESENT

Councillors S Drew, E C Edwards and K N Hawkins.

Chief Executive; Deputy Chief Executive / Corporate Director: Resources; Corporate Director: Environment; County Clerk; Financial Controller; County Landlord; Valuation and Estates Manager; Land Agent; Senior Building Surveyor; Assistant Director Culture & Leisure; County Asset Manager; Head of Development Services and the Senior Surveyor.

1 URGENT MATTERS

Item 6A St Asaph Arts Centre

2 MINUTES OF THE ASSET MANAGEMENT COMMITTEE

The Minutes of the Asset Management Committee meeting held on 13 April 2004 were submitted.

Councillor E A Owens thanked officers for the accurate reflection of the discussion as presented in the minutes of the last meeting.

With regard to Morfa Hall, the Chief Executive confirmed there was no need for the item to be referred back to Cabinet.

RESOLVED that subject to the above, the Minutes of the Asset Management meeting held on 13 April 2004 be approved as a correct record and signed by the Chairman.

3 BROUGHT FORWARD LIST I

Councillor W R Webb presented the report to update Members of unresolved items from previous Asset Management Committee Meetings.

RESOLVED that Members note the report.

4 TELECOMMUNICATION MASTS ON COUNCIL PROPERTY

Councillor W R Webb presented the report for Members to consider the recommendation of the Environment Scrutiny Committee on the installation of masts on Council property.

The Valuation and Estates Manager reported that the County Health and Safety Officer had commented that before contracts or agreements relating to masts are made, he suggested a suitable and sufficient health and safety risk assessment should be undertaken and the content of the risk assessment be made available to the Authority.

The Corporate Director: Environment said it would be difficult to refuse an application for a telecommunication mast on private land and that the Authority would have more control over the location of such masts if there was no ban on their being located on Council owned land and each case could therefore be treated on its own merits.

The Chief Executive confirmed there was no need for the item to be discussed by Cabinet as the Asset Management Committee had devolved powers for such individual applications.

Councillor M A German said he could not accept the risk to health was insignificant and he could not support lifting the temporary ban on the installation of telecommunication masts on Council property.

Councillors M A German and G M Kensler voted against the Recommendation.

RESOLVED that:

[a] Members endorse the recommendation of the Environment Scrutiny Committee and lift the temporary ban on the installation of masts on Council land and property

[b] to ensure future flexibility, when contracts or agreements relating to masts on Council owned land or property are agreed or renewed, they should contain provisions permitting the Council to terminate should research or guidance from Government or other competent authority indicate that such masts might adversely affect the public health.

5 IMPACTS OF CHANGES TO RUTHIN OFFICE CAR PARKS ON PUBLIC CAR PARKING

Councillor W R Webb presented a revised report, distributed at the meeting, for Members to note the implications on public car parking of the PFI offices and agree no specific additional provision of car parking for the PFI offices needs to be made in the light of other parking provision in close proximity to the offices.

Members discussed the provision of car parking on Wynnstay Road, Ruthin. The Financial Controller confirmed that discussions were ongoing with the builder with regard to the reinstatement of the wall. Members agreed a covering of tarmac on the car park ,as an element of good faith, would be appreciated. However, with the development of the old 'Vale of Clwyd' property by Economic Regeneration, it would be prudent to ensure only one car park entrance/exit was available for this car park.

Councillor G M Kensler took the opportunity to suggest a car parking study should be carried out in Denbigh.

RESOLVED that Members note the implications of the PFI offices on public car parking and agree that no specific additional provision of car parking for the PFI offices need be made in the light of other parking provision in close proximity to the offices.

6 URGENT ITEMS

6A ST ASAPH ARTS CENTRE

Councillor G M Kensler presented the report seeking approval of the refurbishment of St Asaph Arts Centre with the support of a grant from the Arts Council of Wales to Ysgol Glan Clwyd.

The Assistant Director Culture and Leisure said the Centre would also focus on the Welsh Language and its culture.

RESOLVED that Members approve the refurbishment of St Asaph Arts Centre with the support of the grant from the Arts Council of Wales to Ysgol Glan Clwyd.

PART II

EXCLUSION OF PRESS AND PUBLIC

RESOLVED under Section 100A(4) of the Local Government Act 1972 the Press and Public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 7, 8, and 9 of Part 1 of Schedule 12A of the Local Government Act 1972.

7 BROUGHT FORWARD LIST II

Councillor W R Webb presented the report to update Members of unresolved items from previous Asset Management Committee Meetings.

Asset Management Committee Meeting No. 8: [5.6.03] Item 3 Brought Forward List: Sub item No 11 - Rhyl Golf Course, Coast Road, Rhyl - The Valuation and Estates Manager confirmed that progress had been made and the Club were actively seeking funding. .

Asset Management Committee Meeting No. 11 [3.11.03] Item No. 7 Sub item No. 6 Denbigh: Middle Lane, NCO's. Councillor E A Owens, in response to a query from Councillor G M Kensler, said Denbigh Town Council could raise any issues on possible impact on Denbigh when they were consulted on the feasibility study findings.

RESOLVED that subject to the above, Members note the report.

8 AGRICULTURAL ESTATE: TENANCY ISSUES NO 1

Councillor W R Webb presented the report for Members to consider with regard to the farm named in the report, the tenant's request that he be allowed to cease milk production at the holding and has verbally requested that he be allowed to sell from the farm his own share of the

milk quota. The tenant has also indicated that he would be willing to vacate the holding if the Authority would pay him a premium to leave, and has also expressed his interest in acquiring the farm from the Authority.

The Land Agent informed Members that the tenant had again been late with payment of the rent for March 2004.

Members discussed various options with regard to the farm and its tenancy and agreed milk production should not cease as the intention has been to give a tenant an opportunity for dairy production.

RESOLVED that Members:

- [a] refuse the tenant's request that he be allowed to cease milk production at the holding named in the report*
- [b] refuse the tenant's verbal request that he be allowed to sell from the farm his own share of the milk quota*
- [c] authorise officers to explore further the possibility of offering a premium to the tenant for vacating the holding and report back*
- [ch] dismiss the tenant's request to purchase the holding.*

9 AGRICULTURAL ESTATE: TENANCY ISSUES NO 2

Councillor W R Webb presented the report for Members to consider, with regard to the farm named in the report, that the Authority accepts the tenant's request to relinquish his tenancy on the 29 September 2004 and that the holding be offered initially to tenants on the Denbighshire County Council Agricultural estate. Members were asked to agree the holding be advertised on the open market if there was no interest from existing tenants. Members were also asked to agree that the Landlords acquire Milk Quota from the outgoing tenant to enable the holding to be let with 500,000 litres of Milk Quota. The holding would be offered with most of the current land (170 acres approx), as a dairy unit on a 25 year Farm Business Tenancy and that part of the land let on short term agreements, to the outgoing tenant, be offered by tender on short term agreements to other tenants on the adjoining Council owned farms until the 29 September 2004.

Members discussed in detail the options open to them, including the sale of the freehold. The Chief Executive suggested that as the Best Value Review of Agricultural Estates had not yet been completed it would be prudent to offer the holding for a period of say 10 years at the market rent. The Land Agent agreed with Councillor W R Webb when he informed officers that a tenant would not move from another Council agricultural holding for a 7 or 10 year lease, a tenancy of at least 20 years was required. However they agreed a market rent was required.

The Land Agent said it was imperative a decision was taken so that the farm could be offered to other tenants. He confirmed it was essential the equipment e.g. milking parlours etc needed to be used.

RESOLVED that Members:

- [a] accept the tenant's request to relinquish his tenancy of the farm named in the report on the 29 September 2004*
- [b] agree the holding be offered initially to tenants on the Denbighshire County Council Agricultural Estate, subject to a rent review being carried out*
- [c] agree if there is no interest from existing tenants, that the holding be advertised on the open market*
- [ch] agree the Landlord acquires Milk Quota from the outgoing tenant to enable the holding to be let with 500,000 litres of Milk Quota.*
- [d] agree that the holding be offered, including the majority of the current land farmed by the present tenant, as a dairy unit on a 25 year Farm Business Tenancy*
- [dd] agree that part of the land let on short term agreements to the outgoing tenant be offered by tender, on short term agreements, to other tenants on the adjoining Council owned farms until the 29 September 2004.*

10 AGRICULTURAL ESTATE: TENANCY ISSUES NO 3

Councillor W R Webb presented the report seeking Members' consideration of a request from the tenant of the farm named in the report to utilise part of the farm as a caravan site for five static caravans as shown hatched black on the plan attached to the report.

RESOLVED that Members refuse permission for the tenant to utilise part of the holding named in the report to accommodate five static caravans, based upon the business plan provided.

11 AGRICULTURAL ESTATE: TENANCY ISSUES NO 4

Councillor W R Webb presented the report seeking Members' consideration of a request from the tenant of the farm named in the report for the Authority to provide an extension to the farmhouse for storage of working clothes and a separate workers' washing area, including a shower and toilet. The Land Agent confirmed that no consideration had been given to a new build on the holding.

RESOLVED that Members approve the provision of an extension to the farmhouse named in the report subject to the tenant obtaining all necessary consents with the cost of the extension being met from funds recycled from the Agricultural Estate.

12 AGRICULTURAL ESTATE: TENANCY ISSUES NO 5

Councillor W R Webb presented the report seeking Members' consideration that the land vacated on 25.03.2004 extending to 9.21 acres be added to the tenancy of the farm named in the report with the rent being the same as that currently paid per acre for the holding. Members were asked to authorise officers to claim against the former tenant of the field for works not undertaken on the land in accordance with the tenancy agreement.

The Land Agent informed Members that the current tenant had agreed to make the land stock proof in return for a lower rent but the agreement had not been adhered to.

Members agreed the market rent for the land should be much higher and directed officers to offer the land to the tenant of the farm named in the report on this basis.

RESOLVED that Members approve the land vacated on 25.03.2004 extending to 9.21 acres be added to the tenancy of the farm named in the report at the rental value agreed at the meeting. Members direct officers to claim against the former tenant of the field for works not undertaken on the land in accordance with the tenancy agreement.

13 AGRICULTURAL ESTATE: CORWEN, LAND AT TYDDYN UCHA FARM

Councillor W R Webb presented the report seeking Members' agreement to declare the land hatched black on the plan attached to the report surplus to Council requirements and approve its sale to an adjoining property owner.

RESOLVED that Members approve the sale of the land hatched black on the plan attached to the report to a named party on terms to be agreed by the Head of Development Services in consultation with the County Clerk.

14 RHYL: EAST PARADE

Councillor W R Webb presented the report seeking Members' agreement to invite the bidders to give a presentation to the Asset Management Committee on the proposals to develop the site at East Parade, Rhyl.

After discussion Members agreed a presentation be received by the two bidders after the elections on 10.06.2004.

Councillor G M Kensler abstained from voting.

RESOLVED that Members agree to invite the two bidders detailed in the report to give a presentation after 10.06.2004 on the proposals to develop the site at East Parade, Rhyl to the Asset Management Committee and to invite all the Rhyl Members' Group to attend.

15 RUTHIN: LON PARCWR CAR PARK

Councillor W R Webb presented the report seeking Members' consideration of the three preferred bidders listed in Appendix 2 of the report and recommend to Cabinet the sale of the development site at Lon Parcwr, Ruthin as shown on the plan attached to the report, to one of the preferred bidders.

The Valuation and Estates Manager outlined the bids received and said bids would be subject to the relevant planning permissions.

The Corporate Director: Environment suggested the three preferred bidders be asked for their best and final offer to include any conditions relevant to the offer. In response to a query from Councillor E A Owens, the Corporate Director: Environment confirmed that a deposit would be payable on exchange of contracts and agreed planning consents.

RESOLVED that Members authorise officers to invite best and final offers for the development site at Lon Parcwr, Ruthin, as shown on the plan attached to the report, from the three preferred bidders listed at Appendix 2 of the report.

16 RUTHIN CRAFT CENTRE FEASIBILITY STUDY

Councillor W R Webb presented the report seeking Members' consideration and recommendation to Cabinet to proceed to the Development Study phase of the project.

Councillor M A German voted against the proposal.

RESOLVED that Members recommend to Cabinet to proceed to the Development Study phase.

17 RUTHIN: LAND AT LON FAWR

Councillor W R Webb presented the report seeking Members' approval of the granting in principle of thirty year leases to the parties named in the report.

RESOLVED that Members:

[a] approve the granting, in principle, of thirty year leases at market value, subject to planning permission, to Parties A, B and C, in respect of the sports pitches and tennis court areas, on terms to be agreed between the Head of Development Services and the County Clerk.

[b] approve the granting, in principle, of a thirty year lease to party D, in respect of the clubhouse and car parking area on terms to be agreed between the Head of Development Services and the County Clerk.

At this juncture (11.00a.m.) the meeting adjourned for 10 minutes to allow Members to participate in refreshments.

18 OFFICE ACCOMMODATION - NORTH

Councillor W R Webb presented the report seeking Members' approval that the Registrar of Births, Marriages & Deaths' service to the public, [at Unit D6, Morfa Clwyd, Rhyl], be delivered from the ground floor only and that an element of staff from Morfa Hall decant into 'Fronfraith' [in lieu of Russell House] and that Housing Services relocate from 'Fronfraith' to Russell House.

Although the Corporate Services Manager had some concerns regarding the proposals, the Senior Surveyor said it was feasible to deliver the service from the premises with no lift, once minor adjustments had been carried out. The Chief Executive reminded Members that with regard to DDA, an adequate service would be provided under the terms of the Act. After discussion, Members also agreed to provide the ICT required for the Registrar's staff.

Members endorsed that an element of staff from Morfa Hall decant into Russell House and that they share an improved reception facility at Fronfraith and that funding identified in the report be allocated, along with a maximum of £10,000 funding for a children's play facility inside and outside of Fronfraith, with any excess to be paid for by Personal Services.

The County Landlord updated Members with regard to the former Zurich building and said an occupation date of end September 2004 was likely although it was hoped this would be sooner.

RESOLVED that Members approve that:

- [a] the Registrar of Births, Marriages & Deaths' service to the public, [at Unit D6, Morfa Clwyd, Rhyl] be delivered from the ground floor only*
- [b] an element of staff from Morfa Hall decant into Russell House, sharing an upgraded reception facility at Fronfraith*
- [c] ICT and play area facilities be provided as agreed above.*

19 ANTICIPATED CAPITAL RECEIPTS

Councillor W R Webb presented the report to update Members on progress and to endorse the action of officers in progressing the disposal programme.

Councillor Webb thanked officers and the Valuation and Estates Officer in particular, for the tremendous amount of work carried out to achieve a total of just under £2.7m.

RESOLVED that Members note the report and endorse the action of officers in progressing the disposal programme.

20 ACCESS FOR DISABLED PEOPLE

Councillor W R Webb presented the report to update Members on progress with adaptations to publicly accessed buildings and to endorse the action of officers and endorse the action plan for schools.

Councillor E A Owens suggested a training programme/seminar be provided for both officers and Members. She said the Chairs of meetings should be reminded to inform attendees at every meeting of the fire exits etc.

Councilor G M Kensler reminded Members of the importance of Health and Safety and said lights had not been provided outside the new building at Ysgol Plas Brondyffryn.

The Chief Executive informed Members that only half the previous year's programme had been committed. He said £1m would be available this year. Although it would be possible to carry out reasonable adjustments there would be occasions when alternative ways of providing a service should be considered. The County Landlord confirmed that officers were aware that alternatives had to be considered whenever possible.

The County Asset Manager said a clear policy on DDA on new buildings was required.

Councillor W R Webb suggested a service review was required to consider the minimum work needed.

RESOLVED that Members:

[a] note progress with DDA works to public buildings and endorse the action of officers thereon and also endorse the action plan for schools sites but with audits for public use being undertaken as a separate first priority.

[b] a DDA service review be carried out.

21 SERVICE ASSET MANAGEMENT PLANS [SAMPS] 2003-2004

Councillor W R Webb presented the report seeking Members' approval SAMPs produced in March 2004 [the Lifelong Learning: Education SAMP had already been approved by AMC on 19.03.2004 but was included with the full set for the sake of completeness and ease of reference]. The County Asset Manager distributed a revised Appendix 1.

The Chief Executive suggested a revised Corporate SAMP should be provided which would enable the Capital Plan to be considered in conjunction with the SAMP. The County Asset Manager agreed this would be provided in the future.

The County Landlord updated the findings of the County Landlord Department SAMP with regard to asbestos in buildings. Members also discussed the Council's Housing Stock which had to be certified asbestos free before any transfer could take place.

RESOLVED that Members approve the SAMPs produced in March 2004 with the exception of the Lifelong Learning: Education SAMP previously approved on 19.03.2004 and agree a Corporate SAMP be provided in the future.

Councillor W R Webb thanked Members and officers for all their work for the Asset Management Committee.

The meeting concluded at 12.55 p.m.

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR R W HUGHES, LEADER OF THE COUNCIL

DATE: 20 JULY 2004

SUBJECT: APPROVAL OF DRAFT IMPROVEMENT PLAN 2004 - 2005 AND SUMMARY

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 (Appendix I) and the information for the Summary (Appendix II) to Council for approval. The Summary will be published in the September edition of the County Voice.

2 REASON FOR SEEKING DECISION

2.1 The Wales Programme for Improvement Guidance¹ 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. Actions to progress the recommendations made have ensured that the Improvement Plan 2004 - 2005 is a more strategic document.

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

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

3 POWER TO MAKE THE DECISION

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

4 COST IMPLICATIONS

Design, translation and print costs for the Improvement Plan and Summary - approximately £5,500 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 was also 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.

6.2 A first draft of the Improvement Plan was presented to Cabinet on the 25th May and discussed with new Members at an induction training day on the 22nd June. Additionally, a survey was undertaken with new Members to gain information on what Members see as the main priorities for services to assist with the finalisation of the Improvement Plan and to which there was an 80% response rate (Appendix III refers).

6.3 It is encouraging to note that the majority of strategic issues identified by new Members are included in the Plan as areas for improvement. For example, Communication and Consultation, Managing Financial Resources, Community Safety, Highways Maintenance, Traffic Management and Road Safety, Grounds Maintenance, Waste Management, Property and Asset Management, Housing Strategy, Children's Services, Services for Older People, Homelessness and School Performance. Many of the issues mentioned are also included as themes or key objectives of the recently adopted Community Strategy.

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 (Appendix I) and Summary (Appendix II) to Council for approval.

APPENDIX 1

Denbighshire County Council

DENBIGHSHIRE DELIVERS

LAST UPDATED 8 JULY 2004

Denbighshire County Council's Draft Improvement Plan 2004 - 2005

Foreword from the Leader

One of my main stated priorities as the new Leader of Denbighshire is to improve service delivery for local people. Local services are a key feature of any community and local people have a right to expect good quality, timely and cost effective services from their council. Denbighshire strives to provide excellent services for residents and visitors, but we recognise that there is room for improvement.

The Improvement Plan gives people a chance to see the targets that have been set, the results - whether or not the targets were met - and what we are going to do to either improve or develop services further. The Plan covers from April 2004 to April 2005.

Local residents are the best judge of our performance and the Plan should equip them with all the information needed to form an opinion. Views and comments on Denbighshire's performance are welcome and I very much hope that people will get in touch either by phone or in writing, by email or through the post. Contact details are on Page 19.

The year so far has been one of great change for Denbighshire. At the election in June more than half the Council changed, with 25 new people coming on board to represent their communities. Soon after the election I took over as Leader from Councillor Eryl Williams, and a new Cabinet has been formed.

Over the past year the Council made great efforts to improve the environment. There are more flower displays in towns and the kerbside collection of recyclable rubbish got underway in some parts of the Council.

School meals have also been an issue in some parts of the County. Our school meals service is now working closely with health and nutrition colleagues to make sure that there are plenty of healthy options on offer.

Another important development has been the introduction of a monthly edition of our residents' newsletter, County Voice. We aim to be a communicating council and this is a big step forward in making sure that local people are kept informed of developments and initiatives which affect them.

One of our greatest assets is our committed, hard working and knowledgeable staff. One of my main priorities is to cut down on process. I feel strongly that we all spend too much time on paperwork and meetings. Staff and members need to do everything they can individually and collectively to cut down on both. Every penny spent on process is a penny less for services.

I look forward to hearing your views on the plan or about life in general in Denbighshire.

Councillor Rhiannon Hughes
Leader

Introduction from the Chief Executive

It gives me great pleasure to write this introduction and summary for the third annual Improvement Plan for Denbighshire County Council. The Improvement Plan provides information on how we performed last year (April 2003 – March 2004) and equally importantly what we consider to be our priorities for this year 2004/05.

REVIEW OF 2003/04

2003/04 has been a year of considerable improvement and consolidation. One particular achievement of note is the remarkable improvement in the Housing Rents service which has been recognised by the Audit Commission as one of the best services in England and Wales. This was reflected in winning the national Public Servants of the Year Award 2004 – Housing Team in May. This is the first time that the County has won a national award and the whole team and those who supported them should be congratulated for this achievement.

The year ahead will be a challenging time for the Council as following the local elections on the 10 June there are 25 new Members. Denbighshire County Council remains with no overall political control. The make up is: Independents 19, Labour 8, Conservatives 8, Plaid Cymru 7, Democratic Alliance 3, Welsh Liberal Democrats 2.

I think it is important for us all to recognise the success of the Council in addressing its financial position. The weaknesses of the financial position have been addressed and the financial recovery programme achieved. This would not have been possible without the full support of all members and staff, often having to make very difficult priority choices. However this success does not mean that we will not continue to focus intently on the financial position of the Council and I will return to this later. At this stage however it is only fair to recognise the prominent part played by the Council Tax team. Council tax collection has improved from less than 90% in the year 1999/2000 to 96.8% in 2003/04, moving from twenty-second out of twenty-two to fifth in the league, whilst continuing to collect previous years arrears due to the Council. At the same time we have seen a significant reduction in the number of complaints of how we collect Council tax by 75%.

We are monitored by Welsh Assembly statutory performance indicators which are detailed in the Appendices and it is very encouraging that we have met 61.79% of our improvement targets for 03/04. Although 38.2% of targets were not achieved, 38.3% of those only underachieved on the target by 15% or less. There are however many items that we continue to need to address. The priorities for 2004/05 therefore continue to focus on addressing those areas of performance considered to be weak as well as identifying new initiatives. There is a major change in the way that a local authority operates, and in particular a strong understanding that one public sector agency alone cannot address effectively all those issues which people in the County deem to be important. Partnership working will therefore focus increasingly highly in the way that we work. The Council has also appointed an Equalities Officer in June 2004 to ensure that equalities issues continue to be mainstreamed within the Authority.

Ian Miller
Chief Executive

THE COUNCIL'S WORK PROGRAMME FOR 2004/05

The Authority operates a corporate Performance Management System which monitors progress against the key actions highlighted in the Work Programme via quarterly performance reports to Cabinet and the Corporate Executive Team.

