

AGENDA ITEM NO: 2

CABINET

Minutes of the Cabinet meeting held in the Conference Room, Council Offices, Ruthin on Tuesday 26 October 2004 at 9.30 a.m.

PRESENT

Councillors S A Davies, Lead Member for Business & Communications; P A Dobb, Lead Member for Health & Wellbeing; M A German, Lead Member for Children and Young People; R W Hughes, Leader and Lead Member for Regeneration; P J Marfleet, Lead Member for Finance and Personnel; D Owens, Lead Member for Lifelong Learning; S Roberts, Lead Member for Promoting Denbighshire; J Thompson Hill, Lead Member for Property and Asset Management and E W Williams, Lead Member for Environment.

Observers: Councillors R E Barton; J M Davies; M LI Davies; G C Evans; H H Evans; K N Hawkins, N J Hughes; N Hugh Jones; D Jones; M M Jones, G M Kensler and R LI Williams.

ALSO PRESENT

Chief Executive; Deputy Chief Executive / Corporate Director: Resources, Legal Services Manager and the Financial Controller.

APOLOGIES

Councillor E C Edwards, Lead Member for Communities and I K Hearle, County Clerk.

ANNOUNCEMENT

Councillor R W Hughes, Leader welcomed members of the public from Prestatyn to the meeting and detailed the format of the meeting.

1 URGENT MATTERS

[i] Nominations for WLGA Outside Bodies

[ii] Policy Agreements

2 MINUTES OF THE CABINET

The Minutes of the Cabinet meeting held on 28 September 2004 were submitted.

Item 4 Improving the council Housing Stock: Update: the pen-ultimate sentence of paragraph 1 should read: "However, at a recent meeting of the WLGA it had been agreed that the Welsh Assembly Government would meet with all Local Authorities to discuss ways of moving forward."

Councillor P A Dobb informed Members that work regarding prudential borrowing had commenced and suggested that tenants/tenants' associations should be kept up to date. Members agreed the Leader, Lead Member for Finance and Lead Member for Health and Wellbeing meet with the tenants/tenants' associations regarding this.

Item 10[a] Closure of Benefit Office, Brighton Road, Rhyl: Councillor R W Hughes detailed the meeting she and Councillor G O Rowlands had with Chris Ruane MP and the Job Centre. It had been agreed to investigate the possibility of providing an enhanced service through the use of the County's libraries, One Stop Shops and other Council buildings. Councillor P A Dobb advised Members she had been approached by the Benefits Advice Shop and the issues raised would need to be considered. Members agreed a draft letter be circulated to all Cabinet Members before being sent to the Benefits Advice Shop regarding the issue.

RESOLVED that, subject to the above, the Minutes of the Cabinet meeting held on 28 September 2004 be approved as a correct record and signed by the Leader.

3 DENBIGHSHIRE'S MUNICIPAL WASTE MANAGEMENT STRATEGY

Councillor E W Williams presented the report seeking Cabinet approval to publish the draft Municipal Waste Management Strategy. The waste management strategy set out how Denbighshire intended to meet the various waste reduction and recycling and composting targets that had been established through national policy documents, including 'Wise about Waste'.

The report also described how the Council intended to combat litter and other related environmental issues.

Councillor Williams informed Members that the Environment Scrutiny Committee had received an informative presentation. He went on to detail a number of key elements included in the Strategy.

Councillor P J Marfleet reminded Members that Denbighshire were the Lead Authority for the North Wales Regional Waste Management Plan and the Denbighshire Strategy should be linked to the Regional Strategy. In response to his query as to why agricultural plastics were not included in the Strategy, Councillor Williams said agricultural plastics or any industrial waste would not be included and suggested that both supermarkets and packaging companies should be encouraged to stop producing plastics as plastic recycling was extremely expensive. In response to Councillor Marfleet's query regarding costs, the Head of Environmental Services said the cost implications were included in the full Strategy document and that any funding from the Welsh Assembly Government towards costs were not known at this time but that the service would only be developed within the funding available.

Councillor P A Dobb asked whether any feedback had been received from older people with regard to carrying waste boxes to the kerbside and whether any work opportunities could arise from the scheme for people with learning difficulties. The Head of Environmental Services said no complaints had been received to date regarding the carrying waste boxes to the kerbside but he would discuss the matter with the contractor. He said it was hoped to set up an Intermediate Labour Market type scheme in Rhyl and recycling of computer equipment could become a part of this. He agreed to discuss the issue with Social Services.

RESOLVED that Cabinet approve the publication of the draft *Municipal Waste Management Strategy for consultation [incorporating the Denbighshire County Council Litter Plan]*.

4 SUPPORTING PEOPLE OPERATIONAL PLAN 2005-2006

Councillor P A Dobb presented the report seeking Members' agreement to the Supporting People Operational Plan 2004-2006 and said the benefits of the scheme were immeasurable.

RESOLVED that Members agree the Supporting People Operational Plan for 2005-2006 and support the projects identified to proceed to meet the needs of vulnerable people.

5 THE CARE STANDARDS INSPECTORATE FOR WALES [CSIW] INSPECTION OF THE DENBIGHSHIRE FOSTERING SERVICE

Councillor M A German presented the report seeking Members' endorsement of the approach being taken to deliver improvements to the Fostering Service in Denbighshire.

Councillor P A Dobb said it was important to highlight the need for foster carers in Denbighshire, particularly in rural areas. She urged all Councillors to encourage people to apply to become foster carers. The Chief Executive reminded Members of their role as corporate parents. He also said the Children's Service was still under pressure although more staff had been recruited and paid tribute to the hard work of the Corporate Director: Personal Services, the Head of Children and Family Services and their team for all their hard work in difficult circumstances.

RESOLVED that Cabinet note the action plan and timetable as featured in Appendix 1 attached to the report and endorse the approach being taken to deliver the necessary improvements to the Fostering Service in Denbighshire.

6 ADOPTION SUPPORT SERVICES

Councillor M A German presented the report seeking Cabinet agreement to implement the Adoption Support Services (Wales) Regulations 2004 from 1 October 2004. Cabinet were also asked to endorse the arrangements for financial support (as per Appendix 2 to the report) including freezing the existing (former) Clwyd Adoption Allowance Scheme with immediate effect. Members were asked to note the arrangements prevailing within the North Wales Adoption Support Consortium which should enable consistency of approach and sharing of relevant

information and good practice between the North Wales Authorities.

In response to a question from Councillor R W Hughes, the Head of Children and Family Services said it was difficult to provide costs as the demand for the service was unquantifiable. She said early indications were that the Court process would have an impact for the Service as to how the regulations would be applied.

RESOLVED that Cabinet:

[a] agree to implement the Adoption Support Services [Wales] Regulations 2004 from 1 October 2004 and endorse the arrangements for financial support (as per Appendix 2 to the report) including freezing the existing (former) Clwyd Adoption Allowance Scheme with immediate effect.

[b] note the arrangements prevailing within the North Wales Adoption Support Consortium which should enable consistency of approach and sharing of relevant information and good practice between the North Wales Authorities.

7 REVENUE BUDGET 2004-2005

Councillor P J Marfleet presented the report for Members, in the light of the budget performance figures for the current financial year as detailed in the appendices attached to the report, to consider any actions necessary to reduce the balance of overspending on services. He said improvements in performance were required each month otherwise a shortfall would occur by the year end.

Councillor Marfleet stressed that the forecast £525k overspend had to be addressed by financial year end. Figures quoted now detailed the position on gross spend and income as well as the net position. Although there were accountable reasons for the overruns, for example the temporary closure of a leisure centre for refurbishment, the overspend had to be addressed. Within the Lifelong Learning Directorate a review of the position of Behavioural Support is currently under way. Any pressure on the budget would need to be covered elsewhere in the Lifelong Learning budget. The Head of Education Services explained the reduced income received from other Authorities as they

accommodate more pupils within their own facilities. He also explained the legislation which governed the charges that could be levied.

With regard to Personal Services, the gross overspend in year was being covered by the £398k underspend brought forward from the last financial year.

The Chief Executive's Department overspend had been reduced from £85k to £61k.

Councillor Marfleet encouraged Lead Cabinet Members to liaise with service heads to ensure service budgets are not overspent at year end.

RESOLVED that Cabinet note the figures in the Appendices and agree the remedial actions to align projected spending levels with approved budgets.

8 HOUSING REVENUE ACCOUNT BUDGET 2004/2005

Councillor P A Dobb presented the report for Members to note the latest financial forecast position of the Housing Revenue Account for the current financial year. The report detailed a budget pressure of £65k.

However, Councillor Dobb reported that a retrospective climate energy grant for £240k was to be paid by the Welsh Assembly Government, the first payment of £70k was due to be paid in November 2004 and this would bring the figures back into balance.

RESOLVED that Cabinet note the figures in Appendix 1 to the report and agree the remedial actions to align projected spending levels with approved budgets.

9 FREE SWIMMING FOR OLDER PEOPLE

Councillor S Roberts presented the report seeking Members' agreement to participate in the Welsh Assembly Government's Free Swimming for Older People pilot project, and to consider arrangements for community access to swimming pools to ensure successful delivery of the scheme.

To date, Ysgol Brynhyfryd, Ruthin was the only school who had responded. It was hoped that Rhyl High School would participate from January 2005 and Clwyd Leisure had been approached for use of their facilities in Prestatyn.

Councillor P A Dobb said the more proactive people were the better their health would be. She stated that 26% of the population could not get admittance to the pools of their choice and schools should be encouraged to free more time at pools for leisure use. A 7.30 a.m. to 8.45 a.m. slot for leisure use was not enough as the last half hour or so would be particularly crowded. However, Councillor E W Williams, whilst agreeing with the benefits of free swimming for older people, said the main purpose of provision of pools was to teach children to swim and encroaching on this time could create problems. Such initiatives from the Welsh Assembly Government could in the long term cause increases in Council Tax.

Councillor S A Davies reminded Members that there were no swimming pools in Llangollen.

Councillor P J Marfleet said it was important to consider that 26% of the population of Denbighshire was over 60. Council had previously taken a decision that swimming pools would be a shared resource between the schools and public leisure use and school governors should be less intransigent and encouraged to increase the hours for leisure use. Councillor S Roberts said that whilst children should not be deprived of access she supported Councillor Marfleet's comments and Lifelong Learning Scrutiny Committee were also in support.

Members discussed the access to changing rooms and whilst agreeing with the Head of Education that adults and children should not use the same changing facilities during term time, this was not the case when open swimming sessions were held. However, all Members agreed that the safety of children was paramount.

Members agreed with Councillor R W Hughes' suggestion that a working group of relevant Members and officers be set up to aid delivery of the scheme.

RESOLVED that Cabinet:

- [a] *welcome the Welsh Assembly Government's Free Swimming for Older People initiative, and agree to be a partner in the scheme.*
- [b] *agree to work with Rhyl and Denbigh High Schools and Ysgol Brynhyfryd, Ruthin to secure community access to the swimming pools for a minimum of one morning per week during term time for structured activity relating to this and other healthy living initiatives.*
- [c] *agree to a working group of relevant Members and officers be set up to aid delivery of the scheme.*

10 INFORMATION MANAGEMENT PRINCIPLES

Councillor S A Davies presented the report seeking Cabinet approval to the Information Management Principles. He thanked Sian Owens-Jones, Head of Records Management for all her work on producing the policies.

Councillor Davies informed Members of the unquantifiable cost implications for provision of information and said costs for officer time could be extremely high. As and when more information became available it would be presented to Cabinet.

In response to a question from Councillor D Jones, the Chief Executive said the Freedom of Information Act did not compel the Authority to provide the information in Welsh.

The Chief Executive also thanked the Head of Records Management for her hard work. He went on to inform Members that charges could not be levied for work up to the first £450 and replies had to be provided within 20 working days.

The Head of Records Management briefly outlined the Freedom of Information and Data Protection Acts. She also outlined use of the electoral roll for both Council and constituency work.

RESOLVED that Cabinet approves and supports the Information Management Policy.

11 PRESENTATION OF REPORTS - FONT SIZE

Councillor S A Davies informed Members the report seeking Cabinet agreement to change the policy regarding font size for all reports from Arial 14 point to Arial 12 point text was withdrawn. He said a further report would be presented which would include a minimum standard for all reports and styles for use throughout the Authority.

***RESOLVED** that Cabinet agree the report be withdrawn.*

12 SIZE OF ASSET MANAGEMENT COMMITTEE

Councillor R W Hughes presented the report seeking Cabinet agreement to increase the size of the Asset Management Committee by 2 members to 5 members and nominated Councillor S Roberts and Councillor E W Williams as the 2 extra members.

***RESOLVED** that the Asset Management Committee be increased by 2 members to 5 members with immediate effect, namely Councillor S Roberts and Councillor E W Williams.*

13 CABINET FORWARD WORK PROGRAMME

Councillor S A Davies presented the report and asked officers to ensure that Lead Members were fully involved in developing the Cabinet Forward Work Programme and involving Members from the start.

Councillor Davies congratulated Ms G Butler of the Planning Department on her initiative regarding planning notifications being sent in electronic format to Members unless otherwise requested. He said ICT training for Members, including ECDL, was being addressed.

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

14 URGENT ITEMS

[a] NOMINATIONS FOR WLGA APPOINTMENTS TO OUTSIDE BODIES

Councillor R W Hughes presented the nominations for the WLGA appointments to Outside Bodies paper and asked Members to send their nominations to the Cabinet Office by Wednesday 3 November 2004. However, nominees were not guaranteed appointment by the WLGA and Members would be informed accordingly if they were successful.

RESOLVED that Members send their nominations to the Cabinet Office by 03.11.2004.

[b] POLICY AGREEMENTS

Councillor R W Hughes said she, Councillor P J Marfleet, the Chief Executive and Deputy Chief Executive would be meeting Sue Essex AM, Minister for Finance, Local Government and Public Services later in the day and would be signing the Policy Agreement, circulated to Members at the meeting.

The Assistant Chief Executive: Strategy briefly outlined the Agreement, designed to aid both Denbighshire and the Welsh Assembly Government to jointly deliver certain agreed aims. Performance Incentive Grant funding would be paid to all Local Authorities to try and improve performance across Wales. This was the first of a 3 year programme of grant funding, with the proposals originally submitted to the Welsh Assembly Government in January 2004 but only now agreed by them. It was not possible to alter any of the agreement at this time. In future years targets would be set for the 20 areas in the agreement and these targets would need to be met to ensure payment of the PIG funding otherwise the grant would be in jeopardy.

Councillor P J Marfleet reminded Members that as the Council had agreed to operate on a 3 year basis it would be difficult to do this on unsecured grant funding and the Minister would be informed of this.

Councillor E W Williams said WAG should be monitoring performance but costs for monitoring would be high.

RESOLVED that Cabinet note the report.

The Leader invited Ms S Drew of the Prestatyn and District Environment Association to briefly address Members with regard to the proposals for the Ffrith Beach and the results of the survey undertaken by them.

EXCLUSION OF PRESS AND PUBLIC

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

PART II

15 CAPITAL PLAN 2004-2005

Councillor P J Marfleet presented the report seeking Members' consideration of any actions necessary in the management of the Capital Plan as detailed in the Appendices.

Councillor Marfleet said it was important that predicted spend was accurately estimated by Directorates as any slippage could be used to fund schemes originally planned for later in the programme.

Councillor E W Williams said it was important the block allocations were included at an early stage and included schemes in the current year's programme which could be completed quickly. Councillor Marfleet confirmed that the balance of the block allocations of £1.056m could not yet be funded until cash from capital receipts in the pipeline was actually paid over.

Councillor J Thompson Hill said he had been assured the Ruthin Depot provision would be undertaken with the earmarked capital receipt of £0.5m and would be completed in two phases.

RESOLVED that Cabinet:

- [a] note the updated position in respect of the Capital Plan*
- [b] agree Services review the estimates of projected 2004-2005 expenditure, taking account of the in-year spend to date, with*

the objective of identifying any areas where slippage may arise.

16 DENBIGHSHIRE SURE START PARTNERSHIP

Councillor M A German presented the report seeking Members' retrospective agreement for the appointment of an independent consultant, in breach of the Authority's former Contract Standing Orders.

RESOLVED *that Cabinet agree to give retrospective approval for the appointment of an independent consultant, for the breach of the former Contract Standing Orders that occurred in 2002-2003 within Denbighshire Sure Start Partnership.*

17 PRESTATYN: FFRITH BEACH

Councillor J Thompson Hill presented the report seeking Members' agreement to rescind their decision of 16.12.2003 to dispose of Phase 1 of the Ffrith Beach to the preferred bidder named in the report.

Members were aware of the opinions and concerns of residents in Prestatyn and over the years much effort had gone into developing ideas for a variety of uses of the site in order to achieve a permanent solution. Development of the site with appropriate highway infrastructure would be most welcome but it was felt for the most part that this could not be achieved by a DIY store at this location.

Members discussed at length the wider financial implications involved in a decision to rescind and were advised that any such decision should be based on clear evidence. Members were also reminded as to the legal status of the lockout agreement and some members expressed a view as to whether the Council should enter into similar agreements in the future.

Councillor Thompson Hill reminded Members that a lockout agreement regarding the site was in place until 08.12.2004, and advised that if Members decided to rescind the decision, it would impact on the Authority financially and would mean a loss of a significant capital receipt and would involve the Council in more revenue spending.

Councillor S A Davies seconded the recommendation by Councillor J Thompson Hill and said he felt the site was unsuitable for a DIY store. Councillor S Roberts said she also supported Councillor S A Davies' comments but was concerned regarding the additional revenue costs.

Councillor P J Marfleet said the situation was difficult as he was aware of the opinions and concerns of some of the residents of Prestatyn with regard to the proposed development. He opposed any decision that was not based on good sound commercial judgment.

Members expressed concern that rescinding such a decision could set a precedent for the future in other areas within the County.

Councillor M A German said development of the site and the provision of a roundabout with a supermarket or affordable housing would be welcomed by many residents.

Councillor E W Williams said the Authority had tried over many years to find a solution to the development of the area which would be acceptable to the majority, however he agreed with Councillor P J Marfleet that not developing the site could lead to a Council Tax increase.

The Legal Services Manager reminded Members that the Authority was in a position of good faith until 08.12.2004 but could withdraw from the lockout agreement at any time before then. However, the Authority would be unable to market the site further until after that date.

Councillor R W Hughes reminded Members that Prestatyn had not benefited from Objective 1 or similar funding and had for the last few years had little or no capital spent in the town. She said Prestatyn was the only town in Denbighshire without a town hall and that the Scala, when developed, would be a community resource.

Councillor J Thompson Hill agreed with Councillor R W Hughes and reminded Members that they were there on behalf of the electorate. He also agreed with Councillor Marfleet that the Authority should not enter into lockout agreements in future.

Councillor J M Davies said the Prestatyn Members were full of enthusiasm with regard to the Ffrith Beach development but felt that any DIY type development should be located in the town centre rather than near the beach.

The Chief Executive informed Members of correspondence received from the proposed developer and advised Members to base their decision on clear evidence. He also reminded Members that extensive meetings had been held in the past and much time and effort had been involved in developing ideas for a variety of uses for the site.

The Corporate Director: Resources reminded Members of the need to ensure that an adequate budget was in place to meet the future needs of the site.

After further discussion it was

RESOLVED that Members:

- [a] rescind the Cabinet decision of 16.12.2003 to dispose of Phase 1 of the Ffrith Beach in principle, for the reasons stated in paragraph 2.2 of the report, namely the clearly expressed views of Prestatyn Members and the Prestatyn community and the view of the Asset Management Committee that the proposed development was inappropriate for the Ffrith and the significance of the site both to the community of Prestatyn and the tourist economy*
- [b] agree that a full thorough audit and costings of works required at the site be provided, along with full details for minimising the costs be provided to Cabinet before recommending an appropriate level of revenue budget for 2005-2006.*

[Members agreed that how they had voted be recorded. All Members present other than Councillor P J Marfleet voted in favour of resolution (a). All Members present voted in favour of resolution (b).]

The meeting concluded at 12.35 p.m.

REPORT TO CABINET

REPORT BY CHIEF EXECUTIVE

DATE: 23 NOVEMBER 2004

**SUBJECT: CORPORATE IMPROVEMENT ASSESSMENT
– ACTION PLAN**

1 Decision Sought

To approve the action plan in annex 1.

2 Reason for seeking decision

2.1 The Audit Commission's report on the Corporate Improvement assessment was received on 20 September and sent to all Councillors on 24 September. (Members are asked to bring their copy with them.) The action plan seeks to demonstrate that the issues raised are being addressed and to what timescale. There is some overlapping with a further report that is to be issued shortly by the Commission on managerial capacity and effectiveness, which has been received in draft: the action plan covers the recommendations in that draft report as well.

