

CABINET

Minutes of the Cabinet meeting held in ECTARC, Llangollen at 11.00 a.m. on Tuesday 31 October 2006.

PRESENT

Councillors S A Davies, Lead Member for Business, Communications and Personnel; P A Dobb, Lead Member for Health & Wellbeing; E C Edwards; Lead Member for Communities; R W Hughes, Leader and Lead Member for Regeneration; M A German, Lead Member for Children and Young People; D Owens, Lead Member for Lifelong Learning; G O Rowlands, Lead Member for Finance; and Councillor E W Williams, Lead Member for Environment.

Observers: Councillors R E Barton, G C Evans, C L Hughes and T R Hughes.

ALSO PRESENT

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

APOLOGIES

Councillors S Roberts, Lead Member for Promoting Denbighshire and J Thompson Hill, Lead Member for Property and Asset Management.

ANNOUNCEMENT

The Deputy Chief Executive / Corporate Director: Resources reported that the Revenues team had been nominated for 2 awards at the Institute of Revenues, Rating and Valuation Conference (IRRV) and were awarded the VOCA Direct Debit Quality Award for quality of service and were highly commended in the IRRV Excellence in Debt Management Award, the first time this had been awarded in the category.

Councillor C L Hughes (Observer) informed the meeting that work had commenced on the Integrated Learning Services unit at Gwaenynog, Denbigh and he congratulated all associated with the project for their work and co-operation.

1 URGENT MATTERS

There were no Urgent Matters.

2 MINUTES OF THE CABINET

The Minutes of the Cabinet meeting held on 26 September 2006 were submitted.

Item 5 101 Cymru –

Amendment to the end of the first paragraph of page 4 to read “Deputy Chief Executive / Corporate Director: Resources”.

The Deputy Chief Executive / Corporate Director: Resources confirmed that all submissions in the current round had been rejected by the Home Office. The Home Office had, however, allocated some funding towards this but a claim for the Head of ICT 's time and work would also be made.

Item 9 Revenue Budget 2006-2007 – Councillor R E Barton (Observer) asked that his question on why school governors were not being consulted on school budgets be added to the minutes.

***RESOLVED** that, subject to the above, the Minutes of the Cabinet meeting held on 26 September 2006 be approved as a correct record and signed by the Leader.*

3 SUPPORTING PEOPLE OPERATIONAL PLAN 2007-2008

Councillor P A Dobb presented the report seeking Members' agreement to the Supporting People Operational Plan for 2007/2008.

Councillor Dobb thanked the Supporting People Team Manager for her hard work on the project and said this had led to the officer being asked to carry out further work on other projects for the Welsh Assembly Government.

***RESOLVED** that Members agree the Supporting People Operational Plan for 2007/2008 and support the projects identified to proceed to meet the needs of vulnerable people.*

4 EXTENDING CONTRACT EXPIRY DATE BY 12 MONTHS, TO 31.09.2007, FOR THE GIFT PARTNERSHIP PROJECT

Councillor P A Dobb presented the report for Members to agree to an extension of the GIFT Partnership Project contract expiry date by 12 months, to 30/09/07 or until a decision is made in relation to the future configuration of the GIFT housing support service, whichever is sooner.

***RESOLVED** that Members agree to the extension of the GIFT Partnership Project contract expiry date by 12 months to 30.09.2007 or until a decision is made in relation to the future configuration of the GIFT housing support service, whichever is sooner.*

5 PARTNERSHIP PLANNING STRUCTURES RELATING TO CHILDREN AND YOUNG PEOPLE

Councillor M A German presented the report seeking Members' agreement for partnership planning structures for children and young people arising from legislation and recent guidance.

Councillor Dobb supported the report and said the Welsh Assembly Government had a 10 year strategy for all social services, to enable fulfilled lives for all family members. It was important to renew commitment to families. Councillor G O Rowlands felt that many children were not receiving as much support as required as funding had not been in place.

RESOLVED that Cabinet endorse the proposals (P1 – P7) set out in paragraph 2.13 of the report.

6 WEST CHESHIRE / NORTH EAST WALES SUB-REGIONAL SPATIAL STRATEGY

Councillor R W Hughes presented the report seeking Members' agreement to the West Cheshire/North East Wales Sub-Regional Spatial Strategy 2006– 2021.

She thanked the Head of Development Services and the Principal Regeneration Manager for their work on the Strategy to ensure that Denbighshire was represented and could play a robust part, along with the Cheshire / Wirral area. The Principal Regeneration Manager would provide a bullet-style briefing note on the Strategy for Members. The next stage was to direct resources and implement the strategy.

RESOLVED that Members endorse the West Cheshire/North East Wales sub-regional spatial strategy 2006 – 2021 and the Principal Regeneration Manager would provide a bullet-style briefing note on the Strategy for Members.

7 RURAL DEVELOPMENT PLAN FOR WALES 2007 - 2013

Councillor R W Hughes presented the report seeking Members' approval of the arrangements for the delivery in Denbighshire of the Rural Development Plan for Wales 2007-2013.

The committee would have 8 members, with both the voluntary and community sector represented. She suggested the Chair of Cadwyn Clwyd and the Chair of Denbighshire's Rural Plan Task Group be members of the committee.

In response to a query from Members regarding the areas included in the Plan, the Principal Regeneration Manager said Dyserth and Meliden were not classified as rural by the Assembly for the programme and representations by the Authority had led to the current areas being included. He confirmed that, although Cadwyn Clwyd included Flintshire and that Flintshire had their own allocated rural wards, the Denbighshire funding could not be spent in Flintshire.

RESOLVED that Members approve:

- a. the establishment of a Partnership Board for rural Denbighshire with the public sector to be represented by members of the County Council to be nominated by the Leader
- b. the delivery of all Axis 4 activities and Axis 3 activities as appropriate by the existing LEADER Plus Local Action Group serving the County (Cadwyn Clwyd Cyfyngedig)
- c. the administration of the funding for Axes 3 and 4 by the County Council if necessary
- d. the delegation of the approval of any urgent variation required to these arrangements to the Leader following consultation with the chair of the Rural Action Plan Task Group.

8 HOUSING REVENUE ACCOUNT BUDGET 2006-2007

Councillor P A Dobb presented the report for Members to note the latest financial forecast position of the Housing Revenue Account (HRA) (revenue and capital) for the current financial year. The outturn projection at the end of September showed a net surplus at the year end of £670k was shown against a budgeted surplus of £333k.

Following the review of Right To Buy sales completed in July, the forecast sales for the year have been revised downward from 48 to 44, with 10 completed sales at the end of September 2006. It was hoped that 25-30 sales would be completed by the year end. The Housing Stock Business Plan would be reviewed once the Welsh Assembly Government determinations were received.

RESOLVED that Cabinet note the latest financial forecast position [revenue and capital] of the Housing Revenue Account for the current financial year.

9 REVENUE BUDGET 2006-2007

Councillor G O Rowlands presented the report for Members to note the latest revenue budget performance figures for the 2006/2007 financial year as detailed in the appendices attached to the report.

A potential underspend of £784k was forecast, excluding the schools' delegated budgets. Social Services were showing an increased underspend mainly due to the underspend brought forward from the previous year coupled with savings against the Supporting People grant schemes. Significant pressures could be expected later in the year for the back-dated element of the equal pay claims.

In response to a query from Councillor S A Davies regarding the projected Corporate Service overspend, the Financial Controller said a tendering of translation service provision would be undertaken which could lead to a reduced

pressure in the current year and it was important that a cost effective service was provided. The Financial Controller also agreed to provide a split figure for the proposed efficiency saving for the Children's Village and the Riverside Park franchise.

Councillor R E Barton (Observer) asked why school governors were not more involved in school budgets. Councillor G O Rowlands said the Lifelong Learning Finance team was in touch with all schools and it was up to Headteachers to discuss school budgets with their school governors. The Chief Executive agreed and said school governors could ask Headteachers for any information they required.

The Corporate Director: Environment confirmed there was a small balance in the winter maintenance fund but this and the budget could be exhausted if a hard winter was experienced.

In response to a query from Councillor P A Dobb, Councillor D Owens said Headteachers could go direct to the Lifelong Learning department for any information and guidance regarding school budgets. A training day was being held for all school governors on 11.11.2006 and Members were urged to attend.

RESOLVED that Members note the budget performance figures for the current financial year as detailed in the appendix to the report.

10 ROUTINE REPORTING ON PERSONNEL

Councillor S A Davies presented the report on staff headcount and asked Members to consider the proposals for the future reporting of personnel staff indicators.

Councillor Davies said the information presented would allow the Authority to spot any trends in employment. A monthly progress report showing data cleansing issues was being prepared as was a report on Single Status. Councillor E C Edwards asked whether the use of consultants by the Authority would be included, and Councillor Davies confirmed that any agency or part time employees figures would be shown.

Councillor E W Williams suggested that explanation notes were required in the report as the transfer of staff between Directorates was not included and asked whether it was possible to show the percentages of office and manual workers employed. The Chief Executive said staff/department movement between Directorates could be included but there was a limit on information on percentages of office or manual workers employed. Councillor Williams also asked whether supply teacher and contractor figures could be included.

The Deputy Chief Executive / Corporate Director: Resources, referring to paragraph 2.5 of the report, said future reports would be produced on a monthly basis and would include more detailed explanations of the figures. Figures for agency employees were being developed separately.

Councillor R W Hughes said the figures would show service provision and spending, which could be measured alongside the Council's priorities.

RESOLVED that Cabinet note the information in the report and the proposed Action Plan.

11 CABINET FORWARD WORK PROGRAMME

Councillor S A Davies presented the Cabinet Forward Work Programme.

Councillor R E Barton (Observer) referred to a motion to Council on 19.09.2006 regarding the possible reinstatement of the provision of 2 bin bags to householders who were not part of the recycling scheme and he asked when the item would be discussed. Councillor T R Hughes agreed with Councillor Barton and suggested the item should be included on the Cabinet Forward Programme in the near future. The Corporate Director: Environment said the item would need to be submitted as part of the budget round. Both the Corporate Director: Environment and Councillor E W Williams said fortnightly collection of waste had ceased approximately 8 years earlier which had led to 2 bin bags being provided.

RESOLVED that Cabinet note the Cabinet Forward Work Programme.

12 URGENT ITEMS:

There were no Urgent Items.

EXCLUSION OF PRESS AND PUBLIC

RESOLVED under Section 100A(4) of the Local Government Act 1972 the Press and Public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 20 of Part 4 of Schedule 12A of the Local Government Act 1972.

PART II

13 CONTRACT AWARD FOR THE SUPPLY OF VEHICLE SPARES, CONSUMABLES AND LUBRICANTS

Councillor E W Williams presented the report seeking Members' agreement to a contract for the supply of vehicle spares, consumables and lubricants. One contract would mean one invoice being issued per week and parts being purchased only when required.

The Corporate Director: Environment said it had been agreed one company had asked to use the depot for MOT and safety checks on their vehicles.

RESOLVED that Cabinet agree to enter into a contract for the supply of vehicle spares, consumables and lubricants with Imperial Commercials Limited, on the basis of the information contained in the report.

14 CAPITAL PLAN 2006-2007

Councillor G O Rowlands presented the report for Members to note the latest position on the 2006-2007 element of the Capital Plan. Members were asked to recommend to Council the inclusion of the Active Lifestyles and Ysgol Dewi Sant projects in the Capital Plan (Paragraph 2.11 of the report).

The Deputy Chief Executive / Corporate Director: Resources informed Members that a meeting had been arranged with Dells to discuss and resolve outstanding issues regarding the Community Learning Centres and confirmed that WEFO funding was currently still in place for the projects.

The Head of Tourism, Heritage and Culture said a decision was still awaited on funding from the Welsh Assembly Government regarding the ex tourist board bid for funding for the Ruthin Craft Centre.

With regard to the landslip at Corwen, the Head of Development Services confirmed that the house purchase had been completed and works were progressing.

Detailed discussion took place on School Strategic Masterplans and it was agreed these be drawn up for all secondary schools, if not already available, to ensure educational development met future needs.

Members also welcomed the business and asset review for Clwyd Leisure which would help plan the future direction of the company and the assets owned by the Authority, with an update report on progress being made to the next Cabinet meeting.

The proposed mobile at Ysgol Dewi Sant would be considered as part of the capital project process.

Councillor S A Davies expressed his disappointment that the Riverside Park refurbishment project would not be included in the Capital Plan at the current time. Following discussion, it was agreed that officers try and identify another funding stream for the project.

Councillor E C Edwards reminded Members that the rules for inclusion of projects in the Capital Plan were the same for all Members, across the whole County and that capital expenditure should be allocated across the County. He expressed his disappointment that the Capital Plan Task Group had not met recently and suggested the Group should meet as a matter of urgency and make recommendations on the Plan for Cabinet consideration.

In response to a question from Councillor E C Edwards who had expressed disappointment that all claims had not been finalised, the Corporate Director: Environment provided information on the flood scheme compensation payments and said some claims had been paid in full, some were part paid and a small number of claimants had not been paid at all as negotiations were ongoing.

RESOLVED that Members note the latest position on the 2006-2007 element of the Capital Plan and recommend to Council, the inclusion of the Active Lifestyles and Ysgol Dewi Sant projects in the Capital Plan (Paragraph 2.11 of the report).

The meeting concluded at 1.00 p.m.

REPORT TO CABINET

CABINET MEMBER: CLLR S A DAVIES, LEAD MEMBER FOR BUSINESS, COMMUNICATIONS AND HUMAN RESOURCES

DATE: 28 NOVEMBER 2006

SUBJECT: MONITORING THE AUTHORITY'S KEY PERFORMANCE INDICATORS AND PROGRESS AGAINST THE KEY ACTIONS IN THE IMPROVEMENT PLAN.

1 DECISION SOUGHT

- 1.1 That Cabinet consider and agree the proposed changes to the Quarterly Performance Report
- 1.2 That Cabinet consider the attached Corporate Quarterly Performance Report which details:
Performance against the Authority's key performance indicators for the period July, August, September 2006 (Appendix 1);
Performance against National Strategic Indicators for Education (Appendix 2);
Progress against the Authority's Corporate Objectives and key actions identified in the Improvement Plan. (Appendix 3)
- 1.3 That Cabinet consider any issue in greater depth as deemed necessary

2 REASON FOR SEEKING DECISION

- 2.1 The Performance Indicators listed in Appendix 1 selected for quarterly reporting reflect the Council's Priorities, Corporate Objectives, Directorate Priorities and areas of risk. Regular monitoring of the Performance Indicators ensure that priorities are being progressed and areas of risk improved and flag up any issues and barriers to Improvement.

