

**CABINET**

Minutes of the Cabinet meeting held at the Monsanto Suite, Royal International Pavilion, Llangollen on Tuesday 26 April 2005 at 10.00 a.m.

**PRESENT**

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

Observers: Councillors R E Barton; M LI Davies; MM Jones and T R Hughes.

**ALSO PRESENT**

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

**APOLOGIES**

Councillors E C Edwards, Lead Member for Communities and S Roberts, Lead Member for Promoting Denbighshire.

The Leader welcomed former Llangollen Councillor Tom Clutton and a number of young people from Ysgol Dinas Bran, Llangollen and Llangollen Youth Centre.

**1 URGENT MATTERS**

There were no Urgent Matters.

**2 MINUTES OF THE CABINET**

The Minutes of the Cabinet meeting held on 22 March 2005 were submitted.

**RESOLVED** that the Minutes of the Cabinet meeting held on 22 March 2005 be approved as a correct record and signed by the Leader.

### **3 DENBIGHSHIRE COMMISSIONING STRATEGY FOR OLDER PEOPLE**

Councillor P A Dobb presented the report seeking Cabinet approval of Denbighshire's Commissioning Strategy and related Action Plan for Older People's Services.

As the Champion for Older People, Councillor Dobb outlined the key messages for the future commissioning of services and highlighted the importance of developing with partners preventative services to support older people in retaining their independence and improving long term services.

Councillor Dobb referred Members to the Domiciliary Care provision and the need for this provision to become more specialised. She also referred to the Reablement and Rehabilitative Services and explained that these services were also in need of improvement. She reported that 3 of the neighbouring authorities were working with Denbighshire to set up the unified assessment of older people. She added that indications showed that Denbighshire was streets ahead of the rest of Wales and that it was important that the authority was able to determine how many people were coming through the system.

Councillor P J Marfleet said he supported the paper but said that planning was important and that it was absolutely crucial that the categories of Older People were known. He referred Members to a letter he had received from Sue Essex, the Minister for Finance, Local Government and Public Services regarding the Authority's Standard Spending Assessment and to the data that was published on the Local Government Data Unit Website. He said that the Authority needed to be satisfied that its data was accurate across all of the 30 different headings on the website and that the finance earmarked was appropriate.

***RESOLVED*** that Cabinet adopts the Denbighshire Commissioning Strategy for Older People's Services and its Action Plan as the future direction of services to Older People in Denbighshire.

### **4 EFFICIENCY AND JOINT WORKING**

The Leader, Councillor R W Hughes presented the report asking Cabinet to endorse involvement in work being led by the Welsh Local Government Association on national projects for collaboration. She reported that the Welsh Assembly Government (WAG) was looking for greater efficiency on Joint working and that there was a need to demonstrate the Council's commitment to pursuing greater efficiency through doing this.

Councillor Hughes reported that she had attended the Joint Scrutiny Meeting for Personal Services on 22 April where this particular item had been discussed and the following comments had been made by the Committee:

- if the Authority was working towards collaboration, the movement of information needed to be improved and protocols agreed;

- this was an opportunity for the Authority to build up teams of expertise, and
- the Authority needed to be mindful that it was not responding to hidden agendas about reorganisation.

Councillor Hughes said that as far as Denbighshire was concerned there was evidence of the Authority pursuing greater efficiency through joint working, but there was still a need to remove unnecessary bureaucracy and process and deliver significant savings through improved procurement in order to move resources into front line services.

Councillor Hughes reported that it was important that the Authority should not embark on collaboration for the sake of it, and that not all collaborations had been successful in the past. She referred to the Wirral and North Wales Purchasing Consortium and the lessons learnt following that experience.

Councillor Hughes referred Members to the appendix and highlighted the five key areas which had been prioritised for further investigation: Collaborative Procurement; Waste Management; Business Rates; Looked After Children – Out of County Placements, and Capital Schemes/Maintenance of Assets.

In response to Councillor P A Dobb's question on whether the Non Domestic Rates would benefit rural non-domestic rate relief, the Chief Executive explained that this was purely around the collection process and not about the regulations surrounding it. If the Authority were to move to such a system, it would need to be designed to allow flexibility.

Councillor E W Williams said he was pleased that Waste Management had been included as one of the key areas. He referred to a recent meeting he had attended with three other Authorities and Carwyn Jones, Minister for Environment, Planning and Countryside. Councillor Williams expressed his concern at what emerged from the discussions, and that it was clear that there were insufficient funds to carry out the work. He explained that it was very easy for Authorities to agree to work together, but the funds needed to be there until the work had been completed. He felt that discussions needed to be held and projections carried out at the beginning of each financial year.

Councillor P J Marfleet agreed with the concerns made by Councillor E W Williams and reported that Waste Management was a typical example where the Authority could get maximum benefit on a regional issue.

He advised Cabinet that the Authority needed to know what it was going to be doing, as collaboration could be a costly exercise. Costs could be very front end loaded and needed to be identified before the Authority embarked upon it. Statutory issues would take precedence over our own priorities. He added that it was possible that efficiencies could be achieved through collaboration if it had been well thought through and costings had been identified.

The Leader felt that the Authority needed to be looking at what was best for Denbighshire.

Councillor E W Williams felt that the Authority needed to be identifying main issues and looking at what the Authority had to offer. All Lead Members needed to be inputting into what they believed was joint working and raising issues which arose out of their individual portfolios.

**RESOLVED** that Cabinet endorse involvement in work being led by the WLGA on national projects for collaboration.

## **5 CABINET AND FORWARD WORK PROGRAMME**

Councillor S A Davies referred to the Forward Work Programme and asked Cabinet to note its contents. Councillor Davies asked officers to ensure that Lead Members were fully involved in developing the Cabinet Forward Work Programme from the onset.

Councillor Davies asked Members to look at the work programme and ensure that they had been fully informed by Officers of the items listed against their portfolios. He also suggested that as communication was a two way thing, prior to a report being presented to Cabinet, Lead Members should be communicating with their individual political groups in order to keep them fully informed of issues to be discussed, as there was evidence of a lack of communication across the Authority, and this was not just down to Officers.

Councillor Davies referred to the item on Managing School Places listed under November 2005 and to the 3 seminars arranged for Members to discuss the Managing Schools Programme. To date, only 25 Members had confirmed their attendance, and he urged all Members to attend one of the Seminars.

Councillor P J Marfleet explained that there were no items on the Forward Work Programme that could be considered in isolation. All items needed to be looked at as a bigger picture to see what shape Denbighshire would have in 10 years' time. It needed to be considered how these items fitted into plans such as the Spatial Plan/Unitary Development Plan and Infrastructure.

Councillor E W Williams said that discussions needed to be held before a Committee Meeting. All Members received copies of agendas and if there were issues arising out of a particular report, then Members needed to raise them with the relevant Cabinet Member so that their views could be considered before discussions took place at Committee.

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

## **6 URDD EISTEDDFOD: FINANCIAL ARRANGEMENTS**

(Councillor E W Williams declared an interest in the following item and withdrew from the meeting whilst it was considered).

Councillor D Owens, Lead Member for Lifelong Learning presented the report seeking Cabinet agreement of an advanced payment of £150k to the Urdd

with immediate effect.

Councillor Owens reported that Denbighshire was very fortunate to be hosting the Eisteddfod in Ruthin in 2006. He reminded Members of the various activities being held over the coming days as part of the proclamation week and asked Members to attend, if possible, some of the activities taking place across the County.

The Leader reported that local communities were involved in fundraising which was incredibly important, and that each town/village had been set specific targets.

Councillor M LI Davies asked whether some Members who were involved in the fundraising as part of their local communities, needed to declare their interest when items on the Eisteddfod were to be discussed. In response, the County Clerk explained that as the Members were not taking cash benefit out of this fundraising, and because they were not involved with the Urdd, there was no requirement for them to declare their interest.

*RESOLVED that:*

- (a) Members agree to the immediate advance payment of £150k, and*
- (b) Members endorse the Corporate Director of Lifelong Learning negotiating with the Urdd the amount and timing of the remainder within the agreed £300k allocation, and clarify any "in-kind" support requested by the Urdd.*

## **7 URGENT ITEMS**

There were no Urgent Items.

At this point the Leader explained to the members of the public present that the Cabinet was about to move into confidential discussion under Part 2 of the agenda and asked them whether they had any comments or questions.

A young person representing Llangollen Youth Club responded to the questions raised by Cabinet Members regarding the skatepark and advised that the Youth Club had been involved in the design of the skatepark and that he hoped that the skatepark would be well used.

Another member of the public referred to Ysgol Glyndyfrdwy and asked how local community councillors could be involved in keeping schools open. She asked whether local community councillors had the powers to do anything.

The Leader responded explaining that Local Councillors may not have any powers, but that they could be involved as part of the consultation process. The Leader referred to a meeting between the Authority and the One Voice Wales Association and reported that a decision had been made at that meeting that both parties would work together.

The Leader also referred to work which was being progressed by the prospective Chairman of the County Council, Councillor J Smith. Meetings with young people had been initiated and Cllr. Smith was planning to make 2005/06 the year of Young People in Denbighshire.

The Leader thanked everyone for attending and for showing an interest in the work of the Cabinet.

At this juncture the meeting adjourned for 10 minutes to allow Members to participate in refreshments.

## **EXCLUSION OF PRESS AND PUBLIC**

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

## **PART II**

### **8 COMMUNITY CAPITAL PROJECTS**

(Councillor S.A. Davies declared his interest in 8(a)(i) and Cllr. M.LI. Davies declared his interest in 8(a)(iv) and both withdrew from the meeting during consideration of the applications).

The Leader, Councillor R W Hughes presented the report seeking Cabinet approval for applications made for financial support from the allocation for Community Capital Projects. The County Council had made a block allocation of £330,000 in its capital plan for 2005/06 to support community capital projects together with a sum rolled over from 2004/05.

Members of the Resources Scrutiny Committee had recommended that in relation to the 8 projects for consideration, 3 of these should be recommended for approval, 1 should be recommended for a conditional approval valid for 6 months, subject to the applicant securing match funding, and 4 should be deferred to provide the applicants with an opportunity to seek match funding for their projects.

Councillor P J Marfleet referred to an e-mail he had received indicating that the closing date for applications was 16 May 2005, and asked how the applications before Cabinet fitted into this timescale. He asked that the date be extended to the end of May to correspond with the information on the website.

The Principal Regeneration Manager explained that the funds allocated had to cover the costs of the applications presented today and for those applications received by the closing date of 16 May 2005. The Resources Scrutiny Committee had asked that the 8 applications on file be considered and a decision made by Cabinet at its meeting on 26 April 2005. The remainder of

the applications sent in by the closing date would be considered at a future meeting.

A detailed discussion followed around the issues of match funding for projects following the recommendations made by the Resources Scrutiny to defer some of the applications.

Councillor E W Williams queried the requirement placed upon applicants to use the funds allocated within a six month timescale, or face the money being taken back into the Community Capital allocation by the Council.

The Principal Regeneration Manager explained that the rules of the scheme stated that the offer was valid for 18 months with the exception of those granted conditional approval for 6 months, to allow them to seek external funding.

Councillor E W Williams referred to the heavy insurance bills being faced by community groups and the expensive running costs of projects. He asked whether the Authority could look at assisting community groups with their insurance costs.

Councillor P J Marfleet agreed and said that the Authority needed to look at what it could offer. Work needed to be undertaken to ascertain whether or not the Authority could use blanket insurance cover for skateparks/playgrounds.

The current 8 applications were discussed in detail and having taken into account the recommendations made by the Resources Scrutiny Committee it was -

**RESOLVED** that:

- (a) *the deadline for submission of applications be extended until 31<sup>st</sup> May, 2005, and*
- (b) *the following applications be agreed:-*
  - 8(a)(i) *Llangollen Partnership – Improvements to Riverside Park*
  - 8(a)(ii) *North Wales Music Schools, Rhuddlan*
  - 8(a)(iii) *Rhyl South West Central Resident’s Association*
  - 8(a)(iv) *Trefnant Village Hall & Memorial*  
*Agreed to grant conditional approval subject to match funding being secured*
- (c) *it was agreed to defer the other 4 applications to provide the applicants with an opportunity to seek match funding for the projects.*

## 9 WINDOW AND DOOR REPLACEMENT CONTRACT - COUNCIL HOUSE PROPERTIES

Councillor P A Dobb, the Lead Member for Health and Well-being presented the report asking Cabinet to approve the awarding of the contract to the Tenderer who submitted the most economically advantageous tender. She explained that this was a major contract involving the supply and fitting of 20,500 PVCu windows and 4,500 doors to 2,500 Council properties. The Housing Department had held a roadshow inviting tenants to come to view the windows and doors. Of those who attended, they were pleased with what they saw.

Councillor Dobb referred to how the tenders were evaluated using a matrix that took account of operational and financial quality issues as well as price. She explained to Members the number of measures put in place or already carried out to minimise the financial risk to the Authority.

A discussion ensued regarding the possible variations in sizes of windows and doors to be fitted. Members also asked that when the new doors were fitted, consideration be given to the elderly as to the position of the thresholds and handles so that they were not fitted too high.

Members were assured by Officers that the thresholds and handles would be fitted in accordance with Part M of the Building Regulations which addressed the height of the door thresholds and positions of opening handles.

Councillor M A German also referred to the fitting of the doors and explained that in order to lock the doors the handle needs to be raised, and that this could be very difficult for the elderly. It is very important that the doors were installed properly.

The Head of Housing Services explained that this programme needed to commence and that Housing Services would work closely with the Public Relations Team to ensure a photo shoot was arranged when the first few houses had the new doors and windows installed.

**RESOLVED** that in accordance with Contract Procedure Rule (C.P.R.) 25.4.c the tender which was the most economically advantageous submitted for the Window and Door Replacement Programme be approved.

## 10 CLWYD LEISURE: GRANT ALLOCATION

The Acting Corporate Director for Lifelong Learning presented the report seeking Cabinet approval to refuse Clwyd Leisure's claim for an additional amount of money for buildings insurance on the grounds that the authority had been fair and reasonable in its approach and funding of Clwyd Leisure. She outlined the background to the claim which dated back to when Clwyd Leisure had been established in 2001.

Following a discussion it was



**RESOLVED** that Cabinet refuse Clwyd Leisure's claim for an additional amount of money for buildings insurance on the grounds that the authority had been fair and reasonable in its approach and funding of Clwyd Leisure.

The meeting concluded at 11.55 a.m.

**REPORT TO CABINET**

**CABINET MEMBER:** COUNCILLOR R HUGHES, Leader

**DATE:** 24 MAY 2005

**SUBJECT:** APPROVAL OF IMPROVEMENT PLAN 2005 - 2006

**1 DECISION SOUGHT**

1.1 That Cabinet recommend the draft Improvement Plan 2005 - 2006 to Council on the 15 June for approval (Appendix I).

1.2 To delegate the authority to the Chief Executive, in consultation with the Leader, to make necessary amendments to the Plan.

**2 REASON FOR SEEKING DECISION**

2.1 The Wales Programme for Improvement Guidance<sup>1</sup> requires each local authority to publish its Improvement Plan and Summary by the 30 June each year.

2.2 The external audit report on the Improvement Plan 2004 - 2005 contained only three statutory recommendations which showed significant progress. However, one criticism was that the Plan did not "identify 'high-level' performance measures, targets and improvement actions necessary to support all of the strategic aims and objectives of the Community Strategy".

2.3 The second statutory recommendation was that "consideration should be given to structuring future Improvement Plans around the themes of the Community Strategy and the Authority's aims and objectives".

2.4 The Strategic Policy Unit has progressed this recommendation and you will note that this year's Improvement Plan is structured around the themes of the Community Strategy. The Plan also focuses on the Authority's key corporate and service risks, highlighting what has been achieved against corporate priorities during 2004 - 2005 and SMART (specific, measurable, agreed, realistic and time bound) actions for the coming year which will be taken to meet the Council's corporate priorities for 2005 - 2008.

2.5 The Improvement Plan is still a draft document and improvements will be made to its content over the next few weeks. Statutory performance indicator data will be externally audited and may be subject to change and the Plan includes new strategic and core set indicators for 2005 - 2006. The final version of the Improvement Plan will be presented at the June Council meeting, taking account

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

of the comments from Cabinet on the 24 May and the Corporate Governance Committee on the 31 May.

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

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

### **4 COST IMPLICATIONS**

Design, print and translation costs for the Improvement Plan - approximately £5,000 to be funded from within the Strategic Policy Unit budget.

### **5 FINANCIAL CONTROLLER STATEMENT**

The Council has developed a 3 year budget strategy that includes treating 2005/6 as a year of consolidation and review. 2006/7 and 2007/8 are identified as the years when progress will be sought on the Council's priorities after the needs of mandatory services are ensured. The strategy also focuses on the need to improve financial reserves and the Council Tax position relative to other authorities.

Services have identified within their Business Planning process the resources ideally required to meet the key actions and targets within the Improvement Plan.

The Council's financial position means that it is unlikely that additional resources can be guaranteed to fund these improvements and service budgets will need to be reviewed to free up resources through efficiency savings.

### **6 CONSULTATION CARRIED OUT**

6.1 The Improvement Plan is based upon the outcome of the business planning process and Joint Risk Assessment. The draft Plan was considered by the Corporate Performance Management Group on the 13 May.

6.2 The draft Plan will also be discussed at Corporate Governance Committee on the 31 May and at Monthly Management Conference on the 2 June with Directors and Heads of Service to ensure factual and data accuracy. Targets included in the Plan have been agreed by the relevant Scrutiny Committees.

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

The Improvement Plan is the Authority's "Work Programme" for 2005 - 2006 at both a corporate and service delivery level and therefore has implications on all policy areas including corporate.

### **8 RECOMMENDATION**

8.1 That Cabinet recommend the draft Improvement Plan 2005 - 2006 to Council on the 15 June for approval (Appendix I).

8.2 To delegate the authority to the Chief Executive, in consultation with the Leader, to make necessary amendments to the Plan.

**“DRAFT” DENBIGHSHIRE COUNTY COUNCIL’S IMPROVEMENT PLAN 2005-2006**

**Denbighshire County Council**

**DENBIGHSHIRE DELIVERS**

**Denbighshire County Council's Draft Improvement Plan 2005 - 2006**

## **“DRAFT” DENBIGHSHIRE COUNTY COUNCIL’S IMPROVEMENT PLAN 2005-2006**

### **Foreword**

Everyone who lives in, works in, or visits Denbighshire has a right to expect good quality, timely and cost effective services from the County Council. Denbighshire strives to provide excellent services, but there is always room for improvement. The Improvement Plan sets out our targets, the results and what we are going to do to improve or develop services. The Plan covers from April 2005 to April 2006 and gives you everything you need to judge for yourself how the Council is performing.

Over the next three years the Council will be concentrating on improving schools, roads and the cleanliness and appearance of our streets and open spaces. Our aim is to make Denbighshire a place in which everyone can have a pride.

This is my second year as Leader and the past year has been both busy and challenging. The future of our schools came sharply into focus earlier this year when we looked at the best ways of making sure that pupils all over the County get the same standard of education and opportunity.

I am currently visiting a number of primary schools to see how they work, the challenges they face and the part they have to play in their local community. One Voice Wales, an organisation which represents some town and community councils, and the Denbighshire Schools Forum, are working in partnership with Denbighshire to make sure that all views are taken into account in the schools debate.

Over the coming year we will also be looking for everyone's opinion on their vision for the Denbighshire of the future. What do you want to see? Officers and Members will be out and about asking people what an ideal Denbighshire would look like in 2015.

There are many other positive things going on throughout the County, none of which would happen without the Denbighshire workforce which keeps the show on the road 365 days a year. My thanks to them for the work they do to benefit the whole of the County.

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

**Councillor Rhiannon Hughes**  
**Leader**

## **“DRAFT” DENBIGHSHIRE COUNTY COUNCIL’S IMPROVEMENT PLAN 2005-2006**

### Introduction from the Chief Executive

I am pleased to provide this introduction for the fourth annual Improvement Plan for Denbighshire County Council. The Improvement Plan provides information on how we performed last year (April 2004 to March 2005) and the improvements and targets set for this year, 2005-06.

### REVIEW OF 2004-05

My introduction to last year's plan noted that over half of the Councillors elected in June 2004 were new to the Council. The effect was more significant than we had expected, in terms of their need for support and development and in the impact that it had on the Council's work.

During the autumn, Councillors revised the corporate priorities and identified the main areas that would receive additional investment in the period to 2008. One of the targets is to close the gap in council tax between Denbighshire and other Councils in North Wales. The increase set for 2005-06 was the lowest since Denbighshire was created [check] but the gap was not closed significantly because the threat of capping by the Welsh Assembly Government affected other councils' decisions. As part of the budget, efficiency savings, increases in other income and improvements in procurement worth over £2m had to be identified. There will have to be a continuing focus on efficiency, to release resources for investment in line with members' priorities and to meet the challenging agenda set by the Assembly Government's policy statement "Making the Connections".

Two projects supported by information technology should help to deliver greater efficiency during 2005-06 - the new human resources system will automate many processes that are currently on paper and the gradual implementation of our customer contact centre should improve the efficiency and effectiveness of our dealings with the public and others who use our services.

Two of the biggest challenges facing the county are identifying what it should look like in future and tackling the massive investment needs of our buildings and roads. Work to set the vision for the County is critical to the preparation of our Regeneration Strategy and Local Development Plan. And Councillors will be taking key decisions during the coming year on how to improve the Council housing stock and to make our schools fit for the 21st century. In closing, I would like to pay tribute to everyone at the Council for the improvements that we have seen and the many good services that we continue to provide. While we met 51% of the performance targets that we set ourselves for 2004-05, over a quarter of our missed targets nevertheless showed improvement over the previous year. The Council's progress was recognised by a number of awards, including achievement of Investors in People status early 2005, two national awards for the Denbigh Townscape Heritage Initiative, the Housing Rents Team winning the Public Finance, Public Servants of the Year Award in the Housing Team Award category and a Bronze award from RoSPA for our innovative work in health and safety for staff who drive.

**Ian Miller**  
**Chief Executive**

**SECTION ONE - PROGRESS AGAINST THE COMMUNITY STRATEGY, IMPROVEMENT PLAN AND CORPORATE PRIORITIES 2004 – 2005**

This first section of the Improvement Plan looks at how the Council performed during 2004-2005 against its priorities and the objectives and targets in the Community Strategy and Improvement Plan. The Community Strategy is a long-term plan for Denbighshire which has been produced by a partnership of organisations in the County. It represents a shared vision for Denbighshire up until 2015 and has been informed by consultation with individuals, the community and various organisations and reflects the views expressed during a visioning day and questionnaire survey.

The Council’s members also carry out a priority setting exercise which identifies the areas the Authority aims to improve over the next three years and these are reflected in the Improvement Plan. This year’s Improvement Plan has been structured around the six themes of the Community Strategy and the management of the Council.

**HEALTH, SOCIAL CARE AND WELL-BEING**

***The Community Strategy Partnership will give priority to improving people’s health and well-being, particularly those whose chance of good health are not equal***

Progress has generally been good against targets set in the 04/05 Improvement Plan and Community Strategy. The Health, Social Care and Wellbeing Strategy, which is a plan for a number of different organisations, was agreed and the Council kept to target in developing Extra Care Housing, additional housing/social care developments (including the Contact Warden scheme in private sector housing) and other services which help to prevent illness and accidents.

The Authority continued to make it possible for a wide range of people (older people, people with learning disabilities, people with mental health problems) to remain living at home and also achieved excellent reductions in Occupational Therapy waiting lists. The Authority ensured that the percentage of people whose discharge from hospital is delayed, remained low and led the field nationally by working with Conwy County Council and health colleagues to put in place a system which ensures that everyone is assessed for services in the same way. This is known as “Unified Assessment”. However, the Authority did not meet our targets for the rate of assessments of people aged 65 and over or for the number of nights of respite care provided or funded by the Authority.

Denbighshire also worked with Conwy County Borough Council, two Local Health Boards and the Conwy and Denbighshire NHS Trust to finalise plans for an Integrated Mental Health Service which will mean that those providing mental health services will work together more effectively. We developed a number of “low level” services to meet the needs of a range of vulnerable people, funded via Supporting People eg the “Keyring” scheme which is a self supporting network of 9 tenants who live within a walking distance of approx 10 minutes. A Community Living Worker also lives in a tenancy within the network and provides up to 12 hours per week support to the network members. Workforce and training targets were successfully met.



## **“DRAFT” DENBIGHSHIRE COUNTY COUNCIL’S IMPROVEMENT PLAN 2005-2006**

The Authority’s Housing Strategy was agreed after wide consultation and a temporary planning policy relating to affordable housing has been put in place. Together with an imaginative use of grants, this has begun to increase the numbers of units of affordable housing to buy and to rent in the future. The Authority has also been successful in reducing the number of homeless families in Bed and Breakfast from 105 last year to 61 and increased the number of homeless households in good quality temporary accommodation.

However, the Council has not met targets for the number of days it takes to relet Council dwellings or for the average rent lost per tenant through dwellings being left vacant during the financial year, although the Council does compare extremely favourably with the national average.

### **COMMUNITY SAFETY**

***The Community Strategy Partners will seek to ensure that the people of Denbighshire enjoy a good quality of life in the knowledge that theirs is a safe community where levels of crime and disorder are low***

The need for residents of Denbighshire to feel safe and secure in their homes is one of the main drives within the Community Strategy for Denbighshire. There are parts of the County where crime levels have been considerably higher than average in the past and specific action has been taken in recent years in these areas. Overall levels of crime and disorder in 2004/05 fell within the County. However, this overall drop in reported crime does mask some areas of concern.

The overall drop in crime and disorder of 7% is a significant reduction, however, within this figure concern remains over the level of violent crime in particular, which showed a slight increase, and the level of anti social behaviour which has also increased. Some other areas of crime, most notably vehicle crime (reduced by 10%) and burglary (reduced by 35%), show signs of considerable improvement.

The Community Safety Partnership has reviewed these figures in detail, and has published a Community Safety Strategy which has highlighted anti social behaviour, juvenile crime and violent crime as key areas for action over the next 3 years. The Partnership has also set ambitious targets for the forthcoming year, and will monitor and evaluate progress against these targets and consider action where appropriate.

The continued effectiveness of the Community Safety Partnership is an area worthy of mention, and in particular, effective partnerships between North Wales Police, Denbighshire County Council and other partner agencies are integral to being able to tackle crime and the fear of crime.

There are parts of the County, particularly those where pockets of deprivation exist, where a fear of crime can have a debilitating impact on those areas and act as a barrier to regeneration efforts.

## **“DRAFT” DENBIGHSHIRE COUNTY COUNCIL’S IMPROVEMENT PLAN 2005-2006**

In order to remove this barrier, a much more cross-cutting approach needs to be developed to deal with all factors which increase the fear of crime, including the quality of the environment and enforcement against a wide range of criminal activity. During the 2004/05 financial year, crime and disorder work was moved into the Environment Directorate, to consolidate the partnership work existing in dealing with environmental enforcement, managing the night time economy and housing related issues. Over the forthcoming year, further integration will take place, to ensure that the effectiveness of partnership working is maximised.

### **LIFELONG LEARNING**

***The partners will seek to ensure the quality of life for all citizens is enhanced by the best education and lifelong learning opportunities enabling everyone to fulfill their potential in terms of employment, leisure and cultural experiences***

One of the biggest challenges under the theme of Lifelong Learning is to improve school performance to match national expectations. Despite discussions taking place with schools relating to target setting, the Summer 2004 examination results showed that performance was below the national average in English and Science at Key Stage 2 and English, Welsh and Science at Key Stage 3. The percentage of pupils achieving 5 or more GCSEs at Grade A\* - C and the percentage of 15/16 year olds achieving A\* - C in GCSE English or Welsh, Mathematics and Science in combination was also below the national average. However, there was improvement on 2003 results in all Key Stage 2 tests and all but one (Welsh), Key Stage 3 tests and the percentage of pupils achieving five or more GCSEs at Grade A\* to C showed improvement from 2003.

The Authority’s target to increase the number of school places for bilingual/Welsh medium education by 3% is challenging due to the trend in falling rolls. In September, 2004, the figure of 13,273 showed only a marginal increase from the figure of 12,913 which appeared in the Community Strategy document. The Welsh Assembly Government’s target is a 5% increase by 2011. A project plan to attract ELWa Learning Challenge funding and supporting Objective 1 applications was submitted in September 2004 to expand community learning resource centres. Community learning already takes place at seven secondary schools and by Coleg Yale and Coleg Llysfasi in Corwen.

The target of 90.5% for school attendance was just missed at 89.44%. Improving school buildings is a Council priority for the next three years and efficiency savings identified in 2005 – 2006 will be used in the latter two years to fund improvements. The Managing School places project aims to ensure that Denbighshire County Council is utilising its resources in the most effective way possible. The Welsh Assembly Government has also announced each authority will receive £9 million for the period 2005 – 2010 and from this, a total of £2.5 million has already been approved for major building improvements at 3 secondary schools.

In developing an inclusive, cost-effective provision for children and young people with special educational needs, the Local Education Authority should ensure that 98% of school leavers are educated on mainstream sites. This target was met for 2003/04

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with 11 Year 11 pupils educated in Special schools out of a total of 1,360. It is also positive to report that no pupils with special education needs were permanently excluded from school in 2004.

At present data does not exist regarding the number of school leavers aged 16 plus who are in employment, education or training for the first 12 months but the development of the proposed Learning Centres in Denbighshire and higher education opportunities in the Rhyl area should facilitate access to further education throughout the County. 49% of those in post 14 education have attained a Level II qualification in information technology and an e.learning ‘A’ level electronics course is being developed jointly by Coleg Llandrillo, Ysgol Glan Clwyd and the Education Services Department. A partnership between Yale, Ysgol Dinas Bran, Careers Wales, Library Service and the Education Services Department has established a programme for Adult Education in the Dee Valley and a web site has also been produced.

A 14– 9 Learning Pathways Action Plan has been devised and approved by WAG in October 2004 and progress is being checked every two months by Denbighshire’s 14-19 Network. The amount and quality of early years’ education provision has also been extended and between January and July 2004, 450 children accessed this provision.

## **ECONOMIC PROSPERITY**

***The Community Strategy partners will give priority to improving people’s economic prosperity***

The economy in Denbighshire has continued to make progress over the past year. Unemployment has continued to fall, and new businesses have been established at most of the business parks and industrial estates in the County. Nevertheless, a range of issues still exist, and the County is at a cross roads economically.

The recent publication of the Wales Spatial Plan, by the Welsh Assembly Government, emphasises the changing environment within which we work. The Council has already seen new documents emerging from the Welsh Development Agency suggesting that their development policies will change to meet those of the Spatial Plan. Care will be needed to ensure that Denbighshire is not disadvantaged as a result of this change in emphasis, with investment flowing to other parts of North Wales. There is a shortage of industrial land and buildings in the County, and we must ensure that National policies do not prevent these shortfalls from being addressed.

Despite the input of Objective One and other European funds, and Denbighshire’s success in attracting European money into the County, levels of Gross Domestic Product (GDP) remain low despite evidence to suggest that Denbighshire’s performance in key indicators is equal or better than other Authorities in North West Wales. The Authority’s GDP remains very close to the threshold that would give a further entitlement to Objective One after 2006, and work will continue to ensure the best funding opportunities exist in whatever form European Structural Funds take in the future.

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Intense pockets of deprivation exist in parts of Denbighshire, and work continues to try to deal with economic inequality in these areas. Rhyl Going Forward is a flagship piece of work, aimed at securing improvements to the high levels of deprivation in both Rhyl West and South West Rhyl. Positive discussions have been held with Assembly Government Ministers over support for this initiative. Significant benefits are already being seen from closer working relationships, both within the County and with other public sector partners. The Council’s long term aim is to work to deal with economic inequalities and to meet our ambitious target of removing all wards in Denbighshire from the top 50 deprived areas in the Welsh Assembly Government index of multiple deprivation.

The major activity for the forthcoming year is to reflect on the recent work emerging from the Assembly, most notably the Spatial Plan, but other strategic documents such as the North Wales Development Strategy and the West Cheshire and North East Wales Development Strategy. All of these emphasise the role that Denbighshire has economically within its sub-region, and points to a need for us to review our own strategies. Work has started on the preparation of a Regeneration Strategy aimed at positioning Denbighshire in its wider sub-region. This Regeneration Strategy will develop in partnership with the emerging Unitary Development Plan Review, to ensure that the Council has the tools to be able to continue to drive economic growth in the County.

### **ENVIRONMENT**

***The Community Strategy Partners will work together to maintain Denbighshire’s natural environment whilst improving the quality of life of its people by sustainable means***

Last year’s Improvement Plan reported on the widespread change taking place within the Environment Directorate, in particular, structural reform that the Council hoped would drive service delivery. The Council is pleased to be able to report, as part of this year’s Improvement Plan, that considerable progress has been made and significant benefits from this work are now emerging.

The integration of the Authority’s front line activity into the Environmental Services team has produced significant improvements, in a number of areas.

The pilot scheme during the last year of integrating streetscape activity into Public Realm teams in parts of the County produced visible benefits. As a result, further integration has now taken place including bringing all grounds maintenance activity in-house, and rolling the model out to other parts of Denbighshire. The Council will continue to evaluate progress in this important area, and develop new performance indicators to confirm that the process is working and that improvement is being delivered. Similarly, the integration of the public conveniences team into Environmental Services has also produced measurable improvement in the quality of service, resolving an area of long term concern.

One of the single largest areas of work in the forthcoming year and into the future is a need to manage the waste stream from the County, to meet the demanding targets for recycling and composting. Following on from the introduction of kerbside collection of recyclable waste, considerable activity is being invested in bring sites and further developments at the County’s recycling parks as

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well as consideration of innovative programmes aimed at reducing waste. A failure to meet the challenging targets will be costly for the Authority, particularly in the context of a changing regulatory environment and dwindling landfill capacity.

The new Council has set clear priorities, and among those priorities is a clear focus on tackling the areas of concern the people Denbighshire have told us about.

There is much to be done in improving the condition of the highway network, improving the quality of public spaces in the County, and improving the quality of the built fabric of our County’s buildings. These are huge challenges, however, the basic foundations are now in place, and programmes of work are evolving to continue the improvements effected over the past year. We will continue to drive improved performance in these key areas and by effective management we will strive to resolve the many challenges that remain.

### **CHILDREN AND YOUNG PEOPLE**

***The Community Strategy Partnership will place an emphasis on need assessment and evidence of effectiveness. We shall aim to support parents and carers, as well as children and young people***

Development of Partnership work relating to children and young people has generally progressed well during 2004/05. The Framework Partnership and the Children’s and the Young People’s Partnership have markedly improved their ability to plan with, and for, the children and young people of Denbighshire. Better understanding of needs has been achieved through data analysis, asking those working with children and young people what the key issues are and, most importantly, asking children and young people themselves.

The Partnerships have continued to lead and support the development of innovative projects for children and young people. These include practical work to promote the participation of children and young people in influencing the work of the Council and other organisations, a European Social Fund project to ensure we keep in touch with young people not in education, employment or training, the appointment of a Health Visitor to work with homeless families and the opening of the Integrated Children’s Centre in Rhyl.

Progress in Children’s Social Services has been mixed. Positive achievements have included a 100% record in undertaking Child Protection Reviews on time and sound multi-agency work to ensure children are safe (recognised as such by health and education). There has been an excellent foster care improvement project picking up all the threads required to address a poor inspection report, proactive recruitment and retention of foster carers and the forthcoming inspection of the adoption service. The Council has provided increased investment in Children’s Services and there have been more participation initiatives with young people in care and an improving rate of completion of Pathway Plans for care leavers.

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The Authority has received regular compliments as to the quality and professionalism of social work undertaken for the Courts and elsewhere and trainee and bursary schemes for social workers have become well established. There has also been an increasing amount of linkage between the Framework Partnership and Children’s Social Services agendas which is very positive. However, Children’s Social Services continues to experience difficulties in improving some aspects of services.

The following have continued to present challenges. The narrow range of current or planned preventative/family support services for children in need, children with disabilities and care leavers and the relatively low rates of foster carer recruitment, retention and remuneration. There is a high placement breakdown rate for children in the Council’s care and an inability to allocate all cases of children in care and children in need.

Though reduced from 03/04, child care social work vacancies, turnover and sickness rates which undermine continuity, shortcomings in undertaking assessments, care plans and reviews within required timescales continue to result in high workloads for staff and auditing and quality assurance processes to ensure the quality of services provided are not yet comprehensive.

### **THE MANAGEMENT OF THE COUNCIL**

The Improvement Plan concentrates on the way that we deliver our services. It is important, however, to report on issues such as the financial position of the Authority and staffing matters, all of which play a part in supporting service delivery. Collectively these support services play a major part in determining how effectively the Council is managed.

During the year the Council developed a clear set of Member priorities which they would wish to see developed, after first ensuring that the mandatory services that are provided are adequately funded. These Member priorities were, improving the condition of school buildings, improving road conditions and improving the overall appearance of the County. These priorities were based upon the experience of Members during the 2004 County Election process. A three year financial plan has been agreed to deliver these priorities.

There is a continuing focus on Fees and Charges as a means of raising funds. Work is ongoing to identify those areas where our charges do not reflect the cost of provision of services and to assess whether it is possible to change the current charge.

During 2004/05, the Council has continued to stabilise its financial position. The level of unearmarked (the money the Authority can use to fall back on) balances, remained stable at £3.2m. The Council's 3 year budget allows for these balances to grow by £1m, to £4.2m by 31<sup>st</sup> March 2007. For 2005/06 £1.5m of efficiency savings have been identified as well as £500k savings to be achieved through better procurement.

The target of £10m of grants from other bodies has been achieved for 2004/05. However, only £1.7m of capital receipts was achieved during the year, compared to a target of £3m. The consequence is that less money is available to be spent on the remaining extensive property portfolio to address the serious backlog of maintenance.

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The Authority is proud to have achieved I.I.P. (Investors in People) status in February 2005. This award demonstrates Denbighshire’s commitment to staff learning and development. 17.5% of staff have attended Customer Focus training and work on developing a management training programme, focused on the needs of the Authority, is ongoing.

One of the biggest training programmes last year was for the 25 new Councillors. All new Members received induction training and Directorate seminars have taken place. It is clear, however, that there are still some gaps in training requirements. A Member training strategy has been developed and this year will see further training for Members, some of which will be deemed essential.

During 2004/05 the Welsh Audit Office issued a report on the Corporate Management of the Authority. Whilst recognising the significant improvements that had taken place since the year 2000, it also stated that greater clarity of responsibility was required and that staff should be given greater freedom to operate. As a consequence the Chief Executive undertook a major review and the benefits of this restructuring should become apparent during the coming year. Organisational Development is an ongoing process, particularly relevant in local government at present, and will, therefore be a major theme for improvement during the coming year.

Communication was identified last year as an area where the Authority needed to improve. A Communication Strategy has been prepared following detailed consultation. One of the key actions is the development of a Corporate Customer Contact Centre with the ultimate aim that members of the public need only telephone one number to access all Council services. To support this, a Customer Relationship Management system is being introduced. It is recognised that the Council can be poor at responding to letters, telephone calls and complaints. This system allows us to monitor our performance which should lead to an improved service.

The Denbighshire County Council website retained its “Content Plus” (which is the second highest rating) status following an inspection by SOCITM (Society of Information Technology Managers) as part of the Better Connected survey. The Authority is listed in the top four Authorities in Wales and best practice guide for responding to e-mails and working with a bilingual site.

One of the major targets last year was to reduce the overall level of sickness and absence. Although absence levels remain virtually identical to the previous year, these levels are typical of the Welsh average for local government, more work will be undertaken this year to identify the causes of high absence and further action to be taken.

Effective procurement (the way we buy goods and services) is an important element of how we keep costs down. We have identified £500k of savings for this year (2005/06) and are seeking further savings for following years. Much of this is achieved by taking advantage of national contracts where the benefits of large scale purchasing can be achieved.

The Authority has a large property portfolio, and as indicated earlier, the pressure to maintain these properties is great. We have to make sure that we are complying with Health and Safety and Disability Discrimination legislation. We have achieved the aim of integrating the two property teams, a new Property Manager has been appointed and it is expected that significant progress will be made this year.

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In summary, there has been a great deal of activity during 2004/05, not all of which can be included in this Plan. A significant proportion of what we set out to achieve has been achieved, although there are aspects which have not been implemented. In many of these areas, continuous improvement is always expected and, therefore, actions are ongoing.



**BEST VALUE REVIEWS MATRIX**

The below matrix shows the inspection results of the best value reviews which have been carried out in the Authority.

	Poor	* Fair	** Good	*** Excellent
Excellent			Housing Rents (March 2003)	
Promising			Sports & Recreation (Jan 2005)  Payroll (desktop)  Planning (July 2002)  ICT (Jan 2002) ☀	
Uncertain	Green Spaces (Aug 2003)	Fleet Management (Jan 2003)  Library & Information Services (April 2001)		
Poor				

A good service ?

**SECTION TWO - CORPORATE PRIORITIES, KEY IMPROVEMENT ACTIONS AND TARGETS 2005 ONWARDS**

Section Two provides information about the Council’s priorities for 2005 – 2008 and details the Authority’s key actions and targets for this year in the Work Programme.

**Corporate Priorities 2005 - 2008**

**“Denbighshire delivers”**

**Our mission statement**

We (Denbighshire County Council) will efficiently deliver fair and flexible services for everyone, while making sure that we meet the priorities set out in our Community Strategy.

**Our priorities for 2005 to 2008**

Over the next three years, we will:

- improve school buildings;
- improve road conditions; and
- improve the cleanliness and appearance of Denbighshire’s public spaces.

**Our aims and objectives**

All our plans will support our mission statement and aims. Our aims are to:

- provide the services that the people of Denbighshire want;
- get as much money as possible for Denbighshire and use it wisely;
- invest in Councillors and staff; and
- improve the image of Denbighshire.

## **OUR CORPORATE OBJECTIVES**

We will deliver services within budget and to the agreed targets in the annual Improvement Plan.

We will achieve the objectives and targets set out in the Community Strategy. These are:

- Health, Social Care and Well-Being
- Community Safety
- Lifelong Learning
- Economic Prosperity
- Environment
- Children and Young People.

We will reduce the gap between Council Tax in Denbighshire and other North Wales Local Authorities.

We will improve communication and joint working by putting a Communications Strategy into practice by June 2005 and developing a Customer Contact Centre. We aim to reply to all letters, phone calls and e-mails within 10 working days. We will investigate all complaints and provide a full reply within 20 working days.