Issues for consideration

2.2 It is important to remember that the groundwork for the Corporate Improvement Assessment was undertaken between December 2003 and February 2004. The report does not attempt to take account of developments since then, such as the elections in June. For example, the references to the Leader and Cabinet in the report relate to the previous Leader and Cabinet.

2.3 The main recommendations relate to:

- the need to invest in the Corporate Executive Team's development, both as individuals and as a team;
- the role of Corporate Directors should be reviewed and clear responsibility for various initiatives should be allocated at a corporate level;
- the management style needs to become more engaging and supportive, more reflective and encouraging. In short, the

Corporate Executive Team needs to become more strategic than it has been in the past, to allow space for other managers to develop and deliver;

- the need for more informal opportunities for Members and officers to reflect on broader issues, and to see how other organisations operate through participation in peer reviews.

2.4 The Assessment sets a challenging agenda. Despite the changes that we face following the elections and other pressures, such as the tight financial position as a result of the Assembly Government's provisional revenue settlement, this agenda has to be addressed if we are to demonstrate that the Council is to continue to change in response to the demands for modernisation and improvement.

2.5 It will be apparent from the action plan that work has already been put in hand on a number of matters even before the final report was received from the Commission. It is crucial that we deliver the remaining changes before the Commission undertakes follow up work to its report on managerial capacity and effectiveness during 2005.

3 Power to Make the Decision

Section 111 Local Government Act 1972 (subsidiary powers of Local Authorities).

4 Cost implications

To the extent that the actions involve additional costs, they are being absorbed within existing budgets.

5 Financial Controller's statement

Cost implications resulting from the recommendations will need to be continued with the service budgets concerned.

6 Implications on other policy areas including corporate

The way that the Council operates as a corporate body and tackles corporate issues potentially affects all services, as well as implementation of and compliance with corporate policies.

7 Consultation

- 7.1 The Cabinet received a presentation on the main findings at its informal meeting on 20 April and had an initial discussion on the final report in its informal meeting on 28 September. Members felt that some of the messages were also relevant to councillors in terms of team development for Cabinet members; there was strong support for the recommendations on member training, informal discussion with officers and consistent, rigorous implementation of personnel policies.
- 7.2 The action plan was considered in draft by the Corporate Governance Committee at its meetings on 6 October and 1 November. It has been amended to reflect the points that were raised by the Committee.
- 7.3 Corporate executive team – comments have been incorporated.

8 Recommendation

The Cabinet is invited to approve the action plan in annex 1.

Annex 1 CORPORATE IMPROVEMENT ASSESSMENT – DRAFT ACTION PLAN

Items marked * are from the draft report on managerial capacity and effectiveness

Para-graph	Recommendation	Priority 1=low 2=medium 3=high	Responsibility	Agreed	Comments	Date
22	Common approach to project management	2	Linda Atkin (corporate lead: Alan Evans)	Y	Project management team for major projects in place Corporate project management methodology agreed by Monthly Management Conference, 6 October 2004	To be reviewed in spring 2005
26	Invest in development of CET, including external facilitation, mentoring etc	2	Ian Miller	Y	Regular away days: 1 June, 27 Sept External facilitator engaged Taking part in Public Sector Management Initiative Mentoring & coaching and other development opportunities to be pursued	From May 2004 May 2004 April 2004 Ongoing
28, 35, 36	Review of role of corporate directors	3	Ian Miller	Y	Review role of corporate directors	Nov 2004

	Clear allocation of corporate responsibilities among directors ...among Cabinet members		CET (lead: Ian Miller) Leader		Complete review of allocation of corporate responsibilities among CET members Review allocation of corporate responsibilities within Cabinet	1 Nov 2004 Jan 2005
29 - 31	Change how CET members operate – be more strategic, empower heads of service etc.	2	CET (lead: Ian Miller)	Y	Changes already in process of being implemented	April 2004 onwards
32	Peer reviews	1	Alan Evans	Y	Agree participation Identify peer reviews for participation by CET members (one already undertaken by a director Nov 2004) Identify peer reviews for participation by Councillors	Nov 2004 Dec 2004 Dec 2004

33	More informal opportunities for Members and officers to meet	2	Ian Miller/Leader	Y	<p>Regular meetings between Leader and Group Leaders</p> <p>Informal Cabinet</p> <p>Sessions for all Members on priorities</p> <p>Other informal work on policies</p> <p>Participation by Cabinet Members other than Leader/Deputy Leader in Monthly Management Conference</p> <p>Regular "open days"</p>	<p>Every 6 weeks</p> <p>Monthly</p> <p>As required</p> <p>As required</p> <p>As appropriate</p> <p>Each year</p>
37, 38, 39, 44	Consistent use of personal development reviews across Council, action taken against poor performers	3	Linda Atkin (corporate lead: Alan Evans)	Y	All reviews for 2004-05 to be compliant with corporate standards: Personnel department to monitor Monitor consistent application of policies on exit interviews and return to work interviews	<p>May 2005</p> <p>Ongoing</p>

	Consistent application of sickness absence policy				Monitor consistent application of sickness absence policy	Ongoing
42	Decision on future management structure of personnel Review of number/deployment of personnel officers	2	Alan Evans Linda Evans (corporate lead: Alan Evans)	Y	Agree whether or not to move to centralised management of personnel function	Nov 2004 April 2005
75	Focus on performance indicators that matter	2	Alan Evans	Y	Concentrate reporting on indicators that are relevant to managing performance	April 2005
*	Develop a succession planning framework	3	Linda Atkin (Corporate lead: Alan Evans)	Y	Framework to be established Succession plans for director and head of service posts in place	April 2005 Nov 2004
*	Complete workforce development plan based on emerging competence	3	Linda Atkin (Corporate lead: Alan Evans)	Y	Behavioural competence framework complete. To be incorporated into PDRs.	April 2004

	framework				Workforce Development Plan	June 2005
*	Establish structured Member development programme within competence-based framework	2	Linda Atkin (Corporate lead: Alan Evans)	Y	Member development plan in place to April 2005, thereafter rolling 12 month programme Work towards competence framework	Nov 2004 Sept 2005
40, *	Review scheme of delegation	2	Alan Evans	Y	Delegations already revised in financial regulations Review of delegations on decisions currently taken by - Cabinet - Planning Committee - Licensing Committee - Council	March & Sept 2004 By Dec 2004

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR P J MARFLEET, LEAD MEMBER FOR FINANCE AND PERSONNEL

DATE: 23 NOVEMBER 2004

SUBJECT: CORPORATE QUARTERLY PERFORMANCE REPORT AGAINST IMPROVEMENT PLAN 2004/05

1 DECISION SOUGHT

1.1 That Cabinet consider the Corporate Quarterly Performance Report against the Improvement Plan 04/05 (Appendices I and II refers) and monitors closely progress against corporate and service risks with reference to statutory and local indicators.

2 REASON FOR SEEKING DECISION

2.1 The Corporate Quarterly Performance Report is produced to promote the regular monitoring of performance against the Authority's Improvement Plan by Members and Senior Management Team.

2.2 The Community Strategy was agreed in April and contains a number of statutory and locally agreed performance measures and targets. Systems are required to collect this data from the Authority and partner organisations and progress against targets will need to be monitored on a regular basis. It was hoped that this data would be included in this quarter's Corporate Quarterly Performance Report but systems are still required to identify base data and collect performance information. A series of meetings have been arranged between the Community Strategy Manager, Corporate Performance Management Unit and departments to identify the issues which are causing difficulty. Progress against the Community Strategy will be monitored by the Community Strategy Steering Group.

2.3 The key issues for consideration from Quarter 2 (July, August and September) are noted below:-

Corporate Work Programme

Significant progress has been made in the areas of Human Resources, Project Management, Risk Management, Performance Management and Procurement, though it is important that the Procurement Team is appointed as soon as possible. Progress has also been made in setting the Council's priorities and aligning resources to a four year framework. The deadline for the completion of the Corporate Communications Review has slipped until the end of November.

Service Work Programme

There has been some improvement in the number of high risk food premises inspected but at 20.6%, this is still below the target of 60%. Delays have occurred in building the new vehicle depot due to complications relating to procurement. There has been noticeable improvement in the public realm services where multi-task work teams have been set up and enforcement is also working well where the policy has been implemented. There has been difficulty recruiting Housing Enforcement Officers which is adversely affecting progress in private sector housing

Non-verified Summer 2004 examination results show that pupil's performance in many key stages has improved but remain below the Wales average, particularly at Key Stage 2. The percentage of 15/16 year olds achieving at least grade C in GCSE English or Welsh, Mathematics and Science in combination shows that the performance of 34% remains below the Wales national average of 38%.

Overall

50.5% of statutory indicators are ahead of target

7.1% of statutory indicators are on target

42.4% of statutory indicators are unlikely to meet the annual target if current performance continues

Policy Agreement Indicators

Data has not been provided for some of the new Policy Agreement Performance Indicators and this should be provided quarterly wherever possible.

Community Strategy Targets

Work is being undertaken to more clearly define the performance measures required to monitor progress towards the targets in the Community Strategy and to establish base data and robust collection systems.

Local Performance Indicators

Key local performance indicators which measure progress against key improvement areas have been included in Appendix II, under the appropriate Directorate.

3 POWER TO MAKE THE DECISION

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

4 COST IMPLICATIONS

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

5 FINANCIAL CONTROLLER STATEMENT

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

6 CONSULTATION CARRIED OUT

Quarterly Performance Reports are produced by Heads of Service for Directors and copied to the Performance Management Unit. The reports are discussed with Lead Members and are the subject of Departmental Management Team meetings and are discussed with staff.

The reports are also reviewed by Performance Management and Scrutiny Support Officers and distributed to the relevant Scrutiny Committees. A Review Of Quarterly Performance Reports is produced for each Scrutiny Committee which includes the comments of the appropriate officer. The corporate report is presented for consideration to the Corporate Executive Team and Cabinet.

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

Statutory performance indicators impact upon all policy areas including corporate.

8 RECOMMENDATION

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

Denbighshire County Council

**REPORTING PROGRESS AGAINST THE IMPROVEMENT
PLAN 2004/2005**

QUARTER 2

THE COUNCIL'S WORK PROGRAMME FOR 2004/05

Progress - Corporate Issues

Corporate Issue	Progress Qtr 1	Progress Qtr 2	Target 2004/05
Managing Financial Resources – Alan Evans	Work began in Quarter 1 on Charging for services.	Priority setting days have taken place with Members and Senior Management Team and a draft four year financial framework aligned to priorities will be presented to Members for discussion on the 23 November. The WAG settlement has been received and Members views on Council Tax levels sought. A programme of work is being developed by the Management Accounting Team to assist Directorates in the identification of efficiency savings and reviewing fees and charges.	<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
Communications and Consultation - Steve Hatton	A three phase Corporate Communications Review is underway and will be complete by October 2004.	Phase 3 of the review will be completed by the end of November. The original October deadline has slipped due to lack of resources. The shift in deadline will not adversely impact on the final date to get the Strategy formally in place by February '05. Results and recommendations of the whole review will be reported to Members and incorporated into the Strategy.	<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
Human Resources - Linda Atkin	Software now in place to assist with salary modelling and evaluation of roles by January 2005. 20 members of management, staff and unions have been training in GLPC evaluation scheme.	HR System - Contract with MIDLAND now signed. Project Plan meeting has taken place and training on system for key users arranged during Nov. Key piece of work is to ensure structures are documented and available for input into new system. Absence levels continue to reduce and are on target. Single Status -	<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

		<p>Work continues to progress. Meetings taking place with Directorates regarding consolidation plus payment issues.</p>	<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
<p>Performance Management – Janette Ogden</p>	<p>An induction day took place with new Members on PM and priority setting. A meeting has taken place with the Cabinet Member for PM. Training has been arranged for the Corporate Performance Management Group on developing a balanced set of indicators and target setting on the 27 September. A priority setting day has been organised with Members for the 3 September and a survey carried out with new Members.</p>	<p>Two priority setting days with Members and Senior Management have taken place and the results are currently being analysed. A training session took place with the LGDU on local indicators and target setting which was well attended with a further training day organised for the 7th December. The Authority has received positive reports from the Audit Commission on its performance management framework and the Improvement Plan 04/05. The Corporate Performance Management Group meets monthly and continues to be well attended. Meetings between the CPMU, Heads of Service and departmental Performance Management Officers began in October to carry out a joint assessment of performance management arrangements within services. The CPMU has been working closely with the Community Strategy Team to try to identify baseline data and performance information so that progress against targets can be effectively monitored.</p> <p>Work is also progressing on improving the Authority's strategic framework</p>	<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

Project Management – Linda Atkin	Corporate methodology being presented to MMC on 2 September. Proposing 3 levels of project management within one corporate methodology.	A Corporate Methodology has been approved. Pilot projects being run to test the methodology in practice. Training sessions are currently being undertaken.	<ul style="list-style-type: none"> ● Identify corporate methodology ● Interim project management methodology put in place ● Seek additional resources if applicable
Risk Management – Ivan Butler	HIAS nominated as key contact for ACiW. The Corporate Risk Management Team has reformed and met. An Action Plan has been devised for risk management strategy implementation. Training sessions have been organised for risk management and business continuity.	Risk Management Team is in place and methodology developed for implementation. 2 training workshops held so far and attended by all departments. Risk assessments underway for all departments and corporate business continuity plan being developed.	<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
Procurement – Cemlyn Foulkes/Arwel Staples	The consolidation of the Procurement Strategy is ongoing with various meetings been held with other cross sector organisations to review their procurement strategies, concentrating especially on developing an e-procurement strategy. Further procurement strategy guidance also obtained e.g. National Local Government Procurement Strategy for England, which is currently being reviewed.	The consolidation of the Procurement Strategy is still ongoing with a Procurement Strategy Action Plan having now been developed. Further meetings are also being arranged with other cross sector organisations to review their procurement strategies, concentrating especially on developing an e-procurement strategy. The National Local Government Procurement Strategy for England, has now been reviewed and key objectives from the national strategy included within DCC Procurement Strategy Action Plan. The amended CPRs have come into effect on 01/10/04. The development of further procurement policies is ongoing as well as developing a procurement manual for all staff. The posts for the new staff have been advertised externally and interviews will take place subject to receiving	<ul style="list-style-type: none"> ● Consolidation of Procurement Strategy ● Development of procedures ● Recruitment of new team

		approval to fill vacant posts as per procedure in place.	
Corporate Property – Gareth Evans	The two teams are in the process of being amalgamated. A Senior property manager is currently being recruited. Revised delegations have been agreed confirming the strategic role of AMC	The two teams have been integrated. The AMC role has been revised and further delegations approved.	<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

Environment Directorate – Progress Against Key Issues

	Qtr 1	Qtr 2
Environmental Health – Food Premises	The performance in terms of the national indicator is poor and is not on target. Operational Plans are being agreed that will give greater emphasis in terms of prioritising officer time to improve performance in this area. An additional Environmental Health Officer has been employed (three year contract PIG money) which should also have an impact on performance. More flexible staffing arrangements are also being explored which again should improve performance in this area. On a positive note the local indicator in terms of food samples taken is ahead of target (100 for the quarter) and further work has been undertaken in terms of pending prosecution against unhygienic premises.	The figure in this quarter has improved though there is still a deficit due to the move to PFI and the disruption of the need for officers to be either present in court or preparing reports. The demand on Officers' time attending court has decreased this quarter but new cases may interfere with next quarters figures as further offences have been detected at several premises. An additional EHO has been appointed and will be in post from 1.10.04. Similarly a trainee EHO has been employed and his work in the food sampling and dealing with initial enquiries concerning complaints has eased the demand on existing EHOs.
Waste Management	The overall recycling targets have been achieved. The removal of further recyclables from the waste stream is expected to commence later in the year when the infrastructure is in place to receive and collect them. This equipment is currently being procured.	A new Senior Waste Officer was appointed in September. DCC's Municipal Waste Management Strategy prepared and presented to Scrutiny in September 2004. Meeting arranged (for Nov.) with Directors from the main landfill provider (WRG) Recycling - Projects identified for capital expenditure this year (WAG grant money) and equipment purchased. Expressions of interest invited for rural bring sites. Recycling officer appointed (due to

	Qtr 1	Qtr 2
		start 1 November). Meetings held with contractor. Action plan produced by contractor Blue box scheme has been re-launched Monthly advertisements placed in County Voice
Highways Maintenance	Highway Maintenance - Performance against targets in both emergency and category 1 repairs (7 day deadline) has been good, with a high level of response. Capital programme schemes for 2004/05 have been determined using the approved prioritisation criteria, with a concentration on principal roads which are displaying low skid resistance characteristics. Several serious highway / property flooding issues are also being addressed through the structural maintenance programme, as well as one bridge which has suffered long term width and weight restrictions. Measures aimed at addressing locations with a poor third party claims history are also being addressed utilising risk management funding.	22 Authorities have agreed to act collectively to procure highways asset advice. There has been considerable improvement in performance in respect of both emergency and category 1 repairs above target level.
Traffic Management and Road Safety	100% of accident reports have been produced within 10 working days of receiving accident information and remedial measures are being taken at accident cluster sites. The Child Pedestrian Skill Training Co-ordinator has resigned which will impact on the proportion of target school children who have completed child pedestrian skills	A report has not been produced as no accidents have been reported
Vehicle Management and Maintenance	Cabinet approved Depot location and funding 21/04/04. A Planning Application for a new depot was approved by DCC Planning Committee on the 14/07/04.	Delays have occurred due to complications which have arisen in respect of lease and procurement details. A Corporate Fleet Manual to be presented to MMC in November 2004
Public Realm	Multi-task work teams have been set up in trial areas (in order to eliminate organisational demarcation problems). Some progress has been made on the removal of geographical	Detailed proposals are being discussed with Tourism and Leisure. Noticeable improvements reported where new teams are operating. Further extension of experiment dependent upon outcome of Member priority

	Qtr 1	Qtr 2
	demarcation problems (between various council departments), but much work is still to be done. We now have an effective enforcement policy against litter, fly-tipping and dog mess, but not enough resources to implement these policies universally. They are being implemented selectively. The issuing of fixed penalty notices for environmental enforcement only commenced in June.	exercise.
Private Sector Housing	Although only small in number the HMO properties that are being registered is showing steady increase. Two additional Housing Enforcement Officer positions are to be advertised in the near future (3 year contract PIG money) which should further boost work in the registration scheme and general enforcement work ensuring improvements to the quality of residential premises.	The two additional posts have been advertised but without success. Attempts are now being made to engage staff through specialist recruitment agencies. Progress has been slow as result of not being able to recruit staff. Demand for Disabled Facilities Grants is increasing. These grants are mandatory and consequently more staff resources are being allocated to them. This will have an adverse effect on NAWPI 4.1a. Further the reduction in capital allocations in recent years is now having an effect and will add further pressure on PI's.

Personal Services Directorate – Progress Against Key Issues

	Qtr 1	Qtr 2
Children's Services	There are continuing pressures on fostering services and a lack of placement choice. This is set against a back drop of a high number of looked after children some of whom have complex needs. 2 young people have left care neither achieved GCSEs. The cost of looked after children is relatively high due to the high number of looked after children who require specialist residential accommodation from the Independent Sector and the need to purchase external foster care provision. The % of children on the child protection register whose cases are being reviewed on time is excellent at 100%. Social	The Council will implement a Child Concern Model for Intervention which will improve the planning and provision for Children in Need by Health, Education and key partner agencies in conjunction with Conwy Borough Council. Conwy and Denbighshire have been working on this proposal and have drawn up the brief for the project and a job description for a Joint Co-ordinator. The options for other potential partners are now being explored. The Authority will ensure that 70% of eligible Children in Need receive a service appropriate to their needs. Information is yet to be collected on this Indicator.