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

- 26 (62%) of key indicators are on target
- 16 (38%) of key indicators are not on target but 2 (5%) have improved performance when compared to performance 12 months ago. 4 are new indicators so it is not possible to show performance in relation to performance 12 months ago. Therefore 10 indicators are below target and have not improved on performance for Quarter 2 last year.

2.2 The Performance Indicators listed in Appendix 2 detail the Authority's performance against the Education National Strategic Indicators in the academic year (September 2005 – July 2006) 2005-06. In September Cabinet agreed to receive these indicators when they became available. The indicators reported are final figures and all but one (EDU/S/011) have been verified. Please note, several figures will not become available until later in the financial year. The remaining Performance Indicators will be reported in the Quarter 3 report to Cabinet.

The key issues for consideration from 2005-06 academic year are noted below:-

- 2 (33%) of indicators reported have achieved their target.
- 4 (66%) of the indicators reported have not achieved their target,
- Of those indicators that have not achieved their target, 1 (performance in Key Stage 3) has improved since last year

2.3 Appendix 3 details progress against our Corporate Objectives and key actions identified in the Improvement Plan. The Improvement Plan reports the actions we will be taking over the next three years to improve our services, it is therefore important that progress against these actions and the targets set is monitored. It is proposed that these actions are reported to Cabinet quarterly as part of the Corporate Quarterly Performance Report.

3 POWER TO MAKE A DECISION

Performance management and monitoring 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 performance indicator targets. Failure to meet our policy agreement targets would result in non-payment of the performance incentive grant.

5 FINANCIAL CONTROLLER STATEMENT

Performance Management is a key element in ensuring quality services that are cost effective. There may be cost implications to slippage against key actions and timescales.

6 CONSULTATION CARRIED OUT

Progress against performance indicators and key actions should be discussed at Departmental Management Team meetings and team meetings. Quarterly performance

reports which include performance indicators are prepared by the Scrutiny Officers and are distributed to the relevant Scrutiny Committees for review.

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

7.1 The Vision

Performance in these indicators will affect the Authority's ability to achieve Denbighshire's Vision.

The key actions identified in the Improvement Plan and reported against in this report reflect progress towards achieving the Vision.

7.2 Other Policy Areas Including Corporate

Performance indicators and progress against key actions impact upon all policy areas including corporate and can provide information on the effectiveness of current policy.

8 ACTION

Action	Responsibility	Deadline
To explore and address the reasons for below target performance in Qtr 2 at Departmental Team Meetings and CET	CET	31 December 2006
To explore and address any concerns arising from lack of progress made against key actions in the Improvement Plan	CET	31 December 2006

9 RECOMMENDATION

9.1 That Members agree to receive updates against the key actions identified in the Improvement Plan on a quarterly basis as part of the Corporate Quarterly Performance Report








9.2 That Members consider the Corporate Quarterly Performance report and identify any issues which require further discussion and/or remedial action
It is recommended that particular attention is paid to those indicators which are not on target.







Corporate Quarterly Performance Report to Cabinet









Quarter 2 2006-2007






Date of Report: 28th November 2006







1. Quarter 2 performance against Denbighshire's Key Performance Indicators (Appendix 1)
2. Performance against Education Indicators (Academic year 2005/06) (Appendix 2)
3. Progress against Our Corporate Objectives and Key Actions in the Improvement Plan (Appendix 3)







Indicator Reference	Type of Indicator	Description	Responsible Member & Officer	Welsh Comparative data 05/06	2005/06 Annual Target	2005/06 Data	Data Quarter 1 (Apr-Jun) July 06/07	Data Quarter 2 (Jul-Sep) Oct 06/07	Qtr 2 Target	Performance	2006/07 Annual Target	Comments
KEY: Symbol denotes progress against 06/07 Targets		SLIPPAGE AGAINST 2006/07 TARGET										
		SLIPPAGE AGAINST TARGET BUT PERFORMANCE IMPROVED COMPARED TO 12 MONTHS AGO										
		ON TARGET										
S		Welsh Assembly Government - National Strategic Indicator										
C		Welsh Assembly Government - Core Set Indicator										
Local PI		Local Performance Indicator										
NPA		National Policy Agreement										
LPA		Local Policy Agreement										
CHILDREN AND YOUNG PEOPLE												
SCC/S/001	NATIONAL STRATEGIC & POLICY AGREEMENT 7	a) The percentage of first placements of looked after children during the year that began with a care plan in place.	Cllr M German, Nicola Francis	85.9%	a) 80.0%	80.6%	50%	75%	90%		90%	Action has been taken to achieve improvement during the quarter. This work will need to continue in the next quarter
		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.	Cllr M German, Nicola Francis	84.80%	b) 80.0%	80.50%	Data quality issues - checks being completed before re-running	38.46%	100%		100%	There have been problems with database which collates information and as a consequence issues relating to data quality are still to be resolved. In addition the Independent Reviewing Officer has produced an action plan to secure performance improvement. Progress is being tracked via a monthly Childrens Performance Management Group.
SCC/S/002 NPA 8	NATIONAL STRATEGIC & POLICY AGREEMENT 8	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	Cllr M German, Nicola Francis	13.5%	15.0%	17.3%	1.9%	5.32%	5%		10%	Performance has improved compared to last year. However, it may be the case that performance comes out just under target by year end.
SCC/C/004	CORE	The percentage of children looked after on 31 March who have had three or more placements during the year.	Cllr M German, Nicola Francis	10.00%	<17%	19.60%	2.78%	5.52%	<8.5%		<17%	A number of work streams are coming together to secure significant improvements for this PI. Placement moves are being reviewed to help ensure that improvements are achieved.
SCC/C/029 (New Indicator)		a) The percentage of eligible, relevant and former relevant children that have pathway plans as required, and;	Cllr M German, Nicola Francis	New Indicator 2006/07	New Indicator 2006/07	New Indicator 2006/07	Waiting for guidance from LGDU				To be set	Revised guidance was received this quarter from the Local Government Data Unit. Systems are being developed to collate data on the basis of this guidance








Indicator Reference	Type of Indicator	Description	Responsible Member & Officer	Welsh Comparative data 05/06	2005/06 Annual Target	2005/06 Data	Data Quarter 1 (Apr-Jun) July 06/07	Data Quarter 2 (Jul-Sep) Oct 06/07	Qtr 2 Target	Performance	2006/07 Annual Target	Comments
replaced SCC/C/005)	CORE	b) Have been allocated a personal advisor	Cllr M German, Nicola Francis	N/A	N/A	New Indicator 2006/07	Waiting for guidance from LGDU				To be set	Revised guidance was received this quarter from the Local Government Data Unit. Systems are being developed to collate data on the basis of this guidance
LPA 9	Local Policy Agreement 9	The number of childcare places available	Cllr M German, Nicola Francis	None available	4834	5348	Annual reporting in quarter 3				5002	Performance will be collected by the Partnership Framework from local providers and reported in quarter 3.
HEALTH, SOCIAL CARE AND WELL-BEING												
SCA/S/001 NPA 5	NATIONAL STRATEGIC (National Policy Agreement 5)	The rate of delayed transfer of care for social care reasons per 1,000 population aged 75 or over	Cllr P A Dobb, Neil Ayling	7.69	<2.53	0.41	0.41	0.62	<2.53		<2.53	Performance is on target. We continue to demonstrate excellent performance and remain within the top quartile for this high profile area
SCA/S/002 NPA 6	NATIONAL STRATEGIC & NATIONAL POLICY AGREEMENT 6	The rate of older people (aged 65 or over): a) Helped to live at home per 1,000 population aged 65 or over - National Strategic Indicator Definition	Cllr P A Dobb, Neil Ayling	85.54	a) >52	64.59	66.55	72.73	65		65	This definition focuses solely on direct services provided to older people. Performance is on target.
		The rate of older people (aged 65 or over): a) Helped to live at home per 1,000 population aged 65 or over - National Policy Agreement Definition		N/A	104	115.32	119.39	119.86	109		109	This definition includes the full range of services provided to older people i.e. inclusive of indirect services. Performance is on target
		b) Whom the authority supports in care homes per 1,000 population aged 65 or over		27.36	b) 41.00	34.35	31.11	29.72	41.00		41	Performance is on target
SCA/C/003	CORE	a) The percentage of clients supported in the community during the year, who are: a) aged 18-64	Cllr P A Dobb, Neil Ayling	69.31%	90%	86.17%	80.78%	85.53	90%		90%	Activity Performance is cumulative and it is anticipated that the target will be met
		b) The percentage of clients supported in the community during the year, who are: b) aged 65+		Cllr P A Dobb, Neil Ayling	0.62	75.00%	73.77%	69.79%	73.03%	75%		75%

Indicator Reference	Type of Indicator	Description	Responsible Member & Officer	Welsh Comparative data 05/06	2005/06 Annual Target	2005/06 Data	Data Quarter 1 (Apr-Jun) July 06/07	Data Quarter 2 (Jul-Sep) Oct 06/07	Qtr 2 Target	Performance	2006/07 Annual Target	Comments
SCA/C/009 (NEW INDICATOR)	CORE	The rate per 1000 adults (aged 18+) receiving a service in the community who receive a direct payment.	Cllr P A Dobb, Neil Ayling	New Indicator 2006/07	New Indicator 2006/07	9.10	10.82	10.61			To be agreed	The take up of direct payments continues to rise. At present there is no comparable Welsh data on the rate of provision. Once this is available a target will be set.
HHA/S/001	NATIONAL STRATEGIC	a) The number of homeless families with children who have used bed and breakfast accommodation during the year, except in emergencies	Cllr P A Dobb, Paul Quirk	888 (Total figure for all Wales)	35	40	0	0	0		0	
		b) The average number of days all homeless households spend in temporary accommodation		102	189 days	86 days	80 days	123 days	120 days		120 days	
	NATIONAL POLICY AGREEMENT 3	a) The number of homeless families with children who have used bed and breakfast accommodation during the year, except in emergencies	Cllr P A Dobb, Paul Quirk	N/A	0	40	0	0	0.00		0	NPA 3 and HHA/001 are the same indicator, however different targets have been set. The Target of 0 set for NPA 3A is as per Policy Agreement 2004/07 - following discussions with Welsh Assembly Policy Officers we were unable to change indicator targets at this stage, however, due to new legislation a 'low' figure rather than a 'nil' figure for 2006/07 will be acceptable. For HHA/001, a more realistic target of 35 has been set
		b) The average length of time all homeless households spend in temporary accommodation		N/A	20 weeks		11.3 weeks	18 weeks	20 weeks		20 weeks	
HHA/S/002	NATIONAL STRATEGIC	The average number of working days between homeless presentation and discharge of duty for households found to be statutory homeless.	Cllr P A Dobb Paul Quirk	79	80 days	100 days	118 days	174days	100 days		100 days	
HHA/C/007a	CORE SET INDICATOR	The total number of homeless households having used Bed and Breakfast accommodation	Cllr P A Dobb Paul Quirk	3751 (all Wales Total)	115	123	15	19	50		100	
HLS/C/007a (replaced HLS/C/001)	CORE	i) The total amount of rent arrears owed by current and former tenants as a percentage of the total rent collectable for the financial year for permanent accommodation	Cllr P A Dobb, Paul Quirk	New Indicator 2006/07	3.30%	3.44%	5.14% estimate	5.14% estimate	5%		5%	
		ii) The total amount of rent arrears owed by current and former tenants as a percentage of the total rent collectable for the financial year for temporary accommodation	Cllr P A Dobb, Paul Quirk	New Indicator 2006/07	New Indicator 2006/07	New Indicator 2006/07	22%	27.85%	22%		22%	







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LPA 10	LOCAL POLICY AGREEMENT INDICATOR	Total number of Affordable Housing units provided within Denbighshire County Council	Cllr P A Dobb, Paul Quirk	Not available	52	46	Annual Reporting - reported in Qtr 4				60	
PLA/C/006 (NEW)	CORE	Number of new affordable housing units provided during the year as a percentage of all new housing units provided during the year.	Cllr E W Williams, Graham Boase	New Indicator 2006/07	New Indicator 2006/07	New Indicator 2006/07	Annual Reporting - reported in Qtr 4				15%	
LPI (NEW)	LOCAL INDICATOR	Number of Houses of Multiple Occupation (HMOs) which have been licensed.	Cllr E W Williams, Graham Boase	Not available	New Indicator	New Indicator	0	18			100	Legislation came into force in June. 18 licensed as of 2nd Quarter. Application forms going out early Nov. to landlords, on target to achieve 100 by end of year.
PPN/S/001bii	NATIONAL STRATEGIC	% of high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected/subject to alternative enforcement activity for: ii) Food Hygiene	Cllr E W Williams, Graham Boase	91.0%	65.0%	71.3%	8.7%	16.60%	35.00%		70%	High risk premises will be targeted through use of consultants in order to complete the 403 required (70% of 576 premises subject to inspection). Consultant commissioned to carry out the work
LCS/C/001 (NEW)	CORE SET INDICATOR	a)The number of visits to indoor sports facilities per 1,000 population	Cllr S Roberts, Tony Hughes	N/A	N/A	New indicator 2006/07	1848	4657	2275		4550	
		b) The number of visits to outdoor sports facilities per 1,000 population	Cllr S Roberts, Tony Hughes	N/A	N/A	New indicator 2006/07	127	245	975		1950	
LPA 12	LOCAL POLICY AGREEMENT	Number participating in healthy living initiatives	Cllr S Roberts, Tony Hughes	N/A	2500	5028	1183	2388	2550		5100	