We will save at least £2 million by March 2006. We will do this by being more efficient and increasing our income from fees and charges.

After March 2006 we will save a further £1 million to improve services in line with Members’ agreed priorities, after considering the needs of the services we must provide by law.

By 2007, we aim to make sure that no ward in Denbighshire is among the 20 most deprived areas in Wales (with none in the top 50 by 2012) by achieving the Economic Prosperity targets set out in the Community Strategy.

We aim to sell £3 million of surplus land and buildings each year over two years and use this money to improve our school buildings and roads.

We will improve our level of general reserves (the money we can use to fall back on) by £1 million to £4.2 million by 2007/2008.

We will reduce the levels of staff on sick leave.

We will make sure that we offer all staff a yearly personal development review and an agreed training plan.

We will develop and put into practice a training and development plan for Members by 2006.

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**WORK PROGRAMME 2005 – 2006**

<b>IMPROVEMENT THEMES</b>	<b>KEY TARGET</b>	<b>KEY ACTIONS</b>
<b>Health Social Care and Well Being</b>	Launch “Health Challenge” Denbighshire	Agreement of Health Challenge Denbighshire Action Plan by 31/05/05
	Start building the Rhyl Extra Care Housing scheme by October 2005.	Project management of extra care housing projects
	Maintain good performance in helping older people and younger adults live at home and keeping delayed hospital discharge rates low	Continued development of additional/joint services, eg, Rapid Response Team, joint commissioning of domiciliary care services for people with Elderly Mental Health needs
	Launch integrated Mental Health Partnership in July 2005	Ensure achievement of Project Plan
	30% affordable housing in all new housing developments, subject to certain limitations	Agree Supplementary Planning Guidance for Affordable Housing and bid for Social Housing Grant. Undertake Rural Housing Enabler project pilots in Rhewl and Llandrillo
	Reduce the numbers of homeless families in Bed and Breakfast to 35	Continued development of leasing arrangements with private sector landlords. Provision of early information and advice to families threatened with homelessness
	Agree the method of achieving Welsh Quality Standard in Council housing by 2012 and develop detailed project plan	Development of project plan including work to procure required construction skills and commodities

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<b>Community Safety</b>	Reduce anti-social behaviour	Implementation of the Prevent & Deter Action Plan and developments of the Youth Inclusion Programme
	Reduce the number of violent crimes committed within the County	Develop local action plans focusing on alcohol related violent crime. Deliver education programmes for young people centred on the effects of alcohol abuse and also develop a Witness Support Protocol to increase reports of violence and offer support to witnesses.
	Reduce the number of juvenile offences	A Persistent and Prolific Offenders Strategy, with partners, has been developed to prevent and address juvenile offending. Consolidate and extend the Rhyl Youth Inclusion programme to other parts of the County.
	Reduce the number of domestic abuse offences and effectively support victims of domestic abuse.	Undertake a mapping exercise to determine provision for victims. Raise awareness of domestic abuse within the workplace and schools. Employment of Outreach workers from Glyndwr and Rhyl Women’s Aid to work with young people who are affected by domestic abuse. The Denbighshire Domestic Abuse Forum are developing further initiatives and are preparing an action plan.
	Reduce road accidents	Progressed by the Road Accident Group
<b>Lifelong Learning</b>	Support schools to achieve examination results which compare favourably with national averages.	Curriculum Specialists have a planned programme of visits to primary and Secondary schools, focusing on raising standards in learning and teaching. Welsh Assembly Government funding also facilitates targeted support in specific Primary schools. Education Officers also challenge schools to raise standards via the School Improvement Strategy.

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	Reduce to 1.5% the number of 15 year olds leaving full-time education without a recognised qualification.	Schools are looking at their curriculum at Key Stage 4 to make sure it interests and motivates students to learn. One secondary school is working with Careers Wales to try out the idea of an extended work placement throughout Year 11 so that students will leave school with at least a Level 1 qualification.
	Reduce to 2 the number of 15 year olds within local authority care leaving full-time education without a recognised qualification	Results from Summer 2004 showed that 4 students left without a qualification. The Looked After Children Officer will work with Social Services this year to reduce this to 3 by Summer 2005.
	Work to improve services for pupils with Special Educational Needs and make sure that we do not spend more on SEN then we have budgeted for.	Phase 1 of the Ysgol Tir Morfa development in Rhyl opened in April 2005. The SEN budget will be strictly monitored.
	Increase attendance rates in two Secondary schools in Rhyl and Ysgol Tir Morfa	A plan is in place to improve attendance rates in Rhyl secondary schools and Ysgol Tir Morfa. This is coordinated by Educational social workers and includes more rigorous checking of first day absences and truancy.
	Reduce the number of permanent and fixed term exclusions by 20%	By July 2005 and after consulting with schools, we will put into place a plan to improve behaviour management
<b>Economic Prosperity</b>	Produce a comprehensive Regeneration Strategy for Denbighshire	Establish a working group and agree final strategy by the end of 2005.
	Develop trans-national partnership working to identify and exploit funding opportunities.	
	Make effective use of EU structural funds made available to Denbighshire.	Analyse the benefits of the current Objective One programme and identify objectives for 2007 Structural Funds programme.

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<b>Environment</b>	Maintain and improve the condition of Denbighshire’s highways.	To establish the Asset Management Plan by early 2006.
	Improve the cleanliness and appearance of Denbighshire’s public spaces.	Maximise the visual impact produced by the operational teams. Operate an effective enforcement regime against dog fouling and litter.
	Improve the condition of Denbighshire’s public conveniences.	Undertake improvement/repair works to public conveniences in need of renovation. To improve the standard of cleanliness in Denbighshire’s public conveniences.
	Further improve the effectiveness of Denbighshire’s waste management systems and meet recycling targets.	Actively manage waste management contracts. Improve the participation rate in the kerbside recycling scheme.
<b>Children and Young People</b>	Publish Framework Partnership Initial Needs Assessment on CD and hard copy by July 2005	Finalise document and arrange distribution
	Launch the Children and Young People’s Participation Framework/Strategy by April 2006	Participation Working Group to lead work on Strategy. Support to be provided to Leader, Cabinet and Chair of Council during his “Year of Children and Young People”
	Agree Family Support Strategy by September 2005 to feed into Commissioning Strategy	Children’s Partnership and YPP(?) to consider findings of Family Support Audit, fill information gaps and devise strategy
	Complete external evaluation of all Cymorth funded projects by September 2005	Appoint external evaluator
	Agree prioritised Commissioning Strategy and linked procedure to enable allocation of Cymorth funds by March 2006	Devise draft Commissioning Strategy and procedure for formal consideration by Framework Partnership, Children’s Partnership (CP) and Young People’s Partnership (YPP).
	Develop Quality Assurance framework for youth support services by 2005	Develop framework via preparatory work for Estyn inspection
	Prepare for implementation from April 2006 of National Service Framework for Children, Young People and Maternity Services	Complete electronic Self Assessment Audit Tool (SAAT) on inter-agency basis

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	Maintain 100% social worker allocation of all children on Child Protection Register and 100% timely undertaking of Child Protection reviews – ongoing	Complete pilot
	Roll out “Child Concern Model” following joint pilot with Conwy	Cabinet to agree scheme
	Implement foster care “Payment for Skills” scheme by May 2005	Targeted recruitment campaign begins 2005
	Implement foster carer recruitment strategy	Cabinet to consider report based on findings of National Social Worker Pay and Recruitment Project
	Review social worker pay – Autumn 2005	Cabinet to consider report based on findings of National Social Worker Pay and Recruitment Project
	Comprehensive implementation of Compliance and Accountability Framework	Improve availability of regular management information via the “Children’s Dashboard”, increase systematic audit of key indicators eg completion of initial and core assessments
<b>The Management of the Council</b>	Complete Organisational Development Programme	Continue to implement the actions within the Organisational Development programme, ensuring clarity of responsibilities and that staff have the freedom to get on with the job.
	Maintain the financial security of the Authority and increase financial reserves whilst keeping Council Tax low	Generate efficiency savings and increase fees and charges
	By 2006 ensure all jobs are formally evaluated	Continue with programme of job evaluation
	Update Community Strategy and ensure targets are progressed	Ensure all strategies and policies are consistent
	Simplify decision-making process	Produce “Rough Guide to Constitution”



## **REGULATORY WORK**

The audit and inspection work to be carried out by the Wales Audit Office (WAO) was agreed with the Authority following a joint risk assessment and is detailed in a document called the Regulatory Plan. Throughout the year WAO will undertake pieces of inspection work identified in the Regulatory Plan and produce final audit and inspection reports of findings and recommendations to the Authority. During 2004 - 2005 the ACiW carried out a number of improvement studies including a Corporate Improvement Assessment and an assessment of regeneration in Denbighshire which will feed into a national report on regeneration activities across Wales. Additionally, an Asset Management National Study has been carried out and a number of action planning workshops were held which were well attended.

In April 2005 the Corporate Governance Committee agreed a new system for monitoring the recommendations arising from the Regulatory Plan. As from May 2005 the final audit and inspection reports are presented to Corporate Governance Committee by the Lead Officer of the relevant service area detailing key recommendations, which have been made by WAO and how those recommendations will be progressed and monitored.

A quarterly report is produced for Members to ensure progress against recommendations, which have been made in WAO audit and inspection reports. Any recommendations made are also incorporated into the appropriate Service Quarterly Performance Report, which are reported to and monitored by the relevant subject Scrutiny Committees.

Further areas for which regulatory work is planned for during 2005 include procurement, waste management, an evaluation of the public realm pilot project and a review of the homelessness strategy,

## **IMPROVING PERFORMANCE MANAGEMENT**

The Authority’s external regulators the Wales Audit Office (WAO) produce a report on the Council’s Improvement Plan every year. The report on last year’s Improvement Plan 2003 – 2004 contained three statutory recommendations all which have been progressed.

The Authority carried out a robust priority setting process during 2004 and set clear priorities and objectives for the next three years. The priorities have enabled the Council to produce a three year financial strategy. Performance against key success factors and measures has been reported in this year’s Improvement Plan which has been structured around the themes of the Community Strategy. Quality assurance checklists have been produced to ensure the robustness of data systems, data validation and target setting training has been provided by the Local Government Data Unit and Internal Audit has audited performance indicator data for accuracy. Heads of Service sign off Data Collection Sheets to confirm performance data is correct.

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**PERFORMANCE INDICATORS - AN EXPLANATION:**

The Improvement Plan is a publicly available document, aimed at the informed reader (for example Elected Members, Corporate Managers and Partner Organisations). It has to be published ANNUALLY in relation to the current financial year. Throughout the Improvement Plan Appendices there are a number of tables containing Performance Indicators. The tables containing these indicators can be explained as follows:-

Column 1	Column 2	Column 3	Column 4	Column 5	Column 6	Column 7	Column 8	Column 9
PI CODE	INDICATOR DESCRIPTION	WELSH COMPARATIVE DATA 03/04	DATA 02/03	DATA 03/04	DATA 04/05	TARGET 04/05	TARGET ANALYSIS	TARGET 05/06

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

**TARGET ANALYSIS – WHAT THE SYMBOLS MEAN**

Target pic	Target achieved or exceeded	Target pic	Target not achieved
Target pic	Target almost achieved <15% below target	Target pic	No target set

**PERFORMANCE INDICATOR CODES EXPLAINED**

**NAWPI – NATIONAL ASSEMBLY OF WALES PERFORMANCE INDICATOR - 2004/05**

For the financial year 2004/05 the National Assembly for Wales Performance Indicators (**NAWPIs**) have been used to monitor how

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well an Authority is performing, service area by service area. NAWPIs are statutory performance indicators and must be collected by all local authorities in Wales. The information collected can be used to identify areas of good performance and areas where there is room for improvement. Similarly, comparing this information across Wales can indicate where there is potential for joint learning and sharing good practice.

### **NEW PERFORMANCE MEASUREMENT FRAMEWORK - 2005/06**

In line with the Wales Programme for Improvement a new framework has been introduced for 2005/06. The new framework consists of a set of **NATIONAL STRATEGIC INDICATORS** and a set of **CORE INDICATORS**. The National Strategic Indicators will be collected by the Authority, reported in the Improvement Plan and will be subject to normal regulatory processes.

The Core Indicators will be collected by the Authority and will be shared nationally for comparative purposes. However, the Authority is free to choose how that data is used and reported both internally and publicly. The new framework will depend on the effectiveness of the Core Sets and throughout 2005 they will be further developed for 2006/07.

To depict the status of an indicator a code is used. It is identified in the Appendices as follows:

**/S/** – National Strategic Indicator

**/C/** – Core Indicator

A number of performance indicators are subject to **POLICY AGREEMENTS**. The Authority has agreed targets with the National Assembly for Wales for these indicators for three years and additional monies are available from the Assembly depending upon the achievement of these targets. Denbighshire County Council has 16 Policy Agreements in total, 8 **NATIONAL POLICY AGREEMENTS (NPAs)** and 8 **LOCAL POLICY AGREEMENTS (LPAs)**. These Policy Agreements may also be Strategic Indicators and Community Strategy targets (as depicted in the Appendices).

**THE PERFORMANCE INFORMATION FOR ALL OF THE ABOVE CAN BE FOUND IN THE FOLLOWING APPENDICES.**

[\\* For inclusion on front cover:](#)

The Improvement Plan can be provided upon request in Braille, large type and audio tape. If you would like a copy please contact the Corporate Strategic Policy Unit on 01824 706116 / 706116.

E-mail: [community.strategy@denbighshire.gov.uk](mailto:community.strategy@denbighshire.gov.uk) or visit our webpages: [www.denbighshire.gov.uk](http://www.denbighshire.gov.uk)

**Health, Social Care and Well-being**

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
<b>Social Care – Adult Services</b>								
NAWPI 3.6	Cost of providing social services to adults by reference to gross cost per week for:  a) residential and nursing home care.	a) £450	a) £264	a) £403	a) £421	a) £425	Target achieved	
	b) home care.	b) £131	b) £ 82	b) £ 76	b) £66	b) £58	Target not achieved	
The increase in service provision to enable people to remain in their own home should be viewed as a positive indicator, this does however impact on the cumulative spend. The target may have been set at too low a level to achieve.								
NAWPI 3.7 <b>NPA 6a</b>	The rate of older people (aged 65 or over) helped to live at home per 1,000 population aged 65 or over.	109.77	125.93	122.35	114.59	100.00	Target achieved	104
Current performance is exceeding target and is in line with the strategic intent to support more older people to live at home – which is validated by a reduction in the number of people in Care Home placements.								
NAWPI 3.8 <b>NPA 5</b>	The rate of delayed transfer of care for social care reasons per 1,000 population aged 75 or over.	16.20	2.08	1.34	1.23	<2.53	Target achieved	<2.53
NAWPI 3.9	The percentage of adult clients receiving a written statement of their needs and how they will be met.	90%	98%	100%	99%	99%	Target a achieved	
NAWPI 3.10	The rate of assessments of people aged 65 and over per 1,000	149.76	175.43	178.65	159.90	170.00	Target achieved	

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
	population aged 65 or over.							
NAWPI 3.11	The number of nights of respite care provided or funded by the Authority per 1,000 population aged 18 or over.	116.88	132.32	217.54	154.72	217.00	Target not achieved	
NAWPI 3.13 <b>NPA 6b</b>	The number of people aged 65 or over whom the Authority supports in residential care homes or nursing homes per 1,000 population aged 65 or over.	29.16	33.57	32.93	32.82	41.00	Target achieved	41.00
NAWPI 3.14	The number of adults aged under 65 whom the Authority helps to live at home per 1,000 adults aged under 65, in each of the following client groups separately:						Target achieved	
	a) physical or sensory disabled.	a) 5.74	a) 10.07	a) 5.34	a) 7.12	a) 5.50		
	b) learning disabled	b) 3.95	b) 2.89	b) 3.59	b) 3.73	b) 3.72	Target achieved	
	c) with mental health problems.	c) 3.59	c) 9.77	c) 4.75	c) 4.46	c) 5.00	Target almost achieved	
<b>New Indicators 2005/06</b>								
SCA/S/001 Previously NAWPI 3.8 <b>NPA 5</b>	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over							<2.53

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
SCA/S/002a <b>NPA 6a</b> Comparable to NAWPI 3.7	The rate of older people (aged 65 or over): a) Helped to live at home per 1,000 population aged 65 or over							104
SCA/S/002b <b>NPA 6b</b> Previously NAWPI 3.13	b) Whom the authority supports in care homes per 1,000 population aged 65 or over.							41
SCA/C/003	The percentage of clients supported in the community during the year, who are: a) Aged 18 - 64							a) 90%
	b) Aged 65 +							b) 75%
<b>Housing – Private Sector Renewal</b>								
NAWPI 4.1	The proportion of private sector dwellings where direct action by the Local Authority has resulted in: a) unfit dwellings being made fit or demolished	a) 0.058	a) 0.052	a) 0.062	a) 0.060	a) 0.070	Target not achieved	
	b) return to occupation during 2002/2003, where they have been vacant for more than 6 months at 1 April.	b) 0.0201	b) 0.0056	b) 0.0153	b) 0.0459	b) 0.0200	Target achieved	
<b>New Indicators 2005/06</b>								

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
PSR/S/001 Previously NAWPI 4.1a	The percentage of unfit private sector dwellings made fit, closed or demolished through direct action by the local authority							4%
PSR/C/002	The average number of calendar days taken to deliver a Disabled Facilities grant.							1000 days
PSR/C/003	The average number of calendar days taken to deliver an adaptation for a Local Authority tenant where the Disabled Facilities Grant process is not used.							0 Not applicable
PSR/C/004 Previously NAWPI 4.1b	The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority							2%
<b>Housing – Landlord Services</b>								
NAWPI 4.5	Local Authority rent collection and arrears:	Proportion						
	a) rent arrears of current tenants as a proportion of the Authority's rent roll.	a) 0.0266	a) 0.0491	a) 0.0435	a) 0.0360	a) 0.0370	Target achieved	
	b) rent arrears of former tenants as a proportion of the Authority's rent roll.	b) 0.022	b) 0.015	b) 0.015	b) 0.017	b) 0.013	Target not achieved	

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
	c) rent arrears of current and former tenants written off as not collectable as a proportion of the Authority's rent roll.	c) 0.0059	c) 0.0244	c) 0.0040	c) 0.003	c) 0.0037	Target achieved	
Rent arrears continue to fall in line with the Rents Best Value Action Plan.								
NAWPI 4.7	Average relet times for local Authority dwellings let during the financial year.	64 calendar days	53 calendar days	41.8 calendar days	46.8 calendar days	39.0 calendar days	Target not achieved	
Turn around time on vacant dwellings has increased, despite efforts to concentrate on this issue, because of the poor condition of dwellings vacated.								
NAWPI 4.10	Percentage of repairs completed within target time:						Target achieved	
	a) classed as emergency	a) 92.6%	a) 92.4%	a) 93.2%	a) 96.9%	a) 95.0%		
	b) classed as urgent	b) 77.3%	b) 88.5%	b) 89.7%	b) 75.3%	b) 90.0%	Target not achieved	
NAWPI 4.11	The average time taken to complete non-urgent responsive repairs.	40.2 days	54.0 days	43.3 days	42.0 days	42.0 days	Target achieved	
The information required for NAWPI 4.10 and 4.11 is not currently available								
NAWPI 4.12	Does the Authority follow the Commission for Racial Equality's code of practice in rented housing?	N/A	No	Yes	Yes	Yes	Target achieved	
NAWPI 4.13	Tenants' participation						Target achieved	
	a) Are there landlord wide Tenant Participation Compacts (TPCs)?	N/A	a) Yes	a) Yes	a) Yes	a) Yes		



PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
	b) When was the most recent review of a landlord-wide TPC in partnership with Tenants?	N/A	b) Mar 03	b) Jan 04	b) Jan 05	b) Quarterly basis	Target achieved	
	c) What proportion of your tenants are covered by local or group-specific TPCs?	c) 0.2	c) 0	c) 0	c) 0	c) 0.05%	Target not achieved	
NAWPI 4.15	Average rent lost per tenant through dwellings being left vacant during the financial year.	£68.53	£34.17	£28.91	£33.10	£29.07	Target not achieved	
<b>New Indicators 2005/06</b>								
HLS/C/001 Previously NAWPI 4.5	a) The total amount of rent arrears owed by current tenants as a percentage of the total rent collectable for the financial year,							0.033
	b) The total amount of rent arrears owed by former tenants as a percentage of the total rent collectable for the financial year,							0.017
	c) The total amount of rent arrears owed by current and former tenants that were written off as not collectable as a percentage of the total rent collectable for the financial year.							0.0037
HLS/C/002 Previously NAWPI 4.7	The average number of calendar days taken to re-let all local authority dwellings that have been let during the financial year							40 calendar days

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
HLS/C/003 Previously NAWPI 4.10	The percentage of repairs completed within target time:							95%
	a) Classed as emergency							
	b) Classed as urgent							90%
HLS/C/004 Previously NAWPI 4.11	The average number of calendar days taken to complete non-urgent responsive repairs							42 days
HLS/C/005 Previously NAWPI 4.15	The average rent lost per tenant through dwellings being left vacant during the financial year							£30.00
<b>Homelessness and Housing Advice</b>								
NAWPI 4.6	Proportion of homelessness applications on which the Authority makes a decision and issues written notification to the applicant within 33 working days.	0.854	0.993	0.957	0.971	0.950	Target achieved	
NAWPI 4.14	Effectiveness of co-ordinated approach for dealing with homelessness and social housing: The number of homeless households placed by local authorities in temporary housing for more than six months.	507.8	1	5.8	13	5.0	Target not achieved	
<b>New Indicators 2005/06</b>								

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
HHA/S/001 <b>NPA 3a</b>	a) The number of homeless families with children who have used bed and breakfast accommodation during the year, except in emergencies;			105	61	70	Target achieved	35
<b>NPA 3b</b>	b) The average number of days all homeless households spend in temporary accommodation			273 days	118.3 days	231 days	Target achieved	189 days
NPA 3b - This Policy Agreement indicator was previously calculated in weeks.								
HHA/S/002	The average number of working days between homeless presentation and discharge of duty for households found to be statutory homeless							80
HHA/C/003	The number of homeless presentations received by the local authority during the year per 1,000 households							35.4
HHA/C/004	The amount of General Fund resources spent on Bed and Breakfast accommodation during the year as a percentage of the total General Fund resources allocated to the homelessness and housing advice services budget							12%
HHA/C/005 Previously NAWPI 4.6	The percentage of homeless presentations decided within 33 working days							0.970

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
HHA/C/006	a) The number of requests for a review following local authority decisions on homeless presentations, and;							31
	b) The percentage of local authority decisions on homeless presentations that were upheld following a review.							84%
HHA/C/007	a) The total number of homeless households having used Bed & Breakfast accommodation, and;							115
	b) The total number of homeless households having used all other forms of temporary accommodation							120
<b>Supporting People – New Indicators 2005/06</b>								
SPP/S/001	The average number, per 1,000 head of population, of:							
	i) Units of floating support							
	ii) Bed spaces in direct access							
	iii) Bed spaces in temporary residential accommodation							
	iv) Bed spaces in permanent residential accommodation							
	v) Bed spaces in sheltered							

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
	accommodation for older people							
	vi) Community alarm services							
SPP/C/002	The number of units of support capacity provided to each of the following client groups during the year, per 1,000 population:							
	i) Women fleeing domestic violence							
	ii) People with learning difficulties							
	iii) People with mental health problems							
	iv) People suffering from alcohol dependency;							
	v) People suffering from drug dependency;							
	vi) Refugees;							
	vii) People with a physical disability who require support;							
	viii) Young single homeless people who require support and young people leaving care;							
ix) Ex-offenders;								

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
	x) Homeless or potentially homeless people who require support;							
	xi) People with chronic illness including AIDS, AIDS related conditions or who are HIV positive;							
	xii) Vulnerable single parents who require support							
	xiii) Older people; and							
	xiv) Mixed							
Due to the late announcement of the Supporting People allocation it is impossible to set robust targets until clarity has been gained regarding the management of the significantly reduced income.								
SPP/C/003	The number of Needs Mapping Exercise assessments processed per 1,000 head of population							12.00
<b>Public Protection</b>								
NAWPI 8.1	The percentage of food premises inspections that should have been carried out that were carried out for: High-risk premises.	92.4%	42.3%	74.9%	60.6%	60.0%	Target achieved	
NAWPI 8.2	Score against the checklist of enforcement best practice for:						Target not achieved	

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
	a) Environmental Health	a) 67.78%	a) 78.00%	a) 84.00%	a) 83.5%	a) 90.00%		
	b) Trading Standards	b) 79.37%	b) 86.00%	b) 84.00%	b) 83.5%	b) 90.00%	Target not achieved	
<b>New Indicators 2005/06</b>								
PPN/S/001	i) a) The number of high risk businesses liable to a programmed inspection or alternative enforcement activity during the year for Trading Standards							a) 10
	b) The percentage of these high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected/subject to alternative enforcement activity, for Trading Standards							b) 100
	ii) a) The number of high risk businesses liable to a programmed inspection or alternative enforcement activity during the year for Food Hygiene							a) 658
	b) The percentage of these high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected/subject to alternative enforcement activity, for Food Hygiene							b) 65%

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
	iii) a) The number of high risk businesses liable to a programmed inspection or alternative enforcement activity during the year for Animal Health							a) 171
	b) The percentage of these high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected/subject to alternative enforcement activity, for Animal Health							b) 90%
	iv) a) The number of high risk businesses liable to a programmed inspection or alternative enforcement activity during the year for Health and Safety							a) 20
	b) The percentage of these high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected/subject to alternative enforcement activity, for Health and Safety							b) 100%
PPN/C/002	i) a) The number of proactive Public Protection Enforcement Activities performed during the year by Trading Standards							



PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
	b) The number of these proactive Public Protection Enforcement Activities performed during the year per business liable to a programmed inspection or alternative enforcement activity during the year, by Trading Standards							
	The Trading Standards team are primarily re-active in their work, i.e. responding to service requests. Currently, there is no base data for pro-active work and therefore it is very difficult to set realistic and meaningful targets for these indicators. Pro-active work will be recorded during 2005/06 which will enable us to set a more realistic target for 2006/07.							
	ii) a) The number of proactive Public Protection Enforcement Activities performed during the year by Animal Health							3090
	b) The number of these proactive Public Protection Enforcement Activities performed during the year per business liable to a programmed inspection or alternative enforcement activity during the year, by Animal Health							2.5
PPN/C/003	a) The percentage of all food premises listed in the local authority's "Food Premises" register, that have a valid Food Hygiene Award							3%

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
	b) The percentage of all food premises with a valid Food Hygiene Award whose award is:							7%
	i) Gold							
	ii) Silver							46.5%
	iii) Bronze							46.5%
<b>Health and Leisure</b>								
NAWPI 9.3	Swimming pools and sports centres:  The number of swims and other visits per 1,000 population.	8,942	9,044	9,394	8,492	7,990	Target achieved	
LPA 12	Number participating in the Healthy Living Initiative			650	1502	682	Target achieved	716
<b>New Indicators 2005/06</b>								
THS/C/006	The percentage increase in the total length of local authority maintained cycle routes within the local authority area during the year							Not currently available
THS/C/007	The percentage of adults aged 65+ who hold a concessionary travel pass							54.9%

**Community Safety**

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
NAWPI 1.17	The number of domestic violence refuge places per 10,000 population which are provided or supported by the Authority.	0.66	4.19	4.14	4.11	4.14	Target almost achieved	4.11
NAWPI 12.1	Domestic burglaries per 1,000 households	11.30	13.8	11.2	6.7	10.03	Target achieved	7.1
NAWPI 12.2	Violent crimes per 1,000 population						Target not achieved	
	a) violent offences committed by a stranger per 1,000 population	5.92	12.16	9.81	10.9	8.83		
	b) violent offences committed in a public place per 1,000 population	11.64	12.93	10.60	11.40	9.54	Target not achieved	9.3
	c) violent offences committed in connection with licensed premises per 1,000 population	1.86	2.08	1.80	1.80	1.62	Target not achieved	9.72
	d) violent offences committed under the influence per 1,000 population	5.20	4.79	3.32	3.50	2.99	Target not achieved	2.93

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
NAWPI 12.3	Vehicle crimes per 1,000 of the population	15.3	14.4	11.0	8.2	9.93	Target achieved	6.98
NAWPI 12.4	Has the local Authority established a corporate strategy to reduce crime and disorder in their area? Yes/No.	N/A	Yes	Yes	Yes	N/A	Target achieved	Yes
<p>The above Community Safety Performance Indicators are not included in the Performance Measurement Framework for Wales 2005/06. However as Community Safety is an integral part of the Community Strategy, the Council has set targets for these indicators and will continue to monitor performance against these throughout 2005/06 pending the introduction of new Community Safety Performance Indicators for 2006/07.</p>								

## Lifelong Learning

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
<b>Culture and Leisure</b>								
NAWPI 9.1	Number of pupils visiting museums and galleries in organised school groups.	142,606	8,151	9,384	10,618	9,660	Target Achieved	
NAWPI 9.2	The number of visits to public libraries per 1,000 population.	4,940.66	6,113.34	6,509.73	6,856.01	6,600.00	Target Achieved	
<b>Education</b>								
NAWPI 2.1	Average GCSE/GNVQ points score of 15/16 year olds in schools maintained by the Authority.	39	40	38	38	40	Target not Achieved	
<p>In the two 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 the role in year 10 will sit the examination when they transfer to year 11. In reality, this is not the case and has a negative impact on the accuracy of target setting. Although Denbighshire pupils' performance of 38 points did not meet the target set (40 points) and were below the all Wales average of 39 points, the results show that there were only 11 LEAs who performed better than Denbighshire.</p>								
NAWPI 2.2	Percentage of pupils in schools maintained by the Authority in the previous summer achieving 5 or more GCSE's at grades A* - C or the vocational equivalent.	50.4%	51.6%	46.5%	48.0%	52.2%	Target not achieved	
<p>The points noted above are relevant to this indicator. 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.</p>								
NAWPI 2.3	Percentage of pupils in schools maintained by the Authority achieving one or more GCSEs at grade G or above or the vocational	92.63%	92.89%	90.17%	91.79 %	91.00%	Target achieved	

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
	equivalent.							
There has been improvement from 2003 Summer results to 2004 Summer results. This reflects a continuous effort by schools and their commitment to entering all pupils for GCSE examinations.								
NAWPI 2.4	Percentage of 11 year olds in schools maintained by the Authority in the previous summer achieving: a) Level 4 or above in the National Curriculum Key Stage 2 Mathematics test.	a) 74.87%	a) 71.58%	a) 72.54%	a) 78.72%	a) 80.80%	Target not achieved	
	b) Level 4 or above in the National Curriculum Key Stage 2 English test.	b) 78.84%	b) 76.76%	b) 77.44 %	b) 78.16%	b) 77.40%	Target Achieved	
	c) Level 4 or above in the National Curriculum Key Stage 2 Welsh (first language) test.	c) 77.68%	c) 81.19 %	c) 79.11%	c) 80.89%	c) 73.40%	Target achieved	
	d) Level 4 or above in the National Curriculum Key Stage 2 Science test.	d) 87.62%	d) 82.19%	d) 85.89%	d) 88.51%	d) 78.30%	Target achieved	
NAWPI 2.5	Percentage of 14 year olds in schools maintained by the Authority in the previous summer achieving: a) Level 5 or above in the National Curriculum Key Stage 3 Mathematics test.	a) 67.47%	a) 61.78%	a) 67.53%	a) 71.15%	a) 67.0%	Target achieved	

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
	b) Level 5 or above in the National Curriculum Key Stage 3 English test.	b) 63.00%	b) 63.12%	b) 62.82%	b) 63.79%	b) 67.00%	Target not achieved	
	Although the target for this indicator was not achieved, results have improved since last year. 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.							
	c) Level 5 or above in the National Curriculum Key Stage 3 Welsh (first language) test.	c) 73.54%	c) 57.64%	c) 74.78%	c) 69.51%	c) 79.0%	Target not achieved	
	The targets set by secondary schools of 79% proved to be far too ambitious. 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.							
	d) Level 5 or above in the National Curriculum Key Stage 3 Science test.	d) 69.84%	d) 69.86%	d) 70.53%	d) 73.14%	d) 67.0%	Target achieved	
NAWPI 2.6	Percentage of 15/16 year olds achieving the 'core subject indicator'. Those pupils achieving at least grade C in GCSE English or Welsh, Mathematics and Science in combination.	36.68%	34.56%	43.30%	34.08%	42.80%	Target not achieved	
	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.							
NAWPI 2.7 <b>NPA 2a</b>	The percentage of 15/16 year olds leaving full-time education without a recognised qualification.	2.88%	2.00%	2.87%	2.70%	2.20%	Target not achieved	2.0%
	Thirty-five (2.7 %) students left in Summer 2004 without a qualification from a cohort of 1,303, and it is relevant to note that Pupil Referral Units were included in the data for the first time. Although the target was not achieved performance was marginally better than the All Wales median for 2003 and was also an improvement on Denbighshire's performance in 2003.							

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
NAWPI 2.8	Number of pupils permanently excluded during the year from schools maintained by the Authority per 1,000 pupils on rolls of schools maintained by the Authority:  a) for primary schools	a) 0.25	a) 0.89	a) 0.51	a) 0.26	a) 0.34	Target achieved	
	b) for secondary schools	b) 1.59	b) 1.47	b) 1.43	b) 1.54	b) 0.64	Target not achieved	
	c) for special schools	c) 13.2	c) 0	c) 0	c) 0	c) 0	Target achieved	
NAWPI 2.11	The percentage of permanently excluded pupils attending:  a) Less than ten hours a week of alternative tuition	a) 48.0%	a) 0%	a) 7.1%	a) 38.5%	a) 0%	Target not achieved	
	b) Between ten and twenty five hours a week of alternative tuition	b) 40.9%	b) 0%	b) 92.9%	b) 23.1%	b) 75.0%	Target not achieved	
	c) More than twenty five hours a week of alternative tuition	c) 13.2%	c) 100%	c) 0%	c) 38.5%	c) 25%	Target achieved	
NAWPI 2.12	The percentage of primary school classes with more than 30 pupils in years:  a) Reception to two inclusive	a) 2.76%	a) 2.0%	a) 3.45%	a) 4.11%	a) 2.0%	Target not achieved	



PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
	b) Three to six	b) 11.11%	b) 12.23%	b) 14.52%	b) 9.29%	b) 8.0%	Target not achieved	
NAWPI 2.13	a) The number of statements issued during the year	a) 1880	a) 103	a) 64	a) 48	a) 92	Target not achieved	
	b) Percentage of statements of special educational need, excluding those affected by 'exceptions to the rule' under the SEN Code or Practice.						Target achieved	
	i) prepared within 18 weeks	bi) 74.6%	bi) 24.3%	bi) 81.3%	bi) 95.8%	bi) 90.0%		
	ii) finalised within 26 weeks	bii) 81.6%	46.6%	bii) 89.1%	bii) 100%	bii) 90.0%	Target achieved	
2.14 <b>NPA 1</b>	The percentage of attendance, those present or on approved educational activities, in secondary schools.	90.44%	89.82%	90.02%	89.50%	90.50%	Target nearly achieved	91.00%
<b>New Indicators 2005/06</b>								
EDU/S/001 <b>NPA 1</b> Previously NAWPI 2.14	Percentage of pupil attendance in secondary schools							91.00%

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
EDU/S/002a <b>NPA 2a</b> (Comparable to NAWPI 2.7)	i) a) The number of and b) the percentage of  All pupils (including those in local authority care), in any local authority maintained learning setting, who attain the age of 16 during the school year and leave full-time education, training or work based learning without an approved external qualification							a) 26 b) 2.0%
NPA 2b	ii) a) The number of  b) The percentage of  Pupils in local authority care, in any local authority maintained learning setting, who attain the age of 16 during the school year and leave full-time education, training or work based learning without an approved external qualification			a)  b) 29.00%	a)  b) 30.76%	a)  b) 25.00%	Target not achieved	a) Reduce to 2 by 2007 b) 20.00%
EDU/S/003	The percentage of pupils eligible for assessment at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment							72.0%
EDU/S/004	The percentage of pupils eligible							59.0%

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
	for assessment at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment							
EDU/S/005 Previously NAWPI 2.1	The average external qualifications point score for 16 year olds, in learning settings maintained by the local authority							
EDU/S/006	a) The number of and b) the percentage of pupils eligible for assessment, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language):  i) At the end of Key Stage 2							
	ii) At the end of Key Stage 3.							