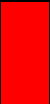


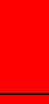
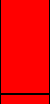

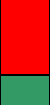

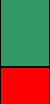

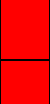




	<p>work allocation is being targeted to meet those most in need and performance reflects this. The arrival of Canadian social workers will reduce the % of social work vacancies.</p>	<p>The Council will produce a commissioning strategy for Children in Need improving the delivery and accessibility of preventative services by April 2005. The Commissioning and Performance Manager is progressing this action.</p>
Older People's Services	<p>The cost of providing residential and nursing home care has exceeded target but the cost of providing homecare was below target but lower than the All Wales average unit cost. The rate of delayed transfers of care continues to be excellent and the rate of assessments has reduced in line with the Departments objective to carry out more targeted assessments. The number of people supported in residential care or nursing homes has exceeded target but the number with learning disabilities helped to live at home has slightly reduced.</p>	<p>The HSCWB strategy is going forward for formal adoption to Cabinet and Council in October 2004, and December 2004.</p> <p>The Older People's strategy was adopted in October 2004.</p> <p>The Contact Warden Scheme to support older people in their own homes has now been implemented with the appointment of staff to undertake the work.</p> <p>The plan for the development of an Extra Care Housing scheme is progressing with an initial pilot in Rhyl.</p> <p>Work on a prudential borrowing model for development of the Residential Homes is progressing well.</p>
Housing Strategy	<p>A Cabinet report on improving the Council Housing Stock was presented to Cabinet on the 20th July which proposed that a series of seminars be held over the summer to enable Members to be fully briefed prior to submission of papers for consideration by Scrutiny Committees in September.</p>	<p>During August and September 2004 a programme of seminars were held for Members, both to explain the basics of Stock Transfer and to provide more detailed information. These seminars were attended by a core of previous Members and three quarters of new Members.</p> <p>A further report – Improving the Council Housing Stock was received by Cabinet on 28th September 2004. It had been intended to present a report to this Cabinet meeting which recommended to Council that Housing Stock Transfer should be finalised as the preferred option for improving the Council Housing Stock. However, several key pieces of information were still outstanding and as a consequence it had not been</p>

		possible to finalise the report. It was, therefore, recommended that the detailed report be received at a future Cabinet.
Homelessness	The demands of implementing the homeless provision for providing temporary accommodation has seen the average time for Bed and Breakfast placement rise and the services is above the projected target time. Robust efforts are being made to ensure that the target time of 4 weeks is reached. Alternatives to B & B accommodation are being sought for all priority need groups, the B & B time has decreased for families but with a consequential rise for other priority groups.	It is projected to deliver the target on the reduction in the use of B & B accommodation by the efficient, effective monitoring and procuring of alternatives to B&B accommodation for families. This has been achieved by the proactive approach of the Homeless team to use spend to save initiative to achieve measurable goals, use of good quality private sector accommodation on leasing terms and prevention of homelessness an additional factor.

Lifelong Learning Directorate – Progress Against Key Issues

	Qtr 1	Qtr 2
School Performance	Results will be available from WAG October 2004	<p>With reference to the Improvement Plan 04/05, the result for English at KS2 in 2002/03 (Summer 2003 results) was 77.4% against the Wales national average of 78.9%. The result for English at KS2 in 2003/04 (Summer 2004 results) indicate that although Denbighshire pupils' performance improved to 78.2, it was marginally below the Wales national average of 79.0%.</p> <p>The result for Mathematics at KS2 in 2002/03 (Summer 2003 results) was 72.5% against the Wales national average of 74.9%%. The result for Mathematics at KS2 in 2003/04 (Summer 2004 results) indicate that Denbighshire pupils' performance improved significantly to 78.2, slightly exceeding the Wales national average of 78.4%.</p> <p>The result for Science at KS2 in 2002/03 (Summer 2003 results) was 85.9% against the Wales national average of 87.6%. The result for Science at KS2 in 2003/04 (Summer 2004 results) indicate that although</p>

		<p>Denbighshire pupils' performance improved to 88.5, it was marginally below the Wales national average of 89.4%. The result for Mathematics at KS3 in 2002/03 (Summer 2003 results) was 67.5% and in line with the Wales national average of 67.5%. The KS3 result for Mathematics in 2003/04 (Summer 2004 results) indicate that although Denbighshire pupils' performance improved to 71.1%, marginally exceeding the Wales national average of 70.9%.</p> <p>In 2002/03 (Summer 2003 examination results), the percentage of 15/16 year olds achieving at least grade C in GCSE English or Welsh, Mathematics and Science in combination was 35% against the Wales national average of 38%.</p> <p>Non-verified results for 2003/04 (Summer 2004 examination results) show that the performance of 34% remains below the Wales national average of 38%.</p>
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Indicator Reference	Description	Responsible Member & Officer	Welsh Comparative data 02/03	2003/04 Annual Target	2003/04 Data	Data Quarter 1 (Apr-Jun) July 04/05	Performance	Data Quarter 2 (Jul-Sep) Oct 04/05	Performance	Data Quarter 3 (Oct-Dec) Jan 04/05	Performance	Data Quarter 4 (Jan-Mar) April 04/05	Performance	2004/05 Annual Target
KEY: Colours denote progress against 04/05 Targets	Slippage against Target 													
	On Target 													
	Ahead of Target 													
NAWPI	National Assembly for Wales Performance Indicator													
Local PI	Local Policy Indicator													
NPA	National Policy Agreement (Bold)													
LPA	Local Policy Agreement (Bold)													
COMMUNITY SAFETY														
1.17	The number of domestic violence refuge places per 10,000 population, provided or supported by authority	Cllr E Edwards, Mike Denman	0.65	4.19	4.14	4.19		4.11						4.14
12.1	Domestic burglaries per 1,000 households. CUMULATIVE	Cllr E Edwards, Mike Denman	12.2	12	11.2	2		2						10.03
12.2 a	Violent offences committed by a stranger per 1,000 population.	Cllr E Edwards, Mike Denman	5.33	10.68	9.81	3		3						8.83
12.2 b	Violent offences committed in a public place per 1,000 population	Cllr E Edwards, Mike Denman	11	11.37	10.6	3		3						9.54
12.2 c	Violent offences committed in connection with licensed premises per 1,000 population	Cllr E Edwards, Mike Denman	1.91	1.84	1.8	0.5		0.3						1.62
12.2 d	Violent offences committed under the influence per 1,000 population	Cllr E Edwards, Mike Denman	3.8	4.21	3.32	1		1						2.99
12.3	Vehicle crimes per 1,000 population	Cllr E Edwards, Mike Denman	17.2	12.08	11.0	2		3						9.93
12.4 a	Has the authority established a corporate strategy to reduce crime and disorder in their area? If no, go to (b)	Cllr E Edwards, Mike Denman	N/A	Yes	Yes	Yes		Yes						Not applicable

Indicator Reference	Description	Responsible Member & Officer	Welsh Comparative data 02/03	2003/04 Annual Target	2003/04 Data	Data Quarter 1 (Apr-Jun) July 04/05	Performance	Data Quarter 2 (Jul-Sep) Oct 04/05	Performance	Data Quarter 3 (Oct-Dec) Jan 04/05	Performance	Data Quarter 4 (Jan-Mar) April 04/05	Performance	2004/05 Annual Target
12.4 b	Has the BV authority established a timetable for doing so?	Cllr E Edwards, Mike Denman	N/A	Not applicable	Not applicable	Not applicable		Not applicable						Not applicable
EQUALITIES														
1.1 a	The level of compliance with the authority's approved Welsh Language Scheme (Service delivery)	Cllr S Davies, Colette Bennett	N/A	Good	Fair & Improving	Annual reporting		Annual reporting						Good
1.1 b	The level of compliance with the authority's approved Welsh Language Scheme (Scheme Management)	Cllr S Davies, Colette Bennett	N/A	Good & Improving	Good & Improving	Annual reporting		Annual reporting see comments below						Good and Improving
NAWPI 1.1 Comments from the Welsh language board are currently being incorporated into a revised draft Welsh Language Scheme which will be processed for approval following consultation.														
1.2	The level of CRE's "Standard for Local Government" to which the authority conforms	Cllr S Davies, Colette Bennett	N/A	Level 2	Level 2	Annual reporting		Annual reporting see comment below						Level 3
NAWPI 1.2 There is a legal requirement to review the Council's Race Equality Scheme by May 2005 this review will assist with identifying actions required to progress to level 3. It is likely that this target will take 3 years to achieve														
1.16 a	Number of racial incidents recorded per 100,000 population recorded. CUMULATIVE	Cllr S Davies, Colette Bennett	37.6	Not set	54.1	Not available See comment below		Not available See comment below						20
1.16 b	The percentage of racial incidents that resulted in further action	Cllr S Davies, Colette Bennett	99.27%	Not set	100%	Not available See comment below		Not available See comment below						100%
NAWPI 1.16 A methology has been devised and will be implemented in January 2005														
COUNTY CLERK'S DEPARTMENT														
1.3	Number of complaints to an Ombudsman classified as maladministration	Cllr S Davies, Ian Hearle	10	0	0	0		0						0
1.4	The percentage turnout for local elections	Cllr S Davies, Ian Hearle	47.10%	35%	35%	44.65%		44.65%						35%
LPA 5	Satisfaction on a scale of 1 – 5 with 1 being the highest level of satisfaction. Figure derived from survey analysis	Cllr S Davies, Steve Hatton			2.41	Community Strategy to address funding								
ICT														

Indicator Reference	Description	Responsible Member & Officer	Welsh Comparative data 02/03	2003/04 Annual Target	2003/04 Data	Data Quarter 1 (Apr-Jun) July 04/05	Performance	Data Quarter 2 (Jul-Sep) Oct 04/05	Performance	Data Quarter 3 (Oct-Dec) Jan 04/05	Performance	Data Quarter 4 (Jan-Mar) April 04/05	Performance	2004/05 Annual Target
1.5	The percentage of interactions with the public which are capable of electronic service delivery and which are being delivered using internet protocols etc. Annually	Cllr S Davies, Peter Wickes	N/A	45.5% average	54.00%	Annual reporting		Annual reporting						64%
FINANCE AND PROPERTY														
1.6	The percentage of undisputed invoices paid within 30 days.	Cllr P Marfleet, Cernlyn Foulkes	80.50%	100%	92%	Annual reporting		Annual reporting						100%
1.7	The percentage of Council Tax collected. CUMULATIVE	Cllr P Marfleet : Ken Jones	96.27%	96.5%	96.79%	32%		59.7%						97%
1.8	The percentage of non-domestic rates which should have been received during the year that were received. CUMULATIVE	Cllr P Marfleet, Ken Jones	96.58%	96.50%	97.54%	30.67%		63.4%						98%
1.15	The percentage of the authority's buildings open to the public that are suitable for accessible to disabled people	Cllr J Thompson-Hill, Stephen M Williams	18.10%	Not set	1.67%	6.00%		7.00%						100%
HOUSING BENEFIT/ COUNCIL TAX BENEFIT														
11.1	Whether authority has strategy for combating fraud and error	Cllr P Marfleet : Jackie Walley	N/A	Yes	Yes	Yes		Yes						Yes
11.3 a	Average time for processing new claims	Cllr P Marfleet, Jackie Walley	N/A	47 days	49 days	59 days		44 days						45 days
11.3 b	Average time for processing change of circumstances	Cllr P Marfleet : Jackie Walley	N/A	10 days	13 days	17 days		15 days						45 days
11.4 a	Percentage of claims where calculation of benefits correct	Cllr P Marfleet : Jackie Walley	97.0%	98.6%	99.0%	98.6%		98.40%						98.6%
11.4 b	Percentage of recoverable overpayments that were recovered in the financial year. CUMULATIVE	Cllr P Marfleet : Jackie Walley	48.50%	38.00%	38.00%	10.38%		18.35%						38%
PERSONNEL														
1.9	The percentage of senior management posts filled by women	Cllr P Marfleet : Linda Atkin	16.00%	>25%	25%	25%		25%						26%
LPA 16	The percentage of senior management positions filled by women – P03 and above	Cllr P Marfleet : Linda Atkin		31%		33%								34%
1.10	The number of working days/shifts per FTE lost due to sickness absence. CUMULATIVE	Cllr P Marfleet, Linda Atkin	12 days	11 days	11.5 days	10.2 days		6.7days						10 days
1.12	Ill health retirements as a percentage of the total workforce CUMULATIVE	Cllr P Marfleet : Linda Atkin	0.52%	0.6%	0.48%	0.10%		0.1%						0.60%
1.13	The percentage of total workforce that declare they are disabled per Disability Disc Act 1995 Annual Reporting	Cllr P Marfleet : Linda Atkin	1.66%	>2.6%	2.64%	2.60%		2.60%						2.60%

Indicator Reference	Description	Responsible Member & Officer	Welsh Comparative data 02/03	2003/04 Annual Target	2003/04 Data	Data Quarter 1 (Apr-Jun) July 04/05	Performance	Data Quarter 2 (Jul-Sep) Oct 04/05	Performance	Data Quarter 3 (Oct-Dec) Jan 04/05	Performance	Data Quarter 4 (Jan-Mar) April 04/05	Performance	2004/05 Annual Target
1.14	Minority ethnic community staff as a percentage of total workforce Annual Reporting	Cllr P Marfleet : Linda Atkin	0.96%	0.6%	0.30%	0.32%		0.32%						0.6%
LPA 13	Number of (under 25s) young people to have taken up the scheme for improving recruitment and retention in Denbighshire	Cllr P Marfleet : Linda Atkin		14		Six monthly reporting - Sept and March		Six monthly reporting - Sept and March						20
EDUCATION														
NB:	Summer Results 2004 relate to 2003/04 annual target.													
2.1	Average GCSE/GNVQ points score of 15/16 year olds in schools maintained by the authority ANNUALLY Academic Yr (November)	Cllr D Owens, Ieuan L Roberts	40	40	38	Annual reporting		38		Verified data from WAG will be available in November 2004			40	
2.1 In the 2 low performing schools, 28% of the original cohort did not complete year 11 in school and were not present for examinations because of attendance at pupil referral units, poor attendance and exclusions. Target setting is difficult to project accurately as schools assume that all pupils who are on role in year 10 will sit the examination when they transfer to year 11. In reality, as indicated previously, this is not the case and has a negative impact on the accuracy of target setting.														
2.2 PA	% of pupils in schools maintained by the authority achieving 5 or more GCSE's at grades A*-C or the vocational equivalent ANNUALLY Academic Yr (November)	Cllr D Owens, Ieuan L Roberts	49.70%	56.80%	46.50%	Annual reporting		48%		Verified data from WAG will be available in November 2004			52.20%	
2.2 The points noted in 2.1 are also relevant and it is interesting to note that in one low performing school only 29% of the cohort achieved grades A* - C, whereas of those who sat the exam, 39% achieved the standard.														
2.3	% of pupils in schools maintained by the authority achieving one or more GCSE's at grade G or above or the vocational equivalent ANNUALLY Academic Yr (November)	Cllr D Owens : Ieuan L Roberts	92.35%	93%	90.17%	Annual reporting		92%	See Comments Below	Verified data from WAG will be available in November 2004			91%	
2.3 Performance closely matched the target set and reflects the continuous expectations of schools. It is relevant to note the continuous efforts of schools and their commitment to entering all pupils for GCSE examinations. Improvement from 2003 Summer results to 2004 Summer results.														
2.4a P A	% 11 year olds in schools maintained by authority achieving Level 4 or above in the National Curriculum Key Stage 2 mathematics test ANNUALLY Academic Yr (October)	Cllr D Owens : Ieuan L Roberts	72.73%	69.20%	72.54%	Annual reporting		78.7%		Verified data from WAG will be available in November 2004			80.80%	
2.4b P A	% 11 year olds in schools maintained by authority achieving Level 4 or above in the National Curriculum Key Stage 2 English test ANNUALLY Academic Yr (October)	Cllr D Owens : Ieuan L Roberts	79.41%	67.60%	77.44%	Annual reporting		78.2%		Verified data from WAG will be available in November 2004			77.40%	
2.4c P A	% 11 year olds in schools maintained by authority achieving Level 4 or above in the National Curriculum Key Stage 2 Welsh (first language) test. ANNUALLY Academic Yr (October)	Cllr D Owens : Ieuan L Roberts	75%	71.30%	79.11%	Annual reporting		80.9%		Verified data from WAG will be available in November 2004			73.40%	

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2.4d P A	% 11 year olds in schools maintained by authority achieving Level 4 or above in the National Curriculum Key Stage 2 Science test. ANNUALLY Academic Yr (October)	Cllr D Owens : Ieuan L Roberts	85.49%	71.40%	85.89%	Annual reporting		88.50%		Verified data from WAG will be available in November 2004			78.30%	
2.5 a	% 14 year olds in schools maintained by the authority achieving Level 5 or above in the National Curriculum Key Stage 3 Mathematics test. ANNUALLY Academic Yr (October)	Cllr D Owens : Ieuan L Roberts	61.96%	69.00%	67.53%	Annual reporting		71.1%		Verified data from WAG will be available in November 2004			67%	
2.5 b	% 14 year olds in schools maintained by the authority achieving Level 5 or above on the National Curriculum Key Stage 3 English test. ANNUALLY Academic Yr (October)	Cllr D Owens : Ieuan L Roberts	61.38%	67%	62.82%	Annual reporting		63.8%		Verified data from WAG will be available in November 2004			67%	
2.5b The performance of 63.8% did not match the target set (67%) and was slightly below the all Wales figure of 65.4%. However, it is relevant to note the effective strategies led by the Inspector/Adviser for English and a good example of improvement is evident at Denbigh High School where performance improved from 55% in 2003 to 64% in 2004. Summer 2004 results show an improvement on Summer 2003 results.														
2.5 c	% 14 year olds in schools maintained by the authority achieving Level 5 or above in the National Curriculum Key Stage 3 Welsh (first language) test. ANNUALLY Academic Yr (October)	Cllr D Owens : Ieuan L Roberts	70.77%	82.00%	74.78%	Annual reporting		69.5%		Verified data from WAG will be available in November 2004			79%	
The targets set by secondary schools of 79% proved to be far too ambitious and is reflected in the performance. However, despite the achievement being below expectations, performance did closely match teacher assessment. In reality, only about 15 pupils throughout the County did not reach the expected level 5.														
2.5 d	% 14 year olds in schools maintained by the authority achieving Level 5 or above in the National Curriculum Key Stage 3 Science test. ANNUALLY Academic Yr (October)	Cllr D Owens : Ieuan L Roberts	67.14%	66.00%	70.53%	Annual reporting		73.1%		Verified data from WAG will be available in November 2004			67%	
2.6	% 15/16 year olds achieving the 'core subject indicator'. Those pupils achieving at least grade C in GCSE English or Welsh, Maths and Science combined. ANNUALLY Academic Yr (November)	Cllr D Owens : Ieuan L Roberts	35.97%	43.30%	34.88%	Annual reporting		34%		Results will be available from WAG - November 2004			42.80%	
2.6 The discrepancy between the performance achieved and the target set is recognised. This will be a focus of discussion between officers and senior management in schools when collating future targets.														
2.7a NPA 3	% 15/16 year olds leaving full time education without a recognised qualification. ANNUALLY Academic Yr (December)	Cllr D Owens, Ieuan L Roberts	3.08%	0.9%	2.87%	Results will be available from WAG - December 2004							2.20%	
2.8 a	Number of primary pupils permanently excluded per 1,000 primary pupils. Reported upon Termly	Cllr D Owens, Ieuan L Roberts	0.32	0	0.51	Summer Term 2004 0							0.34	
2.8 b	Number of secondary pupils permanently excluded per 1,000 secondary pupils. Reported upon Termly	Cllr D Owens, Ieuan L Roberts	1.68	1.07	1.43	0.51 (4 pupils)							0.64	

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2.8 c	Number of special pupils permanently excluded per 1,000 special pupils. Reported upon Termly	Cllr D Owens, leuan L Roberts	3.45	0	0		0							0
2.11 a	Percentage permanently excluded pupils attending <10 hours alternative tuition/week. Reported upon Termly	Cllr D Owens, leuan L Roberts	56.50%	0%	7.1%		25%							0%
2.11 b	Percentage permanently excluded pupils attending 10-25 hrs alternative tuition/week. Reported upon Termly	Cllr D Owens, leuan L Roberts	33.50%	0%	92.9%		75%							75%
2.11 c	Percentage permanently excluded pupils attending >25 hrs alternative tuition/week. Reported upon Termly	Cllr D Owens, leuan L Roberts	10.10%	100%	0%		0							25%
2.12 a	Percentage primary classes with more than 30 pupils - reception to year 2 inclusive. ANNUALLY - January	Cllr D Owens, leuan L Roberts	2.62%	2.00%	3.45%	Results will be available from WAG - Jan 05								2.00%
2.12 b	Percentage primary classes with more than 30 pupils - year 3 to 6. ANNUALLY - January	Cllr D Owens, leuan L Roberts	14.12%	8%	14.52%	Results will be available from WAG - Jan 05								8.0%
2.13 a	The number of statements issued during the year. ANNUALLY - February	Cllr D Owens, leuan L Roberts	1893	97	64		Aug-Sept 04 18							92
2.13 b (i)	% of statements of special educational needs prepared within 18 weeks excluding those affected by the 'exceptions to the rule' under SEN code of practice. ANNUALLY - April	Cllr D Owens, leuan L Roberts	70.20%	100%	81.30%		Aug-Sept 04 6 (75%)							90%
For statements produced within 18 weeks, with 6 out of 8 produced , the success rate was 75% and was due to exceptional circumstances. The statement deadline was missed by one and two days respectively.														
2.13 b (ii)	% of statements with special educational needs finalised within 26 weeks excluding those affected by the 'exceptions' to the rule under SEN code of practice. ANNUALLY - April	Cllr D Owens, leuan L Roberts	72.20%	100%	89.10%		Aug-Sept 04 18 (100%)							90%
2.14 NPA 2	The percentage of attendance, those present or on approved educational activities, in secondary schools. ANNUALLY Sept 2002 - May 2003	Cllr D Owens, leuan L Roberts		89.82%	90.02%	Results will be available from WAG - Oct 04								90.50%
2.14 Data will not be available until the end of the year and will be reported on in January, 2005														
Local PI	All Primary Schools to be monitored by subject specialists with support from Education Officers.					16.6%		9 schools completed		3 schools				33% 18 schools
Local PI	All Secondary schools to be monitored by subject specialists with support from Education Officers.					100%		8 schools		achieved				100% 8 schools
SOCIAL SERVICES														