Corporate Issues

Following the 2003 Whole Authority Analysis the Council agreed a Joint Risk Assessment with the Audit Commission in Wales. Work has been undertaken during the year including a review by the Audit Commission focusing on three areas – Human Resources Management, Project Management and Performance Management.

These areas, as well as the other areas listed below continue to be areas where ongoing attention is required, and as a consequence remain as corporate priorities. Most of the agreed actions will be progressed as part of two cross directorate projects, one focusing on Financial Management and the other on Organisational Development. The key actions over the next three years are summarised below:-

Corporate Issue	2004/05	2005/06	2006/07
Managing Financial Resources	<ul style="list-style-type: none"> • Improved budget setting procedures • Improved linkage between Council priorities and resource allocation • Proper emphasis on forward planning • Develop policies on Council Tax and Reserves • Develop one year and three year financial plans • Identify efficiency savings • Review of Fees and Charges 	<ul style="list-style-type: none"> • Improved understanding of financial position • Capital Plan updated to reflect Asset Management Plans 	<ul style="list-style-type: none"> • Review of Treasury management • Evaluate requirement for new accounting system
Communications and Consultation	<ul style="list-style-type: none"> • Complete Best Value Review of Communications and Consultation • Agree approach to development of Customer Contact Centre and One Stop Shops 	<ul style="list-style-type: none"> • Implement findings of Best Value review • Continue to publish the monthly edition of the County Voice • Year 1 of implementation of Customer Contact Centre and One Stop Shops 	<ul style="list-style-type: none"> • Year 1 of implementation of Customer Contact Centre and One Stop Shops
Human Resources	<ul style="list-style-type: none"> • Emphasis on one organisation • Identify culture / key competencies • Roles of Corporate Directors • IIP Status achieved • Silver Corporate Health Award • Single Status implemented • Introduce HR computerised system 	<ul style="list-style-type: none"> • Pay and Grading Review • Staff development – succession planning • Team building • Ensure consistency of application of HR Procedures • Adequacy of HR resources • Workforce Planning • Working towards a customer focus culture 	<ul style="list-style-type: none"> • Implementation of Payroll system • Review HR Structure • Working towards customer focus culture

	<ul style="list-style-type: none"> • Further develop approaches to reduce absence / sickness • Staff development – clarity of roles / capacity building/leadership • Development requirements of the new council 		
Performance Management	<ul style="list-style-type: none"> • Supporting new members • Developing a balanced set of performance measures • Improving target setting • Ensuring operational plans exist to support service business plans • Improving corporate priorities 	<ul style="list-style-type: none"> • Strengthening the links between service and personal objectives – performance appraisal 	<ul style="list-style-type: none"> • Ensuring a culture of performance management is embedded within the Council • Implementation of a corporate computerised performance management system
Project Management	<ul style="list-style-type: none"> • Identify corporate methodology • Interim project management methodology put in place • Seek additional resources if applicable 	<ul style="list-style-type: none"> • Implement corporate methodology 	<ul style="list-style-type: none"> • Review corporate methodology
Risk Management	<ul style="list-style-type: none"> • Improved coordination with Audit Commission • Form Risk Management Team • Develop risk management methodology • Implement the risk management strategy and develop business continuity plans 	<ul style="list-style-type: none"> • Review Revised Finance Regulations and delegation levels • Continue to develop business continuity plans and embed risk management into the corporate culture 	
Procurement	<ul style="list-style-type: none"> • Consolidation of Procurement Strategy • Development of procedures • Recruitment of new team 	<ul style="list-style-type: none"> • Identify procurement weaknesses and correct • Improved understanding of EU Procurement • Review of Contract Standing Orders 	
Corporate Property	<ul style="list-style-type: none"> • Integrate the 2 teams • Appoint senior manager and identify other skills gaps • Improved decision-making – review role of AMC and opportunity for further delegations 	<ul style="list-style-type: none"> • Asset management Plans integrated into Capital Plan 	

Environment Directorate

The Directorate underwent a major restructuring during 2003–4 aimed at improving its capability to deliver services within the County. The seven former services were reduced to five, taking away areas of duplication and creating a structure where service improvements can be implemented efficiently. The first impacts of this work are starting to be felt.

A major initiative emerging post the reorganisation is a change to the way public realm services are provided. The grounds maintenance and street cleansing teams have been integrated as a pilot in the North of the County and a new approach to this key service devised.

The aim of the new structure is to deliver a positive improvement in the quality of public spaces in Denbighshire. Additional resources have been provided for image improvements to build on the positive feedback received from the public following the increased provision of flower displays and cleansing last year.

Another key part of this work is to increase the level of enforcement activity particularly in the public realm areas. Too often in the past little regard has been given to the adverse impact caused by fly tipping, illegal dumping of trade waste, dog fouling and the proliferation of forecourt trading and indiscriminate advertising. An environmental enforcement team has been created with a specific remit of reducing this abuse of the environment. This activity will take place alongside the enhanced cleaning regimes as part of a sustained initiative to improve the way Denbighshire looks.

From the 1st of July 2004, illegal parking will be decriminalised within Denbighshire. The Council will take over responsibility for dealing with illegal car parking from the Police and significantly increase the numbers of traffic wardens operating from the current one to fourteen. This programme which is largely self funding is intended to deal with the congestion and poor environment in many of Denbighshire's towns caused by illegal and inconsiderate car parking.

The introduction of kerbside collection for recycling materials took place in 2003-4. The Authority intends to develop this initial initiative to substantially increase the percentage of material recycled across Denbighshire. The targets that have been set are ambitious and much remains to be done to ensure they are successfully met. The structural changes within the Directorate have removed barriers which restricted improvements in the past and created an environment where radical approaches can be developed.

Denbighshire has seen tremendous economic growth in recent years and long term schemes such as the Council's Joint Venture with the WDA at St Asaph Business Park are now realising dividends in terms of the jobs created and the low unemployment across much of the County. The Council's success in attracting funds from Objective 1 and other European programmes has been a major contributory factor in deriving this economic success. It is one of the Authority's aims to build on this and maximise external funding sources for the benefit of the economy.

Despite the relative success of its programmes, the Council recognised in 2003 that there were significant areas of deprivation in the County, which were being excluded from the wider economic growth. Areas such as West and South West Rhyl, Meliden, Bodelwyddan and Upper Denbigh all feature among the poorest parts of Wales according to the Welsh Index of Multiple deprivation. Rhyl West features as the worst ward in Wales. The Council recognised in 2003, that this was unacceptable and adopted an ambitious target of ensuring no ward in Denbighshire is in the top 20 of the Welsh index of multiple deprivation by 2007, with none in the top 50 by 2012.

A major piece of work has been carried out in Rhyl by a multi agency working group under the leadership of Denbighshire County Council. The report which emerged from this work, Rhyl Going Forward has been submitted to the Welsh Assembly Government seeking support for an ambitious programme of activity aimed at regenerating the town. The success of this work will only be realised through a partnership working across the public sector, and by supporting the private sector to bring forward their projects. The County Council for its part has committed significant capital resources to pump prime the project, and to match fund other funding sources. By the year 2008 the Community Strategy Partnership will:-

- Reduce the level of registered unemployed in Denbighshire to below 1,000
- Attract 150 jobs per annum to Denbighshire by inward investment
- Create 228 additional high quality jobs through the Grant Strategy
- Create 2,500 square metres of new industrial/commercial premises per annum
- Review and implement a strategy for transport and infrastructure to support economic growth
- Increase the number of tourists, especially within cultural tourism, who visit Denbighshire annually to over 2 million
- Reduce economic inactivity by 20% across the County through implementation of a strategy for transport and infrastructure
- Provide business advice, grants and training to encourage inward investment and the tourism industry

Significant issues in the Environment Directorate will be progressed by ensuring the statutory indicators in the Environment Section of the Appendices are regularly monitored and the following actions are achieved:-

Environmental Health and Trading Standards	The performance for the national indicator for inspecting high risk food premises has increased from 42.3% (lowest in Wales) to a creditable 75% which is a significant improvement. Also, the Food Standard Agency has acknowledged the good work done by the Council in being prepared to prosecute premises where food hygiene standards have been found unacceptable. A more rigorous audit of food premises in the County has recently been completed which revealed many more food premises than previously estimated. Therefore, for 04/05 there will be many more inspections programmed and as such it is anticipated that the percentage of inspections carried out will actually drop. The target of 60% has therefore been set at a lower percentage figure than was achieved last year (75%), to reflect the larger denominator figure.
Waste Management	The Council will improve the cost effectiveness of its waste management systems by developing alternative medium to long term disposal options, and effectively managing the recycling contract against set targets. Remedial actions will be taken in order to reduce the financial risks associated with the recycling contract.
Highways Maintenance	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

Traffic Management and Road Safety	The Council 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
Property and Asset Management	The Council will produce a Corporate Asset Management Plan by March 2005 and increase spending on buildings and roads by borrowing more money under the Local Government Act 2003
Vehicle Management and Maintenance	There will be a single centralised workshop facility for all vehicle maintenance activities and the Fleetmaster System will be implemented reducing the level of reported accidents and vehicle downtime
Grounds Maintenance	Area-based multi-task work teams will be introduced in order to deliver an integrated 'Public Realm service', covering grounds maintenance and street cleansing operations. This approach will be trialed in Prestatyn and the north of Rhyl from May 2004 onwards. It will be extended to other areas of the County over a two year period. An effective enforcement unit will be developed, which will initiate (at least) 100 enforcement actions for dog mess, litter and fly tipping by March 2005.
Private Sector Housing	The Planning and Public Protection Service has launched and developed the Denbighshire Landlord Forum, which is a partnership between the Service and private landlords, in an attempt to improve conditions in the private rented housing market. This goes hand in hand with the Council's initiative to introduce the Houses in Multiple Occupation Registration Scheme and the distribution of regeneration and renewal grants.

Personal Services Directorate

During 2003 the Joint Review of Social Services took place. It is described as a Joint Review because it is carried out jointly between the Audit Commission and the Social Services Inspectorate (Wales). The Review concluded that the service in Denbighshire was serving some people well but its prospects were uncertain. The County invested significantly in Social Services last year following the Joint Review, for example to help the improvement process in Children's Services, to raise spend per head in Services for Older People and to support the recruitment and retention of staff and foster carers.

This year efforts will particularly need to focus on addressing the following key points:-

- Children's Services. The County has suffered from a shortage of qualified and experienced childcare social workers and foster carers, partly reflecting a national problem. This has impacted on service range and quality and the availability of preventative services. A number of actions have been put in place and progress is being closely monitored.
- Services for Older People. As a county Denbighshire has high and growing numbers of older people whose expectations of services are changing. More want to remain in their own homes. We also need to plan services more closely with health partners.

Housing priorities include:-

- Beginning to implement the new Housing Strategy, including measures to tackle the need for Affordable Housing throughout the County and improving performance on Homelessness
- Addressing the need to ensure that all Council houses meet the Welsh Quality Housing Standard by 2012. The Council decided, early in 2004, that the preferred route was by means of a Housing Stock Transfer, transferring all properties to a newly formed local housing company. The intention is to proceed to a ballot in the Autumn which will determine whether the tenants wish to continue with this approach. If the ballot fails the Council has identified an alternative proposal.

The Directorate will help to deliver on targets set in the Community Strategy, especially:-

- Providing increased support for older persons (aged 65+) to enable them to live at home
- Helping reduce the numbers of people aged 75 and over admitted to hospital as the result of hypothermia or falls
- Ensuring social care is available on discharge from hospital so as to maintain the current good performance
- Reducing the numbers of people aged 65 and over supported in residential or nursing homes by the development of extra care housing
- Improving performance on homelessness
- Increasing the supply of affordable housing
- Improving the timeliness of planning for children and young people in care and care leavers
- Ensuring support is provided for parenting

Significant issues in the Personal Services Directorate will be progressed by ensuring the statutory indicators in the Personal Services Section of the Appendices are regularly monitored and the following actions are achieved:-

Children's Services	<p>The Council will implement a Child Concern Model of intervention which will improve the planning and provision for Children In Need by Health, education and key partner agencies in conjunction with Conwy County Council. The Authority will ensure that 70% of eligible Children In Need, receive a service appropriate to their needs.</p> <p>The Council will produce a commissioning strategy for Children In Need Improving the delivery and accessibility of preventative services by April 2005</p>
Older People's Services	<p>A three year Health, Social Care and Wellbeing Strategy and Older People's Strategy will be developed which will help the Council provide the services which people need. The Authority will help more people to live at home by operating a Contact Warden scheme in private sector housing and providing welfare rights support. The Council will produce a detailed project plan by March 2005 for the development of residential homes and related developments</p>
Housing Strategy	<p>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</p>
Homelessness	<p>The Council will reduce the average length of stay in bed and breakfast for homeless people to four weeks by June 2004</p>

Lifelong Learning Directorate

The level of activity in the Lifelong Learning Directorate is equally great. The Authority is working with ELW to develop a project which will see an investment of £3m, primarily in secondary schools, to develop community lifelong learning provision. Alongside this work, attention is being directed to the overcrowding on the one hand and overcapacity on the other in many of our schools. Managing school places is an ongoing task to ensure that efficiency savings where available can be reinvested elsewhere in education.

The Council has agreed the Welsh Education Scheme for 2004–2009. This policy development is being undertaken alongside a detailed review of school and college transport pre and post 16 and a review of denominational education provision.

Significant investment is planned to improve and upgrade the Council's schools, leisure and youth facilities. The Council has allocated a corporate resource for project managing these investments. Capital funding from the Welsh Assembly Government will be used to invest in the building of a new school and some refurbishment of existing schools. In addition, the Authority will shortly implement three projects across the county funded by NOF with a strong probability of a further 3 projects receiving final approval by NOF shortly. This will benefit PE and sports in school as well as providing better leisure facilities for the community. The under 16 free swim initiative and the sports development plan which are implemented across all 7 leisure centres are strengths within the education and leisure services.

To further the inclusion policy for Special Educational Needs, two large capital projects are being developed – one to provide specialist support for pupils with autism across North Wales at Ysgol Plas Brondyffryn and the other to provide a multi agency provision at Ysgol Tir Morfa for pupils with special needs not attending mainstream provision.

In 2003, Estyn and Audit Commission carried out a joint inspection of the Special Education Support Services. Progress in implementing the action plan submitted in response to the inspection report is well advanced and nearing completion. In particular, the review of the Behaviour Support Services is on track. Council's commitment to the Special Educational Needs 8 point plan agreed in 2000 was completed on target in 2004. The last instalment of the financial agreement was secured for 2004–05. Provision for SEN, however, is subject to volatility in terms of demand but structures and processes are in place to report regularly and robustly on financial implications.

The County maintains 55 primary, 8 secondary and 2 special schools. The Audit Commissions in Wales (ACiW) notes that educational attainment within the County is marginally below what is expected in some subjects for various age groups.

At Key Stage 1, the percentage of 7 year olds achieving Level 2 or better in English or Welsh, Mathematics and Science in combination (Core Subject Indicator) was 84%. This exceeded the All Wales Core Subject Indicator of 79% and placed Denbighshire in the upper quartile when compared with other LEAs in Wales.

The results for 11 year olds at Key Stage 2 in Mathematics, English, Welsh and Science, indicated that Denbighshire pupils' performance was broadly in line with national averages and they significantly exceeded the targets set in all core subjects. Support is provided by the school improvement team to raise standards in Mathematics, English and Science so that they are in line with or better than the national average.

The results for 14 year olds in statutory assessment tasks show that pupils' performance in Mathematics and English was in line with the national average and slightly above in Welsh (1st Language), and Science.

In terms of older pupils, the percentage of 15/16 year olds achieving at least Grade C in GCSE English or Welsh Mathematics and Science in combination was 35% indicating that the results were below the national average of 38%. Curriculum specialists are working with Secondary Schools in order to improve performance at this stage of pupils' learning.

Learning post 16 and in the community is enhanced by investment in the library service. Good progress is being made towards meeting the new national minimum standards in our 8 libraries. They continue to be amongst the most well used in Wales.

An evaluation of the youth service is underway. There is room for improvement in this service to address statutory requirements. The new statutory duties arising from the Countryside and Rights of Way Act are on track and there is a management plan for the Clwydian Range Area of outstanding Natural Beauty.

The Directorate will help to deliver on targets set in the Community Strategy, especially:-

- Reduce to 2 the number of 15 years olds within local authority care leaving full time education without a recognised qualification
- Reduce to 1.5% the number of 15 year olds leaving full time education without a recognized qualification
- Ensure that 70% of those in post 14 education have ECDL level II
- Increase the level of school attendance by 0.5% per annum and develop a suitable alternative curriculum to more effectively meet identified needs
- Secure a 2% increase in the amount and quality of early year' education provision

The issue over school performance in the Lifelong Learning Directorate will be progressed by ensuring the statutory indicators in the Lifelong Learning Section of the Appendices are regularly monitored and the following actions are achieved:-

School Performance	<p>The Council will improve standards in Key Stage 2 - English, Mathematics and Science and in Key Stage 3 in Mathematics, in order to achieve the national average by establishing a system of supporting and monitoring national curriculum subjects for all primary and secondary schools</p> <p>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 Services Department will support schools to raise standards</p>
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CORPORATE PRIORITIES 2004/05

Many of these programmes are extensive and Denbighshire County Council is seeking to identify ways of procuring as many as possible of the services locally. In addition the Authority aims to work with local education and training providers to develop the skills that are required. Both of these measures will play an important part in how the Council can support and develop the local economy.

One of the organisation's aims is to ensure that the people of Denbighshire are provided with the services they want and the Authority is committed to being a listening Council. To ensure this aim is achieved there is a Citizens' Panel of five hundred residents, youth forums throughout the County, a community newsletter and four Area Partnerships. Corporate consultations are carried out on a regular basis and many services have consultation plans in place to find out people's opinions and levels of satisfaction. Not all suggestions can be taken forward but the results of consultations and feedback from the Council is provided via newsletters such as the monthly County Voice, which is distributed to all households, 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 residents were also consulted on the Council's proposed priorities for this year and the comments which were received helped to ensure that the Authority focused on the areas which are most affecting quality of life. The annual Crime and Disorder Survey showed that actions to address crime and disorder by the Council 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.

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**, is currently being reviewed and 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.

In such a large organisation as a local authority, it is essential that there are good communications in place. It is recognised that the Authority's approach to answering the telephone is not always as good as it could be, in particular how calls are followed through. The results of consultations confirm that telephone remains by far the most popular method of contacting the Authority. An evaluation is currently taking place of best way to implement a Customer Contact Centre as an initial point of contact. What is very clear is that any Contact Centre should be staffed – not an automated process, and able to deal equally with Welsh and English calls. The Council is also seeking to expand the number of One Stop Shops in the major towns throughout the County.

Improvements to services would not be possible without the staff of the Council. In developing managers and staff there are some general principles which everyone who works for the organisation are expected to adhere to. These include the recognition at all times that we are here to deliver public services and also that the Council should act consistently as one body. We are embarking on a major exercise to ensure that staff throughout the organisation have the right skills to meet the needs of the future.

The financial position of the Council was referred to earlier in the Plan and the need to undertake further work to consolidate the financial standing and ensure that money is directed as effectively as possible. Denbighshire County Council currently has the highest Council Tax in North Wales and the Authority is convinced that there are ways of addressing this particularly in terms of efficiency. The Chief Executive has personally instigated an extensive review to achieve cost savings of £2m and the new Council will be seeking early opportunities to discuss the strategy for Council Tax for the coming years. When the 2004/05 budget was prepared earlier this year it was indicated that, if action was not taken at an early stage, the Council would be facing a significant rise in Council Tax. An immediate priority will be given to understanding the causes and deciding what needs to be done to address this. A further complication is that Council Tax property bands will be re-evaluated next March, which could affect individual properties positively or negatively.

The issues that have been highlighted only touch the surface of the work undertaken by a local authority. The Council spends over £200m every year, employs 4,500 people in a range of services, has possibly the most extensive information technology network in the County and there are many more statistics. The Authority works daily with all the other public sector bodies such as North Wales Police, the local Health Board, Glan Clwyd Hospital, Welsh Development Agency, Welsh Assembly and many more. It is therefore in a unique position to coordinate the activities within the County and during the coming year will the Authority will be seeking to develop these working relationships.

Priorities for 2004 – 2005 have been reviewed and overall aims have not changed. However, the Council must ensure that it delivers on its priorities and a number of key actions have been identified which will help to ensure corporate objectives are met and services to customers improved.

Detailed actions to ensure Denbighshire County Council's Work Programme is delivered can be found in Service Business Plan and the Authority's priorities focus on customers, financial resources, member and staff resources and activity outcomes.