Indicator Reference	Type of Indicator	Description	Responsible Member & Officer	Welsh Comparative data 05/06	2005/06 Annual Target	2005/06 Data	Data Quarter 1 (Apr-Jun) July 06/07	Data Quarter 2 (Jul-Sep) Oct 06/07	Qtr 2 Target	Performance	2006/07 Annual Target	Comments
LIFELONG LEARNING												
LPI (NEW)	LOCAL INDICATOR (PRIORITY)	Percentage and number of schools where capital expenditure in excess of 50K has been spent bringing the school building portfolio towards the Assembly's aspiration of "fit for purpose" by 2010	Cllr D Owens, Gay Brooks	N/A	N/A	New for 2006/07	6.6%, 5 schools	11.5%(7 schools)	10 schools		33%, 20 schools	Schemes were completed at the following 5 schools in Quarter 1: Cefn Meiriadog (2 classroom extension); Rhyl High School (remodelling of science labs); Ysgol y Faenol (new staffroom/reception area/entrance); Ysgol Brynhyfryd (PE staff office); Ysgol Plas Brondyffryn (52 week provision). All these schemes involved projects each in excess of £100k. During Quarter 2, schemes have been completed at a further 2 schools: Ysgol Emmanuel, Rhyl (new classroom block), and Ty'n y Fron extension (part of Ysgol Plas Brondyffryn). Other schemes are currently on-going and will be reported later in the year.
LPI (NEW)	LOCAL INDICATOR (PRIORITY)	Maintenance carried out to school buildings on the school priority maintenance list.	Cllr D Owens, Gay Brooks	N/A	N/A	New for 2006/07	2.00%	14% (92 projects)	13.5% 90 projects		27% 180 projects	
SUSTAINABILITY AND ENVIRONMENT												
WMT/S/001b	National Strategic Indicator	i) The percentage of municipal waste reused and/or recycled	Cllr E Williams, Steve Parker	14.67%	13%	13.80%	12.4%	13.73%	15%		15%	Below target because of disappointing Blue Box performance despite a full quarter of x2. CA Site recycling has been below levels of summer 2005.
		ii) The percentage of municipal waste composted or treated biologically	Cllr E Williams, Steve Parker	8.45%	8.50%	6.00%	11.90%	11.66%	10%		10%	Seasonal nature of composting now apparent with Q2 figure below that of Q1. There is still a risk the figure could drop below 10% level by end of Q4, much will depend on the weather.
STS/C/001	CORE SET INDICATOR (PRIORITY)	The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	Cllr E Williams, Steve Parker	96.30%	93.00%	91.70%	Not available	90.30%	93%		93%	
LPI	LOCAL INDICATOR	Number of enforcement actions taken for dog fouling/litter/fly tipping/abandoned cars, etc (cumulative)	Cllr E Williams, Steve Parker	N/A	100	189	65	95 (cumulative figure)	75		150	30 for 2nd Q. Total of 95 for six months. This figure comes from enforcement actions, the number of incidents investigated is obviously far greater. The enforcement actions include- fixed penalty notices served, formal cautions, prosecutions, enforcement notices served, and abandoned vehicles removed.
EEF/S/001 NPA 4	NATIONAL STRATEGIC AND NATIONAL POLICY AGREEMENT INDICATOR	a) Percentage change in carbon dioxide emissions in the non domestic public stock;	Cllr E Williams, Gareth Evans	5.23%	6% over 3 years	16.98% (1.78 reduction from 2004/05)	Annual Reporting			2% reduction	Annual measure only. The overall policy agreement target of 6% reduction over three years has already been achieved, due to purchase of green energy	
		b) Percentage change in energy use and carbon dioxide emissions in the housing stock	Cllr E Williams, Graham Boase	6.13% (energy use) 6.28% (CO2 emissions)	2% reduction	1.17% (made up of 7.13% energy use, 5.33% CO2 emissions)	Annual Reporting			2% reduction	05/06 data will not be available until November 2006	

Indicator Reference	Type of Indicator	Description	Responsible Member & Officer	Welsh Comparative data 05/06	2005/06 Annual Target	2005/06 Data	Data Quarter 1 (Apr-Jun) July 06/07	Data Quarter 2 (Jul-Sep) Oct 06/07	Qtr 2 Target	Performance	2006/07 Annual Target	Comments
LPA 15	LOCAL POLICY AGREEMENT (NEW)	a) Use of green energy (electricity) in our corporate buildings	Cllr E Williams, Gareth Evans	N/A	75%	75%	100% (see note)		100%		100%	Contracts are issued 3 yearly, and we are in the 2nd year of the contract. It stipulates 100% of electricity is green energy. Measure has been fulfilled, and will continue at 100% in further contracts.
		b) Percentage of green heating oil in the non-domestic public buildings	Cllr E Williams, Gareth Evans	N/A	New for 2006/07	New for 2006/07	20%	20%	20%		20%	Contract is negotiated in October. Currently the figure is 20% but is expected to rise with new contract in October 2006. Awaiting outcome of tender, will be able to report at the next quarter.
THS/S/001	NATIONAL STRATEGIC INDICATOR (PRIORITY)	a) Condition of: Principal (A) roads	Cllr E Williams, David Farquhar	19.80%	11.80%	21.20%	Figure is only available annually and will be reported in Qtr 4				18%	
		b) Condition of: Non-principal/classified roads	Cllr E Williams, David Farquhar	39%	25.90%	18.67%					17.50%	
COMMUNITY SAFETY												
LPI	LOCAL INDICATOR	Reduction in the overall levels of crime	Cllr E Edwards, Graham Boase	N/A	15% reduction	3% reduction	16% increase	7.5% increase over same period last year	5% reduction		5% reduction	Increased by 7.5% (from 2211 crimes to 2378) for same period last year. Reason for overall crime gone up is because violent crime has increased significantly (35%) due to changes to how the police are recording the data. They are now including all FPN's for disorder. If this was excluded, overall crime would have decreased.
LPI (NEW)	LOCAL INDICATOR	Reduce the failure rate of test purchases to on and off licensed premises	Cllr E Edwards Graham Boase	N/A	New indicator 2006/07	Baseline 49% failure	48% failure	75% failure	44% failure rate		5% reduction (44% failure rate)	6 out of 8 test purchases failed. Disappointing results. More robust action needed. Moving towards review of licenses with view to cancel licenses. Reviews planned for December 2006.
ECONOMIC PROSPERITY												
LPA 14	POLICY AGREEMENT	Number of new high quality jobs created through financial support programme	Cllr Rhiannon Hughes, Gareth Evans	N/A	114	130	Three year target already achieved				57	We have exceeded the expected final achievement figure of 228 jobs created over 3 years (start date Sept 03 - end date Aug 06). The three year target has been achieved and the programme has ceased to operate.
LPI (NEW INDICATOR)	LOCAL INDICATOR	Number of beneficiaries accessing DCC's Genesis Project.	Mike German, Gloria Burgess	N/A	New indicator 2006/07	New indicator 2006/07	Project due to start in September	25			500	The project became operational during first week of September. To the end of quarter 2, there were 25 beneficiaries of the project.
CORPORATE HEALTH												

Indicator Reference	Type of Indicator	Description	Responsible Member & Officer	Welsh Comparative data 05/06	2005/06 Annual Target	2005/06 Data	Data Quarter 1 (Apr-Jun) July 06/07	Data Quarter 2 (Jul-Sep) Oct 06/07	Qtr 2 Target	Performance	2006/07 Annual Target	Comments
CFH/C/007	CORE INDICATOR	The percentage of council tax due for the financial year which was received by the authority (cumulative, however, base figure can increase by input from the Valuation Office)	Cllr G Rowlands, Ken Jones	96.52%	97.00%	97.70%	31.80%	58%	48.75%		97.50%	
CFH/C/008	CORE INDICATOR	The percentage of non-domestic rates due for the financial year which were received by the authority (cumulative, however, base figure can increase by input from the Valuation Office)	Cllr G Rowlands, Ken Jones	97.62%	97.50%	98.20%	34.00%	63.50%	49%		98.00%	
CHR/C/002	CORE INDICATOR CORPORATE OBJECTIVE	The number of working days/shifts per full time equivalent (FTE) local authority employees lost due to sickness absence	Cllr S Davies, Linda Atkin	11.2 days	10.0 days	11.5 days	2.55 days	1.94 days (cumulative figure - 4.49 days)	cumulative 5 days		10 days	The absence figures are now being reported from the Trent system. As the system and reporting procedures are relatively new, there are some doubts over the complete accuracy of this figure.
LP 11 HR11	LOCAL INDICATOR	The percentage of the local workforce whose pay has been determined through Job Evaluation	Cllr S Davies, Linda Atkin	N/A	100%	82%	92.00%	93%	91%		100%	
LPI/L&D/1 (NEW)	LOCAL INDICATOR	The percentage of staff receiving an annual performance appraisal.	Cllr S Davies, Linda Atkin	N/A	New indicator 2006/07	New indicator 2006/07	Unable to report at present	Unable to report at present	50%		100%	People Manager now has the facility to record who has had an appraisal. This data will be required in March 07
LPA13	LOCAL POLICY AGREEMENT	Number of (under 25s) young people to have taken up the scheme for improving recruitment and retention in Denbighshire	Cllr S Davies, Linda Atkin	N/A	30	35	36	46	35		35	The figure is made up of 44 modern apprentices and 2 graduates. Denbighshire has been very successful in meeting this policy agreement target.
LPA16	LOCAL POLICY AGREEMENT	The percentage of senior management positions filled by women - PO3 and above.	Cllr S Davies, Linda Atkin	N/A	40%	42.60%	43.90%	46.50%	42%		42%	
BNF/S/002a	NATIONAL STRATEGIC	a) Average time for processing new benefits claims	Cllr G Rowlands, Jackie Walley	36.72 days	36 days	32.95 days	33 days	30 days	34 days		34 days	The Performance Standard for new claims was 36 days last year but the DWP have reduced this to 30 days this year. It is unlikely we will meet this standard due to the roll out of jobcentreplus and the CMS.
CO5	CORPORATE OBJECTIVE	Level of efficiency savings achieved by March 2007	Cllr G Rowlands, Roger Parry	N/A	£2 million	£2 million	Annual Reporting				£1.1 million	
LPI	LOCAL INDICATOR	Level of procurement savings achieved in 2006/07	Cllr G Rowlands, Roger Parry	N/A	£500,000	£515k	Annual Reporting				90K	Already Secured: £91,000 (20,000 Wheelie Bins representing this years allocation - £85,000 , Photocopiers - £7,000) Further anticipated Savings : £120,000 representing ongoing various initiatives resulting in full year saving projection e.g. vehicle tyres, educational pc's, signpost advertising, vehicle acquisition. Savings secured by insdirect Procurement Unit involvement : £185,000 - Insurance Premiums

Indicator Reference	Type of Indicator	Description	Responsible Member & Officer	Welsh Comparative data 05/06	2005/06 Annual Target	2005/06 Data	Data Quarter 1 (Apr-Jun) July 06/07	Data Quarter 2 (Jul-Sep) Oct 06/07	Qtr 2 Target	Performance	2006/07 Annual Target	Comments
CO8	CORPORATE OBJECTIVE	Total Capital Receipts achieved from Property Portfolio sales	Cllr J Thompson-Hill, Gareth Evans	N/A	£3 million each year	£2.5m	Annual Reporting				3 million by 2009	The current level of capital receipts appear on target to meet the requirement of £3m by 2009. However, 2 large disposals have been delayed due to queries by purchasers, and may prolong the process. Total agreed sales to date are £275k, however anticipated sales indicate we may achieve around £1.5m to £2m by March 2007. Agreed sales: £275,106 Agreed to completed: £95,586 Potential/Outstanding: £1,732,951 = total £2,103,643
LPA 11	LOCAL POLICY AGREEMENT	Level of satisfaction, based on the overall satisfaction with services provided in Denbighshire.	Cllr Stuart Davies, Janette Williams, Sue Appleton	N/A	N/A	N/A	Not available (see comment)				To be agreed	LPA 11 relates to surveys carried out by the authority. A survey assessing people's satisfaction with the progress towards the vision will be carried out later this financial year on behalf of the Local Strategic Partnership. This will provide a baseline of performance of performance against which targets for improvement will be set.

Indicator Reference	Type of Indicator	Description	Responsible Member & Officer	Welsh Comparative data 04/05 Academic year	2004/05 Academic year target	2004/05 Data	2005/06 Academic year target	2005/06 Academic Year data	Performance	Comments
KEY: Symbol denotes progress against 06/07 Targets		2005/06 ACADEMIC YEAR TARGET NOT ACHIEVED								
		TARGET NOT ACHIEVED BUT IMPROVEMENT ON LAST YEAR'S PERFORMANCE								
		TARGET ACHIEVED								
S		Welsh Assembly Government - National Strategic Indicator								
C		Welsh Assembly Government - Core Set Indicator								
Local PI		Local Performance Indicator								
NPA		National Policy Agreement								
LPA		Local Policy Agreement								
LIFELONG LEARNING										
EDU/S/001	NATIONAL STRATEGIC AND NATIONAL POLICY AGREEMENT INDICATOR 1	Percentage of pupil attendance in secondary schools	Cllr Dewi Owens, Ieuan Lloyd Roberts	90.2%	91.0%	89.55%	91.50%	89.40%		Attendance in Denbighshire Secondary Schools fell by 0.15% to 89.4% for academic year 2005/2006. However, the Denbighshire attendance figure is 0.2% closer to the Wales average for 2005/2006 (90.2%) than it was in the previous academic year (1% below).
EDU/S/002	NATIONAL STRATEGIC AND NATIONAL POLICY AGREEMENT INDICATOR 2	ii)a)The number and	Cllr Dewi Owens, Ieuan Lloyd Roberts	60 (all Wales total)	3	3	2	2 out of 10		Good news!! Denbighshire has reduced the number of Year 11 pupils in care who achieve no qualifications and leave full time education or do not enter work based learning to 2. This reduction has resulted in Denbighshire achieving the Policy Agreement.
		ii)b) 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		19.9%	20.0%	20%	15.00%	20.00%		
EDU/S/003	NATIONAL STRATEGIC INDICATOR	The percentage of pupils eligible for assessment at the end of KS2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment.	Cllr Dewi Owens, Ieuan Lloyd Roberts	74.26%	72%	74.66%	72.0%	71.3%		Key Stage 2 CSI for Denbighshire was 71.3% (Verified), just 0.7% below the Target of 72%. This figure was 3.4% below the Summer 2005 performance (74.7%) and 2.9% below the Wales average (74.3%).

Indicator Reference	Type of Indicator	Description	Responsible Member & Officer	Welsh Comparative data 04/05 Academic year	2004/05 Academic year target	2004/05 Data	2005/06 Academic year target	2005/06 Academic Year data	Performance	Comments
EDU/S/004	NATIONAL STRATEGIC INDICATOR	The percentage of pupils eligible for assessment at the end of KS3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	Cllr Dewi Owens, Ieuan Lloyd Roberts	58.43%	59.0%	52.50%	60.0%	58.7%		It is pleasing to report that Key Stage 3 CSI improved by 6.2% on the Summer 2005 performance. This also exceeded the 2006 Wales average by 0.5%. Denbighshire is now ranked 10th in Wales for Summer 2006, showing a significant improvement in our ranking of 19th in Summer 2005.
EDU/S/011 (New indicator similar to EDU/S/05)	NATIONAL STRATEGIC INDICATOR	The average external qualifications point score for 16 year olds, in learning setting maintained by the local authority.	Cllr Dewi Owens, Ieuan Lloyd Roberts	New Indicator	New Indicator	New indicator	40	37 (unverified)		The unverified score for Summer 2006 was 37 points which was 1 point below Denbighshire's performance in Summer 2005 and 4 points below the Wales Average for EDU/S/005 (Similar indicator)(41).
EDU/C/012	NATIONAL CORE SET INDICATOR	The percentage of Key Stage 2 primary school classes with more than 30 pupils	Cllr Dewi Owens, Ieuan Lloyd Roberts	New Indicator	New Indicator	New Indicator	0.00%	0.00%		There are no Key Stage 2 classes with over 30 pupils without exceptions. This means the target of 0 classes for academic year 2005/2006 has been met. The September 2006 Class size census has also recorded no Key Stage 2 classes with over 30 pupils without exceptions.