Indicator Reference	Description	Responsible Member & Officer	Welsh Comparative data 02/03	2003/04 Annual Target	2003/04 Data	Data Quarter 1 (Apr-Jun) July 04/05	Performance	Data Quarter 2 (Jul-Sep) Oct 04/05	Performance	Data Quarter 3 (Oct-Dec) Jan 04/05	Performance	Data Quarter 4 (Jan-Mar) April 04/05	Performance	2004/05 Annual Target
3.1	Stability of placements of children looked after by the authority by reference to the percentage of children looked after on 31 March in any year with three or more placements during the year. (Not cumulative - 3 monthly)	Cllr M German, Nicola Francis	8.25%	<15%	20.11%	6.06%		9.55%						17%
There are continuing pressures on fostering services, a lack of placement choice, and children with complex needs being looked after which will take sustained planning to achieve improvement in placement stability. The breakdown of placements is becoming an increasing problem across Wales which has been evidenced in the release of 03/04 PI data.														
3.2 a	Educational qualifications of children looked after by reference to the percentage of young people leaving care age 16 or over with one or more GCSE's at Grade A* to Grade G or GNVQ equivalent one or more (Cumulative - 3 monthly)	Cllr M German Nicola Francis	45.36%	75%	27.27%	0%		20%						45%
3.2 b	Educational qualifications of children looked after by reference to the percentage of young people leaving care age 16 or over with two or more GCSE's at Grade A* to Grade G or GNVQ equivalent two or more (Cumulative - 3 monthly)	Cllr Mike German, Nicola Francis	37.86%	50%	27.27%	0%		20%						38%
This is a volatile indicator with a small cohort. The indicator measures GCSE performance when a child leaves care aged 16 or over as opposed to the qualifications of children in Care when they are aged 16. Therefore the indicator includes children who leave care before they are old enough to take their GCSE's, children who were looked after for very short periods and children who leave care much older than 16 – so their GCSE's results count years later.														
3.3 P.A	The percentage of young people in care on their 16th birthday who have a care plan and/or pathway plan for their continuing care (Cumulative - 6 monthly reporting)	Cllr M German : Nicola Francis	96%	75%	30%	Not applicable		Awaiting Audit						80%
Performance against this indicator is currently being audited														
3.4 NPA 11a	The percentage of first placements (for looked after children) beginning with a care plan in place (Cumulative 6 monthly reporting)	Cllr M German : Nicola Francis	65.80%	80%	57.9%	Awaiting File Audit In August		36.95%						70%
Following the outcome of the audit a list of the non compliant cases is being sent to the appropriate Service Manager for management action to identify underlying causes of non compliance and measures to improve performance														
3.5	Average weekly costs of services for children looked after in foster care or in a children's home (Cumulative - 3 monthly)	Cllr Mike German, Nicola Francis	£427	£415	£500	£522		£684.15						£515
There is a relatively high number of looked after children which includes children with complex needs necessitating 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.														
3.6 a	Cost of providing social services to adults by reference to gross cost per week for residential and nursing home care (Expenditure Data = Cumulative, Activity Data = Not Cumulative - 3 monthly)	Cllr P Dobb, Neil Ayling	£419	£390	£405	£406		£434						£425
Whilst performance is slightly above target this is within an acceptable range														

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3.6 b	Cost of providing social services to adults by reference to gross cost per week for home care (Expenditure Data = Cumulative, Activity Data = Not Cumulative - 3 monthly)	Cllr P Dobb, Neil Ayling	£101	£70	£56	£69		£58						£58
3.7 P.A	The rate of older people (aged 65 or over) helped to live at home per 1,000 population aged 65 or over (Not Cumulative - 3 monthly)	Cllr P Dobb, Neil Ayling	101.76	126	122.35	104		114.9						100
3.8 NPA 9	The rate of delayed transfers of care for social reasons per 1,000 population aged 75 and over (Cumulative - 3 monthly)	Cllr P Dobb, Neil Ayling	18.15	2.53	1.34	0.10		0.52						<2.53
3.9 P.A.	The percentage of adult clients receiving a written statement of their needs and how they will be met (Cumulative 6 monthly)	Cllr P Dobb, Neil Ayling	87	97%	100%	File Check In October		100%						99%
3.10	The rate of assessments of people aged 65 and over per 1000 population aged 65 and over (Cumulative - 3 monthly)	Cllr P Dobb, Neil Ayling	146.27	165	178.65	36.02		72.04						170
The reduction in the number of assessments is in line with the Department's intention to increase advice and information services with more targeted assessments. The total number of assessments will, nonetheless, increase as there is a small backlog (200) of assessments that need to be moved through our IT system. These assessments relate to equipment that has already been provided by the Department to enable people to live at home – the issue relates to a delay in IT input due to service pressure rather than a delay in service provision														
3.11	Nights respite care provided or funded by authority per 1,000 population aged 18 or over (Cumulative - 3 monthly)	Cllr P Dobb, Neil Ayling	102.83	117	217.54	33.5		80.71						217
The PI includes short term care as well as respite care. Where a person owns their property they are entitled to have the value of their property disregarded when calculating their contribution to the cost of their first 12 weeks of care. This gives a person time to consider whether they want to move into a Care Home setting permanently before looking to place their property on the market. In Denbighshire a person is considered as receiving short term care for this 12 week period. A reduction in the number of people being supported in Care Homes (see PI 3.13) below has a knock effect on the number of people receiving short term care as part of this indicator.														
3.12	The percentage of Children on the CPR whose cases should have been reviewed that were reviewed (Not Cumulative - 3 monthly)	Cllr M German : Nicola Francis	72.80%	95%	91.7%	100%		100%						90%
3.13 NPA 10	The number of people aged 65 or over whom the authority supports in residential care homes or nursing homes per 1,000 population aged 65 or over (Not Cumulative - 3 monthly)	Cllr P Dobb, Neil Ayling	29.45	22	32.93	32.98		33.70						41
Performance is better than predicated. It was envisaged that a much higher rate would be achieved due to a transfer of cases to the Authority last year. However, there has been a significant reduction in the number of people supported in Care Home placements since January 2004. This has positively impacted on the PI meaning that we have significantly come under target – which is positive for this indicator. However, our rate of placements does remain above the Welsh average.														
3.14 a P.A.	The number of adults under 65 whom the authority helps to live at home per 1,000 adults (physical or sensory disabled) Not Cumulative - 3 monthly	Cllr P Dobb, Neil Ayling	5.18	10.07	5.34	5.76		7.39						5.50

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3.14 b P.A.	The number of adults under 65 whom the authority helps to live at home per 1,000 adults (learning disabilities) Not Cumulative - 3 monthly)	Cllr P Dobb, Neil Ayling	3.58	4	3.59	3.5		3.59						3.72
	We are running slightly under target but this may be an issue about data quality. Specific work is planned to validate whether this is a data quality issue													
3.14 c P.A.	The number of adults under 65 whom the authority helps to live at home per 1,000 adults (mental health problems) 6 Monthly	Cllr P Dobb, Neil Ayling	3.39	9.77	4.75	Manual Collection Oct and March		6.97						5
	Performance is above target. However, it may be the case that a small number of people in this category also receive a service which is counting for PI 3.14a. Work will be undertaken to ensure that there is no double counting in time for our PI submission to the Assembly. In any event it is likely that even if any double counting is corrected this indicator will show increased performance on 03/04 out turn.													
3.15 a P.A.	Percentage of cases of children with an allocated social worker providing a service appropriate to need (children on the child protection register) Not Cumulative - 3 monthly	Cllr P Dobb : Nicola Francis	99.00%	100%	98.1%	100%		100%						100%
3.15 b P.A.	Percentage of cases of children with an allocated social worker providing a service appropriate to need (children looked after excluding 3.15a) Not Cumulative - 3 monthly	Cllr P Dobb : Nicola Francis	98.10%	100%	92.2%	83%		88%						80%
3.15 c P.A.	Percentage of cases of children with an allocated social worker providing a service appropriate to need (children in need excluding 3.15 a and b) not cumulative - 3 monthly	Cllr P Dobb : Nicola Francis	83.80%	100%	62.4%	60%		60%						70%
	In line with our risk management plan social work allocation is being targeted to those most in need and performance reflects this													
NEW PA	% of 15/16 year olds leaving full-time education without a recognised qualification in local authority care	Cllr P Dobb: Nicola Francis			29%	Not applicable		30.80%						25%
	The cohort for this indicator is very small making performance volatile. At this point in time it does not appear that the target will be met but this can change significantly depending on the number of looked after children aged 16 who leave education during the rest of the year													
NPA 11b	For those children looked after whose second review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date.	Cllr P Dobb : Nicola Francis	N/A	New		44%		54% (provisional)						60%
NPA 12	The percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March.	Cllr P Dobb : Nicola Francis	N/A	New	24%	7.70%		10.2%						20%

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Performance is on target for this year. However, the Assembly have set very ambitious targets for the next 3 years and a performance improvement plan will need to be drawn up														
LPA 1	Increase in number of child care places	Cllr P Dobb : Nicola Francis			4314									4506
Local PI	Child Concern Model Implemented	Cllr P Dobb : Nicola Francis				Work progressing								Child Concern Model implemented
Local PI	Rapid Response Team established	Cllr P Dobb : Nicola Francis				On track								Team in place and base line data established
Local PI	% of child care social workers	Cllr P Dobb : Nicola Francis				On track								15% reduction
Local PI	% of child protection casers checked deemed to be seriously compliant	Cllr P Dobb : Nicola Francis				Further work needed								Audit completed and baseline data established
Local PI	% staff meeting national targets for qualifications	Cllr P Dobb : Nicola Francis				Further work needed								1
Local PI	Costed and timed Development Plan	Cllr P Dobb, Neil Ayling				On track								Identify priority developments in older people's
Local PI	Older People's Strategy agreed	Cllr P Dobb, Neil Ayling				On track								Develop strategy and link to locality planning
Local PI	Number of people taking up Direct Payment Scheme	Cllr P Dobb, Neil Ayling				10								20
Local PI	Establish Contact Warden Scheme	Cllr P Dobb, Neil Ayling				On track								Contract Warden Scheme established
Local PI	Project Plan for development of residential homes/related developments agreed	Cllr P Dobb, Neil Ayling				On track								Project Management Plan developed for extra care developments
Local PI	% social work vacancies	Cllr P Dobb, Neil Ayling				Further work needed								Audit completed and baseline data established
Pages from the QPR which report on the Local Indicators above been inadvertently left out. This is being followed up with the service.														
HOUSING														

Indicator Reference	Description	Responsible Member & Officer	Welsh Comparative data 02/03	2003/04 Annual Target	2003/04 Data	Data Quarter 1 (Apr-Jun) July 04/05	Performance	Data Quarter 2 (Jul-Sep) Oct 04/05	Performance	Data Quarter 3 (Oct-Dec) Jan 04/05	Performance	Data Quarter 4 (Jan-Mar) April 04/05	Performance	2004/05 Annual Target
4.1 a	The percentage of unfit private sector dwellings made fit/demolished - direct LA action. Annually	Cllr P Dobb : Gary Sumner	0.046	0.052	0.062	Annual reporting		Annual reporting						0.070
4.1 b	The percentage of private sector dwellings vacant for 6mths+ reoccupied from LA action. Annually	Cllr P Dobb : Gary Sumner	0.0155	0.0056	0.0049	Annual reporting		Annual reporting						0.0100
4.2	Average SAP energy efficiency rating of LA owned dwellings	Cllr P Dobb, Paul Quirk	N/A	52	51.6	Annual reporting		Annual reporting						53.0
4.5 a	Rent arrears of current tenants as a proportion of rent roll	Cllr P Dobb : Paul Quirk	0.0268	0.039	0.0435	Annual reporting		Annual reporting						0.0370
4.5 b	Rent arrears of former tenants as a proportion of rent roll	Cllr P Dobb : Paul Quirk	0.02	0.013	0.015	Annual reporting		Annual reporting						0.013
4.5 c	Rent arrears of current and former tenants written off as not collectable as a proportion of rent roll	Cllr P Dobb : Paul Quirk	0.0123	0.009	0.0040	Annual reporting		Annual reporting						0.0037
4.6	Proportion of decisions on homelessness applications made and notified within 33 days	Cllr P Dobb, Paul Quirk	0.876	0.930	0.957	0.960		0.950						0.950
4.7	Average relet times for LA dwellings let during the financial year	Cllr P Dobb, Paul Quirk	N/A	46 calendar days	41.8 calendar days	48 calendar days		41 calendar days						39 calendar days
	NAW PI 4.7 – significant improvement on performance for this quarter has been delivered through joint tasking of the Housing team to provide targeted responses. A decrease in the number of voids including unplanned voids during the period has resulted in a reduction in the overall void period to 41 days (saving of 7 days on previous quarter). Whilst this is still over target, the next two quarters will enable this focused approach to be made to deliver improved performance.													
4.10 a	Percentage of repairs completed within target time (a) classed as emergency	Cllr P Dobb, Paul Quirk	89.50%	95%	93.2%	81.10%		see comment below						95%
4.10 b	Percentage of repairs completed within target time (b) classed as urgent	Cllr P Dobb, Paul Quirk	72.20%	90%	89.70%	86.60%		see comment below						90%
	NAW PI 4.10 a) and b) - Percentage of repairs completed within target time: a) classed as emergency, b) classed as urgent. Due to typographical errors, which are outside of Housing Services control, completion data for repairs has resulted in the quarterly figures reflecting an unrealistic percentage for emergency and urgent completion ratios. Subsequently a Working Group has been established to review the procedure for data input. More accurate percentages are anticipated for the following quarter.													
4.11	Average time taken to complete non-urgent responsive repairs	Cllr P Dobb, Paul Quirk	N/A	50 days	43.3 days	41 days		38 days						42 days
4.12	Does the authority follow CRE's code of practice in rented housing?	Cllr P Dobb, Paul Quirk	N/A	Yes	Yes	Yes		Yes						Yes
4.13 a	Are there landlord wide Tenant Participation Compacts (TPCs)?	Cllr P Dobb : Paul Quirk	N/A	Yes	Yes - Jan 04	Yes		Yes						Yes
4.13 b	When was the most recent review of a landlord wide TPC in partnership with tenants?	Cllr P Dobb : Paul Quirk	N/A	Quarterly Basis	Jan-04	May-04		Sep-04						Quarterly

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4.13 c	What proportion of tenants are covered by local or group-specific TCPs?. Annual	Cllr P Dobb : Paul Quirk	0.2	5	0	0		0						0.05
4.14	The number of homeless households placed by the authority in temporary housing for more than six months. Annual	Cllr P Dobb : Paul Quirk	444.8	Nil	5.8	12		11						5
4.15	Average rent lost per tenant through dwellings being left vacant during the financial year. Annual	Cllr P Dobb, Paul Quirk	£77.35	£32.81	£28.91	Annual reporting		Annual reporting						£29.07
NPA 6a	A reduction in the use of Bed and Breakfast accommodation for homeless families with children, except in emergencies	Cllr P Dobb, Paul Quirk	N/A		105	17		22						70
Policy agreement – projected to deliver the target by the efficient, effective monitoring and procuring of alternatives to B&B accommodation for families. This has been achieved by the proactive approach of the Homeless team to use spend to save initiative to achieve measurable goals, use of good quality private sector accommodation on leasing terms and prevention of homelessness an additional factor.														
NPA 6b	Reduction in the average length of time people spend in temporary accommodation by all households during the period of the agreement	Cllr P Dobb, Paul Quirk	N/A		39 weeks			14.6 weeks						33 weeks
NPA 7b	Percentage reduction in energy use and carbon dioxide emission in the housing stock:- a) Housing Within the County of Denbighshire	Cllr P Dobb, Paul Quirk	N/A		a) 0.94%	-		-						a) 1%
Local PI	No of meetings No of tenants involved					Decision Sept 04 following Seminars		see comment below						25 25% (1,000)
Local PI	Contact with tenants Responses to documents					Jan-05		see comment below						90% 5%
Local PI	Turn out to vote on Housing Stock Transfer					Feb/March 05		see comment below						50%
A further report – Improving the Council Housing Stock was received by Cabinet on 28th September 2004. It had been intended to present a report to this Cabinet meeting which recommended to Council that Housing Stock Transfer should be finalized as the preferred option for improving the Council Housing Stock. However, several key pieces of information were still outstanding and as a consequence it had not been possible to finalise the report. It was, therefore, recommended that the detailed report be received at a future Cabinet.														
ENVIRONMENTAL SERVICES														
5.1 a (i) P.A	Percentage of municipal waste recycled or reused. Quarterly	Cllr E Williams : Steve Parker	7.92%	7.5%	6.79%	10.90%		7.30%						10.5%
5.1 a (ii) P.A	Percentage of incinerator residues, beach cleansing wastes, rubble and abandoned vehicles recycled. Quarterly	Cllr E Williams : Steve Parker	78.10%	70%	80.48%	98.00%		100%						95%

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5.1 b P.A.	Percentage of municipal waste composted. Quarterly	Cllr E Williams : Steve Parker	4.15%	7.5%	6.32%	7.60%		8%						7.5%
5.1 c P.A.	Percentage of municipal waste used to recover heat, power and other energy sources. Quarterly	Cllr E Williams : Steve Parker	0	0%	0%	0%		0%						0%
5.1 d P.A.	Percentage of municipal waste landfilled. Quarterly	Cllr E Williams : Steve Parker	84.16%	82%	83.23%	81.40%		79%						79%
5.5 P.A.	Percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness. Quarterly	Cllr E Williams : Steve Parker	94.02%	95%	95.80%	97.00%		97%						96%
5.7 P.A.	The percentage of population served by kerbside collection of recyclables. Quarterly	Cllr E Williams : Steve Parker	50%	44%	55%	53%		52.8%						55%
NPA 7a	Percentage reductions in carbon emissions in the non domestic public stock	Cllr E Williams : Gareth Evans			2842 tonnes									2312 tonnes
LPA 14	New high quality jobs created through financial support programme - Cumulative	Cllr E Williams : Gareth Evans			247 (over 3 years)	14		37						57
LPA 15	Implement BREEAM Standard for all new designs for DCC sponsored buildings which are non residential	Cllr E Williams : Gareth Evans				-		-						100%
LPA 4	Increase in affordable housing by a combination of (i) public sector programme and (ii) 30% element in new private housing schemes	Cllr E Williams : Graham Boase				0		0						85
Officers of the Service are in discussion with the Housing Manager from Personal Services on the definition/wording of this indicator. Records from this Service indicate that decisions relating to planning applications for Affordable Housing have not yet been implemented on the ground, since the Affordable Housing Policy of 30% was adopted by the Council.														
Local PI	Number of houses in multiple occupation entered onto the Council's register	Cllr E Williams : Graham Boase				3		0						30
Local PI	Development of cost effective medium to long term disposal options	Cllr E Williams : Steve Parker						Meeting arranged with main provider						Negotiate with prospective suppliers
Local PI	Tonnages removed – recyclable elements	Cllr E Williams : Steve Parker				0		30 (green waste)						150
Local PI	Number of notices issued for trade waste disposal and fly tipping (cumulative)	Cllr E Williams : Steve Parker				10		16						50
Local PI	Budget combined under one management unit	Cllr E Williams : Steve Parker				0		0						66% combined
Local PI	% of work covered by new area teams	Cllr E Williams : Steve Parker				20%		20%						40% of work
Local PI	Improved customer reaction (annual survey)	Cllr E Williams : Steve Parker				annual		annual						20% improvement
Local PI	Number of enforcement actions taken for litter and fly tipping	Cllr E Williams : Steve Parker				39		45						100