## Economic Prosperity

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
<b>Planning</b>								
NAWPI 7.1	Development Plans: a) Do you have an adopted UDP in place? If NO go to b & c	a) N/A	Yes	Yes	Yes	Yes	Target Achieved	
	b) Do you have a deposit UDP in place?	b) N/A	N/A	N/A	N/A	N/A	Target achieved	
	c) What percentage of your population is covered by local plans which were adopted in the last 5 years?	c) 36%	100%	100%	100%	100%	Target achieved	
NAWPI 7.3	The number of advertised departures from the adopted development plan approved by the Authority as a percentage of total permissions granted.	0.46%	0.86%	0.40%	0.48%	<1.0%	Target achieved	
NAWPI 7.4	Percentage of total applications determined within 8 weeks.	60.5%	66.7%	70.5%	62.6%	70.0%	Target not achieved	
NAWPI 7.6	Quality in customer service (Planning Officers Society Wales checklist).	9/11	11/11	11/11	11/11	11/11	Target achieved	
NAWPI 7.7	The percentage of standard	92.1%	68.5%	55.1%	71.6%	65.0%	Target achieved	

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
	searches carried out in 10 working days							
<b>New Indicators 2005/06</b>								
PLA/C/001	a) The stage of the Unitary Development Plan (UDP) process that the authority has most recently completed.							Plan Complete (July 2002)
	bi) The stage of the Local Development Plan (LDP) process that the authority has most recently completed.							Stage 1 – August 2005
	bii) The number of months that the stage of the Local Development Plan (LDP) process that the authority has most recently completed was either ahead (+) or behind (-) the agreed date for that stage in the Delivery Agreement.							0
PLA/C/002	The percentage of the planning applications determined during the year that were approved.							85%
PLA/C/003	i) a) The number of appeals that were determined during the year in relation to planning application decisions							a) <38
	b) The percentage of these determined appeals that upheld the authority's decision, in relation to planning application decisions							b) 75%

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
	ii) a) The number of appeals that were determined during the year in relation to enforcement notices							<2
	b) The number of appeals that were determined during the year in relation to enforcement notices							b) 75%
PLA/C/004	a) The percentage of major planning applications determined during the year within 13 weeks,							a) 50%
	b) The percentage of minor planning applications determined during the year within 8 weeks,							b) 60%
	c) The percentage of householder planning applications determined during the year within 8 weeks,							c) 85%
	d) The percentage of all other planning applications determined during the year within 8 weeks.							d) 80%
PLA/C/005	The percentage of enforcement complaints resolved during the year within 12 weeks of receipt							75%
<b>Creating Job and Skills</b>								
1.9	The percentage of senior management posts filled by women.	17.0%	25.0%	25.0%	27.3%	26.0%	Target achieved	

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
<b>LPA 16</b>	The percentage of senior management positions filled by women – P03 and above			31%	41%	34%	Target Achieved	37%
<b>LPA 13</b>	Number of (under 25s) young people to have taken up the scheme for improving recruitment and retention in Denbighshire			14	19	20	Target not achieved	25
<b>LPA 14</b>	New high quality jobs created through financial support programme	-	-	247 over 3 years	131.5	57	Target achieved	114
<b>LPA 10</b>	Increase in affordable housing by a combination of (i) public sector programme and (ii) 30% element in new private housing schemes	-	-	N/A	0	85	Target not achieved	85

## Environment

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
NAWPI 1.15	The percentage of the Authority's buildings open to the public and that are suitable for and accessible to disabled people.	20.5	1.7%	5.8%	17.4%	100%	Target not achieved.	
The target of 100% for 2004/05 was set in accordance with the requirements of the Disability Discrimination Act 1995. In view of escalating costs, Services are continuously encouraged to consider innovative alternatives to minimise the need for building alterations, whilst ensuring accessible service delivery.								
NAWPI 7.8	Is a Local Biodiversity Action Plan in place for the Authority's area? If no, will there be such a plan in place within the next 12 months?			No	Completed	Yes	Target achieved	Yes
<b>Waste Management</b>								
NAWPI 5.1	Total tonnage of Municipal waste arisings –						Target not achieved	
	ai) percentage recycled or reused	ai) 9.84%	ai) 4.81%	ai) 6.79%	ai) 8.86%	ai) 10.50%		
	a ii) percentage of incinerator residues, beach cleansing wastes, rubble and abandoned vehicles recycled	a ii) 58.89%	a ii) 67.53	a ii) 80.48%	a ii) 100%	a ii) 95.00%	Target achieved	
	b) percentage composted	b) 6.41%	b) 4.38%	b) 6.32%	b) 6.51%	b) 7.50%	Target not achieved	
	c) percentage used to recover heat, power and other energy sources	c) 0.07%	c) 0%	c) 0%	c) 0%	c) 0%	Target achieved	
d) percentage land-filled	d) 81.80%	d) 87.54%	d) 83.23%	d) 79.32%	d) 79.00%	Target almost		



PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
							achieved	
NAWPI 5.7	Percentage of population served by a kerbside collection of recyclables.	67.0%	0.00%	55.0%	52.8%	55.0%	Target not achieved	
<b>New Indicators 2005/06</b>								
WMT/S/001i ) Previously NAWPI 5.1 ai	a) The total tonnage of municipal waste reused and/or recycled.							68900 tonnes
	b) The percentage of municipal waste reused and/or recycled.							13%
WMT/S/001 ii) Comparable to NAWPI 5.1b	a) The total tonnage of municipal waste composted or treated biologically in another way.							45050 tonnes
	b) The percentage of municipal waste composted or treated biologically in another way.							8.5%
WMT/S/002	a) The total tonnage of bio-degradable municipal waste sent to landfill.							29167 tonnes
	b) The percentage of bio-degradable municipal waste sent to landfill.							61%

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
WMT/C/003 Previously NAWPI 5.1aii	a) The total tonnage of incinerator residues (bottom ash), construction and demolition wastes (including rubble), abandoned vehicles and beach cleansing wastes recycled by the local authority.							2500 tonnes
	b) The percentage of incinerator residues (bottom ash), construction and demolition wastes (including rubble), abandoned vehicles and beach cleansing wastes recycled by the local authority.							100%
WMT/C/004 Previously NAWPI 5.1d	a) The total tonnage of municipal wastes sent to landfill							41895 tonnes
	b) The percentage of municipal wastes sent to landfill							73.5%
WMT/C/005 Previously NAWPI 5.1c	a) The total tonnage of municipal waste used to recover heat and power.							0 tonnes
	b) The percentage of municipal waste used to recover heat and power							0%
WMT/C/006	The percentage of households served by a kerbside collection of two or more recyclables							72.0%
<b>Street Scene</b>								

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
NAWPI 5.5	The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness.	94.71%	94.41%	95.80%	96.67%	96.00%	Target achieved	
<b>New Indicator 2005/06</b>								
STS/C/001 (Previously) NAWPI 5.5	The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness							97.00%
<b>Transport and Highways</b>								
NAWPI 6.1	Cost of Highway maintenance per km on principal roads	£12,457.75	£6,609.32	£7,670.25	£4,553.19	£3,211.00	Target achieved	
NAWPI 6.3	Road Conditions: a) Conditions of principal roads.	a) 14.2%	a) 11.4%	a) 11.0%	a) Awaiting survey results%	a) 12%		
	b) Condition of non-principal roads.	b) 22.7%	b) 27.7%	b) 14.6%	b) Awaiting survey results%	b) 30%		
NAWPI 6.4	Percentage of street lamps not working.	N/A	0.72%	1.76%	0.50%	0.70%	Target achieved	
NAWPI 6.10	The percentage of total length of footpaths and other rights of way which are easy to use by members of the public.	47.2%	64.5%	56.0%	67.0%	64.0%	Target achieved	

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
<b>New Indicators 2005/06</b>								
THS/S/001 (Previously NAWPI 6.3)	a) Principal (A) roads							11.8
	b) Non-principal/classified roads							25.9
THS/C/002	Annual highway related insurance costs as a percentage of the annual structural maintenance expenditure							2%
THS/C/003	The percentage of the annual structural maintenance expenditure that was spent on planned structural maintenance							81%
THS/C/004	The percentage of the local authority maintained road network subject to precautionary salting during the year.							29%
THS/C/005	a) The average number of calendar days taken to repair all street lamp failures during the year,							5 days
	b) The average number of calendar days taken by the authority to repair those street lamp failures for which they are responsible during the year.							5 days
THS/C/008 Previously NAWPI 6.10	The percentage of total length of footpaths and other rights of way which are easy to use by members of							69%

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
	the public							
<b>Energy Efficiency</b>								
NAWPI 4.2	Energy Efficiency – the average SAP rating of local authority owned dwelling	N/A	52	51.6	51.8	53	Target nearly achieved	
New Indicators 2005/06								
EEF/S/001 <b>NPA 4</b>	a) Percentage change in carbon dioxide emissions in the non domestic public stock;			2842 tonnes	2842 tonnes	No savings	Target achieved	2759 tonnes
	b) Percentage change in energy use and carbon dioxide emissions in the housing stock			0.94		1%		2%
<b>LPA 15</b>	Implement BREEAM Standard for all new designs for DCC sponsored buildings which are non residential.	-	-	No baseline	0%	100%	Target not achieved	100%

**Children and Young People**

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
<b>Social Care – Children’s Services</b>								
NAWPI 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.	10.98%	20.77%	20.11%	20.53%	17.00%	Target not achieved	
NAWPI 3.2	Educational qualifications of children looked after by the Authority by reference to the percentage of young people leaving care aged 16 or over with the following numbers of GCSE’s at Grade A* to G, or General National Vocational Qualification (GNVQ)						Target not achieved	
	a) one or more	a) 41.23%	a) 16.67%	a) 27.27%	a) 35.71%	a) 45.00%		
	b) two or more	b) 36.62%	b) 16.67%	b) 27.27%	b) 21.43%	b) 38.00%	Target not achieved	
	The cohort for this indicator is small and results can easily be skewed as a consequence. The results of a few children impact significantly on the out turn for this indicator. Although the target has not been met, steady progress has been made with these indicators during 04/05. Children’s Social Services are continuing to work jointly with the Education Liaison Officer and Lifelong Learning to achieve improvements during the next academic year.							
NAWPI 3.3	The percentage of young people in care on their 16 <sup>th</sup> birthday who have a Care Plan and/or Pathway Plan for their continuing care.	93%	67%	30%	75%	80%	Target not achieved	
NAWPI 3.4 <b>NPA 7a</b>	The percentage of first placements of looked after children during the year that began with a care plan in place.	79.8%	32.5%	57.9%	52.0%	70.0%	Target not achieved	80%

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
	Closer monitoring and audit sampling against this PI has been occurring, however performance improvement has not been achieved. Team structures have been changed to incorporate Senior Practitioner and Deputy Manager posts in order to improve performance in this area; however, appointments have not been possible for all teams.							
NAWPI 3.5	Costs of services for children looked after by an Authority by reference to gross weekly expenditure per looked after child in foster care or in a children's home.	£499	£450	£524	£685	£515	Target not achieved	
	The child looked after population of Denbighshire is consistent. However, the temporary reduction in availability of in-house foster care has resulted in an increased reliance on expensive high cost placements in the independent sector. Foster care recruitment remains a key priority for 05/06.							
NAWPI 3.12	The percentage of children on the child protection register whose cases should have been reviewed that were reviewed.	74.2%	80.00%	91.70%	100%	90.00%	Target achieved	
NAWPI 3.15	The percentage of cases of children with an allocated social worker who is providing a service appropriate to the child's need, in each of the following groups separately:						Target achieved	
	a) children on the child protection register.	a) 96.9%	a) 99.2%	a) 98.1%	a) 100%	a) 100%		
	b) children looked after (exclude those children in group 'a' above).	b) 98.1%	b) 95.2%	b) 92.2%	b) 80.7%	b) 80.0%	Target achieved	
	c) children in need (exclude those children in group 'a' and 'b' above).	c) 84.9%	c) 69.1%	c) 62.4%	c) 58.7%	c) 70.0%	Target not achieved	
LPA 9	Increase in number of child care places			4,314		4,506	NEW	4,834
<b>New Indicators 2005/06</b>								

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
SCC/S/001 a) Previously NAWPI 3.4 <b>NPA 7a</b>	a) The percentage of first placements of looked after children during the year that began with a care plan in place.			57.9%	52.0%	70.0%	Target not achieved	80.0%
SCC/S/001 a) <b>NPA 7b</b>	b) For those children looked after whose second review (due at 4 month) was due in the year, the percentage with a plan for permanence at the due date			No baseline data	44.44%	60.00%	Target not achieved	80.00%
SCC/S/002 <b>NPA 8</b>	The percentage of children looked after at 31 March who have experienced one or more change 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			24.00%	31.07	20.00%	Target not achieved	15%
SCC/C/003	Gross weekly expenditure per looked after child in :							
	a) Foster Care							
	b) Children's Homes							
SCC/C/004	The percentage of children looked after on 31 March who have had three or more placements during the year							17%
SCC/C/005	a) The percentage of children looked after on their 16 <sup>th</sup> birthday who have a care plan;							85%



PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
	b) The percentage of 'eligible' children looked after on their 16 <sup>th</sup> birthday who have a pathway plan for their continuing care.							85%

## The Management of the Council

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
NAWPI 1.1	The level of compliance with the Authority's approved Welsh language scheme as confirmed by the Welsh Language Board.  Service Delivery	N/A	Fair & improving	Fair & improving	Fair & Improving/ Good (Internal judgement)	Good	Target not achieved	
	Scheme Management	N/A	Good & improving	Good & improving	Good and Improving (Internal judgement)	Good & improving	Target achieved	
Comments from the Welsh language Board have been incorporated into a revised draft Welsh Language Scheme which is being considered by the newly formed Bilingual Forum. New guidance on revising Welsh Language Schemes to be published by the WLB in May will be used in relation to the revised draft prior to circulating it for relevant consultation and then approval and adoption.								
NAWPI 1.2	The level of the Commission for Racial Equality's 'Standard for Local Government' to which the Authority conforms.	N/A	1	2	2	3	Target not achieved	
The Council's Race Equality Scheme has been reviewed and is out for consultation this incorporates race equality actions identified to help the Council progress towards level 3. It is likely that this target will take 3 years to achieve.								
NAWPI 1.3	The number of complaints to an Ombudsman classified as Maladministration.	2	0	0	0	0	Target achieved	

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
NAWPI 1.4	The percentage turnout for local elections.	43.2%	48.0%	35.0%	44.6%	35.0%	Target achieved	
This figure relates to the turnout for the Council Elections in June 2004.								
NAWPI 1.5	The percentage of interactions with the public, by type, which are capable of electronic service delivery and which are being delivered using Internet protocols or other paperless methods.			Overall 54%	Overall 66%	Overall 65%	Target achieved	
	a) Providing information	N/A	a) 52%	a) 69%	a) 80%	a) 82%		
	b) Receiving payments		b) 100%	b) 100%	b) N/A	b) 100%		
	c) Making payments		c) 100%	c) 100%	c) N/A	c) 100%		
	d) Receiving feedback		d) 49%	d) 65%	d) 100%	d) 77%		
	e) Regulations		e) 5%	e) 1%	e) N/A	e) 23%		
	f) Make applications		f) 10%	f) 24%	f) N/A	f) 42%		
	g) Make a booking		g) 13%	g) 17%	g) N/A	g) 29%		
	h) Paying for goods		h) 100%	h) 100%	h) 100%	h) 100%		
	i) Access to community, professional and business networks		i) 38%	i) 59%	i) 80%	i) 74%		
	j) Procurement		j) 2%	j) 5%	j) 25%	j) 7%		
NAWPI 1.16	Racial Incidents:						Target not achieved	

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
	a) The number of racial incidents recorded by the Authority per 100,000 of the population.	a) 46.6	a) 78.4	a) 54.1	a) 37	a) 20		
	b) The percentage of racial incidents which resulted in further action.	b) 99%	b) 100%	b) 100%	b) 100%	b) 100%	Target achieved	
LPA 11	Satisfaction on a scale of 1 – 5 with 1 being the highest level of satisfaction. Figure derived from survey analysis	N/A	-	2.41		2.40		
No survey was undertaken during 2004-05 as the Authority were waiting for further information from WAG relating to the Local Voices survey and Quality of Life project.								
<b>Financial Health</b>								
NAWPI 1.6	<u>Exchequer</u> The percentage of undisputed invoices which were paid in 30 days.	83.2%	91.8%	91.5%	91.3%	100% Set nationally	Target not achieved	
NAWPI 1.7	<u>Council Tax</u> The percentage of council tax collected.	96.34%	96.19%	96.79%	97.20%	97.00%	On Target	
NAWPI 1.8	<u>NNDR</u> The percentage of non-domestic rates due for the financial year which were received by the Authority.	97.56%	96.14%	97.54%	97.80%	97.50%	On Target	
<b>New Indicators 2005/06</b>								
CFH/C/001	Appropriations to or from the unallocated general financial reserves at the beginning of the financial year as a percentage of the annual budget							0.44%

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
	requirement							
CFH/C/002	Level of general financial reserves both earmarked and unallocated as a percentage of the annual budget requirement.							5.05%
CFH/C/003	The percentage increase in the county/county borough band D council tax							4.49%
CFH/C/004	The amount of county/county borough band D council tax due in the current year							864.70
CFH/C/005	Net revenue expenditure of the local authority per 1,000 population							1,500,614
CFH/C/006 Previously NAWPI 1.6	The percentage of undisputed invoices which were paid within 30 days							92.00%
CFH/C/007 Previously NAWPI 1.7	The percentage of council tax due for the financial year which was received by the authority							97.0%
CFH/C/008 Previously NAWPI 1.8	The percentage of non-domestic rates due for the financial year which were received by the authority.							97.5%
<b>Human Resources</b>								
NAWPI 1.10	The number of working days/shifts per Full Time Equivalent lost due to sickness absence.	12.0 days	12.4 days	11.5 days	11.1 days	10 days	Target not achieved	

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
Although some progress was made the target for this indicator was not achieved. The target for the comparable indicator, which is CHR/C/002 will again be set at 10 days. The new Human Resources system will enable the Authority to monitor absence closely and we are confident the target will be met.								
NAWPI 1.12	Ill health retirements as a percentage of the total work force.	0.46%	0.36%	0.48%	0.27%	0.60%	Target achieved	
NAWPI 1.13	The number of Authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition as a percentage of the total workforce.	1.44%	2.58%	2.64%	2.05%	>2.60%	Target not achieved	
NAWPI 1.14	The number of staff from Minority Ethnic Communities within the Authority's workforce as a percentage of the total workforce.	0.97%	0.31%	0.30%	0.29%	0.60%	Target not achieved	
Although there has been a slight reduction in the percentage figure, the actual number of employees from Ethnic Minority Communities remains the same at 12. A high number of employees have not declared their ethnicity.								
<b>New Indicators 2005/06</b>								
CHR/C/001	a) The percentage of employees (including teachers and school based staff) who leave the employment of the local authority, whether on a voluntary or involuntary basis;							<14%
	b) The percentage of employees (excluding teachers and school based staff) who leave the employment of the local authority, whether on a voluntary or involuntary basis.							<14%

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
CHR/C/002 Comparable to NAWPI 1.10	The number of working days / shifts per full time equivalent (FTE) local authority employee lost due to sickness absence							10 days
CHR/C/003 Previously NAWPI 1.12	The number of ill health retirements as a percentage of the local authority's workforce							0.6%
CHR/C/004 Previously NAWPI 1.14	The percentage of local authority employees from minority ethnic communities							0.6%
CHR/C/005 Previously NAWPI 1.13	The percentage of local authority employees declaring that they are disabled under the terms of the Disability Discrimination Act 1995							>2.1%
CHR/C/006	a) The number of major injuries to local authority employees reported to the Health and Safety Executive per 1,000 local authority employees;							10
	b) The number of over-three-day injuries to local authority employees reported to the Health and Safety Executive per 1,000 local authority employees.							10
<b>Housing Benefit and Council Tax Benefit</b>								

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
NAWPI 11.1	<p>Security: Whether the Authority has a written and proactive strategy for combating fraud and error which embraces specified initiatives including those sponsored by the Department of Work and Pensions, which is communicated regularly to all staff.</p> <p>- Yes/No</p>	N/A	Yes	Yes	Yes	Yes	Target achieved	
NAWPI 11.3a	<p>Speed of processing:</p> <p>a) Average time for processing new claims.</p>	48.6 days	58.0 days	48.8 days	42.9 days	45.0 days	Target achieved	
NAWPI 11.3b	<p>Speed of processing:</p> <p>b) Average time for processing notifications of changes of circumstances.</p>	11.6 days	12.0 days	12.9 days	14.7 days	20.0 days	Target achieved	
NAWPI 11.4	<p>Accuracy of processing:</p> <p>a) Percentage of cases for which the calculation of the amount of benefit due was correct on the basis of the information available for the determination for a sample of cases checked post-determination.</p>	97.3%	98.1%	99.0%	97.8%	98.0%	Target nearly achieved	



PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
	b) The percentage of recoverable overpayments (excluding Council Tax Benefit) that were recovered in the year.	44.2%	40.6%	38.0%	33.8%	38.0%	Target not achieved	
<b>New Indicators 2005/06</b>								
BNF/S/001	Housing Benefit Security: a) The number of claimants visited, per 1,000 caseload	All Wales Average 114.93						
	b) The number of fraud investigators employed per 1,000 caseload	All Wales Average 0.27						
	c) The number of fraud investigations per 1,000 caseload	All Wales Average 45.63						
	d) The number of prosecutions and sanctions per 1,000 caseload	All Wales Average 3.40						
Although Denbighshire County Council has not previously collected and reported on this indicator, all other Councils in have – therefore an All Wales average is available for 2003/04.								
BNF/S/002 Previously NAWPI 11.3	Speed of processing: a) Average time for processing new claims							
	b) Average time for processing notification of changes of circumstances							

PI Code	Indicator Description	Welsh Comparative Data 03/04	Data 02/03	Data 03/04	Data 04/05	Target 04/05	Target Analysis	Target 05/06
BNF/S/003a Previously NAWPI 11.4a	Accuracy of processing: a) The percentage of cases for which the calculation of the amount of benefit due was correct on the basis of the information available for the decision for a sample of cases checked post decision							
BNF/S/003b	bi) The amount of Housing Benefit overpayments recovered during the year as a percentage of the total amount of Housing Benefit overpayments identified during the year.							
	bii) The amount of Housing Benefit overpayments recovered during the year as a percentage of the total amount of Housing Benefit overpayment debt outstanding at the start of the year plus the total amount of Housing Benefit overpayments identified during the year.							
	biii) The amount of Housing Benefit overpayments written off during the year as a percentage of the total amount of Housing Benefit overpayment debt outstanding at the start of the year plus the total amount of Housing Benefit overpayments identified during the year.							



**REPORT TO CABINET**

**CABINET MEMBER: COUNCILLOR PAUL MARFLEET  
LEAD MEMBER FOR FINANCE AND PERSONNEL**

**DATE: 24 MAY 2005**

**SUBJECT: UPDATE ON CORPORATE IMPROVEMENT ASSESSMENT (CIA)**

**1 DECISION SOUGHT**

To note the progress made to date and agree the work that is still ongoing.

**2 REASON FOR SEEKING DECISION**

An Action Plan has been produce in response to the Corporate Improvement Assessment. It is considered important to report back to Cabinet and Corporate Governance on a regular basis, to ensure that momentum and direction is maintained.

Many of the issues raised in the CIA are long term matters in relation to the development of the organisation. As such much of the work is of an ongoing nature.

It is possible to demonstrate that clear progress has been made in addressing many of the recommendations in the Action Plan, and this is outlined in Appendix 1.

**3 POWER TO MAKE THE DECISION**

Section 3 Local Government Act 1999 – Best Value arrangements to secure continuous improvement.

**4 COST IMPLICATIONS**

There are no direct cost implications arising from this update. It is however considered that more time and money needs to be invested in Members and staff. The cost implication of this development programme for future years will be discussed at a later date, when the outcomes of the current programme are understood.

**5 FINANCIAL CONTROLLER STATEMENT**

Provision has been made within the budget for 2005/6 for some cost implications resulting from the recommended actions included in the report.

## **6 CONSULTATION CARRIED OUT**

This Update has been reviewed by the Corporate Directors/Chief Executive. As well as Cabinet, the Update will be presented to Corporate Governance Committee.

The Welsh Audit Office will be reviewing progress as part of their audit work.

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

The CIA has important implications on how the Council works and is organised. Potentially therefore it has an impact on all policy areas within the Council. There is an increasing recognition that processes such as this are only of value if it can be demonstrated that delivery of services has improved.

## **8 RECOMMENDATIONS**

To note the progress made to date and agree the work that is still ongoing.

**Corporate Improvement Assessment**

**Action Plan Update**

Recommendation	Completed	Still outstanding
Common approach to project management	<p>Project management team in place</p> <p>Project management methodology developed</p>	<p>Few pilots undertaken – those that have been need to be assessed. Concern that even basic methodology may be too complex</p>
Invest in development of CET, including external facilitation, mentoring etc.	<p>Programme developed – approved by cabinet</p> <p>Programme now underway</p>	<p>Continued involvement in initiatives such as PSMI</p>
<p>Review role of corporate directors</p> <p>Clear allocation of corporate responsibilities among directors</p> <p>..... and among Cabinet Members</p>	<p>Reviewed November 2004</p> <p>Chief Executive’s department restructured</p> <p>Revised corporate responsibilities to be implemented</p> <p>Portfolios agreed Jun 2004 Reviewed Jan 2005 – no change</p>	

**APPENDIX 1**

<p>Change how CET members operate – be more strategic, empower heads of service etc.</p>	<p>CET very aware of requirement Role of MMC being emphasised</p> <p>Chief Executive’s restructuring emphasises need for corporate directors to be more strategic</p> <p>Need for greater emphasis on strategy and planning was a clear outcome of the Awayday</p>	<p>Need to maintain ongoing focus for CET and MMC</p> <p>Dependent upon clarity of roles, clear expectations – staff and members</p>
<p>Peer Reviews</p>	<p>WLGA and WAO approached</p> <p>One member of CET involved in Peer Reviews</p> <p>Certain members have been involved in peer reviews – but not aware of any since the CIA</p>	<p>Opportunities to be identified</p>
<p>More informal opportunities for Members and officers to meet</p>	<p>Group Leader meetings</p> <p>Informal cabinet meetings in place</p> <p>Member seminars held regularly as required</p> <p>‘Open Days’ programme in place</p>	

<p>Consistent use of personal development reviews across the Council, action taken against poor performers</p> <p>Consistent application of sickness absence policy</p>		<p>2004 – 2005 PDRs about to start Completeness to be monitored by Personnel Dept – new HR system will help</p> <p>Review of PDRs in place</p> <p>Exit interviews being held but cannot ensure that this is complete or that findings are being acted upon</p> <p>New policy in place. Indications are that sickness levels for 04/05 remain broadly unchanged from the previous year</p>
<p>Decision on future management structure of personnel</p> <p>Review of number / deployment of personnel officers</p>	<p>Done – agreed to retain decentralised structure provided corporate standards (on issues such as PDRs and Exit Interviews) are met</p>	<p>Personnel team has been increased in order to implement HR system</p> <p>Additional resources not deemed to be a major priority for 05/06 budget</p>



<p>Focus on performance indicators that matter</p>	<p>Agreement that the number of reported indicators should be reduced, to allow focus on the issues that really matter</p>	<p>New performance management framework in place April 2005.</p> <p>Risk that new framework is more prescriptive than old framework – driving more local indicators and more indicators in general</p> <p>Evaluation and assessment to take place in MMC May meeting (5<sup>th</sup> May)</p>
<p>Develop a succession planning framework</p>	<p>Chief Executive undertaken framework for CET</p>	<p>Need to extend to Heads of Service and other levels of management</p> <p>Corporate Training programme being reviewed to be more targeted towards of the business, with attendance being an essential part of career progression</p> <p>Personnel working on methods of identifying managers of the future including the development of the ‘Academy’ which forms part of the Policy Agreement</p>

**APPENDIX 1**

<p>Complete workforce development plan based on emerging competence framework</p>	<p>Behavioural competencies framework developed</p>	<p>Focus in Personnel has been on HR system and Single Status. Unlikely to be able achieve target incorporation into PDRs across the authority by Jun 2005.</p> <p>Work on Workforce Development Plan progressing – with particular focus on certain critical areas</p>
<p>Establish structured Member development programme within competence-based framework</p>	<p>Member training paper discussed at Resources Scrutiny</p>	<p>Plan to be put to Council</p> <p>WAG Charter available by Sept</p> <p>Job Descriptions for Members and Cabinet Members being developed</p>
<p>Review scheme of delegation</p>	<p>Finance Regs updated</p> <p>Review of delegated decisions agreed by Cabinet and Council Dec 2004</p>	<p>Review to be undertaken by Sep 2005 to ensure that unnecessary bureaucracy is eliminated</p>

**REPORT TO CABINET**

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

**DATE:** 24 MAY 2005

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

**1 DECISION SOUGHT**

- 1.1 That Cabinet consider the final Corporate Quarterly Performance Report reporting against the Work Programme in the Improvement Plan 2004 – 2005 (Appendix I).
- 1.2 To note the performance of indicators against target with a view to considering any issue is greater depth as deemed necessary (Appendix II).

**2 REASON FOR SEEKING DECISION**

- 2.1 To promote regular monitoring of performance against the Council's key improvement areas and statutory indicators and targets in the Improvement Plan 04/05.
- 2.2 The key issues for consideration are noted below:-

**Performance Indicators**

The Strategic Policy Unit and Internal Audit are currently carrying out an audit of performance indicators and therefore some data may be subject to change.

The Leader has asked that each Lead Member provides a verbal report at Cabinet on the performance of services within their portfolio as evidenced by Appendices I and II of this report.

Overall, there is a concern that a number of key performance indicators have not been achieved. The reasons for this are currently being assessed and will be included in the Improvement Plan.

**Work Programme**

It is encouraging to note the considerable progress which has been made against the Council's Work Programme as evidenced in Appendix I. Where progress has not been made on key actions this has mainly been due to external factors such as difficulties in recruiting key staff and procurement complications.

### **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 may be 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. The report includes reference to progress on achieving Performance Agreement targets.

It is disappointing to note the high level of projects that are behind target. WAG provides special funding over a 3 year period to help deliver the targets agreed. This funding, £1m a year for the 3 years, is dependent upon achievement of the targets agreed. Any significant failure to deliver the targets could lead to claw back of some of the grant paid. Currently the Council could be at risk of claw back of a significant element of the overall £3m funding.

### **6 CONSULTATION CARRIED OUT**

Quarterly Performance Reports are produced by Heads of Service for Directors and copied to the Strategic Policy 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 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.

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

Statutory performance indicators impact upon all policy areas including corporate.

### **8 RECOMMENDATION**

8.1 That Cabinet consider the final Corporate Quarterly Performance Report reporting against the Work Programme in the Improvement Plan 2004 – 2005 (Appendix I).

8.2 To note the performance of indicators against target with a view to considering any issue in greater depth as deemed necessary (Appendix II).

*Denbighshire County Council*

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

**QUARTER 4**

**THE COUNCIL'S WORK PROGRAMME FOR 2004/05**

## Progress - Corporate Issues

<b>Corporate Issue</b>	<b>Progress Qtr 4 (Jan 04 – Mar 05)</b>	<b>Target 2004/05</b>
Managing Financial Resources – Alan Evans	<p>3 year Revenue Budget developed using WAG 3 year funding data and after full consideration of Council's agreed priorities.</p> <p>3 year budget assumes general balances increased by £1m to over £4m by 31/03/07 with indicative low levels of increase in Council Tax planned.</p> <p>First round of efficiency savings identified together with savings from improved procurement.</p> <p>Review of fees and charges under way with initial increases identified as part of efficiency savings.</p>	<p>Improved budget setting procedures</p> <p>Improved linkage between Council priorities and resource allocation</p> <p>Proper emphasis on forward planning</p> <p>Develop policies on Council Tax and Reserves</p> <p>Develop one year and three year financial plans</p> <p>Identify efficiency savings</p> <p>Scrutiny to start a review of fees and charges</p>
Communications and Consultation Sue Appleton	<p>Corporate Communications Review was presented to CET in April. The action plan requested by CET is now complete and a working group is being established to take the Corporate Communications Strategy forward throughout the authority. The Strategy document has been reworked to fall in line with the new corporate policy style and will go to Cabinet in June, full Council in July. Failed to meet deadlines due to need to rework the style of the original draft document to be used as a model corporate policy document.</p>	<p>Complete Best Value Review of Communications and Consultation</p> <p>Agree approach to development of Customer Contact Centre and One Stop Shops</p>
Human Resources - Linda Atkin	<p>The system has been up and running since February with all new appointments being inputted and employee numbers allocated via Trent prior to being passed to Payroll. All personnel staff have been trained and 50 % of managers have also received training.</p> <p>In addition, Business Objects training has been provided to key members of staff. This will enable Personnel staff to extract management information from the system. However as only the Resources structure has been checked and confirmed as correct, there is a problem with the accuracy of the data extracted.</p>	<p>Emphasis on one organisation</p> <p>Identify culture / key competencies</p> <p>Roles of Corporate Directors</p> <p>IIP Status achieved</p> <p>Silver Corporate Health Award</p> <p>Single Status implemented</p> <p>Introduce HR computerised system</p> <p>Further develop approaches to reduce absence / sickness.</p>

	<p>This will not be addressed until all other directorates have checked and confirmed their structure.</p> <p>With regards to Resources, the department is now ready to train Managers to use People Management</p>	<p>Staff development – clarity of roles / capacity building/leadership</p> <p>Development requirements of the new council</p>
<p>Performance Management – Janette Ogden</p>	<p>Corporate priorities for 2005 – 2008 have been agreed by Members</p> <p>Service Business Plans for 2004 – 2007 were audited against a quality assurance checklist and 86% were compliant. The checklist ensured operational plans exist to support service business plans.</p> <p>Targets for 2005 – 2006 PIs were agreed by Scrutiny Committees and each Lead Member now provides a verbal report to Cabinet against PIs in their portfolio each quarter</p> <p>The Unit is working with ICT on an electronic performance management system which links strategic planning and performance management and will ensure indicators can be reported electronically by Community Strategy theme and classification, for example, financial, customer focus, learning and development, management process (balanced scorecard).</p>	<p>Supporting new members</p> <p>Developing a balanced set of performance measures</p> <p>Improving target setting and ensuring operational plans exist to support service business plans</p> <p>Improving corporate priorities</p>
<p>Project Management – Linda Atkin</p>	<p>Corporate Methodology approved, Pilot projects being run to test the methodology in practice. Training sessions complete</p>	<p>Identify corporate methodology</p> <p>Interim project management methodology put in place</p> <p>Seek additional resources if applicable</p>
<p>Risk Management – Ivan Butler</p>	<p>Initial Risk Assessments for all but one service completed and being reviewed for robustness. Revised assessments received from some services, but some still have to provide robust risk assessments. Next step is to develop risk registers"</p>	<p>Improved coordination with Audit Commission</p> <p>Form Risk Management Team</p> <p>Develop risk management methodology</p> <p>Implement the risk management strategy and develop business continuity plans</p>

<p>Procurement – Cemlyn Foulkes/Arwel Staples</p>	<p>The Procurement Strategy Action Plan has been updated, with priorities highlighted for the new financial year.  Development of an E-procurement strategy has been undertaken, with a joint report being finalised between Finance and Procurement outlining options for consideration by Senior Management.  Draft Terms and Conditions for Services and Consultancy have now been completed and are in the process of being sent to Legal Services for approval.  The interviews for the Senior Procurement Officer post have taken place, but the post has yet not been filled, due to an applicant declining an offer of employment due to personal reasons.  A further sift of application forms is being undertaken to seek potential suitable candidates to be interviewed.</p>	<p>Consolidation of Procurement Strategy   Development of procedures  Recruitment of new team</p>
<p>Corporate Property – Gareth Evans</p>	<p>Structures nearing completion. Senior Property Manager has been appointed and will start in June.</p>	<p>Integrate the 2 teams  Appoint senior manager and identify other skills gaps  Improved decision-making – review role of AMC and opportunity for further delegations</p>

### Environment Directorate – Progress Against Key Issues

Qtr 4	
<p><b>Environmental Health – Food Hygiene</b></p>	<p>The Food and Health and Safety Section has experienced staffing issues throughout the year, including posts being vacant. As well as staffing issues the CAPS Solutions database used by the Section to monitor and record inspections etc was upgraded in April 2004 and this highlighted many discrepancies in the data. A temporary worker was employed solely to cleanse the database. It is only as a result of this ongoing exercise and the production of the end of year data that we are in a position to accurately report on the 2004/05 performance. The performance for the NAWPI 8.1(a) for the year was 60.6% ; and therefore we reached our target.</p>



	<b>Qtr 4</b>
	<p>It should be noted that a number of premises (i.e. 60 high risk premises) were found to have ceased trading when an inspection was carried out. As these 60 premises were included as part of the denominator figure at the start of the year, and required a visit to establish if they were trading or not, they have been included in the numerator figure for premises inspected.</p> <p>The Audit Commission in Wales carried out a Baseline Assessment of Environmental Health and Trading Standards in January 2005 and a draft report has been presented to the Council, which includes 8 recommendations for improvements. Actioning these recommendations has become one of the Service's priorities for 2005/06 and is included in the Service Improvement Plan, and will be reported to Environment Scrutiny.</p>
<b>Waste Management</b>	<p><u>Minimising risk of disposal costs increases</u></p> <p><u>Remove recyclable elements form the waste stream currently going to landfill</u> Construction of bays to process recyclates completed Significant improvements in recycling from Civic Amenity sites</p> <p><u>Recycling Targets</u> National target of 15% (excluding rubble) was achieved. Total including rubble was over 20%.</p> <p><u>Improve the controls on trade waste disposal and fly tipping</u> Enforcement team fully operational and more than 150 enforcement actions completed</p>
<b>Highways Maintenance</b>	<p>Performance against targets in both emergency &amp; category 1 repairs (7 day deadline) have both exceeded targets set for 2004/ 05.</p> <p>The funding was spent by March 2005 and the effectiveness in reducing insurance claims will be monitored over the next twelve months</p>
<b>Traffic Management and Road Safety</b>	<p>No accidents reported. 100% target achieved for 2004/05. Target set for 3 schemes at accident cluster sites have been attained and implemented Child pedestrian skill co-ordinator has been appointed. Target number of school year population who have completed child pedestrian skills has been achieved.</p>

	<b>Qtr 4</b>
<b>Vehicle Management and Maintenance</b>	Delays due to complications which have arisen in respect of lease & procurement details. Move to new Workshop now expected to be mid 2006
<b>Public Realm</b>	<p>Draft protocol (to remove demarcations) agreed with Leisure</p> <p>Plans drawn up to bring the South of the County into the public Realm trial (next quarter)</p> <p>Public Realm Operational plan drawn up, including new management structure</p> <p>Plans drawn up to bring Highway Supervisors into the public realm trial (next quarter)</p>
<b>Private Sector Housing</b>	<p>Demand for Disabled Facilities Grants is increasing. These grants are mandatory, receive priority and staff resources are being allocated accordingly, reducing the staff and capital resources available to deal with unfit properties. This pattern will continue as the capital resources come under increasing pressure for mandatory disabled adaptations grants. Housing Enforcement has focussed on inspecting a backlog of properties which has reduced completion inspections. Delays in filling vacant posts have also added to pressure on the private sector housing section as a whole.</p> <p>The key issues facing this part of the Service have been identified in the Service Improvement Plan, the emphasise on which is local indicators to drive service delivery improvements. The Service has also developed an interim policy and a draft SPG in order to ensure private residential development includes an element of affordable housing. This policy will ensure the supply of affordable housing throughout the county for all society, young and old.</p>

### **Personal Services Directorate – Progress Against Key Issues**

	<b>Qtr 4</b>
<b>Children's Services</b>	<p>Project specification and pump priming funding is now in place. Recruitment due to commence with Conwy County Borough Council .</p> <p><i>100% performance has been maintained for the timeliness of reviews of children on the Child Protection Register.</i></p> <p>The Family Support Audit is now complete. A Family Support Commissioning Strategy will be developed during the remainder of 2005.</p>

<b>Older People's Services</b>	<p>The Health Challenge Wales element of the HSCWBS has been launched. It contains a measure prioritising Older People.</p> <p>Performance in relation to the National Assembly of Wales Performance Indicator (NAWPI) for delayed transfers of care from hospital for social reasons (for those aged 75 or over) is excellent. In June 2004 Denbighshire's performance was assessed as the most efficient of all the Welsh authorities.</p> <p>The out turn data for the final quarter of 2004/05 indicates that performance has further improved and continues to be well below the Wales average.</p> <p>Both Planning and WAG stage 1 approval has been granted for the Rhyl extra care housing scheme and the design, funding and partnership arrangements have been agreed for the Prestatyn scheme.</p> <p>Appointments to Care Broker and Contract Officer posts have been made and the recruitment of Re-ablement Advisors has commenced.</p> <p>A block contract for EMI Nursing Home beds is currently being developed.</p>
<b>Housing Strategy</b>	<p>Consideration of the two options is continuing. Further consultation meeting held with Members and tenants on 20<sup>th</sup> Jan 2005. The Housing Options Working Party held a formal meeting on 25<sup>th</sup> February 2005. A newsletter was issued to all tenants and eight area consultation meetings held.</p> <p>A draft Housing Stock Business Plan for the Stock Retention Model has been approved and submitted to WAG whose views are awaited.</p> <p>The Local Housing Strategy has been formally adopted by the Council and the printed document is available.</p>
<b>Homelessness</b>	<p>Estimated out turn figures continue to show increased numbers of applications. Less use of B &amp; B and better targeting of temporary leased accommodation show an overall reduction in costs despite the increased caseload.</p> <p>A small scale Audit Commission Inspection of the service was completed in January 05 and the report is awaited.</p>

### Lifelong Learning Directorate – Progress Against Key Issues

<b>School Performance</b>	<p style="text-align: right;"><b>Qtr 4</b></p> <p>Results were validated by WAG Autumn 2004, and reported in QTR 3</p>
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Indicator Reference	Description	Responsible Member & Officer	Welsh Comparative data 03/04	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/ FINAL FIGURE (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)													
<b>COMMUNITY SAFETY</b>														
1.17	The number of domestic violence refuge places per 10,000 population, provided or supported by authority	Cllr E Edwards, Mike Denman	0.66	4.19	4.14	4.19	↑	4.11	↓	4.11	↓	4.11	↓	4.14
12.1	Domestic burglaries per 1,000 households. <b>CUMULATIVE</b>	Cllr E Edwards, Mike Denman	11.30	12.00	11.20	2.00	↑	2.00	↑	1.00	↑	1.00 (final figure 6)	↑	10.03
12.2 a	Violent offences committed by a stranger per 1,000 population.	Cllr E Edwards, Mike Denman	5.92	10.68	9.81	3.00	↓	3.00	↓	3.00	↓	3.00 (final figure 12)	↓	8.83
12.2 b	Violent offences committed in a public place per 1,000 population	Cllr E Edwards, Mike Denman	11.64	11.37	10.60	3.00	↓	3.00	↓	3.00	↓	3.00 (final figure 12)	↓	9.54
12.2 c	Violent offences committed in connection with licensed premises per 1,000 population	Cllr E Edwards, Mike Denman	1.86	1.84	1.80	0.50	↑	0.30	↑	0.50	↓	0.5 (final figure 1.80)	↓	1.62
12.2 d	Violent offences committed under the influence per 1,000 population	Cllr E Edwards, Mike Denman	5.20	4.21	3.32	1.00	↓	1.00	↓	1.00	↓	1.00 (final figure 4)	↓	2.99
12.3	Vehicle crimes per 1,000 population	Cllr E Edwards, Mike Denman	15.30	12.08	11.00	2.00	↑	3.00	↓	2.00	↑	2.00 (final figure 9)	↑	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	→	Yes	→	Yes	→	Not applicable
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	→	Not applicable	→	Not applicable
<b>EQUALITIES</b>														

Indicator Reference	Description	Responsible Member & Officer	Welsh Comparative data 03/04	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/ FINAL FIGURE (Jan-Mar) April 04/05	Performance	2004/05 Annual Target
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		Annual reporting		Internal judgement Fair & Improving/ Good	↓	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		Annual reporting		Internal judgement Good & Improving	→	Good and Improving
NAWPI 1.1 Comments from the Welsh language Board have been incorporated into a revised draft Welsh Language Scheme which is being considered by the newly formed Bilingual Forum. New guidance on revising Welsh Language Schemes to be published by the WLB in May will be used in relation to the revised draft prior to circulating it for relevant consultation and then approval and adoption.														
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		Annual reporting		Level 2	↓	Level 3
NAWPI 1.2 The Council's Race Equality Scheme has been reviewed and is out for consultation this incorporates race equality actions identified to help the Council progress towards 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	46.60	Not set	54.10	Not available See comment below		Not available See comment below		Not available See comment below		37	↓	20
1.16 b	The percentage of racial incidents that resulted in further action	Cllr S Davies, Colette Bennett	99.00%	Not set		Not available See comment below		Not available See comment below		Not available See comment below		100%	→	100%
NAWPI 1.16 A three part methodology has been devised and has begun to be implemented (police figures* are still being monitored and these indicate 14 incidents for the period December 2004 – 2 March 05 with a total of 37 for the recording period Aug 04 – March 05)														
<b>COUNTY CLERK'S DEPARTMENT</b>														
1.3	Number of complaints to an Ombudsman classified as maladministration	Cllr S Davies, Ian Hearle	2	0	0	0	→	0	→	0	→	0	→	0
1.4	The percentage turnout for local elections	Cllr S Davies, Ian Hearle	43.20%	35%	35%	44.65%	↑	44.65%	↑	44.65%	↑	44.65%	↑	35.00%
LPA 11	Satisfaction on a scale of 1 – 5 with 1 being the highest level of satisfaction. Figure derived from survey analysis	Cllr S Davies, Janette Ogden			2.41	Community Strategy to address funding		Community Strategy to address funding		Community Strategy to address funding		See below	↓	2.4
The Authority were waiting for further information form WAG relating to the Local Voices Survey and Quality of Life Project.														
<b>ICT</b>														

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1.5	The percentage of interactions with the public which are capable of electronic service delivery and which are being delivered using internet protocols etc. <b>Annually</b>	Cllr S Davies, Peter Wickes	N/A	45.5% average	54.00%	Annual reporting		Annual reporting		Annual reporting		66.00%	↑	64.00%
<b>FINANCE AND PROPERTY</b>														
1.6	The percentage of undisputed invoices paid within 30 days.	Cllr P Marfleet, Cemlyn Foulkes	83.20%	100%	92%	Annual reporting		Annual reporting		Annual Reporting		91.34%	↓	100%
1.7	The percentage of Council Tax collected. <b>CUMULATIVE</b>	Cllr P Marfleet : Ken Jones	96.34%	96.5%	96.79%	31.80%	→	59.70%	↑	87.10%	↑	97.20%	↑	97.00%
1.8	The percentage of non-domestic rates which should have been received during the year that were received. <b>CUMULATIVE</b>	Cllr P Marfleet, Ken Jones	97.56%	96.50%	97.54%	30.67%	→	63.40%	↑	87.60%	↑	97.80%	↑	97.50%
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, Gareth Evans	20.50%	Not set	5.80%	6.00%	↓	7.00%	↓	11.0%	↓	17.40%	↓	100%
<b>NAWPI 1.15 The 2004/05 target of 100% was set in accordance with the requirements of the Disability Discrimination Act 1995. In view of escalation costs, Services are continuously encouraged to consider innovative alternatives to minimise the need for building alterations, whilst ensuring accessible service delivery.</b>														
<b>HOUSING BENEFIT/ COUNCIL TAX BENEFIT</b>														
11.1	Whether authority has strategy for combating fraud and error	Cllr P Marfleet : Jackie Walley	N/A	Yes	Yes	Yes	→	Yes	→	Yes	→	Yes	→	Yes
11.3 a	Average time for processing new claims	Cllr P Marfleet, Jackie Walley	48.6 days	47 days	49 days	59 days	↓	44 days	↑	32 days	↑	30 days (42.9 days final figure)	↑	45 days
11.3 b	Average time for processing change of circumstances	Cllr P Marfleet : Jackie Walley	11.6 days	10 days	13 days	17 days	↑	15 days	↑	15 days	↑	11 days (14.7 days final figure)	↑	20 days (Revised from 45 days-see comment below)
<b>NAWPI 11.3 b Target Revised January 2005 with further possible revision in accordance with DWP legislation.</b>														
11.4 a	Percentage of claims where calculation of benefits correct	Cllr P Marfleet : Jackie Walley	97.30%	98.61%	99.00%	98.60%	↑	98.40%	↓	96.80%	↓	97.60% (97.80% final figure)	↓	98.00%
11.4 b	Percentage of recoverable overpayments that were recovered in the financial year. <b>CUMULATIVE</b>	Cllr P Marfleet : Jackie Walley	44.20%	38.00%	38.00%	10.38%	↑	18.35%	↑	27.50%	↓	33.81%	↓	38.00%
<b>PERSONNEL</b>														
1.9	The percentage of senior management posts filled by women	Cllr P Marfleet : Linda Atkin	17.00%	>25%	25.00%	25.00%	↓	25.00%	↓	22.00%	↓	27.30%	↑	26.00%
<b>LPA 16</b>	<b>The percentage of senior management positions filled by women – P03 and above</b>	Cllr P Marfleet : Linda Atkin		<b>31.00%</b>		<b>33.00%</b>	↓		↑		↑	<b>41%</b>	↑	<b>34.00%</b>
1.10	The number of working days/shifts per FTE lost due to sickness absence. <b>CUMULATIVE</b>	Cllr P Marfleet, Linda Atkin	12 days	11 days	11.5 days	10.2 days	↓	6.7days	↑	6.9 days	↑	11.1 days	↓	10 days