By the year 2008 the Community Partnership will:-

- ⇒ Reduce the level of burglary by 12% each year for the first three years
- ⇒ Reduce the level of violent crime 11% each year for the first three years
- ⇒ Reduce the level of disorder in particular anti-social behaviour 10% each year for the first three years
- ⇒ Reduce the number of people killed or seriously injured in road accidents by 40%
- ⇒ Provide equitable access to culture and leisure services amounting to 2.75 million users annually
- ⇒ By 2006 increase the number of tourists who visit, and visitor expenditure in Denbighshire by 4% working in partnerships with private and public sector bodies

Further Key Actions To Meet Our Priorities For 2004/2005

<p>Customers <u>We aim to provide the services that the people of Denbighshire want</u></p> <ul style="list-style-type: none"> · All letters, phone calls and e-mails will receive a full reply within 10 working days and complaints will receive a fully reply within 20 working days · All staff will attend Corporate Customer Care Training to improve levels of service · An annual survey will be carried out · A user satisfaction survey will be carried out on 10% of all Social Services clients each year · The phased implementation of a contact centre will be progressed · The Council will complete and implement an Anti-social behaviour strategy by June 2004 	<p>Financial Resources <u>We will obtain as much money as possible for Denbighshire and use it wisely</u></p> <ul style="list-style-type: none"> · Up to £10 million of grants from other bodies will be obtained and £3 million of land and buildings will be sold each year to improve the County · Over the last 3 years the number of working days lost due to sickness per year has reduced from 13 days to 11.5 and the Council has a target to reduce this to 10 days by 2005 · An Accounting and Budget manual which will include procedures for administering grant claims will be produced · Monthly budget reports to Cabinet will identify gross expenditure and income · The level of unearmarked balances relative to the level of the total revenue budget will be maintained · Local businesses and other bodies will be supported by the Council buying locally where possible, as reflected in the Procurement Strategy
<p>Member and Staff Resources <u>We will invest in Councillors and staff</u></p> <ul style="list-style-type: none"> · An obligatory corporate training programme will be implemented 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 a programme of induction training · The % of social worker vacancies will be reduced to less than 11% by March 2005 · The Council is working towards achieving Single Status by January 2005 · The Council aims to achieve corporate Investors in People (IIP) status and will be reassessed in December 2004 	<p>Activity Outcomes <u>We will improve the image of Denbighshire</u></p> <ul style="list-style-type: none"> · No ward in Denbighshire should be among the 20 most deprived areas in Wales by 2007, with none in the top 50 by 2012 · The cleanliness of public conveniences will be monitored by introducing a quality monitoring software system and urgent repairs will be carried out within 2 working days and non-urgent repairs within 5 working days

What We Achieved Against Our Corporate Priorities For 2003/2004

<p>Customers <u>We aim to provide the services that the people of Denbighshire want</u></p> <ul style="list-style-type: none"> One-stop shops have been opened in St Asaph and Rhuddlan with a further site planned in Ruthin for 2004/05 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 Although the target was not met the % of looked after children beginning with a Care Plan in place improved consistently throughout the year The Verification Framework to reduce fraud and error in the Housing/Council Tax Benefit system has been successfully implemented. In March 2001 it took on average 121 day to process a new claim, this has reduced to an average of 49 days in March 2003. There has also been a reduction in the processing of customers change of circumstances, this took 37 days on average in March 2001 and now takes 13 days on average. The % of Special Educational Need statements being prepared within 18 weeks has increased from 38% to 86% in a year A recent survey indicated that 100% of respondents were satisfied with the service provided by trading standards 	<p>Financial Resources <u>We will obtain as much money as possible for Denbighshire and use it wisely</u></p> <ul style="list-style-type: none"> The Denbighshire Objective One Local Partnership has secured over £18m of which £8m has part funded Council run projects With £2.75m of capital receipts 92% of the £3m target has been met and regular meetings of the Asset Management Committee and Group continue Staff absence levels were reduced by 1 day per person from 12.4 days to 11.5 days The target to build reserves by March 2005 has been met, one year early The Council Tax collection rate has improved to 96.8% from 93.7% in two years, a movement from the bottom to the top quartile in Wales Over two years Council Tax arrears has been reduced by over £3m Housing Rents arrears have been reduced by £600k, 60% New Financial Regulations and Contract Procedure Rules have been agreed At 92% the Council is in the top quartile in Wales for the prompt payment of invoices An additional £750k has been invested to strengthen front-line social services and improve commissioning/procurement
<p>Member and Staff Resources <u>We will invest in Councillors and staff</u></p> <ul style="list-style-type: none"> 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 A further eight young people have been employed on apprenticeship schemes and the Council is utilising the National Graduate Scheme 	<p>Activity Outcomes <u>We will improve the image of Denbighshire</u></p> <ul style="list-style-type: none"> £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 which has contributed to lower crime figures in the area The kerbside recycling contract has been serving 22,000 households since its introduction in December 2003 Denbighshire is the only Local Planning Authority in Wales to have an adopted Unitary Development Plan A new registration scheme for Houses in Multiple Occupation has been agreed The Denbighshire Objective One Tourism and Marketing Project is the only one of its kind in Wales and contributed to a 7% increase in tourist expenditure and a 2% increase in visitor numbers.

AUDIT AND INSPECTION

The annual Joint Risk Assessment informs both the Improvement Plan and the Regulatory Plan. The Regulatory Plan is produced by the Audit Commission in Wales and states the proposed programme of audit and inspection for the coming year. During 2003–2004 the ACiW carried out a number of improvement studies including a Corporate Improvement Assessment and an assessment of regeneration in Denbighshire which will feed into a national report on regeneration activities across Wales. Additionally, an Asset Management National Study has been carried out and a number of action planning workshops were held which were well attended.

Improving Performance Management

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

- 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.
- 75% of high risk food premises were visited during 2003/04. This is a significant improvement to the previous year where only 42.3% of high risk premises were visited.

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

A more rigorous audit of food premises in the County has recently been completed. It revealed many more food premises than previously estimated. For 2004-05 therefore there will be many more inspections programmed and as such it is anticipated that the percentage of inspections carried out will actually drop. The target has therefore been set at a lower percentage rate than was achieved last year, to reflect the larger denominator figure

☎ 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

🗣 The Improvement Plan can be provided 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

APPENDICES

UNDERSTANDING PERFORMANCE INDICATORS

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
NAWPI Code	Indicator Description	Welsh Comparative Data 02/03	Data 01/02	Data 02/03	Data 03/04	Target 03/04	Target Analysis	Target 04/05
Reference number from National Assembly.	Description of what is required to be calculated.	Provided by the Local Government Data Unit	The final annual figure for the performance of the indicator.	The final annual figure for the performance of the indicator.	The final annual figure for the performance of the indicator.	The target for improvement for the year 2003 – 2004.	<p>Green = target achieved or exceeded</p> <p>Yellow = target almost achieved <15% below target</p> <p>Red = target not achieved</p> <p>Grey = no target set</p>	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. National and local policy agreement performance indicators (DPAPIs) are highlighted in the Improvement Plan.

Statutory Performance Indicators

NAWPI Code	Indicator Description	Welsh Comparative Data 02/03	Data 01/02	Data 02/03	Data 03/04	Target 03/04	Target Analysis	Target 04/05
1.5	<p>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.</p> <p>a) Providing information b) Receiving payments c) Making payments d) Receiving feedback e) Regulations f) Make applications g) Make a booking h) Paying for goods i) Access to community, professional and business networks j) Procurement</p>	N/A	<p>a) 46% b) 34% c) 100% d) 25% e) 5% f) 2% g) 6% h) 47% i) 23% j) 3%</p>	<p>a) 52% b) 100% c) 100% d) 49% e) 5% f) 10% g) 13% h) 100% i) 38% j) 2%</p>	<p>Overall 54.0% a) 69% b) 100% c) 100% d) 65% e) 1% f) 24% g) 17% h) 100% i) 59% j) 5%</p>	<p>a) 72% b) 100% c) 100% d) 69% e) 10% f) 35% g) 21% h) 100% i) 66% j) 2%</p>		<p>Overall 64% a) 82% b) 100% c) 100% d) 77% e) 23% f) 42% g) 29% h) 100% i) 74% j) 7%</p>

NAWPI Code	Indicator Description	Welsh Comparative Data 02/03	Data 01/02	Data 02/03	Data 03/04	Target 03/04	Target Analysis	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	N/A N/A	Fair & improving Good	Fair & improving Good & improving	Fair & improving Good & improving	Good Good & improving		Good Good & Improving
The target of "Good" for Service Delivery was not met as the Welsh Language Board did not believe there was enough evidence of improvement to allow a higher judgement to be issued at present. However, the new appointment of an Equalities Officer should ensure the achievement of the 04/05 target.								
1.2	The level of the Commission for Racial Equality's 'Standard for Local Government' to which the Authority conforms.	N/A	1	1	2	2		3
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.	a) 37.6 b) 99.27%	a) 36 b) 43%	a) 73 b) 100%	a) 54.1 b) 100%	No target was set		a) 20 b) 100%
Previous years figures record police data only. An Equalities Officer has now been appointed who will be devising and implementing a scheme to record the Authority's incidents and a target of 20 has been set based on comparative All Wales data on a pro rata basis for the year.								

NAWPI Code	Indicator Description	Welsh Comparative Data 02/03	Data 01/02	Data 02/03	Data 03/04	Target 03/04	Target Analysis	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.	0.65	4.25	4.19	4.14	4.19		4.14
Figures have changed due to population fluctuations, the number of refuge places has remained constant								
12.1	Domestic burglaries per 1,000 households	12.2	10	14	11.2	12.6		10.03
12.2	Violent crimes per 1,000 population		13	24	-	-		-
	a) violent offences committed by a stranger per 1,000 population	5.33	7	12	9.81	10.68		8.83
	b) violent offences committed in a public place per 1,000 population	11.00	7	13	10.6	11.37		9.54
	c) violent offences committed in connection with licensed premises per 1,000 population	1.91	1	2	1.8	1.84		1.62
	d) violent offences committed under the influence per 1,000 population	3.80	3	5	3.32	4.21		2.99
12.3	Vehicle crimes per 1,000 of the population	17.2	13.94	14	11.0	12.82		9.93
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?	N/A	Not available	Yes	Yes	Yes		N/A

NAW/PI Code	Indicator Description	Welsh Comparative Data 02/03	Data 01/02	Data 02/03	Data 03/04	Target 03/04	Target Analysis	Target 04/05
The data which has been used above has been collected by the Crime and Disorder analyst on behalf of the Community Safety Partnership, not the pre-populated data which was provided by the Local Government Data Unit. This is because the information provided by the analyst was used to provide the base data for the 2003-04 figures and this data is also collected directly from North Wales Police databases and is based upon locally established reporting protocols.								
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.	18.1%	Not set	1.67%	3.0%	50%		100%
The target of 100% has been set in accordance with the requirements of the Disability Discrimination Act 1995								
1.3	The number of complaints to an Ombudsman classified as Maladministration.	10	1	0	0	0		0
1.4	The percentage turnout for local elections.	47.1%	23%	48%	35%	35%		35%
7.7	The percentage of standard searches carried out in 10 working days.	90.4%	24.84%	68.45%	55.1%	65%		65%
A trainee is now in post and performance in Quarter 4 has significantly improved with each month in excess of 90%,								
DPAPI Policy Agreement	Satisfaction on a scale of 1 – 5 with 1 being the highest level of satisfaction. Figure derived from survey analysis				2.41		NEW	2.4

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 49,250 properties. This work could not be done without the support of the Finance and Performance Service.

BEST VALUE REVIEWS

Planning - Assessed as being a "two star" good service with promising prospects for improvement in July 2002, the ACIW produced a follow-up report in May 2004. Eleven recommendations were made and progress has been made on all but two. Performance in responding to search enquiries and the speed of determining all planning applications in eight weeks has improved.

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. 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	Welsh Comparative Data 02/03	Data 01/02	Data 02/03	Data 03/04	Target 03/04	Target Analysis	Target 04/05
6.1	Cost of highway maintenance per km on principal roads.	£21,966.27	£0.0043	£14,265	£6,258.06	£7,885		£3,211
Target changed to £7,885 to reflect confirmation of revised definition for data collection (capital charges not included as previous)								
6.3	Road Conditions: a) Conditions of principal roads. b) Condition of non-principal roads.	1.8% 22.7%	a) 0% b) no data	a) 11.4% b) 27.7%	a) 11% b) 14.6%	a) N/A b) N/A		b)12% b)30%
Targets not set as the indicator in question measures the actual condition of the highway. Until condition has been measured and improvement / deterioration can be predicted, target setting is not possible. Condition measurement only commenced in 2002/03.								
6.4	Percentage of street lamps not working.	N/A	0.5%	0.72%	1.76%	0.5%		0.7%
This figure was very high due to software/modem fault in contract management system and effects of contractor approaching end of long term contract.								
6.10	The percentage of total length of footpaths and other rights of way which are easy to use by members of the public.	43.7%	52%	62%	56%	65%		64%
This data shows a decrease following two years of improved results. Overall trend line remains positive and year on year results are affected by the 5% sampling requirement.								
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.	a) 0.046 b) 0.0155 Proportion	a) 0.092 b) 0.0011	a) 0.052 b) .0.0056	a) 0.062 b) 0.0049	a) 0.052 b) 0.0056		a) 0.070 b) 0.0100

NAWPI Code	Indicator Description	Welsh Comparative Data 02/03	Data 01/02	Data 02/03	Data 03/04	Target 03/04	Target Analysis	Target 04/05
Staff resources and levels of grants available were limited and the need to drive forward the Landlord register scheme and the Landlord Forum initiative were considered important local issues								
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?	N/A N/A 33%	No Yes 0%	Yes N/A 100%	Yes N/A 100%	Yes N/A 100%	Yes N/A 100%	Yes N/A 100%
7.3	The number of advertised departures from the adopted development plan approved by the Authority as a percentage of total permissions granted.	0.48%	2.09%	0.85%	0.40%	<2.5%		<1%
7.4	Percentage of total applications determined within 8 weeks.	62.81%	62.3%	66.7%	70.5%	75%		70%
The service is almost meeting its target and performance is higher than the Welsh average. There has been an increase in the number of applications determined during 2003/04 compared with 2002/03. The total number of Welsh Assembly recorded planning applications determined in 2002/2003 was 992; compared with 1111 applications determined in 2003/04. An increase of 119 planning applications. Additionally, a Senior Planning Officer was seconded outside the Service so that staff resources were down. The target has been lowered this year to reflect these and other issues.								
7.6	Quality in customer service (Planning Officers Society Wales checklist).	7/11	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.	a) 90.6%	a) 49%	a) 42.3%	a) 74.9%	a) 100%		a) 60%

NAWPI Code	Indicator Description	Welsh Comparative Data 02/03	Data 01/02	Data 02/03	Data 03/04	Target 03/04	Target Analysis	Target 04/05
	b) Other premises.	b) 81.7%	b) 100%	b) 100%	b) 79.2%	b) 100%		b) N/A
	<p>a) A more rigorous audit of food premises in the County has recently been completed. It revealed many more food premises than previously estimated. For 2004 – 05 therefore there will be many more inspections programmed and as such it is anticipated that the percentage of inspections carried out will actually drop. The target has therefore been set at a lower percentage than was achieved last year, to reflect the larger denominator figure. Incremental targets of 60%, 70% and 85% have been set in the Service Business Plan over the next three years.</p> <p>b) Welsh Assembly Government has specified that this indicator is made optional and consequently authorities are no longer required to report against 'other' low risk premises. That is why a performance target has not been set for 2004/05.</p>							
8.2	Score against the checklist of enforcement best practice for environmental health/trading standards. a) Environmental Health b) Trading Standards	a) 69.16% b) 70.11%	a) 83% b) 83%	a) 86% b) 86%	a) 84% b) 84%	a) 90% b) 90%		a) 90% b) 90%
<p>The Authority has actually developed educational and information programmes but these are not being implemented due to other service priorities and for this reason the target was not met.</p>								
5.1	Total tonnage of Municipal waste arisings-- a) i) percentage recycled or reused	ai) 7.92%	ai) 3.77	ai) 4.7%	ai) 6.79%	ai) 7.5%		ai) 10.5%
<p>We had planned to have the new Kerbside Recycling and Civic Amenity site contract in place by 3 June 2003. However difficulties encountered during the procurement process resulted in it not actually commencing until the beginning of September, so reducing the time available for the contractor to run the new systems and achieve the target percentage</p>								
	aii) percentage of incinerator residues, beach cleansing wastes, rubble and abandoned vehicles recycled	aii) 78.10%		aii) 67.7%	aii) 80.48%	aii) 70%		aii) 95%
	b) percentage composted	b) 4.15%	b) 0.35%	b) 4.4%	b) 6.32%	b) 7.5%		b) 7.5%
<p>Green waste tonnages are weather dependant. We believe that the separation arrangements at our Civic Amenity sites operated effectively but the anticipated throughput did not materialise</p>								
	c) percentage used to recover heat, power and other energy sources	c) 0%	c) 0%	c) 0%	c) 0%	c) 0%		c) 0%

NAWPI Code	Indicator Description	Welsh Comparative Data 02/03	Data 01/02	Data 02/03	Data 03/04	Target 03/04	Target Analysis	Target 04/05
	d) percentage land-filled	d) 84.16%	d) 93.53%	d) 87.5%	d) 83.23%	d) 82%		d) 79%
5.5	The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness.	94.02%	96.1%	94.4%	95.80%	95%		96%
5.7	Percentage of population served by a kerb-side collection of recyclables.	50%	0%	0%	55%	44%		55%
The recycling contract will comprise the same two collection rounds for 04/05 as 03/04 and therefore the target for 04/05 is the same as the data for 03/04 at 55%. An additional round will be added for 06/07 and the target will be increased accordingly.								
New Policy Agreement	Percentage reductions in carbon emissions in the non domestic public stock				2842 tonnes		NEW	2312 tonnes
DPAPI6 Policy Agreement	New high quality jobs created through financial support programme				247		NEW	57
DPAPI7 Policy Agreement	Implement BREEAM Standard for all new designs for DCC sponsored buildings which are non residential				No baseline		NEW	100%
New Policy Agreement	Increase in affordable housing by a combination of (i) public sector programme and (ii) 30% element in new private housing schemes	N/A	N/A	N/A	N/A	N/A	NEW	85

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.

BEST VALUE REVIEWS

Housing Rents - Assessed initially as a “no star” poor service, which will not improve, the Housing Rents Section transferred into Housing Services and the review was repeated leading to a rating of “two stars” a good service with excellent prospects for improvement. The service continues to make excellent progress and won the Public Servants of the Year Award 2004 – Housing Team.

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.

Statutory Performance Indicators

NAWPI Code	Indicator Description	Welsh Comparative Data 02/03	Data 01/02	Data 02/03	Data 03/04	Target 03/04	Target Analysis	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.	8.25%	7.69%	20.77%	20.11%	<15%		17%
<p>The published data for 02/03 was 27%. However, some instances where a child's legal status changed where incorrectly calculated as moves. The correct data for 2002/2003 was in fact 20.77%. Ensuring placement stability for looked after children remained a challenge in 2003/2004. During the year there was an increase in the number of looked after children at a time of increasing pressure on fostering services. Together these pressures have worked against efforts to improve performance in placement stability. The target that has been set for 2004/2005 aims to close the gap between ourselves and the closest performing Authority in Wales in 2002/2003 by 50%.</p>								
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	a) 45.36% b) 37.86%	85.71%	a) 17% b) 17%	a) 27.27% b) 27.27%	a) 75% b) 50%		a) 45% b) 38%
<p>11 children aged 16 or over left care during the year. Of this group of children 3 achieved 10 GCSE's each. The cohort for this indicator is relatively small which means that the results of a few children can have significant impact on the out turn. There are National targets for these performance indicators which the Authority aims to take an incremental approach to achieving over the next 3 years. Our aim in 2004/2005 is to reach the Welsh average for the PI's (based on 02/03 data).</p>								
3.3	The percentage of young people in care on their 16 th birthday who have a Care Plan and/or Pathway Plan for their continuing care.	96%	28.57%	23%	30%	75%		80%

NAWPI Code	Indicator Description	Welsh Comparative Data 02/03	Data 01/02	Data 02/03	Data 03/04	Target 03/04	Target Analysis	Target 04/05
	<p>Performance in 02/03 was based on a sample of case audits. The sample showed performance at 23%. Following the calculation of the performance indicator all cases were checked for compliance. This showed that the actual out turn was 66%. Performance in 2003/2004 has dropped as the Leaving Care Team has been chronically short staffed, and given the wider pressures faced by the Service, the focus has been on Intake and Assessment and risk management work. Consequently, the area of care planning for Leaving Care services has fallen behind. As with 3.2 above there is a relatively small cohort for this indicator.</p>							
3.4	Policy Agreement Indicator	65%	10.77%	33%	57.9%	80%		70%
	<p>This performance indicator was based on a sample of case files which projected performance to be 44% in 02/03. Following the publication of the Improvement Plan further files were sampled which showed that performance was in fact 33%. During 2003/2004 the Department has introduced measures to ensure that appropriate paperwork underpins placements. Performance has now risen to 58% and further measures have been implemented to ensure that improvement continues</p>							
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.	£427	£627.35	£338.57	£501	£415		£515
	<p>Published data was based on a financial estimate of £338.57 and provisional target of £415 was set. As explained in the comments made in relation to PI 3.1 there has been an increase in the number of children coming into care in 2003/2004. This increase includes children with complex needs, including drug dependency and self harming behaviour, which have necessitated specialist residential accommodation from the Independent Sector. The Department has also had to purchase external foster care provision to meet need due to the pressures on In-House fostering Services. The out turn and for 03/04 and target for 04/05 will be finalised once financial accounts are closed.</p>							
3.6	Cost of providing social services to adults by reference to gross cost per week for: a) residential and nursing home care.	£200 a) £419	£164.13			a) £390		a) £425
	<p>Published data in 02/03 was based on a financial estimate of £271 for Care Home, £84 for Home. The actual out turn showed the costs to be slightly under the estimates. In previous years net unit costs have been reported. However, the indicator calls for gross costs. This year systems have been changed to report on gross costs. This change accounts for the difference between the target (net) and the out turn (gross). Performance of £405 in 2003/2004 means that Denbighshire's gross unit cost for Care Home placements is less than the Welsh average of £419 in 2002/2003. As with 3.6a the data now reflects gross costs and this partially accounts for the difference between the target and actual performance.</p>							

NAWPI Code	Indicator Description	Welsh Comparative Data 02/03	Data 01/02	Data 02/03	Data 03/04	Target 03/04	Target Analysis	Target 04/05
The other contributing factor to the reduction in the unit cost is the exclusion of Community Living Schemes from this PI. During the year clarification was received that Community Living should not be incorporated into the indicator. This has had a significant impact on the indicator.								
3.6	b) home care.	b) £101		b) £ 84	b) £56	b) £70		b) £ 58
As above								
3.7	The rate of older people (aged 65 or over) helped to live at home per 1,000 population aged 65 or over.	101.76	*80.35	125.93	122.35	126		100
There is a slight reduction in the number of older people helped to live at home. It is the case that there is some under recording of activity on our IT system – particularly relating to the provision of meals on wheels and equipment. This problem will be addressed in 2004/2005. In spite of the data collection issue Denbighshire's performance is still significantly above the Welsh average. The definition for this performance indicator will change in 2004/2005 and a reduced target has been set to reflect the removal of certain types of assistance from the performance indicator.								
3.8	The rate of delayed transfer of care for social care reasons per 1,000 population aged 75 or over.	18.15	1.88	2.08	1.34	2.53		<2.53
3.9	The percentage of adult clients receiving a written statement of their needs and how they will be met.	87%	83%	97%	100%	97%		99%
3.10	The rate of assessments of people aged 65 and over per 1,000 population aged 65 or over.	146.27	186.16	164.01	178.65	165		170
3.11	The number of nights of respite care provided or funded by the Authority per 1,000 population aged 18 or over.	102.83	130.99	132.32	217.54	117		217

NAWPI Code	Indicator Description	Welsh Comparative Data 02/03	Data 01/02	Data 02/03	Data 03/04	Target 03/04	Target Analysis	Target 04/05
3.12	The percentage of children on the child protection register whose cases should have been reviewed that were reviewed.	72.8%	71.70%	80%	91.7%	95%		90%
There were 4 reviews that did not take place on time for this indicator. These reviews relate to 4 siblings whose review was late during the summer period when staffing pressures were particularly acute with vacancies and illness								
3.13b 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.	29.45	24.44	33.57	32.93	22		41
The target for the indicator was set 3 years ago prior to additional cases being transferred to the local authority under the Preserved Rights scheme and the abolition of Residential Care Allowance. The target for 2004/2005 has been calculated to take into account the additional cases transferred to the Authority. The target is to maintain a rate of 41 over the next 3 years which will be challenging given the ageing population profile in Denbighshire.								
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.	a) 5.18	a) 6.58	a) 10.07	a) 5.34	a) 10.7		a) 5.50
Whilst performance has reduced for this indicator Denbighshire remains just over the Welsh average for this PI. The main reason apparent reduction in performance relates to the fact that welfare rights activity is not being loaded onto Care.comm and therefore not featuring within this indicator this year. However, there are proposals from the Local Government Data Unit to remove 'indirect' services from this PI in the future.								
	b) learning disabled	b) 3.58	b) 0.86	b) 2.89	b) 3.59	b) 4		b) 3.72
There has been a steady increase in the number of people with a learning disability helped to live at home resulting in good performance moving us from below to above the Welsh average for the PI (based on 02/03 data)								
	b) with mental health problems.	c) 3.39	c) 0.15	c) 9.77	c) 4.75	c) 9.77		c) 5.00