Indicator Reference	Description	Responsible Member & Officer	Welsh Comparative data 02/03	2003/04 Annual Target	2003/04 Data	Data Quarter 1 (Apr-Jun) July 04/05	Performance	Data Quarter 2 (Jul-Sep) Oct 04/05	Performance	Data Quarter 3 (Oct-Dec) Jan 04/05	Performance	Data Quarter 4 (Jan-Mar) April 04/05	Performance	2004/05 Annual Target
TRANSPORT														
6.1	Cost of highway maintenance per km on principal roads. Annually	Clr E W Williams : Steve Kent	£21,966.27	£7,885.00	£6,258.06	Annual reporting		Annual reporting						£3,211
6.3 a	Condition of principal roads. Annually	Clr E W Williams : Steve Kent	1.80%	Not set	11.0%	Annual reporting		Annual reporting						12%
6.3 b	Condition of non-principal roads. Annually	Clr E W Williams : Steve Kent	22.7%	Not set	14.6%	Annual reporting		Annual reporting						30%
6.4	Percentage of street lamps not working. Quarterly	Clr E W Williams : Steve Kent	N/A	0.5%	1.76%	0.41%		0.39%						0.7%
6.10	The percentage of total length of footpaths and other rights of way easy to use by the public. Annually	Clr E W Williams : Steve Kent	43.70%	65%	56%	Annual reporting		Annual reporting						64%
Local PI	Improve performance in respect of emergency repairs	Clr E W Williams : Steve Kent				100%		Not Available						96%
Local PI	Improve performance in respect of actionable repairs	Clr E W Williams : Steve Kent				95%		96%						80%
Local PI	Increase level of third party claims repudiated	Clr E W Williams : Steve Kent				Not Available		Not Available						10%
Local PI	Increase proportion of pre-salting actions completed before frost forms	Clr E W Williams : Steve Kent				Winter Months only		Winter Months only						96%
Local PI	Accident report produced within 10 working days of receiving accident information	Clr E W Williams : Steve Kent				100%		No accidents reported						
Local PI	Implement three schemes per annum – accident cluster sites	Clr E W Williams : Steve Kent				reported at end of financial year		reported at end of financial year						
Local PI	Proportion of target school year population who have completed child pedestrian skills	Clr E W Williams : Steve Kent				Not available		See comment below						100%
Progress was affected by resignation of Child Pedestrian Skill Training Co-ordinator														
Local PI	Improve proportion of safety checks carried out on appointed day (annual)	Clr E W Williams : Steve Kent												5%
Local PI	Reduce level of reported accidents (annual)	Clr E W Williams : Steve Kent												70

Indicator Reference	Description	Responsible Member & Officer	Welsh Comparative data 02/03	2003/04 Annual Target	2003/04 Data	Data Quarter 1 (Apr-Jun) July 04/05	Performance	Data Quarter 2 (Jul-Sep) Oct 04/05	Performance	Data Quarter 3 (Oct-Dec) Jan 04/05	Performance	Data Quarter 4 (Jan-Mar) April 04/05	Performance	2004/05 Annual Target
Local PI	Reduce vehicle downtime (annual)	Clr E W Williams : Steve Kent												5%
PLANNING														
7.1 a	Does the authority have a Unitary Development Plan in place? If no, go to (b) and (c)	Clr E W Williams : Graham H Boase	N/A	Yes	Yes	Yes		Yes						Yes
7.1 b	Is there a deposit Unitary Development Plan in place?	Clr E W Williams : Graham H Boase	N/A	Not applicable	Not applicable	Not applicable		Not applicable						Not applicable
7.1 c	What percentage of the population of the authority is covered by local plans which were adopted in the last 5 years?. Annually	Clr E W Williams : Graham H Boase	33%	100%	100%	100%		100%						100%
7.3	The number of advertised departures from the adopted development plan approved by the authority as a percentage of total permissions granted	Clr E W Williams : Graham H Boase	0.48%	<2.5%	0.40%	0.33%		0.72%						<1%
7.4	The percentage of planning applications determined within 8 weeks. Quarterly	Clr E W Williams : Graham H Boase	62.81%	75%	70.5%	72.7%		59.5%						70%
The reduced figure is a result of a combination of factors - 2 no. office moves into a central office, non-availability of an external consultant due to personal circumstances, summer leave and continuing Planning Officer vacancy. The following factors are likely to result in improved performance - new working arrangements in Central Office, new contract with single consultant, Autumn patterns of leave, and filling of Planning Officer vacancy.														
7.6	Quality in customer service (Planning Officers Society Wales checklist). Quarterly	Clr E W Williams: Graham H Boase	7/11	11	11	11		11						11/11
7.7	The percentage of standard searches carried out in 10 working days. CUMULATIVE	Clr E W Williams: Graham H Boase	90.40%	65%	55.1%	40.60%		62.6%						65%
Land Charges section was transferred from Legal Services to Planning & Public Protection Service on 1 September 2004														
ENVIRONMENTAL HEALTH & TRADING STANDARDS														
8.1 a	The percentage of food premises inspections that should have been carried out that were for high-risk premises. Quarterly	Clr E W Williams : Graham H Boase	90.6%	100%	74.9%	6.7%		20.6%						60%
The figure in this quarter has improved although there is still a deficit due to the move to PFI and the disruption of the need for officers to be either present in court or preparing reports. The demand on Officers' time attending court has decreased this quarter but new cases may interfere with next quarters figures as further offences have been detected at several premises. An additional EHO has been appointed and will be in post from 1.10.04. Similarly a trainee EHO has been employed and his work in the food sampling and dealing with initial enquiries concerning complaints has eased the demand on existing EHOs.														

Indicator Reference	Description	Responsible Member & Officer	Welsh Comparative data 02/03	2003/04 Annual Target	2003/04 Data	Data Quarter 1 (Apr-Jun) July 04/05	Performance	Data Quarter 2 (Jul-Sep) Oct 04/05	Performance	Data Quarter 3 (Oct-Dec) Jan 04/05	Performance	Data Quarter 4 (Jan-Mar) April 04/05	Performance	2004/05 Annual Target
8.2 a	Score against the checklist of enforcement best practice for environmental health standards.	Cllr E W Williams : Graham H Boase	69.16%	90%	84%	83.5%		83.50%						90%
8.2 b	Score against the checklist of enforcement best practice for trading standards.	Cllr E W Williams : Graham H Boase	70.11%	90%	84%	83.5%		83.50%						90%
Looking at the checklist to establish ways of improving our performance in order to reach the target of 90%.														
Local PI	Total number of food samples for the year	Cllr E W Williams : Graham H Boase				100		258						375
CULTURAL SERVICES														
LPA 8	Number participating in the Healthy Living Initiative	Cllr S Roberts : Ann Gosse			650			750						682
7.8 a	Is a local biodiversity action plan in place for the authority's area? If no, go to (b)	Cllr S Roberts : Ann Gosse	N/A		No	Plan launched June 2003		Plan launched June 2003						Yes
7.8 b	Will there be such a plan in place within the next 12 months?	Cllr S Roberts : Ann Gosse	N/A		Yes	Yes		yes						Yes
9.1	The number of pupils visiting museums and galleries in organised school groups. CUMULATIVE	Cllr S Roberts : Ann Gosse	140,291	9379	9384	2,783		4976						9,660
9.2	The number of visits to public libraries per 1,000 population CUMULATIVE	Cllr G Kensler, Ann Gosse	4,377.12	6,300	6509.73	Not available		3534						6,600
9.3	The number of swims and other visits to swimming pools and sports centres per 1,000 population CUMULATIVE	Cllr G Kensler, Ann Gosse	9,162	9388	9394	2,322		4881						7,990

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR P A Dobb, Lead Member for Health and Wellbeing

DATE: 23 November 2004

SUBJECT: Health Social Care and Well-Being Strategy

1 DECISION SOUGHT

Cabinet are asked to

- 1.1 comment upon and agree the action plan of the Health Social Care and Well-Being Strategy (HSCWB Strategy) 2005-2008 (dispatched under separate cover)
- 1.2 receive detailed proposals on Health Challenge Denbighshire, as outlined in paragraphs 2.3.15 to 2.3.17
- 1.3 recommend adoption of the Strategy to Full Council in December 2004

2 REASON FOR SEEKING DECISION

- 2.1 Denbighshire County Council, together with the Denbighshire Local Health Board, has a statutory responsibility to develop a Health, Social Care and Wellbeing Strategy and to adopt it formally by 31st December 2004.

2.2 BACKGROUND

2.2.1 Needs assessment.

The Health, Social Care and Wellbeing Needs Assessment, which was presented to informal Cabinet earlier this year, showed that Denbighshire does face particular health challenges. For example, Denbighshire has

- very high rates of accidents and injuries, including the highest rates of childhood accidents and injuries in Wales
- Low breastfeeding and immunisation rates
- High emergency admission rates to hospital of older people and those with mental health problems
- High suicide rates
- High levels of housing need
- Significant demographic pressures arising especially from the high and rapidly growing population of very old people, who are the most intensive users of both health and social care services
- Above average rates of strokes, cancers and circulatory diseases
- Areas of deprivation, where numbers of Denbighshire's health challenges exist together

The Strategy aims to tackle these issues.

2.2.2 Wanless Review.

The Strategy has also rolled up the key national diagnosis contained in the Wanless Review of Health and Social Care which was published in 2003. This was established by the Assembly Finance Minister following the announcement of substantial additional resources for health in 2002, the aim being to examine how resources should be translated into reform and improved performance.

Wanless concluded that

- Underlying socio-economic factors mean that the health of the people of Wales is poor compared to the UK overall
- Hospital activity has grown by more than 33% over the last 10 years- but demand still outstrips supply. Emergency admissions are very high and impact upon the delivery of elective services. As a result of these factors, some hospital waiting lists and waiting times are unacceptably long
- Generally the position in Wales is worse than in the UK as a whole, reflecting trends evident over decades. Wales does not get as much out of its spending as it should
- Expertise is too thinly spread to meet modern quality standards
- There is an excessive reliance on provision of care in insititutional settings rather than in the community

- There is an unsupportable burden on acute hospital services and some of the beds in community facilities are not well used. There is unacceptable variation in performance between NHS trusts and within primary and social care
- Elective activity is crowded out by emergency admissions
- There has been repeated overspending in the NHS and there is significant variation in spending on social services
- The number of people at or above retirement age is projected to rise by 11% over the next twenty years compared with 3% overall for the UK, which will lead to additional demand for health and social care services
- When either health or social care services do not meet the demand for their own services, the burden of care is often shifted to the partner service
- Policy development plans and implementation programmes are not always connected sufficiently and the link between costs and funding is not always clear.

“The overall conclusion is that the current position is not sustainable.”

2.2.3 Looking to the future, Wanless judged that citizens and communities needed to be involved more in decision-making about health and social care services and would have to contribute by taking greater responsibility for their health. Services would need to be realigned to focus on prevention and early intervention. Health and social care services needed to be brought closer together, with greater use of approaches based on evidence of what works, more robust financial strategies to underpin change, more sophisticated workforce planning, improved technology and investment in the estate. “Every person and every organisation has a leadership role.”

The Strategy attempts to address the Wanless policy agenda, including embracing the community leadership role of local government.

2.2.4 **Local consultation.**

The original draft of the Health, Social Care and Wellbeing Strategy contained 5 priorities viz Older People, children, young people and families, mental health, areas of deprivation and key health outcomes. Adjustments have been made as the as the result of consultation, with some additional priorities added (eg Carers) and the Action Plan is now presented thematically.

2.2.5 There are 8 themes:

- Wider determinants of health, self-help, prevention and early intervention
- Housing
- Access to Services
- Independent Living
- Key Health Outcomes
- Public Involvement
- Service Effectiveness and Efficiency
- Workforce

2.3 DELIVERING THE STRATEGY

2.3.4 Financial context.

Delivering a Strategy to meet local need, and to address also the key national challenges, is particularly demanding in Denbighshire. The health community locally is currently working to deliver substantial savings against a large deficit to a tight timescale, while the past and present pressures on the local authority budgets are a matter of record. Health budgets are under further scrutiny arising from introduction of the “Townsend” direct needs formula which sees Denbighshire, and North Wales’ share of Welsh health resources, reducing significantly over time. The amounts of money involved are large- Denbighshire is currently considered to receive 3.67% of the all-Wales health allocation but “should” receive only 3.11% according to the Direct Needs Formula. The difference amounts to £15m. The Plan is to address this by allocating no or low growth in future. Already this has impacted locally in allocation of Wanless grant to the LHB.

Denbighshire received an initial allocation of only £147k compared with Flintshire's £3.5m+.

Assembly formula changes are also impacting on the Personal Social Services element within the SSA- to a total value of £500k - £700k in 2005/06.

This means that the challenge for us is to create major change with little by way of pump-priming resource. This is not impossible, but it plainly is difficult.

2.3.5 **Two agendas.**

In terms of the Council's role, there are really two agendas for the Council to address built into the Strategy. These are:

A shared care agenda- Social Services and the need to work closely with the NHS to benefit vulnerable groups who need seamless care

The wellbeing- health improvement agenda. Local government has a unique position to create positive influences on people's life circumstances and their lifestyles, including using its wellbeing powers linked to community leadership.

2.3.6 Actions relating to both these agendas are embedded in the Action Plan.

2.3.7 **The shared care agenda.** Examples include the imminent implementation of the Integrated Mental Health Service, the co-location of EMI staff and development of a joint commissioning strategy for domiciliary care (people with EMI needs), the development of a Rapid Response Services for older people to prevent admission to hospital, the mainstreaming of a highly successful joint approach to delivery of Speech and Language Therapy, proposed integration of Occupational Therapy Services, joint workforce initiatives to name a few.

2.3.8 For the local authority, the shared care agenda and the move to remodel services with a stronger preventative ethos contains many challenges. It means, for us, changing services and developing new ones so that services promote independence, re-able and rehabilitate people wherever possible. This has not always been the emphasis. Sometimes in the past, the emphasis has been more on doing things *for* people rather than enabling them to do them themselves.

2.3.9 Resolute and imaginative change management and reskilling are required, plus robust management of existing resources and strategic use of grant monies (eg the development of Reablement Advisors in adults teams using Care Capacity Grant, the development of Extra Care Housing using existing resources and Social Housing Grant, the creation of a range of low level services using Supporting People Grant, and the partnership development of work opportunities services for people with mental health problems using Objective 1 resources).

2.3.10 The challenges for health services are equally great. They are expected to develop services which depend less on high intensity high cost acute hospitals and to develop an enhanced range of effective primary care, community based and early intervention services. These are expected to be effective in both financial and clinical terms. For the NHS, this involves great cultural change as well as changes to the way resources are allocated and used. As with the local authority, there are specific issues to deal with as well as delivering strategic change. For example the implementation of the new GP contract and the impact of the European Working Time Directive on hospitals, traditionally dependent on the long working hours of junior hospital doctors, represent major logistical undertakings.

2.3.11 For both sectors, and others in the voluntary and independent sectors, there is the demanding requirement to remodel and grow the workforce to deal with the changing agenda. This has to be done against the background of staff groups substantially characterised by low pay and during a period of almost full employment. Both health and social care sectors also have to deliver change while dealing with immediate pressures.

2.3.12 The Action Plan attempts to capture this challenging set of requirements and to set down realistic steps towards achieving major change.

2.3.13 Improving health/wellbeing agenda.

Insofar as the improving health/wellbeing agenda is concerned, the local authority has long had responsibility for many activities fundamental to public health including environmental health, housing, public protection. It also funds or promotes other relevant programmes eg the Healthy Schools Scheme, Free Swimming for Older People, road safety programmes, community development initiatives supporting food co-ops and Credit Unions, energy efficiency work. The authority also sets policies which support the health of its own workforce and that of the public- notably the No Smoking Policy and related supportive measures eg access to Smoking Cessation Courses, the development of breastfeeding friendly premises in Council buildings, achieving the Corporate Health Standard.

2.3.14 While the amount of health related activity in the local authority is great, it is also relatively fragmented. We do not consciously use the Council's role in promoting and protecting health to emphasise key health messages in a co-ordinated way. Nor do we always make decisions with the health consequences explicitly in view.

2.3.15 One of the suggested actions in the Action Plan, therefore, is development of the concept of Health Challenge Denbighshire. This would build on the Assembly's Health Challenge Wales initiative. Given the current threats to the health of the people of Denbighshire, it is suggested that the local authority needs to use all its policy making powers and all the persuasion and influence at its disposal to affect the health of current and future residents of the County.

2.3.16 In outline, Health Challenge Denbighshire would aim to involve community leaders in the County in giving a high profile to improving health. We know that it may be possible to access modest funds via Health Challenge Wales.

2.3.17 Further work is required to scope the initiative in detail, but for Members of the Cabinet, it could mean

- Each member of Cabinet agreeing to become knowledgeable about and to champion specific health improvement areas linked to their portfolio eg workforce health, tobacco control, physical exercise, accidents and injuries
- Each member of Cabinet agreeing to find ways to challenge private, voluntary and public sector organisations to join efforts to improve the health of Denbighshire's population, perhaps linked to an award scheme
- Formal consideration of the health impact of decisions made by Cabinet
- A workshop/conference, perhaps once or twice yearly, to publicise the state of the County's health

2.3.18 Support for the Cabinet in undertaking this role would be provided by existing officers, and staff of the National Public Health Service (NPHS) and could be supplemented by training facilitated by the WLGA.

2.4 DEVELOPMENT PROCESS

2.4.1 The Strategy Action Plan has been developed by Health, Social Care and Wellbeing Strategy partners (namely the Local Health Board, the Conwy and Denbighshire Trust, the Denbighshire Voluntary Services Council, the independent sector, the Community Health Council and local authority representatives.) It has been amended following public consultation (see Section 6).

2.4.2 The Plan will be formally considered by the Strategic Partnership Board, which brings all partners together, on November 9th and by the Local Health Board on November 10th, 2004 and December 8th, 2004. Local authority membership of the Local Health Board ensures that the local government plays a key role throughout the process. Other partners are deciding on internal arrangements which will enable them to sign up to the Strategy. A full copy of the Strategy can be obtained from Cathy Curtis-Nelson, Health, Social Care and Wellbeing Strategy Manager.

3 POWER TO MAKE THE DECISION

- 3.1 The Statutory basis for the Strategy is Section 24(1) of the NHS Reform and Health Care Professions Act 2002, which placed a duty on each local health board and local authority to formulate and implement a Health and Well-Being Strategy for the area. Section 24(3) requires the local authority and the local health board to have regard to the Strategy in the exercise of its functions.
- 3.2 In formulating the Strategy, Denbighshire County Council, Denbighshire Local Health Board and others must have regard to the Health, Social Care and Well-being Strategies (Wales) Regulations 2003. This first Strategy should be formally adopted by 31st December 2004. The operative period will be for 3 years from 1st April 2005 and it will be reviewed on an annual basis.
- 3.3 Local Authorities have a power to promote well-being and to provide environments and culture conducive to health and well-being, regardless of party politics. The concept of well-being provides a strong test of the extent to which policies are coming together to reduce inequalities and to promote sustainable development. A high level of well-being is a feature of strong and vibrant communities.

4 COST IMPLICATIONS

- 4.1 Not all actions proposed in the Strategy yet have resources identified for them. Some actions are resourced; some can be taken forward by sharing resources; some will require changing the way services are delivered and so implementing these measures will take time. It is nevertheless essential that partners agree the strategic way forward so that services can be adjusted to meet the strategic aims over a period of time.

5 FINANCIAL CONTROLLER STATEMENT

5.1 Careful monitoring of costs and commitments will be necessary to ensure expenditure is contained within Partnership funding available.

6 CONSULTATION CARRIED OUT

6.1 There were four elements to the consultation:

- **Written Phase**
Consultation documents have been widely circulated to organisations and groups including partner Organisations, Denbighshire 500, Local Health Boards, NHS Trusts and HSCWB Units in North Wales, Welsh Assembly Government, MPs, AMs and MEPs. A plain language version has also been made available at various venues such as libraries, GP Surgeries, Opticians, Hospitals, Chemists, Dentists, and One-Stop-Shops. Talking News has supported the consultation.
- **Staff /Partner Briefings and Workshops**
A series of briefing sessions/workshops for the voluntary sector, staff and specific professional groups/teams or services were held during the summer.
- **Public Events**
A range of events for a wider public consultation took place including a public event in each of the four area partnership areas and involvement in the Flint and Denbigh Show.
- **Members**
Finally a joint event for LHB Board Members and County Councilors was held on 6th October

6.2 A detailed report on consultation findings will be prepared during November.

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

7.1 **Community Strategy**
It is through the Denbighshire Community Strategy that Denbighshire County Council and its partners will be able to check

that there is coherence and clarity between various strategies which have a more specific focus; that they are mutually supportive and sustainable; and that they avoid duplication of effort. The Health, Social Care and Wellbeing Strategy is one of the key sub-strategies and is entirely consistent with the Community Strategy.