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1.12	Ill health retirements as a percentage of the total workforce <b>CUMULATIVE</b>	Cllr P Marfleet : Linda Atkin	0.46%	0.60%	0.48%	0.10%	↑	0.10%	↑	0.10%	↑	0.27%	↑	0.60%
1.13	The percentage of total workforce that declare they are disabled per Disability Disc Act 1995 <b>Annual Reporting</b>	Cllr P Marfleet : Linda Atkin	1.44%	>2.6%	2.64%	2.60%	→	2.60%	→	2.60%	→	2.05%	↓	2.60%
1.14	Minority ethnic community staff as a percentage of total workforce <b>Annual Reporting</b>	Cllr P Marfleet : Linda Atkin	0.97%	0.60%	0.30%	0.32%	↓	0.32%	↓	0.32%	↓	0.29%	↓	0.6% (based on 1999 census figures)
LPA 13	<b>Number of (under 25s) young people to have taken up the scheme for improving recruitment and retention in Denbighshire</b>	<b>Cllr P Marfleet : Linda Atkin</b>		14		14	↓	31	↑	19	↓	19	↓	20
<b>EDUCATION</b>														
<b>NB:</b>	<b>Summer Results 2004 relate to 2003/04 annual target.</b>													
2.1	Average GCSE/GNVQ points score of 15/16 year olds in schools maintained by the authority <b>ANNUALLY Academic Yr (November)</b>	Cllr D Owens, Ieuan L Roberts	39	40	38	Annual reporting		38 (Verified)	↓	Annual Reporting		38	↓	40
	<b>NAWPI 2.1</b> 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. Although Denbighshire pupils' performance of 38 points did not meet the target set (40 points) and were below the all Wales media of 39 points, the results show that there were only 11 LEAs who performed better than Denbighshire.													
2.2	% of pupils in schools maintained by the authority achieving 5 or more GCSE's at grades A*-C or the vocational equivalent <b>ANNUALLY Academic Yr (November)</b>	Cllr D Owens, Ieuan L Roberts	50.40%	56.80%	46.50%	Annual reporting		48% (Verified)	↓	Annual Reporting		48%	↓	52.20%
	<b>2.2</b> 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 <b>ANNUALLY Academic Yr (November)</b>	Cllr D Owens : Ieuan L Roberts	92.63%	93.00%	90.17%	Annual reporting		90.17% (Verified)	↓	Annual reporting		91.79%	↑	91.30%
	<b>2.3</b> 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	% 11 year olds in schools maintained by authority achieving Level 4 or above in the National Curriculum Key Stage 2 mathematics test <b>ANNUALLY Academic Yr (October)</b>	Cllr D Owens : Ieuan L Roberts	74.87%	69.20%	72.54%	Annual reporting		78.7% (Verified)	↓	Annual Reporting		78.70%	↓	80.80%
2.4b	% 11 year olds in schools maintained by authority achieving Level 4 or above in the National Curriculum Key Stage 2 English test <b>ANNUALLY Academic Yr (October)</b>	Cllr D Owens : Ieuan L Roberts	78.84%	67.60%	77.44%	Annual reporting		78.2% (Verified)	↑	Annual Reporting		78.20%	↑	77.40%

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2.4c	% 11 year olds in schools maintained by authority achieving Level 4 or above in the National Curriculum Key Stage 2 Welsh (first language) test. <b>ANNUALLY Academic Yr (October)</b>	Cllr D Owens : leuan L Roberts	77.68%	71.30%	79.11%	Annual reporting		80.9% (Verified)	↑	Annual Reporting		80.90%	↑	73.40%
2.4d	% 11 year olds in schools maintained by authority achieving Level 4 or above in the National Curriculum Key Stage 2 Science test. <b>ANNUALLY Academic Yr (October)</b>	Cllr D Owens : leuan L Roberts	87.62%	71.40%	85.89%	Annual reporting		88.5% (Verified)	↑	Annual Reporting		88.50%	↑	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. <b>ANNUALLY Academic Yr (October)</b>	Cllr D Owens : leuan L Roberts	67.47%	69.00%	67.53%	Annual reporting		71.1% (Verified)	↑	Annual Reporting		71.15%	↑	67.00%
2.5 b	% 14 year olds in schools maintained by the authority achieving Level 5 or above on the National Curriculum Key Stage 3 English test. <b>ANNUALLY Academic Yr (October)</b>	Cllr D Owens : leuan L Roberts	63.00%	67.00%	62.82%	Annual reporting		63.8% (Verified)	↓	Annual Reporting		63.80%	↓	67.00%
<b>NAWPI 2.5 b 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.</b>														
2.5 c	% 14 year olds in schools maintained by the authority achieving Level 5 or above in the National Curriculum Key Stage 3 Welsh (first language) test. <b>ANNUALLY Academic Yr (October)</b>	Cllr D Owens : leuan L Roberts	73.54%	82.00%	74.78%	Annual reporting		69.5% (Verified)	↓	Annual Reporting		69.50%	↓	79.00%
<b>NAWPI 2.5 c 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.</b>														
2.5 d	% 14 year olds in schools maintained by the authority achieving Level 5 or above in the National Curriculum Key Stage 3 Science test. <b>ANNUALLY Academic Yr (October)</b>	Cllr D Owens : leuan L Roberts	69.84%	66.00%	70.53%	Annual reporting		73.1% (Verified)	↑	Annual Reporting		73.14%	↑	67.00%
2.6	% 15/16 year olds achieving the 'core subject indicator'. Those pupils achieving at least grade C in GCSE English or Welsh, Maths and Science combined. <b>ANNUALLY Academic Yr (November)</b>	Cllr D Owens : leuan L Roberts	36.68%	43.30%	34.88%	Annual reporting		34% (Verified)	↓	Annual Reporting		34%	↓	42.80%
<b>NAWPI 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.</b>														
2.7a NPA 2a	% 15/16 year olds leaving full time education without a recognised qualification. <b>ANNUALLY Academic Yr (December)</b>	Cllr D Owens, leuan L Roberts	2.88%	0.90%	2.87%	Annual reporting		2.7% (35 Pupils out of a cohort of 1,303 - Verified)	↓	Annual Reporting		2.54%	↓	2.20%
<b>The target set for Summer 2004 of 0.9% proved to be an unrealistic one given that the median for All Wales for Summer 2003 was 2.88%. Thirty-five (2.7%) students left in Summer 2004 without a qualification from a cohort of 1,303, and it is relevant to note that Pupil Referral Units were included in the data for the first time. This was marginally better than the All Wales median for 2003 and also an improvement on Denbighshire's performance in 2003.</b>														



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2.8 a	Number of primary pupils permanently excluded per 1,000 primary pupils. <b>Reported upon Termly</b>	Cllr D Owens, leuan L Roberts	0.25	0	0.51	Spring Term 2004 - 0.11 ( 1 Pupil)		Summer Term 2004 - 0		Autumn Term 2004 - 0		0.26	↑	0.34		
2.8 b	Number of secondary pupils permanently excluded per 1,000 secondary pupils. <b>Reported upon Termly</b>	Cllr D Owens, leuan L Roberts	1.59	1.07	1.43	Spring Term 2004 - 0.39 (3 Pupils)		Summer Term 2004 - 0.51 ( 4 Pupils)		Autumn Term 2004 - 1.14 (9 Pupils)		1.54	↓	0.64		
2.8 c	Number of special pupils permanently excluded per 1,000 special pupils. <b>Reported upon Termly</b>	Cllr D Owens, leuan L Roberts	2.19	0	0	Spring Term 2004 - 0		Summer Term 2004 - 0		Autumn term 2004 - 0		0	→	0		
2.11 a	Percentage permanently excluded pupils attending <10 hours alternative tuition/week. <b>Reported upon Termly</b>	Cllr D Owens, leuan L Roberts	48.00%	0%	7.10%	Spring Term 2004 - 25%		Summer Term 2004 - 25%		Autumn Term 2004 - 44%		38.5%	↓	0%		
2.11 b	Percentage permanently excluded pupils attending 10-25 hrs alternative tuition/week. <b>Reported upon Termly</b>	Cllr D Owens, leuan L Roberts	40.90%	0%	92.90%	Spring Term 2004 - 75%		Summer Term 2004 - 75%		Autumn Term 2004 - 22%		23.1%	↓	75.00%		
2.11 c	Percentage permanently excluded pupils attending >25 hrs alternative tuition/week. <b>Reported upon Termly</b>	Cllr D Owens, leuan L Roberts	13.20%	100%	0%	Spring Term 2004 - 0%		Summer Term 2004 - 0%		Autumn Term 2004 - 11%		38.5%	↑	25.00%		
<b>Please note in relation to NAWPI 2.11a/b/c 23% of pupils left the County</b>																
2.12 a	Percentage primary classes with more than 30 pupils - reception to year 2 inclusive. <b>ANNUALLY - January</b>	Cllr D Owens, leuan L Roberts	2.76%	2.00%	3.45%	<b>Results unavailable</b>						4.11%	↓	2.00%		
2.12 b	Percentage primary classes with more than 30 pupils - year 3 to 6. <b>ANNUALLY - January</b>	Cllr D Owens, leuan L Roberts	11.11%	8.00%	14.52%	<b>Results unavailable</b>						9.29%	↓	8.00%		
2.13 a	The number of statements issued during the year. <b>ANNUALLY - February</b>	Cllr D Owens, leuan L Roberts	1880	97	64	Not Available		Aug-Oct 04 18	↑	Nov -Jan 05 2	↑	Feb-Apr 05 10 Final figure 48	↓	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. <b>ANNUALLY - April</b>	Cllr D Owens, leuan L Roberts	74.60%	100%	81.30%			Aug-Oct 04 6 (75%)	↓	Nov- Jan 05 2 (100%)	↑	Feb-Apr 05 100%	↑	90.00%		
2.13 b (ii)	% of statements with special educational needs finalised within 26 weeks excluding those affected by the 'exceptions' to the rule under SEN code of practice. <b>ANNUALLY - April</b>	Cllr D Owens, leuan L Roberts	81.60%	100%	89.10%			Aug-Sept 04 18 (100%)	↑	Nov -Jan 05 2 (100%)	↑	Feb - Apr 05 90%	→	90.00%		
2.14 NPA 1	<b>The percentage of attendance, those present or on approved educational activities, in secondary schools. ANNUALLY Sept 2002 - May 2003</b>	<b>Cllr D Owens, leuan L Roberts</b>	<b>90.44%</b>	<b>89.82%</b>	<b>90.02%</b>	89.5% - Verified NAWPI Data for school year 2003/04.						↓	<b>90.50%</b>			
<b>The attendance figures are based on the NAWPI Actual Out-turn data for 2003/04 which relate to attendance figures for the school year 03/04. These show that the attendance figure of 89.5% did not exceed the target set of 90.5% for the end of the school year Summer 2004.</b>																
Local PI	All Primary Schools to be monitored by subject specialists with support from Education Officers.	Cllr D Owens, leuan L Roberts				16.6%		9 schools completed		3 schools	↑	2 schools		6 schools not fully completed	↓	33% 18 schools
Local PI	All Secondary schools to be monitored by subject specialists with support from Education Officers.	Cllr D Owens, leuan L Roberts				100%	→	8 schools		achieved	→	achieved	→	achieved	→	100% 8 schools
<b>SOCIAL SERVICES</b>																

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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	10.98%	<15%	20.11%	6.06%	↓	9.55%	↓	18.30%	↓	20.53%	↓	17.00%
<p><b>NAWPI 3.1 - Our Fostering services have been the focus of attention for this year as we have moved to address a wide range of issues to achieve regulatory compliance as identified through the CSIW fostering inspection. We have established a 'Payment for Skills' scheme and have started a major recruitment drive for 2005/06, with a better understanding of our carer needs along with a clear programme of recruitment, training and support. Some of our changes have had a short-term impact on our carer numbers, as quality and supervision standards have been changed to improve standards. This has continued to impact on placement stability due to a net reduction in the number of foster carers available to take placements despite our recruitment drive. However, the temporary reduction in the number of foster carers should not be viewed entirely negatively. This has been essential in order to ensure safety within the foster service.</b></p>														
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	41.23%	75.00%	27.27%	0%	↓	20.00%	↓	25.00%	↓	35.71%	↓	45.00%
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	36.62%	50.00%	27.27%	0%	↓	20.00%	↓	16.60%	↓	21.43%	↓	38.00%
<p><b>NAW PI 3.2 a) and b) - The cohort for this indicator is comparatively very small and results can easily be skewed as a consequence. The results of a few children impact significantly on the out turn for this indicator. Steady progress has been made with these indicators during 04/05, but we have not achieved the target we wished to. We continue to work jointly with our Education Liaison Officer and Lifelong Learning to achieve improvements during this next academic year.</b></p>														
3.3	The percentage of young people in care on their 16th birthday who have a care plan and/or pathway plan for their continuing care ( Cumulative - 6 monthly reporting)	Cllr M German : Nicola Francis	93.00%	75.00%	30.00%	Not Available		Awaiting Audit		66.60%	↑	75.00%	↓	80.00%
<p><b>NAW PI 3.3 - The Leaving Care Team has continued to experience staffing change, but has made significant steady progress with this indicator.</b></p>														
3.4 NPA 7a	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	79.80%	80.00%	57.9%	Awaiting File Audit In August		36.95%	↓	53.50%	↑	52%	↓	70.00%
<p><b>NAW PI 3.4a - Closer monitoring and audit sampling against this PI has been occurring, but performance improvement has not been achieved. Team structures have been changed to incorporate Senior Practitioner/Deputy Manager posts with a view to improving this performance area; however, appointments have not been possible for all teams.</b></p>														
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	£499	£415	£500	£522	↓	£684	↓	£668	↓	£685	↓	£515
<p><b>NAW PI 3.5 - The child looked after population of Denbighshire is consistent. However, the temporary reduction in availability of in-house foster care has resulted in an increased reliance on expensive high cost placements in the independent sector. Foster care recruitment remains a key priority for 05/06.</b></p>														

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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	£450	£390	£405	£406	↑	£434	↓	£439	↓	£433 final figure £421	↑	£425
NAW PI 6A - The higher cost of some specialist placements (MH / LD) are impacting on the outturn figure It should be noted that support costs are calculated on a pro rata basis to spend and, because the nursing spend is reduced, residential and homecare will attract more of the support costs than previously calculated. March figure of 736 clients appears to be low and we would want to complete further analysis on this data to verify the number.														
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	£131	£70	£56	£69	↓	£58	→	£68	↓	£66	↓	£58
NAW PI 6b - The increase in service provision to enable people to remain in their own home should be viewed as a positive indicator, this does impact however on the cumulative spend. It would seem likely that the target may have been set at a level too low to be achievable. It should be noted that support costs are calculated on a pro rata basis to spend and, because the nursing spend is reduced, residential and homecare will attract more of the support costs than previously calculated.														
3.7 NPA 6a	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	109.77	126.00	122.35	104.00	↑	114.9	↑	117.24	↑	114.59	↑	100.00
NAW PI 3.7 - Current performance is exceeding target and is in line with our strategic intent to support more older people to live at home - which is validated by a reduction in the number of people in Care Home placements.														
3.8 NPA 5	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	16.2	2.53	1.34	0.10	↑	0.52	↑	1.13	↑	1.23	↑	<2.53
NAW PI 3.8 - Good performance continues despite some specific problems with finding appropriate placements for adults and older people with mental health problems who are awaiting discharge from the Ablett Unit. Performance exceeds the Welsh Comparative Data.														
3.9	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	90.00%	97.00%	100%	File Check In October		100%	↑	Six Monthly reporting		99.00%	→	99.00%
NAW PI 3.9 - Performance is collected via a manual file check. Whilst performance from the first file check is positive file sample will need to be extended for the next audit to ensure that the sample size is statistically sound. Performance currently exceeds the Welsh Comparative Data														
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	149.76	165.00	178.65	36.02	↓	72.04	↓	115.27	↓	159.9	↑	170.00
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	116.88	117.00	217.54	33.50	↓	80.71	↓	128.45	↓	154.72	↓	217.00
NAWPI 3.11 - No respite care was provided for LD clients at Link House for the whole of November and December 2004 due to building work being carried out to meet Care Standards requirements. Alternative respite provision has been provided for some individuals, but this has been on a day basis as opposed to overnight stays. Despite this the Department's rate of placements does exceed the Welsh Comparative data.														
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	74.20%	95.00%	91.70%	100%	↑	100%	↑	100%	↑	100%	↑	90.00%

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<b>NAW PI 3.12 - Real progress has been made with this indicator and a sustained rate of 100% has been maintained.</b>														
3.13 NPA 6b	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	29.16	22.00	32.93	32.98	↑	33.70	↑	34.07	↑	32.82	↑	41.00
<b>NAW PI 3.13 - Performance remains better than predicted. It was envisaged that a much higher rate would be achieved due to a transfer of cases to the Authority last year. The Department is still significantly under target – which is positive for this indicator. The rate of placement does however remain above the Welsh average.</b>														
3.14 a	The number of adults under 65 whom the authority helps to live at home per 1,000 adults (physical or sensory disabled) Not Cumulative - 3 monthly	Cllr P Dobb, Neil Ayling	5.74	10.07	5.34	5.76	→	7.39	↑	7.37	↑	7.12	↑	5.50
<b>NAW PI 3.14 a) - Significant improvement in performance. Target achieved and exceeds Welsh Comparative data.</b>														
3.14 b	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	3.95	4.00	3.59	3.50	↓	3.59	↓	3.69	→	3.73	↑	3.72
<b>NAW PI 3.14 b) - Improvement in performance . Target achieved and exceeds Welsh Comparative data.</b>														
3.14 c	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	3.59	9.77	4.75	Manual Collection Oct and March		6.97	↑	Manual Collection Oct and March		4.46	↓	5.00
<b>NAW PI 3.14 c) - The MH team is a post down and have had long term sickness which has reduced the capacity of the team and is reflected in the figures.</b>														
3.15 a	Percentage of cases of children with an allocated social worker providing a service appropriate to need (children on the child protection register) Not Cumulative - 3 monthly	Cllr M German, Nicola Francis	96.90%	100%	98.1%	100%	→	100%	→	100%	→	100%	→	100%
3.15 b .	Percentage of cases of children with an allocated social worker providing a service appropriate to need (children looked after excluding 3.15a ) Not Cumulative - 3 monthly	Cllr M German, Nicola Francis	98.10%	100%	92.2%	83.00%	↑	88.00%	↑	73.50%	↓	80.70%	↑	80.00%
3.15 c	Percentage of cases of children with an allocated social worker providing a service appropriate to need (children in need excluding 3.15 a and b) not cumulative - 3 monthly	Cllr M German, Nicola Francis	84.90%	100%	62.4%	60.00%	↓	60.00%	↓	60.50%	↓	58.70%	↓	70.00%
<b>NAWPI 3.15 In line with our risk management plan social work allocation is being targeted to those most in need and performance reflects this.</b>														
NPA 2b	% of 15/16 year olds leaving full-time education without a recognised qualification in local authority care	Cllr M German, Nicola Francis			29.00%	Not applicable		30.80%	↓	44.44%	↓	30.76%	↓	25.00%

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NPA 2b- The cohort for this group is very small and although the attainment levels appear low overall, on an individual basis they reflect some very positive outcomes for some young people who have experienced some very troubled circumstances. More preparation work is taking place with those young people reaching 16 during this academic year in order to seek improvement with this measure.														
NPA 7b	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 M German, Nicola Francis	N/A	New		44.00%		54% (provisional)	↓	Awaiting Audit results		44.44%	↓	60.00%
NPA 8	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 M German, Nicola Francis	N/A	New	24.00%	7.70%	↓	10.20%	→	Awaiting Data		31.07%	↓	20.00%
NPA 8- 40% of the school changes within this group were linked to movements to settle children with their family carers. 10% were linked to moves to or from a residential placement. Some of the moves within this group reflected positive changes as young people re-integrated back into mainstream schooling or were able to move to a more settled placement after a period of separation from their family.														
LPA 9	Increase in number of child care places	Cllr M German, Nicola Francis			4314									4506
Local PI	Child Concern Model Implemented	Cllr M German, Nicola Francis				Work progressing								Child Concern Model implemented
Local PI	Rapid Response Team established	Cllr M German, Nicola Francis				On track								Team in place and base line data established
Local PI	% of child care social workers	Cllr M German, Nicola Francis				On track								15% reduction
Local PI	% of child protection casers checked deemed to be seriously compliant	Cllr M German, Nicola Francis				Further work needed								Audit completed and baseline data established
Local PI	% staff meeting national targets for qualifications	Cllr M German, 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 services
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

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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	Neil Ayling, Nicola Francis				Further work needed								Audit completed and baseline data established
Pages from the QPR which report on the Local Indicators above have been inadvertently left out. This is being followed up with the service.														
<b>HOUSING</b>														
4.1 a	The percentage of unfit private sector dwellings made fit/demolished - direct LA action. Annually	Cllr P Dobb : Gary Sumner	0.058	0.052	0.062	Annual reporting		Annual reporting		Annual reporting		0.060	↓	0.070
4.1 b	The percentage of private sector dwellings vacant for 6mths+ reoccupied from LA action. Annually	Cllr P Dobb : Gary Sumner	0.0201	0.0056	0.0049	Annual reporting		Annual reporting		Annual reporting		0.0459	↑	0.0200
4.2	Average SAP energy efficiency rating of LA owned dwellings	Cllr P Dobb, Paul Quirk	N/A	52.00	52.00	Annual reporting		Annual reporting		Annual reporting		52	↓	53.0
4.5 a	Rent arrears of current tenants as a proportion of rent roll	Cllr P Dobb : Paul Quirk	0.0266	0.039	0.0435	Annual reporting		Annual reporting		Annual reporting		0.0360	↑	0.0370
4.5 b	Rent arrears of former tenants as a proportion of rent roll	Cllr P Dobb : Paul Quirk	0.022	0.013	0.015	Annual reporting		Annual reporting		Annual reporting		0.017	↓	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	0.0059	0.0090	0.0040	Annual reporting		Annual reporting		Annual reporting		0.0033	↑	0.0037
NAWPI 4.5 - Rent arrears continue to fall in line with the Rents Best Value Action Plan. The headline figures of current tenant's arrears was slightly better than target.														
4.6	Proportion of decisions on homelessness applications made and notified within 33 days	Cllr P Dobb, Paul Quirk	0.854	0.930	0.957	0.960	↑	0.950	→	0.970	↑	0.97	↑	0.950
4.7	Average relet times for LA dwellings let during the financial year	Cllr P Dobb, Paul Quirk	64 calendar days	46 calendar days	41.8 calendar days	48 calendar days	↓	41 calendar days	↓	47 calendar days	↓	47 calendar days	↓	39 calendar days
NAW PI 4.7 - Turn around time on vacant dwellings has increased, despite efforts to concentrate on this issue, because of the poor condition of dwellings vacated.														
4.10 a	Percentage of repairs completed within target time (a) classed as emergency	Cllr P Dobb, Paul Quirk	92.60%	95.00%	93.20%	81.10%	↓	Not Available	↓	71.89%	↓	Not Available	↓	95%
4.10 b	Percentage of repairs completed within target time (b) classed as urgent	Cllr P Dobb, Paul Quirk	77.30%	90.00%	89.70%	86.60%	↓	Not Available	↓	76.47%	↓	Not Available	↓	90%

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4.11	Average time taken to complete non-urgent responsive repairs	Cllr P Dobb, Paul Quirk	40.2 days	50 days	43.3 days	41 days	↑	38 days	↑	43 days	↓	Not Available	↓	42 days
<b>NAW PI 10 and 11 -The recording systems for completion of housing repairs classed as urgent, emergency and routine have again proved unreliable. A sample system will be used to estimate figures for 2004/05 and new procedures are being considered.</b>														
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	↑	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	↑	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	↑	Nov-04	↑	Jan-05	→	Quarterly
4.13 c	What proportion of tenants are covered by local or group-specific TPCs?. <b>Annual</b>	Cllr P Dobb : Paul Quirk	0.20	5.00	0	0	↓	0	↓	0	↓	0	↓	0.05
4.14	The number of homeless households placed by the authority in temporary housing for more than six months. <b>Annual</b>	Cllr P Dobb : Paul Quirk	507.80	Nil	5.80	12	↓	11	↓	14	↓	14 (final figure 13)	↓	5
4.15	Average rent lost per tenant through dwellings being left vacant during the financial year. <b>Annual</b>	Cllr P Dobb, Paul Quirk	£68.53	£32.81	£28.91	Annual reporting		Annual reporting		Annual reporting		£33.10	↓	£29.07
NPA 3a	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	↓	11	↓	11 (final figure 61)	↑	70
<b>The Homeless team have, by the use of a range of alternative accommodation options, reduced the number of homeless families placed in B&amp;B. This performance target is being met and we are confident that we can deliver an over reduction in with other target figures on homelessness.</b>														
NPA 3b	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	↑	18.4 weeks	↑	20.5 weeks (final figure 16.9 weeks)	↑	33 weeks
NPA 4b	Percentage reduction in energy use and carbon dioxide emission in the housing stock:- Housing within the County of Denbighshire	Cllr E Williams Graham Boase	N/A		bi) 0.94%	-		-		-				bi) 1%
Local PI	No of meetings No of tenants involved	Cllr P Dobb, Paul Quirk				Decision Sept 04 following Seminars						Deferred see below		25 25% (1,000)
Local PI	Contact with tenants Responses to documents	Cllr P Dobb, Paul Quirk				Jan-05						Deferred see below		90% 5%
Local PI	Turn out to vote on Housing Stock Transfer	Cllr P Dobb, Paul Quirk				Feb/March 05						Deferred see below		50%

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	Consideration of the two options is continuing. Further consultation meeting held with Members and tenants on 20th Jan 2005. The Housing Options held a formal meeting on 25th Feb 2005 and a newsletter was issued to all tenants and 8 area consultation meetings held. A draft Housing Stock Business Plan for the Stock Retention Model has been approved and submitted to WAG whose views are awaited.													
<b>ENVIRONMENTAL SERVICES</b>														
5.1 a (i)	Percentage of municipal waste recycled or reused. Quarterly	Cllr E Williams : Steve Parker	9.84%	7.50%	6.79%	7.14%	↑	7.30%	↓	6.76%	↓	8.86%	↓	10.5%
5.1 a (ii)	Percentage of incinerator residues, beach cleansing wastes, rubble and abandoned vehicles recycled. Quarterly	Cllr E Williams : Steve Parker	58.89%	70.00%	80.48%	100.00%	↑	100%	↑	100%	↑	100%	↑	95%
5.1 b	Percentage of municipal waste composted. Quarterly	Cllr E Williams : Steve Parker	6.41%	7.50%	6.32%	8.13%	↑	8%	↑	7.48%	↓	6.51%	↓	7.5%
	NAWPI 5.1 - The first quarter figures have now been corrected as errors occurred in the figures due to the departure of the previous Senior Waste Management Officer. The figures, therefore, have been amended accordingly. b )The amount of compostable material collected in the winter months is always lower.													
5.1 c	Percentage of municipal waste used to recover heat, power and other energy sources. Quarterly	Cllr E Williams : Steve Parker	0.07%	0%	0%	0%	→	0%	→	0%	→	0%	→	0%
5.1 d	Percentage of municipal waste landfilled. Quarterly	Cllr E Williams : Steve Parker	81.80%	82.00%	83.23%	79.00%	↓	79.00%	→	79.89%	↓	79.32%	↓	79%
5.5	Percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness. Quarterly	Cllr E Williams : Steve Parker	94.71%	95.00%	95.80%	97.00%	↑	97.00%	↑	98.00%	↑	97%	↑	96%
5.7	The percentage of population served by kerbside collection of recyclables. Quarterly	Cllr E Williams : Steve Parker	67.00%	44.00%	55.00%	52.80%	↓	52.80%	↓	52.80%	↓	52.80%	↓	55%
<b>NPA 4a</b>	<b>Percentage reductions in carbon emissions in the non domestic public stock</b>	Cllr E Williams : Gareth Evans			<b>2842 tonnes</b>							<b>2842 tonnes</b>	→	<b>2842 tonnes</b>
<b>NPA 4a - New contract for 05/06 using 70% renewable energy, thus reducing carbon emissions.</b>														
<b>LPA 14</b>	<b>New high quality jobs created through financial support programme - Cumulative</b>	Cllr E Williams : Gareth Evans			<b>247 (over 3 years)</b>	<b>14</b>	↓	<b>37</b>	↑	<b>99.5</b>	↑	<b>131.5</b>	↑	<b>57</b>
<b>LPA 15</b>	<b>Implement BREEAM Standard for all new designs for DCC sponsored buildings which are non residential</b>	Cllr E Williams : Gareth Evans				-		-		-		<b>0% No current Policy</b>	↓	<b>100%</b>
<b>LPA 10</b>	<b>Increase in affordable housing by a combination of (i) public sector programme and (ii) 30% element in new private housing schemes</b>	Cllr E Williams : Graham Boase				<b>0</b>	↓	<b>0</b>	↓	<b>0</b>	↓	<b>0</b>	↓	<b>85</b>
	To date 119 planning consents have been approved, however, these units can be built anything up to 5 years after the consent was granted. As the policy was only introduced in July 2004 no units have been completed to date. The definition is due to be reviewed with Housing/Planning Officers and WAG.													
Local PI	Number of houses in multiple occupation entered onto the Council's register ACCUMULATIVE	Cllr P Dobb, Graham Boase				<b>3</b>	↓	<b>4</b>	↓	<b>5</b>	↓	<b>8</b>	↓	<b>30</b>
Local PI	Development of cost effective medium to long term disposal options	Cllr E Williams : Steve Parker						Meeting arranged with main provider		see comment below		<b>(4) (5)</b>		Negotiate with prospective suppliers



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Regional composting facility proposed in partnership with Conwy BC) - plans still being developed (4) . Joint procurement contract being drafted with Conwy (5).														
Local PI	Tonnages removed – recyclable elements	Cllr E Williams : Steve Parker				0	↓	30 (green waste)	↓	55 (green waste)	↓	89 (green scrap & paper)	↓	150
Local PI	Number of notices issued for trade waste disposal and fly tipping (cumulative)	Cllr E Williams : Steve Parker				10	↓	16	↑	19	↑	34	↓	50
Local PI	Budget combined under one management unit	Cllr E Williams : Steve Parker				0	↓	0	↓	0	↓	Done	↑	66% combined
Local PI	% of work covered by new area teams	Cllr E Williams : Steve Parker				20%	↓	20%	↓	30%	↓	Exceeded	↑	40% of work
Local PI	Improved customer reaction (annual survey)	Cllr E Williams : Steve Parker				Annual		Annual		Annual		Survey undertaken - results being scrutinised (externally)		20% improvement
Local PI	Number of enforcement actions taken for litter and fly tipping	Cllr E Williams : Steve Parker				39	↑	45	↑	94	→	157	↑	100
<b>TRANSPORT</b>														
6.1	Cost of highway maintenance per km on principal roads. <b>Annually</b>	Cllr E W Williams : Steve Kent	£12,457.75	£7,885.00	£6,258.06	Annual reporting		Annual reporting		Annual reporting		£4,553 (estimate)	↓	£3,211
6.3 a	Condition of principal roads. <b>Annually</b>	Cllr E W Williams : Steve Kent	14.20%	Not set	11.0%	Annual reporting		Annual reporting		Annual reporting		Awaiting survey results		12%
6.3 b	Condition of non-principal roads. <b>Annually</b>	Cllr E W Williams : Steve Kent	27.0%	Not set	14.6%	Annual reporting		Annual reporting		Annual reporting		Awaiting survey results		30%
6.4	Percentage of street lamps not working. <b>Quarterly</b>	Cllr E W Williams : Steve Kent	N/A	0.5%	1.76%	0.41%	↑	0.39%	↑	0.49%	↑	0.67% (final figure 0.5%)	↑	0.7%
6.10	The percentage of total length of footpaths and other rights of way easy to use by the public. <b>Annually</b>	Cllr E W Williams : Steve Kent	47.20%	65%	56%	Annual reporting		Annual reporting		Annual reporting		67%	↑	64%
Local PI	Improve performance in respect of emergency repairs	Cllr E W Williams : Steve Kent				100%	↑	Not Available	↓	Not Available	↓	100%	↑	96%
Local PI	Improve performance in respect of actionable repairs	Cllr E W Williams : Steve Kent				95%	↑	96%	↑	96%	↑	96%	↑	80%
Local PI	Increase level of third party claims repudiated	Cllr E W Williams : Steve Kent				Not Available	↓	Not Available	↓	Not Available	↓	Not available	↓	10%
Established procedure, reporting from Finance in arrears - showing improvement of level of repudiation of 3rd Party claims but not yet quantifiable.														

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Local PI	Increase proportion of pre-salting actions completed before frost forms	Cllr E W Williams : Steve Kent				Winter Months only		Winter Months only		Winter Months only (Reportable end of quarter 4)		97%	↑	96%
Local PI	Accident report produced within 10 working days of receiving accident information	Cllr E W Williams : Steve Kent				100%	↑	No accidents reported	↑	100%	↑	No accidents reported	↑	100%
Local PI	Implement three schemes per annum – accident cluster sites	Cllr E W Williams : Steve Kent				Reported at end of financial year		Reported at end of financial year		Reported at end of financial year		100%	↑	100%
Local PI	Proportion of target school year population who have completed child pedestrian skills	Cllr E W Williams : Steve Kent				Not available		Not Available		Not Available		100%	↑	100%
Local PI	Improve proportion of safety checks carried out on appointed day (annual)	Cllr E W Williams : Steve Kent				Annual reporting		Annual reporting		Annual reporting		25.50%	↑	5%
<b>A reduction of 123 from 2003/04 figures</b>														
Local PI	Reduce level of reported accidents (annual)	Cllr E W Williams : Steve Kent				Annual reporting		Annual reporting		Annual reporting		102	↓	70
<b>The criteria for data collection has changed. All accident/incident damage is now reportable, therefore, last years target is unrealistic.</b>														
Local PI	Reduce vehicle downtime (annual)	Cllr E W Williams : Steve Kent				Annual reporting		Annual reporting		Annual reporting		7.00%	↓	5%
<b>Vehicle down time has increased due to the increase in fleet numbers and a delay in procurement of new vehicles, resulting in older vehicles being retained and used for longer</b>														
<b>PLANNING</b>														
7.1 a	Does the authority have a Unitary Development Plan in place? If no, go to (b) and (c)	Cllr E W Williams : Graham H Boase	N/A	Yes	Yes	Yes	↑	Yes	↑	Yes	↑	Yes	→	Yes
7.1 b	Is there a deposit Unitary Development Plan in place?	Cllr E W Williams : Graham H Boase	N/A	N/A	N/A	N/A	↑	N/A	↑	N/A	↑	N/A	→	N/A
7.1 c	What percentage of the population of the authority is covered by local plans which were adopted in the last 5 years?. <b>Annually</b>	Cllr E W Williams : Graham H Boase	36.00%	100%	100%	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	Cllr E W Williams : Graham H Boase	0.46%	<2.5%	0.40%	0.33%	↑	0.72%	↑	0.43%	↑	0.48%	↑	<1%
7.4	The percentage of planning applications determined within 8 weeks. <b>Quarterly</b>	Cllr E W Williams : Graham H Boase	60.50%	75.00%	70.50%	72.70%	↑	59.50%	↓	51.30%	↓	62.60%	↓	70%
<b>NAWPI 7.4 On reflection the annual target was probably set too high. It has been a difficult year for the Planning Section with two teams amalgamating into one, an office move, high appeal workload staff vacancies, difficulties at Planning Committees, etc.</b>														

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7.6	Quality in customer service (Planning Officers Society Wales checklist). <b>Quarterly</b>	Cllr E W Williams: Graham H Boase	9/11	11	11	11	↑	11	↑	11	↑	11/11	→	11/11
7.7	The percentage of standard searches carried out in 10 working days. <b>CUMULATIVE</b>	Cllr E W Williams: Graham H Boase	92.10%	65.00%	55.10%	40.60%	↓	62.6%	↓	95.80%	↑	97.5% (final figure 71.6%)	↑	65%
<b>ENVIRONMENTAL HEALTH &amp; TRADING STANDARDS</b>														
8.1 a	The percentage of food premises inspections that should have been carried out that were for high-risk premises. <b>Quarterly</b>	Cllr E W Williams : Graham H Boase	92.40%	100%	74.90%	9.50%	↓	24.40%	↓	40.80%	↓	60.60%	↑	60%
	<b>NAWPI 8.1 a</b> Officers have experienced difficulty with the relevant software package which records the visits to each individual food premises. Consequently a "back up" system has also been used by the team Leader. The data has been checked and the information provided for the first two quarters has been amended. The cumulative figure at the end of the third quarter is 40.8% (Target = 45%), as provided by the software system. However the Team leader estimated the true figure to be approximately 44%. Work is continuing to improve the accuracy of the software system.													
8.2 a	Score against the checklist of enforcement best practice for environmental health standards.	Cllr E W Williams : Graham H Boase	67.78%	90.0%	84.0%	83.5%	↓	83.5%	↓	83.5%	↓	83.5%	↓	90%
8.2 b	Score against the checklist of enforcement best practice for trading standards.	Cllr E W Williams : Graham H Boase	79.37%	90.0%	84.0%	83.5%	↓	83.5%	↓	83.5%	↓	83.5%	↓	90%
<b>NAWPI 8.2 a) and b)</b> Although the figure for Quarter 4 remained the same as Quarter 3 - a revised Enforcement Policy is being drafted and planned to be approved shortly.														
Local PI	Total number of food samples for the year	Cllr E W Williams : Graham H Boase				100	↑	258	↑	376	↑	392	↑	375
<b>CULTURAL SERVICES</b>														
LPA 12	Number participating in the Healthy Living Initiative	Cllr S Roberts : Ann Gosse	N/A		650	-		750	↑	897	↑	1,502	↑	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	Yes - Plan launched June 2003	↑	Yes - Plan launched June 2003	↑	Yes - Plan launched June 2003	↑	Yes - 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	Completed	↑	Completed	↑	Completed	↑	Completed	↑	Yes
9.1	The number of pupils visiting museums and galleries in organised school groups. <b>CUMULATIVE</b>	Cllr S Roberts : Ann Gosse	142,606	9379	9384	2,783	↑	4,976	↑	6,294	↓	10,618	↑	9,660
9.2	The number of visits to public libraries per 1,000 population <b>CUMULATIVE</b>	Cllr S Roberts, Ann Gosse	4,970.66	6,300.00	6509.73	Not available		3534.00	↑	Not Available		6,856.01	↑	6,600.00
9.3	The number of swims and other visits to swimming pools and sports centres per 1,000 population <b>CUMULATIVE</b>	Cllr S Roberts, Ann Gosse	8,942	9388	9394	2,322	↑	4,881	↑	6,349	↑	8,492	↑	7,990

**REPORT TO CABINET**

**REPORT BY: COUNCILLOR J THOMPSON-HILL, LEAD MEMBER FOR  
PROPERTY AND ASSET MANAGEMENT**

**DATE: 24 MAY 2005**

**SUBJECT: RHYL: FORYD HARBOUR**

**1.0. Decision Sought:**

1.1 To receive the feasibility study produced by Mouchel Parkman Ltd. and approve expenditure on the improvement and development of the harbour to be funded from the compensation received from the operator of the offshore wind farm

**2.0. Reason for seeking Decision**

2.1 Asset Management Committee on 10<sup>th</sup> March 2005 resolved to recommend Cabinet to authorise expenditure from the compensation received from the offshore windfarm on the harbour.

2.2 The Mouchel Parkman study was commissioned by the County Council to investigate the needs and wishes of local user groups who collectively are the Foryd Harbour Users Forum. The County Council as the major land owner within the harbour site needs to form an opinion on its merits. An executive summary of the study is attached to the report.

2.3 As the majority land owner within the site the County Council must also consider its obligations to the various users, lease holders, and mooring owners within and around the harbour. Consideration should be given as to how best to achieve this given the legalities associated with the site and the environment.

2.4 Following a decision taken by Cabinet on 29<sup>th</sup> April 2004, the County Council applied for external funding from the Objective One programme to provide boat storage facilities on the site of the former timber yard as part of its "Rhyl Going Forward" initiative and the result of this application is currently awaited.

2.5 The County Council has received compensation from the operator of the offshore wind farm which is tied to the development of Foryd Harbour. An assessment has been undertaken to identify improvements required in the harbour. It is recommended that the cost of the improvements identified in the assessment could be met from this compensation payment. An application will also be made to the Corporate Risk Management Fund to fund further work. The remainder of the compensation will be utilised for expenditure associated with the further development of the harbour such as preparation of an order for the creation of a Harbour Authority.

### **3.0 Power To Make the Decision**

3.1 Section 19 of the Local Government (Miscellaneous Provisions) Act 1976 gives the power to incur expenditure on providing leisure facilities.