NAW/PI Code	Indicator Description	Welsh Comparative Data 02/03	Data 01/02	Data 02/03	Data 03/04	Target 03/04	Target Analysis	Target 04/05
	The number of people with a mental health needs remains significantly above the Welsh average of 3.4 (02/03). The data for this PI includes support provided by Community Mental Health Teams and day services funded by Social Services. Data for 02/03 included welfare rights support from the Department's welfare rights team however, this has been excluded from 03/04 which partly explains the apparent reduction in this years out turn.							
3.15 Policy Agreement Indicator	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: a) children on the child protection register.	a) 99%	a) 100%	a) 99%	a) 98.1%	a) 100%		a) 100%
	The out turn for this indicator is based on social work allocation. The original target of 100% was set 3 years ago and would not have reflect that growing demands and recruitment and retention issues that have emerged. A consequence of aiming to achieve the targeted 100% has been that social workers have carried very high caseload ratios and as a consequence a proportion of looked after cases are co-worked by unqualified staff. Given the complexity of cases and care proceedings the allocation of high caseloads has a significant impact on recruitment and retention of staff. The Service is in the process of piloting a workload management tool which is likely to reduce caseloads for some staff and a reduced performance level for the percentage of Looked After Children with an allocated worker has been planned to reflect this							
	b) children looked after (exclude those children in group 'a' above).	b) 98.1%	b) 100%	b) 95%	b) 92.2%	b) 100%		b) 80%
As above								
	c) children in need (exclude those children in group 'a' and 'b' above).	c) 83.8%	c) no data collected	c) 69%	c) 62.4%	c) 100%		c) 70%
As above								
New Policy Agreement	For those children looked after whose second review (due at 4 months) was due in the year or had taken place, the percentage of above with a plan for performance during the year to 31 st March				No baseline data		NEW	60%

NAWPI Code	Indicator Description	Welsh Comparative Data 02/03	Data 01/02	Data 02/03	Data 03/04	Target 03/04	Target Analysis	Target 04/05
New Policy Agreement	Percentage of children looked after at 31 st March who have experienced one or more changes of school, which were not due to transitional arrangements or sixth form college				24%		NEW	20%
New Policy Agreement	Increase in number of child care places				4,314		NEW	4,506
4.2	Energy efficiency – the average SAP rating of Local Authority owned dwellings.	0.046	*52	*52	51.6	52		53
This indicator is just below target								
4.5 (NEW)	Local Authority rent collection and arrears:	Proportion						
	a) rent arrears of current tenants as a proportion of the Authority's rent roll.	a) 0.0268		a) 0.049	a) 0.0435	a) 0.039		a) 0.037
	b) rent arrears of former tenants as a proportion of the Authority's rent roll.	b) 0.020		b) 0.015	b) 0.015	b) 0.013		b) 0.013
	c) rent arrears of current and former tenants written off as not collectable as a proportion of the Authority's rent roll.	c) 0.0123		c) 0.024	c) 0.0040	c) 0.009		c) 0.0037

NAWPI Code	Indicator Description	Welsh Comparative Data 02/03	Data 01/02	Data 02/03	Data 03/04	Target 03/04	Target Analysis	Target 04/05
4.6	Proportion of homelessness applications on which the Authority makes a decision and issues written notification to the applicant within 33 working days.	0.876 Proportion	0.87	0.993	0.957	0.93		0.95
4.7	Average relet times for local Authority dwellings let during the financial year.	N/A	47 calendar days	53 calendar days	41.8 calendar days	46 calendar days		39 calendar days
4.10	Percentage of repairs completed within target time: a) classed as emergency b) classed as urgent	a) 89.5% b) 72.2%	a) 73.6% b) 74%	a) 92.4% b) 88.5%	a) 93.2% b) 89.7%	a) 95% b) 90%		a) 95% b) 90%
Performance on housing repairs has improved in 2004/04 and the Authority has exceeded the Welsh average for both emergency and urgent repairs. Internal Audit has prepared a report on outstanding issues which will be actioned.								
4.11	The average time taken to complete non-urgent responsive repairs.	N/A	62.28 days	54 days	43.3 days	50 days		42 days
4.12	Does the Authority follow the Commission for Racial Equality's code of practice in rented housing?	N/A	No	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?	N/A		a) Yes	a) Yes – Jan 04 b) Jan 04	a) Yes		a) Yes b) Quarterly basis

NAWPI Code	Indicator Description	Welsh Comparative Data 02/03	Data 01/02	Data 02/03	Data 03/04	Target 03/04	Target Analysis	Target 04/05
	c)What proportion of your tenants are covered by local or group-specific TPCs?	N/A		c) 0%	c) 0%	c) 5%		c) 5%
The implementation of group-specific TPCs has been delayed until Summer 04								
4.14	Effectiveness of co-coordinated 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.	444.8	New Indicator for 2002/03	1	5.8	Nil		5
Due to 70% increase in the number of applications and shortage of suitable permanent accommodation.								
4.15	Average rent lost per tenant through dwellings being left vacant during the financial year.	£77.35	New Indicator for 2002/03	£34.17	£28.91	£32.81		£29.07
New Policy Agreement	A reduction in the use of Bed and Breakfast accommodation for homeless families with children, except in emergencies				105		NEW	70
New Policy Agreement	Reduction in the average length of time people spend in temporary accommodation by all households during the period of the agreement				39 wks		NEW	33 wks
New Policy Agreement	Percentage reduction in energy use and carbon dioxide emission in the housing stock:-						NEW	

NAWPI Code	Indicator Description	Welsh Comparative Data 02/03	Data 01/02	Data 02/03	Data 03/04	Target 03/04	Target Analysis	Target 04/05
	a) Public Housing Stock				a) 648 tonnes			a) 400 tonnes
	b) Private Housing Stock				b) 0.94%			b) 1%

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.

BEST VALUE REVIEWS

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.

The Resources Directorate is leading on a review of Strategic and Financial Planning during 2004 – 2005

Statutory Performance Indicators

NAWPI Code	Indicator Description	Welsh Comparative Data 02/03	Data 01/02	Data 02/03	Data 03/04	Target 03/04	Target Analysis	Target 04/05
1.6	Exchequer The percentage of undisputed invoices which were paid in 30 days.	80.5%	92%	92%	91.5%	100% Set nationally		100% Set Nationally
The increase in volumes 128,177 to 165,884 over three years has an adverse effect in some areas on meeting the promptness targets								
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	N/A	No	Yes	Yes	Yes		Yes
11.3a	Speed of processing: a) Average time for processing new claims.	N/A	83 days	58 days	48.8 days	47 days		39 days
Local indicators show we are processing a higher percentage of claims more quickly however this indicator takes into account the number of days we have to wait to obtain all the relevant information from the customer and external agencies where we have no control								
11.3b	Speed of processing: b) Average time for processing notifications of changes of circumstances.	N/A	23 days	12 days	12.9 days	10 days		39 days
The recent changes to the benefits system has radically altered our way of working. Prior to April 2004 new claims have included all changes of address. However, with effect from 01.04.2004 new claims will only include claims where customers have moved into Denbighshire from another Authority. All changes of address within Denbighshire will now be recorded as changes of circumstances. An exercise has been carried out and this accounts for approximately 90% of our claims which will significantly increase the number of days taking to process changes of circumstances. Due to the late announcement of these changes it has been necessary to amend the targets for 04/05. We are still awaiting guidance from the Department for Work and Pensions regarding this indicator.								

NAWPI Code	Indicator Description	Welsh Comparative Data 02/03	Data 01/02	Data 02/03	Data 03/04	Target 03/04	Target Analysis	Target 04/05
11.3c	Speed of processing: c) Percentage of renewal claims processed on time.	69%	55%	70%	46%	70%		Renewal claims have been abolished
Renewal claims are being phased out and we are therefore putting all out resources into other areas to improve performance.								
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.	97%	98%	98.05%	99%	98.61%		98%
11.4b	Accuracy of processing: a) The percentage of recoverable overpayments (excluding Council Tax Benefit) that were recovered in the year.	48.5%	26%	40.63%	38%	38%		38%
1.7	Council Tax The percentage of council tax collected.	96.27%	93.69%	96.19%	96.79%	96.5%		97%
1.8	<u>NNDR</u> The percentage of non-domestic rates due for the financial year which were received by the Authority.	96.58%	88.82%	96.14%	97.54%	96.5%		97.5%

NAWPI Code	Indicator Description	Welsh Comparative Data 02/03	Data 01/02	Data 02/03	Data 03/04	Target 03/04	Target Analysis	Target 04/05
1.9	The percentage of senior management posts filled by women.	16%	20%	25%	25%	>25%		26%
DPAPI8	The percentage of senior management positions filled by women – P03 and above				31%		NEW	34%
1.10	The number of working days/shifts per Full Time Equivalent lost due to sickness absence.	12 days	13 days	12.4 days	11.5 days	11 days		10 days
The absence target of 11 days was not achieved with total days being 11.5. However, this was reduced by 1 day compared to last year which is a significant improvement and compares well with the Welsh average								
1.12	Ill health retirements as a percentage of the total work force.	0.52%	0.69%	0.36%	0.48%	0.6%		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.	1.66%	2.72%	2.6%	2.64%	>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.	0.96%	0.19%	0.31%	0.30%	0.6%		0.6%
The number of applicants from Minority Ethnic Communities is very low. Work will be done over the forthcoming year to understand how we can attract more applicants from within this Group								
DPAPI 5	Number of (under 25s) young people to have taken up the scheme for improving recruitment and retention in Denbighshire				14		NEW	20

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.

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 full 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.

Statutory Performance Indicators

NAWPI Code	Indicator Description	Welsh Comparative Data 02/03	Data 01/02	Data 02/03	Data 03/04	Target 03/04	Target Analysis	Target 04/05
DPAPI4 Policy Agreement	Number participating in the Healthy Living Initiative				650		New	682
9.1	Number of pupils visiting museums and galleries in organized school groups.	140,291	9,016	8,151	9,384	9,379		9,660
9.2	The number of visits to public libraries per 1,000 population.	4,377.12	5,946	6,113	6,509.73	6,300		6,600
9.3	Swimming pools and sports centres: The number of swims and other visits per 1,000 population.							
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?	N/A		No	Completed	Yes		N/A
2.1	Average GCSE/GNVQ points score of 15/16 year olds in schools maintained by the Authority.	39	39	40	38	40		40
There has been lower results in some subjects at different schools due to specific reasons, for example, staffing within the schools								

NAWPI Code	Indicator Description	Welsh Comparative Data 02/03	Data 01/02	Data 02/03	Data 03/04	Target 03/04	Target Analysis	Target 04/05
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.	49.7%	48%	52.0%	46.5%	56.8%		52.2%
Target was not met as some schools had set themselves very challenging targets. Absenteeism during examinations, that is, some pupils had left the area and others were absent for particular papers, were also a reason for low performance at two other schools								
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.	92.35%	91%	93%	90.17%	93%		91%
All schools attempt to achieve for all pupils at GCSE – hence the target set. The actual achieved reflects the positive effort of all schools and an alternative Vocational Curriculum at KS4 is being considered which will allow more pupils to succeed.								
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. c) Level 4 or above in the National Curriculum Key Stage 2 Welsh (first language) test. d)	a) 72.73%	a) 71.2%	a) 71.6%	a) 72.54%	a) 69.2%		a) 80.8%
		b) 79.41%	b) 74.6%	b) 76.8%	b) 77.44%	b) 67.6%		b) 77.4%
		c) 75%	c) 77.7%	c) 81.2%	c) 79.11%	c) 71.3%		c) 73.4%

NAWPI Code	Indicator Description	Welsh Comparative Data 02/03	Data 01/02	Data 02/03	Data 03/04	Target 03/04	Target Analysis	Target 04/05
	d) Level 4 or above in the National Curriculum Key Stage 2 Science test.	d) 85.49%	d) 79.3%	d) 82.9%	d) 85.89%	d) 71.4%		d) 78.3%
2.5	Percentage of 14 year olds in schools maintained by the Authority in the previous summer achieving: a) Level 5 or above in the National Curriculum Key Stage 3 Mathematics test. b) Level 5 or above in the National Curriculum Key Stage 3 English test. c) Level 5 or above in the National Curriculum Key Stage 3 Welsh (first language) test. d) Level 5 or above in the National Curriculum Key Stage 3 Science test.	a) 61.96% b) 61.38% c) 70.77% d) 67.14%	a) 63.7% b) 60.9% c) 67.8% d) 64.4%	a) 61.8% b) 63.1% c) 57.6% d) 69.9%	a) 67.53% b) 62.82% c) 74.78% d) 70.53%	a) 69.0% b) 67.0% c) 82.0% d) 66.0%		a) 77.0% b) 70% c) 73.0% d) 72.0%
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.	35.97%	35%	35%	34.88%	43.3%		42.8%

NAWPI Code	Indicator Description	Welsh Comparative Data 02/03	Data 01/02	Data 02/03	Data 03/04	Target 03/04	Target Analysis	Target 04/05
The Core Subject Indicator has been constant for the period 2001 – 2003. Pupils must gain Grade C or above for all three core subjects to achieve the CSI. Challenging targets were set but unfortunately specific areas were mainly responsible for non-achievement.								
2.7a Policy Agreement Indicator	a) Percentage of 15/16 year olds leaving full-time education without a recognised qualification.	3.08%	1.5%	2.0%	2.87%	0.9%		2.2%
The main reason given is that pupils had left the school and often the area during the last term of Year 11 – some reasons also included domestic violence and long term illness.								
2.7b Policy Agreement Indicator	b) Percentage of 15/16 year olds leaving full-time education without a recognised qualification in local authority care				29%		NEW	25%
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 b) for secondary schools c) for special schools	a) 0.32 b) 1.68 c) 3.45	a) 0.33 b) 1.24 c) 0	a) 0.89 b) 1.47 c) 0	a) 0.51 b) 1.43 c) 0	a) 1.0 b) 1.07 c) 0		a) 0.34 b) 0.64 c) 0
2.11	The percentage of permanently excluded pupils attending: a) Less than Ten hours a week of alternative tuition	a) 56.5%	a) 0%	a) 0%	a) 7.1%	a) 0%		a) 0%

NAWPI Code	Indicator Description	Welsh Comparative Data 02/03	Data 01/02	Data 02/03	Data 03/04	Target 03/04	Target Analysis	Target 04/05
	b) Between ten and twenty five hours a week of alternative tuition	b) 33.5%	b) 21.43%	b) 0%	b) 92.9%	b) 0%		b) 75%
	c) More than twenty five hours a week of alternative tuition	c) 10.1%	c) 78.57%	c) 100%	c) 0%	c) 100%		c) 25%
<p>The pupils receiving less than 10 hours per week of alternative tuition are doing so as a stop gap measure as their needs are complex and they cannot be accommodated at this point in a mainstream setting. The bulk of students that are receiving 10 – 25 hours per week have either returned to mainstream school or are receiving an alternative package in a pupil referral unit. No pupils receive more than 25 hours per week</p>								
2.12	The percentage of primary school classes with more than 30 pupils in years: a) Reception to two inclusive b) Three to six	a) 2.62% b) 14.12%	a) 2.7% b) 9.7%	a) 2.0% b) 12.2%	a) 3.45% b) 14.52%	a) 2.0% b) 8.0%		a) 2.0% b) 8%
<p>The target has not been achieved due to the fluctuation of pupil numbers in schools at the time of data collection. The target for the next financial year will therefore stay at 2% and 8%</p>								
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 of Practice. i) prepared within 18 weeks	a) 1893 b) 70.2%	a) 52 b) 23%	a) 103 b) 24.3%	a) 64 b) 81.3%	a) 97 b) 100%		a) 92 b) 90%

NAWPI Code	Indicator Description	Welsh Comparative Data 02/03	Data 01/02	Data 02/03	Data 03/04	Target 03/04	Target Analysis	Target 04/05
	ii) finalised within 26 weeks	bii) 72.2%		bii) 46.6%	bii) 91.8%	bii) 100%		bii) 90%
<p>There has been a major improvement in performance in 2003/04 from 24.3% to 81.3% and 46.6% to 91.8% respectively. Although the Authority's ambitious targets were not achieved, our performance significantly exceeded the All Wales Comparative Data figures. A more realistic target has been set for 04./05.</p>								
2.14 Policy Agreement Indicator	The percentage of attendance, those present or on approved educational activities, in secondary schools.	89.85%		89.8%	90.02%	89.8%		90.5%

**SUMMARY – DENBIGHSHIRE COUNTY COUNCIL'S
IMPROVEMENT PLAN 04/05**

Denbighshire County Council's Improvement Plan 04/05 was published on the 31 July. It is available on the website www.denbighshire.gov.uk and can also be viewed at the Council's main offices, One Stop-shops and libraries. The Improvement Plan shows the Council's performance against targets for last year and gives the priorities for 2004/05.

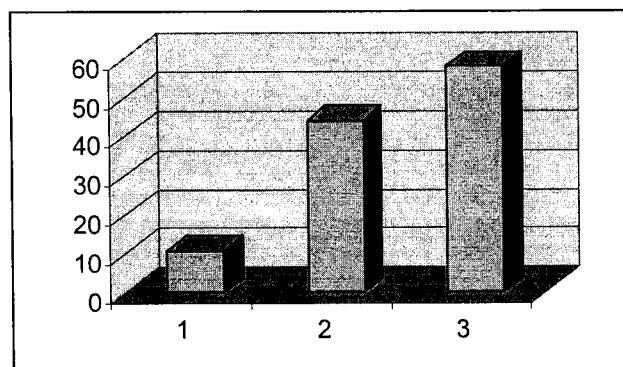
Over the past year there have been many positive steps forward towards achieving the agreed Corporate Priorities.

The headlines:

**WE AIM TO PROVIDE THE SERVICES THAT THE PEOPLE OF
DENBIGHSHIRE WANT**

- One-stop shops have been further developed with new ones now open at St Asaph and Rhuddlan, and one planned for Ruthin in 2004/05
- Four area partnership managers are in post, local people have been given the chance to say what they want in their local areas and the Community Strategy has been agreed
- The % of looked after children starting out with a Care Plan in place has consistently improved over the last three years

Percentage of Children With A Care Plan In Place 01/02 – 03/04

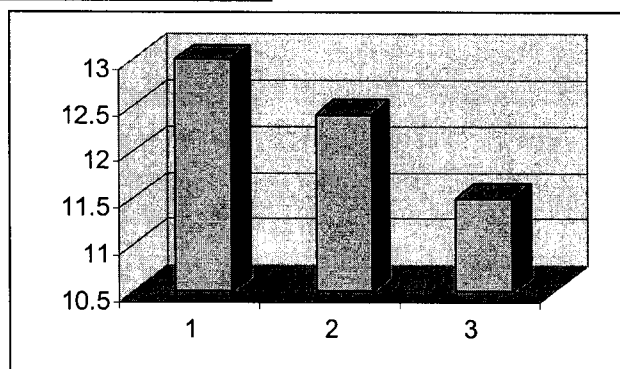


- In March 2001 it took an average 121 days to process a new benefit claim, this reduced to an average of 49 days in 2003
- The % of Special Educational Need statements prepared within 18 weeks has increased from 38% to 86% in a year

WE WILL OBTAIN AS MUCH MONEY AS POSSIBLE FOR DENBIGHSHIRE AND USE IT WISELY

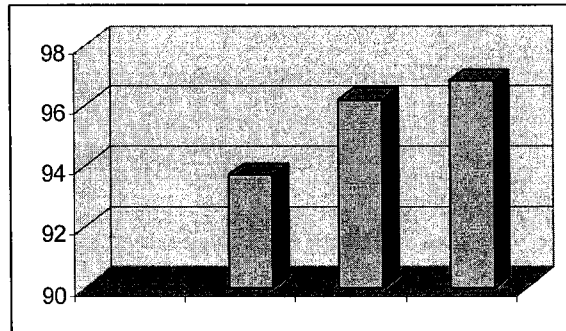
- The Denbighshire Objective One Local Partnership has secured over £18m of which £8m has part funded Council run projects
- With £2.75m of capital receipts 92% of the £3m target has been met and regular meetings of the Asset Management Committee and Group continue
- Staff absence levels have reduced by 1 day per person from 12.4 days to 11.5 days, a reduction of one and a half days since 2001/2002.

Staff Absence Levels 01/02 – 03/04



- The target to build reserves by March 2005 has already been met, a year ahead of target
- The Council Tax collection rate has improved to 96.79% from 93.69% since 2001/2002, taking it from the bottom to the top quartile in Wales

Council Tax Collection Rates 01/02 – 03/04



- Over two years Council Tax arrears has been reduced by over £3m

WE WILL INVEST IN COUNCILLORS AND STAFF

- The corporate training budget has increased by £100k for staff and 25k for Members. As a result of this 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 specific recruitment and retention problems
- A further eight young people have been employed on apprenticeship schemes and the Council now also uses the National Graduate Scheme

WE WILL IMPROVE THE IMAGE OF DENBIGHSHIRE

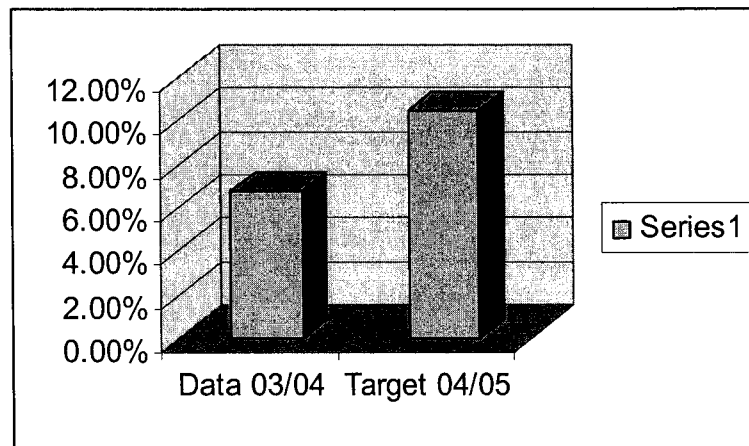
- An extra £130k has been provided for public conveniences. The Golf Road and Town Hall blocks in Rhyl have been significantly improved
- £270k has been provided for image improvement
- The CCTV service monitored 59 cameras in Rhyl and Prestatyn. 594 incidents were reported to North Wales Police, which has contributed to lowering crime figures
- The kerbside recycling contract has been serving 22,000 households since December 2003
- The Denbighshire Objective One Tourism and Marketing Project is the only one of its kind in Wales and contributed to a 7% increase in tourist expenditure and a 2% increase in visitor numbers

The Improvement Plan also details the planned actions for 2004/2005 to improve:-

At a corporate level - Managing Financial Resources, Human Resources, Project Management, Performance Management, Procurement, Risk Management and Communication and Consultation.