7.2 Performance Management

7.2.1 High level performance management is being addressed through the Community Strategy Partnership for each of the themes and the left hand column of the Action Plan cross references the targets in the Community Strategy. A corporate quarterly performance report via the Community Strategy Partnership will be presented to the Corporate Governance Committee and Cabinet

7.2.2 An interagency Performance Management Group has been established as part of the HSCWB Partnership structure.

7.2.3 Performance will be monitored by the HSCWB Partnership at monthly Lead Officer group meetings and quarterly Strategic Partnership Boards. Balanced scorecards of performance indicators are beginning to be developed on a cross organisational basis, using existing health service and local government PIs.

7.2.4 An annual report will be produced for Scrutiny Committees and Cabinet in the Local Authority as well as to the Local Health Board about the progress and impact of implementation.

7.3 Links to Other Partnerships

7.3.1 This Strategy has been developed and exists alongside other partnerships to ensure they are co-coordinated. These include in particular the Denbighshire Children's and Young People's Framework and Denbighshire's Community Safety Partnership

7.3.2 Relationship with the Children and Young People's Framework
The Children and Young People's Framework has the lead on strategic planning for this population group and for ensuring that

this responsibility is exercised in a multi disciplinary way across all responsible agencies, including the health service.

The common themes between the HSCWB Strategy and the Framework Plan are:

- Prevention of accidents and injuries amongst children
- Family support for children, young people and families under pressure including parenting programmes
- Housing-based support and Homelessness e.g. 'Cymorth' funded Health Visitor
- Implementation of the Children's National Service Framework
- Access to services for children and young people e.g. completion and development of the Integrated Children's Centre in Rhyl and the need to engage multi agency support for the Children's Rapid Response Team
- Key Health Outcomes for children and young people e.g. Healthy Schools initiatives and the need to improve sexual health in Denbighshire
- Participation and involvement of children and young people in planning services and making decisions about issues that affect their health and well-being.
- Joint planning and commissioning e.g. for children with complex needs

It is also important that communication is strengthened and further information regarding needs are shared and discussed amongst both Partnerships. We particularly need to work closely together to implement the seven core aims of the Assembly strategic vision set out in "Children and Young People: Rights to Action"

7.3.3 Relationship with the Community Safety Partnership

Protection from Crime and Disorder is key to an individual's or a community's well-being. Common themes between the partnerships are:

- Safety and public protection, including youth justice and addressing domestic abuse. The HSCWB Strategy refers to multi agency public protection arrangements (WD7)
- Issues relating to Drug and Alcohol Misuse. The key priority areas for the Denbighshire Drug and Alcohol Forum are the

same as those referred to in the Key Health Outcomes theme (KH3)

7.4 Equality

It is a statutory requirement of the Race Relations (Amendment) Act 2000 that all public service organisations must review their existing functions and policies to ensure the elimination of negative race impact and that all policies introduced in the future must be impact assessed as part of their development and implementation.

Furthermore under Section 120 of the Government of Wales Act (1998), the Welsh Assembly Government is required to evidence in its arrangements, equality for **all** individuals living in Wales. This includes public services provided by organisations such as the NHS on behalf of the Welsh Assembly Government.

Equality Impact Assessment is a primary method of meeting this mandatory requirement and the process is currently underway with action planning having considered the outcome of the exercise to date. The final version of the Equality Impact Assessment form will be available for Full Council and will require a signature.

8 RECOMMENDATION

It is recommended that Cabinet

- 8.1 comments upon and agrees the action plan of the Health Social Care and Well-Being Strategy (HSCWB Strategy) 2005-2008
- 8.2 receives detailed proposals on Health Challenge Denbighshire, as outlined in paragraphs 2.3.15 to 2.3.17
- 8.3 recommends adoption of the Strategy to Full Council

REPORT TO CABINET

REPORT BY: **CLLR M A GERMAN, Lead Member for Children and Young People**

DATE: **23 November 2004**

SUBJECT: **Children and Young People's Framework Plan/Children's Plan (0 - 10)**

1 DECISION SOUGHT

For Cabinet to

- 1.1 comment on and agree the action plans for the Framework Plan and Children's Plan (0 - 10), both of which cover the period to March 2008.

2 REASON FOR SEEKING DECISION

- 2.1 The Authority, in partnership with other organisations, was required to submit the Framework Plan and the Children's Plan to the Assembly by October 20th. The plans require formal adoption by Cabinet . Full copies of both plans can be obtained from Allan Evans, Framework Co-ordinator. Children and Young People's Framework Plans comprise key sub-strategies of the Community Strategy.

BACKGROUND

2.2 National context

- 2.2.1 The Framework is expected to cover all aspects of children and young people's experience- health, social welfare, education, housing, transport, training and recreation, including sport, the arts, voluntary activity and work. It is expected to set out a strategic statement of how the wellbeing of children and young people will be improved by local agencies working in collaboration. The

Children's Plan and the Young People's Plan provide greater detail.

2.2.2 Seven Core Aims

The Assembly has developed the following seven core aims for all services dealing with children and young people. These have been used in Denbighshire as the basis for assessing need and constructing the plans.

- a flying start in life
- a comprehensive range of educational, training and learning opportunities
- the best possible health, free from abuse, victimisation and exploitation
- play, leisure, sporting and cultural activities
- treated with respect and have race and cultural identity recognised
- a safe home and community
- children and young people not disadvantaged by poverty

Needs Assessment

2.2.3 Over the summer, the Framework Partnership commissioned a needs assessment linked to the seven core aims. This built on the work already undertaken for the Health, Social Care and Wellbeing Partnership but added more in-depth information from the Census and other statistical sources, information from mapping of existing services, from focus groups and from consultation work with children and young people themselves. Baseline information has been developed for most of the indicators suggested by the Assembly under each of the core aims.

2.2.4 Two key issues emerged from the work. These were

Housing for Children, Young People and Families and
The safety of children, young people and families

The needs assessment also identified gaps in current services and opportunities to improve, organised under each Core Aim.

The needs assessment then identified a series of priority needs across the entire age-group, with some applying differentially to children aged 0 - 10 and those aged 11 - 25. The findings are set out below. Cabinet members will recognise some of these from the papers recently submitted to the Priorities Awayday.

2.2.5 Cross-cutting needs and opportunities

- ❖ To expand the range of emotional health provision across agencies
- ❖ Co-ordinate a range of accessible parenting programmes
- ❖ Ensure access to fresh water in all schools
- ❖ Recognise the needs of children and young people experiencing eating disorders and obesity
- ❖ Increase provision and participation of disabled children in play and leisure opportunities
- ❖ Urgently increase housing opportunities for vulnerable families and young people
- ❖ Increase in road, home and community safety awareness
- ❖ Improve capacity of respite provision for children and young people of all ages
- ❖ Assess the impact of domestic abuse across the County
- ❖ Continue and expand the improvement of literacy and numeracy skills
- ❖ Improve the understanding of the needs of young carers County-wide
- ❖ Conduct an assessment of the impact of substance misuse on children and young people
- ❖ Support a multi-disciplinary group for disabled children
- ❖ Provide a supportive network for LGB, BME , traveller families across the county
- ❖ Ensure all children and young people have an equal voice, not just a few
- ❖ Improve understanding of diversity across staff teams and the general public
- ❖ Improve public awareness of child safety across the County
- ❖ Be proactive in the campaign to increase numbers and range of foster carers across the County
- ❖ Co-ordinate international and cultural events across the County
- ❖ Ensure children and young people can feel safe

- ❖ Consider the evidence of the Child Poverty Task Group alongside local information
- ❖ Consider how the needs of children and young people in hospital and their families are met within current planning strategies

Specific needs/opportunities for the Children’s Partnership and the Young People’s Partnership were:

Children’s Partnership	Young People’s Partnership
<ul style="list-style-type: none"> • Decrease the levels of infant mortality • Increase the levels of breastfeeding • Increased uptake of immunisations especially in Rhyl and Prestatyn • Increase dental health • Increase the numbers attending developmental checks • Increase attendance of targeted families for parenting input • Co-ordination of a more accessible range of parenting programmes • Ensure access to high quality play provision for all children • Provide accessible support for young fathers • Develop a “menu” of family support services • Assess the current training needs of 0 - 3 providers • Involve children in effective consultation • Utilise Integrated Children’s Centres to address gaps in services • Increase access for disabled children/children with special needs to day care • Ensure improved provision for 6 - 10s 	<ul style="list-style-type: none"> • Address limited employment and training opportunities for young people County-wide • Recognise the need for sexual health youth service and resources • Ensure access to Friday night services • Support schools with non-smoking initiatives • Explore additional support for 19 year olds with SEN including training and respite provision • Ensure an equitable service for 19 - 25 year olds County wide • Ensure mechanisms are in place to support young offenders within community areas • Discuss availability of free transport for young people • Support the establishment of a mentoring service for careleavers and enhance current support • Increase parenting skills of young people within a PSE framework • Increase the number of appropriate referrals to Careers Services for vulnerable young people • Increase the number of young people participating in elections and decision-making processes • Support the development of the Youth and Community Service • Improve and increase young people friendly information eg guide to leaving care, living with a life threatening illness

2.2.6 The Children’s Plan has attempted to address priority issues identified here within its Action Plan (attached Appendix I). When reviewed next year, the Young People’s Plan will do the same.

2.2.7 The Action Plan for the Framework Plan (attached Appendix !!) concentrates more on the over-arching actions that will be

required to enable effective multi-agency work, and the implementation of plans and requirements. This includes, for example, working together on the development of information sharing protocols and performance management arrangements as well as the delivery of key national initiatives such as the National Service Framework and the forthcoming Children Bill.

2.2.8 Both plans reinforce the importance attached to getting the direct involvement of both children and young people in planning services. This is at a relatively early stage in Denbighshire, particularly relating to younger children, but will be a growing influence on the way services are developed and delivered. During the year we will be aiming to develop further opportunities in Denbighshire for children and young people to make their views known to elected members.

2.2.9 As with the Health, Social Care and Wellbeing Strategy, the development of the Children and Young People's Framework is a serious attempt to get organisations with responsibilities for children and young people to align their agendas, decide together on priorities and become more effective by acting in concert on those priorities. This is not easy to achieve as there continue to be single agency drivers which can deflect focus. Some funding is available via the Cymorth grant scheme (total annual value approx £1.2m) but it is aligning the agendas of core agencies which could really produce benefits.

2.2.10 Unlike England, structural change has not been adopted in Wales as a way of enforcing closer working across agencies to protect and promote the wellbeing of children. The agenda in Wales is equally serious, however, and we will need to grapple with different organisational cultures and diverse agendas if real progress is to be made and resources are to be used more effectively. The needs assessment has been a way of beginning to define common ground but there remains a great deal to do.

2.2.11 The forthcoming Children Bill, with the requirement to have a Lead Member for Children and Young People, will reinforce the current approach in Denbighshire- which encourages a corporate approach within the County Council to planning for children and

young people. The nomination of Lead Directors for planning for children and young people in key agencies will also help future focus.

2.2.12 Of themselves, the plans achieve nothing. Making progress in implementing them is all. The responsibility for monitoring implementation falls to the Children's and Framework Partnerships and the key reference points for measuring progress are improvements against the baseline indicators, set out in Children and Young People: Rights to Action.

2.3 The Partnership in context

2.3.1 The Children and Young People's Framework Partnership is the key multi-agency partnership through which the County Council is required to plan services for all children and young people. The Partnership and the Framework Plan will become statutory responsibilities under the forthcoming Children Bill.

2.3.2 The Framework Partnership is supported by two main sub-partnerships- the Children's Partnership (0 - 10) and the Young People's Partnership (11 - 25). The Young People's Partnership and the Young People's Plan are already statutory requirements. The Children's Partnership and Plan are also expected to become statutory requirements under the Children Bill.

2.3.3 If this were not complicated enough, the authority is also required to produce a plethora of other strategic plans relating to children and young people. This includes the Children's Services Plan relating to Children's Social Services and the Children First Management Action Plan with a specific focus on improvements for children in need and children looked after. Also required are the Education Strategic Plan, the Early Years Development Plan, the Childcare Plan and the Cymorth Plan. The complexity of planning arrangements has been raised with the Assembly. It is hoped the current rationalisation of plans effort will produce greater workability.

2.3.4 Cabinet members will be relieved to know that the Framework Plan and Children's Plans have been cross referenced with the Community Strategy. They are also entirely complementary with the Health, Social Care and Wellbeing Strategy, the Community Safety Strategy and, ultimately, the Community Strategy. The role of the Children and Young People's Framework Partnership members will, in relevant circumstances, be to influence the delivery of sister strategies rather than to duplicate work primarily undertaken elsewhere.

3 POWER TO MAKE THE DECISION

3.1 The forthcoming Children Bill will provide the statutory basis for production of these plans relating to children and young people. They are currently produced under advisory guidance produced in 2002 "Framework for Partnership". Production of acceptable local Frameworks plans and children's plans is a pre-condition for allocation of Cymorth funding. Plans produced by the Young People's Partnership [have a statutory basis under the Learning and Skills Act 2000.

4 COST IMPLICATIONS

4.1 Cymorth Grant, currently approximately £1.2m per annum, has provided the major additional grant source for new developments contained in the Plans. Cymorth funds the Framework Development Team and over 20 projects ranging from small scale support for summer playschemes run by community groups to significant grants to national voluntary organisations. It is expected that Cymorth funding will roll into the RSG from 2006/07. It is also expected that allocation of Cymorth funding progressively will align with key priorities from needs assessment work . In future, also, services are likely to be commissioned to meet identified needs rather than allocated on a bidding basis. Current Service Level Agreements run to 2006/07. Cymorth grant will only receive a modest uplift next year of 1.9%.

4.2 While significant, the Action Plans plainly cannot be delivered using Cymorth resources alone, and the plans do make reference to mainstream funding sources. Not all actions show clear funding

lines; these actions will be pursued as funding and opportunities are created.

5 FINANCIAL CONTROLLER STATEMENT

- 5.1 The level of expenditure on the services and future service development needs to be closely aligned to the funding stream available.

6 CONSULTATION

- 6.1 The Framework Plan and the Children's Plan have been based on the Needs Assessment which has involved compilation of data from a wide range of sources, including children and young people themselves, mapping information from the voluntary and statutory sectors. Focus groups held during the summer involved groupings across agencies.

- 6.2 Developmental Awaydays were held with both the Framework Partnership and the Children's Partnership in September, and these also have influenced the content of the Plans.

- 6.3 The Plans are being submitted to the Personal Services Scrutiny Committee for comment on 11 November and to Lifelong Learning Scrutiny on 17 November.

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

- 7.1 The Plans are self-evidently cross-cutting and have implications for all Directorates within the Council. There are places on the Partnership for reps from Personal Services, Lifelong Learning and Environment but, in practice, attendance has been confined to the first two. Further thought needs to be given to how the excellent work being carried out in the Road Safety Unit, for example, can be better linked to the children and young people's agenda. We also need to consider how the views of children and young people can be better communicated across all Directorates (eg the Needs Assessment findings of the importance attached by children and young people to Transport and safe toilets).

7.2 One of the findings of the needs assessment was that, while there were many examples of good practice in the involvement of young people in Denbighshire, there were fewer examples relating to younger children. The work also found that there were many organisations (including parts of the County Council) keen to improve their practice in listening to children and young people. Creating opportunities to share learning and develop practice is therefore flagged up in both plans.

7.3 The relationship of the Children and Young People's Framework Plans with the Community Strategy and key sub-strategies is spelled out in Section 2.3 above.

8 RECOMMENDATION

8.1 It is recommended that Cabinet comments on and agrees the Action Plans for the Children's Plan (attached at Appendix I) and the Framework Plan (appendix II).

PRIORITIES FOR DENBIGHSHIRE CHILDREN'S PARTNERSHIP

CORE AIM 1: A flying start in life.

To ensure children (0-3) are able to develop to their maximum potential in health and physical development, learning and intellectual development and social and emotional development.

Key Objective	Actions	Responsible Person/Body	Timescale/Key Milestones	Funding	Resource Implications
To improve the health and physical development of children.	1. To increase the number of mothers breastfeeding at birth and at 8 weeks.	Delyth Jones – NPHS	Costed action plan to be developed	To be confirmed	To be confirmed
	2. To ensure that a 100% offer rate for all childhood immunisations is achieved and to take all reasonable steps to achieve at least 95% coverage level to ensure immunity'.(SaFF)	Local Health Board with support from NPHS ICDS team	Co-ordinated action targeting the 0-5's: 1. Audit of primary care records management and recording (health visitor input).	To be confirmed	

			2. Raising profile in; - primary care meetings with Practice managers; - Children's Services - General media		
To improve the social and emotional development of children in Denbighshire.	1. Agree a Multi-agency Family Support Strategy	DCC Children & Families Commissioning and Planning Services Officer/ Partner Agencies	2005	Staff time	
	2. External evaluation and audit of parenting programmes and support for families, identifying shortfalls, taking into account LGB, BME and traveller families	Children's Partnership Dev. Officer/ Partner Agencies.	2005	Proposed Cymorth funding 2005/06	

	3. To monitor the number of families reached by parenting programmes and perception of success.	Cymorth progress reports. Children's Partnership Development Officer	On-going	Cymorth	
	4. To create, monitor and sustain the number of childcare places. Community Strategy (Policy Agreement Target: 5002 places by 2007)	Cymorth progress reports. Children's Information Service/ EYDCP members	On-going	Cymorth	
To open an Integrated Centre in Rhyl.	To support families within this community with the following: <ul style="list-style-type: none"> • Early Years Education • Childcare • Open Access Play • Training and Community Development • Family Support 	DCC Lifelong Learning Directorate, Centre Manager (Cymorth funded)	Initial opening delivering education January 2005. Rolling programme of services from then on until the centre is fully operational.	Various including: WAG/ Lottery/ Cymorth. Staff time.	

CORE AIM 2: A comprehensive range of Education Training and Learning Opportunities

To ensure that all children and young people have access to a comprehensive range of education, training and learning opportunities, including acquisition of essential personal and social skills.

Key Objective	Actions	Responsible Person/Body	Timescale/Key Milestones	Funding	Resource Implications
To ensure children are motivated and able to develop and acquire necessary educational skills including a sound foundation for learning.	To monitor the Early Years Development Plan. Minuted discussions and agreed action at EYDCP meetings.	Children's Partnership/ EYDCP	2005		
To improve literacy and numeracy skills	To create a network approach to continue to expand and improve literacy and numeracy skills.	Children's Partnership members/ Cymorth projects	2005-06	Staff Time	
To explore opportunities to develop an intergenerational literacy project in Upper Denbigh.	To look at ways of providing advice and support on sharing books and developing early language and literacy skills. To demonstrate the role that older people can play in literacy initiatives	Children Partnership Dev. Officer/Older People's Strategy Officer/ Children's Partnership members	Exploration and agreement by the Children's Partnership and Older People's Wellbeing Steering group. Further milestones to be determined as the programme develops	Gather and analyse baseline information . To be confirmed	

CORE AIM 3: The best possible health, free from abuse, victimisation and exploitation

To ensure that all children and young people enjoy the best possible physical and mental, social and emotional health, including freedom from abuse, victimisation and exploitation.

Key Objective	Actions	Responsible Person/Body	Timescale/Key Milestones	Funding	Resource Implications
To improve prevention, treatment and outcomes for children with emotional or mental health needs.	To monitor and improve the effectiveness of LHB investment in CAMHS services.	Local Health Board		Local Health Board	
To improve the child protection outcomes.	1. To engage all partner agencies in developing a Child Concern model of child protection.	ACPC (Local Children's Safeguarding Board), Children & Young People's Partnerships, and Child Concern Steering Group.	By March 2005: Project Co-ordinator to be appointed. By March 2006: systems in place and phased introductions begun.	Denbighshire LHB, Conwy & Denbighshire NHS Trust, Denbighshire SSD plus various other funding streams.	Resource implications being costed.
	2. To ensure staff working with children receive Child Protection training.	Training Working Group and the ACPC (Local Children's Safeguarding Board)	Training needs audit to be carried out 2004/05	All agencies obliged to meet training needs	Subject to training needs audit.