### **4.0 Cost Implications:**

4.1 The County Council has received compensation as a consequence of permitting the mains electric cable from the windfarm to come ashore in the harbour area and this is tied to the development of Foryd Harbour.

4.2 There are no cost implications from receiving the feasibility study report. The implementation of any phase which might require a further financial input from the Council would be the subject of a further report in due course.

4.3 The compensation received from the offshore wind farm will be spent on the improvement and development of the harbour and will include such items as official notice boards provision, legal advice on marine matters including a harbour authority, clearance of non important wrecks and unsafe moorings. The remainder will be spent in conjunction with the Foryd Harbour Users Forum and Denbighshire County Council in the further improvements and developments that are currently being bought forward.

### **5.0 Financial Controller Statement:**

5.1 Care will need to be exercised to ensure the costs on any works etc carried out can be contained within the compensation payment received. It should not be assumed that further funding will automatically be available from the Risk Management Fund as the criteria is quite tight and the level of funds low.

### **6.0 Consultation Carried Out:**

6.1 For approximately three years Denbighshire County Council has been working with the Foryd Harbour Users Forum to agree and test the feasibility of future proposals for the harbour. The forum includes the ward member Cllr J Butterfield, and Rhyl Town Council member representative Cllr Chamberlain-Jones.

6.2 Rhyl Town Council have been formally invited to comment on the proposals.

6.3 Planning permission for the boat storage facilities at the former timber yard has already been granted by Conwy County Borough Council, and discussions have taken place between Conwy and Denbighshire Economic Regeneration Officers.

6.4 This report forms the basis of consultation with Denbighshire County Council members.

6.5 A public exhibition of the full proposals is being organised to follow the decision taken by the Asset Management Committee.

**7.0. Implications on other Policy Areas including Corporate**

7.1. Supports Denbighshire County Council corporate objectives:

“We will ensure that no ward in Denbighshire is among the 20 most deprived areas in Wales by 2007 with none in the top 50 by 2012”

“Each year, we will obtain up to £10 million of grants from other bodies to improve the county”

**8.0 Recommendation**

8.1 That Cabinet receive the Mouchel Parkman feasibility study.

8.2 Authorise expenditure on the improvement and development of the harbour to be funded from the compensation received from the operator of the offshore wind farm

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Report Author: Paul Smith

Date: 17.02.05

Ref:

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**Foryd Harbour,  
Rhyl**

**Feasibility Study  
Executive Summary**

## Report Control Sheet

**MOUCHELPARKMAN LIMITED**

**PROJECT NAME:** Foryd Harbour, Rhyl

**REPORT TITLE:** Feasibility Study – Executive Summary

**REPORT REFERENCE:** ExSumm RevB

COPY No.1

<b>Report Version</b>	<b>Detail</b>	<b>Prepared by: date</b>	<b>Checked by: date</b>	<b>Authorised for issue by: date</b>
<b>A</b>	<b>Final Issue (Rev G)</b>	<b>F N Chowdhury March 2004</b>	<b>F N Chowdhury March 2004</b>	<b>T J Rowe March 2004</b>
<b>B</b>	<b>Final Issue (Rev B)</b>	<b>May 2004</b>	<b>May 2004</b>	<b>May 2004</b>



## Executive Summary

Denbighshire County Council has commissioned a feasibility study into the potential for development of Foryd Harbour and the surrounding land, including an area of West Parade extending to Sydenham Avenue and the Marine Lake.

The study has included a market appraisal of options for development including the harbour, tourism, retail, commercial, leisure and residential sectors. Environmental and engineering issues have been considered sufficient to identify opportunities and constraints on development, particularly on the harbour site and in the harbour basin. Issues of land ownership and services have also been considered.

Although there is a growing cluster of successful marinas along the North Wales coast, evidence suggests that the demand for berths remains buoyant and especially high quality berthing facilities. There is, however, a gap in provision between the Conwy Estuary and the Dee and Mersey Estuaries that hinders the ready passage of boats along the coast. This study establishes that Foryd Harbour is ideally positioned geographically to provide a stop off point between existing facilities at these two locations.

The detailed market appraisal of harbour related elements of the study area has identified a shortfall in the availability of good quality harbour facilities within the one to two hour catchment areas of the primary conurbation in the North West England and North Wales area.

Table A1 identifies that there is a shortage of berths compared to boat owners within the 1 and 2 hour catchments and therefore there is sufficient market demand for additional harbour facilities of the type proposed for Foryd.

**Table A1**  
Differential between the number of existing berths and the percentage of population who are statistically likely to be involved in yacht cruising for 30 minutes, 1 and 2 hour catchments of Foryd Harbour

Catchment	Total Population	1.2% of Total Population	Number of ABC1's*	1.2% ABC1's*	Number of Marina Berths within Catchment	Differential between number of ABC1 and Berths
30 minutes	172,943	2,075	25,438	305	800	+495
1 hour	385,609	4,627	105,137	1,262	1,000	-262
2 hours	8,034,217	96,411	1,192,983	14,316	2,383	-11,933

\* Note: ABC1 bracket is defined as including:

- Major employers and higher managerial occupations
- Higher professional occupations
- Lower managerial and professional occupations
- Intermediate occupations

A detailed review of previous studies suggested that the harbour experienced natural siltation problems leading to excessive maintenance costs thereby inhibiting the development of the

harbour by private individuals. The findings of the review are summarised in Table A2 reproduced below and which describes the principal harbour development options:

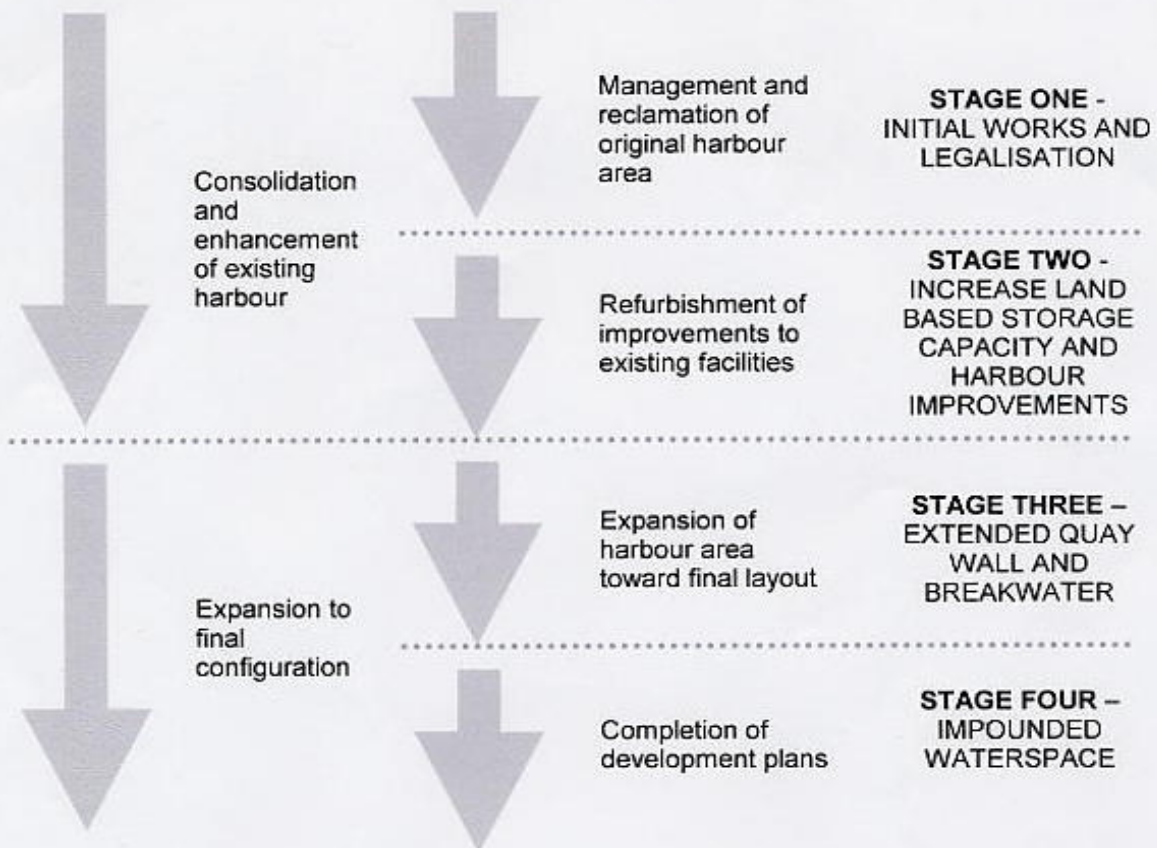
<b>Table A2 Principal Harbour Development Options - Advantages and Disadvantages</b>			
<b>Generic Description</b>	<b>Principal Advantages</b>	<b>Principal Disadvantages</b>	<b>Source Study</b>
Dredging of existing basin and channel entrance to provide low-water pool	<ul style="list-style-type: none"> <li>• Low capital cost</li> </ul>	<ul style="list-style-type: none"> <li>• High maintenance dredging costs</li> </ul>	Sir Bruce White Wolfe Barry and Partners
Creation of basin behind cross-river barrage with tidal access gate	<ul style="list-style-type: none"> <li>• Improved appearance of harbour at low water</li> </ul>	<ul style="list-style-type: none"> <li>• High capital cost</li> <li>• High maintenance dredging costs</li> <li>• More significant environmental impacts</li> </ul>	Sir Bruce White Wolfe Barry and Partners Rhyl Fisherman's Association & Rhyl Yacht Club County Planner and Estates Officer Wales Tourist Board Wallace Evans and Partners
Creation of off-line basin within existing harbour	<ul style="list-style-type: none"> <li>• Lower maintenance dredging costs</li> </ul>	<ul style="list-style-type: none"> <li>• High capital costs</li> <li>• Reduced value of remaining harbour</li> </ul>	Wallace Evans and Partners / HR Wallingford
Each of the above options could be developed as harbours supported from the Rhyl or Foryd banks with limited influence on cost or operational advantages			

It was concluded that in order for Foryd to maximise its potential as a harbour that in addition to improvements to the current harbour, an off-line basin would have to be created. The additional impounded waterspace would enable the potential income from berths and moorings to be maximised.

It should be noted that the Marine Lake is considered an asset to the area and the eventual further development of the harbour. It provides a sheltered waterspace that could attract year round water activity. For a successful harbour, investment and improved facilities will also have to be provided at this location and this is included within the study.

In order to achieve the final developed harbour (refer to Figure 01), it became evident very early in the financial assessment that the capital costs would be prohibitively very high and of the order of £15m. To achieve a single block funding for this amount was considered an unrealistic proposition due to the pressures that already exist on the funding agencies from all quarters. Therefore in order to make the development more viable, a staged development strategy was formulated that would spread the funding requirement over a period of seven years and would enable the harbour to be developed in manageable packages.

This Staged Development strategy is illustrated as follows:



The selection of items for inclusion in the individual stages has been made as follows.

Stage 1 includes items identified as being appropriate to the initiation of redevelopment of the harbour, essentially creating an appropriate management regime to consolidate the existing conditions and expanding the harbour facilities into areas that may be readily exploited for minimal capital outlay. The work would allow the existing harbour usage to continue with a minimum of disruption. Refer to Figure 02.

Stage 2 maximises the potential of the existing harbour area by increasing the efficiency of use of the existing water space and the on-shore support facilities. The existing facilities would be refurbished and, on completion, it is considered that the development would effectively represent the maximum development of the harbour that may be achieved without radical additions to the harbour. Refer to Figure 03.

Stages 3 and 4 represent the development of the harbour from its existing configuration to the form required for its final development. The division of this process into two stages has been introduced to facilitate an examination of the benefits and costs that might be introduced if sufficient funding were not available to enable the full development to be undertaken as one scheme. The facilities introduced at Stage 3 have been identified as providing an appropriate combination of services that would eventually service the final configuration, whilst minimising abortive work. Refer to Figure's 04 & 05.

The Project Plan estimates the capital and operating costs together with the anticipated level of income for each stage. The Plan illustrates the level of sustainability of the harbour at each Stage of development.

The following table summarises the total costs associated with each stage of development:

<b>Table A3 Capital / Construction and Legislative Costs</b>					
Development Stage		Total Costs for Works [A]	Other Costs [B]	Estimated Capital / Construction & Legislative Cost* [Ax35% + B]	Period of Expenditure
Stage 1	Initial Works and Legislation	£ 318,075	£ 35,000	<b>£464,400</b>	1 Year
Stage 2	Storage & Harbour Improvements	£1,115,250	£2,022,000	<b>£3,527,585</b>	2 Years
Stage 3	Extended Quay Wall & Breakwater	£3,218,500	£40,000	<b>£4,385,000</b>	2 Years
Stage 4	Impounded Waterspace	£6,075,900	£15,000	<b>£8,217,465</b>	2 Years

\* Additional 35% to works costs to account for design fee charges and contractor set up costs

Note that in Stage 2 a sum of £2m has been included for the provision of a landmark footbridge across the estuary, downstream of the existing Foryd Bridge. This will introduce a new gateway structure associated with the harbour development and signify the regeneration associated with the harbour. The costs for this structure could be allocated against any stage but it was placed within Stage 2 to provide a more even distribution of funds, see table below.

<b>Table A4 Capital Funding Profile/Project Programme</b>							
Project Year	1	2	3	4	5	6	7
Assumed Financial Year	2004/5	2005/6	2006/7	2007/8	2008/9	2009/10	2010/11
Development Stage							
Foryd Stage 1	£464k						
Foryd Stage 2		£1,764k	£1,764k				
Foryd Stage 3				£2,193k	£2,193k		
Foryd Stage 4						£4,109k	£4,109k
<b>TOTAL FUNDING</b>	<b>£464k</b>	<b>£1,764k</b>	<b>£1,764k</b>	<b>£2,193k</b>	<b>£2,193k</b>	<b>£4,109k</b>	<b>£4,109k</b>

For simplicity, the maintenance costs for each stage of development are taken to be fixed year on year. However, in practice there will be fluctuations in the yearly expenditure due to the impact of items having to be replaced as they reach the end of their lifespan and a trend towards increasing costs as installations age.

Management staff costs are based on an estimate of the weekly time input that would be required of allocated staff. Whilst the exact format for the Harbour Authority has yet to be agreed, for the purposes of this study, it is assumed that Council staff would undertake harbour management duties as part of their wider responsibilities, thereby allowing the Harbour Authority to manage the harbour activities without attracting unnecessarily high staffing costs. Staff involvement and hence costs will rise as the degree of development of the harbour advances.

Table A5 reproduced below summarises the annual operational and maintenance costs associated with each Stage of development. The cost estimates are based on routine maintenance costs for typical installations & buildings.

<b>Table A5 Estimated Annual Maintenance and Operating Costs</b>				
<b>Development Stage</b>		<b>Estimated Staff Costs</b>	<b>Estimated Maintenance Costs</b>	<b>Estimated Annual Total Cost</b>
Stage 1	Initial Works and Legislation	£68,000	£32,000	£100,000
Stage 2	Storage & Harbour Improvements	£90,000	£98,000	£188,000
Stage 3	Extended Quay Wall & Breakwater	£129,000	£98,000	£227,000
Stage 4	Impounded Waterspace	£182,000	£114,000	£296,000

It should be noted that the introduction of additional facilities to the harbour will introduce maintenance liabilities and operational costs. These liabilities and costs will have to be met by the newly formed Harbour Authority. Where there is a shortfall between liabilities and achieved income, it is assumed that these additional costs may have to be underwritten from the Council's own resources.

The assessment of potential income has been based on comparable rates and charges in the area, together with typical levels of usage based on percentage occupancy figures of marina berths at similar facilities.

The following table summarises the estimated income associated with each stage:

<b>Table A6 Estimated Income</b>		
Development Stage		Estimated Annual Income
Stage 1	Initial Works and Legislation	£67,500
Stage 2	Storage & Harbour Improvements	£136,500
Stage 3	Extended Quay Wall & Breakwater	£205,000
Stage 4	Impounded Waterspace	£348,500

Based on the above estimates of maintenance and staff costs relative to the estimated income generated by the facilities, the following approximate annual trading margins may be determined for the different stages of development.

<b>Table A7 Income / Expenditure Comparison</b>				
Development Stage		Annual Maintenance and Operating Costs	Annual Income	Annual Trading Margin
Stage 1	Initial Works and Legislation	£100,000	£67,500	-£32,500
Stage 2	Storage & Harbour Improvements	£188,000	£136,500	-£51,500
Stage 3	Extended Quay Wall & Breakwater	£227,000	£205,000	-£22,000
Stage 4	Impounded Waterspace	£296,000	£348,500	£52,500

These figures exclude the capital costs of financing the works necessary to construct or install the various facilities.

The above estimates indicate that the trading margin is close to zero at all stages of the development, i.e.  $\pm$ £50k per annum. The scheme will thus be dependant on capital funding at all stages which would, it is considered, need to be justified on the basis of the indirect income and employment benefits identified below.

Table A8 below illustrates the potential new businesses based upon a 200-berth marina that would typically locate at a marina/harbour.

<b>Table A8 Potential New Businesses, Direct Employee Jobs Created and Multiplier Effect</b>			
<b>New Business</b>	<b>Direct Employees</b>	<b>Average Salaries £000's</b>	<b>Economic Impact Multiplier Effect £000's</b>
Brokerage (power)	3.00	£6.9	£60.16
Chandlery	4.00	£9.7	£111.81
Rigging	1.00	£15.1	£43.76
Life Raft Service Hire	1.50	£10.1	£58.59
Electrics/Electronics	3.25	£13.4	£125.29
Sail Covers	2.86	£6.3	£51.90
Outboard Repairs	2.64	£7.9	£60.25
<b>Total</b>	<b>18.25</b>		<b>£511.76</b>

It is estimated therefore that indirect employment associated with the harbour activities could generate a positive impact of approximately £512,000 per annum on the local economy and by the creation of at least 18 jobs as represented in Table A8 above. This would be in addition to any jobs created by the Harbour Authority to operate and maintain the harbour.

Foryd Harbour is located within the West Rhyl ward which is identified as the most deprived ward in the whole of Wales according to the Indices of Multiple Deprivation. The West Rhyl ward performs poorly against all indicators but in particular against the employment and income parameters.

This feasibility study establishes that visiting boat owners, along with those with resident moorings, can make a useful contribution to the income of the local area. It is estimated that a facility of 200 berths (achieved after completion of Stage 4) would contribute approximately £535,600 per annum to the local economy through spending on chandlery, provisions, entertainments, etc. Taking into account the £512,000 generated by the indirect employment, the harbour activities would contribute over £1m to the local economy.

In reality, the income generated within the local economy would be far greater if income from general tourism associated with the harbour facilities is taken into account. For instance, there will be income generated with visitors staying overnight in hotels, visiting the local restaurants and public houses and generally spending along the promenade. The additional income generated by visitors to the harbour entering the West Rhyl and the town will help to sustain existing jobs and potentially create new ones.

In conclusion the evidence from this study suggests that the new harbour facilities would help to meet the current demand for moorings across the North Wales coast. Whilst capital funding would be required at each stage, if this could be secured, then there is a reasonable chance that the harbour development could be self sufficient in terms of meeting maintenance and operational costs. The developed Harbour will bring benefits to the local community in terms of at least 18 new jobs and generating additional income to the local economy of over £1m. These new jobs and income should lead to a better quality of life for the existing communities resulting in increased wealth, improved environment and access to better leisure facilities with the associated health benefits. Ultimately the project will lead to more sustainable local community thereby reversing the spiral of decline that currently exists in what is regarded as the most deprived ward in Wales.



Notes

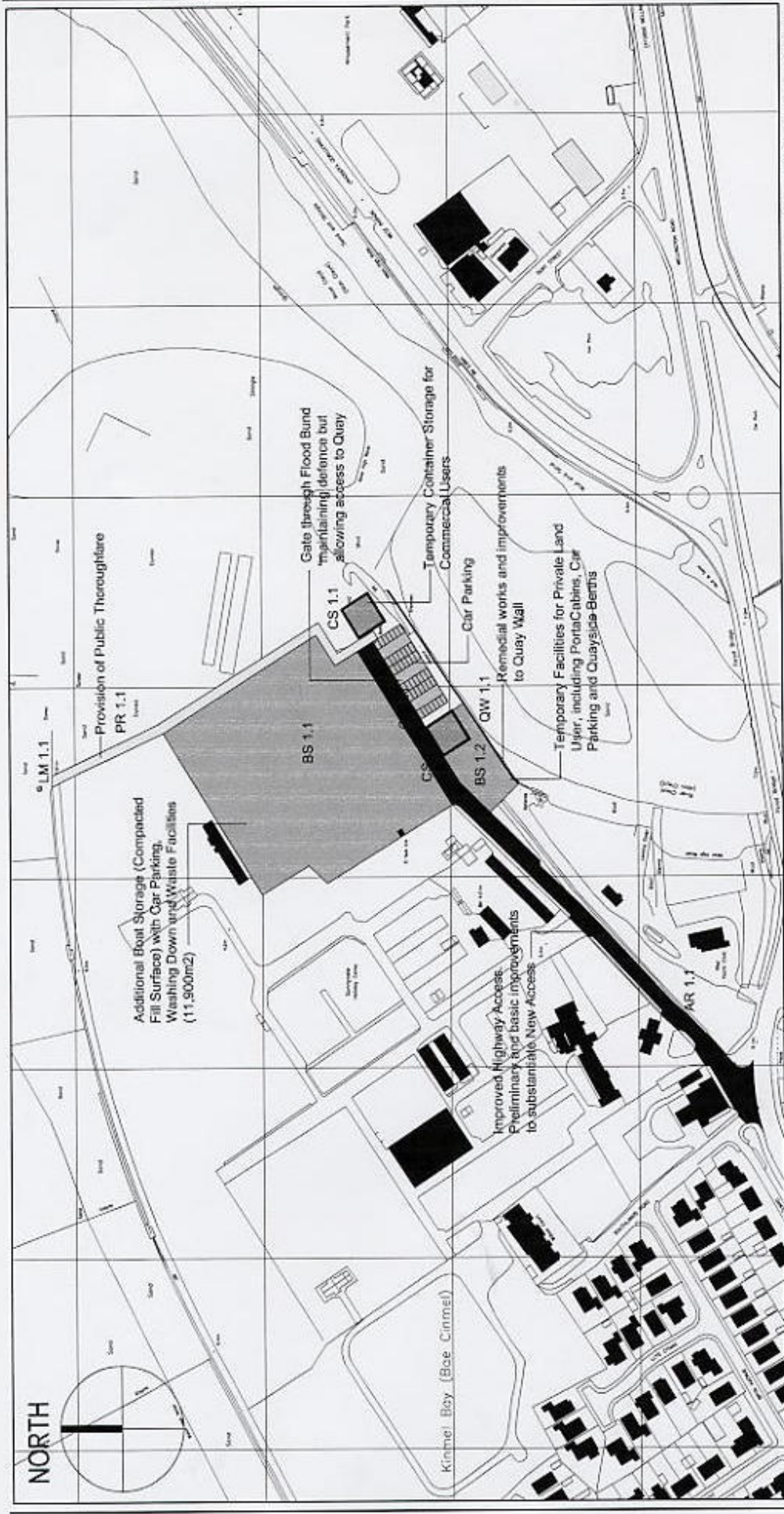


- Proposed Mixed Use Development by Others
- Proposed Visitor Centre Development
- Proposed Sailing/Waterports Centre
- Proposed Harbour/Yacht Club Development
- Proposed Hotels/Residential Commercial Development
- Proposed Private Developments
- Car Park Development
- Proposed Harbour Improvements
- Proposed Public Realm Improvements
- Proposed Public Realm Focal Spaces
- Proposed Shared Surfaces
- Proposed Landmark Features
- Proposed Boat Storage
- Proposed Private Greenespace
- Proposed Access Road
- Proposed Sidewalk
- Proposed Car Parking
- Proposed Bridge
- Proposed Structure Planting
- Proposed Beach Reclamation
- Proposed Dunes Restoration
- Proposed Boat Moorings
- Proposed Breakway Construction

NOTE  
Key Codes for Development Projects to be used in consultation with Forth Harbour Feasibility Study Project Plan







Client	DEMPHSHIRE COUNTY COUNCIL
Project	FORTH HARBOUR - FEASIBILITY STUDY
Report Title	SUMMARY ACTION PLAN
Sheet	0151_242_1177
Scale	1:2000
Drawn	0151_242_1177
Checked	0151_242_1177
Approved	0151_242_1177
Project Number	0151_242_1177
Figure Number	FIGURE 03
Page	4

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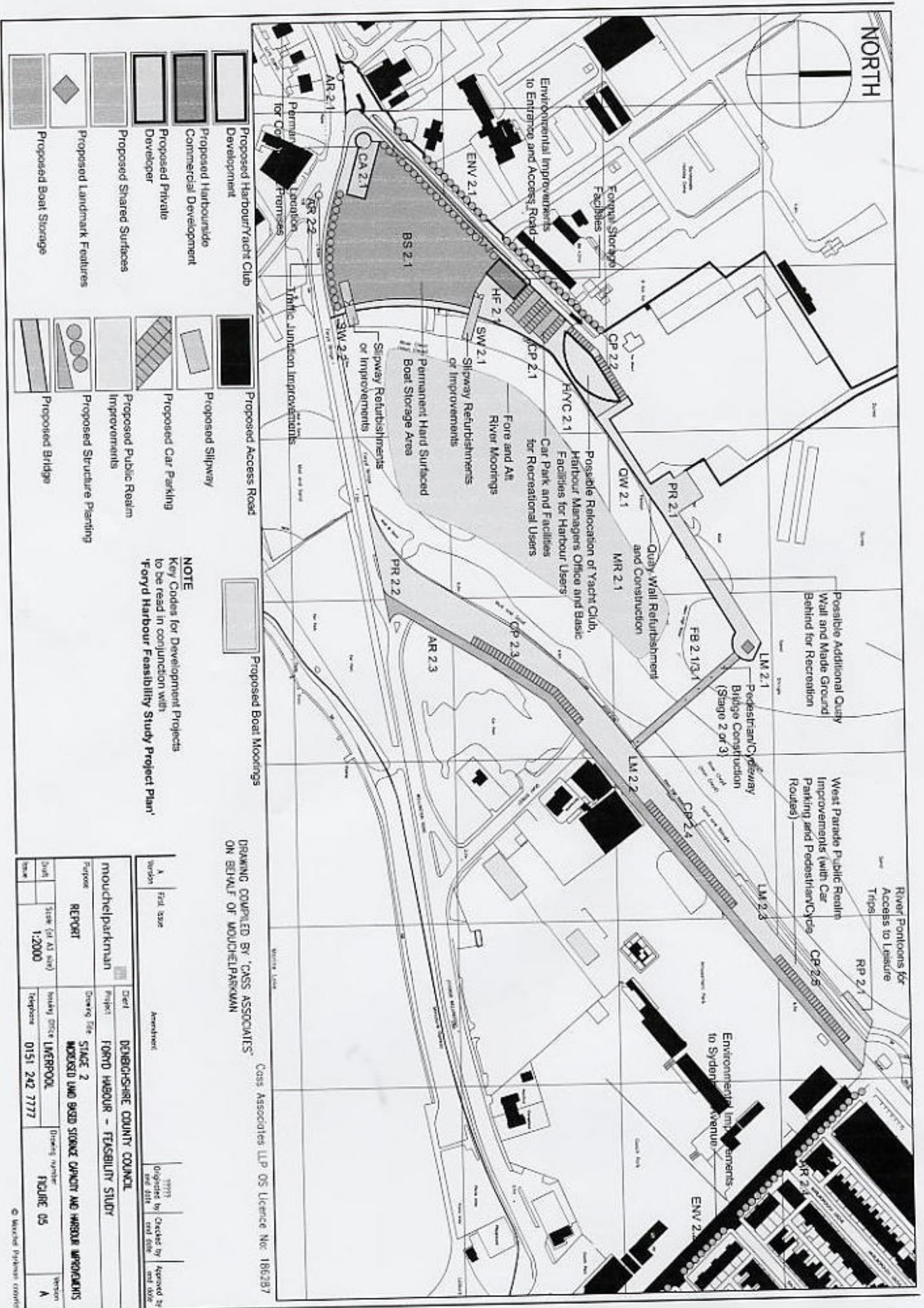
DRAWING COMPILED BY 'CASS ASSOCIATES'  
ON BEHALF OF MOUCHELPARKMAN  
Cass Associates LLP OS Licence No: 186287

**NOTE**  
Key Codes for Development Projects  
to be read in conjunction with  
'Forth Harbour Feasibility Study Project Plan'

-  Proposed Car Parking
-  Proposed Boat Storage
-  Proposed Structure Planting
-  Proposed Harbourside Commercial Development
-  Proposed Landmark Features
-  Proposed Public Realm Improvements

Version	First Issue	Amendment	Prepared by	Checked by	Approved by
A					

Client		DENBIGHSHIRE COUNTY COUNCIL	
Project		FORTH HARBOUR - FEASIBILITY STUDY	
Drawing Title		STAGE 1 INITIAL WORKS AND LEGISLATION	
Drawing number		FIGURE 04	
Scale (at A3 size)		1:2000	
Drawing Office		LIVERPOOL	
Telephone		0151 242 7777	
Version		A	

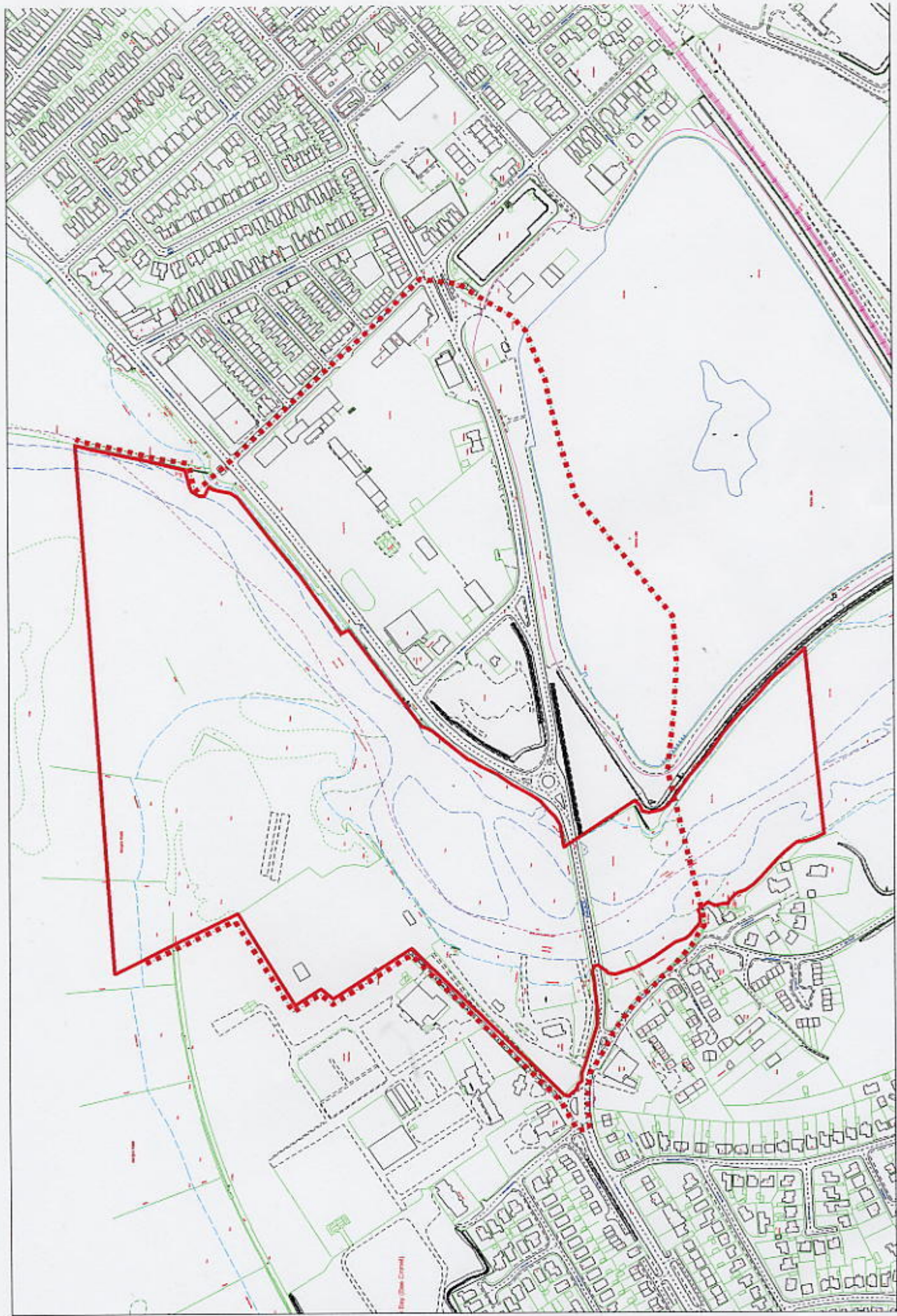


**NOTE**  
 Key Codes for Development Projects  
 to be read in conjunction with  
 'Forth Harbour Feasibility Study Project Plan'

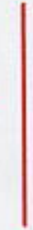
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Mouchel/Parkman		Client		Approved		Issued	
REPORT		Project		Approved		Issued	
1:2000		Drawing Title		Approved		Issued	
Scale (if A3 size)		Drawing No.		Approved		Issued	
1:2000		LIVERPOOL		Approved		Issued	
Telephone		Drawing No.		Approved		Issued	
0151 242 7777		FIGURE 05		Approved		Issued	
Version		Approved		Approved		Approved	
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Proposed Harbour Authority Operational Area



Limit of Study Area



**REPORT TO CABINET**

**REPORT BY: COUNCILLORS J THOMPSON-HILL, LEAD MEMBER FOR PROPERTY AND ASSET MANAGEMENT AND R W HUGHES, LEAD MEMBER FOR REGENERATION**

**DATE: 24 MAY 2005**

**SUBJECT: WEST RHYL REGENERATION STUDY**

**1.0 DECISION SOUGHT**

- 1.1 That Members receive the West Rhyl Regeneration Strategy Development Brief (see Appendix 1), and consider the implications of this key strategy document.
- 1.2 The Cabinet authorise officers to enter into negotiations with the Welsh Development Agency over a joint venture approach to implementing the Strategy.
- 1.3 That Members authorise officers to commence compulsory purchase proceedings against specific properties highlighted in the report, and shown on the enclosed plan, using either the County Council's compulsory purchase powers, or those of the Welsh Development Agency.

**2.0 REASON FOR SEEKING DECISION**

- 2.1 Rhyl Going Forward, from its inception, has recognised the need to deal with dereliction and underused property in the town. The impact of increasingly derelict properties on West Parade in particular, has had an unquantifiable negative impact on the perception of Rhyl, consequently on the performance of its business sector. One of the key actions identified in the Rhyl Going Forward Strategy is to deal with dereliction, and create opportunities and demand for private sector investment. In order to progress such a strategy, it has long been recognised that a need for compulsory purchase of key blocks of properties may exist, and consequently there was a requirement to prepare a master plan, to support the redevelopment of activity in West Rhyl.
- 2.2 In partnership with the Welsh Development Agency, the County Council commissioned a West Rhyl Regeneration Strategy which has been prepared by Nathaniel Litchfield and Partners and Lambert Smith Hampton. The objectives of this strategy were to (1) support the objectives contained within Rhyl Going Forward, (2) to develop a detailed strategy and master plan for future development in West Rhyl, (3) to consider the most appropriate forms of new development and refurbishment to regenerate West Parade, (4) to provide detailed site guidance for sustainable, viable and successful development, as a catalyst for regeneration. Appendix 1 of this report comprises the Regeneration Strategy, which seeks to establish a master plan for key sites along West Parade in Rhyl.

- 2.3 The master plan within the regeneration strategy considers a number of sites along West Parade and seeks to establish potential uses. One of the key sites in the strategy is the Ocean Beach site adjoining the Foryd Harbour. The report identifies this site as being predominantly redeveloped for housing purposes. Concerns have been expressed that this type of development will not meet the wider aspirations within the Rhyl Going Forward document which envisaged an economic catalyst on this site. Further work is being carried out and will be brought forward for consideration at a later date. Members are requested to note that in adopting the strategy, the final proposals for Ocean Beach may well be different from the limited approach adopted by Nathaniel Lichfield.
- 2.4 Subject to Member support for the strategy, it is considered that we now need to move towards implementation of the key aspects of the report. Preliminary discussions have been held with the Welsh Development Agency, and they have indicated their willingness to purchase some of the blocks of property, either on their own account or through some form of joint venture with the County Council. In order to be able to progress these discussions with the Welsh Development Agency, Member approval is sought to enter into joint venture arrangements if necessary, subject to the detail of the joint venture arrangements coming forward for approval in due course.
- 2.5 It is also clear that compulsory purchase activity may be required to purchase some of the individual properties, or complete blocks. There is evidence to suggest that a number of properties have recently been acquired by private developers, and concerns exist that either these properties will be subject to poor quality redevelopment, or that they will be left to become increasingly derelict until the public sector acquires them. It is also important to recognise the merits of redeveloping entire blocks of property, rather than the 'pepperpotting' which has occurred in some places to date. In order to be able to progress the Regeneration Strategy as soon as possible, it is recommended that approval be given for the County Council to use its compulsory purchase powers, or that support be given for the Welsh Development Agency to use their own powers of site assembly. Negotiations for the acquisition of individual properties can continue, however, in the interests of securing early redevelopment, and a finite timescale for this redevelopment, that support for the use of compulsory purchase powers be given.
- 2.6 It is understood that a developer may have secured an option on the Ocean Beach site. Whilst it is important that the whole of the site is brought forward, it may be necessary to defer this element of the project to allow consideration of any proposals that may emerge. Discussions are continuing with the WDA over our joint approach to this site.

### **3.0 POWER TO MAKE THE DECISION**

- 3.1 S120 of the Local Government Act 1972 gives the power to acquire land. S226 of the Town and Country Planning Act 1990 gives the power to implement Compulsory Purchase Orders.

#### **4.0 COST IMPLICATIONS**

- 4.1 There are no specific cost implications to this report, the costs of the Feasibility Study having been incurred by the Environment Directorate and the Welsh Development Agency in partnership. Ongoing work, jointly with the Welsh Development Agency, in implementing the development brief and progressing the early stages of compulsory purchase orders, can be contained within Directorate budgets.

- 4.2 Clearly, there are substantial costs associated with acquisition of properties, as well as subsequent demolition infrastructure and redevelopment costs. It is hoped that we can engage with private sector developers to underwrite a substantial proportion of these costs, and we will also seek externally derived grants from the Welsh Assembly Government or European funds. Prior to making a formal compulsory purchase order on any specific plots, using Denbighshire County Council powers or where Denbighshire County Council may incur costs, further approval will be sought from Members, for individual projects.

#### **5.0 FINANCIAL CONTROLLER STATEMENT**

- 5.1 The delivery of capital receipts from the disposal of surplus assets is crucial to the provision of additional resources to fund the backlog of desirable capital schemes.

#### **6.0 CONSULTATION CARRIED OUT**

- 6.1 Rhyl Going Forward has been the subject of extensive consultation over the past four years. The Rhyl Elected Members Group has received specific presentations on the West Rhyl Regeneration Strategy, and have indicated their support. The proposal has been developed jointly with the Welsh Development Agency, and preliminary discussions with the Welsh Assembly Government have also indicated their support in principle for such activity.

- 6.2 Part of the process of declaring a compulsory purchase area will be consultation with affected property owners and local residents, and this will be a key part of the work that is to be done over the next few months.

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

- 7.1 This proposal is an integral part of our response to the key corporate objective of ensuring that no Ward in Denbighshire is within the top 50 deprived wards in Wales by 2012. The proposal also contributes to a wide range of targets and objectives contained within the Community Plan as well as contributing towards the improvement of the environment in the County generally.

## **8.0 RECOMMENDATION**

- 8.1. That Members consider an accept the West Rhyl Regeneration Strategy, and support the implementation of the master plan contained within the Strategy subject to further work as the proposals evolve.
- 8.2 That Members authorise officers to enter into negotiations with the Welsh Development Agency, in respect of joint venture arrangements to pursue the implementation of the Master Plan and the Strategy.
- 8.3 Members support the use of Denbighshire County Council's compulsory purchase powers in respect of specific properties identified within the West Rhyl Regeneration Strategy and shown on the plan attached as Appendix 2 to this document. Members are invited to note the specific issues about the Ocean Beach site, contained in the body of the report.
- 8.4 Members note that prior to issue of compulsory purchase orders or voluntary purchases of individual properties, that further reports will be brought to Asset Management Committee or Cabinet for their consideration.



# West Rhyl Regeneration Strategy

## Development Brief



March 2006

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## 1. INTRODUCTION

### Background

- 1.1 The Rhyl Going Forward strategy is the adopted<sup>1</sup> framework for the regeneration of Rhyl. One of the strategy's initial projects to get underway is *Space for Living* and the commissioning of the West Rhyl Regeneration Area (WRRRA) strategy and masterplan is one of the first actions under this project heading. The masterplan for the WRRRA has been developed to guide the revitalisation of its physical environment leading to clear regenerative benefits. The opportunities identified are believed to be potential catalysts for real and radical change within Rhyl.
- 1.2 The WRRRA land use strategy has considered the factors that have a major influence on the physical environment and these are,
- The unbalanced nature of housing tenure;
  - Poorly designed and maintained open space;
  - An outdated and dispersed tourism function.
- 1.3 Following on from the land use strategy, a series of discreet Action Areas have been identified within the WRRRA and a targeted strategy for each site has been produced.

### Purpose of Brief

- 1.4 This Development Brief has been produced, to provide further detailed guidance on development within each of the Action Areas. It seeks to aid both the public and private sector's in setting out clear guidance on how the

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<sup>1</sup> Adopted by the Rhyl *Pact* – a public sector group which includes the Welsh Development Agency, Denbighshire County Council, Rhyl Town Council, Coleg Llandrillo, Wales Tourist Board, Job Centre Plus, Working Links, Careers Wales, ELWa, North Wales Police, Pennaf (Clwyd Alyn Housing Association), Conwy and Denbighshire NHS Trust and Denbighshire Local Health Board.

Strategy is to be delivered in these key locations, delivering sustainable and viable development that will act as a catalyst for the WRRRA's wider regeneration.

- 1.5 For each Action Area the brief sets out details of the site, the type of use(s) considered acceptable, the layout, design and extent of development and Implementation issues.