At a service level:- Regeneration, Environmental Health and Trading Standards, Management, Highways Maintenance, Traffic Management and Road Safety, Property and Asset Management, Vehicle Management and Maintenance, Grounds Maintenance, Private Sector Housing, Children's Services, Services for Older People, Housing Strategy, Homelessness and School Performance and how progress will be measured and monitored.

Percentage of Municipal Waste recycled or reused



If you would like further details please contact the Corporate Performance Management Unit on 01824 706161/6116 or e-mail janette.ogden@denbighshire.gov.uk

MEMBERS SURVEY

QUESTION 1

WHAT WERE THE THREE MAIN ISSUES ABOUT LOCAL SERVICES/FACILITIES WHICH THE PUBLIC RAISED WITH YOU DURING THE ELECTION PERIOD (E.G. SERVICE PERFORMANCE, INSUFFICIENT SERVICE/FACILITIES QUALITY)?

MEMBERS RESPONSE

- GRASS CUTTING/WEEDING AND FREQUENCY OF SERVICE
- GENERAL POOR STATE OF FOOT PATHS AND ROAD SURFACES ESPECIALLY ON HOUSING ESTATES
- NOT ENOUGH FACILITIES FOR THE YOUNG PEOPLE
- POOR PUBLIC CONVENIENCES IN DENBIGH
- RURAL TRANSPORT
- AFFORDABLE HOUSING
- PARKING PROBLEMS
- RIVERSIDE PARK DERELICT FOR 3 YEARS
- LLANGOLLEN LEFT OUT ON A LIMB
- OBJECTIVE ONE MONEY NOT COMING TO DENBIGHSHIRE
- TO MAKE PRICES AVENUE AND PENWILFA CROSS ROADS TO MELIDEN ONE WAY ROADS
- TRAFFIC CALMING FFORDD FYNNON
- TO CLEAN UP AREA – LITTLE ROADS AND PATHWAYS BETWEEN BUNGALOWS AND HOUSES
- LACK OF RESPONSE FROM OFFICES ON DAY TO DAY ENQUIRIES AND COMPLAINTS
- RECYCLING - BLUE BOXES/COST OF BLUE BAGS
- LITTER – LITTER BINS
- STREET CLEANSING SCHEDULE – WHICH STREETS?
- MORE FIRST TIME HOUSES – PRIVATE
- RURAL ROADS AND VERGES NOT KEPT VERY WELL
- BETTER PLAYING FIELDS
- LEVELS OF COUNCIL TAX AND BUSINESS RATES
- ANTI SOCIAL BEHAVIOUR OF SOME RESIDENTS (E.G. GRASS CUTTINGS ON FOOTWAYS)
- LACK OF COUNTY COUNCIL ACTION
- INCREASING COST OF COUNCIL TAX
- LACK OF AFFORDABLE HOUSING
- LITTER – DOG FOULING
- CAR BOOT SALE – RHYL
- NO CONSIDERATION GIVEN TO THE INCREASING NUMBER OF ELDERLY WHEN: MOVING BUS STOPS OR SELECTING PARKING AREAS WHERE THE PASS CAN BE USED

- POOR SELECTION OR PROPERTY FOR THE ELDERLY BOTH IN THE OWNERSHIP SECTOR AND THE RENTAL
- FFRITH
- TESCOS
- COUNCIL TAX – DISPARITY BETWEEN SPENDING BY THE COUNCIL IN PRESTATYN COMPARED TO OTHER PARTS OF DENBIGHSHIRE
- FESTIVAL GARDENS – SHOULD BE KEPT FOR THE PEOPLE NOT SOLD OFF
- RATES TOO HIGH – MONEY BEING SPENT ON IN OTHER AREAS AND PRESTATYN MISSING OUT
- TESCO – TOWN ON HOLD AND LOOKING VERY NEGLECTED AT BOTTOM END
- PUBLIC ARE WORRIED THAT TESCOS WILL CAUSE SMALL SHOPS TO CLOSE
- RENTAL OF PROPERTIES – STATE OF LAND AROUND COUNCIL HOUSED AND OPEN SPACES
- UPGRADE OF RHYL TOWN CENTRE
- CLEAN STREETS AND TOILET FACILITIES
- CULLING OF SEAGULLS
- SERVICE PERFORMANCE
- POOR SERVICE (IN DELIVERY)
- NEVER FINISH A JOB – STREET CLEANING
- RE-THINK CONTRACTS
- HOUSING DEVELOPMENT
- TRAFFIC FLOWS
- WHEELIE BINS
- HOUSING
- STREETS/HIGHWAYS
- CLEANING
- QUALITY PERFORMANCE OF DENBIGHSHIRE COUNTY COUNCIL – PR NEEDS IMPROVING
- LIGHTING
- LOW STANDARD OF GRASS CUTTING – GRASS LEFT IN CLUMPS
- PUBLIC CONVIENIENCE HENLLAN LEFT IN A DANGEROUS DERELICT STATE
- DEVELOPMENT OF HOUSES ON THE PLAS NEWYDD SITE AND PROPOSED SCHOOL
- BUS TIMETABLES AND POOR LINKAGE
- A RANGE OF COMMUNITY ISSUES
- HEAVY TRAFFIC ON HIGH STREET – SAFETY
- LACK OF CAPITAL INVESTMENT IN SOME TOWNS

QUESTION 2

WHAT ARE THE THREE MAIN ISSUES WHICH YOU HAVE IDENTIFIED ABOUT SERVICES/FACILITIES?

MEMBERS RESPONSE

- NEED BETTER PR WITH THE CUSTOMER
- STREET CLEANING
- HOUSING
- HIGHWAYS
- TRAFFIC
- EMPLOYMENT / LEISURE BALANCE
- COMMUNITY SERVICE
- STREET LIGHTING
- RHYL STREETS SHOULD BE AS CLEAN AS STREETS IN RUTHIN
- PAVEMENTS NEED URGENT REPLACEMENTS
- TRAFFIC CALMING
- POLICE PRESENCE
- FOOTPATH IN ABERCHWILER FROM THE PLAYING FIELDS TO THE BRIDGE
- HOPE THAT ISSUES RAISED IN QUESTION ONE WILL BE TOP OF THE LIST OF ISSUES
- YOUTH WORK IN THE 3 COMMUNITIES
- WHEN MAINTENANCE IS CARRIED OUT IT IS NOT CHECKED (HAS IT BEEN DONE CORRECTLY)
- DOG FOULING NEEDS TO BE ADDRESSED PROPERLY
- POOR ACCESS TO PUBLIC BUILDINGS FOR THE DISABLED – RAMPS, DROPPED CURBS FOR WHEELCHAIR AND SCOOTER USERS.
- SCRUFFY ENTRANCE TO POLLING STATION
- PUBLIC CONVENIENCES (LACK OF AT KEY VENUES)
- RARE INSTANCES OF SOME SECTIONS OF STAFF WITH LACK OF MOTIVATION AND ENTHUSIASM (ESPECIALLY AT FESTIVAL GARDENS – DESPITE LACK OF RESOURCES)
- LEISURE FACILITIES NEED INVESTMENT – POOR CONDITION IN NEED OF AN UPGRADE
- THE COUNCIL IS IN DIRE NEED OF AFFORDABLE HOUSING
- THE COUNCIL STOCK NEEDS TO BE BROUGHT UP TO A HEALTHY STANDARD.
- RURAL ROADS – MAINTENANCE, GRITTING ETC.
- COUNCIL TAX – TOO EXPENSIVE
- LACK OF POLICE PRESENCE
- IMPROVED DELIVERY OF: GRASS CUTTING, VERGES AND FOOTPATHS
- PROVISION FOR BETTER FACILITIES FOR YOUNG PEOPLE (E.G. SKATEBOARD PARK)
- IMPROVED HIGHWAY MAINTENANCE
- CAR PARKING AND USAGE CHANGE ON SUNDAYS WHEN PEOPLE ARE ATTENDING CHURCH AND CHAPELS
- HOUSING
- EDUCATION
- UP KEEP OF PROPERTIES
- LACK OF COMMUNICATION ON VENUES OF MEETINGS
- TENANTS DO NOT ADHERE TO THEIR TENANTS AGREEMENT
- AFFORDABLE HOUSING

- EDUCATION BUDGET
- FLY TIPPING
- GRASS CUTTING – DISPOSAL OF GRASS/LEAVES
- RUBBISH LEFT OUT FOR BIN MEN LEFT TO ROT ON PATHWAYS
- WHEELIE BINS
- PARKING RESTRICTIONS BEING IGNORED
- NO CONCESSIONS AT THE RIGHT PRICE FOR RESIDENTS OR THE LONG STAY CAR PARKS ARE FULL, WORKERS NOT HAVING A CHEAP OPTION TO PARK AND RESIDENTS NOT BEING ABLE TO PARK FOR 20 MINUTES TO GO SHOPPING
- POLICE PARKING ENFORCE THE LAWS – MORE SPACES
- RIVERSIDE PARK REGENERATION
- ROAD REPAIRS
- REDUCE DUPLICATION – ENSURE THAT DIFFERENT DEPARTMENTS ARE NOT WORKING ON THE SAME ISSUE
- FIND WAYS TO IMPROVE SERVICES BUT AT A REDUCED COST
- IDENTIFY SHORTFALLS THAT ARE BASED ON PERCEPTION RATHER THAN ACTUALS, PERCEPTIONS ARE SOMETIMES EASIER AND CHEAPER TO FIX
- MORE ACTIVITIES/PLACES OF INTEREST FOR THE YOUNGSTERS ESPECIALLY AT NIGHT
- PUBLIC CONVENIENCES (STATE OF PUBLIC CONVENIENCES TO BE ADDRESSED)
- COMPLAINTS ARE NOT HANDLED PROMPTLY, EFFECTIVELY, HONESTLY OR SENSITIVELY
- STRUCTURE OF SOCIAL SERVICES DOES NOT WORK EFFECTIVELY – COMMUNICATION BETWEEN DEPARTMENTS IS POOR
- REFERRALS FROM DOCTORS OR NURSES ARE BEING IGNORED
- COMPLAINTS SHOULD BE MONITORED BY A COMMITTEE OF EITHER COUNTY CLERKS/CHIEF EXECUTIVE OFFICERS AND A CABINET MEMBER
- ELDERLY CARRYING BLUE (AWKWARD AND SOMETIMES HEAVY) BINS TO PATHWAY
- YOUTHS TAKING ITEMS FOR RECYCLING OUT OF BINS
- COMMUNITY CENTRES (LACK OF)
- LACK OF CONSTRUCTIVE CONSULTATION BETWEEN COUNTY AND COMMUNITY COUNCILS
- CHARGING OF DISABLED PARKING
- HIGHWAYS, LOCAL TRANSPORT
- COMMUNITY ISSUES
- WHO IS RESPONSIBLE FOR THE APPEARANCE RHYL TOWN
- BETTER MAINTENANCE OF PAVING, CEMETERIES AND FOOTPATHS

Report to: Cabinet

Cabinet member: Lead Member for Health and Wellbeing
Lead Member for Finance

Date: 20 July 2004

Subject: Improving the Housing Stock

1. Decision Sought

For Cabinet to

1.1 agree the process for finalising the Council's approved option for improving the housing stock

1.2 give retrospective approval to an exemption under paragraph 35.2 (d) of the Contract Procedure Rules to enable an independent due diligence review of the costs of Stock Transfer to be undertaken

2 Reason for Seeking Decision

2.1 Introduction

2.1.1 The Welsh Assembly Government requires all Councils to set out how they would bring their homes up to "Welsh Housing Quality Standard" by 2012. This standard ensures that all Council homes are repaired properly, have modern kitchens and bathrooms, efficient heating and insulation and are safe and secure. The Council has endorsed this standard.

2.1.2 Condition surveys have shown that £53m is required to enable Council homes in Denbighshire (currently around 3800) to be improved to this standard.

2.1.3 The Council has spent over 3 years, with tenants, assessing potential options for delivering the required housing improvements. A range of options were initially considered including PFI and transfer to an existing housing association, as well as Housing Stock Transfer. Eventually two lead options were identified. These were Housing Stock Transfer to a newly formed housing company (Dyffryn Community

Housing) and, following the new borrowing powers enacted in the Local Government Act 2003, Prudential Borrowing.

2.1.4 The Council, at its meeting on 3rd February, 2004, adopted Stock Transfer to Dyffryn Community Housing as its preferred option to fund improvements to the Housing Stock.

2.1.5 Subsequent reports to the Cabinet have confirmed the proposed timetable for formal consultation with tenants on Stock Transfer and outlined the financial position in relation to the costs of transfer, ongoing costs for the Council, liabilities at the time of transfer together with revised Housing Revenue Account (HRA) budget provisions to deal with these issues.

2.1.6 The estimated costs of the actual transfer process are set out at Appendix I, showing the relevant calculation at March 2004, and the updated costs at July 2004. The funding of these costs, and consequent impact on the Council's budget, varies critically with different scenarios. Key variables are set out in the notes to Appendix I.

2.1.7 Clarification has been received from the Welsh Assembly Government (WAG) and from legal and financial advisors on several complex matters (for example the treatment of housing resources at various points in the potential transfer process). There are still some matters requiring further investigation, however, and contingency arrangements are being explored. In particular, greater detail on the costs of liabilities such as pension back-funding and environmental warranties are anticipated during August. Further clarification from WAG is also anticipated in relation to the permissible funding of some costs.

2.1.8 It is the case that calculation of the potential costs (and potential windfalls) arising from Stock Transfer will continue to fluctuate, and an element of financial uncertainty will continue to be a risk factor for the Council. Since the Council adopted Housing Stock Transfer as its preferred option in February 2004, this has already been evident. For example :

i) the "worst case scenario" impact on the Council Fund has moved from the projection presented in February of £692k to £984k per annum for the 5 years after stock transfer to a projection now of £710k to £894k per annum for the 5 years after transfer;

ii) the anticipated capital windfall (arising from a share of the value of Right to Buy sales post transfer), has become uncertain.

This is shown in more detail in Appendix II.

2.1.9 The funding of such a major improvement programme is inevitably a highly complex undertaking with major implications for the Council's budgets and operations as a whole. The method of taking it forward also has major implications for tenants, many of whom are on low incomes. It is therefore a highly significant decision, which should not be rushed. Delaying decision-making, however, reduces the capacity to deliver the required improvements by 2012, delay itself has financial implications and strains the patience of tenants, many of whom are elderly, for whom this has already been a long drawn out affair.

2.2 Next steps

2.2.1 Particularly bearing in mind the fact that half the Cabinet, and over half of the Council are new, it is proposed that a series of seminars are held over the summer to enable members to be fully briefed, prior to submission of papers for consideration by Scrutiny Committees in September, a formal recommendation by Cabinet in September and a decision by Council in September/October. As it stands, it would be planned to bring the following reports forward then:

- the "Formal Offer Document" to be distributed to tenants for comment
- latest estimates of the costs of Housing Stock Transfer- pre and post ballot
- ongoing costs on the Council Fund if housing stock transfer goes ahead
- liabilities to be met after transfer and funding of these costs
- revised HRA budgets- capital and revenue
- options appraisal in relation to the possible transfer of the In-House Repairs Service

2.2.2 To assist members, the table attached as Appendix III rehearses the main advantages and disadvantages of Stock Transfer and Prudential Borrowing. It illustrates the complexity of the issues considered by the Council previously and facing the current Council. Each option is both attractive and unpalatable for different reasons.

2.2.3 Appendix IV shows the outline timetable involved in Housing Stock Transfer.

2.2.4 Given current gaps in information, and continuing uncertainties about the scale of ongoing costs, liabilities and funding mechanisms, work will continue over the summer to improve accuracy. This will include the completion of work by Deloitte and Touche to undertake Due Diligence work to reduce the risk of further unforeseen costs and liabilities. Retrospective approval of an exemption to the Contract Procedure Rules is requested as reflected in paragraphs 1.2 and 8.2.

3 POWER TO MAKE THE DECISION

Housing Act 1985

Paragraph 9.1 (a) of the Contract Procedure Rules

4 COST IMPLICATIONS

4.1 Both Housing Stock Transfer and Prudential Borrowing have extensive financial implications which have been the subject of previous reports to Cabinet and which will be explained during the summer seminars and in planned papers for Scrutiny, Cabinet and Council

4.2 The appointment of Deloitte and Touche to undertake Due Diligence work will cost £22.5k, to be funded as a cost of transfer.

5 FINANCIAL CONTROLLER STATEMENT

5.1 Work that has been commissioned with Deloitte and Touche will assist in reducing the risk of further unforeseen costs and liabilities being identified as Stock Transfer proceeds. The purpose of the Due Diligence is to seek to assess the impact of the Housing Stock Transfer on the Council as accurately as possible, as well as identifying the risks and uncertainties that are inherent in the process. Costs and liabilities included in planned papers for Scrutiny, Cabinet and Council will thus be more robust.

6 CONSULTATION CARRIED OUT

The Leader and Deputy Leader have been consulted, together with the Chief Executive, and the Corporate Directors for Resources and Personal Services. All support the decision sought.

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

Improvements to the housing stock would confer many advantages to tenants and communities- to health and wellbeing, the management of anti-social behaviour, the development of better housing options for older people, economic regeneration. The potential ways of achieving improvements, however, have a range of different policy impacts, as shown in Appendix III.

8 RECOMMENDATION

That Cabinet

8.1 agrees the process for finalising the Council's approved option for improving the housing stock

8.2 gives retrospective approval to an exemption under paragraph 35.2 (d) of the Contract Procedure Rules to enable an independent due diligence review of the costs of Stock Transfer to be undertaken.

APPENDIX I

STOCK TRANSFER

- BEST ESTIMATE OF COSTS

	Estimates as reported on 23/3/04	Latest Estimates as at 20/7/04
	£	£
Pre-Ballot Costs	469,000	532,400
Statutory Consultation and Ballot Costs	102,000	104,100
Post-Ballot - Set Up Costs	1,206,000	1,206,000
Post-Ballot - Council Costs	246,000	246,000
	<hr/>	<hr/>
	2,023,000	2,088,500
Contingencies :		
Post-Ballot - Set Up Costs	250,000	250,000
Post-Ballot - Council Costs	450,000	450,000
	<hr/>	<hr/>
TOTAL STOCK TRANSFER COSTS	2,723,000	2,788,500

NOTES

1. If the ballot of tenants is in favour of stock transfer, all the above costs will be met by WAG, provided that actual costs rather than estimates are provided.
2. If the ballot of tenants is against stock transfer, up to 50% of eligible pre-ballot costs will be met by WAG.
3. If the Council chooses not to proceed to ballot, all pre-ballot costs incurred must be met by the Council, unless the Council has a very good case for not proceeding to ballot, in which case WAG may fund some of the costs.
4. If the housing stock valuation falls below the latest estimate of costs above, WAG may recover its funding of these costs by reducing the share of future right to buy receipts which the Council would receive after stock transfer shown at Appendix II. This is a real potential impact. The valuation of the housing stock is thus critical.

**Appendix II
Stock Transfer - Ongoing Costs to the Council
Worst Case Scenario**

Position at 20 July 2004

	2005/6 £000	2006/7 £000	2007/8 £000	2008/9 £000	2009/10 £000
Revenue costs :					
Housing services	278	286	295	304	313
Other costs	8	-48	-46	-45	-44
Support services	705	727	748	770	795
Less : recharges to Dyffryn/TUPE	-454	-468	-482	-431	-445
Less : savings in support services	-7	-7	-7	-7	-7
	<u>244</u>	<u>252</u>	<u>259</u>	<u>332</u>	<u>343</u>
Contract services	180	185	191	274	282
Total revenue cost impact on DCC	<u><u>710</u></u>	<u><u>675</u></u>	<u><u>699</u></u>	<u><u>865</u></u>	<u><u>894</u></u>
Capital income :					
Usable capital receipts balance	0	0	0	0	0
Right to buy sales - receipts from Dyffryn	?	?	?	?	?
RTB mortgage principal repayments	-25	-25	-25	-25	-25
Total capital income received by DCC	<u><u>-25</u></u>	<u><u>-25</u></u>	<u><u>-25</u></u>	<u><u>-25</u></u>	<u><u>-25</u></u>

Position at 27 January 2004

	2005/6 £000	2006/7 £000	2007/8 £000	2008/9 £000	2009/10 £000
Revenue costs :					
Housing services	158	163	168	173	178
Other costs	60	24	26	29	31
Support services	462	609	629	646	666
Less : recharges to Dyffryn/TUPE	-95	-131	-136	-140	-144
Less : savings in support services	-7	-7	-7	-7	-7
	<u>360</u>	<u>471</u>	<u>486</u>	<u>499</u>	<u>515</u>
Contract services	115	238	245	253	260
Total revenue cost impact on DCC	<u><u>693</u></u>	<u><u>896</u></u>	<u><u>925</u></u>	<u><u>954</u></u>	<u><u>984</u></u>
Capital income :					
Usable capital receipts balance	?	0	0	0	0
Right to buy sales - receipts from Dyffryn	-2,122	-1,020	-975	-927	-876
RTB mortgage principal repayments	-25	-25	-25	-25	-25
Total capital income received by DCC	<u><u>-2,147</u></u>	<u><u>-1,045</u></u>	<u><u>-1,000</u></u>	<u><u>-952</u></u>	<u><u>-901</u></u>

NOTE :

The actual level of receipts from Dyffryn in relation to right to buy sales which occur after stock transfer is dependent on the valuation. If the valuation falls below the latest estimate of costs at Appendix I, WAG may recover its funding of these costs by reducing the share of future right to buy receipts which the Council would receive after stock transfer. This is a real potential impact. The valuation of the housing stock is thus critical.