To improve outcomes for children with disabilities	To implement an audit to create a profile of children with disability needs in Denbighshire, linked to key transition periods – Baby/Child/Young Person.	Children & Young People's Framework for Partnership	2005		
To improve healthy outcomes for children.	1. To promote diet and nutrition.	Delyth Jones – NPHS	Costed action plan developed to deliver national nutrition strategy	To be confirmed	
	2. To support the implementation of Health Challenge Wales by creating a network approach to address the following priorities: <ul style="list-style-type: none"> • Breastfeeding • Diet and Nutrition • Child Safety • Immunisation • Physical activity 	Delyth Jones – NPHS Children's Partnership Members Cymorth funded projects			

CORE AIM 4: Play, Leisure, Sporting and Cultural Activities

To ensure that all children and young people have access to play, leisure, sporting and cultural activities.

Key Objective	Actions	Responsible Person/Body	Timescale/ Key Milestones	Funding	Resource Implications
To improve the social well being and personal development of children.	1. To create a Play, Leisure and Enrichment working group in accordance with the Welsh Assembly Government's Core Aims.	Framework Partnership Co-ordinator/ Current Chair – Play Denbighshire	2005	Staff time	
	2. Play, Leisure and Enrichment group to develop an action plan in relation to outcomes of needs assessment.	Play, Leisure and Enrichment group	2005-06	Staff time	
	3. To ensure appropriate access of play for different age groups of children e.g. <ul style="list-style-type: none"> through the development of MUGA pitches Cymorth open access play provision Work with Community Organisations 	Play, Leisure and Enrichment group	2005-06	Cymorth/ Big Lottery/ Other sources to be sought.	

	4. To monitor number of children attending open access play provision.	Cymorth funded projects. Children's Information Service			
	5. To look at the wider part of play in relation to: <ul style="list-style-type: none"> Physical activity (Ensure working relationship with the multi agency physical activity working group to be developed under HSCWB Strategy)	Play, Leisure and Enrichment group			
	6. To work with the Young People's Partnership and the Youth Service in investigating the need for Junior Youth provision, particularly on Friday nights.	Children's Partnership Development Officer/YPP Development Officer/DCC Youth Service/ Clybiau Plant Cymru Kids Clubs			

CORE AIM 5: Treated with respect and have race and cultural identity recognised

To ensure that all children and young people are listened to, treated with respect, and are able to have their race and cultural identity recognised.

Key Objective	Actions	Responsible Person/Body	Timescale/Key Milestones	Funding	Resource Implications
To ensure that organisations take the opinions and views of all children into account when decisions are made that affect them.	1. To research the use of a 'Child Impact Checklist' and develop an action plan.	Consultation & Participation sub group	2005	Staff time plus Cymorth	
	2. To invest in the Children's Developmental Involvement Worker post and identify further opportunities for development.	Children's Partnership/ Consultation & Participation sub group	2005 – 2006	Cymorth	
	3. To ensure the sharing of information is child/family friendly.	'Dolen Gwybodaeth'	On-going		

CORE AIM 6: A safe home and community

To ensure provision of a safe home and a community that supports physical and emotional well being.

Key Objective	Actions	Responsible Person/Body	Timescale/ Key Milestones	Funding	Resource Implications
To monitor homeless levels and impacts on children and their families.	1. Monitor homelessness trends and their impact on children and their families.	Head of Housing	On-going	Budget commitment + £125k over base budget plus staff time.	
	2. To recruit a Homelessness Health Visitor to provide support and intervention to children and families, meeting their needs.	Conwy & Denbighshire NHS Trust	2004-06	Cymorth	
To increase the availability of warm and safe homes and safe communities for children.	1. Increase the housing opportunities for vulnerable families	Head of Housing			
	2. Reduce the number of childhood injuries.	NPHS/DCC Lifelong Learning/Highways departments.	The establishment of a multi-agency working group and development of costed action plan.	To be confirmed	

To reduce the harm to children from the misuse of drugs and alcohol.	To review the recommendations contained in the 'Hidden Harm' report so as to determine which have not yet been introduced in Denbighshire, and to implement those that are outstanding. (An example being implemented currently is the midwifery service, which is addressing recommendations 3, 4 and 5 relating to support for pregnant women who are also using drugs or alcohol and their children).	Denbighshire Drug & Alcohol Forum	i) To review the recommendations, and to identify those which need to be introduced as a part of the development of the draft substance misuse plan – to be published end of November 2004. ii) To include a timetable for the introduction of the remaining recommendations in the substance misuse plan for 2005-2008 – to be published in March 2005.	Funding streams to be identified in connection with the development of the substance misuse plan.	i) Staff time in connection with the development of the plan. ii) Full financial implications relating to the implementation of the outstanding recommendations to be identified in the substance misuse plan.
To reduce numbers of children coming into care, placed on the Child Protection Register or becoming homeless, by reducing family breakdown.	To establish multi-agency support for the Rapid Response Team. (Link to Core Aim 1 – Family Support Strategy)	Children and Young People's Partnerships; SSD Service Manager	Funding stream secured before end March 2005.	Social Services and Supporting People until March 2005. Further funding to be identified.	Projected annual budget: £200,000
To ensure safe homes and	1. To increase the number and range	Family Placement Team Manager	Cabinet approval of "Payment for Skills"	2004-05 funding	Future spending subject to Cabinet

emotional support for children looked after.	of foster carers.		scheme by January 2005.	secured	approval
	2. To create a network approach to the recruitment of foster carers in Denbighshire.	DCC Children & Families Commissioning & Planning Manager/Children Partnership Members	Report to be presented to Children's Partnership - January, 2005	Staff time/proposed Cymorth funding	Publicity materials required.
To reduce the harm to children that results from domestic abuse in Denbighshire.	To review the recommendations contained in the report 'Safety and Justice', and to implement those which are outstanding. (An example being the two children's support workers who are employed in the County to specifically work with children who are victims of domestic abuse. The employment of these workers helps to address the recommendations contained in section 23 to 30 relating to support for women who and their children who are victims of domestic abuse).	Denbighshire Domestic Abuse Forum	<p>i) To review the recommendations, and, to identify those which need to be introduced as a part of the development of the draft crime and disorder strategy – to be published end of November 2004.</p> <p>ii) To include a timetable for the introduction of the remaining recommendation in the crime and disorder strategy for 2005 – 2008 – to be published March 2005.</p>		

CORE AIM 7: Children are not disadvantaged by Poverty

To ensure that all children and young people are not disadvantaged by child poverty.

Key Objective	Actions	Responsible Person/Body	Timescale/Key Milestones	Funding	Resource Implications
To reduce the numbers of children living in poverty.	1. A task group to consider the evidence of the recommendations by the WAG Child Poverty Strategy Task Group report in consultation with local evidence and make recommendations to the Framework Partnership.	Framework Partnership Co-ordinator	March 2005	Staff time	
	2. Children's Partnership to be represented on the Child Poverty Action Group, which reports to the Denbighshire Anti Poverty Group under Agenda 21.	Rick Abbas (Welfare Rights Manager)/ Children's Partnership	Children's section of the Anti-Poverty Plan to be completed by March 2005.	Funding for Anti-Poverty Plan to be agreed by Cabinet.	
	3. Information about Welfare Rights benefits to be distributed to families likely to benefit.	Rick Abbas (Welfare Rights Manager)/ Partner agencies	Partner agencies to facilitate distribution of leaflets by March 2005.	Welfare Rights Unit funded within Social Services	Welfare Rights Unit has evidence of significant income generation for families with young children.

There are other priorities of the Children's Partnership which are not linked to the seven core aims, these are:

Key Objective	Actions	Responsible Person/Body	Timescale/Key Milestones	Funding	Resource Implications
To widely raise the awareness of the Children's Partnership, ensuring it is consulted with and included in developing services for children and families.	1. To ensure the role and vision of the partnership is mainstreamed into all agency strategies.	Children's Partnership members and wider network of agencies.	On-going	Mainly staff time.	
	2. To ensure we effectively monitor and evaluate the wider work of the partnership.	Children's Partnership Dev. Officer/ Children's Partnership Members/ Framework Co-ordinator	2005-06	Staff time Cymorth	
	3. To arrange Children's Partnership road shows.	Children's Partnership Dev. Officer/ Area P/ship Managers/ Members and agencies.	March 2005	Staff Time Cymorth plus various funding sources.	

Key Objective	Actions	Responsible Person/Body	Timescale/Key Milestones	Funding	Resource Implications
To prepare for the implementation and realisation of the Children Bill.	Minuted discussions and agreed action at Partnership meetings	All Children's Partnership members		Cost implication not known	
To prepare for the implementation and realisation of the Children's National Service Framework (NSF), setting national standards for health and social care.	Minuted discussions and agreed action at Partnership meetings	All Children's Partnership members	2004/06	Cost implication not known	
To develop guidelines and a universal protocol to encourage the sharing of appropriate information across services and organisations whilst giving due regard to the data protection act and the individuals right to confidentiality.	To have in place an information sharing protocol and information sharing agreements by October 2005. To monitor the use and impact of this protocol	Children and Young People's Framework for Partnership.	October 2005 On-going	Cymorth	
To prepare for the multi-agency implementation of Integrated Children's System	Project plan to identify multi-agency task and finish group	DCC Children & Families Commissioning & Planning Manager/ Children Partnership	Project plan January 2005. Implementation plan 2005/06	Cost implication not known	Not known.

Key Objective	Actions	Responsible Person/Body	Timescale/Key Milestones	Funding	Resource Implications
To monitor and evaluate Cymorth funded projects.	Receive monitoring reports identifying progress against targets set in SLA's.	Children's Partnership Development Officer and Project Leaders.	2004-2006	Cymorth	
To ensure the development of the Children's Information Service.	To ensure the Service reaches the national minimum standards for Wales.	Framework Partnership/ DCC Library Service	2005	DCC Library Service/ Cymorth	
To ensure effective joint working with the Community Strategy, HSCWB Strategy, Communities First and other strategies.	To ensure regular sharing of information and learning across Partnerships e.g. in relation to urban/ coastal deprivation. Joint events.	Framework Partnership Team, Area Partnership Managers, HSCWB Strategy Manager, Community First Co-ords.	Ongoing	Admin costs for meetings and events.	

In addition, we need to:

- Ensure that adequate resources are in place to support services in respect of issues such as administrative support as well ensuring we build in costs to realise our priorities for action.
- Recognise the need to work together more effectively with the Young People's Partnership and to support the transition from child to adulthood.

Community Strategy Objectives	Framework Priority	Actions	Responsible Person/body	Timescale Key Milestones	Funding	Resource Implications
Ensure that Every child and every young person has the best opportunities to obtain a flying start in life (3.1)	Develop effective partnership processes	Devise Communication Strategy	Framework Partnership Co-ordinator	By March 2005	Cymorth funding for Framework's Partnership support	Framework's Children's and Young People's Partnerships
		Adopt Equal Opportunities Policy	Young People's Partnership	By March 2005	None	Equality Officer DCC
		Develop Information Sharing Protocols for the Frameworks Partnership	Frameworks Partnership	By May 2005	Partnership Support Funding	Framework's Children's and Young People's Partnerships
		Further develop needs assessment	Needs Assessment Task Group	Ongoing	Local Discretion	Monitoring and Evaluation
		Establish joint planning commissioning review performance and management processes	Framework Partnership, Young People's Partnership and Children's Partnership	By October 2005	None	Framework's Children's and Young People's Partnerships
		Consider rural and urban balance / service models	Framework , Young People's and Children's	By December 2005	Implication Unknown	To be agreed

			Partnerships			
		Identify opportunities to better align and /or pool mainstream budgets	Framework's Partnership	By April 2008	Joint funding opportunities	Partnership involvement
Develop appropriate support services to ensure provision for all children needing protection from emotional, physical and sexual abuse and neglect (3.3)	Key transition stages i.e. nursery to reception; primary to secondary; secondary to higher education and other identified transition stages	Agree information protocols	Cymorth funded projects Schools Service/ Children's Services Health Services Trusts/Youth Service/Community based youth organisation/YOT/ Careers Companies/ FE colleges/ training providers.	By March 2006	Cymorth funding for Partnership support staff, support from partners	Multi-agency and Partnership agreement
		Receive and analyse information on key transitions for children and young people and identify required partnership action	Education, Social services, Health and Voluntary sector	By August 2005	To be agreed	Multi-agency and Partnership joint working
Develop appropriate support services	Implementing Children Bill	Develop action plan for implementation of Children Bill	Framework's Partnership, Children's	Start January 2005	Part Cymorth and other funding streams	Full cost to be assessed

to ensure provision for all children needing protection from emotional, physical and sexual abuse and neglect (3.3)			Partnership and Young People's Partnership, Social Services, Health Services and Voluntary sector			
		Establish Safeguarding Children's Board to promote the linking of services together to protect children	Social Services, Health Services and Education with Partners			
		Ensure that all commissioned services comply with national Policies and procedures Standards in regard to child protection.	Frameworks Team	Ongoing		
Develop and implement a strategy targeted at the most disadvantaged (3.5)	National Service Framework	Prepare for the implementation of National Service Framework	NHS Trust/Children's Services/Local Health Board/Lifelong Learning	Start December 2004	Preparation work within existing resources. Full cost of NSF implementation to be assessed	
Listen and	Participation	Develop a participation	Framework Team	March 2004	Cymorth	

respond to the voice of children and young people (3.7)	and Engagement	strategy	Participation worker(s)		Participation funding	
Ensure that disadvantaged children and young people have high quality health, educational and social opportunities (3.6)	Community learning and care	Find opportunities to extend multi agency learning and support provision at community level	Children's Services/Schools Service/ health services and voluntary sector	Ongoing linked to e.g. managing school places work	Existing resources for feasibility work	Develop opportunistically
Support parents and carers, especially those under pressure	Families	Devise and implement a family support strategy	Framework Team /Children's Services/Lifelong Learning/NHS Trust Voluntary sector	December 2005	Existing resources to be better aligned and additional resources sought opportunistically –including through use of Cymorth underspend.	
Ensure that disadvantaged children and young people have high quality health, educational and social opportunities (3.6)	Child poverty	Audit current approaches to addressing child poverty	Framework Partnership/ Children's Partnership/ Young People's Partnership	Start December 2004	Cymorth/ Framework's team	Extend use of current resources where feasible.

AGENDA ITEM NO: 8

REPORT TO: CABINET

**CABINET MEMBER: COUNCILLOR P A DOBB, LEAD MEMBER
FOR HEALTH & WELL BEING**

DATE: 23 NOVEMBER 2004

SUBJECT: IMPROVING THE COUNCIL HOUSING STOCK

1. DECISION SOUGHT

To enter into a new round of consultation with Members and tenants on the options for improving the Council Housing Stock to Welsh Housing Quality Standards.

- 1.1 That a Seminar and Discussion Day be arranged for Members and tenant representatives to explore the new information and assess the options.
- 1.2 That further consultation with all tenants be arranged as appropriate, including re-establishing the Housing Options Working Party.
- 1.3 That W.A.G. will be consulted on the alternatives of a Provisional Application for Housing Stock Transfer and the Housing Stock Business Plan for Stock Retention with Prudential Borrowing

2. REASON FOR SEEKING DECISION

2.1 Progress to Date

2.1.1 Cabinet on 28th September 2004 deferred a decision on implementing Stock Transfer as the Preferred Option for improvement of the Council's Housing Stock until further investigations were completed on the options.

2.1.2 A progress report on each option is set out below.

2.2 Stock Transfer Option

2.2.1 The Stock Transfer Option has been updated to take account of changed circumstances since January 2004. In particular the date of any transfer to Dyffryn Community Housing is now delayed until April 2006 at the earliest given the extensive timetable required for formal

consultation and ballot. However, it should be possible to commence an enhanced capital programme prior to transfer in 2005/06 and take this work into account in the transfer valuation without additional costs for Denbighshire.

2.2.2 In this model the various assumptions are built in, including capital spending programme and rental levels based on W.A.G. Benchmark Rents in 2012 (average rent in 2012 estimated at £65.14). The outcome from the model is the “Tenanted Market Value” (TMV) which is the amount that Dyffryn could afford to pay for the properties and then carry out the Business Plan based on the programmed expenditure and anticipated income.

2.2.3. The TMV on these assumptions is expected to be adequate to cover the costs of transfer but without significant capital receipt beyond that. The impact of a “VAT shelter” arrangement is being assessed but this is unlikely to raise the TMV above the current debt level required to provide a capital receipt. However, there would be an ongoing capital windfall arising from a sharing agreement on Right to Buy sales post transfer.

2.2.4 Certain liabilities are left with the Council on transfer for Pensions Backfunding (estimated at £2.3 million for Housing staff and £0.9 million for DSO staff if they also transfer) and for Environmental Warranties (estimated at £0.4 million, but would be reduced following a consultants study). These can be met (subject to formal approval by WAG) from residual housing resources but these are estimated to be only £2 million in April 2006 (£1 million of unused capital receipts and £1 million of HRA balances). The remaining costs (estimated at £1.6 million) would, therefore, need to be met from the capital receipts from the Right to Buy sharing agreement (again subject to formal WAG approval).

2.2.5 There are also potential ongoing costs to the Council Fund if transfer goes ahead. Some of these should be moved to the Council Fund in any event, such as the staffing costs of homelessness. Others relate to the marginal costs of support staff in Central Services which can only be mitigated by efficiency savings or by selling services to Dyffryn Community Housing.

2.2.6 If Stock Transfer remains the preferred option of the Council then a formal “Offer Document” must be adopted and a new timetable agreed for informal and formal consultation including tenant’s ballot.

2.3 Stock Retention with Prudential Borrowing Option

2.3.1 The Prudential Borrowing Option has also been updated from the position reported in January 2004. The major changes relate to the delay in commencing the increased programme and particularly to the increased valuations of recent Right to Buy sales.

2.3.2 In this model the assumptions on expenditure are built in to match the programme as for stock transfer and achieve WHQS by 2012. Various other assumptions, such as levels and values of Right to Buy sales are included. In this case the outcome of the model is the level of rents that would be required to fund the programme.

2.3.3 In January it was anticipated that average rent levels of £86.76 would be required by 2012. This figure has now been revised to £76.94 and could be reduced further to £65.14 if additional savings of £350,000 were made in HRA revenue expenditure.

2.4 Assessment of Options

2.4.1 The main financial issues on each of the options are summarised at Appendix 1.

2.4.2 Stock Transfer remains a significant option, especially since it involves the writing off of overhanging debt, the removal of Housing Revenue Account Subsidy Redistribution, and guarantees to tenants on rent levels, service improvements and tenant involvement. However, it is a complex and expensive process requiring a formal ballot of tenants and loss of ownership and control by the Council as well as additional costs to the Council Fund.

2.4.3 Prudential Borrowing is clearly more viable than it appeared in January but a number of assumptions need to be tested fully, especially with WAG. A formal Housing Stock Business Plan would need to be submitted to and approved by WAG to ensure their continued support and funding.

2.4.4 Tenants have been extensively involved in this process and they should be consulted before any final decision is taken on options. In particular, if Prudential Borrowing is to be considered, would the proposals on service improvements and tenant involvement be retained. Further consultation is needed on these issues.

2.4.5 It is, therefore, proposed that a further Seminar and Discussion Day is held for all Members and for tenant representatives to explore the new information and assess the options.

3. POWER TO MAKE THE DECISION

Housing Act 1985.

4. COST IMPLICATIONS

4.1 The Stock Transfer option would lead to the closure of the Housing Revenue Account and all landlord costs transferred to Dyffryn Community Housing to be dealt with through its Business Plan. The costs of transfer should be met by W.A.G. The Council could face significant liabilities which should be met from residual housing resources. There would be ongoing costs for the Council fund.

4.2 Under the Prudential Borrowing option there would be a revised Housing Revenue Account which would need careful monitoring to ensure that the expanded capital programme remained affordable. Savings in HRA revenue would be required to keep rents down and this could involve transfer of some costs to the Council Fund.

5. FINANCIAL CONTROLLER STATEMENT

5.1 The options for improving Denbighshire's council housing stock to Welsh Housing Quality Standards will have a significant impact on the finances of the County Council. The affordability of rent levels must also be assessed. It is essential that full consultation is undertaken to ensure that there is a detailed understanding of the financial implications arising from these options. This will enable fully informed decisions to be made.

6. CONSULTATION CARRIED OUT

6.1 There has been extensive consultation with tenants on the options, concentrating more recently on Stock Transfer. This will now be extended taking account of the new information. The Leader of the Council and Lead Cabinet Members are to meet with tenant representatives on 18th November 2004. The Shadow Board of Dyffryn Community Housing will also be consulted.

6.2 Arrangements are in hand to meet representatives of W.A.G. to discuss the options and formal submissions will be considered.