### **Design Rationale**

- 1.6 The approach required will aim to achieve high quality redevelopment that successfully addresses the negative perceptions of West Rhyl. Accordingly, the design standard of proposed development, should meet the aspirations of the community and other stakeholders and respond to the strategic importance of the West Rhyl area within the context of the Rhyl Going Forward strategy.
- 1.7 By encouraging high quality design, West Rhyl will become a more distinctive, successful and sustainable location in which to live and work. New development should be influenced by the local context in its legibility, character and diversity and should introduce new elements of innovative design throughout. Poor quality 'pastiche' styles and ill-considered design will be rejected.
- 1.8 To ensure this is achieved in each of the identified Action Areas, the following are essential components in good urban design:
  - Achieving sustainable design solutions;
  - Sustaining or enhancing character;
  - Promoting a successful relationship between public and private space;
  - Ensuring ease of access for all;

- Promoting quality choice and variety;

1.9 Consideration of these factors will influence the layout, density, massing, form and function of the Action Areas, and will be central to the successful redevelopment of the Action Areas.

1.10 The map overleaf shows all recommended action areas within the WRRRA masterplan. Since the masterplan was completed however, progress has occurred in Action Area F (on map overleaf) and this site is therefore omitted from consideration in this Development Brief.

**Error!**

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## **2. PLANNING POLICY AND DESIGN GUIDANCE**

### **Introduction**

2.1 The requirements of this brief are founded in the aims and objectives of planning policy and design guidance. This includes the strategic and local planning context in Planning Policy Wales (PPW) and the adopted Denbighshire UDP (July 2002) and various supplementary planning guidance. The guidance from these documents is summarised below, including relevant design guidance.

### **Planning Policy Wales**

2.2 Planning Policy Wales (PP Wales) sets out the planning and land use policies of the Welsh Assembly Government. Its central objective is to provide an appropriate framework for sustainable development within Wales.

2.3 PP Wales outlines the importance of design as a means by which the environment can be protected, social inclusion promoted and the quality of life enhanced and states that this should be the aim of all those involved in the development process.

2.4 In terms of new residential developments, PP Wales encourages the creation of sustainable residential environments, which include:-

- Easily accessible and mixed use developments;
- An emphasis on quality and design
- Clear, well integrated settlements with connections to the existing pattern of settlements.

2.5 PP Wales states that the best locations for retail provision are town and district centres which are both close to other services and easily accessible by a range of transport means. It continues by stating that in existing

centres, the restoration of redundant buildings worthy of retention can make them suitable for re-use for a variety of retailing, commercial or residential purposes.

2.6 PP Wales notes that open spaces within urban areas fulfil multiple purposes which enhance the quality of life and contribute to biodiversity, the conservation of nature and air quality.

### **Technical Advice Note (Wales) 12: Design**

2.7 PP Wales is supplemented by a series of Technical Advice Notes (TANs). TAN12 (October 1997) considers design issues and sets out the Assembly's objectives for new development.

2.8 TAN12 notes that the appearance of development and its relationship to its surroundings are material considerations which should be taken into account when determining planning applications. For this reason, developers should pay particular attention to a wide range of design considerations including:

- The relationship between buildings and the streets and other spaces that make up the public domain;
- The nature and quality of the public realm;
- The relationship between different parts of a settlement;
- The relationship between buildings and their landscape setting; and
- The patterns of movement that are established.

2.9 TAN12 highlights the importance of ensuring that new developments are sensitive to the local context and shows how it is not appropriate to apply general standards or design solutions. Rather, it requires the design and layout of new developments to reinforce the distinctiveness of the local area. In assessing the appropriateness of a new development, factors such as scale, density, height, massing, layout, landscape and access should all be taken into consideration.

### **Denbighshire Unitary Development Plan**

2.10 The Unitary Development Plan (UDP) provides certainty and confidence regarding future development proposals in providing a sound framework for land use planning decision making.

2.11 Part 1 of the UDP includes Policy STRAT 5 on design, which states that:-

‘New Development will be required to:-

- be of a high standard of design, form, scale, materials and siting of new buildings and structures;
- be of a high standard of design, layout and landscaping of spaces;
- protect the character and amenity of the locality and provide adequate amenity standards itself;
- respect local styles; and
- provide a safe and secure environment for people and property.’

2.12 Other relevant UDP policies in Part 2 include Policy CPZ 3, which encourages new development and facilities on the seafront.

2.13 Policy RET8 endorses the redevelopment of the ‘Piazza’ shopping centre. An entertainment zone is designated under Policy TSM 17, located along West Parade between Abbey Street and Queen Street, where amusement arcades and A3 uses are permitted.

### **Supplementary Planning Guidance**

2.14 The Council has also produced supplementary planning guidance (SPG) on conservation areas, of which two are within West Rhyl at:-

- Queen Street/Crescent Road;
- River Street

2.15 The Conservation Area is likely to change during the life of this Brief and is likely to be extended but is not destined to affect the Action Areas highlighted.

2.16 There is also SPG (May 1999) on the site at Queen/Sussex/High Street, earmarking it for new retail development. This sets out the basic guidelines and preferred uses for this site. This Development Brief updates the SPG in accordance with the Regeneration Strategy.

### **Best Practice Guidance in Design**

2.17 A number of best practice guides have been produced in recent years. The Development Brief takes into account relevant guidance including the following, which can be downloaded from [www.cabe.org.uk](http://www.cabe.org.uk) ;

- Housing Audit: Assessing the Design Quality of New Homes (Oct 2004) CABE
- Design Reviewed: Urban Housing (July 2004) CABE
- The Use of Urban Design Codes (Nov 2003) CABE
- The Value of Housing Design of Layout (Jan 2003) CABE
- Shifting Sands: Design and Changing Image of English Seaside Towns (July 2003) CABE
- Building in Context (July 2002) CABE

2.18 The key themes that are developed in these guides include:

- **Character:** New development should reinforce locally distinctive patterns of development;
- **Continuity and Enclosure:** New development should promote continuous, active street frontages to help to define the public and private realm;
- **Quality of public realm:** New development should promote safe and attractive routes for all members of society;

- **Ease of movement:** New development should promote accessibility and permeability;
- **Legibility:** New development should provide easily recognisable routes, intersections and landmarks;
- **Adaptability:** New development should provide a place that can change easily; and
- **Diversity:** New development should promote choice through a mix of compatible uses.

2.19 Consideration should also be given to the document 'Shifting Sands – Design and the changing image of English seaside towns' produced by English Heritage and CABE. This notes that many seaside towns are in decline, suffering from a low wage economy and poor private housing. Many have now recognised the need for change and that this will be a long term process.

2.20 A key element is the quality of the built environment and the central role played by new high quality buildings and open spaces. Such new developments should create new destinations that are attractive to potential residents, to investors and to business, where people want to live and work.

2.21 The guidance suggests that regeneration can be achieved through a variety of means such as attracting new housing, providing new employment or revitalising the tourism product. The key is to raise the quality without losing the historic charm. In the guidance, design is recognised as an important element and should include:

- Adding economic, social and environmental value that does not necessarily cost more or take longer to deliver;
- Delivering high investment returns for developers and investors by meeting a clear occupier demand that also helps to attract investors; and
- Delivering economic benefits by opening up new investment opportunities and encouraging more successful regeneration.

### **3.0 OCEAN BEACH (ACTION AREAS A,B & C)**

#### **Site Details**

- 3.1 The main Ocean Beach site (Area A) is located at the western end of West Parade, is broadly rectangular in shape and cover approximately 5.4 hectares. Along with the adjacent Quay Street Car Park and the informal car park sandwiched between Marine Lake and the A548 Coast Road, the total redevelopment area amounts to 6.95 Ha.
- 3.2 Although there are some permanent structures on site, including the distinctive ‘log flume’ ride, many of the funfair attractions at Ocean Beach are only temporary exposing a large unattractive expanse of concrete in winter. The permanent buildings on the site are located towards the frontage of West Parade, with a mixture of one and two storey buildings. The buildings are varied in design with some plain concrete buildings, amusement arcades and a two storey building with a large glass frontage. Although the buildings appear relatively modern, many are in a poor condition and with crumbling facades and in need of re-investment. The proposed redevelopment of the site is for a mixed use scheme incorporating primarily new housing with non-food retail, leisure and A3 uses along the promenade front.

#### **Planning Policy Context**

- 3.3 The main site is designated in the Denbighshire UDP as a ‘major tourism development area’ (Policy TSM14). The policy allows for attractions, accommodation or infrastructure to be permitted provided that these bring about an overall improvement in the tourism appeal and attraction of the area. The site is also included within the CPZ 1 Coastal Planning Zone, which restricts development to only that which:
- is essential for the development to have a coastal location;

- does not unacceptably harm:
  - a) the townscape and/or landscape value, character and appearance of the coast;
  - b) the scientific, historic or nature conservation value of the coast;
  - c) natural or physical coastal processes.

3.4 Within the open and undeveloped section of the zone, the policy states that the primary consideration will be the preservation and enhancement of the coastal landscape character and its features. Development which detracts from its landscape value will be resisted and any development permitted will be required to meet the highest standards, avoiding harm to both nearby and distant views.

### Constraints and Opportunities

3.5 The constraints to, and opportunities for, redevelopment of the site are outlined in the following plan and SWOT analysis.

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>- Adjacent to the seafront, Marine Lake and the proposals for Foryd Harbour</li> <li>- Good connections to the west and the town centre</li> <li>- Close proximity of the town centre</li> <li>- Gateway site</li> </ul>	<ul style="list-style-type: none"> <li>- Proximity to poor quality housing area</li> <li>- Drab/bleak appearance, especially in winter</li> <li>- Vehicular/pedestrian conflict</li> <li>- Perception as landmark of West Rhyl</li> <li>- Urban grain of West Parade breaks down at Ocean Beach</li> <li>- Poor relationship/integration with rest of the</li> </ul>

	<p>area</p> <ul style="list-style-type: none"> <li>- Multiple ownership although one main owner</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>- Large site that will create a critical mass of new development</li> <li>- Potential to create landmark development</li> <li>- Potential to develop neighbouring sites</li> <li>- Availability of Objective 1 Funding</li> </ul>	<ul style="list-style-type: none"> <li>- Competing redevelopment uses</li> <li>- Owner expectations</li> <li>- Pressure to maximise development potential versus the requirement for development that benefits wider area.</li> </ul>





- KEY**
- Major Vehicular Routes
  - Car Parking
  - Distance to Town Centre Facilities and Services
  - Land Ownership and New Site restrictions
  - Town Gateway Opportunity
  - Potential Link to proposed Foryd Harbour
  - Links to enhanced Marine Lake

West Rhyl Development Strategy

**Opportunities & Constraints - Ocean Beach**

Welsh Development Agency

June 2004

NTS

ZP

WE1206

**Nathaniel Lichfield & Partners**  
Development Planning  
Urban Design Associates

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Project No: WE1206/June000

## Regeneration Strategy Objectives

- 3.6 The key issues of relevance from the landuse strategy rise from the recommendation to consolidate the tourism function of West Rhyl and using private housing as a pivotal tool to regenerating the area. These objectives have been translated into a specific Action Area strategy for Ocean Beach that requires the tourism function of the site to be removed and redeveloped as a mixed development of:
- High quality residential use;
  - An element of ground floor niche retail/A3 /leisure uses and, possibly
  - A hotel.
- 3.7 The purpose of introducing new market housing is to create a critical mass of economically active owner-occupiers who would both change the demographic profile of the area and property that would spread value increase into West Rhyl. One of the other key objectives is to establish a ‘Marine’ or ‘Harbourside’ area in conjunction with proposals for rejuvenating the Foryd Harbour area. It is therefore important that there is an element of retail/A3/leisure uses at ground floor level which will also provide active frontages along parts of West Parade, which could itself be pedestrianised. An area should be set aside within the site for a hotel to be developed. However, should there fail to be market demand for such a use within 18–24 months of a commitment to a site, additional private residential development should be encouraged to come forward.
- 3.8 The Action Area Strategy identifies the Quay Street and Marine Lake Car Park areas as suitable sites for further phases of the Ocean Beach redevelopment.

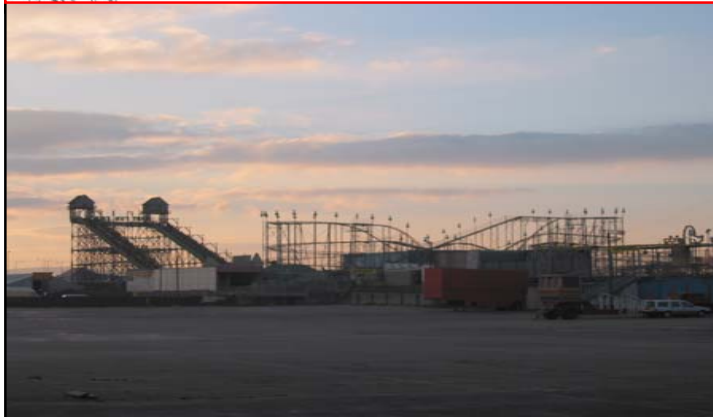
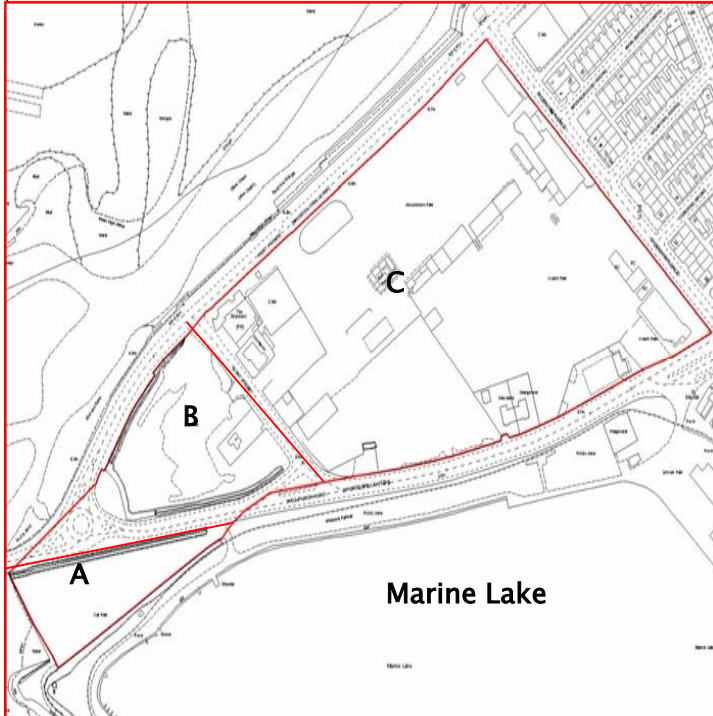
## Development Requirements

- 3.9 The quality of any redevelopment of this site is crucial to the broader regeneration aspirations for West Rhyl. Its size and location mean that it is strategically important and that it will have a major impact on the range of proposals set out in the WRRRA Strategy.
- 3.10 Accordingly, there is a need to create a high quality environment that strengthens the sense of West Rhyl as a place as well as providing impetus for wider change. The development should be in accordance with the relevant landuse and Action Areas Strategies of the WRRRA.

West Rhyl Regeneration Strategy: Development Brief

**Action Area A, B & C: Ocean Beach & Adjacent Car Parks**

Site Area: 6.95 Hectares



Area Attributes and Development Opportunities

**Outline Description of Existing Area**

The main site faces Rhyl seafront, with its northern boundary formed by West Parade. To the south lies Marine Lake - a man-made lake and the original location of the funfair at Rhyl – which is currently used for water sports and as amenity space. Wellington Road separates Marine Lake from Ocean Beach.

The site as a whole is in multiple ownership, although the majority of the site is under the ownership of the fairground operators. Some of the A3 uses are under tenancy agreements.

**Existing Planning Policy Status**

The site is designated in the Denbighshire UDP as a ‘major tourism development area’ (Policy TSM14). The policy allows for attractions, accommodation or infrastructure to be permitted provided that these bring about an overall improvement in the tourism appeal and attraction of the area. The site is also included within the CPZ 1 Coastal Planning Zone

**Proposed Design, Use, Density and Tenure**

It is important that the site comes forward as one parcel of land for a comprehensive redevelopment scheme (although the Quay Street and Marine Lake Car Parks could come forward at a later stage). Unless a consortium of all landowners can be assembled to promote the site in accordance with the West Rhyl Regeneration Area strategy and this Development Brief, a CPO will be required to bring the site forward for development. The preferred future uses are Private Housing, A3, Leisure Uses and non-food retail within a Mixed Use scheme.

**Phasing and Anticipated Implementation Dates**

Very high priority – Next 18-24 months

**Development Status**

Majority land owner is a willing vendor.

### 3. WEST PARADE (ACTION AREAS D, E, G)

#### Site Details

- 4.1 This section of the Development Brief considers the three seafront Action Areas that are located on West Parade. They are:
- ***Action Area D:*** The Junction of Sydenham Avenue and No.91 West Parade
  - ***Action Area E:*** Nos. 83–90 West Parade and the Palace Hotel;
  - ***Action Area G:*** Nos. 46 –57 West Parade and Nos. 1 – 9 John Street
- 4.2 These three sites have been identified as Action Areas as they are considered to be of the poorest quality along West Parade and/or where new targeted development would have the most positive wider benefit. All three sites face north–westwards to the Rhyl seafront and the promenade.
- 4.3 Most of the areas contain a number of buildings, resulting in multiple ownership of sites D, E and G. It is likely that CPO powers will have to be invoked to ensure that site assembly takes place on these sites to allow development to proceed.
- 4.4 The low rise A3 units on site D towards Ocean Beach are modern and are mainly of a concrete block construction. The four storey properties on sites E and G are of Victorian vernacular, although much of the original architectural detailing has been lost, and many have been rendered and/or pebble–dashed. The condition of these buildings is poor and they are in need of redevelopment.

#### Planning Policy Context

- 4.5 All of the West Parade Action Areas, except for the partially cleared Area D, are included in residential policy HSG15. This policy restricts non self–contained accommodation except for where the following criteria are met:–

- That it regularises a development which already occurred on or before 20<sup>th</sup> October 1998 and where the planning history of the property makes it unreasonable to do otherwise;
- The size, physical layout and other constraints of the building and its neighbours make it difficult or uneconomic or unsuitable to adapt the building for any other beneficial use;
- The proposals meet the Council's approved minimum layout/space guidelines for non self-contained units and satisfactory on-site arrangements have been made for refuse disposal/collection and clothes drying areas.

4.6 Action Areas D and E are both covered by tourism policy TSM 14 which allows for attractions, accommodation or infrastructure to be permitted provided that these bring about an overall improvement in the tourism appeal and attraction of the area.

### **Constraints and Opportunities**

4.7 The constraints to, and opportunities for, redevelopment of the site are outlined in the following SWOT analysis and plan.

### **Regeneration Strategy Objectives**

4.8 The key issues of relevance from the land use strategy arise from the recommendation to reduce the number of houses in multiple occupancy and to introduce a more economically active population of owner occupiers, as well as the removal of tourism related uses from the Ocean Beach end of West Parade.

4.9 This is borne out in the Action Areas Strategy for these blocks as being redevelopment or refurbishment for residential purposes. The requirement is for either high quality market housing, and/or good quality affordable housing such as sheltered units.

### **Development Requirements**

- 4.10 The quality of redevelopment on the three sites will play an important role in the regeneration of West Rhyl. The sites are in highly prominent locations and will help link future proposals at Ocean Beach with those for the rest of West Rhyl. The redevelopment of these sites should take into consideration the Drift Park<sup>2</sup> proposals that are to be implemented on the Promenade.
- 4.11 The development should be in accordance with the relevant land use and Action Areas Strategies of the WRRRA Strategy with each separate Action Area considered in turn.

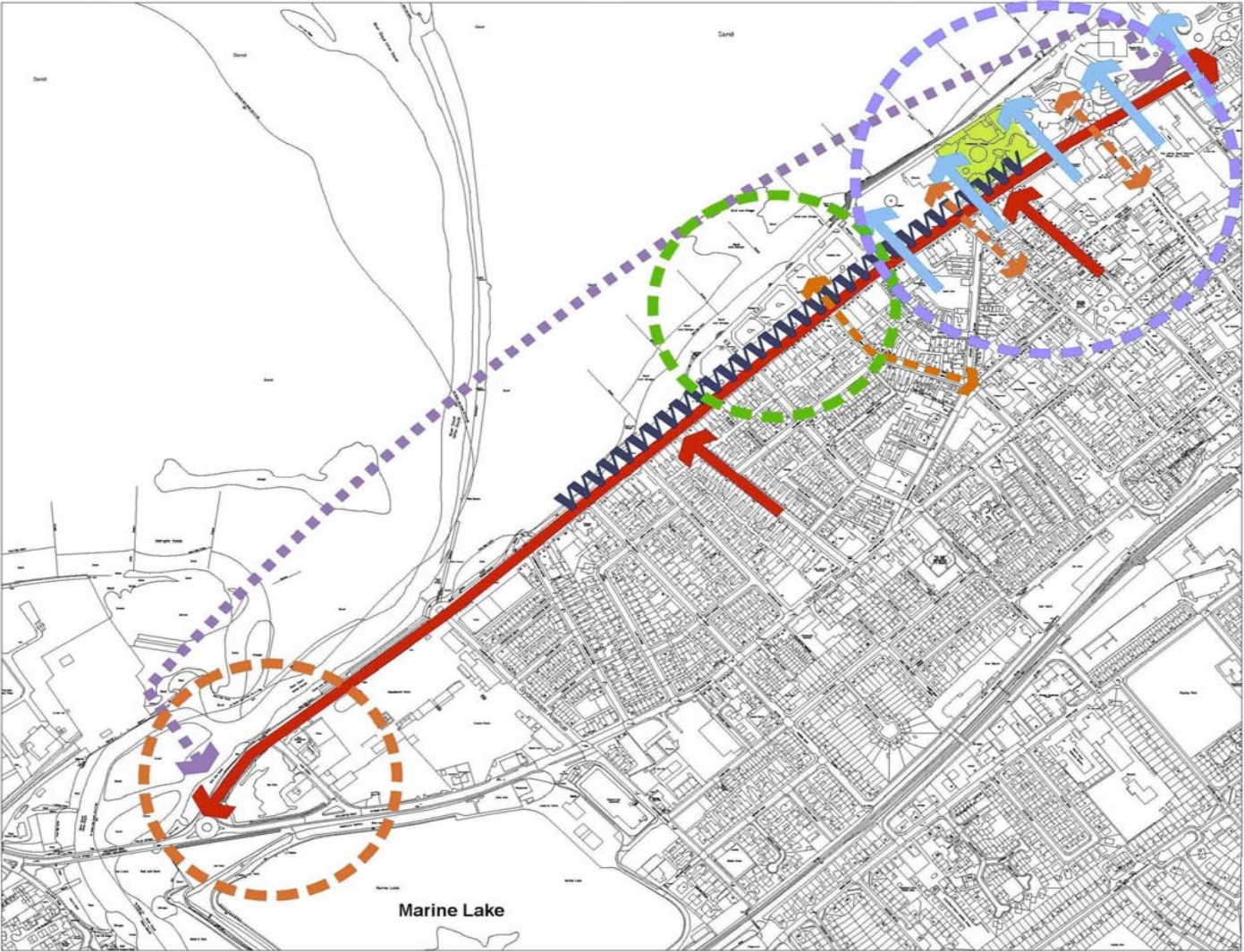
<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>- Adjacent to the seafront and promenade</li> <li>- Overlooking the proposed Drift Park</li> <li>- Close proximity to the town centre</li> <li>- One of the prime frontages in Rhyl</li> <li>- Key location between new development and the town centre</li> </ul>	<ul style="list-style-type: none"> <li>- Proximity to poor quality housing area</li> <li>- Vehicular/pedestrian conflict</li> <li>- Lack of car parking spaces</li> <li>- Perception as landmark of West Rhyl</li> <li>- Urban grain of West Parade breaks down</li> <li>- Close proximity to the existing promenade</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>- Potential to create landmark development</li> <li>- Potential for new and innovative development</li> </ul>	<ul style="list-style-type: none"> <li>- Owner expectations</li> <li>- Pressure to maximise development potential versus</li> </ul>

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<sup>2</sup> The redevelopment of the West Parade promenade area has produced innovative proposals for a 'Drift Park' concept. The aim is to improve the public realm and encourage the private sector to invest in the residential and commercial properties along the parade. A funding package is being assembled and it is hoped to start work during the early Summer 2005.

that maintains the continuous frontage of West Parade – Objective 1 Funding	the requirement for development that benefits wider area.
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**KEY**

- Major Vehicular Routes
- Unattractive Promenade with isolated poor facilities - Opportunity for more pedestrian friendly environment and improved links
- ww** On Street Parking
- Poor Town to Beach Visibility
- Poor Pedestrian Linkages
- Underground Car Parking
- Town Gateway Opportunity
- New high Quality Environment
- Concentration of Leisure Uses

West Rhyll Development Strategy

**Constraints & Opportunities - West Parade**

Welsh Development Agency

June 2004

NTS

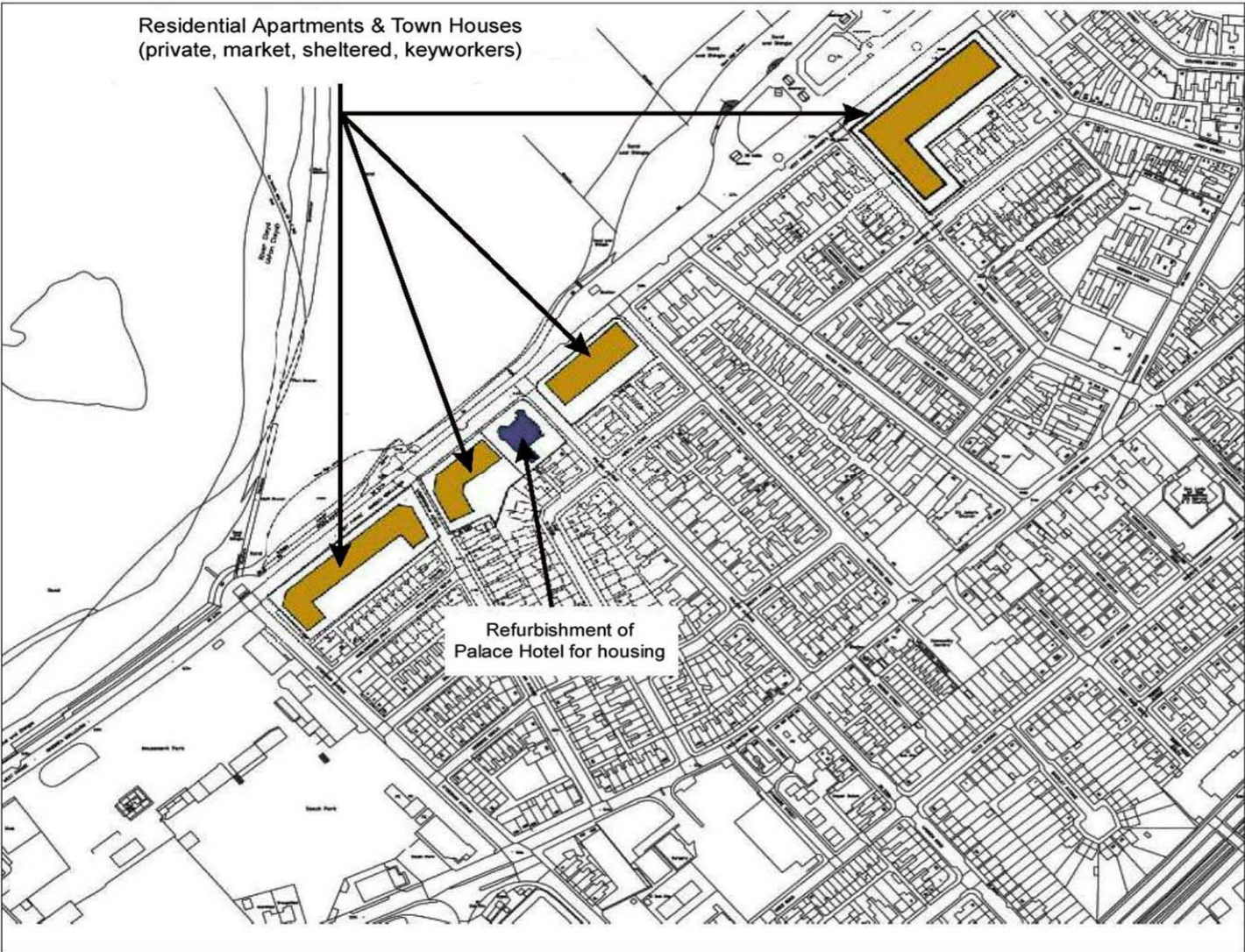
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WED1286

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**Nathaniel Lichfield & Partners**  
Development Planning  
Urban Design, Architecture

WED1286/000007



**KEY**

West Rhyl Development Strategy

**West Parade Recommendations**

West Rhyl Development Strategy

DATE: April 2024

TITLE: NTS

BY: MH

REF: WR/2206

**Nathaniel Lichfield & Partners**  
Development Planning  
Urban Design | Research

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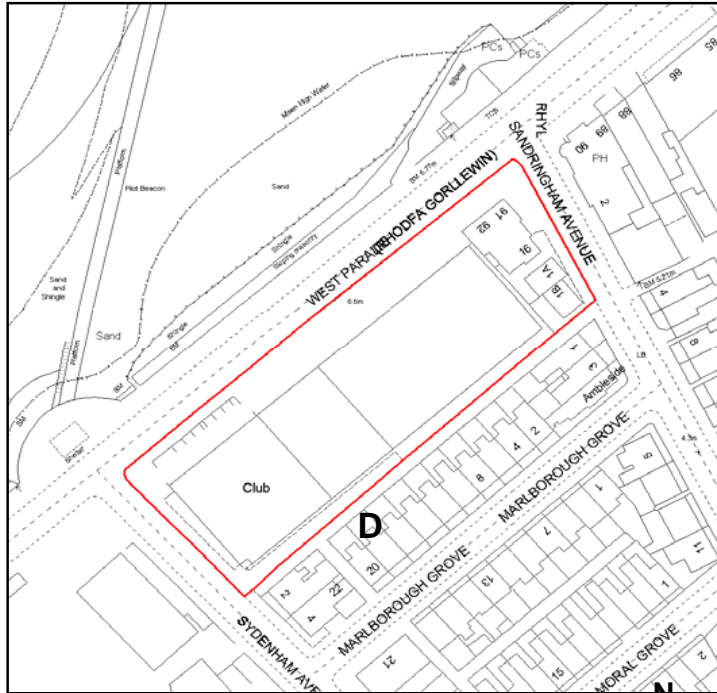
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West Rhyl Regeneration Strategy: Development Brief

March 2005

**Action Area D: Junction of Sydenham Avenue – 91 West Parade**

Site Area: 0.5 Hectares



Not to Scale



Area Attributes and Development Opportunities

**Outline Description of Existing Area**

The junction of Sydenham Avenue to No. 91 West Parade, which consists of a series of one storey buildings with a mix of A3 uses including Brunel's Disco and an area of open space used as a car park. The low rise A3 units on site D towards Ocean Beach are modern and are mainly of a concrete block construction.

This site is currently of poor visual quality and bears no relationship to the Victorian heritage of the town or its coastal location. The site presents an ideal opportunity to remove the low quality buildings and introduce new development which respects the scale and character of the rest of West Parade.

**Existing Planning Policy Status**

Action Area D is covered by UDP tourism policy TSM 14 which allows for attractions, accommodation or infrastructure to be permitted provided that these bring about an overall improvement in the tourism appeal and attraction of the area. HSG 15 of the UDP also applies which seeks to restrict non self-contained accommodation.

**Proposed Design, Use, Density and Tenure**

These will be determined through the WRRRA Strategy. However, it is envisaged that the preferred use will be residential with a minimum density of approximately 90 dwellings per hectare.

**Phasing and Anticipated Implementation Dates**

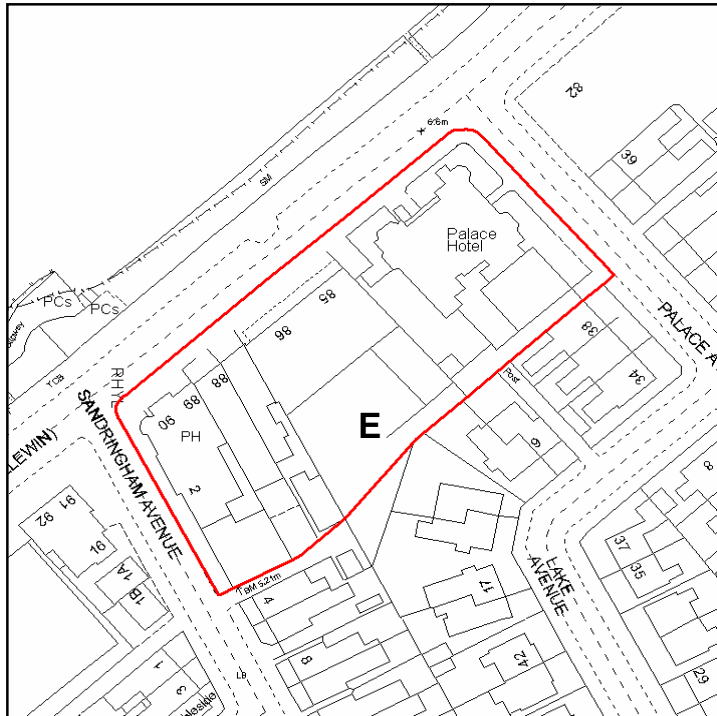
Area D needs to be redeveloped to reinforce development proposals forthcoming for Ocean Beach and the marketability of housing in this location.

**Development Status**

On the market / CPO scheme required

**Action Area E: Nos. 83 – 90 West Parade and the Palace Hotel**

Site Area: 0.4 Hectares



Not to Scale

Area Attributes and Development Opportunities

**Outline Description of Existing Area**

This site is formed by a series of four storey buildings that have A3 uses on the ground floor with residential accommodation above and the Palace Hotel alongside. Some of the buildings on site are unattractive and/or in a poor state of repair. Not all the buildings however, need to necessarily be demolished. The Palace hotel is a fine example of Victorian architecture and it may be more sustainable to refurbish the building rather than demolish and rebuild.

**Existing Planning Policy Status**

Action Area E is covered by UDP tourism policy TSM 14 which allows for attractions, accommodation or infrastructure to be permitted provided that these bring about an overall improvement in the tourism appeal and attraction of the area.

**Proposed Design, Use, Density and Tenure**

These will be determined through the WRRRA Strategy. However, it is envisaged that the preferred use will be residential with a minimum density of approximately 90 dwellings per hectare.

The westernmost building of the site, 87–90 West Parade, still retains some attractive original features such as the windows and corner turret. There may be potential to refurbish this building for high quality, self contained residential use.

**Phasing and Anticipated Implementation Dates**

There is a presumption in favour of tackling area E once areas D and G have been developed .

**Development Status**

Some properties on the market / CPO scheme required

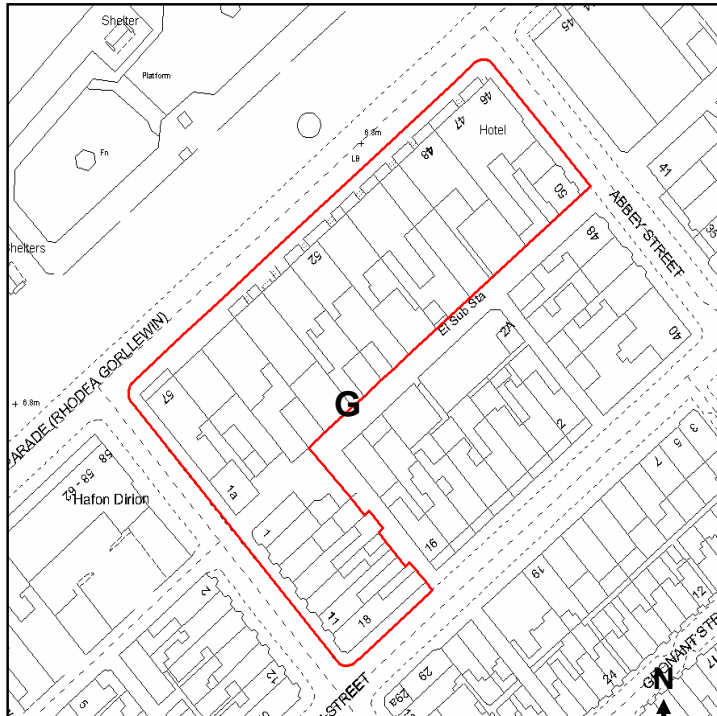


West Rhyl Regeneration Strategy: Development Brief

March 2005

**Action Area G: Nos. 46 – 57 West Parade and Nos. 1 – 9 John Street**

Site Area: 0.6 Hectares



Not to Scale

**Area Attributes and Development Opportunities**

**Outline Description of Existing Area**

A continuous frontage of four storey buildings, some of which appear to be used as a mixture of hotel, guesthouses, retail uses and residential dwellings in multiple occupancy, while others are empty and derelict.

The current buildings are of varying quality but are at best adequate and at worst in a semi-derelict state. Although a considerable task, this site should be completely demolished and redeveloped.

**Existing Planning Policy Status**

**Proposed Design, Use, Density and Tenure**

These will be determined from the WRRRA Strategy. However, it is envisaged that the preferred use will be residential with a minimum density of approximately 90 dwellings per hectare.

This site is currently of poor visual appearance and the quality of the architectural detailing has been significantly eroded. The site presents an ideal opportunity to remove the low quality buildings and introduce new interesting development, as this site is closer towards the commercial centre of West Rhyl and the new hub of the tourist attractions.

**Phasing and Anticipated Implementation Dates**

Action Area G is a high priority area because of its very poor state of repair and of the extremely detrimental image that it provides for West Rhyl. It is currently a hindrance to the impact of the Drift Park proposals opposite.

**Development Status**

Some units on the market / CPO scheme required



#### **4. TOWN CENTRE RETAIL SITE (ACTION AREA O)**

- 4.1 Supplementary Planning Guidance (SPG) for this site was produced by Denbighshire County Council in May 1999. This Development Brief aims to update the guidance set out in the SPG in accordance with the Regeneration Strategy. The proposed comprehensive development of the site remains proposed as retail space use.

##### **Site Details**

- 4.2 At the corner of West Parade and Queen Street is a modern three storey building which may or may not form part of any redevelopment, although it could benefit from improvements to the external façade which should be retained. Similarly, the better retail units along the High Street (e.g. those occupied by MacDonald's, etc.) are in a reasonable condition and may not need to be included in a redevelopment scheme. This should not however, deter a potential developer from including these properties if the overall scheme is improved as a result. The site is owned by at least three parties, such that CPO powers are likely to be required to ensure that a feasible site assembly occurs.
- 4.3 The George Hotel at the corner of Sussex and Queen Street, currently undergoing refurbishment, should not be considered within any redevelopment plans, neither should the listed Sussex Street Baptist Chapel next door nor other buildings of positive contribution to the character and appearance of the Conservation Area and its setting.

##### **Planning Policy Context**

- 4.4 The majority of this site is covered by UDP retail policy RET 8, which promotes the provision of a new large variety store and/or indoor shopping precinct on the site. The policy also restricts premature or piecemeal development of the site that would prejudice its long term potential.
- 4.5 The High Street frontage is included as a Principle Shopping Frontage in the UDP under policy RET 5. This prohibits the concentration of three or more non-A1 uses in a row, and requires all premises to have a shop front and window display.
- 4.6 Parts of the Queen Street and Sussex Street frontages are within a conservation area where proposals must preserve or enhance the character or appearance of the conservation area (UDP policy CON 5 & CON6 for development affecting its setting).
- 4.7 Redevelopment of the site will therefore also be influenced by UDP policy CON 7 which controls demolition in Conservation Areas. The policy allows for demolition within a conservation area only where:
- It can be demonstrated that the building/structure is beyond economic repair and that viable alternative uses cannot be found;
  - It can be demonstrated that the building/structure makes no contribution to the character and appearance of the area;
  - An acceptable redevelopment proposal which respects the character and appearance of the area is undertaken within an agreed time scale secured by condition;
  - A fully detailed scheme has been submitted and approved including full details of redevelopment where appropriate.

### **Regeneration Strategy Objectives**

- 4.8 The land use strategy requires new comparison goods floorspace within the main retail core of the town – also identified in the 2003 Roger Tym & Partners study into retail trends in Denbighshire. The land use strategy also

recommends that office floorspace could be accommodated at first floor level above ground floor retail in the town centre.

### Development Requirements

- 4.9 The development should be in accordance with the relevant land use and Action Areas of the WRRRA strategy area. The detailed manner in which such development should be carried out in the context of good urban design is outlined below.
- 4.10 The development should be robust and built with the needs of future retail requirements in mind. It therefore should have the flexibility to adapt to alternative floor layouts if required in the future.