IMPROVING THE HOUSING STOCK - HOUSING STOCK TRANSFER AND PRUDENTIAL BORROWING COMPARED

Housing Stock Transfer

Pros

- Rapid progress could be made with the housing improvements required with positive benefits on health and wellbeing
- The level of rent increase for tenants (50% by 2012) is less - and a rent guarantee is provided for 5 years- a guarantee which the council cannot provide
- The authority will benefit from the economic impact of a guaranteed capital programme
- Developments will be taken forward with high levels of tenant involvement
- Tenants have a formal say in deciding whether to proceed with HST or not
- Council's housing and building maintenance staff potentially part of exciting new organisation
- Creation of Dyffryn Community Housing would give energetic input from a new organisation dedicated to delivering the housing improvements
- Risk to Denbighshire County Council minimised (ie liabilities are capped), but with impact on the rest of the authority

Cons

- Ongoing revenue costs to the council of £710k to £894k per year, unlikely to reduce below £300k
- These ongoing revenue costs will fall on the Council taxpayer
- Housing Stock Transfer assumes that investment in Council housing is the priority. The funding could be used for other priorities (for example a revenue stream of £700k p.a. could support £7m capital investment or reduce Council Tax increases)
- Post transfer liabilities of an estimated £2.4m - for which secure funding sources have yet to be confirmed
- Potential dislocation between housing services and other housing related services eg homelessness, allocations, adaptations, Housing Benefit, welfare rights- most of which will remain statutory responsibilities on the Council
- Benefits of internal working relationships not there (eg corporate parenting, housing and care developments for older people, anti-social behaviour) - all will have to be negotiated with third party
- If Dyffryn's business plan goes wrong, could be required to merge with other organisations (though track record of other housing associations shows this is very rare occurrence)
- Strategic direction of Dyffryn and the Council could diverge over time as Dyffryn is separate organisation (though this could be managed via the management agreement)
- Council does not have control

Other factors

- Council will have to invest further in its strategic housing function to ensure adequate monitoring of Dyffryn's performance and to ensure other aspects of housing agenda are taken forward

Prudential borrowing

Pros

- Council retains larger base of operations against which to apportion fixed costs
- Creative use of Council resources to support borrowing
- Housing stays in Council's ownership and control
- Tenants pay for improvements to their houses, not Council taxpayers
- Tenants enjoy consistency, continuity, stability and security with the Council-familiarity
- Tenants continue to have direct access to elected members
- Still a Council service, so all the benefits of close internal working relationships and responding to corporate issues apply
- No dislocation between housing services and related statutory and other services eg homelessness, allocations, Housing Benefit, welfare rights
- Stock is improved, with related health and wellbeing benefits
- The authority will benefit from the economic impact of an increased capital programme, though the size of this will not be subject to the same level of guarantee as with HST

Cons

- Council takes on a £50m+ debt in addition to retaining existing debt
- Very much higher levels of rent increase involved to meet Welsh Housing Quality Standard (currently estimated at 100% by 2012) and higher arrears possible
- Has disproportionate effect on those **not** eligible for Housing Benefit (56% of tenants receive benefits and will therefore not pay anything)
- Difficulties of implementing the rent increases involved could lead to delays in the capital programme planned
- Opposition to the rent increases involved could lead to increased take-up of Right to Buy, thereby reducing the size of the housing stock even further. If the cost of repairs does not reduce proportionately, there could be a disproportionate increase for remaining tenants.
- Some parts of the housing stock (eg sheltered housing) likely to become increasingly hard to let (especially in the period before improvement)
- Additional staff required eg to monitor rental income and to promote welfare rights take-up
- Tenants have less say in housing management- including no right to be consulted on whether the Prudential Borrowing route is chosen
- Size of housing stock is reducing, so level of service must reduce eventually
- Promotes "dependency culture" ie dependency on benefits at a time when public policy is to promote independence
- Way of raising capital are potentially exposed to interest rate movements (eg if there was an increase in interest rates, the cost of the whole project would increase with consequent impact on either rent levels or the size of the capital programme). This is also a risk under housing stock transfer, but rent increases would be guaranteed for the first 5 years after transfer occurs to be no more than inflation plus £1.50 per week. Rent increases under stock transfer are not guaranteed from year 6 onwards

- Needs to be consultation with WAG and the Audit Commission to agree the Business Plan- unclear if they will agree
- Council Housing Services and Building Maintenance functions would have to be streamlined and restructured to a) maximise availability of revenue to support borrowing and b) to put in place the infrastructure to deliver the housing improvement programmes

Other

- Council will have to invest more in strategic housing function to ensure other aspects of housing agenda are taken forward (eg affordable housing)

Housing Stock Transfer- outline process and timetable

- Stage 1 - Formal Consultation and Formal Offer Document to be sent to tenants (minimum 28 day period, earliest possible date 18th October 2004 to 12 November 2004)
- Council meeting to consider responses to Stage 1 - November 2004
- Stage 2 - Offer and ballot (earliest possible dates 22 November 2004 to 10 December 2004)
- Ballot result - 10 December 2004 (earliest date)
- Council approval of transfer - December 2004
- Process to formalise staffing, funding, legal arrangements - January 2005 to July 2005
- Earliest possible date of transfer - July 2005

Report to: Cabinet

Cabinet Member: Councillor P A Dobb, Lead Member for Health and Wellbeing
Councillor M A German, Lead Member for Children and Young People

Date: 20 July 2004

Subject: Progress in Implementation of Joint Review Action Plan

1. Decision Sought

1.1 For Cabinet to approve amendments to timescales and note risk areas arising from monitoring of the Joint Review Action Plan.

2. Reason for Seeking Decision

2.1 Denbighshire's delivery of its Social Services functions were subject to "Joint Review" by the Social Services Inspectorate (Wales) and the Audit Commission between January and March 2003, with the formal report published in September 2003. The Joint Review concluded that Denbighshire was "serving some people well, with uncertain prospects for improvement."

2.2 Cabinet adopted the Action Plan arising from the Joint Review in December 2003. Two versions were adopted - a 3-year Management Action Plan with over 50 main actions, and a Summary Action Plan, which focussed more on the difference we expected the plan to make to service users. As part of the adoption process, it was agreed that Cabinet would monitor implementation of the Plan on an exceptions basis.

2.3 The first monitoring report has been collated and senior officers of the Department will be meeting representatives of the Audit Commission and the Social Services Inspectorate Wales for a follow-up visit on July 13th.

2.4 A comprehensive internal exercise has been undertaken to monitor progress in 2003/04 against the detailed Management Action Plan and the Summary Action Plan. This showed a high level of compliance with key tasks and processes both in terms of work undertaken to meet 2003/04 targets and work in train to meet 2004/05 targets.

2.5 The main areas in which progress is currently behind target, with proposed remedial actions, are:

Programme	Progress
Older People	
Upgrade of local authority sheltered housing started by April 2005	Timescale now unlikely to be met, linked to Council decisions on Improving the Housing Stock. Likely revised timescale is 2005/06 whether via Housing Stock Transfer or Prudential Borrowing
Best Value Review of Services for Older People to be completed	Best Value Review not now contemplated in light of changed requirements under the Welsh Programme for Improvement. However, review work to be undertaken in 04/05, relating to how the Council corporately can help prevent accidents and injuries to older people.
Adult Mental Health	
Integrated Mental Health Service to be up and running by October 2004	Revised timescale for integration is now April 2005, but good progress being maintained.
Performance Improvement Plan for Children's Services	
Child Care social worker vacancy rate reduced from 30% (12 posts) to 15% (6 posts) by April 2005	There have been serious pressures faced by children's services in relation to recruitment and retention of social workers, with 3 reports made to Cabinet on this and related issues. Following international recruitment, a group of Canadian social workers will arrive in the Autumn. This has the potential to lead to a full complement of staff.
Assessments, care plans and reviews completed in line with national averages by April 2005	The pressures resulting from vacant posts have meant that progress to achieving national averages has not been possible in all instances. As staffing improvements are made, improved performance should result
Audit tool (checking system) to be used systematically to check that procedures, protocols and good protection in child protection	A supervision checklist has been developed to help monitor key areas of performance. The checklist and a programme of file audits will be

Improving cross-sector planning and provision for children	
Integrated Children's Centres providing services to children and families to be opened in Rhyl and Prestatyn- Rhyl to open in Spring 2004	Centre now likely to open early in 2005
Using information and performance management	
Useful and accurate information on social care activity, trends and costs is available regularly to enable better planning and management of services and performance comparison- information on Denbighshire's website every 3 months from April 2004	The comprehensive electronic client record system- care.comm- has been rolled out. However, access to the system can be slow and the availability of information for managers to monitor progress and improve services has been limited. Information reports have started to be developed and a programme of data clean-up is being implemented to improve the accuracy of information for operational and strategic management. Given the forthcoming information sharing challenges represented by Assembly initiatives such as Unified Assessment and the Integrated Children's System, this remains an area of significant risk.
General	
Agreement with health partners on Continuing Health Care Eligibility Criteria	This remains a difficult area partly because of the significant financial implications. We have proposed that a facilitated process of negotiation takes place across North Wales once WAG have finalised revised Guidance. Health partners have agreed and a suitable facilitator is being sought.
Give a higher priority to the development programme for managers, especially to equip them for running integrated services	Limited progress has been made, though training in project management, action planning, performance management and commissioning has been provided, some jointly with health colleagues. In addition, 12 managers have pursued qualifications. Further systematic analysis of needs will be undertaken especially in support of joint workforce developments.

3. Power to make the decision

NHS and Community Care Act 1990
Children Act 1989

4. Cost implications

There are no specific cost implications arising from this report.

5. Financial Controller Statement

The content of this report will help inform the budget setting process for 2005/6.

6. Consultation Carried Out

All those charged with delivering on targets in the Action Plan have been consulted as to progress and contingency arrangements, where progress is behind target.

7. Implications for other policy areas including corporate

The recommendations arising from the Joint Review report touched virtually all parts of the Authority and the Action Plan and monitoring arrangements mirror this.

8. Recommendations

8.1 that Cabinet approves amendments to timescales and notes risk areas arising from monitoring of the Joint Review Action Plan.

REPORT TO CABINET

REPORT BY: CHIEF EXECUTIVE

DATE: 20 JULY 2004

SUBJECT: CHANGES TO DELEGATIONS

1 Decision Sought

1.1 To agree changes to delegations to the Asset Management Committee, individual Cabinet Members and the Chief Executive as set out in Appendix 1.

2 Reason for Seeking Decision

2.1 To improve the speed of decision-making, to facilitate a more strategic role by the Asset Management Committee and to reflect changes in legislation.

2.2 The principal change is to transfer most of the functions from the Asset Management Committee to either the lead member for Property and Asset Management or, in some limited cases, the Chief Executive. The membership of the Committee would be three Members.

2.3 The other changes are to:

- share across the Cabinet the power to approve attendance of councillors at conferences etc. and to clarify responsibility for approving attendance at events outside the UK;
- reflect the Anti-social Behaviour Act 2003 and the effect of the Local Government Act 2003 which has abolished credit approvals;
- provide a delegation in respect of decisions on commuted sums for open space and play facilities;
- allow officers to deal with decisions under the contract procedure rules in respect of trunk road agency work for the National Assembly.

2.4 The existing scheme of delegation is set out in Appendix 2 for information and reflects decisions taken by the Leader on 2 and 6 July to allocate to herself the function of making certain

appointments. These decisions do not need to be ratified by the Cabinet as the leader took them in place of the Cabinet.

3 Power to Take the Decision

- 3.1 Section 15 of the Local Government Act 2000 and Article 7.6 of the constitution. Changes agreed will be automatically reflected in Part 9 of the constitution.

4 Cost implications

- 4.1 No additional costs arise from this decision. The changes in respect of decisions on assets will save some resources, in particular staff time, because many decisions will be taken by the lead member rather than by the Asset Management Committee.

5 Financial Controller's Statement

- 5.1 There are no specific financial implications resulting from the content of this report, the main purpose being to improve efficiency by speeding decisions and reducing the length of meeting agendas.

6 Consultation Carried Out

- 6.1 The proposals were discussed with Cabinet Members on 13 July 2004 and adjustments made in the light of their comments.

7 Impact on Other Policies

- 7.1 No direct impact on other policies. **The existing consultation protocol with Local Members about asset issues would continue in force.**

8 Recommendation

- 8.1 That the Cabinet:

8.1 agrees changes to delegations as set out in appendix 1;

8.2 agrees to review the arrangements for property and asset issues in 6 months' time in the light of experience.

Appendix 1 – Proposed Changes to Delegations

1 Revoke the delegations to the Asset Management Committee.

2 Revoke paragraph 3.10 of the delegations to the Chief Executive in respect of land and property issues

3 Amend titles of Lead Members to reflect current titles

4 Revoke Leader's power to decide attendance by Councillors at conferences etc and confer more widely.

5 Add to delegation to lead member for Business and Communications and Chief Executive in respect of supplementary credit approval for e-government "This delegation shall cease to have effect after 30 September 2004."

New general delegation to all Lead Members

All Lead Members

(j) agreeing attendance by Councillors at conferences, seminars etc. in the UK where the subject of the event lies wholly within the Cabinet Member's portfolio.

New specific delegations

2. ASSET MANAGEMENT COMMITTEE

Terms of Reference:-

2.1 To develop and keep under review the corporate asset management plan and to submit the plan to the Cabinet for approval, from time to time.

2.2 Approval of service asset management plans.

2.3 Disposals of freehold interest in land where the estimated market value is between £200k and £500k, with the power to approve sale at less than market value.

2.4 Disposals of freehold interest in land where the estimated market value is between £100k and £200k, the sale is to be at less than market value and the undervalue exceeds £100k.

2.5 In respect of the Committee's powers of disposal, purchase of land to enable disposal on more favourable terms, the purchase to be funded by receipt from the disposal.

2.6 Acquisitions of land by lease between £100k and £250k a year, if funding is available

2.7 Granting leases in the range of £100k to £250k a year, and all decisions to approve a rebate from such leases so long as the relevant directorate funds the rebate as a grant.

2.8 The foregoing delegations do not include decisions on purchase or disposal of land and buildings relating to the housing stock.

2.9 These powers shall include the power to decide or allow Officers to decide the detailed terms of purchases and disposals, including the imposition of conditions.

2.10 To make recommendations to the Cabinet on the purchase and disposal of land and buildings which fall outside the delegated powers of the Committee, the Lead Member for Property and Asset Management and the Chief Executive.

2.11 The Committee shall discharge its functions with the aim of reaching the target for usable capital receipts as set out in the capital plan for the year.

Membership of Committee

Lead Member for Property and Asset Management (Chair)

The Leader

Lead Member for Finance and Personnel

Leader

Approving visits outside the UK by Members of the Council for which the council has paid or will pay, other than visits undertaken by the Leader.

Lead Member for Property and Asset Management

Disposals of freehold interest in land where the estimated market value is between £30k and £200k, with the power to approve sale at less than

market value where the undervalue does not exceed £100k. This delegation does not include the power to approve an undervalue for sales in the Lead Member's electoral division.

Purchase of land to enable disposal on more favourable terms, the purchase to be funded by receipt from the disposal

Purchases of land, if funding is available in the capital programme

Acquisitions of land by lease between £50k and £100k a year, if funding is available

Agreeing the use of resources that form part of the Environment Directorate's allocation in the capital plan for property and asset maintenance, health and safety, Disability Discrimination Act and the agricultural estate.

Granting leases in the range of £50k to £100k a year, and all decisions to approve a rebate from leases in the range up to £100k a year so long as the relevant directorate funds the rebate as a grant. This delegation does not include the power to approve rebates on leases in the Lead Member's electoral division.

The foregoing delegations do not include decisions on purchase or disposal of land and buildings relating to the housing stock.

In respect of the agricultural estate only:

(a) granting tenancies, following interviews conducted by and a recommendation from officers

(b) notices to quit, following advice from officers.

Lead Member for Finance and Personnel

The power to approve sale of land where the estimated market value is up to £200k, the sale is to be at an undervalue up to £100k and the land is in the electoral division of the lead member for Property and Asset Management.

The power to approve rebates on leases in the range up to £100k and the lease is in respect of land in the electoral division of the Lead Member for Property and Asset Management.

Approving visits by the Leader outside the UK for which the Council has paid or will pay.

Lead Member for Communities

Decisions on consents under section 31(2) of the Anti-social Behaviour Act 2003 to authorisations under section 30 of that Act (dispersal of groups and removal of persons under 16 to their place of residence).

Lead Member for Environment

Jointly with the Lead Members for Children and Young people and Promoting Denbighshire, agreeing use of sums from section 106 planning agreements in respect of open space and play facilities.

Lead Member for Children and Young People

Jointly with the Lead members for Environment and Promoting Denbighshire, agreeing use of sums from section 106 planning agreements in respect of open space and play facilities.

Lead Member for Promoting Denbighshire

Jointly with the Lead Members for Environment and Children and Young people, agreeing use of sums from section 106 planning agreements in respect of open space and play facilities.

Chief Executive

3.10 Exercising the following powers in respect of property matters in consultation with and on terms and conditions agreed by the County Clerk:

3.10.1 Disposal of freehold interest in land up to £30k at market value, where there is no objection from local member(s) or Lead Member for Property and Asset Management.

3.10.2 To undertake all other disposals, following a decision by the Cabinet or the Lead Member in accordance with their delegated functions.

3.10.3 Granting leases up to £50k a year at market value and renewal of leases for not longer than original lease. This delegation includes all matters to do with agricultural estate leases and tenancies, and all other tenancies, wayleaves, easements, licences, change of user or assignments. This delegation includes powers to terminate tenancies and licences, and to sign tenancy agreements and licences **except**:

(a) granting tenancies for agricultural estate. Officers to conduct interviews and make recommendation to Lead Member for Property and Asset Management;

(b) notices to quit for tenants of the agricultural estate – decision to be taken by Lead Member on advice from officers.

3.10.4 Acquisitions of land by lease up to £50k a year, if funding is available and there is no objection from the Lead Member for Property and Asset Management.

3.10.5 Purchase of land/easements for highway and drainage schemes and making of stopping up orders, subject to (a) the cost of the acquisitions being available within the capital funding for a scheme or (b) in cases where the acquisition is in order to facilitate the disposal of land and property under paragraph 3.10.1, the cost being covered by the capital receipts that will be generated.

3.10.6 Renewal of any lease or tenancy, subject to budget provision being available to continue to pay charges under the lease or tenancy.

3.10.7 To undertake all other acquisitions and taking of leases or tenancies, following a decision by the Cabinet or the Lead Member in accordance with their delegated functions.

3.10.8 Miscellaneous powers in respect of property:

1 Service of statutory notices

2 Appropriation of property between services.

3 Lodging and settlement of rating appeals, including representation in the Valuation Tribunal.

4 Other property management and emergency matters, including granting consent for tenant's improvements, reallocation and apportionment of milk quota and settlement of end of tenancy and dilapidation claims.

3.11 Decisions, including exemptions, under contract procedure rules 10.2, 25.3, 25.4, 31.1 and 31.4 in relation to contracts where the Council acts as agent for the National Assembly for Wales in respect of trunk roads.

Appendix 2 – Existing Scheme of Specific Delegations

(B) Specific Delegations

Leader

(a) The power to take any decision:

(i) only if the need to take the decision is urgent; and

(ii) for a decision that is the responsibility of the whole Cabinet, a quorate Cabinet meeting cannot reasonably be convened by the time by which a decision must be taken; or

(iii) for a decision that is the responsibility of an individual Cabinet Member, that Member is not available for whatever reason and is not expected to be available by the time by which a decision must be taken.

(b) To decide attendance by Councillors at conferences, seminars etc.

(c) To make appointments to joint committees appointed under section 101 of the Local Government Act 1972.

(d) The functions of making appointments to:

- the North Wales Fire Authority;

- the joint committee under Schedule 2 to the Police Act 1996 which appoints Councillors to the North Wales Police Authority, including any nomination that may be requested by that Committee;

- the Council of the Welsh Local Government Association and the General Assembly of the Local Government Association

- the Coordinating Committee of the WLGA.

Deputy Leader

(a) In the absence of the Leader the Deputy Leader has the power to take any decision:

(i) only if the need to take the decision is urgent; and

(ii) for a decision that is the responsibility of the whole Cabinet, a quorate Cabinet meeting cannot reasonably be convened by the time by which a decision must be taken; or

(iii) for a decision that is the responsibility of an individual Cabinet Member, that Member is not available for whatever reason and is not expected to be available by the time by which a decision must be taken.

Lead Member for Property and Asset Management

To determine, subject to planning permission, whether to grant consent for the installation of telecommunications equipment on the Council's property.

Lead Member for Communications

Jointly with the Chief Executive decisions on use of the supplementary credit approvals for e-government.

Lead Member for Safeguarding our Communities

(a) To declare areas as Noise Abatement Zones

(b) To give consent to the operation of loudspeakers under Schedule 2 to the Noise and Statutory Nuisance Act 1993.

Lead Member for Sustainable Development and the Environment

(a) To approve the issue for consultation of supplementary planning guidance in the context of the Unitary Development Plan.

(b) To make Article 4 directions for the removal of permitted development rights.

(c) To authorise the making of road traffic regulation orders and to determine residents' parking schemes, disabled parking spaces, parking orders, waiting restrictions, weight limits, speed limits, bus and other priority lanes and traffic calming measures.

(ch) To determine applications for licences under section 115E of the Highways Act 1980 to use the highway for the provision of facilities for refreshments.

(d) To declare industrial and commercial improvement areas.

(dd) To designate areas as conservation areas or as local nature reserves and to amend the boundaries of such areas.

(e) To designate town schemes and to amend the boundaries of town schemes.

(f) Jointly with the Lead Members for Health and Well-being and Finance and Personnel to allocate to appropriate schemes to supplement Social Housing Grant commuted sums from Section 106 Planning Agreements relating to Affordable Housing.

Lead Member of Health and Well-being

(a) To approve implementation and terms of schemes for registration of houses in multiple occupation.

(b) To approve variations to tenancy agreements.

(c) To approve fee increase, within budgetary resources, for residential and nursing home provision.

(ch) Jointly with the Lead Members for Sustainable Development and the Environment and Finance to allocate to appropriate schemes to supplement Social Housing Grant commuted sums from Section 106 Planning Agreements relating to Affordable Housing.

Lead Member for Social Inclusion

(a) To appoint the Local Authority Member of the Fostering Panel.

(b) To appoint the Local Authority Member for the Adoption Panel.

Lead Member for Lifelong Learning

(a) To decide all matters relating to appointments etc. of school governors.

(b) To suspend delegation from schools in circumstances defined in legislation.

(c) To adjust designated areas for school admissions.

(ch) To set dates of school terms and holidays.

Lead Member for Finance

(a) To determine the amount of Hardship Relief, if any, to taxpayers to a limit of £20,000.

(b) Jointly with the Lead Members for Sustainable Development and the Environment and Health and Well-being to allocate to appropriate schemes to supplement Social Housing Grant commuted sums from Section 106 Planning Agreements relating to Affordable Housing.

2. TO ASSET MANAGEMENT COMMITTEE

Terms of Reference:-

2.1 To develop and keep under review the asset management plan and to submit the plan to the Cabinet for approval, from time to time.

2.2 To make decisions on purchase and disposal of land and buildings (with the exception of the housing stock) subject to the following limits:

(a) disposal by sale where the consideration is estimated not to exceed £500,000 as long as the consideration is not less than the market price;

(b) granting any lease where the consideration does not exceed £50,000 a year. Leases shall be at market value except that the Committee may give a rebate if the relevant directorate is prepared to fund the rebate as a grant from the rental income;

(c) any purchase, subject to the purchase having already been included in the capital programme and funding being available for it;

(d) any purchase to enable a disposal to take place on more favourable terms, subject to the consideration for the purchase being covered by the receipt from the disposal;

(e) acquisition by lease where the consideration does not exceed £100,000 a year, subject to the funding being available within existing budgets.