Corporate Quarterly Performance Report Qtr 2
Appendix 3 Progress against key actions in Denbighshire's Improvement Plan 2006-09

Progress against our Corporate Objectives

Our Corporate Objectives:-	Progress to 1 October 2006	Lead Service
We will continue to implement the Council's Communications Strategy and bring more services into the Corporate Customer Services Centre	Phase 2 - Business Process Analysis work is in progress to extend the services covered in the CCSC to the wider range covered by the One-Stop-Shops. On target. Steering Group have met to decide on services to be implemented in Phase 3 which will concentrate on Public Protection and Planning.	Corporate Communications ICT
We aim to reply to all letters, phone calls and e-mails within 10 working days and investigate and provide a full reply to all complaints within 20 working days	No system is currently in place to centrally record response times.	Corporate Communications
We will ensure the Council meets its efficiency target of £7.5m by 2009/10, an annual target of £1.508m by continually challenging the way we work	Directorates have identified efficiency savings as part of the budget process. Regular reports are taken to MMC.	Finance/Strategic Policy Unit
By 2012, we aim to make sure that no area in the County is within the top 100 most deprived in Wales by achieving the targets set out in our Economic Growth strategy	Draft Economic Growth Strategy document is out for consultation. Final document expected by March 07.	
We aim to make better use of our assets and sell £3 million of surplus land and buildings by 2009. This will allow the investment required to improve the Council's estate	The current level of capital receipts appear to be on target to meet the requirement of £3m by 2009. However, 2 large disposals have been delayed due to queries by purchasers, and may prolong the process. Total agreed sales to date are £275k, however anticipated sales indicate we may achieve around £1.5m to £2m by March 2007. Agreed sales: £275,106 Agreed to completed: £95,586 Potential/Outstanding: £1,732,951 = total £2,103,643	Development Services
We will reduce the levels of staff on sick leave to 10 days per annum by 1 April 2007	An Absence Management Framework has been agreed, phased implementation between now & April 07.	Personnel
We will ensure all employees receive a performance appraisal by the 1 June 2007	200 managers have now been trained. There is a review scheduled for Nov 06. People Manager now has the facility to record who has had an appraisal. This data will be required by March 07.	Personnel
We aim to achieve the bronze level of the Wales Charter for Member Support and Development by 1 April 2007	The Majority of requirements have been met, with the exception of member appraisal.	Personnel

Progress Against Key Actions Identified in the Improvement Plan

Sustainable Development and Equalities



Cllr Eryl Williams
 Lead Member for Environment



Cllr Stuart Davies
 Lead Member for Business,
 HR and Communication

Key Actions	Progress to 1st Oct 2006	Lead Service
An audit of the Council's current position in relation to sustainable development	A temporary sustainability project coordinator has been recruited. A sustainability audit is currently being carried out.	Strategic Policy Unit
Develop a sustainable development action plan and strategy	as above	Strategic Policy Unit
The Corporate Equality Group (CEG) will mainstream equality throughout the Council	A date of the 23rd of November has been set for the first meeting of the group at which terms of reference and priorities will be agreed. Papers for the Group will be made available on the Equalities section of the intranet.	Equalities Unit
The CEG will monitor the Authority's progress against Human Rights and Equality legislation	As above	Equalities Unit

Corporate Quarterly Performance Report Qtr 2
Appendix 3 Progress against key actions in Denbighshire's Improvement Plan 2006-09

Health Social Care and Well Being



Cllr Pauline Dobb
Lead Member for Health & Well Being



Cllr Sue Roberts
Lead Member for Promoting Denbighshire

Key Actions	Progress to 1 st Oct 2006	Lead Service
By March 2007 we will make sure 100 older people take up the voice and choice skills development programme	The next workshop will take place on the 24th November in Prestatyn. It is estimated that the take up by the end of the month will be 43 people.	Social Services
We will develop affordable housing guidance by December 2006	The short guidance note was finalised August 2006 for applicants and developers seeking Planning Permission for new residential developments in Denbighshire. This should be used in preparing planning applications. The application itself should be supported by a completed questionnaire with accompanying notes.	Housing
We will prepare a revised Local Housing Strategy during 2007 and undertake a Local Housing Market Assessment	A revised version of the Local Housing Strategy is currently being drafted in line with new Welsh Assembly Government guidelines. The Welsh Assembly Government target date of April 2007 may be difficult to achieve, however, the revised version will be completed during 2007. A Local Housing Strategy Consultation Day is scheduled for 29th November 2006 in order to seek ideas for innovative projects - these ideas will then be fed into the revised Operational Plan for the Local Housing Strategy. Local Housing Market Assessments - the process for undertaking is currently being mapped out with other North Wales Local Authorities, this will also feed into the revised Local Housing Strategy.	Housing
We will enhance opportunities to participate in physical activity through a Mentro Allan lottery funded activity	Stage 2 BLF Mentro Allan grant approval secured for a 3/4 year project in Rhyl specifically targeting young people who take insufficient exercise or do not participate in physical activity. Project Coordinator appointed October 2006. Project Steering Group and wider stakeholder forum established. Programme of	Countryside and Leisure

Corporate Quarterly Performance Report Qtr 2
Appendix 3 Progress against key actions in Denbighshire's Improvement Plan 2006-09

	activities currently being finalised.	
We will raise the standards of Houses of Multiple Occupation (HMOs)	Since April 2006 10 HMOs met the registration scheme. Additionally, 6 HMOs have reverted into other uses, i.e. single family dwelling-house, self contained flats, etc. 81 complaints about housing conditions were received and this resulted in 99 inspections. Actions were taken to resolve these complaints which in turn improved the standards of private sector housing.	Planning and Public Protection
We will develop Extra Care Housing across the County	Building is about to start on a 59 unit Extra Care Scheme in Rhyl, due for occupation Jan 2008. Cabinet have approved a decision to develop a 61 unit extra care scheme in Prestatyn on the site of the existing Llys Nant Care Home on Marine Road. This will involve a phased development, with the first units being ready for occupation in 2009. A bid was submitted to WAG in Oct 06 for Social Housing Grant to fund an Extra Care extension to the Awelon Care Home in Ruthin. If successful this would finance 24 apartments and the scheme would also have the potential to provide a telecare response service and outreach support on a 24 hour basis to older people in the nearby locality. The units would be ready for occupation in 2010. A feasibility study has been commissioned to look at extending the Ger Y Ddol Sheltered House scheme at Abbey Road Llangollen to provide additional extra care apartments and communal facilities to provide additional support for the existing tenants, thereby enabling them to remain in their current homes for life if this is their choice. Sites are actively being sought in Corwen and Denbigh for further extra care developments	Social Services
We will develop an approach to Telecare	An officer has been appointed to work across health and local government boundaries to establish systems, procedures and protocols to ensure efficient provision of Telecare/telehealth equipment. The postholder will also contribute to the coordination and development of a local & regional Telecare Strategy. A detailed report will be presented to Scrutiny in November.	Social Services

Community Safety



Cllr Elwyn Edwards
Lead Member for Communities



Cllr Eryl Williams
Lead Member for Environment

Key Actions	Progress to 1 st Oct 2006	Lead Service
The Community Safety Partnership will publish more realistic measures and targets by the end of 2006	New local PIs have been identified (16 in total). Additionally, action plans have been drawn up to deliver improvements to the PIs, i.e. Domestic Violent Action Plan.	Planning and Public Protection
We will identify crime 'Hot Spot' areas	An analysis of the types of crime has been done geographically (North, Central and South division of the County). The next stage is for the Crime & Disorder Working Groups to produce action plans to target the 'problem' areas.	Planning and Public Protection
We will expand the use of CCTV	Community Councils have been approached to ask if they want CCTV in their area. Rhuddlan Town Council has agreed to have 4 cameras. Four mobile cameras have been utilised recently in different locations in Rhyl, Bodelwyddan, Denbigh Ruthin and Llangollen. These are used for specific events such as the Llangollen International Eisteddfod, Ruthin Festival, etc.	Planning and Public Protection/Environmental Services
Consideration of Orders to ban the consumption of alcohol in public places	Progress is being made on the Alcohol Bye Laws in Prestatyn and Llangollen	Planning and Public Protection
Increase visits to licensed premises	A Joint inspection was made to 10 licensed premises in Rhyl by the Police, Trading Standards, Licensing & Fire Service. As a result 'Rhyl Rules' have been introduced for the 10 premises, but others have voluntarily joined into the scheme. The rules will be monitored for compliance.	Planning and Public Protection
Continue to improve food hygiene standards	At the beginning of the year we had 576 High Risk food related premises and we had a target of inspecting 70% of them (403 premises). At the	Planning and Public Protection

Corporate Quarterly Performance Report Qtr 2
Appendix 3 Progress against key actions in Denbighshire's Improvement Plan 2006-09

	<p>end of the second quarter we have only inspected 96 premises, i.e. 16%. However, a programmed inspection for the next 6 months has been mapped out and we are confident that the target of 70% will be met. Additionally, we have carried out 154 re-visits to premises, which is way ahead of our target of 120. Also, we have taken 125 food samples so far this year and only 3 samples failed to comply with the national food guidance, this gives us a performance of 97% against a target of 85%.</p>	
<p>We will analyse road accident data and identify accident black spots</p>	<p>We are consistently reducing the number of people killed or seriously injured in road traffic accidents over the past three years. Denbighshire recorded only 376 casualties in 2005, compared with 470 in 2004. It should be noted that accidents overall in Wales in 2005 decreased by 9% over the previous year. Cluster sites of accidents are investigated. An annual report on accidents has been produced and is being used to develop programmes to target young drivers and cluster sites of accidents. Denbighshire offered Pass Plus scheme free of charge to young drivers up to the age of 18 since 1996. An improved Pass Plus scheme was introduced in June 2006 and has been extended free of charge to all Denbighshire teenage drivers within the first year of passing their practical driving exam.</p>	<p>Transport and infrastructure</p>

Lifelong Learning



Cllr Dewi Owens
 Lead Member for Lifelong Learning

Key Actions	Progress to 1 st Oct 2006	Lead Service
Implement School Improvement Programme and continually monitor all schools	School improvement officers have carried out a risk assessment of all primary schools and as a result are targeting the schools requiring the most support. The focus is on supporting schools in readiness for an ESTYN inspection and monitoring and challenging schools that are performing at a lower level than expected. The school improvement strategy is currently being published and will be distributed to schools during the Autumn term. The monitoring programme continues to be implemented in all secondary schools and selected primary schools. A total of 25 schools have now been visited since this initiative started. However, there is a concern that part-time curriculum specialists are having difficulty in submitting their reports within the planned timescale.	Education services
Implement computerised lesson tracking system in all secondary schools by Summer 2007	Lesson tracking systems have been installed at 3 secondary schools. 1 More school will have the system installed by the end of the Autumn Term. Installation of the remaining 4 schools is on course for completion by Summer 2007.	Education Services
Review the number of unfilled places in primary schools and present options to Council in 2007	Consultants are currently working with Key Stake Holders in Denbighshire prior to presenting a paper on modernising education to the Council in April 2007.	Education Services
Build new primary school in Prestatyn by Sept 2008	The programme includes the construction of a new school for 420 Primary age pupils with places for 60 part-time Nursery pupils and an access road with service and drainage infrastructure. Programme schedule includes the following key	Project Management Unit

Corporate Quarterly Performance Report Qtr 2
Appendix 3 Progress against key actions in Denbighshire's Improvement Plan 2006-09

	<p>stages and milestones: Site purchase before end Mar 07 Full Planning Permission - Dec 06 Procure and appoint Construction contractor Oct 06 - Feb 07 Construction Site works start April 07 - Aug 08 Appoint Governors (and subsequently staff) Jun 07 - Aug 08 School opens Sept 08</p>	
Improvement works to school buildings	Major schemes have been completed at 5 schools since April 2006 and other major schemes are currently ongoing. 92 maintenance projects have also been carried out from the school priority maintenance list, against a target of 180	Strategy and Resources
Community Learning Centres will be operational by 2008	The project has been restructured due to excessive costs. The department is liaising with DELs and WEFO following the submission of a revised plan.	Education Services/Strategy and Resources

Corporate Quarterly Performance Report Qtr 2
Appendix 3 Progress against key actions in Denbighshire's Improvement Plan 2006-09

Economic Growth



Cllr Rhiannon Hughes
Leader of the Council
and Lead Member for
Regeneration



Cllr Julian Thompson-Hill
Lead Member for Property
and Asset Management



Cllr Sue Roberts
Lead Member for Promoting
Denbighshire

Key Actions	Progress to 1st Oct 2006	Lead Service
By the end of 2006 we will start work on industrial units in Rhyl and Denbigh	Work on new units at Trem Y Dyffryn, Denbigh will start towards the end of November.	Development Services
Delivery of Rhyl Going Forward programme	The Drift Park will be in the main complete by end of December 07. Tenders are expected in for the Foryd Harbour work by 9th Nov 07. Tenders have gone out for the work on Edward Henry Street and are expected back on 29th Nov 07.	Development Services
A comprehensive Economic Growth Strategy by March 2007	Draft document is out for consultation. Final document expected by March 07.	Development Services
Complete and implement a new tourism and marketing strategy by June 2007	The Tourism Strategy will be progressed when the 07/08 budget has been agreed as Lifelong Learning have a growth bid for funds to develop the strategy	Tourism, Heritage and Culture
Transform the Ruthin Craft Centre	Detailed design, specifications and tender documentation completed. Shortlist of contractors agreed and scheme currently out to tender, with a view to starting on site in January 2007. Significant external funding secured, including £3.1m from the Arts Council for Wales.	Countryside and Leisure
Develop the Heather and Hillforts project	Lottery grant secured to develop and work up the project into a final submission to HLF for funding the 3 year implementation phase of the scheme. Project Manager appointed; good progress made towards the final submission, which will be lodged in December/January. Final decision anticipated in April 2007.	Countryside and Leisure
Produce a brand and strapline for Denbighshire	Brand and strapline agreed.	SPU/Corporate Communications

Corporate Quarterly Performance Report Qtr 2
Appendix 3 Progress against key actions in Denbighshire's Improvement Plan 2006-09