### Constraints and Opportunities

- 4.11 The constraints to, and opportunities for, redevelopment of the site are outlined in the following plan and SWOT analysis.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>- Key redevelopment opportunity in sub-regional centre</li> <li>- Adjacent to the seafront and promenade</li> <li>- Located on the prime retail frontage in Rhyl</li> <li>- Key location between new development at Drift Park, West Parade, new tourist hub etc and the town centre</li> </ul>	<ul style="list-style-type: none"> <li>- Proximity to poor quality housing area</li> <li>- Vehicular/pedestrian conflict</li> <li>- Lack of easily identified car parking location/spaces</li> <li>- Perception as landmark of Rhyl town centre</li> <li>- Urban grain of West Parade/promenade breaks down</li> </ul>



	<ul style="list-style-type: none"> <li>- Poor quality existing uses/development not compatible with regeneration aims for West Rhyl</li> <li>- Multiple ownership impedes holistic approach and site assembly</li> <li>- Lack of town centre management</li> </ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>- Site provides a major link between the town centre and the leisure and tourism uses on the promenade</li> <li>- Recent retail study identified requirement for new comparison floorspace and identified Rhyl as the most appropriate location</li> <li>- Potential for new and innovate development that maintains the continuous frontage of West Parade</li> <li>- Potential re-investment may impact upon the town centre</li> </ul>	<ul style="list-style-type: none"> <li>- Owner expectations - unwillingness to sell</li> <li>- Mix of existing buildings/owners could cause difficulties in development process</li> <li>- Pressure to maximise development potential versus the requirement for development that benefits wider area.</li> </ul>

West Rhyl Regeneration Strategy: Development Brief



- KEY**
-  Car Parking
  -  Affecting the setting of Listed Buildings
  -  Ownership
  -  Conservation Area
  -  Opportunity to improve Accessibility and legibility to Promenade
  -  Pedestrianised Streets
  -  Proximity of Town Centre
  -  Concentration of Leisure Uses
  -  Major Traffic Route

West Rhyl Development Strategy

**Opportunities & Constraints - Town Centre**

Wrexham Development Agency

June 2004

NTS

2P

WE/1260

**Nathaniel Lichfield & Partners**  
Development Planning  
Civil Design Associates

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West Rhyl Regeneration Strategy

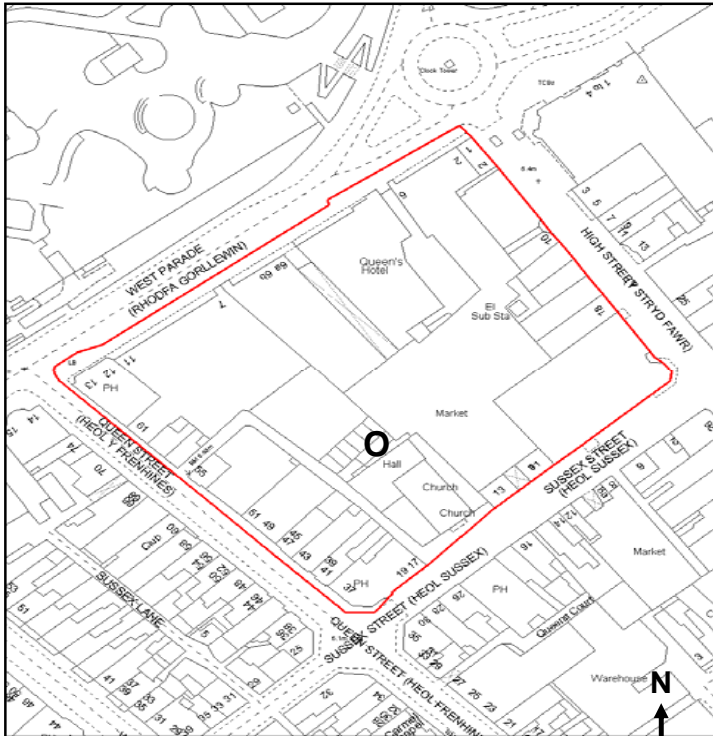


West Rhyl Regeneration Strategy: Development Brief

March 2005

**Action Area O: Town Centre Retail Site**

Site Area: 1.2 Hectares



Not to Scale



Area Attributes and Development Opportunities

**Outline Description of Existing Area**

The site is located within Rhyl town centre at the northern end of High Street. The site is a block surrounded by roads on each side - West Parade, Queen Street and the pedestrianised Sussex Street and High Street. It consists of a number of different retail uses including an indoor market, amusement arcades, cafes and shopping arcades with some limited open space to the rear of the buildings. Units 59-43 Queen Street and the Sussex Street Baptist Church are all included within a Conservation Area and the Church itself is listed. The properties on the site are varied in design, condition and age.

**Existing Planning Policy Status**

The majority of this site is covered by UDP retail policy RET 8, which promotes the provision of a new large variety store and/or indoor shopping precinct on the site. The policy also restricts premature or piecemeal development of the site that would prejudice the long term potential of the site. UDP policy RET 5 is also applicable, which prohibits concentration of non-A1 uses.

Parts of Queen Street and Sussex Street lie within a Conservation Area, where policies CON 5, CON6 and CON 7 apply which control redevelopment and demolition which must have regard to preserve or enhance the character or appearance of the area.

**Proposed Design, Use, Density and Tenure**

As per the WRRRA

**Phasing and Anticipated Implementation Dates**

Very high priority

**Development Status**

Units 49-55 Queen Street are in the ownership of the WDA, CPO is required to back up the purchase of other required properties.



## **6. OPEN SPACE AND OTHER USES**

- 6.1 In addition to the Action Areas considered in this Development Brief, the Regeneration Strategy also made recommendations on establishing a green space network through the heart of West Rhyl (see Areas H–M on p.3 map). It also considered the potential for additional uses in the WRRRA, such as employment premises and community facilities. Whilst these issues do not require the detailed guidance of a Development Brief, reference is made to them here to highlight the additional improvements and opportunities that stakeholders wish to see in the redevelopment of West Rhyl.
- 6.2 The Crescent Road car park has been identified as the most suitable location for new open space. This could be linked to Wellington Road by a series of green spaces along Crescent Road.
- 6.3 There is potential for new employment space at the West Kinmel Street Car Park site alongside the railway line, which would improve job opportunities and impact on travel sustainability in and out of Rhyl.
- 6.4 The largely vacant area adjacent to the Aldi car park on Wellington Road was considered an appropriate location for a new GP's surgery.
- 6.5 The preferred location for new youth/community uses would be within the complex of the outdoor multi use games area (MUGA) on John Street/Crescent Road. A multipurpose hall would offer good opportunities for indoor sports/leisure and would include joint use for other community purposes.
- 6.6 A further detailed piece of work is required to determine how best to approach the need to introduce green space into west Rhyl by removing unsightly, problem HMOs balanced against the need to be realistic in terms of what we can achieve within a limited budget and without causing excessive community disruption.

## 7. SUMMARY

- 7.1 The guidance in this Brief seeks to promote innovate, distinctive and sympathetic new development which meets both the demands of the local community and stakeholders in West Rhyl and the investment needs of potential developers. A series of key Action Areas have been established where redevelopment will have the widest benefits for the rest of West Rhyl.
- 7.2 Targeted improvements along West Parade will remove the worst visual elements of the street scene and non-residential uses. Along with the refurbishment of the Palace Hotel, new high quality apartments and town houses are to be developed at a minimum size of two bedrooms in order to move away from a culture of single bedroom bedsits and Houses in Multiple Occupation.
- 7.3 At the northern end of High Street, modern, high quality comparison goods floorspace is to replace the rundown Piazza/Queens shopping centre and extend into the vacant and run down properties on Queen Street.
- 7.4 By pursuing such an approach, new life can be breathed into West Rhyl and the benefits of regeneration realised and act as a catalyst to changing the negative perceptions of West Rhyl by:-
- Creating a balanced level of housing tenure;
  - Assist the rejuvenation of existing open spaces;
  - Supporting new forms of employment not centred on provision of tourism activities.

## 8. USEFUL CONTACTS

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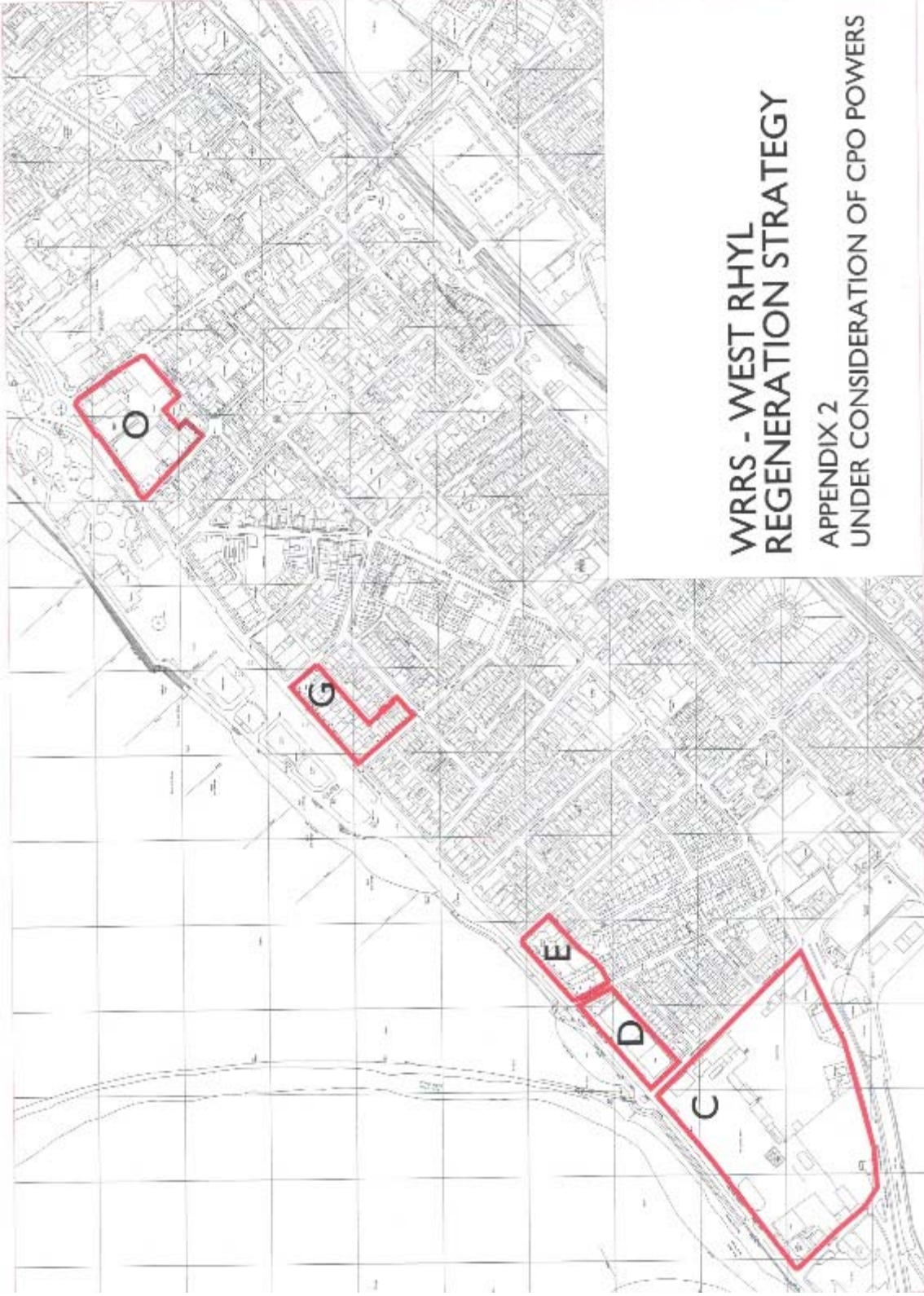
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# WRRS - WEST RHYL REGENERATION STRATEGY

APPENDIX 2  
UNDER CONSIDERATION OF CPO POWERS

**REPORT TO CABINET**

**CABINET MEMBER: COUNCILLOR S DAVIES LEAD MEMBER BUSINESS AND COMMUNICATIONS**

**DATE: 24 May 2004**

**SUBJECT: EQUALITY SCHEME INCORPORATING REVISED RACE EQUALITY SCHEME 2005-2008**

**1 DECISION SOUGHT**

Approval of the Council's Corporate Equality Scheme incorporating the Revised Race Equality Scheme 2005 – 2008 (Appendix I "abridged version" refers).

**2 REASON FOR SEEKING DECISION AND POWER TO MAKE THE DECISION**

The Council has a statutory duty under the Race Relations Act 1976 and Race Relations (Amendment) Act 2000 to undertake a review of their list of functions, policies and proposed policies every three years (starting with an initial assessment in 2002).

The review makes sure the Council recognises the importance of the general statutory duty relating to equalities and that there are proper arrangements in place for putting the Equality Scheme in place and keeping it up-to-date and relevant. The full document can be viewed on Denbighshire's web site under "equalities".

There is also an ongoing need to make sure the Council is meeting the requirements of other equalities legislation.

**3 COST IMPLICATIONS**

Much of the identified work can be undertaken within existing budgets however additional costs may arise out of some actions and these will need to be identified in relevant future service budgets. An indication of where staff resource or monetary resource may be required is given in the scheme.

**4 FINANCIAL CONTROLLER STATEMENT**

Any cost implications resulting from the scheme will need to be contained within service budgets.

**5 CONSULTATION CARRIED OUT**

The revised scheme was drafted following a benchmarking exercise involving all services via the Monthly Management Conference (MMC).

A draft version of the scheme was then circulated to MMC and comments received incorporated into a revised document. This version was presented to all four Scrutiny Committees for comment and was placed on Denbighshire's web site for public comment.

Copies have also been sent to key organisations such as the North Wales Race Equality Network; the Commission for Racial Equality; Denbighshire Access Group and Denbighshire Disability Forum. Copies were made available in both English and Welsh, in electronic; paper and taped format.

The public consultation period ends on Thursday 19<sup>th</sup> May therefore any additional comments received will be tabled for consideration by Cabinet on the 24<sup>th</sup> May.

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

The Equality scheme and race equality issues are likely to impact directly or indirectly on the majority of Denbighshire's services and policies.

## **7 RECOMMENDATIONS**

That Cabinet approve the Council's Equality Scheme incorporating the Revised Race Equality Scheme 2005 – 2008 subject to any further comments from the consultation.

**Denbighshire County Council  
Corporate Equality Scheme  
(incorporating the Race Equality  
Scheme) 2005 – 2008**

**Denbighshire County Council Corporate Equality Scheme (incorporating the Race Equality Scheme)  
2005 – 2008**

Action	Lead Responsibility	Target	Completion Date	Monitoring & Reporting requirements	Resource?
<b>A Policy &amp; planning</b>					
PP8 Corporate Equality Impact Assessment (incorporating Race Equality Impact assessment) to be designed and applied to all major new policies/strategies	a) Corporate Equalities officer	Methodology developed	October 2005	Written report to MMC and methodology approved	☺
	b) Heads of Service	Initial screening of all policies undertaken by each service for relevance and priority	March 2006	Headline reporting in QPRs and reports to scrutiny/cabinet– detailed report to Equality and Diversity Group	☺
	c) Heads of Service	Top 5 most relevant policies plus any new policies Impact Assessed	March 2007	Headline reporting in reports to cabinet/scrutiny Detailed report to Equality and Diversity Group.	☺ & £
PP9. Implement a programme of staff development linked to the Equality Impact	Training Officer	Programme developed and delivered to all staff involved in policy development and	December 2005	Report to Resources Scrutiny – January 2006	☺ & £

Assessment methodology		approval			
PP10. Revise policy and republish incorporating changes to Disability legislation, employment regulations and cross referencing to other relevant Council policies	Corporate Equalities Officer	Revised Policy agreed by full Council and published on Council intra and internet	August 2005	Report to Equality and Diversity Group	☺
PP11 Identify budget and resources to implement equality work.	Lead Director for Equalities.	Corporate and Service Budgets and Resource clearly identified	March 2006	Resources Scrutiny?	£
PP12. All Service Business plans to include a requirement to develop, implement and report on service specific equality actions.	Heads of Service	Where relevant, service specific equality actions including race equality actions clearly identifiable within Service Business plans	March 2006	Internal Audit	☺ & £
PP13. Ensure equalities is mainstreamed within the corporate procurement methodology and that all staff involved in	Procurement Officer & Corporate Equalities Officer	Procurement strategy equality impact assessed during development.	March 2006	Cabinet / Scrutiny report on Procurement Strategy	☺

procurement follow the corporate methodology					
PP14 Services to develop appropriate race actions within their service specific equality plans. (see 5 above). Assisted by the CRE framework and WLGA equality standard.	Heads of Service	Race equality actions clearly identifiable within service specific equality actions.	March 2006	Internal Audit	☺ & £
PP15 Incorporate ethnic and other equality monitoring fields into the electronic complaints/ feedback monitoring system.	PR Manager & Service Feedback Officers	Quarterly monitoring figures produced	December 2005	Report to Equality and Diversity Group	☺
PP16 To undertake research into three areas where issues may exist: Gypsies & Travellers; Welsh / English relations; embedding equalities in partnership working.	Equalities Officer	Undertake work to Identify if issues exist and identify an appropriate work plan in response.	March 2006	Equality and Diversity Group	☺
PP17 Re-establish an officer and member Equality and Diversity	Lead Member for Equalities / Corporate	Group established and meeting regularly	July 2005	Cabinet via Lead Member for Equalities	☺



Group to monitor equality work across the Council	Equalities Officer				
<b>B Service delivery &amp; Customer Care</b>	<b>Lead Responsibility</b>	<b>Target</b>	<b>Completion Date</b>	<b>Monitoring &amp; Reporting requirements</b>	<b>Resource?</b>
SD8. Each service in conjunction with Personnel to carry out an Equality Training needs assessment and implement it.	a) Heads of Service & Head of Personnel  b) Head of Personnel & Heads of Service	Training Needs assessment completed  Training Plan Implemented  Complaints reduced by 10%	December 2005  As agreed in training plan  Between April 06 & April 08	Equality & Diversity Group  Resources Scrutiny annually  Lifelong Learning Scrutiny	☺  ☺ & £
SD9. Develop a standard corporate equality monitoring form for use by all services where feasible e.g. in customer satisfaction surveys	a) Corporate Equality Officer & CCEG  b) Heads of Service	Form developed and agreed  Form used in at least one consultation exercises or customer satisfaction survey per external service	March 2006  March 2007	MMC  Equality & Diversity Group	☺  ☺ & £
SD10. Ensure equality	a) PR Manager	Corporate Database of	Sept 05	Lifelong Learning	☺

is mainstreamed into the Council's revised consultation and communications strategy	b) PR Manager	diverse consultees developed, maintained and used.  75% of Council's "glossy" publications to indicate that alternative formats are available and how to obtain them.	March 06	Scrutiny  Mystery Shopper Audit	☺ & £
	c) Director of Environment	Three accessible public consultation venues established for use by the Council within the County (N, C, S)	March 06	External verification and agreement by Denbighshire Access Group	☺ & £
SD11. Identify good practice examples and share through the Equalities section of the Information Centre and through CCEG.	CCEG members	Two examples of good practice per service posted on the CCEG database linked to the Equalities section of the intranet	April 06	Equality and Diversity Group	☺
SD12. Review, revise and republish information for staff on access to interpretation and translation services	Corporate Equalities Officer & Translation Manager	Revised guidance published and disseminated to all staff.	December 06	Bilingual Forum	☺
<b>C Community</b>	<b>Lead</b>	<b>Target</b>	<b>Completion</b>	<b>Monitoring &amp;</b>	<b>Resource?</b>

Development	Responsibility		Date	Reporting requirements	
CD4. Provide detailed (disaggregated) statistical benchmarking data to all external services to inform strategy and community development and consultation.	County Statistician	User friendly data produced and published	December 05	MMC	😊
CD5. Ensure community consultation database is maintained and reviewed regularly	Senior Strategy Officer	Database reviewed biannually	July and January each year	Internal Audit	😊
CD6. Raise awareness of faith festivals and dates of religious relevance amongst staff	Person with responsibility for Diary commissioning & Head of ICT respectively	Interfaith calendar dates incorporated in 100% of DCC printed and electronic diaries and calendars	January 2006 & annually thereafter	Equality and Diversity group	😊
<b>CD7 Additional action identified from community consultation</b>	<b>If you have an action you would like us to consider including in this section please let us know</b>				
<b>D Employment</b>	<b>Lead</b>	<b>Target</b>	<b>Completion</b>	<b>Monitoring &amp;</b>	<b>Resource?</b>

<b>(Recruitment and Selection)</b>	<b>Responsibility</b>		<b>Date</b>	<b>Reporting requirements</b>	
ERS4 Undertake a review of applications from Black and Minority Ethnic and other under represented groups e.g. disabled people / men/women to ascertain if there are any areas of potential concern. Implement a programme of positive action.	a) Head of Personnel	Review completed issues identified.	December 2006	Resources Scrutiny	☺
	b) Head of Personnel	Positive action programme developed  Recruitment of underrepresented groups increased (targets to be agreed with Personnel)	July 2007  Between July 2007 and June 2008	Resources Scrutiny	☺ & £
ERS5. Continue to monitor and report using new Personnel system. Encourage increased response rate from staff to requests for monitoring data.	Head of Personnel (supported by all Heads of Service)	Return rate of monitoring information increases from X% to Y% (to be set by personnel once benchmark figure for 2005 known)	Between December 05 and December 06	Resources Scrutiny	☺
ERS6. Ensure all relevant aspects are monitored by the new	Head of Personnel	All aspects of staff equality monitoring required by the Race	April 06	Internal Audit	☺

system e.g. training, promotion, grievances etc.		Relations Amendment Act are published on the County's website annually.			
<b>D Employment – Developing and retaining Staff</b>	<b>Lead Responsibility</b>	<b>Target</b>	<b>Completion Date</b>	<b>Monitoring &amp; Reporting requirements</b>	<b>Resource?</b>
EDR5. Ensure staff induction checklists include IEOP and anti bullying and harassment policy and that managers undertake induction for all new or transferred staff	a) Corporate Trainer	Checklists updated	Sept 05	CCEG	☺
	b) Line Managers	100% of new staff receive induction within 6 months of taking up their post	Between Jan 07 & Jan 07	Resources Scrutiny	☺
EDR6. Pilot a staff support group for Black and Minority staff within the Council and evaluate it. Identify interest in and benefits of similar groups for other sectors of the work force e.g. women / men; disabled people; gay, lesbian and bisexual people. Use evaluation of pilot	To be confirmed	Group formed and meeting regularly	December 2005	To be confirmed	☺ & £
		Evaluation carried out and recommendations received regarding future roll out and formation of additional staff support groups.	December 2006	Equality and Diversity Group	☺

group to inform potential development of other groups / networks.					
EDR7. Carry out an annual staff satisfaction survey	Head of Personnel	Bench mark level established  10% improvement in satisfaction levels from benchmark  18% improvement in satisfaction levels from benchmark	2005  2006  2007	Resources Scrutiny  Resources Scrutiny  Resources Scrutiny	☺
<b>F Marketing &amp; Corporate Image</b>	<b>Lead Responsibility</b>	<b>Target</b>	<b>Completion Date</b>	<b>Monitoring &amp; Reporting requirements</b>	<b>Resource?</b>
MC4. Ensure good relations are promoted with and through the various religious communities within the county	Head of PR & marketing	At least one contact for each of the religions identified as being present within Denbighshire in the 2001 census available on the community consultation database (= 6 religions)	January 2006 reviewed and updated biannually	Corporate Equalities Group	☺
MC5. Investigate the possibility of a reduced pool of publishing & design	Head of PR and Marketing & Senior Procurement Officer	Corporate standards developed and implemented addressing key equality aspects.	December 2007	Cabinet approval gained  Standards monitored by	☺

contractors used enabling corporate image consistency and standards incorporated into contracts for accessibility, positive language and positive imagery				PR department	
MC6. Develop an Equalities section on the Denbighshire Web site and publish the revised scheme and other key equality documents on this section. Report annually to Full Council on progress against this scheme.	Corporate Equalities Officer	Web page developed and hits monitored	December 2005	CCEG	☺
	Lead Member for Equalities	Annual report taken to Full Council	June annually	Full Council	☺

## Key

☺ = human resource

£ = financial resource

**REPORT TO CABINET**

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

**DATE:** 24 May 2005

**SUBJECT:** 2004/05 Capital Plan

**1 DECISION SOUGHT**

1.1 That Members note the provisional final outturn of capital expenditure in respect of 2004/05.

**2 REASON FOR SEEKING DECISION**

2.1 Cabinet at its meeting of 22 March 2005 was presented with an update (based on estimates prepared at the end of February 2005) of the 2004/05 element of the Three-year Capital Plan (2004/05 to 2006/07).

2.2 The Plan has been reviewed following financial year end and the provisional final position is presented at Appendices 2.1 to 2.9.

2.3 The summary at Appendix 2.1 indicates that the actual spend for General Funded expenditure is £8.939m, compared with £10.157m estimated previously.

2.5 Slippage represents the amount of spending that was originally anticipated to fall in 2004/05, but due to operational reasons will now fall in 2005/06. The amount of slippage on these schemes has risen from £3.963m to £4.989m. This is partly attributable to the reinstatement of block allocations taking place at a late stage in the financial year. The slow rate of drawdown of Community Project grants has also been a contributory factor.

2.6 The appendix also shows the position of schemes to be funded through Prudential Borrowing, Capital Receipts and Special Funding. The total position is that there has been slippage of over £13m on a programme originally estimated at nearly £33m, with roll over costs, spend always known to be in the following financial year, of a further £9.795m.

2.7 Capital financing resources available to pay for slippage will be transferred from 2004/05 into 2005/06.

2.8 A schedule of progress in respect of key schemes is presented at Appendix 1, with detailed estimates for individual projects presented at Appendix 2.



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

- 3.1 Part I of the Local Government Act 2003 determines the arrangements for capital financing from 2004/05 onwards.

### **4 COST IMPLICATIONS**

- 4.1 The final outturn position, including slippage and roll over will be included in the next 3 year Capital Plan report for 2005/6 to 2007/8 and will assist in ensuring that capital resources available for use in this period are fully utilised.

### **5 FINANCIAL CONTROLLER STATEMENT**

- 5.1 Sufficient resources are in place to finance the actual capital spending for 2004/5 and to meet the estimated levels of slippage and rollover expected to arise in 2005/06.

### **6 CONSULTATION CARRIED OUT**

- 6.1 Projects are prepared and subsequently monitored in consultation with service managers. The figures used in the reports are based upon latest estimates made available.

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

- 7.1 Projects have been reviewed to ensure that they satisfy the Council's Corporate Objectives.

### **8 RECOMMENDATION**

- 8.1 That Cabinet notes the provisional final figures in respect of the Capital Plan for 2004/5.

**Denbighshire County Council**  
**Capital Plan 2004/05**

**Schedule of Progress**

**Environment Directorate:**

Further slippage has been identified arising from the late reinstatement of the 2004/05 Block Allocations.

**Lifelong Learning Directorate:**

**School Building Improvement Programme:**

The following four projects financed under the School Building Improvement Grant programme are now complete:

Ysgol y Llys: New school hall.

Bodnant Junior CP: Internal remodeling.

Ysgol Penmorfa, Prestatyn: Additional hard play area.

Christchurch CP: Internal remodeling and refurbish.

**St. Asaph Leisure Centre & Youth Club:**

Worked commenced on Monday 14 March 05 on the refurbishment of St Asaph leisure centre sports hall under the leisure services best value improvement programme. At the same time work will commence on the provision of the new St Asaph youth club.

**Special Funding Schemes:**

The Welsh Assembly Government has awarded Early Years Grant to provide an outdoor play area at Christchurch Integrated Centre and to provide for improved fencing and other works at a number of primary schools.

**Personal Services Directorate:**

All items remain in accordance with previous reports.

**Resources & Corporate:**

The slow rate of drawdown of Community Project grants has contributed to the increased level of estimated slippage into 2005/06.

## Denbighshire County Council - Capital Plan 2004/05 &amp; Rollover

	2004/05		2005/06	
	Latest Estimate	Actuals to end March	Slippage	Rollover
	£000s	£000s	£000s	£000s
<b>1 General Funding - USB &amp; GCG:</b>				
<b>(a) Committed Rollover</b>				
Environment Directorate (App 2.3)	2,800	2,329	1,946	1,030
Lifelong Learning Directorate (App 2.5)	863	858	607	88
Personal Services Directorate (App2.7)	0	0	0	0
Resources & Corporate (App2.9)	1,274	744	530	0
<b>(b) Block Allocations Approved by Council</b>				
Environment Directorate (App 2.2)	3,029	2,639	821	0
Lifelong Learning Directorate (App 2.4)	439	441	62	0
Personal Services Directorate (App 2.6)	80	81	0	0
Resources & Corporate (App 2.8)	486	69	417	0
<b>(c) Schemes Approved by Council</b>				
Environment Directorate (App 2.2)	545	468	77	605
Lifelong Learning Directorate (App 2.4)	657	627	420	230
Personal Services Directorate (App 2.6)	300	297	0	0
Resources & Corporate (App 2.8)	495	386	109	40
<b>Total - General Funding</b>	10,968	8,939	4,989	1,993
<b>2 Prudential Borrowing:</b>				
Environment Directorate (App2.2)	570	417	913	0
Lifelong Learning Directorate (App 2.4)	420	520	1,300	2,531
Personal Services Directorate App (2.6)	28	24	276	0
Resources & Corporate (App 2.8)	396	337	59	73
<b>Total - Prudential Borrowing</b>	1,414	1,298	2,548	2,604
<b>3 Earmarked Capital Receipts/Reserves:</b>				
Environment Directorate (App 2.2)	316	127	1,139	0
Lifelong Learning Directorate (App 2.4)	772	772	24	0
<b>Total - Earmarked Capital Receipts/Reserves</b>	1,088	899	1,163	0
<b>4 Special Funding:</b>				
Environment Directorate (App2.2 page 2)	8,079	6,172	2,365	2,300
Lifelong Learning Directorate (App 2.4 page 2)	2,754	2,296	1,914	2,898
Resources & Corporate (App 2.8)	377	66	311	0
<b>Total - Special Funding</b>	11,210	8,534	4,590	5,198
<b>Total - All Categories</b>	24,680	19,670	13,290	9,795

**Appendix 2.2**

**Denbighshire County Council - Capital Plan 2004/05 & Rollover**

**Environment Directorate**

		2004/05		2005/06		
		Latest Estimate	Actuals to end March	Slippage	Rollover	
		£000s	£000s	£000s	£000s	
<b>1</b>	<b>General Funding - USB &amp; GCG:</b>					
	<b>Block Allocations</b>					
	<b>Transport &amp; Infrastructure</b>					
	Structural maintenance,bridges etc	750	645	105		
	<b>Planning &amp; Public Protection</b>					
	Housing Improvement Grants	1,765	1,817	83		
	<b>Environmental Services</b>					
	Public Conveniences Refurbishment Programme.	54	24	106		
	Playgrounds Improvement Programme	30	13	137		
	<b>Development Services</b>					
	Business Development Grants	130	103	27		
	Objective One - Match Funding	150		150		
	Property - Block Allocation	50	37	113		
	Feasibility Studies - Block Allocation	100		100		
	<b>Total - Block Allocations</b>	3,029	2,639	821	0	
	<b>Schemes Approved by Council</b>					
	Development Services	Objective One - Rhyl Going Forward	345	299	46	605
	Development Services	Rhyl: New Registrar's Office - Morfa Clwyd	105	74	31	
	Development Services	Parc Fforddilas - External Works	95	95		
			545	468	77	605
	<b>Total - General Funded Schemes</b>	3,574	3,107	898	605	
<b>2</b>	<b>Prudential Borrowing Schemes</b>					
	Environmental Services	Vehicles, Plant & Equipment	570	417	913	
	<b>Total - Prudential Borrowing Schemes</b>	570	417	913	0	
<b>3</b>	<b>Earmarked Capital Receipts &amp; Reserves:</b>					
	Bodelwyddan	Vehicle Maintenance Workshop - Equipment & Fittings			500	
	Ruthin	Glasdir Replacement Depot	50	40	460	
	Agricultural Estates	Statutory Compensation and Improvements	156	64	92	
	Foryd Harbour	Harbour Improvement Works	90	3	87	
	Playgrounds Improvement Programme	Nantglyn Playground Equipment	20	20		
	<b>Total - Earmarked Capital Receipts &amp; Reserves</b>	316	127	1,139	0	

**Denbighshire County Council - Capital Plan 2004/05 & Rollover**

**Environment Directorate**

**4 Special Funding:**

		2004/05		2005/06	
		Latest Estimate	Actuals to end March	Slippage	Rollover
Transportation & Infrastructure	Flood damage reinstatement - SWG	124	53	394	
Transportation & Infrastructure	Flood prevention schemes - WAG Grant 85%	78	74	139	
Transportation & Infrastructure	Transport Grant Schemes	729	729		
Transportation & Infrastructure	Local Road Safety Grant	242	205	37	
Transportation & Infrastructure	Vehicle Emmissions Reduction	212	154	58	
Transportation & Infrastructure	WDA Scheme	3	3		
Environmental Services	Public Conveniences	20		20	
Environmental Services	Playground Improvements	70	25	45	
Environmental Services	Prestatyn CCTV	74	74		
Planning & Public Protection	Strategic Housing Schemes - Housing Grants	304	304		
Planning & Public Protection	Strategic Housing Schemes - Renewal Areas	250	250		
Planning & Public Protection	Renewal Areas	3,060	1,924	1,136	
Development Services	Business Development Grants	126	126		
Development Services	76-82 West Parade	8	2	6	
Development Services	Community/Rural Key Funds	288	244	44	
Development Services	Contribution to Agricultural Estates	2	2		
Development Services	Nant Clwyd House	186	144	42	
Development Services	Marine Lake	81	72	9	
Development Services	Industrial Sites	1,618	1,618		
Development Services	Rhyl Going Forward	85		85	2,300
Development Services	Denbigh THI	200	152	48	
Development Services	Rhyl THI	313	15	298	
Development Services	Park Road Depot - Demolition	6	2	4	
	<b>Total - Special Funding</b>	<b>8,079</b>	<b>6,172</b>	<b>2,365</b>	<b>2,300</b>

**Appendix 2.3**

**Denbighshire County Council - Capital Plan 2004/05 & Rollover**

**Environment Directorate - Rollover Schemes**

	2004/05		2005/06	
	Latest Estimate	Actuals to end March	Slippage	Rollover
	£000s	£000s	£000s	£000s
<b>1 General Funding - USB &amp; GCG:</b>				
<b>Transport &amp; Infrastructure</b>				
Flood Damage Reinstatement	125	35	270	
Flood Prevention Schemes	287	278	609	
Structural maintenance,bridges etc	270	270		
Sea Defence Works	65	52	50	
Vehicle Emmissions Reduction	70	52	18	
<b>Environmental Services</b>				
Public Conveniences Refurbishment Programme.	31	31		
Playgrounds Improvement Programme	104	104		
<b>Planning &amp; Public Protection</b>				
Planning Software	13	1	12	
<b>Development Services</b>				
Business Development Grants	37	37		
Industrial Sites	9	9		
Objective One - Match Funding	118	63	55	
Denbigh THI				
Phase 1	73	70	68	20
Rhyl THI	14	1	13	10
Marine Lake	29	21	8	
Property - Block Allocation	14	7	77	
Agricultural Estates	52	52		
Health & Safety				
Ty Coch Farm Improvement Works	52	52		
DDA Works	935	910	66	1,000
Safety Glass	50	53	87	
Asbestos Survey & Removal Programme	99	109	330	
Prestatyn CCTV	10		10	
Office Accommodation	343	140	203	
Feasibility Studies	36	19	17	
Corporate Property Database	1		1	
<b>Support Services</b>				
Essential I.T. Systems	15	15	52	
<b>Total - Rollover</b>	<b>2,800</b>	<b>2,329</b>	<b>1,946</b>	<b>1,030</b>

## Denbighshire County Council - Capital Plan 2004/05 &amp; Rollover

## Lifelong Learning Directorate

			2004/05		2005/06		
			Latest Estimate	Actuals to end March	Slippage	Rollover	
			£000s	£000s	£000s	£000s	
<b>1</b>	<b>General Funding - USB &amp; GCG:</b>						
	<b>(a) Block Allocations</b>						
	Schools	Furniture Block Allocation	50	53			
	Schools	School Buildings Improvement	389	388	62		
		<b>Sub-Total - Block Allocations</b>	439	441	62	0	
	<b>(b) Schemes Approved by Council</b>						
	Rhyl Youth Club	Provision of New Youth Club	20	13	207		
	Prestatyn Youth Club		32	28	22		
	St. Asaph Youth Club	Relocation	5		25	50	
	Leisure Centres	Best Value Improvement Programme	112	111	69	180	
	Meliden MUGA		21	29	43		
	Special Schools	Ysgol Tir Morfa Relocation - Phase 1 - Costs in excess of Capital Receipt	467	446	54		
		<b>Sub-Total - Schemes Approved by Council</b>	657	627	420	230	
		<b>Total - General Funded Schemes</b>	1,096	1,068	482	230	
<b>2</b>	<b>Prudential Borrowing Schemes</b>						
	Leisure	Leisure Centre improvements	150		300		
	Leisure	Llangollen Sports Centre Equipment	50	50			
	Leisure	Prestatyn Sports Centre Equipment		40			
	Schools	IT Equipment		176			
	Special Schools	Ysgol Plas Brondyffryn - Residential Accommodation	220	254		2,531	
	Schools	School Buildings Improvement Works			1,000		
		<b>Total - Prudential Borrowing Schemes</b>	420	520	1,300	2,531	
<b>3</b>	<b>Funding from Earmarked Capital Receipts</b>						
	Special Schools	Ysgol Tir Morfa Relocation - Phase 1	772	772			
	Schools	Cyflyliog CP			12		
	Schools	Rhewl CP			12		
		<b>Total - Capital Receipts Projects</b>	772	772	24	0	

**Denbighshire County Council - Capital Plan 2004/05 & Rollover**

**Lifelong Learning Directorate**

		2004/05		2005/06	
		Latest Estimate	Actuals to end March	Slippage	Rollover
		£000s	£000s	£000s	£000s
<b>4 Special Funded Schemes</b>					
	Integrated Centres	Ysgol Bodnant - Prestatyn	50	41	140
	Integrated Centres	Christchurch, Rhyl	194	196	21
	Integrated Centres	Christchurch, Rhyl: Completion Works	70	71	1
	Integrated Centres	Christchurch, Rhyl: Outdoor Play Area	67		67
	Schools	School Buildings Improvement Grant Schemes	820	794	565
	Schools	Early Years Capital Grant	107	86	20
	Schools	Early Years Capital Grant: Additional Allocation	80	33	47
	Schools	Ysgol Tir Morfa	188	188	
	Schools	Plas Brondyffryn - Key Stage 1 & 2		33	658
	Schools	Plas Brondyffryn - Key Stage 3 & 4	131	-7	149
	Schools	PE & Sport Schmes - The Big Lottery Fund/St Asaph Town Council	43	102	173
	Schools	Community Learning Projects - ELWA	69	29	830
	Schools	Prestatyn: New Primary School - Site location study	10	10	1,358
	Culture & Leisure	Rhyl Leisure Centre - Community Access Project	360	248	551
	Culture & Leisure	Heather & Hillforts Development Study	48	39	14
	Culture & Leisure	Castell Dinas Bran - Match Funding	11	12	2
	Culture & Leisure	Greenseas Beach Infrastructure	11	4	18
	Culture & Leisure	Plas Newydd Garden Restoration	180	159	65
	Culture & Leisure	Ruthin Gaol Archive & Visitor Attraction	66	40	26
	Culture & Leisure	Meliden MUGA	14	18	29
	Culture & Leisure	Countryside Grants	35	9	26
	Culture & Leisure	Scala Cinema - Development Fees	200	191	35
		<b>Total - Special Funding</b>	<b>2,754</b>	<b>2,296</b>	<b>1,914</b>
					<b>2,898</b>



## Denbighshire County Council - Capital Plan 2004/05 &amp; Rollover

## Lifelong Learning Directorate - Rollover

		2004/05		2005/06	
		Latest Estimate	Actuals to end March	Slippage	Rollover
		£000s	£000s	£000s	£000s
<b>1 General Funding - USB &amp; GCG:</b>					
<b>Education</b>					
Schools	Furniture Block Allocation	11	11		
Schools	School Buildings Improvement	387	428	111	
Schools	DDA Works	20	14	6	
<b>Sub-Total - Education</b>		418	453	117	0
<b>Culture &amp; Leisure</b>					
Llangollen Old Chapel				16	
Plas Newydd	Garden Restoration	85	82	16	
Rhyl Leisure Centre	Community Access Project	270	257	417	
Castell Dinas Bran	Reconsolidation	11	13	1	18
Hiraethog Development		24	24		35
Countryside Grants		35	9	26	35
Ruthin Gaol	Archive & Visitor Attraction	20	20	14	
<b>Sub-Total - Culture &amp; Leisure</b>		445	405	490	88
<b>Total - Lifelong Learning</b>		863	858	607	88



Appendix 2.7

Denbighshire County Council - Capital Plan 2004/05 & Rollover

**Personal Services Directorate - Rollover**

1 General Funding - USB & GCG:  
West Rhyl Community Strategy

	2004/05				2005/06	
	Previous Estimate	Latest Estimate	Committed Expenditure	Actuals to end March	Slippage	Rollover
	£000s	£000s	£000s	£000s	£000s	£000s
Total Rollover	0	0	0	0	0	0

## Denbighshire County Council - Capital Plan 2004/05 &amp; Rollover

## Resources &amp; Corporate

		2004/05		2005/06	
		Latest Estimate	Actuals to end March	Slippage	Rollover
		£000s	£000s	£000s	£000s
<b>1</b>	<b>General Funding - USB &amp; GCG:</b>				
	<b>(a) Block Allocations</b>				
	Community Projects	2004/05 Block Allocation	120	69	51
		2004/05 Reinstated Block	241		241
	Match Funding		100		100
	Contingency		25		25
		<b>Sub-Total - Block Allocations</b>	486	69	417
					0
	<b>(b) Schemes Approved by Council</b>				
	ICT	Contact Centre/CRM	73	62	11
	ICT	Disaster Recovery Equipment	32	0	32
	ICT	Emergency Generator	40		40
	Finance	e-Payments system	50	24	26
	Ruthin PFI Offices	Ruthin P.F.I. - Capital Contribution to Developer	300	300	
		<b>Sub-Total - Schemes Recommended by Cabinet</b>	495	386	109
					40
		<b>Total - General Funded Schemes</b>	981	455	526
					40
<b>2</b>	<b>Prudential Borrowing Schemes</b>				
	Centralised Infrastructure Upgrades		396	337	59
	Rhyl College	Acquisition of Site			73
		<b>Total - Prudential Borrowing Schemes</b>	396	337	59
					73
<b>4</b>	<b>Special Funding:</b>				
	e-Government		93	66	27
	Community Projects - Block Allocation		284	0	284
		<b>Total - Special Funding</b>	377	66	311
					0

## Denbighshire County Council - Capital Plan 2004/05 &amp; Rollover

## Resources &amp; Corporate - Rollover

	2004/05		2005/06	
	Latest Estimate	Actuals to end March	Slippage	Rollover
	£000s	£000s	£000s	£000s
<b>1 General Funding - USB &amp; GCG:</b>				
<b>County Clerk's Department</b>				
Mobile Translation Equipment	3	3		
Members Laptops	39	39		
<b>Resources Directorate</b>				
St. Asaph Library Cash Office	19	18	1	
Russell House - Interview Cubicles	5	5		
Essential I.T. Systems:				
HR/Payroll System	150	62	88	
Revenues Server	50		50	
<b>Corporate</b>				
Community Projects	510	253	257	
Match Funding	78		78	
PFI Offices	420	364	56	
<b>Total Rollover</b>	<b>1,274</b>	<b>744</b>	<b>530</b>	<b>0</b>

**REPORT TO CABINET**

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

**DATE:** 24 May 2005

**SUBJECT:** Revenue Budget Provisional Outturn 2004/05

**1 DECISION SOUGHT**

That Members note the provisional final Revenue Budget figures for 2004/5 as detailed in the attached appendices.