These powers shall include the power to decide or allow Officers to decide the detailed terms of purchases and disposals, including the imposition of conditions.

2.3 To make recommendations to the Cabinet on the purchase and disposal of land and buildings other than those mentioned in paragraph 2.

2.4 The Committee shall discharge its functions with the aim of reaching the target for usable capital receipts as set out in the capital plan for the year.

2.5 Functions in respect of the agricultural estate:

Function	Power
1. Grazing/sporting/fishing Licences	Granting
2. Farm Tenancies	Selection of new tenants and agreeing terms of letting recommended by Officers.
3. Notices to Quit	Approval of service of notices
4. Rent Reviews	Determination of reviews
5. Wayleaves/Easements	Granting
6. Tenant's Improvements	Approval if within budget allocated in capital plan
7. Capital Budget Improvements	Approval if within budget allocated in capital plan

Membership

Lead Member for Property and Asset Management (Chair)

The Leader

Lead Member for Finance

Lead Member for Promoting Denbighshire

Lead Member for Sustainable Development

3. TO THE CHIEF EXECUTIVE (HEAD OF PAID SERVICE)

3.1 Any decision, whether it is normally the responsibility of the Cabinet, a Cabinet committee or individual Cabinet Member, where the decision has to be taken immediately in response to a major civil emergency as defined in the Major Emergency Management Plan.

3.2 Jointly with the Lead Member for Communications decisions on use of the supplementary credit approvals for e-government.

3.3 Determining the instalment dates for Council Tax and NNDR payments for financial years beginning in and after 2004.

3.4 Appointing the Chair and other members of the Fostering Panel with the exception of the Local Authority Member.

3.5 Appointing the Chair and other members of the Adoption Panel with the exception of the Local Authority Member.

3.6 Making decisions upon the recommendations of the Adoption and Fostering Panel.

3.7 Nominating officers to sign correspondence to issue notices and to represent the Council in the County Court upon Council Housing Rents matters, pursuant to the Housing Act 1985.

3.8 Authorising staff to undertake particular roles on behalf of the Council, where such authorisation is an executive function. This includes but is not limited to:-

- authorising officers (e.g. trainee solicitors) to prosecute, defend or appear on the Council's behalf in the Magistrates Court, even if they do not hold a current practising certificate, under Section 223 of the Local Government Act 1972
- appointing Approved Social Workers, for a period up to five years, under the provisions of Section 114 of the Mental Health Act 1983
- authorising officers to represent the Council in the Magistrates Court in respect of matters concerning local taxation arising under Section 223 of the Local Government Act 1972.
- appointment of secretary to the Local Access Forum under Regulation 10 of the Countryside Access (Local Forums) (Wales) Regulations 2001.

3.9 Carrying out the following functions imposed on the Council by emergency planning regulations:-

- Civil Defence (General Local Authority Functions) Regulations 1993 - preparation, exercise and implementation of plans for civil defence purposes, including complying with directions from the designated Minister
- Public Information for Radiation Emergencies Regulations 1992
- supplying information to the public in the event of a radiation emergency involving transport of radioactive substances
- Pipelines Safety Regulations 1996 - preparation of and charges for a plan in respect of a major accident hazard pipeline
- Control of Major Accident Hazards Regulations 1999 -

preparation, testing and charges for off-site emergency plan for major accident hazards

- Radiation (Emergency Preparedness and Public Information) Regulations 2001 - preparation of, testing and charges for offsite emergency plan and supplying information to the public in the event of radiation emergencies involving premises.

3.10 Exercising the following powers in respect of property matters in consultation with and on terms and conditions agreed by the County Clerk.

1.0 Disposals, excluding sales of council houses

1.1 Disposal of land/property, at a market value of less than £10,000. This delegation does not include disposals to which the Local Member(s) have objections.

1.2 To undertake all other disposals, following a resolution by the Asset Management Committee or Cabinet in accordance with their delegated functions.

2.0 Granting of leases

2.1 Granting of leases where the consideration payable under the lease is no less than open market value.

2.2 Renewal of any lease granted by the Council for not longer than the original lease.

3.0 Granting of tenancies, wayleaves, easements, licences, change of user, assignments

3.1 Granting of all tenancies (except in respect of the agricultural estate), wayleaves, easements, licences, change of user or assignments. This delegation includes powers to terminate tenancies and licences, and to sign tenancy agreements and licences.

4.0 Acquisitions and taking of leases or tenancies

4.1 Purchase of land/easements for highway and drainage schemes and making of stopping up orders, subject to (a) the cost of the acquisitions being available within the capital funding for a

scheme or (b) in cases where the acquisition is in order to facilitate the disposal of land and property under paragraph 1.1, the cost being covered by the capital receipts that will be generated.

4.2 Renewal of any lease or tenancy, subject to budget provision being available to continue to pay charges under the lease or tenancy.

4.3 To undertake all other acquisitions and taking of leases or tenancies, following a resolution by the Asset Management Committee or Cabinet in accordance with their delegated functions.

5.0 Miscellaneous

5.1 Service of statutory notices

5.2 Appropriation of property between services.

5.3 Lodging and settlement of rating appeals, including representation in the Valuation Tribunal.

5.4 Other property management and emergency matters, including granting consent for tenant's improvements, reallocation and apportionment of milk quota and settlement of end of tenancy and dilapidation claims.

REPORT TO CABINET

**CABINET MEMBER : Deputy Chief Executive / Corporate Director
Resources**

DATE : 20 July 2004

SUBJECT : Final Revenue Accounts - 2003/2004

1. DECISION SOUGHT

1.1 To note the final revenue outturn position for 2003/4 for both service and corporate budgets.

1.2 That Members recommend to Council the treatment of reserves as detailed in the report.

1.3 That Members consider the overall strategy for general unearmarked balances as part of the wider discussion on financial strategy.

2. REASON FOR SEEKING DECISION

2.1 Cabinet has received regular monitoring reports throughout the financial year on the performance of spend against budget. This report details the final position at financial year end.

2.2 The Council's constitution requires Council to approve the establishment and use of financial reserves.

2.3 The annual Statement of Accounts will be produced for approval by County Council prior to 30 September.

3. POWER TO MAKE DECISION

3.1 Local Authorities are required under section 151 of the Local Government Act 1972 to make arrangements for the proper administration of their financial affairs. The Local Government Act 1982 requires the publication of annual accounts.

4. COST IMPLICATIONS

4.1 The final Revenue Outturn figures are detailed in Appendix 1, with the outturn for the Housing Revenue Account shown in appendix 2.

4.2 The final position on service and corporate budgets was an underspend of £1.387m, of which £301k relates to Schools Delegated Budgets.

4.3 £250k related to underspends that were anticipated at budget setting time and were taken into account as part of the funding for the current year.

4.4 A further £632k of underspends is recommended for carrying forward for spending on services in 2004/5 as follows;

i) Personal Services - net underspending of £398k mainly on Supporting People schemes, to be used to offset anticipated SP funding reductions.

ii) Resources - Asset Management Planning grant - £45k expenditure slipped to 2004/5

iii) Corporate Training budget - £29k slippage in training provision

iv) A further £160k of service budget underspends resulting mainly from efficiencies are eligible for carrying forward into 2004/5 under the Council's Financial Standing Orders.

The final overspend of £455k on Lifelong Learning Directorate budget has been funded from the underspend on Corporate budgets in line with the previous decision of members.

4.5 The yield from Council Tax payers was very close to the revised estimate, showing a small increase of £10k.

4.6 The County Council's financial recovery strategy called for the achievement of general unearmarked balances of £3m by the 31 March 2005. This level has been achieved 12 months early. Balances at 31 March 2004 stood at £3.174m. The target level of £3m was set at the time of agreeing the Financial Recovery Plan in 2000. It should be noted that if the level of balances were to reflect the increase in the Revenue Budget since 2000 balances would need to be £3.7m to maintain the

relative value compared with 2000. The level recommended by the Audit Commission in Wales is 5% of the net revenue budget i.e. about £7m.

A strategy needs to be developed to further build up reserves over time and it is suggested that this is considered alongside the future strategy on Council Tax and Medium Term Financial Planning.

4.7 The final position for Schools Delegated Budgets was an underspend of £301k bringing the total of Schools balances as at 31 March 2004 to £896k.

4.8 A number of Reserves and Provisions have been established from within Directorate budgets. These are included in the final figures and require approval by Council.

	£000
i) Personal Services - Supporting People - impact on potential Transitional Housing Benefit clawback	150
ii) Personal Services - Payments to clients under s117 of Mental Health Act	139
iii) Sustainable Waste Management grant - condition of grant that saving on landfill costs through recycling be reinvested in Waste Management. Savings identified	154
iv) Winter Maintenance - underspend transferred to reserve to allow for increased costs in any future hard winter	58
v) Major Events Reserve - annual budgeted contribution	61

5. FINANCIAL CONTROLLER STATEMENT

5.1 The delivery of the £3m target level of general balances 12 months early is a major achievement for the Council. It is however essential that good budgetary control continues to be applied to avoid the possibility of overspends in 2004/5.

5.2 The principle of maintaining a suitable level of unearmarked general balances is key to maintaining the improved financial position of the Council.

6. CONSULTATION CARRIED OUT

6.1 Lead Cabinet Members have consulted on an ongoing basis with Heads of Service to agree necessary remedial action required to deliver the outturn position.

7. IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

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

8. RECOMMENDATIONS

8.1 That Members note the final revenue outturn position for the year ended 31 March 2004.

8.2 That Members recommend to Council the establishment of reserves and carrying forward of earmarked balances as detailed in 4.3, 4.4 and 4.8 above.

8.3 That members consider the overall strategy for general unearmarked balances as part of the wider discussions on financial strategy.

DENBIGHSHIRE COUNTY COUNCIL

APPENDIX 1

Revenue Budget	Outturn 2003/4	2003/4 Budget	Final Outturn	Variance	C/f agreed in budget	General U/Spends to be c/f	Under & overspends to balances
		£000	£000	£000	£000	£000	£000
Service budgets							
Lifelong Learning							
- Schools Devolved		39,814	39,513	-301		-301	0
- other		17,090	17,535	445		-10	455
Environment		20,182	20,127	-55		-55	0
Personal Services		26,020	25,622	-398		-398	0
Chief Executive		2,392	2,271	-121	-80	-21	-20
Resources		5,128	5,009	-119		-119	0
Total service budgets		110,626	110,077	-549	-80	-904	435
Corporate budgets							
Corporate & Misc		2,868	2,863	-5	-20	-29	44
Benefits		784	907	123			123
Capital finance/interest		11,110	9,987	-1,123	-150		-973
Levies		4,435	4,435	0			0
Reserves		-15	152	167			167
Total Service & Corporate		129,808	128,421	-1,387	-250	-933	-204
Cont to balances - unearmarked		1,000	1,214	214			214
- earmarked		0	882	882	250	632	
- schools		0	301	301		301	
TOTAL		130,808	130,818	10	0	0	10
FUNDING							
Revenue Support Grant		83,697	83,697	0			
Business rates		19,202	19,202	0			
Deprivation grant		153	153	0			
Council Tax		27,756	27,766	10			10
TOTAL		130,808	130,818	10			10

General unearmarked balances

Balance	b/f 01/04/03	1,960
	contribution 2003/04	1,214
	c/f 31/03/04	3,174

School balances

Balance	b/f 01/04/03	595
	contribution 2003/4	301
	c/f 31/03/04	896

DENBIGHSHIRE COUNTY COUNCIL

Appendix 2

HOUSING REVENUE ACCOUNT 2003/4

	budget £	Revised budget £	Final out-turn £	Note
Expenditure				
Supervision & Management General	808,805	889,939	930,338	1
Supervision & Management Special	196,613	193,444	206,524	
Welfare Services	185,266	130,453	145,969	
Homelessness	80,798	84,817	78,922	
Rents	471,580	417,487	415,317	
Repairs & Maintenance	2,530,042	2,596,981	2,605,253	2
Total Management & Maintenance	4,273,104	4,313,121	4,382,323	
Rent Rebates	5,311,850	5,177,446	5,099,232	3
Debt Charges	1,561,000	1,438,472	1,408,151	4
CERA	150,000	0	0	5
Provision for Bad Debts	150,000	100,000	100,000	6
Total Expenditure	11,445,954	11,029,039	10,989,706	
Income				
Rents (net of voids)	8,591,344	8,563,083	8,547,660	
- Dwellings				
- Garages	89,458	89,458	86,944	
Interest (R.T.B mortgages)	15,000	15,000	14,572	
Subsidy	2,775,403	2,716,097	2,701,299	7
Total Income	11,471,205	11,383,638	11,350,475	
Surplus/(Deficit) for the year	25,251	354,599	360,769	
Balance at the beginning of the year	286,131	301,301	301,301	
Balance at the end of the year	311,382	655,900	662,070	

Notes

1- Supervision & Management General

Increased costs due to inclusion of sustainable communities (tenant participation) costs incorrectly omitted from Original budget figures.

2 - Repairs & Maintenance

Increased Gas Maintenance costs, offset by transfer of boiler works to HRA Capital Programme.

3 - Rent Rebates

Original Budget excludes deduction for overpayments (£102,000). Fall in rebates also due to higher number of actual RTB sales (255) the original estimate (120).

4 - Debt Charges

RTB sales 135 higher than original estimate - reduces HRA outstanding debt and thus debt charges.

5 - CERA

No CERA in order to maximise HRA working balance available to DCC at time of stock transfer in order to meet outstanding liabilities to be borne by the Council after stock transfer.

6 - Provision for Bad Debts

Provision covers 80% of rent arrears - no need to increase provision beyond this level, thus budget reduced.

7 - Subsidy

Reduced subsidy owing to impact of 255 sales compared to 120 sales originally estimated.

REPORT TO CABINET

CABINET MEMBER: Deputy Chief Executive / Corporate Director:
Resources

DATE: 20 July 2004

SUBJECT: Revenue Budget 2004/05

1 DECISION SOUGHT

That in the light of the budget performance figures for the current financial year as detailed in the attached appendices, members consider any actions necessary to reduce the balance of overspendings on services.

2 REASON FOR SEEKING DECISION

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

3 POWER TO MAKE THE DECISION

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

4 COST IMPLICATIONS

The first projections undertaken for 2004/05 show a potential gross overspend at year end of £155k.

5 FINANCIAL CONTROLLER STATEMENT

Services have identified measures to offset the impact of the anticipated budget pressures, but further work is required to quantify the full financial effect. It should be noted that the latest estimate of the potential budgetary impact of the pay award (£113k) will also need to be incorporated into these calculations, along with the effect of topslicing to be undertaken in respect of County Voice (£150k) and ICT Infrastructure (£222k). Cabinet will be updated with the outcome of this exercise at its meeting in September.

6 CONSULTATION CARRIED OUT

Lead Cabinet members will be required to consult with Heads of Service to agree necessary remedial action to prevent overspends in 2004/05.

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

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

8 RECOMMENDATION

That members note the figures in the appendices and consider remedial actions to align projected spending levels with approved budgets.

MONTHLY BUDGET MONITORING REPORT - FINANCIAL YEAR 2004/05

Summary of Pressures
POSITION AS AT END MAY 2004

Directorate	Year to Date		
	Budget Profile	Actual to End May 04 Plus Commitments	Variance (Increase/ - Saving)
	£000s	£000s	£000s
Lifelong Learning (excluding schools delegated)	2,541	1,872	-669
Environment	2,231	2,323	92
Personal Services	4,967	4,932	-35
Chief Executive	391	284	-107
Resources	1,152	1,046	-106
Corporate, Miscellaneous & Benefits	2,149	1,847	-302
	13,431	12,304	-1,127

Non - Service Items:

Capital Financing Charges/Investment Income
Precepts & Levies

2004/05 Totals			
Budget As per Budget Book	Budget As at End May 04	Projected Outturn	Variance (Increase/ - Saving)
£000s	£000s	£000s	£000s
18,707	18,711	18,847	136
21,044	21,041	21,041	0
27,289	27,281	27,300	19
2,496	2,384	2,384	0
5,411	5,571	5,571	0
3,554	3,471	3,471	0
78,501	78,459	78,614	155
10,790	10,790	10,790	0
4,737	4,737	4,737	0
94,028	93,986	94,141	
Total Variance			155

Note:

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

**MONTHLY BUDGET MONITORING REPORT - FINANCIAL YEAR 2004/05
LIFELONG LEARNING
POSITION AS AT END MAY 2004**

	- Year to Date -		
	Budget Profile	Actual to End May 04 Plus Commitments	Variance (Increase/ - Saving)
	£000s	£000s	£000s
Individual Schools Budget	7,080	5,071	-2,009
School Funds Held Centrally	1,287	929	-358
Non school Funding	45	97	52
Leisure Services	621	355	-266
Culture	380	354	-26
Countryside	125	80	-45
Youth	83	57	-26
	2,541	1,872	-669
Total Lifelong Learning	9,621	6,943	-2,678

2004/05 Totals			
Budget As per Budget Book	Budget As at End May 04	Projected Outturn	Variance (Increase/ - Saving)
£000s	£000s	£000s	£000s
42,427	42,508	42,508	0
11,494	11,457	11,501	44
402	402	402	0
3,158	3,167	3,259	92
2,641	2,673	2,673	0
452	452	452	0
560	560	560	0
18,707	18,711	18,847	136
61,134	61,219	61,355	136

Notes:

<u>Comments</u>	Current Month
	£ 000s
Education:	
School Funds Held Centrally:	
School Transport:	
Additional costs arising from contract retendering.	44
	44
Culture and Leisure:	
Leisure:	
Effect of closure at Rhyl Leisure Centre for refurbishment	92
	92
Directorate Total	136

The Directorate will need to address the following pressures by identifying compensating savings:

	£000s
Potential impact of increased pay award	34
Topslicing to fund the production and distribution of County Voice.	42
Topslicing to fund ICT infrastructure upgrades & improvements.	38

	114

**MONTHLY BUDGET MONITORING REPORT - FINANCIAL YEAR 2004/05
ENVIRONMENT
POSITION AS AT END MAY 2004**

	- Year to Date -		
	Budget Profile	Actual to End May 04 Plus Commitments	Variance (Increase/ - Saving)
	£000s	£000s	£000s
Development Services - (Note 1)	698	1,079	381
Transport & Infrastructure - (Note 2)	49	199	150
Planning & Public Protection	387	320	-67
Environmental Services - (Note 3)	969	618	-351
Director & Support	128	107	-21
Total Environment	2,231	2,323	92

2004/05 Totals			
Budget As per Budget Book	Budget As at End May 04	Projected Outturn	Variance (Increase/ - Saving)
£000s	£000s	£000s	£000s
4,144	4,140	4,140	0
5,688	5,695	5,695	0
2,333	2,333	2,333	0
7,861	7,855	7,855	0
1,018	1,018	1,018	0
21,044	21,041	21,041	0

Notes:

- 1 - Ledger profile not reflecting the use of the commitments system on design Services. Also Objective 1 income due to be received is not reflected in the ledger.
- 2 - Commitments input at the start of the year on Highways repairs - ledger profile to be amended.
- 3 - Ledger profile requires amendment in relation to Waste Management.

The Directorate will need to address the following pressures by identifying compensating savings:

Potential impact of increased pay award	£000s 21
Topslicing to fund the production and distribution of County Voice.	60
Topslicing to fund ICT infrastructure upgrades & improvements.	54

	135

**MONTHLY BUDGET MONITORING REPORT - FINANCIAL YEAR 2004/05
PERSONAL SERVICES
POSITION AS AT END MAY 2004**

	- Year to Date -			2004/05 Totals			
	Budget Profile	Actual to End May 04 Plus Commitments	Variance (Increase/ - Saving)	Budget As per Budget Book	Budget As at End May 04	Projected Outturn	Variance (Increase/ - Saving)
	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Children Services:							
Children and Families Operational Services	566	627	61	2,338	2,338	2,713	375
Children and Families Resources and Specialist Services	573	483	-90	3,849	3,849	3,727	-122
Commissioning, Planning and Performance	39	39	0	207	207	208	1
Community Development	42	38	-4	253	253	253	0
Total Children Services	1,220	1,187	-33	6,647	6,647	6,901	254
Adult Services:							
Learning Disabilities	708	730	22	4,088	4,088	4,376	288
Mental Illness	231	250	19	1,449	1,449	1,655	206
Older People	1,979	2,202	223	11,875	11,875	10,729	-1,146
Physical Disability & Sensory Impairment	271	230	-41	1,655	1,655	1,865	210
Performance Management & Commissioning	318	294	-24	1,932	1,932	2,073	141
Supporting People	-445	-448	-3	-2,673	-2,673	-2,717	-44
Other Adult Services	177	122	-55	419	419	471	52
Cefndy Enterprises	35	35	0	212	212	212	0
Total Adult Services	3,274	3,415	141	18,957	18,957	18,664	-293
Business Support & Development	409	368	-41	1,571	1,571	1,610	39
Total Social Services	4,903	4,970	67	27,175	27,175	27,175	0
Non HRA Housing	64	-38	-102	114	106	125	19
Total Personal Services	4,967	4,932	-35	27,289	27,281	27,300	19

Notes:**Children Services:**

Specialist Placements (Fostering) is the main reason for the overspend, as there are some children with very complex needs.

Adult Services:**Free Nursing Care – Mental Illness & Older People**

The Nursing Care Transfer was made to the LHB based on number of cases funded by SSD in 2002/03. This was a total of £935K across all client groups. It is anticipated that only a total of approximately 120 clients currently receive nursing care for which a recharge can be made to the LHB. The recharge is in the amount of £105 per week per client. This would only equate to a total of £655k (120 clients x £105 pw x 52 weeks) due from the LHB for the year across all the relevant client groups. The shortfall is therefore expected to be approximately £280K.

Expensive Care Packages – Adult Services

There are a number of expensive care packages across client groups which will impact upon the Out turn.

Efficiency Savings

- A. Learning Disabilities Service - Community Living arrangements £100
- B. Quality Initiatives which is estimated at £53K
- C. Match Funding for Supporting People. £12.5K
- D. Reduction of agency costs in Senior Management budget code of ££

Directorate Costs

The increasing use of computers by all staff has led to a corresponding increase in the the number of leases and the set up costs of computer links to out lying offices. This has meant a steady increase in the overspend on this budget. This pressure may be resolved through the ICT budget plans.

Supporting People

Grant work is being undertaken to ensure all Supporting People projects are fully funded during 2004/05. Spend has got to be restrained during 2004/05 to allow for anticipated shortfall in 2005/06.