Environment



Cllr Eryl Williams
Lead Member for Environment

Key Actions	Progress to 1 st Oct 2006	Lead Service
Continue to introduce wheelie bins and garden waste collection throughout the County	Plan to roll out wheelie bin scheme to 75% (30,000 approx) by summer of 2008. 10,000 in spring of 2006, 10,000 in spring of 2007, and finally the third phase in 2008. Total tonnage sent to landfill is within targets of only 40,600 tonnes (70%). 11.66% composted in first 2 quarter, but need to note seasonal nature of composting may have an effect. Completely depends on weather.	Environmental Services
Extend the blue box kerbside recycling service and increase number of recycling bring sites	52.8% of households have the x2 kerbside collection of recyclables. 10,000 more blue boxes are ready to be distributed, but plan to distribute at the same time as final phase of wheelie bins.	Environmental Services
Operate an anti-litter initiative in relation to fast food outlets and re-evaluate litter-bin provision	We are looking at Tidy Business Award in conjunction with ENCAMS (formerly Keep Britain Tidy) encouraging businesses to get rid of their rubbish in a correct manner and to keep the area around their business clean and tidy. Very early stages. Have increased the litter bin provision across the County in partnership with Town Councils.	Environmental Services
Develop with partners a Regional Transport Plan by April 2007	Production of the draft RTP is on course. Framework to be in place by January 2007.	Transport and Infrastructure
Develop longer-term waste disposal facilities with other councils	Progressing. Cabinet approval has been given to work in partnership with Flintshire and Conwy, with Flintshire taking the lead. Long term project.	Environmental services
Help to reduce Denbighshire's	A temporary sustainability project coordinator has been recruited. A	Strategic Policy Unit

Corporate Quarterly Performance Report Qtr 2
 Appendix 3 Progress against key actions in Denbighshire's Improvement Plan 2006-09

Carbon Footprint	sustainability audit is currently being carried out.	
Establish a highway asset management plan by March 2007	The Highway Asset Manager post was filled mid October and progress has already been made in the development of the asset management plan.	Transport and Infrastructure

Children and Young People



Cllr Mike German
 Lead Member for Children
 and Young People



Cllr Dewi Owens
 Lead Member for
 Lifelong Learning

Lead Service	Progress to 1 st Oct 2006	Lead Service
Put in place a Foster Carer Strategy by September 2006	A Foster Carer Strategy has been developed and will be presented to Scrutiny in November as part of a wider strategy on foster care recruitment.	Social Services
Review care management procedures and pilot standards in Autumn 2006	The standards and procedures were validated and agreed in June 2006 at the Adult/Older Peoples Team Managers Meeting and the QA procedure was validated and agreed at August ASMG. The QA procedure was launched in October 2006.	Social Services
We will make sure children and young people are kept safe through the work of the Local Safeguarding Children Board	A detailed framework for the Local Safeguarding Board has been proposed. The prime purpose of the Board is to co-ordinate local work to safeguard and promote the welfare of children and to ensure the effectiveness of that work. The proposed structure for the board will be reviewed to ensure that it supports the intended purpose.	Social Services
We will implement the National Service Framework	Denbighshire and Conwy are working jointly and have appointed a NSF Coordinator who is working across both counties. The two counties have set up a multi agency steering group to oversee the work. All the core key actions have been submitted onto the SAAT (Self Assessment Audit Tool) by the deadline of March 06. The steering group have now chosen some new key actions to tackle in 2007-08 and the ones chosen were related to agency and partnerships priorities in order to fit in with other planning mechanisms. The Action Plan will also include information around progress in achieving the Developmental Key Actions and will be monitored bimonthly.	Frameworks Partnership

Corporate Quarterly Performance Report Qtr 2
Appendix 3 Progress against key actions in Denbighshire's Improvement Plan 2006-09

	<p>A meeting is scheduled for the 21st November to discuss the recommendations of the flagged core key actions.</p> <p>Denbighshire Housing Department have agreed the recommendations for flagged key actions and Developmental key actions in the 2 year plan.</p>	
By the end of 2006 we will begin to implement the Flying Start programme	The Flying start initiative will start to roll from January 2007 as planned. Various agencies are in the process of appointing staff to deliver the programme. The qualified teacher input will be assured from the Education department Early Entitlement team.	Is this Frameworks Partnership
An integrated Children and Families' Service Unit in Upper Denbigh will be opened by December 2006	The unit is now in place on the Gwaenynog Campus, and the membership of the multi-agency management group has been agreed. The management group is proactive and is taking a lead role in ensuring: delivery against priority targets; funding issues and financial reports; delivery of future services and plans. The job descriptions have been written and are going out to advert and the opening of the Integrated Service Unit is planned for 11 December. The School Councils are taking an active role in the development of the unit and will be integral to all developments.	Education Services
We will develop Plas Brondyffryn and Phase 2 of Tir Morfa school	Plans have been drawn up for Phase 2 of Tir Morfa (Primary.) Plas Brondyffryn Primary phase opened in September 2006.	Education Services
We will establish a Denbighshire Schools Council and ensure representation on Funky Dragon	The all Denbighshire School Council has met twice. It has representation from all Secondary Schools. The young people have agreed terms of reference for the group. They visited the International eisteddfod last July and are planning to join with Glan Clwyd at the next meeting of Cabinet in St asaph. One of the representatives is on Funky Dragon and will feed back to the Group. We are looking to get further representation from this group onto Funky Dragon and have made contact with the Funky Dragon representative. This will be on the agenda at the next all Denbighshire School Council meeting.	Eudcation Services

Corporate Quarterly Performance Report Qtr 2
Appendix 3 Progress against key actions in Denbighshire's Improvement Plan 2006-09

Finance, Personnel, Assets and Communication



Cllr Gareth Rowlands
Lead Member for
Finance



Cllr Stuart Davies
Lead Member for
Business, Communication
and HR



Cllr Julian Thompson Hill
Lead Member for Property
and Asset Management



Cllr Elwyn Edwards
Lead Member for Communities

Key Actions	Progress to 1 st Oct 2006	Responsible Service
We will achieve the Silver Corporate Health Standard	Occupational Health and Wellbeing Advisor took up post within the authority at the end of September 2006. The key aim will be to promote the health and wellbeing of the workforce and links to the corporate priorities of reducing levels of sickness. Secondary to this, to coordinate and become a point of access in regard to the standard and to ensure the Corporate Health standard (CHS) maintains a high profile within the organisation.	Personnel
Develop a consultation strategy	External consultants have completed their review on consultation processes within the Council. CET have agreed that the matter be referred to Members for discussion	Corporate Communications
Implement sickness management framework	Framework agreed, phased implementation between now and April 07	Personnel
Produce workforce development plan by April 2007	Draft plan produced, consultation underway via the CPMG & paper written for CET on 11/12/06	Personnel
Produce an efficiency strategy by 1 April 2007	Two reports have been taken to informal Cabinet with the purpose of identifying priorities for the efficiency strategy.	Strategic Policy Unit/Finance
Integrate HR and Payroll System by April 2007	Qtr 2 - The implementation of the payroll system is delayed pending the installation of version 10 which is a web based system. In preparation for the implementation of payroll, data cleansing has been ongoing over the past few months and is now nearing completion. Once it is complete, data conversion can commence. There will be a need for a further cleansing exercise once this has	Personnel/Finance

Corporate Quarterly Performance Report Qtr 2
Appendix 3 Progress against key actions in Denbighshire's Improvement Plan 2006-09

	been done.	
Implement Phase 2 of Customer Contact Centre by 1 April 2007	Phase 2 - Business Process Analysis work in progress to extend the services covered in the CCSC to the wider range covered by the One-Stop-Shops. On target.	ICT
Formally evaluate pay grades for all jobs by 1 April 2007	The majority of former manual workers posts have now been evaluated. The remaining posts will be slotted in against existing posts. Sorethumbing for all posts will be done once the benchmarking exercise is completed for the former APT & C posts.	Personnel
Carry out a review of centralised services by March 2007	A project leader has been identified and work will commence at the beginning of December.	Strategic Policy Unit/Finance
Review the County's Community Strategy	Draft Community Vision is out for consultation. Final draft to go to LSP meeting in December.	Strategic Policy Unit

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR M A GERMAN, Lead Member for Children and Young People

DATE: 28 November 2006

SUBJECT: SSIW Inspection 2005 / 2006 Action Plan

1 DECISION SOUGHT

1.1 Approval of the SSIW Inspection Action Plan following the outcome of the inspection of Children and Family Services.

2 REASON FOR SEEKING DECISION

Background

2.1 Members will be aware that Children and Family Services were subject to inspection by the Social Services Inspectorate for Wales (SSIW), receiving fieldwork and site visits for 5 days during December 2005 and for two further separate 5 day visits in February and March 2006.

2.2 The theme and focus of the inspection was 'achieving better outcomes for children and young people'

2.3 The outcome of the inspection was contained in the public inspection report, published on 25 September 2006.

2.4 Members and officers of the Council were invited to attend a briefing from the Lead Inspector - Norman Host on 2 October 2006, to receive his verbal feedback about the Review findings and to discuss any pertinent issues. Inspection reports were circulated.

Outcome

2.5 The review gave the following judgements about Children and Family Services:

- Access to Services – Mainly Good
- Assessment - Inconsistent
- Care Management and Review – Inconsistent
- Range of Services Provided – Mainly Good
- Quality of Services – Inconsistent
- Arrangements to Protect Vulnerable People – Inconsistent
- Success in promoting independence and social inclusion – Inconsistent

2.6 The review gave the following judgements about the authority's position to sustain and improve services:

- Workforce – Mainly Well Placed
- Performance management – Uncertainly Placed
- Planning and partnerships – Mainly Well Placed
- Commissioning and contracting – Uncertainly Placed

- Resources – Mainly Well placed
- Leadership and culture – Uncertainly Placed
- Corporate and political support and scrutiny – Uncertainly Placed

2.7 The overall final judgement indicated that whilst some children receive a good service, the authority provides services that are inconsistent and Denbighshire's Children and Family Services were uncertainly placed to sustain and improve those services.

2.8 The action plan submitted at Appendix 1 has been drawn together being formulated against the areas identified by the SSIW as Areas for Improvement.

3 POWER TO MAKE THE DECISION

3.1 The SSIW carries out the social services inspection functions of the National Assembly for Wales under the Health and Social Care (Community Health and Standards) Act 2003.

4 COST IMPLICATIONS

4.1 There are no new or direct additional financial requirements or implications identified as a consequence of this inspection, although it is implicit in the SSIW report that services must continue to be retained and developed and standards of service and staffing levels should be retained. It is therefore expected that the service will continue to receive budget support from members with the actions identified being met through the continued provision of adequate financial support by the Council to achieve the objectives set.

5 FINANCIAL CONTROLLER STATEMENT

5.1 The content of this report should form part of the consideration around the budget setting exercise for 2007/8.

6 CONSULTATION CARRIED OUT

6.1 Consultation was carried out with all Children and Family services' key stakeholders, i.e. internal and external agencies and services; service users and their families and County Council staff.

7 IMPLICATIONS ON OTHER POLICY AREAS:

7.1 THE VISION

Our vision identifies a range of activities for our attention and offers support for our work through the following statement:

- To safeguard vulnerable children and adults, promoting their independence and ensuring that everyone is able to realise their potential

7.2 OTHER POLICY AREAS INCLUDING CORPORATE

As identified in 6.1

8 ACTION PLAN

- 8.1 Implementation of the action plan has already been commenced and incorporated into Children and Family Services Service Business Plan. Monitoring of these activities and progress reporting will occur through the Children and Family Service senior management group meetings. The SSIW will monitor progress through their regular business and progress monitoring activities via the Performance Evaluation Framework.

9 RECOMMENDATIONS

- 9.1 That this report is accepted and approval given for the SSIW Action Plan.

SSIW REVIEW OF CHILDREN AND FAMILY SERVICES 2006 ACTION PLAN

1. How Good Are The Services?

SSIW Domain	1.1 Access to Services <u>Areas for Improvement:</u> <ul style="list-style-type: none"> • Consistency in use of multi-agency referral form, with fuller information on language, ethnicity and religion • Consistent response to referring agencies; information about access, eligibility and what can be expected when making a referral • Establish a clear timetable for the new out-of-hours service and review access to a dedicated 24 hour legal advice and representation service • Update Information Strategy for Children's Services • Review of eligibility criteria for disabled children 	Judgement: Mainly Good.
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1.1 Access to Services						
No	X Ref Link	PI Ref	Action	Outcome	Timescale	Responsible
1.1.1	SSIW 2006		Develop service information and leaflets for Care Leavers	Public information on the range and nature of services; involve young people in leaflet development	November 2006	S Dicks
1.1.2	SSIW 2006		Develop service information and leaflets for Fostering & Adoption	Public information on the range and nature of services; involve carers Children Looked After in leaflet development	November 2006	D Hynes
1.1.3	SSIW 2006		Revise content of Children and Family Services website	Visible electronic public information on the range and nature of services. Implement on-line form for Fostering/Adoption applications	January 2007	S Williams
1.1.4	SSIW 2006		Conduct MARAC pilot in conjunction with N Wales Police and LA's	Improve assessment arrangements linked to Domestic Abuse and Community Safety	December 2006	S Dicks
1.1.5	SSIW 2006		Review and Improve current provision of EDT services	Implement new EDT service and ensuring access to all necessary support and advice networks	June 2007	S Dicks/N Ayling

SSIW REVIEW OF CHILDREN AND FAMILY SERVICES 2006 ACTION PLAN

SSIW Domain	1.2 Assessment <u>Areas for Improvement:</u> <ul style="list-style-type: none"> • Improve consistency in the quality and timeliness of Core assessments • Offer and record Carers Assessments to parents and carers of disabled children • Maintain timeliness and quality of Initial assessments 	Judgement: Inconsistent.
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1.2 Assessment						
No	X Ref Link	PI Ref	Action	Outcome	Timescale	Responsible
1.2.1	CL 20 CL 31 SSIW 2006		Develop and deliver staff training for: <ul style="list-style-type: none"> ○ Involving children in assessments ○ Fostering & Adoption ○ Court reporting ○ Carers Assessments ○ Assessment and Care Planning ○ Unaccompanied Asylum Seeker Children ○ Private Fostering 	Training to improve quality of work and recording for Children's Services social workers	On-going to April 2007	S Dicks/D Hynes
1.2.2	SSIW 2006		Revise framework for Core Assessments for Children with Disabilities	Review processes to increase Core Assessment activities and recording	December 2006	D Hynes
1.2.3	SSIW 2006		Develop criteria for Carers assessments and train staff in Children with Disabilities Team	Ensure systematic delivery and recording of Carers assessments to parents and carers of disabled children	April 2007	D Hynes