**2 REASON FOR SEEKING DECISION**

The need to deliver the Council's agreed budget strategies for 2004/5 and avoid budget pressures in 2005/06.

**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 projected outturn position for 2004/5 is detailed in the appendix and can be summarised as follows;

- |  |         |
|--|---------|
| 1. Service budget underspends eligible to be carried forward into 2005/6<br>(note most of these figures were assumed at the time of setting the budget for 2005/6) | £864k   |
| 2. Overspends reported during the year to be funded from Corporate savings   | £600k   |
| 3. Corporate savings achieved<br>Impact of capital spend slippage etc.   | - £670k |

The net position is a small projected contribution to unearmarked balances of £70k.

**5 FINANCIAL CONTROLLER STATEMENT**

The provisional final figures for 2004/5 are largely in line with the earlier projections reported regularly throughout the year.

Work is continuing to finalise a number of corporate finance issues. The final position will be reported to the July meeting of Cabinet for onward reporting to County Council. **This report will also include the Council's draft Statement of Accounts for acceptance by the Council.**

## **6 CONSULTATION CARRIED OUT**

Lead Cabinet members have been required to consult with Heads of Service on a continuing basis during the financial year to agree necessary remedial action to prevent or minimise 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.

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2004/05**  
**PROVISIONAL REVENUE BUDGET OUTTURN 2004/05**

Directorate	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	
Lifelong Learning (excluding schools delegated)	28,124	-9,474	18,650	28,437	-9,369	19,068	313	105	418	438
Environment	29,529	-8,275	21,254	29,407	-8,280	21,127	-122	-5	-127	-91
Personal Services - inc Supporting People	50,434	-23,239	27,195	50,561	-24,017	26,544	127	-778	-651	-37
Chief Executive - former structure	3,370	-876	2,494	3,533	-972	2,561	163	-96	67	68
Resources	7,595	-2,243	5,352	7,776	-2,510	5,266	181	-267	-86	-29
Corporate, Miscellaneous & Benefits	18,802	-15,342	3,460	18,895	-15,320	3,575	93	22	115	0
<b>Total All Services</b>	<b>137,854</b>	<b>-59,449</b>	<b>78,405</b>	<b>138,609</b>	<b>-60,468</b>	<b>78,141</b>	<b>755</b>	<b>-1,019</b>	<b>-264</b>	<b>349</b>
Capital Financing Charges/Investment Income			10,931			10,261			-670	0
Precepts & Levies			4,737			4,737			0	0
			<b>94,073</b>			<b>93,139</b>			<b>-934</b>	<b>349</b>

**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.

**SUMMARY OF OVERALL VARIANCE POSITION**

<b>1. Service underspends eligible to be carried forward to</b>	£K
- Environment ( already assumed at £100k in 2005/6 budget )	127
- Personal Service - mainly Supporting People savings, assumed as part of 2005/6 Budget Setting exercise.	651
- Resources - mainly resulting from delayed delivery of ICT network hardware and ..... will remove need to top slice budgets in 2005/6 to fund further improvements	86
	-----
	864
<b>2 a. Overspends to be funded from Corporate savings</b>	
- Lifelong Learning - position slightly improved during yea	418
- Chief Executive - former departmental structure	67
- Corporate - mainly impact of retirements	115
	-----
	600
<b>2 b. Corporate savings to fund above overspends</b>	
- Capital Financing Charges - impact of slippage in capital plan and improved cash flow.	-670
	-----
<b>3. Contribution to unearmarked balances</b>	<b>70</b>
	-----



**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2004/05**  
**LIFELONG LEARNING**  
**PROVISIONAL REVENUE BUDGET OUTTURN 2004/05**

	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	
Individual School Budgets	47,544	-5,036	42,508	47,894	-5,536	42,358	350	-500	-150	-150
School Funds Held Centrally	15,725	-4,256	11,469	15,848	-4,038	11,810	123	218	341	377
Non school Funding	1,219	-817	402	1,219	-797	422	0	20	20	20
Leisure Services	6,553	-3,387	3,166	6,730	-3,477	3,253	177	-90	87	69
Culture	2,923	-317	2,606	2,923	-322	2,601	0	-5	-5	-2
Countryside	1,107	-658	449	1,141	-695	446	34	-37	-3	-4
Youth	597	-39	558	576	-40	536	-21	-1	-22	-22
	<b>28,124</b>	<b>-9,474</b>	<b>18,650</b>	<b>28,437</b>	<b>-9,369</b>	<b>19,068</b>	<b>313</b>	<b>105</b>	<b>418</b>	<b>438</b>
<b>Total Lifelong Learning</b>	<b>75,668</b>	<b>-14,510</b>	<b>61,158</b>	<b>76,331</b>	<b>-14,905</b>	<b>61,426</b>	<b>663</b>	<b>-395</b>	<b>268</b>	<b>288</b>

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2004/05  
LIFELONG LEARNING  
PROVISIONAL REVENUE BUDGET OUTTURN 2004/05**

<b>Comments</b>	<b>Current Month</b>	<b>Previous Month</b>
	<b>£ 000s</b>	<b>£ 000s</b>
<b>Individual School Budgets:</b> The latest estimates/projections covering school expenditure indicates that schools have reduced net expenditure within 2004/5. It should be remembered that any underspends achieved by individual schools are carried forward within school reserves.	-150	-150
<b>Education: School Funds Held Centrally</b>		
<b>School Transport:</b> Additional costs arising from contract retendering. Reduced income from disputed invoices.	44	44
	20	20
	64	64
<b>Special Educational Needs:</b> Reduction in shortfall of income following review of Out of County placements charges. Behavioral Support Service anticipated overspend. Increased cost of Speech & Language provision Increased cost of SEN additional pupil support to prevent Out of County placements The underspends in other areas e.g. free school meals and vacancy management are being maintained.	243 97 28 10 -81	317 97 0 0 -81
	297	333
<b>Culture and Leisure:</b> Effect of closure at Rhyl Leisure Centre for refurbishment. Withdrawal of funding for security at Ffrith Beach. Backdated gas & NNDR invoices relating to Ruthin Leisure Centre Increased staffing costs & reduced income at Royal International Pavilion Impact of reduced revenue at Pavilion Theatre. Essential repairs to sluice gate at Marine Lake Miscellaneous savings achieved through management actions. The figure has increased since that last reported, through the repayment to Personal Services of £10k relating to a transfer of income which had originally been miscoded.	83 16 24 14 38 8 -96	83 16 24 14 38 0 -106
	87	69
<b>Culture &amp; Countryside:</b> Miscellaneous net savings achieved through management actions	-8	-6
<b>Youth:</b> Delayed appointments	-22	-22
<b>TOTAL</b>	268	288

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2004/05**  
**ENVIRONMENT**  
**PROVISIONAL REVENUE BUDGET OUTTURN 2004/05**

	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
Development Services - (Note 1)	7,729	-3,211	4,518	7,552	-3,017	4,535	-177	194	17	45
Transport & Infrastructure - (note 2 & 4)	8,574	-3,046	5,528	8,536	-3,063	5,473	-38	-17	-55	0
Planning & Public Protection - (Note 3 & 4)	3,719	-1,462	2,257	3,795	-1,579	2,216	76	-117	-41	-64
Environmental Services	8,464	-511	7,953	8,470	-514	7,956	6	-3	3	-33
Director & Support - (Note 4)	1,043	-45	998	1,054	-107	947	11	-62	-51	-39
<b>Total Environment</b>	<b>29,529</b>	<b>-8,275</b>	<b>21,254</b>	<b>29,407</b>	<b>-8,280</b>	<b>21,127</b>	<b>-122</b>	<b>-5</b>	<b>-127</b>	<b>-91</b>

## Notes:

1. Pressure on Office Accommodation and Design Services budgets but these are countered slightly by underspends on Economic Regeneration.
2. Increased Car Parking/DPE income.
3. Increased Building/Development Control fee income.
4. Savings as a result of the delay in recruitment.

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2004/05**  
**PERSONAL SERVICES**  
**PROVISIONAL REVENUE BUDGET OUTTURN 2004/05**

	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
Children Services	8,644	-1,656	6,988	9,141	-1,692	7,449	497	-36	461	434
Adult Services	28,732	-10,268	18,464	28,992	-10,788	18,204	260	-520	-260	-122
Business Support & Development	1,481	-104	1,377	1,393	-114	1,279	-88	-10	-98	-53
Supporting People Grant	5,359	-5,097	262	4,706	-5,102	-396	-653	-5	-658	-250
	44,216	-17,125	27,091	44,232	-17,696	26,536	16	-571	-555	9
Non HRA Housing	6,218	-6,114	104	6,329	-6,321	8	111	-207	-96	-46
<b>Total Personal Services</b>	50,434	-23,239	27,195	50,561	-24,017	26,544	127	-778	-651	-37

## MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2004/05

## PERSONAL SERVICES

## PROVISIONAL REVENUE BUDGET OUTTURN 2004/05

Comments	Current Month £000s	Previous Month £000s
<b>Children's Services:</b> The overspend is due to increasing expenditure on specialist child placements - both fostering & residential placements.	461	434
	461	434
<b>Adult Services:</b> <b>Learning Disabilities:</b> Budget pressures in Family Support, Residential Placements and Work Opportunities have caused the overspend within Learning Disabilities. This has been reported consistently throughout the year.	334	310
<b>Mental Illness:</b> The cost of residential placements is the main budget pressure during the year.	170	146
<b>Older People:</b> This budget has improved by £114k since the last report with £68k of this relating to OP Purchasing and £46k relating to OP Provider. DreSS spend has reduced by £14.5k due to staff slippage. Similarly the DToC spend has reduced due to staff slippage and income received from the LHB. The outturn for residential homes (provider) has improved by £13k because of income being higher than forecast.	-300	-186
<b>PDSI:</b> This budget has improved by £55k since the last report. Community Care spend has increased overall by £17k but this has been offset by improvement elsewhere. Drug & Alcohol spend has reduced by £32k largely due to income received of £25k for Rehabilitation work. O T spend has reduced by £19k due to staff slippage and improved closing stock position. Service Manager and Social Work spend has reduced by £18k by infrastructure costs being met from grant and Out of Hours income.	130	185
<b>Performance Management &amp; Commissioning:</b> Welfare Rights position has improved by £9k due to staff slippage and development budget position improving due to increased income.	-190	-162
<b>Supporting People:</b> The increased underspend reported is due to 3 key factors. 1. It was expected that the planned underspend could be higher than the £250k previously reported but a detailed review of project costs in a very dynamic service had not been finalised in February. There was an understanding that any surplus in excess of £250k would potentially be committed to offset part of the 11.5% (£852k) cut in grant in 2005/6. The second point is there has been considerable success in reviewing the 85 projects expected to be in place at the end of 2004/5, resulting in reduced costs in anticipation of the grant cut. Finally there has been some slippage on schemes with a full year budget allocation that have started part way through the year.	-658	-250
<b>Other Adult Services:</b> The underspend increased as the Care Capacity grant is currently showing an underspend of £28k. This is to be used to offset the cost of administering the grant.	-358	-337
<b>Cefndy Enterprises</b> The movement is due to the cost of sales being higher than expected.	-46	-78
	-918	-372
<b>Business Support &amp; Development:</b>		

An underspend is shown because the balance of the Supporting People grant not allocated to projects is recorded here. The increase in the underspend on Business Support & Development is due to Directorate costs spend having been previously reported as higher on the assumption that central support recharges would be higher.		
	-98	-53
	-98	-53
	<b>TOTAL</b>	<b>9</b>

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2004/05**  
**CHIEF EXECUTIVE, RESOURCES, CORPORATE & MISCELLANEOUS**  
**PROVISIONAL REVENUE BUDGET OUTTURN 2004/05**

	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
<b>Chief Executive's Department</b>	3,370	-876	2,494	3,533	-972	2,561	163	-96	67	68
<b>Resources Directorate:</b>										
Finance	4,046	-1,731	2,315	4,218	-1,903	2,315	172	-172	0	0
Audit	416	-41	375	405	-35	370	-11	6	-5	0
I.T	2,059	-339	1,720	2,074	-434	1,640	15	-95	-80	0
Personnel	1,074	-132	942	1,079	-138	941	5	-6	-1	-29
	7,595	-2,243	5,352	7,776	-2,510	5,266	181	-267	-86	-29
<b>Corporate &amp; Miscellaneous</b>	3,497	-57	3,440	3,590	-35	3,555	93	22	115	0
<b>Benefits</b>	15,305	-15,285	20	15,305	-15,285	20	0	0	0	0
	18,802	-15,342	3,460	18,895	-15,320	3,575	93	22	115	0
<b>Total Chief Executive's, Resources, Corporate &amp; Misc. and Benefits</b>	<b>29,767</b>	<b>-18,461</b>	<b>11,306</b>	<b>30,204</b>	<b>-18,802</b>	<b>11,402</b>	<b>437</b>	<b>-341</b>	<b>96</b>	<b>39</b>

**REPORT TO CABINET**

**CABINET MEMBER:** Councillor Pauline Dobb - Cabinet Lead Member for Health and Wellbeing

**DATE:** 24 May 2005

**SUBJECT:** Housing Revenue Account Budget 2004/05

**1 DECISION SOUGHT**

To note the projected financial forecast out-turn position of the Housing Revenue Account (H.R.A.) for the last financial year.

To approve earmarking £326,216 of HRA balances in order to make a revenue contribution to the Housing capital programme in 2005/06.

**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 March 2005 show a projected net under-spend at year end of £692k (Appendix 1). This represents an increased under-spend of £507k to that forecast at the end of February 2005 (£185k).

The majority of this increased under-spend is in the Repairs and Maintenance budget. Expenditure pressures continued throughout the year on the repairs and maintenance budget, which actually over-spent by £197k – the two main areas being gas boiler maintenance (£63k) and legal costs associated with disrepair claims (£66k). In the last quarter, however, Climate Energy Grant of £262k was received and this was used to fund the potential overspend in the repairs budget, resulting in a net under-spend of £65k.

The Housing capital programme, however, has substantially slipped (into 2005/06) and unless some major repair work was capitalised, the Council would not be able to utilise all of its Major Repairs Allowance for 2004/05. Therefore, expenditure of £326k was transferred from revenue to capital to maximise external funding resources. (For a fuller explanation, please refer to Appendix 2). This results in a total under-spend of £391k. These monies will, however, need to be transferred back to the capital programme in 2005/06.



Pressures still continue on repairs and maintenance and this budget will be closely monitored in 2005/06 – some of last year's under-spend may be needed to fund additional costs this year.

A comprehensive review of the Provision for Bad and Doubtful Debts has been undertaken. The Provision is now actually higher than the arrears currently owed by tenants. There is a 'best practice' formula for calculating the level of provision required. This shows that the Provision is over-funded by £177k – this amount, therefore, has been transferred back into the H.R.A.

Also included within the budgets, for this year, was £60,000 for the stock transfer ballot. As this did not occur in 2004/05, the budget allocation was not required.

Rental income was marginally higher because Right to Buy sales were lower than originally forecast. This is, however, partly offset by an increased subsidy payment to WAG (due to higher dwelling numbers).

Debt charge costs are forecast to be £47k lower than originally estimated, but this gives little financial gain to the Council, as the H.R.A. subsidy payment (to WAG) is increased by almost the same amount.

A review of housing staff time allocations has been undertaken, which resulted in employee costs of £80k being transferred from Supervision & Management (General) to Homelessness.

Homelessness and other minor costs should not properly be charged to the HRA. As part of the formal final accounts process, these costs will be transferred to the Council Fund. On the other hand, there are some support service costs that are not currently charged to the HRA that ought to be. The exercise to identify these costs is currently underway. It is expected that the financial impact to both the HRA and Council Fund will be broadly neutral.

## **5 FINANCIAL CONTROLLER STATEMENT**

The improvement of the overall budgetary position is welcomed, but it will be necessary to remain vigilant in the management of budgets in the current year to ensure that the improved HRA balance is retained at the end of the current financial year. These balances will be needed to fund council liabilities if stock transfer should proceed.

In order to protect the funding for the capital programme, a contribution will need to be made from revenue, in 2005/06, equal to the amount of repairs that were capitalised in 2004/05 (£326,216).

## **6 CONSULTATION CARRIED OUT**

Lead Cabinet Members will be required to consult with Heads of Service to monitor the H.R.A. in 2005/06.

## **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**

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

To approve earmarking £326,216 of HRA balances in order to make a revenue contribution to the Housing capital programme in 2005/06.

Housing Revenue Account ~ 2004/05

<u>2003/04</u>	<u>2004/05</u>			
Actual £	Revised Budget £	Forecast Out-turn £	Variance to Budget £	
<b><u>EXPENDITURE</u></b>				
930,338	Supervision & Management - General	971,469	868,577	-102,892
206,524	Supervision & Management - Special	202,511	208,118	5,607
145,969	Welfare Services	134,265	130,267	-3,998
78,922	Homelessness	83,222	150,941	67,719
415,317	Rents	430,012	405,722	-24,290
2,605,253	Repairs and Maintenance	2,536,060	2,144,591	-391,469
4,382,323	Total - Management and Maintenance	4,357,539	3,908,216	-449,323
5,099,232	Rent Rebates	57,489	57,489	0
1,408,151	Debt Charges	1,118,204	1,071,190	-47,014
0	Subsidy	2,518,943	2,568,651	49,708
100,000	Provision for Bad Debts	50,000	-177,422	-227,422
<b>10,989,706</b>	<b>Total Expenditure</b>	<b>8,102,175</b>	<b>7,428,124</b>	<b>-674,051</b>
<b><u>INCOME</u></b>				
8,547,660	Rents (net of voids)	8,293,676	8,319,227	25,551
86,944	Garages	92,500	88,733	-3,767
14,572	Interest (R.T.B. mortgages)	15,000	11,586	-3,414
2,701,299	Subsidy	0	0	0
<b>11,350,475</b>	<b>Total Income</b>	<b>8,401,176</b>	<b>8,419,546</b>	<b>18,370</b>
<b>360,769</b>	<b>Surplus / Deficit (-) for the Year</b>	<b>299,001</b>	<b>991,422</b>	<b>692,421</b>
301,301	Balance - start of year	662,070	662,070	0
662,070	Balance - end of year ~ General	961,071	1,327,276	366,205
0	Balance - end of year ~ Earmarked	0	326,216	326,216

## CAPITAL EXPENDITURE

	2004/05		2005/06	
	<u>Revised</u>	<u>Probable</u>	<u>Original</u>	<u>Latest</u>
	<u>Budget</u>	<u>Out-turn</u>	<u>Budget</u>	<u>Forecast</u>
	£'000	£'000	£'000	£'000
<b>Expenditure:</b>				
Schemes to Completion	854	704	0	150
Group A	784	699	1,008	1,093
Group B	210	0	210	420
Group C	825	511	1,305	1,619
Group H	512	0	368	880
Environmental Works	275	68	140	347
Disabled Facilities Grants	100	163	100	37
Windows	0	39	3,015	2,976
Central Heating	0	10	990	980
Other Works	124	101	0	23
Capitalised Repairs	0	326	0	0
	<b>3,684</b>	<b>2,621</b>	<b>7,136</b>	<b>8,525</b>
<b>Funded From:</b>				
Usable Capital Receipts	1,091	197	908	1,924
Major Repairs Allowance	2,400	2,400	2,353	2,400
WAG Grant	24	24	0	0
Prudential Borrowing	0	0	3,875	3,875
Supplementary Credit Approvals	169	0	0	0
Funded from Revenue	0	0	0	326
	<b>3,684</b>	<b>2,621</b>	<b>7,136</b>	<b>8,525</b>

**Notes:**

- 1 As previously reported, initial tenders on schemes in the South (Groups B and H) were substantially higher than budget. These schemes were subsequently included within the tenders for 2005/06, which were lower and within budget.
- 2 Supplementary Credit Approvals (SCA) awarded in 2003/04 were eligible for use over 2 financial years. WAG advised the Council (in April 2005) that these were no longer usable as 2003/04 regulations were superseded by the Prudential Code.
- 3 Major Repairs Allowance is usable for one year only. Certain expenditure (Disabled Facilities Grants, for example) cannot be funded from MRA. In order not to lose this funding, therefore, expenditure on major repair works funded within the HRA (£326k) has been transferred to Capital).
- 4 In order, therefore, to maintain the funding balance between the HRA and Capital programme, £326k of the HRA reserves need to be earmarked for funding Capital expenditure in 2005/06.

## AGENDA ITEM NO: 12

### REPORT TO CABINET

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

**DATE:** 24 MAY 2005

**SUBJECT:** COMMUNITY PROJECTS:CLOCAENOG CHURCH HALL

#### 1 DECISION SOUGHT

To approve the reallocation of Clocaenog Church Hall grant approved by Cabinet on 26 November 2002.

#### 2 REASON FOR SEEKING DECISION

Cabinet approved the Clocaenog Church Hall application for a Community Project grant of £30,800 in November 2002, based on total capital expenditure of £34,000. This grant application covered 3 phases; widening the access driveway; roof re-slating and insulation, door and window replacement. To date, £13,937 has been paid to Clocaenog Church Hall, leaving a balance of £16,863 to be paid.

The analysis of the original grant application is as follows:

	£
DCC funding awarded	30,800
Clocaenog own reserves	<u>3,200</u>
TOTAL	34,000

Since the original application was approved, Clocaenog Church Hall has been successful in obtaining further funding of £10,500 from the Welsh Assembly Government.

Spends on project to date are as follows:

	Original Application	Original Application	Spent to Date	Total Spent to Date
		(Paid by DCC)	(Paid by WAG & own reserves)	
	£	£	£	£
Drive	13,304	9,283	0	9,283
Legal	411	570	0	570
Roof, windows & door	20,285	4,084	14,829	18,913
<b>TOTAL</b>	<b>34,000</b>	<b>13,937</b>	<b>14,829</b>	<b>28,766</b>

Costs for the project have been contained by using goodwill from contractors and use of voluntary labour.

Equipping the Hall, building a store for the equipment and tarmac the yard is likely to cost a further £19,600, which will complete the modernisation and refurbishment. Clocaenog Church Hall wish to use the unspent portion (£16,863) of the original DCC award towards this.

This final phase is entirely in line with the original philosophy and intention of the Clocaenog Church Hall Committee to ensure the long term security of the only facility, apart from the Church and School, left in Clocaenog.

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

Part 1 of the Local Government Act 2003 sets out the arrangements under which local authorities can finance capital expenditure.

### **4 COST IMPLICATIONS**

£30,800 was approved from the 2002/03 Community Block Allocation. The maximum DCC will pay out is £16,863 i.e. the current DCC unspent portion on the project. Therefore there are no further resources required to meet the cost of the project and hence no further impact on the Community Projects Block Allocations.

### **5 FINANCIAL CONTROLLER STATEMENT**

Capital spending must be contained within the level of capital resources available for the year.

### **6 CONSULTATION CARRIED OUT**

Projects are prepared and subsequently monitored in consultation with project sponsors.

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

Projects have been reviewed to ensure that they meet the Council's Corporate Objectives.

### **8 RECOMMENDATION**

That Cabinet supports the recommendation to reallocate the unspent portion of the original grant for use in completing the project.

**REPORT TO CABINET**

**CABINET MEMBER:**       **COUNCILLOR    S Roberts,   Lead Member for Promoting Denbighshire**

**DATE:**                       **24 May 2005**

**SUBJECT:**                   **Events Commission**

**1       DECISION SOUGHT**

- 1.1 To agree to the signing of the co-operation agreement (Appendix 1) and to participate fully in the partnership of the Events Commission.
- 1.2 To nominate the Cabinet Member for Promoting Denbighshire and the Assistant Director, Culture and Leisure to join the management board of the Events Commission.

**2       REASON FOR SEEKING DECISION**

The Events Commission has been established to strengthen the appeal of the region as a location for staging major prestige events and to maximize the economic benefits of tourism through events for the region. The Events Commission involves establishing a new partnership with the North Wales Tourism Partnership, Welsh Development Agency, Denbighshire, Gwynedd, Anglesey and Conwy Councils and is a natural progression from the successful Gwynedd Events Commission. The project will be funded jointly with the assistance of the European Regional Development Fund Objective 1 Grant approved by the Welsh European Funding Office of £1,222,500

The management of the Events Commission will be via a newly established management board with two representatives from each of the Council partnering organisations. The main contractual agreements are between Tourism Partnership North Wales and Gwynedd Council although all parties have been required to sign the Co-operation Agreement. The team who previously operated the Gwynedd Events Commission will transfer to the Events Commission.

The Events Commission will work with three categories of events:

- Major events of national/ international importance
- Major events of regional importance
- Inward major events of national/international importance

The five major events of national/international importance are:

- Faenol Festival
- Anglesey Show
- North Wales Festival of Cricket
- Llangollen International Music Eisteddfod
- Ryder Cup Wales – Seniors and Challenge Tour

The regional events are made up of initially two events nominated by each authority which in Denbighshire are proposed to be Denbighshire Walking Festival and the North Wales International Music Festival in 2005 and looking at developing a major event on the coast in 2006. The Commission will work with event organisers to develop three year business plans for each event which will strengthen the sustainability of the organisations and events by identifying growth opportunities, new audiences and funding potentials whilst promoting North Wales' international reputation for staging international events

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

The project is provided under the Council's powers to promote social, economic and environmental well being contained in section 2 of the Local Government Act 2000.

### **4 COST IMPLICATIONS**

Denbighshire's financial contribution to the partnership is £15,000 per year for three years, total £45,000 which has been identified within Culture and Leisure events budget. This brings a direct investment back of £50,000 per year, total £150,000 to the nominated events. There are considerable additional benefits of advice, guidance and support from the Events Commission.

### **5 FINANCIAL CONTROLLER STATEMENT**

Denbighshire's annual contribution of £15,000 will need to be contained within the service budget concerned.

### **6 CONSULTATION CARRIED OUT**

Consultation has been undertaken with Llangollen International Musical Eisteddfod, North Wales Music Festival, Culture and Leisure Events Unit, North Wales Tourism Partnership, Welsh Development Agency, Anglesey, Conwy and Gwynedd Councils.

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

The establishment of Events Commission and the enhance profile of North Wales as a location to stage international events advances the council's tourism and cultural tourism strategies.

### **8 RECOMMENDATION**

To agree to sign the co-operation agreement (Appendix 1) and to participate fully in the partnership of the Events Commission. To nominate the Cabinet Member for Promoting Denbighshire and the Assistant Director, Culture and Leisure to join the management board of the Events Commission.



# **Events Commission**

# **Co-operation Agreement**

**FINAL VERSION 6/04/05**  
*Updated 10/5/05 following*  
*Denbighshire Council Amendments*

1. **DATE:**

2. **PARTIES:**

a) Participating Organisations as set out below

Cyngor Bwrdeistrefol Sirol Conwy – Conwy Borough Council  
Bodlondeb, Conwy LL32 8DU

Cyngor Sir Dinbych – Denbighshire County Council  
County Hall, Wynstay Road Ruthin Denbighshire LL15 1YN

Cyngor Gwynedd – Gwynedd Council  
Swyddfeydd y Cyngor, Stryd y Jel, Caernarfon, LL55 1SH

Cyngor Sir Ynys Mon – Isle of Anglesey County Council  
Swyddfeydd y Cyngor Llangefni Ynys Mon LL77 7TW

Partneriaeth Twristiaeth Gogledd Cymru - Tourism Partnership North Wales Uned 25  
Parc Busnes Llanelwy Sir Ddinbych LL17 0LJ

Awdurdod Datblygu Cymru – Welsh Development Agency  
Plas Glyndwr Kingsway Cardiff CF10 3AH

3. **WHEREAS:**

- a) The Participating Organisations who have agreed to work together on the Project called the Events Commission
- b) Tourism Partnership North Wales is the Lead Organisations, as they have signed the Project Approval letter with the Welsh European Funding Office
- c) The Participating Organisations have agreed to participate in the Project on and subject to the terms and conditions of this agreement.

4. **DEFINITION:**

“Participating Organisations”	Organisation who have agreed to participate in the Project
“Approval letter”	i) A letter dated 13 January 2005 reference A-W55845-11-001 from Welsh European Funding Office to Tourism Partnership North Wales and  ii) A letter dated 1 February 2005 from Tourism Partnership North Wales to Welsh European Funding Office
“Business Plan”	The Events Commission Business Plan 2005/08 dated 6/4/05 including Appendix 1 (Terms of

Reference) dated 6/4/05 and Appendix 2  
(Budgets) dated 6/4/05

“The Project”	The European Regional Development Fund Objective 1 Project as comprised and described in the Approval letter and the Business Plan
“The Events Commission”	The operational name of the Project
“The Management Group”	An executive group comprising at least one representative of each Participating Organisation and any other co-opted third parties to manage the activities of the Events Commission
“Payments”	Financial contributions received from the Participating Organisations
“Operational risks”	Risks that have been identified (as set out in Schedule 1) in relation to the operation of the Project that could incur extra financial costs / obligations to the Project.
“Contract period”	From February 2005 until February 2008 or until such time as the project is completed to the satisfaction of the Welsh European Funding Office.

**5. AGREEMENT:**

5.1 Subject to the terms of this agreement Tourism Partnership North Wales agrees to implement and perform obligations set out in 6 below and the Participating Organisations agree to perform and observe the requirements set out in 7 below.

**6. DUTIES OF TOURISM PARTNERSHIP NORTH WALES THROUGH THEIR APPOINTED AGENT:**

6.1 To undertake the servicing of the Project as referred to in the Approval letter and the Business Plan.

6.2 To provide sufficient administrative and information technology resources to deliver the Project subject to budgets within the Approval letter and the Business Plan.

6.3 To employ appropriately qualified staff, as agreed with the Welsh European Funding Office to fulfil the duties, in accordance with the Approval letter and the Business Plan.

6.4 To appoint staff to work to implement the Project as co-ordinated by the Management Group who shall be professionally responsible to Tourism Partnership North Wales or their appointed agent.

- 6.5 To be responsible for the management and delivery of the Project in relation to all aspects of financial matters of the Project. To include all Project related payments, claims and all aspects of book keeping and accounting together with the preparation of claims ready for submission to the Welsh European Funding Office.
- 6.6 To ensure that any service provided, obtained or utilised are provided or secured having regard to the needs to observe high standards of efficiency and value for money and any agreement entered into shall not constitute breach of any laws and terms and conditions of the Project.
- 6.7 To provide administrative support services for the meetings of the Management Group and the Consultative Group as referred to in the Business Plan to include the preparation and safe custody of minutes.
- 6.8 To pay grants to Event Organisers in accordance with contracts seen and approved per Permission to Release Offer Letter Form and entered into between Tourism Partnership North Wales and Event Organisers.
- 6.9 To prepare quarterly and annual reports on the Project's activities, which shall include financial statement, together with a report on the activities of its staff.
- 6.10 To utilise payments received from Participating Organisations and the Welsh European Funding Office exclusively for the support of the Project and not for any other purpose.

**7. OBLIGATIONS OF PARTICIPATING ORGANISATIONS:**

- 7.1 To nominate representatives and there through participate in the Management Group as per Terms of Reference dated 6/4/05
- 7.2 Exercise their best endeavours to supply information to the Events Commission staff concerning events, personnel and *Small Medium Enterprise* in their respective area.
- 7.3 To direct any matters and enquiries, including those from members of the press, falling within the ambit of the Project to the *Executive of the* Events Commission and not to seek to deal directly with any matter falling within that remit.
- 7.4 Each Participating Organisation undertakes to make payments of £15,000 per annum, making a total due for the period of £45,000 to Tourism Partnership North Wales appointed agent on or before the first day of May in each year of the continuance of this agreement..
- 7.5 It is hereby agreed and declared that during the contract period Participating Organisations will not be obliged to expend sums in excess of £15,000 per annum making a total due for the period of the agreement £45,000. In the event of Participating Organisations agreeing that they should pay sums in excess of £15,000 per annum during the continuation of this agreement such agreement shall not be enforceable unless ratified formally by each Participating Organisation in writing.

**8. USE OF EXTERNAL CONSULTANTS:**

8.1 Tourism Partnership North Wales retains the right to employ external consultants to advise or assist in any aspect of the Projects activities.

**9. CONTRACT PERIOD:**

9.1 Without prejudice to the enforcement of any obligations after the determination of this agreement shall remain in force for the contract period.

**10. OPERATIONAL RISKS:**

10.1 It is hereby agreed and declared that the risks identified to the Project will be addressed (as per Schedule 1) in relation to any expenditure incurred by the project outside the parameters of the Approval letter, such as claims, demands, costs and other liabilities arising from the implementation and operation of the Project or any contract or agreement properly entered into in the performance of this agreement.

**11. TERMINATION OF AGREEMENT**

11.1 If all parties agree in writing this agreement may be terminated.

## SCHEDULE 1: operational risks

Activity	Risk level	Action
Officers being involved in a major accident which keeps them away from work for a substantial period	High	Having to manage within Approval letter and Business Plan project resources or proposal for agreement made to the Participating Organisation to cover the cost of temporary staff cover at a shared cost of 1/6 <sup>th</sup> each addressed as per clause 6.1 of the agreement
Officer long term illness, maternity leave obligation to the project	High	Having to manage within Approval letter and Business Plan project resources or proposal for agreement made to the Participating Organisation to cover the cost of temporary staff cover at a shared cost of 1/6 <sup>th</sup> each addressed as per clause 6.1 of the agreement
Project not meeting its outputs leading to possible WEFO part claw-back	High	Having to manage within Approval letter and Business Plan project resources or proposal for agreement made to the Participating Organisation to cover the cost at a shared cost of 1/6 <sup>th</sup> each addressed as per clause 6.1 of the agreement
Possible redundancy payments at end of project	High	Gwynedd Council responsible for this element of staffing matters <i>as identified within budgets held by the Commission within Gwynedd Council accounts</i>
Project not meeting or delivering what it set out to do, leading to total claw-back	High	Having to manage within Approval letter and Business Plan project resources or proposal for agreement made to the Participating Organisation to cover the cost at a shared cost of 1/6 <sup>th</sup> each addressed as per clause 6.1 of the agreement
Officer mistake, or reckless behaviour leading to substantial financial loss to the project	Medium	Gwynedd Council responsible for this element of staffing matters.
Criminal activity by the project staff leading to financial loss	Medium	Gwynedd Council responsible for this element of staffing matters.
Hire car contribution not being paid by employee	Low	Payments covered by contract monies to be taken out at source from individuals salaries
Partner pulling out of the project thus causing financial loss	Low	Payments covered by contract making a legal commitment to the project
Suing the Commission for event support	Low	Financial support contract covers this issue, giving all parties concerned indemnity from such actions. Parties are also insured if needed from such action.

Any other unidentified risks	High	Having to manage within Approval letter and Business Plan project resources. <i>Or each party to contribute 1/6<sup>th</sup> or that the party at fault is to take responsibility</i>
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SIGNED by

Authorised Signatory  
Conwy County Borough Council

SIGNED by

Authorised Signatory  
Denbighshire County Council

SIGNED by

Authorised Signatory  
Gwynedd County Council

SIGNED by

Authorised Signatory  
Isle of Anglesey County Council

SIGNED by

Authorised Signatory  
Tourism Partnership North Wales

SIGNED by

Authorised Signatory  
Welsh Development Agency (Northern  
Division)

**CABINET  
FORWARD WORK PROGRAMME**

<b>REPORT TITLE</b>	<b>REPORT LEAD MEMBER / AUTHOR</b>
<b>JUNE 2005</b>	
Revenue Budget Monitoring Report 2005-2006 [including Procurement] <i>Provides an update of the Revenue Budget position for 2005-2006</i>	Councillor P J Marfleet R Parry
Capital Plan <i>Capital 2005-2006</i>	Councillor P J Marfleet R Parry
Housing Revenue Account Budget <i>Sets out the latest financial forecast position of the Housing Revenue Account</i>	Councillor P A Dobb P Quirk
Corporate Communication Strategy	Councillor S A Davies A Gosse
Corporate Quarterly Performance Report -	Councillor P J Marfleet J Ogden
Area Partnerships and Future of Area Delivery and its Options	Councillor E C Edwards J Ogden
Corporate Improvement Assessment Followup	Councillor P J Marfleet A Evans
Approval of Highways Fees and Charges	Councillor E W Williams D Farquhar
Regeneration Strategy	Councillor R W Hughes G Evans
Supplementary Planning Guidance on Affordable Housing	Councillors P A Dobb / E W Williams M Pender
Housing Grant Scheme	Councillor P A Dobb P Quirk
Tender Awards Mowers – Part II	Councillor E W Williams D Farquhar
School Transport – Risk Management	Councillor D Owens G E Brooks
Ruthin Craft Centre Development Study	Councillor S Roberts A Gosse
Emergency Duty Team – Adults and Children	Councillor P A Dobb/MA German N Ayling/N Francis
In4tek <i>Replacement for Care.comm</i> Emotional Mental Health - Block Contract	Councillor M A German R Hayes Councillor P A Dobb N Ayling
Health Challenge Denbighshire	Councillor P A Dobb C C Nelson
Improving Housing Stock	Councillor P A Dobb P Quirk



<b>REPORT TITLE</b>	<b>REPORT LEAD MEMBER / AUTHOR</b>
<b>JULY 2005</b>	
Revenue Budget Monitoring Report 2005-2006 [including Procurement] <i>Provides an update of the Revenue Budget position for 2005-2006</i>	Councillor P J Marfleet R Parry
Capital Plan <i>Capital 2005-2006</i>	Councillor P J Marfleet R Parry
Housing Revenue Account Budget <i>Sets out the latest financial forecast position of the Housing Revenue Account</i>	Councillor P A Dobb P Quirk
Final Accounts 2004-2005 Revenue and Capital	Councillor P J Marfleet R Parry
Community Capital Projects	Councillor R W Hughes G Evans
Corporate Quarterly Performance Report	Councillor P J Marfleet J Ogden
E Govt	Councillor S A Davies P Wickes
Scala Development Study Progress Report	Councillor S Roberts A Gosse
ESTYN Self Assessment Report	Councillor D Owens I Lloyd Roberts
Homeless Review	Councillor P A Dobb P Quirk
Social Services Inspectorate for Wales Adult Service Report / Action Plan	Councillor P A Dobb N Ayling
Fees and Charges <i>Domiciliary Care / Nursing Homes</i>	Councillor P A Dobb N Ayling
Children's Services Improvement Plan	Councillor M A German N Francis
<b>SEPTEMBER 2005</b>	
Revenue Budget Monitoring Report 2005-2006 [including Procurement] <i>Provides an update of the Revenue Budget position for 2005-2006</i>	Councillor P J Marfleet R Parry
Capital Plan <i>Capital 2005-2006</i>	Councillor P J Marfleet R Parry
Housing Revenue Account Budget <i>Sets out the latest financial forecast position of the Housing Revenue Account</i>	Councillor P A Dobb P Quirk

<b>REPORT TITLE</b>	<b>REPORT LEAD MEMBER / AUTHOR</b>
Customer Service Centre Update	Councillor S A Davies P Wickes
Local Development Plan Strategic Options / Issues Paper	Councillor E W Williams G Boase
Social Work Inspection	Councillor M A German N Francis
Learning Disabilities	Councillor M A German N Francis
Adult Protection	Councillor P A Dobb N Ayling
Emergency Duty Team	Councillor P A Dobb N Ayling
<b>OCTOBER 2005</b>	
Revenue Budget Monitoring Report 2005-2006 [including Procurement] <i>Provides an update of the Revenue Budget position for 2005-2006</i>	Councillor P J Marfleet R Parry
Capital Plan <i>Capital 2005-2006</i>	Councillor P J Marfleet R Parry
Housing Revenue Account Budget <i>Sets out the latest financial forecast position of the Housing Revenue Account</i>	Councillor P A Dobb P Quirk
Corporate Quarterly Performance Report	Councillor P J Marfleet J Ogden
Approve Deposit Local Development Plan for Public Consultation	Councillor E W Williams G Boase
Meals Provision	Councillor P A Dobb N Ayling
<b>NOVEMBER 2005</b>	
Revenue Budget Monitoring Report 2005-2006 [including Procurement] <i>Provides an update of the Revenue Budget position for 2005-2006</i>	Councillor P J Marfleet R Parry
Capital Plan <i>Capital 2005-2006</i>	Councillor P J Marfleet R Parry

<b>REPORT TITLE</b>	<b>REPORT LEAD MEMBER / AUTHOR</b>
Housing Revenue Account Budget <i>Sets out the latest financial forecast position of the Housing Revenue Account</i>	Councillor P A Dobb P Quirk
Corporate Quarterly Performance Report	Councillor P J Marfleet J Ogden
Approve Deposit LD Plan for Public Consultation	Councillor E W Williams G Boase
Managing School Places: Proposals for Consultation	Councillor D Owens G E Brooks
Transport Review	Councillor P A Dobb N Ayling
<b>DECEMBER 2005</b>	
Revenue Budget Monitoring Report 2005-2006 [including Procurement] <i>Provides an update of the Revenue Budget position for 2005-2006</i>	Councillor P J Marfleet R Parry
Capital Plan <i>Capital 2005-2006</i>	Councillor P J Marfleet R Parry
Housing Revenue Account Budget <i>Sets out the latest financial forecast position of the Housing Revenue Account</i>	Councillor P A Dobb P Quirk
Urdd Eisteddfod	Councillor S Roberts A Gosse
<b>JANUARY 2006</b>	
Revenue Budget Monitoring Report 2005-2006 [including Procurement] Provides an update of the Revenue Budget position for 2005-2006	Councillor P J Marfleet R Parry
Capital Plan <i>Capital 2005-2006</i>	Councillor P J Marfleet R Parry
Housing Revenue Account Budget <i>Sets out the latest financial forecast position of the Housing Revenue Account</i>	Councillor P A Dobb / P Quirk
Corporate Quarterly Performance Report	Councillor P J Marfleet J Ogden

**ASSET MANAGEMENT COMMITTEE  
FORWARD WORK PROGRAMME**

REPORT TITLE	REPORT LEAD MEMBER / AUTHOR
<b>JUNE 2005</b>	
Scala Development Study: Progress Report	Councillor J Thompson Hill / A Gosse
Royal International Pavilion	Councillor J Thompson Hill / A Gosse
<b>JULY 2005</b>	
Ruthin Craft Centre	Councillor J Thompson Hill / A Gosse