Personal Services Scrutiny Committee and the special Joint Consultative Committee will also be consulted.

7. IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

The improvement of housing under either option will have benefits for community development and energy efficiency policies and health and well being of tenants. Rent increases above inflation would impact on Anti-Poverty Policies. The level of tenant involvement and empowerment in the selected option will have implications for community governance.

8. RECOMMENDATIONS

To enter into a new round of consultation with Members and tenants on the options for improving the Council Housing Stock to Welsh Housing Quality Standards.

- 8.1 That a Seminar and Discussion Day be arranged for Members and tenant representatives to explore the new information and assess the options.
- 8.2 That further consultation with all tenants be arranged as appropriate, including re-establishing the Housing Options Working Party.
- 8.3 That W.A.G. will be consulted on the alternatives of a Provisional Application for Housing Stock Transfer and the Housing Stock Business Plan for Stock Retention with Prudential Borrowing.

Appendix 1

Rental figures from the three main models are detailed below (three different years are shown for comparative purposes):

	2005/06	2008/09	20012/13
Rents proposed in Dyffryn Business Plan	£47.55 (£46.39)	£54.42 (£49.30)	£65.14 (£53.46)
Rents included in original PB Model	£53.15 (£51.85)	£71.89 (£65.13)	£86.88 (£71.31)
Rents included in latest PB Model	£46.90 (£45.76)	£61.58 (£55.79)	£76.94 (£63.15)

(Figures in parentheses indicate rents at today's prices ~ they exclude inflation.)

PB = Prudential Borrowing.

Main Assumptions (within the latest PB model):

Improvement and repair programme identical to that included within Dyffryn Business Plan, except that an additional £500,000 repairs budget is included in Year 1 (2005/06), which reduces by £100,000 per year (over 5 years) until it is back in line with the Dyffryn Business Plan.

Right To Buy (RTB) sales will be 120 in Year 1, and reduced by 10 each year thereafter.

The average RTB valuation, in Year 1, will be £47,000 (before discount).

Void and Bad Debts are set at 2.15% of rental income. Inflation is set at 2.50%.

To bring 'PB' rents down to the level proposed within the Dyffryn Business Plan, annual savings of £340,000 need to be found within the Housing Revenue Account (HRA).

The table below highlights the impact, to the HRA, of changes to some of the assumptions used in the latest PB Model.

Sensitivity Analysis:

Interest rates rise by 1%	£60,000	Increased Costs
Interest rates fall by 1%	-£60,000	Reduced Costs
RTB sales reduced by 10 each year	£40,000	Increased Costs
RTB sales increased by 10 each year	-£40,000	Reduced Costs
Average RTB valuations reduce by £1,000	£20,000	Increased Costs
Average RTB valuations increase by £1,000	-£20,000	Reduced Costs
Voids and Bad Debts increased by 0.10%	£10,000	Increased Costs
Voids and Bad Debts reduced by 0.10%	-£10,000	Reduced Costs
Inflation increased by 0.10%	£8,000	Increased Costs
Inflation reduced by 0.10%	-£8,000	Reduced Costs
Repairs expenditure increased by only £300,000 in Year 1, £200,000 in Year 2 and £100,000 in Year 3.	-£120,000	Reduced Costs

The latest stock valuation (based on transfer date of 01/04/2006) is £2.4M. If, however, the repairs profile (included in the revised PB model) is also included within the Dyffryn Business Plan, the valuation is estimated to reduce to £1.1M.

REPORT TO CABINET

CABINET MEMBER: Councillor P J Marfleet - Lead Member for Finance and Personnel

DATE: 23 November 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 for the current financial year and avoid budget pressures in 2005/06 when the budgetary position is expected to be very tight.

3 POWER TO MAKE THE DECISION

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

4 COST IMPLICATIONS

The projections undertaken at the end of September 2004 show a potential gross overspend at year end of £0.520m (£0.525m at the end of September 2004). Minor revisions to budget projections have been made within services, but the overall position is broadly similar to last month. In view of lower than anticipated levels of capital spending during the current financial year, it is appropriate to undertake a review of the projections for capital financing charges and investment income returns.

A review has also commenced within the Personal Services Directorate to assess the impact of revised expenditure and grant predictions in respect of the Older People service. The review of behavioural support expenditure within the Lifelong Learning Directorate is continuing.

5 FINANCIAL CONTROLLER STATEMENT

Measures to offset the impact of the anticipated budget pressures must be identified. This requires urgent action as the ability to generate sufficient cost savings diminishes with the passage of time in the current financial year.

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 REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2004/05
POSITION AS AT END OCTOBER 2004**

Directorate	Budget			Projected Outturn			Variance			Net Expenditure (Previous Report)
	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Lifelong Learning (excluding schools delegated)	28,063	-9,448	18,615	28,115	-9,017	19,098	52	431	483	480
Environment	29,015	-7,788	21,227	29,193	-7,966	21,227	178	-178	0	16
Personal Services	47,157	-19,966	27,191	47,147	-19,950	27,197	-10	16	6	-27
Chief Executive	3,343	-875	2,468	3,475	-946	2,529	132	-71	61	61
Resources	7,567	-2,215	5,352	7,749	-2,427	5,322	182	-212	-30	-5
Corporate, Miscellaneous & Benefits	18,807	-15,343	3,464	18,807	-15,343	3,464	0	0	0	0
Total All Services	133,952	-55,635	78,317	134,486	-55,649	78,837	534	-14	520	525
Capital Financing Charges/Investment Income			10,790			10,790			0	0
Precepts & Levies			4,737			4,737			0	0
			93,844			94,364			520	525

Note:

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

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

	Budget			Projected Outturn			Variance			Net Expenditure (Previous Report) £000s
	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Individual Schools Budget	47,544	-5,036	42,508	48,044	-5,536	42,508	500	-500	0	0
School Funds Held Centrally	15,687	-4,256	11,431	15,751	-3,956	11,795	64	300	364	364
Non school Funding	1,219	-817	402	1,219	-817	402	0	0	0	0
Leisure Services	6,530	-3,361	3,169	6,518	-3,230	3,288	-12	131	119	116
Culture	2,923	-317	2,606	2,923	-317	2,606	0	0	0	0
Countryside	1,107	-658	449	1,107	-658	449	0	0	0	0
Youth	597	-39	558	597	-39	558	0	0	0	0
	28,063	-9,448	18,615	28,115	-9,017	19,098	52	431	483	480
Total Lifelong Learning	75,607	-14,484	61,123	76,159	-14,553	61,606	552	-69	483	480

Notes:

Comments	Current Month	Previous Month
	£ 000s	£ 000s
Education: School Funds Held Centrally		
School Transport: Additional costs arising from contract retendering.	44	44
	44	44
Special Educational Needs: Shortfall of income due to reduction in out of county placements in special schools (recently quantified as investigation now concluded). A review of behavioural support expenditure is currently underway.	320	320
	320	320
Culture and Leisure:		
Leisure:		
Effect of closure at Rhyl Leisure Centre for refurbishment.	80	92
Long term staff sickness & reduced income at Denbigh Leisure Centre.	17	0
Withdrawal of funding for security at Ffrith Beach.	16	0
Topslicing to fund ICT infrastructure upgrades & improvements.	19	0
Restriction of community access to Ruthin Leisure Centre for early morning swims.	3	0
DDA/Leisure Improvement Programme/N.O.F. - Service disruption.	0	36
Impact of reduced revenue at Pavilion Theatre.	7	15
Reduction in Cymorth funding.	10	0
Miscellaneous savings achieved through management actions.	-33	-27
	119	116
	483	480

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

	Budget			Projected Outturn			Variance			Net Expenditure (Previous Report)
	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Development Services - (Note 1)	7,691	-3,257	4,434	7,488	-3,054	4,434	-203	203	0	16
Transport & Infrastructure - (Note 2)	8,036	-2,483	5,553	8,211	-2,658	5,553	175	-175	0	0
Planning & Public Protection - (Note 3)	3,723	-1,439	2,284	3,885	-1,601	2,284	162	-162	0	0
Environmental Services	8,427	-581	7,846	8,470	-624	7,846	43	-43	0	0
Director & Support	1,138	-28	1,110	1,139	-29	1,110	1	-1	0	0
Total Environment	29,015	-7,788	21,227	29,193	-7,966	21,227	178	-178	0	16

Notes:

1. Restructuring within the service and a review of its operations indicate that income and expenditure will be reduced.
2. Decriminalised Parking Enforcement (DPE) - increased expenditure and income due to the implementation and associated running costs.
3. Projected increased Building/Development Control income as well as additional DEFRA grant for Trading Standards.

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

	Budget			Projected Outturn			Variance			Net Expenditure (Previous Report)
	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Children Services	8,630	-1,646	6,984	9,021	-1,658	7,363	391	-12	379	374
Adult Services	30,815	-12,089	18,726	30,342	-11,912	18,430	-473	177	-296	-306
Business Support & Development	1,494	-117	1,377	1,426	-117	1,309	-68	0	-68	-68
	40,939	-13,852	27,087	40,789	-13,687	27,102	-150	165	15	0
Non HRA Housing	6,218	-6,114	104	6,358	-6,263	95	140	-149	-9	-27
Total Personal Services	47,157	-19,966	27,191	47,147	-19,950	27,197	-10	16	6	-27

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

Notes:

The latest Outturn projection details the situation as at 30th October 2004. The potential overspend is now projected to be £6k, an increase of £33k when compared to the previous month's predicted underspend of 27k.

Older People:

Investigative work is being undertaken to assess the impact of the anticipated trends in the current level of payments, coupled with the recent notification of Residential Allowance grant to be payable by the Welsh Assembly Government.

Other Information:

The latest outturn report reflects the correct budget allocation after all virements have been actioned.

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

	Budget			Projected Outturn			Variance			Net Expenditure (Previous Report) £000s
	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Chief Executive's Department	3,343	-875	2,468	3,475	-946	2,529	132	-71	61	61
Resources Directorate:										
Finance	4,017	-1,702	2,315	4,216	-1,901	2,315	199	-199	0	39
Audit	416	-41	375	416	-41	375	0	0	0	0
I.T	2,059	-339	1,720	2,066	-346	1,720	7	-7	0	0
Personnel	1,075	-133	942	1,051	-139	912	-24	-6	-30	-44
	7,567	-2,215	5,352	7,749	-2,427	5,322	182	-212	-30	-5
Corporate & Miscellaneous	3,502	-58	3,444	3,502	-58	3,444	0	0	0	0
Benefits	15,305	-15,285	20	15,305	-15,285	20	0	0	0	0
	18,807	-15,343	3,464	18,807	-15,343	3,464	0	0	0	0
Total Chief Executive's, Resources, Corporate & Misc. and Benefits	29,717	-18,433	11,284	30,031	-18,716	11,315	314	-283	31	56

REPORT TO CABINET

CABINET MEMBER: Councillor P A Dobb - Lead Member for Health and Wellbeing

DATE: 23 November 2004

SUBJECT: Housing Revenue Account Budget 2004/05

1 DECISION SOUGHT

To note the latest financial forecast position of the Housing Revenue Account (HRA) for the current financial year.

2 REASON FOR SEEKING DECISION

The need to deliver the Council's agreed budget strategies for the current financial year.

3 POWER TO MAKE THE DECISION

Housing Act 1985, Part II.

4 COST IMPLICATIONS

The projections undertaken at the end of October 2004 show a potential net under-spend at year end of about £1k (Appendix 1). This is mainly attributable to a forecast overspend of £60k on repairs and maintenance and a forecast increase in rental income of £59k.

Expenditure pressures continue on gas boiler maintenance (£180k) and legal costs associated with disrepair claims (£80k), which have been partly offset by the recent award to the Council of Climate Energy Grant (£200k).

Rental income has increased because voids are lower this year and sales have been slower than originally forecast.

Debt charge costs are forecast to be £33k lower than originally estimated, but this has no financial gain to the Council, as the HRA subsidy payment (to WAG) is increased by a similar amount.

5 FINANCIAL CONTROLLER STATEMENT

The improvement if the overall budgetary position is welcomed, but it will be necessary to remain vigilant in the management of budgets to ensure that the anticipated surplus is delivered at the end of the financial year.

6 CONSULTATION CARRIED OUT

I have consulted with the Head 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 Appendix 1 and consider any remedial action to align projected spending levels with approved budgets.

Housing Revenue Account ~ 2004/05

<u>2003/04</u>		<u>2004/05</u>		
<u>Actual</u>		<u>Revised</u>	<u>Forecast</u>	<u>Variance</u>
<u>£</u>		<u>Budget</u>	<u>Out-turn</u>	<u>to Budget</u>
		<u>£</u>	<u>£</u>	<u>£</u>
<u>EXPENDITURE</u>				
930,338	Supervision & Management - General	971,469	974,939	3,470
206,524	Supervision & Management - Special	202,511	206,717	4,206
145,969	Welfare Services	134,265	117,313	-16,952
78,922	Homelessness	83,222	82,670	-552
415,317	Rents	430,012	433,068	3,056
2,605,253	Repairs and Maintenance	2,536,060	2,595,648	59,588
4,382,323	Total - Management and Maintenance	4,357,539	4,410,355	52,816
5,099,232	Rent Rebates	57,489	57,489	0
1,408,151	Debt Charges	1,118,204	1,085,131	-33,073
0	C.E.R.A.	0	0	0
0	Subsidy	2,518,943	2,552,753	33,810
100,000	Provision for Bad Debts	50,000	50,000	0
10,989,706	Total Expenditure	8,102,175	8,155,728	53,553
<u>INCOME</u>				
8,547,660	Rents (net of voids)	8,293,676	8,352,650	58,974
86,944	Garages	92,500	88,050	-4,450
14,572	Interest (R.T.B. mortgages)	15,000	15,000	0
2,701,299	Subsidy	0	0	0
0	Other Income	0	0	0
11,350,475	Total Income	8,401,176	8,455,700	54,524
360,769	Surplus / Deficit (-) for the Year	299,001	299,972	971
301,301	Balance as at start of year	662,070	662,070	0
662,070	Balance as at end of year	961,071	962,042	971

REPORT TO CABINET

**CABINET MEMBER: COUNCILLOR S DAVIES LEAD MEMBER FOR
BUSINESS & COMMUNICATIONS**

DATE: 23 November 2004

SUBJECT: CORPORATE FONT SIZE POLICY

1 DECISION SOUGHT

1.1 To agree a policy of standardizing the font size and typeface for all Council information and communication to 12 point Arial except in limited cases where practical or design issues apply and to revoke therefore the existing policy requiring 14 point Arial for Cabinet and Asset Management Committee reports.

2 REASON FOR SEEKING DECISION

2.1 To make savings in expenditure in line with the Council's drive to reduce business costs

2.2 To ensure minimum recommended access standards are adopted for **all** Council information and communications both external and internal e.g. publications, letters, reports, web pages and e-mails, thus ensuring that all recipients of the Authority's communications are treated equally.

2.3 There will need to be allowed departures to be taken from the policy to enable for example design issues to be reflected in publications, but the presumption should be that the 12 point Arial will be adopted unless a good case can be made for an alternative.

3 POWER TO MAKE THE DECISION

3.1 Section 111, Local Government Act 1972 (Subsidiary Powers of Local Authorities)

4 COST IMPLICATIONS

- 4.1 Reducing documents currently produced in 14 point which are mainly Council reports could potentially result in the following savings:

Minimum saving per year = £5.00 x 250 = £1250

Maximum savings per year = £35.00 x 250 = £8750

Where font size is increased from 10 point to 12 point it is likely to have minimal cost implications as 10 point is mainly used for electronic information.

- 4.2 See attached spreadsheet for cost calculations based on industry standard costs.

5 FINANCIAL CONTROLLER STATEMENT

- 5.1 Improved efficiency producing a small saving

6 CONSULTATION CARRIED OUT

- 6.1 Consultation has been undertaken with the following Officers

- Chief Executive – The increase in font size for electronic communications and information is a positive response to the Disability Discrimination Act, although using 12 point only meets minimum standards.
- Head of ICT – The web site can be changed globally to Arial 12 font although text within tables would not change unless individually amended. Impact on the user could involve increased need to scroll web pages. Lotus notes can also be changed centrally although the change would not apply to existing documents only newly created ones. For Word, SmartSuite and Open Office, changes would need to be made on an individual user basis although a simple guide could be produced to enable users to change the standard templates. Where individuals have created their own templates they would need to make any necessary changes themselves.
- Public Relations Manager - Communications - exceptions will need to apply for some areas of PR work where creativity

and design issues apply or where format is influenced by external organisations – e.g. advertising or newspapers

- Corporate Equalities Officer RNIB guidance has been consulted which states that “Clear Print is a design approach which better takes into account blind and partially sighted readers.....Clear Print documents recommend text is set in a minimum type size of 12 point, with 14 point being recommended as best practice by both the Royal National Institute for the Blind (RNIB) and by the British Dyslexia Association.

6.2 Enquiries have identified that the use of 12 point is common across a number of other Welsh Local Authorities.

6.3 The National Assembly for Wales’s guidance notes requires a 12 point minimum and 14 point good practice. No font is specified. Various documents examined suggest that 12 point is the Assembly’s norm

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

7.1 Corporate Identity Policy – This will need to be amended as it currently adopts different font sizes for different documents ranging from 10 point to 14 point.

7.2 Equal Opportunities – The Council has a duty to promote equality of opportunity and specifically to provide reasonable adjustments for disabled people for example providing information in alternative formats such as large text; Braille or tape on request.

7.3 E- Government / ICT policies

8 RECOMMENDATION

8.1 That the policy regarding font size for Council information and communications is standardized to 12 point Arial except in limited cases where practical or design issues apply.

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

AGENDA ITEM NO: 12

MONTH	RESOURCES DIRECTORATE	ENVIRONMENT DIRECTORATE	CHIEF EXECUTIVE'S DEPARTMENT	LIFELONG LEARNING DIRECTORATE	PERSONAL SERVICES DIRECTORATE
December 2004	<p>Monthly Budget Monitoring Report: Revenue and Capital - C</p> <p>Customer Service Centre: Customer Relations Management - C</p>			<p>Archives Policy Documents - D</p> <p>Rugby Academy Proposals Report - A</p>	<p>Extra Care Housing Developments in Prestatyn - C</p> <p>Joint Review Action Plan Exceptions Report - C</p> <p>Housing Register / Allocations - C</p> <p>Housing Advice Services - C</p> <p>Commissioning Strategy for Older People - C</p> <p>Integrated Mental Health Service - C</p>
January 2005	<p>Monthly Budget Monitoring Report: Revenue and Capital - C</p> <p>Budget 2005-2005 Update - C</p> <p>Progress Against ACiW - C</p> <p>Progress Report Against Service Review Timetable - C</p>	<p>Review of Fees and Charges - C</p>		<p>Youth Services Best Value - Progress Report Options Appraisal - C</p> <p>Rhyl Open Space Audit Plan - A</p> <p>Heather and Hillforts Development - D</p> <p>Prestatyn Hillside Local Nature Reserve Designation - D</p> <p>Local Biodiversity Action Plan HAPS + SAPS - D</p>	<p>Housing Stock Transfer - Outcome of Tenants' Vote - C</p> <p>Affordable Housing - C</p> <p>Payment for Skills - Fostering - C</p>

KEY: C ~ CABINET
A ~ ASSET MANAGEMENT COMMITTEE
D ~ DELEGATED DECISION

				Culture and Leisure Charges - D	
February 2005	Monthly Budget Monitoring Report: Revenue and Capital - C Final Budget 2005-2006 Proposals - C Corporate Quarterly Performance Report - C			Royal International Pavilion Phase I - A	
March 2005	Monthly Budget Monitoring Report: Revenue and Capital - C	Deposit LD Plan - Approval of Charges - C		Urdd Eisteddfod Staging / Proposals / Programme - C Denbigh Museum Designation Feasibility - A Scala Development Study Progress Report - A	
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:			Youth Services Best Value Final Report - C	

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	Revenue and Capital - C Corporate Quarterly Performance Report - C				
June 2005	Monthly Budget Monitoring Report: Revenue and Capital - C				
July 2005	Monthly Budget Monitoring Report: Revenue and Capital - C				
August 2005	Monthly Budget Monitoring Report: Revenue and Capital - C				
September 2005	Monthly Budget Monitoring Report: Revenue and Capital - C				
October 2005	Monthly Budget Monitoring Report: Revenue and Capital - C				
November 2005	Monthly Budget Monitoring Report: Revenue and Capital - C	Approve Deposit LD Plan for Public Consultation - C			
December 2005	Monthly Budget Monitoring Report: Revenue and Capital - C				
January 2006	Monthly Budget Monitoring Report: Revenue and Capital - C				

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