SSIW REVIEW OF CHILDREN AND FAMILY SERVICES 2006 ACTION PLAN

SSIW Domain	1.3 Care Management & Review <u>Areas for Improvement:</u> <ul style="list-style-type: none"> • Systems for case allocation in teams and case transfer arrangements between teams • More effective management oversight • Consistency and clarity of management input into decision-making and case file audit • Improved LAC materials and statutory visits • Effective management review system for disabled children 	Judgement: Inconsistent.
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1.3 Care Management and Review						
No	X Ref Link	PI Ref	Action	Outcome	Timescale	Responsible
1.3.1	SSIW 2006		Establish Safeguarding and Reviewing Unit to ensure smooth flow of statutory work	Achieve PI timescales for CP and Statutory Reviews	October 2006	N Francis/S Trehearn
1.3.2	CL 58 SSIW 2006		Embed QA Framework into operational practices	Review case file audit procedures and maintain file audit arrangements as part of Quality Assurance Framework	On-going	S Dicks/D Hynes/S Williams
1.3.3	SSIW 2006	SCC/009; 030; 031	Review thresholds for service model and eligibility for Children with Disabilities Review case management arrangements to include more systematic approach to carrying out Core and/or Carers assessments	Improved levels of service and outcomes for disabled children Provide more proactive identification and support for Young Carers	December 2006	D. Hynes
1.3.4	SSIW 2006		Develop procedure for monitoring proactive management of Review list in Children with Disabilities Team	Ensure that criteria/PI for Social Worker allocation are established and met.	October 2006	D Hynes

**SSIW REVIEW OF CHILDREN AND FAMILY SERVICES 2006
ACTION PLAN**

1.3 Care Management and Review - continued						
No	X Ref Link	PI Ref	Action	Outcome	Timescale	Responsible
1.3.5	SSIW 2006 CL 42		Review Transfer of Cases protocols and implement	Ensure case transfers are smooth and bottlenecks eliminated	October 2006	S Dicks
1.3.6	SSIW 2006		Carry out review of LAC materials	Improve LAC recording and input arrangements	December 2006	S Dicks/D Hynes
1.3.7	SSIW 2006	SCC/ 001; 021	Ensure Statutory Reviews are held on time	Meet PI targets; improve arrangements for attendance of education staff	On-going	S Dicks/D Hynes/S Williams
1.3.8	SSIW 2006 CL 45		Embed Quality Assurance Framework in the practice of team managers	Improve quality and ensure effective monitoring; ensure Climbié compliance and embed QA processes and performance management to assist service improvements	Dec 2006	S Williams

**SSIW REVIEW OF CHILDREN AND FAMILY SERVICES 2006
ACTION PLAN**

SSIW Domain	1.4 Range of Services Provided <u>Areas for Improvement:</u> <ul style="list-style-type: none"> • Improved provision of good quality services • Strengthening in-house fostering service, including placement choice • Level of provision of services for disabled children and young people with complex needs • Service choice and opportunities for care leavers 	Judgement: Mainly Good
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1.4 Range of Services Provided						
No	X Ref Link	PI Ref	Action	Outcome	Timescale	Responsible
1.4.1	SSIW 2006 NSF 4.1		Scope the range of support service models & therapeutic services needed for Children Looked After	Better life chances for Children Looked After Improved placement stability	April 2007	S Williams
1.4.2	SSIW 2006 SCC/ 032 JR6b Children First 4.7 HSCW imp		Improve Placement Choice and Stability through increase in number of foster carers and matching of children to placements	Implement revised fostering procedures Revise Foster Care Recruitment strategy to include retention and support of carers > develop action plan Develop & deliver action plan to reduce % of children with 3 or more placement moves to <17%	Ongoing July 2006 Sept 2006	D. Hynes D. Hynes D. Hynes
1.4.3	SSIW 2006 CL 20		Review roles and responsibilities of unqualified staff in Children Looked After Team	Improve capacity and skill mix to deliver services	Dec 2006	S Dicks
1.4.4	SSIW 2006		Review referrals processes and eligibility criteria for Family Support Team	Maintain eligibility access for FST referrals without lowering Social Services eligibility criteria	Dec 2007	D Hynes

**SSIW REVIEW OF CHILDREN AND FAMILY SERVICES 2006
ACTION PLAN**

SSIW Domain	1.5 Quality Of Services Provided <u>Areas for Improvement:</u> <ul style="list-style-type: none"> • Improve consistency in service quality • Improve service capacity and responsiveness • Reduce staff turnover • Ensure Service User views are captured in service developments and reviews 	Judgement: Inconsistent
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1.5 Quality of Services Provided						
No	X Ref Link	PI Ref	Action	Outcome	Timescale	Responsible
1.5.1	NSF 5.33 SSIW 2006	SCC/ 029	Develop an approach to introduce a Key Transition Worker to Children with Disabilities at age 14	Improve service quality and retain contact with young person; improve service choice and quality for young people leaving care	March 2007	D. Hynes
1.5.2	NSF 5.36 SSIW 2006		Ensure regular 6-monthly review of joint transition plan for all Children Looked After with Disabilities to age 18	Quality Assurance for planning; improve service choice and quality for disabled children, young people with complex needs	March 2007	D. Hynes
1.5.3	SSIW 2006 See 2.6.2, 2.6.4		Establish service delivery arrangements and expectations –‘the way we do business’	Improved service standards and service delivery arrangements	March 2007	S Dicks/D Hynes/S Williams

SSIW REVIEW OF CHILDREN AND FAMILY SERVICES 2006 ACTION PLAN

SSIW Domain	1.6 Arrangements for the Protection of Vulnerable People <u>Areas for Improvement:</u> <ul style="list-style-type: none"> • Regularity to see children on the Child Protection Register • Regularity of Core Groups • Recommendations not consistently followed up • Skill base and experience of child protection work in some teams 	Judgement: Inconsistent
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1.6 Arrangements to Protect Vulnerable People						
No	X Ref Link	PI Ref	Action	Outcome	Timescale	Responsible
1.6.1	SSIW 2006 NSF 2.21		Implement Safeguarding and Reviewing Unit	Improve monitoring and delivery of CP and Review work across the department and deliver on Children Act 2004 safeguarding requirements	Dec 2006	S Trehearn/ /S Dicks
1.6.2	SSIW 2006		Develop and deliver staff training for Safeguarding and Review activities	Improve skill base and performance of CP and Review work across the department	March 2007	S Trehearn/ S Dicks
1.6.3	SSIW 2006		Review processes, procedures and arrangements for Core Group meetings	Improve Child Protection Planning; improve regularity of Core Group meetings	Dec 2006	S Trehearn/ S Dicks
1.6.4	SSIW 2006 CL 45 See 1.3.2		Embed Quality Assurance Framework in the practice of team managers	Improve quality and ensure effective monitoring; ensure Climbié compliance and embed QA processes and performance management to assist service improvements	Dec 2006	S Williams

SSIW REVIEW OF CHILDREN AND FAMILY SERVICES 2006 ACTION PLAN

SSIW Domain	1.7 Success in Promoting Independence & Social Inclusion <u>Areas for Improvement:</u> <ul style="list-style-type: none"> • Consistent transition planning and services for disabled young people • Needs lead choices and opportunities for young people leaving care • Effective corporate working for vulnerable children and young people 	Judgement: Inconsistent
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1.7 Success in Promoting Independence and Social Inclusion						
No	X Ref Link	PI Ref	Action	Outcome	Timescale	Responsible
1.7.1	SSIW 2006 NSF 2.39		Improve access to social /housing accommodation in conjunction with statutory/local providers	Establish joint working assessment arrangement and effective protocols for support	April 2007	S Williams/N Francis/S Dicks
1.7.2	SSIW 2006		Develop range of housing and support options for Care Leavers in conjunction with other providers	Establish a range of options to meet assessed needs for young people leaving care		S Williams/S Dicks
1.7.3	SSIW 2006		Promote take-up of Family Group Conferencing services and continue to monitor effectiveness	Link to Family Support Strategy development	On-going	S Dicks/D Hynes
1.7.4	SSIW 2006		Deliver briefings and Corporate Parenting training to improve Corporate liaison and working with Education and Housing	Effective Corporate Parenting		N Francis
1.7.5	SSIW 2006		Carry out Joint Scrutiny Review of educational outcomes for Children Looked After	Effective Corporate Parenting		N Francis

**SSIW REVIEW OF CHILDREN AND FAMILY SERVICES 2006
ACTION PLAN**

1.7 Success in Promoting Independence and Social Inclusion - continued						
No	X Ref Link	PI Ref	Action	Outcome	Timescale	Responsible
1.7.6	SSIW 2006		Improve links with the Transitions Social Worker in Adult Services	Establish consistent planning and services for disabled children		D Hynes

**SSIW REVIEW OF CHILDREN AND FAMILY SERVICES 2006
ACTION PLAN**

2. How Well Placed is the Authority to Sustain & Improve Services?

SSIW Domain	2.1 Workforce <u>Areas for Improvement:</u> <ul style="list-style-type: none"> • Sustain effort in recruitment and retention of staff and managers • Review social worker, child care worker and administrative staff capacity • Consistent induction for all staff • Develop skilled managers and staff • Low morale 	Judgement: Mainly Well Placed.
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2.1 Workforce						
No	X Ref Link	PI Ref	Action	Outcome	Timescale	Responsible
2.1.1	SSIW 2006		Maintain range of recruitment activities for staff with suitable qualifications/experience	Deliver workforce capacity and resource	On-going	R Hayes/All
2.1.2	SSIW 2006		Review and revise recruitment, induction and staff training activities and processes	Improve access to information networks for staff and ensure consistency of staff induction and development	March 2007	S Williams/R Hayes/S Wright

SSIW REVIEW OF CHILDREN AND FAMILY SERVICES 2006 ACTION PLAN

SSIW Domain	2.2. Performance Management <u>Areas for Improvement:</u> <ul style="list-style-type: none"> • Improve consistency of supervision and annual personal development plans • Ensure a more systematic approach to audit and quality assurance • Update technology systems and IT • Linking Complaints to service improvement 	Judgement: Uncertainly Placed
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2.2 Performance Management						
No	X Ref Link	PI Ref	Action	Outcome	Timescale	Responsible
2.2.1	SSIW 2006 CL 45		Implement Performance Supervision and Appraisal systems	Ensure a more consistent approach to supervision, performance and development	Dec 2006 and on-going	All
2.2.2	SSIW 2006		Devise performance management framework for <ul style="list-style-type: none"> o Staff o Foster Carers and report on Dashboard	Improved outcomes for Children Looked After	Feb 2006	D Hynes
2.2.3	SSIW 2006		Establish 3yr QA Framework	Improved monitoring framework	March 2007	S Williams
2.2.4	SSIW 2006		Review & Develop Quality Assurance Framework	Ensure Climbié requirements are met	March 2007	S Williams
2.2.5	SSIW 2006		Implement ICS	Improved recording and data capture of Children and Families Services assessments	April 2007	CFMT
2.2.6	SSIW 2006		Implement PARIS management information system	Update Technology for recording and data capture of Children and Families Services assessments	April 2007	CFMT

**SSIW REVIEW OF CHILDREN AND FAMILY SERVICES 2006
ACTION PLAN**

2.2 Performance Management - continued						
No	X Ref Link	PI Ref	Action	Outcome	Timescale	Responsible
2.6.7	SSIW 2006		Establish quarterly complaints reporting to Children's Divisional Management Meeting	Linking complaints to service improvements	Jan 2007	N Francis

SSIW REVIEW OF CHILDREN AND FAMILY SERVICES 2006 ACTION PLAN

SSIW Domain	2.3. Planning & Partnerships <u>Areas for Improvement:</u> <ul style="list-style-type: none"> • Effective partnership working to achieve service improvement and better outcomes for children • Matching LAC placement needs to service developments • Integration of strategic service planning & commissioning 	Judgement: Mainly Well Placed
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2.3 Planning and Partnerships						
No	X Ref Link	PI Ref	Action	Outcome	Timescale	Responsible
2.3.1	SSIW 2006 NSF 5.23		Improve partnership working with Education	Ensure Corporate engagement for Children Looked After, improve independence and social inclusion especially for Children with Disabilities	On-going	N Francis
2.3.2	SSIW 2006		Jointly bid with Conwy for Common Assessment Framework Pilot project, linked to Child Concern Model	Improve partnership working and access to family support networks and services across DCC	July 2007	S Dicks/H Evans
2.3.3	SSIW 2006 CL 22		Establish range of accommodation options for Housing Care Leavers	Improve social inclusion and life planning opportunities	Dec 2006	S Williams/S Dicks
2.3.4	SSIW 2006		Participate in restructure of Frameworks Partnership to ensure adequate representation and participation in joint meetings and working groups	Improve partnership working	Dec 2006	S Williams
2.3.5	SSIW 2006		Extend Children and Families Services involvement in key strategic partnership groups	Improve partnership working	Nov 2006	CFMT

**SSIW REVIEW OF CHILDREN AND FAMILY SERVICES 2006
ACTION PLAN**

2.3 Planning and Partnerships – continued						
No	X Ref Link	PI Ref	Action	Outcome	Timescale	Responsible
2.3.6	SSIW 2006		Review membership of Framework Partnership task & finish groups in line with Framework restructure	Improve partnership working	Dec 2006	CFMT

SSIW REVIEW OF CHILDREN AND FAMILY SERVICES 2006 ACTION PLAN

SSIW Domain	2.4 Commissioning & Contracting <u>Areas for Improvement:</u> <ul style="list-style-type: none"> • Team and service business plans to inform and shape the Children and Family Services business/commissioning plan • Capacity to effectively review and monitor contracts and to include service user views and experiences within such reviews • Participation of service users in service planning, development and commissioning 	Judgement: Uncertainly Placed
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2.4 Commissioning and Planning						
No	X Ref Link	PI Ref	Action	Outcome	Timescale	Responsible
2.4.1	SSIW 2006		Deliver Commissioning Strategy for Children and Family Services		December 2006	S Williams
2.4.2	SSIW 2006		Establish range of Commissioning Strategy priorities in conjunction with staff and service users	Implement a strategic approach to service planning & commissioning	Jan 2007	S Williams
2.4.3	SSIW 2006		Improve Communication arrangements through website development and leaflet distribution arrangements	Produce customer information in a range of accessible formats	Dec 2006	S Williams
2.4.4	SSIW 2006		Complete options appraisal for review of Admin requirements, for operational and Team back-office needs, considering impacts of ICS and PARIS, development of electronic information, hard-copy distributions and relocation requirements	Streamline effective working arrangements, ensure capacity meets demand	Nov 2006	S Williams
2.4.5	SSIW 2006 See 2.4.4		Link Admin Review to option planning with First Contact Services and relocation plans	Streamline effective working arrangements, ensure capacity meets demand	Mar 2007	S Williams