The Directorate will need to address the following pressures by identifying compensating savings:

	£000s
Potential impact of increased pay award	34
Topslicing to fund the production and distribution of County Voice.	25
Topslicing to fund ICT infrastructure upgrades & improvements.	68

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**MONTHLY BUDGET MONITORING REPORT - FINANCIAL YEAR 2004/05
CHIEF EXECUTIVE, RESOURCES, CORPORATE & MISCELLANEOUS
POSITION AS AT END MAY 2004**

	- Year to Date -			2004/05 Totals			
	Budget Profile	Actual to End May 04 Plus Commitments	Variance (Increase/ - Saving)	Budget As per Budget Book	Budget As at End May 04	Projected Outturn	Variance (Increase/ - Saving)
	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Chief Executive's Dept	391	284	-107	2,496	2,384	2,384	0
Resources Directorate:							
Finance	667	629	-38	2,426	2,589	2,589	0
Audit	65	70	5	378	378	378	0
I.T	265	198	-67	1,660	1,657	1,657	0
Personnel	155	149	-6	947	947	947	0
Total	1,152	1,046	-106	5,411	5,571	5,571	0
Corporate & Miscellaneous Benefits	285	245	-40	3,534	3,451	3,451	0
	1,864	1,602	-262	20	20	20	0
Total	2,149	1,847	-302	3,554	3,471	3,471	0
Total Chief Executive's, Resources, Corporate & Misc. and Benefits	3,692	3,177	-515	11,461	11,426	11,426	0

The following pressures will need to be addressed by identifying compensating savings:

Potential impact of increased pay award:	Chief Executive's Department	6
	Resources Directorate	18
Topslicing to fund the production and distribution of County Voice:	Chief Executive's Department	9
	Resources Directorate	14
Topslicing to fund ICT infrastructure upgrades & improvements.	Chief Executive's Department	25
	Resources Directorate	37

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REPORT TO CABINET

CABINET MEMBER: Lead Cabinet Member for Finance

DATE: 20 July 2004

SUBJECT: Capital Outturn – 2003/04

1 DECISION SOUGHT

To update Members on the capital outturn for 2003/04 and to approve statutory determinations.

2 REASON FOR SEEKING DECISION

It is a requirement under the Local Government and Housing Act 1989 for members to approve determinations in connection with the financing of capital expenditure for each financial year.

2 POWER TO MAKE THE DECISION

Part IV of the Local Government and Housing Act 1989

4 COST IMPLICATIONS

None

5 FINANCIAL CONTROLLER STATEMENT

The detailed analysis of outturn is included in the attached appendix.

6 CONSULTATION CARRIED OUT

None

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

The level of capital payments and the use of capital resources impacts on all the Council's policies.

8 RECOMMENDATION

The report and determinations be approved.

Capital Outturn 2003/04**1.0 Background**

- 1.1 A report was presented to Council at its meeting of 18 May 2004 addressing the 2004/05 Capital Plan together with providing details of the anticipated outturn for the 2003/04 programme of capital works.
- 1.2 A summary of estimated and actual capital payments for the year is presented at Appendix 2. The summary categorises payments between: -

	Revised Estimate £000s	Actual Payments £000s
General Schemes	10,233	6,244
Specially Financed Schemes	17,409	13,716
Housing Revenue Account	2,346	2,090
	-----	-----
Total	29,988	22,050
	-----	-----

- 1.3 The Housing Revenue Account and Specially Financed Schemes have resources earmarked to projects (Supplementary Credit Approvals, capital grants and capital contributions). Payments in the year were fully matched with resources. Special funding not utilised in 2003/04 has been carried forward to finance associated scheme payments to be incurred in 2004/05.
- 1.4 General Schemes are financed from the Basic Credit Approval and General Capital Grant, the usable element of capital receipts together with any capital reserves that may have been established. Any resulting deficit must be financed from Revenue.
- 1.5 General payments were considerably less than the revised estimate, the main factors being:
- Slippage.
 - Certain Block Allocations being re-instated during the latter part of the financial year.

1.6 Payments were fully financed from available resources and it has been possible to carry forward into 2004/05 the remaining resources to match the payments falling due in that year.

2.0 Recommendation

2.1 That the contents of the report be noted.

2.2 The Local Government and Housing Act (1989) places a duty on local authorities to have made determinations in relation to certain capital items by 30 September of the following financial year. These are presented at Appendix 3.

	General Funding Estimate £000s	Special Funding Estimate £000s	Total Capital Estimate £000s	General Funding Outturn £000s	Special Funding Outturn £000s	Total Capital Outturn £000s	Variance Over/Under General Funding £000s	Variance Over/Under Special Funding £000s	Total Variance £000s
Environment - Highways & Transportation									
Flood Damage Reinstatement - SWG	214	800	1,014	322	184	506	108	-616	-508
Flood Prevention Schemes - NARW 85%	1,464	2,489	3,953	477	1,837	2,314	-987	-652	-1,639
Structural Maintenance, Bridges etc.	995		995	875		875	-120	0	-120
Sea Defence Works	54	41	95	6		6	-48	-41	-89
Local Road Maintenance Grant		438	438		438	438	0	0	0
Local Road Safety Grant		260	260		218	218	0	-42	-42
WDA Schemes		401	401		382	382	0	-19	-19
Vehicles & Plant - School Bus				95		95	95	0	95
Transport Grant		2,186	2,186		2,190	2,190	0	4	4
	2,727	6,615	9,342	1,775	5,249	7,024	-952	-1,366	-2,318
Environment - Public Protection & Community Services									
Housing Improvement Grants & Strategic Housing Schemes	2,088	989	3,077	2,112	647	2,759	24	-342	-318
Public Conveniences Refurbishment Programme	136	185	321	120		120	-16	-185	-201
Playgrounds Improvement Programme	180		180	76	191	267	-104	191	87
Waste Management Strategy		276	276			0	0	-276	-276
Renewal Areas		2,386	2,386		2,050	2,050	0	-336	-336
	2,404	3,836	6,240	2,308	2,888	5,196	-96	-948	-1,044
Environment - Economic Regeneration									
Business Development Grants	130	57	187		53	53	-130	-4	-134
Community/Rural Key Fund		460	460		243	243	0	-217	-217
Industrial Sites	20	1,557	1,577		1,251	1,251	-20	-306	-326
76-82 West Parade		200	200		89	89	0	-111	-111
Marine Lake	34	119	153	4	41	45	-30	-78	-108
DUNE	25	66	91	11	10	21	-14	-56	-70
Denbigh Town Hall		3	3			0	0	-3	-3
Objective One - Match Funding	83		83	41	39	80	-42	39	-3
	292	2,462	2,754	56	1,726	1,782	-236	-736	-972

	General Funding Estimate		Special Funding Estimate		Total Capital Estimate		General Funding Outturn		Special Funding Outturn		Total Capital Outturn		Variance Over/Under Funding		Total Variance	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Environment - Planning Services																
Essential Planning Software	25		208		25									-25	0	-25
Denbigh THI	78			208	286			6	468	2		468		-78	260	182
Rhyl THI	10				10					8		8		-4	2	-2
	113		208		321		6	470		476		476		-107	262	155
Environment - Design & Construction																
Agricultural Estates	70				70		105					105		35	0	35
Property - Block Allocation	150				150		84					84		-66	0	-66
Health & Safety - Requirements - Safety Glass	70				70									-70	0	-70
Health & Safety - Requirements - DDA	810				810		130					130		-680	0	-680
Park Rd Depot, Ruthin - Demolition			7		7				4			4		0	-3	-3
Asbestos Survey & Removal Programme	200				200									-200	0	-200
Prestatyn CCTV	15				15		5					5		-10	0	-10
46 Clwyd Street Office Improvements	4				4									-4	0	-4
Russell House	4				4		4					4		0	0	0
Fronfraith Office Conversion	3				3									-3	0	-3
Lon Parowr Depot, Ruthin			31		31				21			21		0	-10	-10
	1,326		38		1,364		328	25		353		353		-998	-13	-1,011
Total - Environment	6,862		13,159		20,021		4,473	10,358		14,831		14,831		-2,389	-2,801	-5,190

	General Funding Estimate		Special Funding Estimate		Total Capital Estimate		General Funding Outturn		Special Funding Outturn		Total Capital Outturn		Variance Over/Under		Total Variance
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
Lifelong Learning - Schools															
Furniture	100				100		81				81				-19
Plas Brondyffryn - Key Stages 3&4		1,068			1,068		869				869				-199
Integrated centres - Christchurch, Rhyl		704			704		489				489				-215
School Buildings Improvement	900				900		561				561				-339
School Buildings Improvement Grant		1,673			1,673		1,360				1,360				-313
New Deal					0		33				33				33
Ysgol Tir Morfa - Phase 1 (Fees)					0		105				105				105
Community Learning Centres (ELWA) - Fees					0		61				61				61
Ysgol Bryn Hyfyd Classrooms - Energy Saving Works					0		104				104				104
PE & Sport for Wales - NOF	25				25		67				67				67
School DDA Works					0		25				25				0
	1,025	3,445			4,470		900	2,855			3,755			-125	-590
Lifelong Learning - Culture & Leisure															
Llangollen Old Chapel	136		129		265		120		130		250				-16
Plas Newydd - Garden Restoration	182		385		567		90		167		257				-92
Rhyl Leisure Centre - Community Access Project	30		73		103		7		11		18				-62
Castell Dinas Bran Reconsolidation	17		17		34		20		20		40				3
Greenseas Beach Infrastructure Project			29		29		0		7		7				0
Scala Cinema					0		20		27		47				20
Ruthin Gaol Archiver & Visitor Attraction	66		48		114		6				6				-60
	431	681			1,112		263	362			625			-168	-319
Total - Lifelong Learning	1,456	4,126			5,582		1,163	3,217			4,380			-293	-909
Personal Services - HRA														0	-256
Personal Services - Strategic Planning															
Adaptations to homes of disabled	79				79		79				79				0
Social Services - Client IT System (Care.com)	32				32		32				32				0
West Rhyl Community Strategy	5				5		1				1				-4
	116	0			116		112	0			112			-4	0
Total - Personal Services	116	2,346			2,462		112	2,090			2,202			-4	-256

	General Funding Estimate £000s	Special Funding Estimate £000s	Total Capital Estimate £000s	General Funding Outturn £000s	Special Funding Outturn £000s	Total Capital Outturn £000s	Variance Over/Under General Funding £000s	Variance Over/Under Special Funding £000s	Total Variance £000s
Corporate & Miscellaneous									
Mobile Translation Equipment	5		5			0	-5	0	-5
Cash Office facility - St. Asaph Library	26		26	1		1	-25	0	-25
Denbigh Cash Office	30	5	35	30	4	34	0	-1	-1
e - Government		163	163		110	110	0	-53	-53
Corporate Property Database	38		38	37		37	-1	0	-1
Pre-Contract Feasibility Studies			0	64	11	75	64	11	75
Office Accommodation	210		210	3		3	-207	0	-207
Community Projects - Block Allocation	595		595	149		149	-446	0	-446
Match Funding - Block Allocation	155	211	366	12		12	-143	-211	-354
PFI Offices - Provision for fees and associated works (net costs)	100		100	55		55	-45	0	-45
Essential IT Systems	300		300	145		145	-155	0	-155
Magistrates Courts			0		16	16	0	16	16
	1,459	379	1,838	496	141	637	-963	-238	-1,201
Total Payments - All Services	9,893	20,010	29,903	6,244	15,806	22,050	-3,649	-4,204	-7,853
Contingency Provision	85		85			0	-85	0	-85
	9,978	20,010	29,988	6,244	15,806	22,050	-3,734	-4,204	-7,938
Finance :									
Basic Credit Approval	4,294	1,146	5,440	4,407	1,146	5,553	113	0	113
Supplementary Credit Approvals		5,231	5,231		3,604	3,604	0	-1,627	-1,627
	4,294	6,377	10,671	4,407	4,750	9,157	113	-1,627	-1,514
General Capital Grant	4,522		4,522	1,506		1,506	-3,016	0	-3,016
Capital Grants		12,757	12,757		9,795	9,795	0	-2,962	-2,962
Capital Contributions	45		45		350	350	-45	350	305
	4,567	12,757	17,324	1,506	10,145	11,651	-3,061	-2,612	-5,673
Capital Receipts	706	726	1,432	140	861	1,001	-566	135	-431
Mwrog St Reserve	386		386			0	-386	0	-386
Capital Expenditure charged to Revenue Account	25	150	175	191	50	241	166	-100	66
	9,978	20,010	29,988	6,244	15,806	22,050	-3,734	-4,204	-7,938

Note:

- A Appendix 3 - Expenditure capitalised under credit approvals.
B Appendix 3 - Expenditure financed by grants and contributions.
C Appendix 3 - Expenditure financed by capital receipts.

Appendix 3
Denbighshire County Council

Determinations to be made under
Part IV of the Local Government & Housing Act 1989.

The following matters are required formally to be determined in respect of 2003/04: -

- 1) Under s.42 (2) (g), a determination is required if expenditure for capital purposes which is to be reimbursed, or met out of money provided, by any other person is to be capitalised.

The amount of capital expenditure financed by grants and contributions totalled £11,650,622.

- 2) Under s. 56 (1), a determination is required if a credit approval is to be used:
 - a) as authorisation to capitalise expenditure.
 - b) as authorisation to enter into or vary a credit arrangement.

Expenditure capitalised under credit approvals amounted to £9,156,586.

No credit arrangements were entered into or varied during the year.

- 3) Under s. 56 (2), a determination is required if a credit approval is in whole or in part to be transferred to another authority.

No credit approvals were transferred during the year.

- 4) Under s. 60 (2), a determination is required if usable capital receipts are applied:
 - a) to meet expenditure incurred for capital purposes, or
 - b) as (voluntary) provision for credit liabilities.

Capital receipts of £ 1,001,268 were applied to finance capital expenditure in the year.

Appendix 3 (Continued)
Denbighshire County Council

Determinations to be made under
Part IV of the Local Government & Housing Act 1989.

- 5) Under s. 63 (1), a determination is required for the amount (being not less than the required minimum revenue provision for the year) to be set aside from revenue as provision for credit liabilities.

The minimum revenue provision consists of two elements:

	£
<i>Housing Revenue Account</i>	<i>333,503</i>
<i>Council Fund</i>	<i>3,766,476</i>

Glossary:

Capital Expenditure – Money spent on the creation or enhancement of assets (e.g. and, roads, buildings).

Capital Grants & Contributions – Money obtained by the Council from other organisations to meet the cost of capital expenditure.

Credit Approvals – Authorisations received from central government stating the amount of capital expenditure that can be financed by borrowing.

Credit Arrangements – Long-term property leases and certain other types of long-term contracts.

Capital Receipts – Money obtained from the sale of Council assets.

Minimum Revenue Provision – Money set aside from the Revenue Account each year to repay long-term borrowing.

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR R W HUGHES, LEADER

DATE: 20 JULY 2004

SUBJECT: SCHEDULE OF WORKS FOR THIRD PARTIES
[OUTSIDE STANDARD PUBLISHED CHARGES]

1. DECISION SOUGHT

That the Cabinet confirms its approval for the continuance of the routine trading activities undertaken within the Environmental Services department, itemised in Appendix 1.

2. REASON FOR SEEKING DECISION

2.1 Financial Regulation 29 requires officers to seek cabinet approval each time that a contract is entered into with a body that is external to the council. The Environmental Services department undertakes a number of routine work activities that are captured by this Regulation, and which therefore require cabinet approval. Most of this work is undertaken for outside public bodies (e.g. other councils).

2.2 In the year 2003-04, Environmental services undertook contracted work for a total of 145 different external customers, raising 1,740 invoices. Clearly it is not the intension for cabinet approval to be sought each and every time that a relatively minor contract is entered into. In these circumstances, a blanket approval would seem to be appropriate in accordance with the expected values set out in appendix 1 and subsequently index linked.

3. POWER TO MAKE THE DECISION

Denbighshire C.C. financial regulation No.29 requires cabinet approval for these types of activity. Councils are authorised to undertake works for the public good, under powers created by the Local Government Act 1999. Under the Local Authorities (Goods and Services) Act 1970, councils are able to utilise spare capacity by

providing external services. Councils are also permitted to provide services for other (specified) public bodies, including other councils.

4. COST IMPLICATIONS

4.1 No costs will be incurred as a result of this decision. In all cases; the prices quoted by Environmental Services for the supply of goods or services are set at levels that produce a surplus over the expenditure incurred. This includes making suitable allowances for overhead costs and charges.

4.2 The activities undertaken are low risk activities. The fact that they are undertaken produces economies of scale across a number of service delivery areas. The viability of the sign shop in particular is heavily dependent upon external work. The sign shop produces a substantial nett income for Denbighshire CC every year.

4.3 The economies of scale also permit works to be done for Denbighshire County Council at rates that are lower than would otherwise be the case. If the trading activities were to cease it would cost the council money (directly), and would also make its own service provision more expensive.

5. FINANCIAL CONTROLLER STATEMENT

Care needs to be exercised in the continuing process of pricing work to ensure Financial Regulations are fully complied with, in particular to avoid potential bad debts and the Council subsidising costs to third parties.

6. CONSULTATION CARRIED OUT

Advice was sought from the DCC audit manager (R.C.Weigh) on the best way to satisfy Financial Regulation 29. The advice was given was to seek a blanket approval via a cabinet report which outlined the scope of the work, the reasons for doing it, and the values involved. This report is the result of that consultation.

7. IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

The decision only applies to the activities shown in the Appendix and will not have a direct effect on any other departments of the Council.

However, it will have a beneficial secondary effect. That is; it will enable Environmental Services to continue to provide practical assistance to partner organisations who are working for the public good, in line with the councils stated objectives. Importantly, it will enable Environmental Services to do this in a timely and flexible manner with generated surpluses increasing our capacity to fulfil DCC obligations.

8. RECOMMENDATION

That, in accordance with Financial Regulation 29, members hereby approve the continuance of the routine trading activities itemised in Appendix 1 (attached).

CABINET REPORT - JULY 2004 APPENDIX 1. Schedule of works for third parties (outside standard published charges).

Work area	Typical clients	Typical works	Expected values	Predicted annual Totals	
				Number of transactions	Value of works (2004 prices)
Highways	Individual householders	Dropped crossings, individually priced	Up to £1,500	30	£20,000
	Utility companies, civil engineering contractors, traffic equipment installers, and private householders who wish to work on or in the vicinity of the highway	Traffic management works, reinstatement works, construction works	Up to £20,000	10	£50,000
Grounds Maintenance	Public bodies (e.g. police, fire service etc.)	Provision of grounds maintenance activities	Up to £20,000	20	£50,000
Building maintenance	Other public bodies, Community councils	Small scale improvements	Up to £15,000	6	£10,000
Sign Manufacture and erection	Other Councils (majority), plus some private sector companies and private individuals.	The manufacture and/or erection of signs	Up to £20,000	1,800	£680,000
Street lighting	Works for community Councils,	Christmas lights, contracts for routine maintenance	Up to £20,000	150	£40,000
Waste Management	Community councils, recycling organisations, individual companies and members of the public.	Design of electrical systems	Up to £600	10	£5,000
		Provision of recycling facilities to community groups and like. Clearance of refuse for 'one-off negotiated fees.	Up to £5,000	50	£40,000
Cleaning and catering services	External Public bodies, (e.g. WDA etc.)	Cleaning and catering for small functions	Up to £2,000	20	£10,000

Notes:

a) Likely numbers and amounts are based on historical data and/or predictions of likely demand.

b) Actual figures for 2003/2004 were as follows:-

No. of different external customers = 145

Total value excluding VAT = £753,553.95

Number of invoices raised = 1,740

Highest individual transaction = £11,484.55 (excl. VAT)

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

MONTH	RESOURCES DIRECTORATE	ENVIRONMENT DIRECTORATE	CHIEF EXECUTIVE'S DEPARTMENT	LIFELONG LEARNING DIRECTORATE	PERSONAL SERVICES DIRECTORATE
July 2004	Monthly Budget Monitoring report - Revenue and Capital - C Final Management Accounts 2003-2004 - C Approval of Improvement Plan 2004-2005 Capital Outturn 2003-2004 - C	Environmental Services - Works for Third Parties - C Procurement of Traffic Signal Maintenance Contract - C Acquisition of Former Gwasg Gee, Denbigh - C Corwen Resurfacing - Tenders - D Authority to Submit Applications to the Assembly's New Physical Regeneration Fund - D Nant y Faenol Lane - Tenders - D	LGA / WLGA Relationship - D WLGA Nominations - D Changes to Delegation Scheme - C	Corwen Pavilion - A	Improving Housing Stock - C Housing Capital Programme - C Joint Review Action Plan Exceptions Report - C
August 2004 September 2004	Monthly Budget Monitoring report - Revenue and Capital - C Budget 2005/6 update 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	Agreement between DCC and Denbighshire LHB Residential / Nursing Care SLA - C Social Care and Housing for Older People - C

KEY: C ~12/07/2004 A ~ ASSET MANAGEMENT COMMITTEE

D ~ DELEGATED DECISION

MONTH	RESOURCES DIRECTORATE	ENVIRONMENT DIRECTORATE	CHIEF EXECUTIVE'S DEPARTMENT	LIFELONG LEARNING DIRECTORATE	PERSONAL SERVICES DIRECTORATE
	BV Debt Recovery - C	Public Open Space – Guidelines on Commuted Sum - C Registration of Motor Salvage Operators - C Environmental Health Fees - C School Transport Extension to Existing Contract - C		Rhyl Museum Feasibility Study - A Royal International Pavilion Phase 1 - A School Organisation Plan - C Production Account Risk Fund Pavilion Theatre, Rhyl - C Scala Development Study - A	SSIW Inspection - C Housing Stock Transfer Formal Offer Document - C Housing Stock Transfer Options for the DSO - C Children First Management Action Plan - D
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 Budget 2005/6 update Corporate Quarterly Performance Report - C			Youth Services Best Value Options Appraisal - C Denbigh Museum Designation Feasibility - A	Fees and Charges - D
December	Monthly Budget			Culture & Leisure	Joint Review Action Plan

KEY: C - 12/07/2004 A - ASSET MANAGEMENT COMMITTEE

D - DELEGATED DECISION

MONTH	RESOURCES DIRECTORATE	ENVIRONMENT DIRECTORATE	CHIEF EXECUTIVE'S DEPARTMENT	LIFELONG LEARNING DIRECTORATE	PERSONAL SERVICES DIRECTORATE
2004	Monitoring report - Revenue and Capital - C Budget 2005/6 update			Charges - D Archives Policy Documents - D Youth Services Best Value - Process and Scope - C	Exceptions Report - C
January 2005	Monthly Budget Monitoring report - Revenue and Capital - C Budget 2005/6 update 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 Final budget 2005/6 proposals Corporate Quarterly Performance Report - C			Urdd Eisteddfod Staging / Proposals / Programme - C	
March 2005	Monthly Budget Monitoring report - Revenue and Capital - C				

KEY: C ~12/07/2004 A ~ ASSET MANAGEMENT COMMITTEE

D ~ DELEGATED DECISION

MONTH	RESOURCES DIRECTORATE	ENVIRONMENT DIRECTORATE	CHIEF EXECUTIVE'S DEPARTMENT	LIFELONG LEARNING DIRECTORATE	PERSONAL SERVICES DIRECTORATE
April 2005	Monthly Budget Monitoring report - Revenue and Capital - C 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				