SSIW REVIEW OF CHILDREN AND FAMILY SERVICES 2006 ACTION PLAN

SSIW Domain	2.5 Resources <u>Areas for Improvement:</u> <ul style="list-style-type: none"> • Overspend on Children's placements • Strategic framework that matches needs and service development within a sustainable budget 	Judgement: Mainly Well Placed
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2.5 Resources						
No	X Ref Link	PI Ref	Action	Outcome	Timescale	Responsible
2.5.1	SSIW 2006		Control the devolved budget management arrangements within Team monies	Improve budget spending	On-going	N Francis
2.5.2	SSIW 2006		Review and revise 3-yr Budget Plan for Children and Family Services	Improved resource management	Oct 2007	N Francis
2.5.3	SSIW 2006		Revise financial/budget monitoring arrangements	Improve more effective budget planning and management within Operational Teams	Feb 2007	N Francis
2.5.4	SSIW 2006		Review processes for the spot purchases of Specialist Residential Care and Independent Fostering placements, appoint Procurement and Contracting Officer	Optimise block contracting opportunities, establish effective budget management, optimise access to services across a number of contracts, maximise value for money via IPAs, establish staffing arrangements and reporting/monitoring arrangements	April 2007	S Williams

SSIW REVIEW OF CHILDREN AND FAMILY SERVICES 2006 ACTION PLAN

SSIW Domain	2.6 Leadership & Culture <u>Areas for Improvement:</u> <ul style="list-style-type: none"> • Coherence and ownership of shared service vision that is inclusive of staff across Children and Family Services • Quality and compliance as equal parts of the change agenda • Management of change 	Judgement: Uncertainly Placed
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2.6 Leadership and Culture						
No	X Ref Link	PI Ref	Action	Outcome	Timescale	Responsible
2.6.1	SSIW 2006		Initiate Departmental Management Training programme for Service and Team Managers	Service and Team Managers attend and access training and support	06/07	CFMT
2.6.2	SSIW 2006		Review Team work roles, remits and functions and clarify decision-making arrangements	Clarify Operating Arrangements and Delegated Authority Framework for decision-making, Team roles, functions and responsibilities for Team Managers, Deputy Managers, Sen. Practitioners.	April 2007	CFMT
2.6.3	SSIW 2006		Review Operational Meeting structures	Ensure meetings are sharpened and focussed to share actions and planning across Department	Jan 2007	All
2.6.4	SSIW 2006 CL 31		Deliver Improvement workshops to engage Managers & staff and to instil confidence linked to achieving a common purpose	Develop good practice approaches to: <ul style="list-style-type: none"> ○ Making and Sustaining Placements ○ How our Teams work ○ Service Standards ○ Achieving Performances 	March 2007	All
2.6.5	SSIW 2006		Develop a Communications Framework/Information Strategy for the dissemination of information relating to internal matters and broader information	Establish a pattern of briefings and information sharing through Teams and across the organisation to improve knowledge and increase engagement and staff involvement	Dec 2006	All

**SSIW REVIEW OF CHILDREN AND FAMILY SERVICES 2006
ACTION PLAN**

2.6 Leadership and Culture - continued						
No	X Ref Link	PI Ref	Action	Outcome	Timescale	Responsible
2.6.6	SSIW 2006 2.6.2		Establish revised schedule of delegated authority for Children and Families Services	Improve decision making and service management	April 2007	N Francis,/N Grisdale

SSIW REVIEW OF CHILDREN AND FAMILY SERVICES 2006 ACTION PLAN

SSIW Domain	2.7 Corporate & Political Support & Scrutiny <u>Areas for Improvement:</u> <ul style="list-style-type: none"> • Corporate parenting roles and responsibilities at member and corporate directorate level • Members experience and knowledge of children's services • Robust Scrutiny arrangements 	Judgement: Uncertainly Placed.
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2.7 Corporate and Political Support/Scrutiny						
No	X Ref Link	PI Ref	Action	Outcome	Timescale	Responsible
2.7.1	SSIW 2006		Review the recommendations of the report with Scrutiny members and recommend a training programme	Improved knowledge and understanding of children's services	Nov 06	J Curran/S Ellis/N Francis
2.7.2	SSIW 2006		Establish direction setting approach for Children and Families Scrutiny forward work programme linked to children's services	Improved scrutiny, knowledge and understanding of children's services	Nov 06	N Francis
2.7.3	SSIW 2006		Carry out Joint Scrutiny Review of educational outcomes for Children Looked After	Improved scrutiny, knowledge and understanding of children's services	Nov 06	J Curran/S Ellis/N Francis

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR P A DOBB, LEAD MEMBER FOR HEALTH AND WELLBEING

DATE: 28th November 2006

SUBJECT: TENANT INVOLVEMENT IN HOUSING

1 DECISION SOUGHT

- 1.1** That Members agree the formation of a Housing Working Party for formal consultation, participation and tenant involvement.

2 REASON FOR SEEKING DECISION

- 2.1** The Council made a decision in February 2006 to retain the Housing Stock and implement the Housing Stock Business Plan. It was noted at that time that tenant participation and involvement had increased substantially over the last few years. This was partly through the development of the Tenant Compact, the Denbighshire Tenants' and Residents' Federation (DTARF) and the expansion of Tenants' Associations. It was also linked to the consultations on the issue of Housing Options and to the formal involvement of 5 tenants on the Shadow Board of the proposed Dyffryn Community Housing. The view was expressed that "tenants should not lose their places at the table" following the decision to retain the stock within the Council.
- 2.2** Regular meetings with DTARF and with the different Associations have continued. On a monthly basis Housing Officers meet with the main committee of DTARF consisting of one or more representatives from each Association. Once a year the Lead Member and Director attend and this includes a review of the Tenants' Compact which is the formal agreement which underpins this relationship. Tenants have also been involved in a number of Sub-Groups of which the most important has been the Improvements Sub-Group which has had a real input into the capital programme and contractor monitoring.
- 2.3** Such arrangements clearly fall short of the level of involvement and influence which could have been available to tenant representatives under transfer. The question is how to retain the involvement under the current legal framework and the Council's Constitution.
- 2.4** Under the Council's Executive and Scrutiny arrangements it is possible for tenants to attend Cabinet and Scrutiny Committee but only Members of the Council can vote. Advice has been taken from Trowers and Hamlin, specialists in Housing Law, and they confirm that it would not be possible to amend the constitution to give tenants a formal vote on such committees. The only possible way to achieve this

would be to set up an "Arms Length Management Organisation" (ALMO) as a separate legal entity and delegate the Housing Management function to it. The ALMO would be wholly owned by the Council but could establish a Management Board including tenants and possibly independents. However this option would be complex and expensive and may well require a formal tenants' ballot on the lines of that proposed for stock transfer.

2.5 A compromise solution is therefore proposed in which a Housing Working Party is established. The HWP would have no executive powers and would operate alongside the Cabinet and Scrutiny Committee. It would therefore act as a formal consultative body, written in to the Tenants' Compact, and the Council would agree to consult with it on all relevant Housing matters and to consider its views at Cabinet and Scrutiny.

2.6 Draft Terms of Reference are attached, based on the above principles.

3 POWER TO MAKE THE DECISION

Housing Act 1985, Section 105.

4 COST IMPLICATIONS

Servicing of the Housing Working Party is expected to cost less than £5,000 per annum and will be paid for from the Housing Revenue Account.

5 FINANCIAL CONTROLLER STATEMENT

The cost of administering the Housing Working Party should be contained within the Housing Revenue Account.

6 CONSULTATION CARRIED OUT

The Denbighshire Tenants' and Residents' Federation has been consulted with all Associations having a copy of the draft proposal and those attending the November Liaison Meeting were unanimous in support. Social Services and Housing Scrutiny Committee considered the draft on 16th November 2006 and were also supportive of the proposals.

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

7.1 The Vision: Denbighshire will be an ideal place to live because..... we will be a County where people help themselves and their communities. The expansion of tenant participation and involvement contributes to Community Governance and indirectly to better management of estates and the environment.

8 ACTION PLAN

The County Clerk and Head of Housing Services will make arrangements for nominations to the Housing Working Party and to call the first meeting before 31st January 2007.

9 RECOMMENDATIONS

- 9.1** Members agree the formation of a Housing Working Party for formal consultation, participation and tenant involvement.

HOUSING WORKING PARTY
DRAFT TERMS OF REFERENCE

- 1 Membership of the Housing Working Party shall be from three constituent groups.
 - 1.1 Denbighshire County Council membership will consist of 3 Council Members: The Lead Member for Health and Well Being plus one member nominated by Social Services and Housing Scrutiny Committee and one nominated by Environment Scrutiny Committee.
 - 1.2 The three tenant members shall be secure tenants of Denbighshire County Council initially nominated by DTARF but with a commitment to elections on an area basis within 2 years.
 - 1.3 Up to three Independent Members to be appointed by the existing HWP members following advertisement for people with expertise and interest in Housing matters who are not Members of Denbighshire County Council or Tenants of Denbighshire County Council.

2 APPOINTMENT OF CHAIR AND VICE-CHAIR

- 2.1 The HWP will appoint a Chair and Vice-Chair, who should come from different constituent groups as above, at the first meeting following the Annual Meeting of Denbighshire County Council each year.
- 2.2 The Chair and Vice-Chair shall be eligible for re-election for a maximum total of three years in each post.

3 QUORUM

- 3.1 A quorum for meetings of the HWP shall be four members.
- 3.2 Where a quorum is in attendance the agenda of the meeting will be considered in full.

4 VOTING RIGHTS

Each member of the HWP will have one vote on any issue. Where the voting is tied the Chair or Vice-Chair (acting as Chair) shall have an additional casting vote.

5 DECLARATIONS OF INTEREST

Where appropriate members will declare an interest in an agenda item and take no part in the discussions or vote on that item of business.

6 ATTENDANCE

No substitutions or alternates will be allowed on a temporary basis. If absenteeism of any member causes concern within the HWP, the Chair will take action to resolve the issue.

7 FREQUENCY OF MEETINGS AND ADMINISTRATIVE SUPPORT

7.1 Meetings will normally be held three times per year including one to consider the draft Housing Revenue Account budget, additional meetings will only be held on an exceptional basis.

7.2 The administration of the meeting will be undertaken by the Denbighshire County Council County Clerk in liaison with the Chair.

8 ROLES AND RESPONSIBILITIES OF THE HWP

8.1 To consider issues relating to Housing Services in Denbighshire especially those affecting tenants and the Council as Landlord including:

- Capital programme and major improvement works.
- Environmental improvements.
- Allocation policies including transfers.
- Responsive repairs.
- Rent collection and arrears.
- Sheltered Housing and Telecare.
- Estate Management
- Housing Revenue Account Budget and Housing Stock Business Plan.

8.2 HWP will have no direct executive authority but will make recommendations as appropriate to Cabinet, Scrutiny Cttee or DTARF.

8.3 The lead member for Health and Well Being, Scrutiny Members and DTARF representative will ensure that recommendations are put forward to Cabinet, Scrutiny Committee or DTARF as appropriate, they are not required to support every recommendation but will report on the views of HWP.

9 GOVERNANCE

All members of HWP shall abide by the Governance Framework set down by the Council. Members of the HWP who have not already done so should be given copies of this framework and confirm their acceptance of it.

REPORT TO CABINET

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

DATE: 28TH NOVEMBER 2006

SUBJECT: COUNCIL HOUSING GARAGES

1 DECISION SOUGHT

1.1 Members agree proposals for the maintenance, improvement or redevelopment of garage sites on Council Housing estates.

2 REASON FOR SEEKING DECISION

2.1 Cabinet requested a report on the future of garages on estates at the time of the setting of the 2006/07 budget. Garage rents were increased by 10p to £3.30 per week (tenants who are not also the tenant of a nearby Council dwelling must pay VAT of 0.57p). It was considered possible that rents could be increased substantially but this was deferred until the autumn for a report on the condition of sites in case such increases led to demands for extra maintenance which could outweigh the benefits.

2.2 Denbighshire owns 645 garages on 62 sites. Locations are historic having been originally provided with estates of Council housing to alleviate parking problems on those estates, problems which have actually become much worse in succeeding years. Some areas have several sites but others such as Prestatyn have none.

2.3 Some blocks of garages still provide a useful facility on estates and are in high demand, but all need maintenance and environmental improvements. Other blocks require major maintenance and some are empty, in this case demolition should be considered but subject to how the vacant space might be used or misused.

2.4 In any event consideration should be given to the possibility of clearing the sites where they could be useful for the development of affordable housing. This option must then be weighed against the impact of the loss of the garages and parking space on the neighbouring estates.

2.5 Garage rental income for 2006/07 is expected to be £99,488 within the Housing Revenue Account. Major maintenance costs such as for a new door could take years to recover, even with substantial increases. On the other hand routine maintenance and painting should not be ignored or sites will fall into decay. Currently 61 or 8% of garages are vacant but 30 of these are on only 4 of the poorest sites.

2.6 Site plans and schedules have been prepared and inspection visits have commenced to all sites. Officers will report on each site with the following options:

1. Minor maintenance required and site should be retained.
Cost proposals and complete maintenance by March 2007.
2. Major maintenance required but site should be retained.
Cost proposals and complete maintenance by March 2008.
3. Major maintenance required and site should be cleared
Local Members to be consulted on future use of site as open parking or the possibility of development for housing.

2.7 The Tenancy Conditions require tenants to keep garages tidy and to use them mainly for garaging a vehicle which is in regular use. It is known that many are actually used for storage or for unused vehicles – the question is whether to check on these conditions and enforce them, again it could lead to significant expenditure for little return. It could be more appropriate to seek an increase in rents once maintenance issues are clarified and use this to persuade people to surrender unwanted garages.

3 POWER TO MAKE THE DECISION

Housing Act 1985, Part II.

4 COST IMPLICATIONS

Costs of works to garage sites will be limited to minor maintenance within the HRA revenue budget for 2006/07 and any more major items from the Minor Works and Environmental Improvements Capital Budget in 2007/08. Once maintenance issues are clarified it should be possible to consider a significant increase in rents for the 2007/08 budget.

5 FINANCIAL CONTROLLER STATEMENT

Without cost estimates being available, it is difficult to give a detailed opinion. However, the cost of any improvement works should be considered in the context of the major housing refurbishment programme that is under way as part of the Housing Stock Business Plan and what additional burden may be placed on HRA resources. The cost of any work should, as far as possible, be recovered from rental income to minimise the financial impact on the HRA and therefore a significant increase in weekly rents may have to be applied next year.

6 CONSULTATION CARRIED OUT

Estates and Maintenance Officers are completing the surveys and will consult with Local Members and relevant Tenants' Associations on any redevelopment proposals.

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

7.1 The Vision: “We will make sure that any actions we take will protect the environment”.

7.2 The proposal also supports making the most efficient use of resources.

8 ACTION PLAN

	By Whom	By When
Completion of garage site surveys and consultation with Local Members and Tenants' Associations	Head of Housing Services	31.12.2006 (in order to influence budget decisions)

9 RECOMMENDATIONS

9.1 Members agree proposals as outlined above for the maintenance, improvement or redevelopment of garage sites on Council Housing estates.

REPORT TO CABINET

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

DATE: 28th November 2006

SUBJECT: Housing Revenue Account Budget & Capital Plan Report 2006 / 2007

1 DECISION SOUGHT

That Members note the financial forecast position (revenue and capital) of the Housing Revenue Account (H.R.A.) for the current financial year, as at the end of October 2006.

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

Housing Revenue Budget

- The outturn projection on the HRA at the end of October 2006 shows a projected net surplus at the year end of £638k (Appendix 1) against a budgeted surplus of £333k. This is a reduction of £32k to the surplus that was reported at the end of September.
- Right to Buy (RTB) sales are still much slower than in previous years, which means there is more stock attracting negative subsidy. However, this means that more rent income than planned will be received, hence the £91k positive variance on rent income.
- A review of RTB sales was completed in July and as a result the forecast sales for the year were revised downward from 48 to 44. However, there were still only 12 completed sales at the end of October, although the average valuation was £60k (compared to £53k allowed in the Business Plan). RTB sales are slower nationally for a number of reasons: house price inflation, reductions in discounts, changes to eligibility criteria and fewer desirable properties being available.

- Applications have started to increase recently and there are currently 69 (65 last month) being processed. On average between 25-30% of the applications will complete. On this basis, between 25 and 30 RTB further sales may be achieved this financial year. At this level and with the average receipts being higher than planned, the Plan remains viable. However, RTB sales are critical to the ongoing affordability of the Plan and will be monitored closely.
- The Plan will therefore be reviewed in December when the 2007/08 Determinations have been received from the Assembly.
- The interest likely to be achieved on HRA balances will be higher than expected (by £54k) however the amount of interest applied to HRA balances is volatile to fluctuations on the number of RTB sales throughout the year and therefore is being kept under review.

Housing Capital Plan

- Progress on the HRA capital plan is included as Appendix 2. The total forecast expenditure for the year remains at £6.5m, which is approximately £1m less than original estimates.
- Environmental improvement works have been much slower than planned and the original estimate has been reduced by £70k. The environmental improvement programme is planned to escalate during the remainder of the year and the forecast expenditure therefore remains at £305k.
- Expenditure on the window replacement contract and the 2006 major refurbishment contract will be less than originally planned. This is due in both cases to delays in awarding the contract.
- The new 2006/07 refurbishment contract is now well underway and progressing well and a partnering contract has recently been signed with the main contractor.
- Achievements to date on the major contracts are as follows (the figures quoted in brackets are those reported in July 2006):
 - Major refurbishments 256 properties completed (186)
 - Window s contract 1,482 properties completed (1307)
 - Heating contract 671 properties completed (624)
- Slippage on the 2006/07 contracts will roll forward to 2007/08. The financing will move with the slippage so there is no adverse financial impact to the HRA.
- Expenditure of £16k has been shown against the Bodelwyddan Gas Supply scheme. This is the Council's contribution toward gas

installation in approximately 50 council houses in Bodelwyddan. This allows for the installation of more efficient heating systems as part of the HSBP refurbishment works.

Summary

The revenue and capital budgets as reported at the end of October 2006 do not adversely impact upon the Council's Housing Stock Business Plan. However, RTB sales are still much slower than expected compared to previous years. The Business Plan is assumed still to be deliverable but will be tested again once the 2007/08 Determinations have been received to fully assess the impact of RTB sales falling further, along with other items (positive and negative) affecting the affordability of the Plan.

5 FINANCIAL CONTROLLER STATEMENT

The forecast surplus above estimates on the HRA is welcomed. The position with regard to falling RTB sales is of some concern and will be kept under close review. The Business Plan should be tested again to assess the impact of RTB sales being less than planned targets over the longer term once the 2007/08 Determinations have been received.

6 CONSULTATION CARRIED OUT

The HRA capital and revenue budget were agreed by Cabinet in January 2006.

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE & THE COUNCIL'S VISION

The level of funding available to services together with budgetary performance impacts upon all services of the Council. The HSBP will help achieve the ideal living vision, through access to good quality, affordable housing, which is more energy efficient and designed to meet their needs.

8 ACTION PLAN

Action	Responsibility	Date
Review of the HSBP once the 2007/08 Determinations have been received.	Head of Housing Services & Senior Management Accountant	December 2006 or January 2007 (Depending on Determinations)

9 RECOMMENDATION

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

Housing Revenue Account ~ 2006/07 Budget

<u>2005/06</u>		<u>2006/07</u>		
<u>Actual</u>	<u>Month 7</u>	<u>Original</u>	<u>Forecast</u>	<u>Variance</u>
£		Budget	Out-turn	to
		£	£	Budget
				£
	<u>EXPENDITURE</u>			
1,240,343	Supervision & Management - General	1,118,954	1,114,267	4,687
219,533	Supervision & Management - Special	212,949	253,415	-40,466
129,481	Welfare Services	129,866	134,688	-4,822
0	Homelessness - Leased Accommodation	0	216,893	-216,893
373,200	Rents	391,451	359,594	31,857
2,657,345	Repairs and Maintenance	2,599,819	2,647,159	-47,340
4,619,901	Total Management & Maintenance	4,453,039	4,726,017	-272,978
28,745	Rent Rebates	0	0	0
927,876	Debt Charges	1,128,757	1,064,350	64,407
326,000	C.E.R.A.	0	0	0
0	Rent Rebate Subsidy Limitation	53,316	110,607	-57,291
2,690,309	Subsidy	2,976,737	2,748,881	227,856
-40,608	Provision for Bad Debts	50,000	50,000	0
8,552,223	Total Expenditure	8,661,849	8,699,855	-38,006
	<u>INCOME</u>			
8,534,781	Rents (net of voids)	8,803,016	8,894,905	91,889
	Leased Rents	0	194,539	194,539
94,189	Garages	96,912	99,488	2,576
143,532	Interest (Balances & RTB mortgages)	95,000	148,926	53,926
8,772,503	Total Income	8,994,928	9,337,857	342,929
	Surplus / Deficit (-) for the Year			
546,279	General Balances	333,079	638,002	304,923
-326,000	Earmarked Balances	0	0	0
1,308,768	Balance as at start of year ~ General	1,855,264	1,855,264	0
326,216	Balance as at start of year ~ Earmarked	0	0	0
1,855,264	Balance as at end of year ~ General	2,188,343	2,493,266	304,923
0	Balance as at end of year ~ Earmarked	0	0	0

Appendix 2

HRA Capital Plan Update 2006/07

Month 7

Actual 2005/06 £	Description	Approved Schemes £	Actual at End Oct £	Forecast Outturn £
751,529	Housing Repair Work Pre 2006/07	136,273	3,461	20,000
171,991	Environmental Improvement Works	373,000	16,911	304,650
2,650,442	2005/06 Major Improvements – All Groups	0	995,108	1,020,108
0	2006/07 Major Improvements – All Groups	2,979,000	93,730	2,072,000
0	Bodelwyddan Gas Supply Scheme	0	16,404	16,404
2,011,332	Windows Replacement	2,982,000	1,128,719	2,000,000
743,287	Central Heating Contract	1,000,000	733,266	1,000,000
100,000	DFG - Council Properties	100,000	100,000	100,000
6,428,581	Total	7,570,273	3,087,600	6,533,162

2005/05 £	HRA Capital Plan Financed By:	Original £	Forecast £
2,400,000	Major Repairs Allowance Grant	2,400,000	2,400,000
556,500	Useable Capital Receipts	706,000	343,750
3,146,082	Prudential Borrowing	4,464,273	3,789,412
326,000	CERA	0	0
6,428,582	Total	7,570,273	6,533,162

REPORT TO CABINET

CABINET MEMBER: Councillor G O Rowlands Lead Member for Finance

DATE: 28th November 2006

SUBJECT: Revenue Budget 2006/07

1. DECISION SOUGHT

1.1 Members note the latest revenue budget performance figures for the 2006/07 financial year as detailed in the attached Appendix 1.

2. REASON FOR SEEKING DECISION

2.1 The need to deliver the Council's agreed budget strategy for the 2006/07 financial year and avoid reducing already inadequate reserves.

3. POWER TO MAKE THE DECISION

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

4. COST IMPLICATIONS

4.1 This report details the latest projections of Service budget year end positions as reported by Directorates, together with information on pressures and savings within the corporate budgets. The service projections are as at the end of October 2006.

The appendix details a potential underspend totalling £937k, which is an increase of £153k from last month. This excludes the schools' delegated budgets.

i) **Social Services** is showing an increased under spend from last month of £112k. The increase is mostly due to charging policy income exceeding expectations. The under spend position generally is due to the under spend brought forward from 2005/06 coupled with savings against Supporting People grant schemes. These savings have been made to help smooth out the anticipated significant reductions in Supporting People funding in coming years. .

ii) **Lifelong Learning** is forecasting an increased overspend of £13k. Increased savings of £51k are being forecast within central school fund budgets as a result of staff vacancies and other savings. However, a pressure of £45k to cover Health and Safety works and repairs due to vandalism at Ffrith Beach has been identified within Countryside & Leisure Services.

4.2 It is now highly likely that the back dated element of **equal pay claims** in connection with some former manual workers will lead to a significant pressure in

the current year. The Treasury's refusal to grant Councils the ability to capitalise these costs will mean that a suitable provision will need to be set up to cover these costs. This will involve a major reduction in general balances which will need to be rebuilt in future years through the top slicing of the overall revenue funding.

- 4.3 Another potential but thus far unquantifiable pressure is the potential impact of the appeals against the recent **Council Tax revaluations** which may exceed the assumptions within the budget.
- 4.4 The **schools' delegated budget** – Forecasts are that schools will be using £129k of their brought forward balances in 2006/07. This is an increase of £10k compared to the last monitoring report but is a considerable reduction from the £246k that was reported at the end of August.
- 4.5 Details are also included in Appendix 1 of the position regarding planned efficiency savings.

5. FINANCIAL CONTROLLER STATEMENT

- 5.1 Directorates need to continue to exercise tight control over their revenue expenditure to ensure they are able to remain within their budgets. The recently clarified position on the treatment of equal pay back dated claims means it is essential to avoid service overspends.

6. CONSULTATION CARRIED OUT

- 6.1 Lead Cabinet members need to continue to consult with Heads of Service to agree necessary remedial action to accommodate pressures in 2006/07.

7. IMPLICATIONS ON OTHER POLICY AREAS

7.1 The Vision

- 7.1.1 Proper management of the Council's revenue budget enables services to work towards delivering the Council's Vision.

7.2 Other Policy Areas Including Corporate

- 7.2.1 Proper management of the Council's revenue budget underpins activity in all of the Council's policy areas.

8. ACTION PLAN

- 8.1 All departments undertake regular budget monitoring and will continue to identify and take advantage of savings and efficiencies.

9. RECOMMENDATION

- 9.1 That Members note the budget performance figures for 2006/07 as detailed in the attached Appendix 1.

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2006/07
POSITION AS AT END OCTOBER 2006**

Directorate	Budget			Projected Outturn			Variance			Variance Previous report £000s
	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	
Lifelong Learning (excluding schools delegated)	29,516	-10,663	18,853	29,572	-10,656	18,916	56	7	63	59
Environment	38,063	-16,496	21,567	38,014	-16,447	21,567	-49	49	0	0
Social Services & Housing	52,239	-16,392	35,847	52,474	-17,485	34,989	235	-1,093	-858	-746
County Clerk	1,659	-393	1,266	1,659	-413	1,246	0	-20	-20	60
Resources	8,783	-2,793	5,990	8,975	-3,012	5,963	192	-219	-27	-2
Corporate, Miscellaneous & Benefits	26,779	-22,533	4,246	26,839	-22,533	4,306	60	0	60	0
Total All Services	157,039	-69,270	87,769	157,533	-70,546	86,987	494	-1,276	-782	-629
Capital Financing Charges/Investment Income			10,995			10,840			-155	-155
Precepts & Levies			4,185			4,185			0	0
			102,949			102,012			-937	-784

Note:

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

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2006/07
LIFELONG LEARNING
POSITION AS AT END OCTOBER 2006

	Budget			Projected Outturn			Variance			Variance Previous report £000s
	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	
Individual School Budgets	52,910	-4,009	48,901	53,358	-4,328	49,030	448	-319	129	119
School Funds Held Centrally	15,618	-4,720	10,898	15,536	-4,720	10,816	-82	0	-82	-31
Non school Funding #	2,012	-881	1,131	2,012	-881	1,131	0	0	0	0
Corporate Services	444	-5	439	462	-5	457	18	0	18	18
Countryside & Leisure	6,078	-3,415	2,663	6,183	-3,399	2,784	105	16	121	72
Tourism, Culture & Heritage	5,364	-1,642	3,722	5,379	-1,651	3,728	15	-9	6	0
	29,516	-10,663	18,853	29,572	-10,656	18,916	56	7	63	59
Total Lifelong Learning	82,426	-14,672	67,754	82,930	-14,984	67,946	504	-312	192	178

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2006/07
LIFELONG LEARNING
POSITION AS AT END OCTOBER 2006

<u>Comments</u>	Current Month	Previous Month
	£000s	£000s
EDUCATION		
Individual School Budgets: Projections would indicate that the school balances of £1,298k as at 31/03/2006 will reduce by £129k during 2006/07. The difference in balances compared to the previous report is due to slight staffing changes - supply teachers and L.S.A.s employed from September and paid in October. The greatest change in staffing structures occurs in September - therefore this month's report does not differ significantly from last month's.	129	119
SCHOOL FUNDS HELD CENTRALLY		
School Transport Full year effect of re-tendered contracts in Feb in excess of budget. Variations can still take place until the end of the financial year due to contractual obligations and the effects will be reported as and when known.	39	49
Other Various savings from vacancy control, delays in appointment of staff and other management initiated savings. These have become apparent through the ongoing budget monitoring process and are reflected in the increased underspend since last month.	-121	-80
NON SCHOOL FUNDING No items to report	0	0
CORPORATE SERVICES Projections indicate that there will be an overspend on the Translation Service budget of £53k due to the demand on the Service which requires the use of external providers. This is offset by £35K from underspend carried forward which has been applied to the projected outturn. A number of recommendations are to be pursued which will hopefully reduce the pressure further. The Corporate Director wishes to this in Cabinet during the discussion of the report.	18	18
TOTAL EDUCATION	65	106
COUNTRYSIDE & LEISURE Energy costs above inflation allowance in budget.	39	39
Impact of closure at Corwen, Denbigh & Prestatyn Leisure Centres	47	47
Clwyd Leisure arbitration	28	28
Rhyl LC NNDR	6	6
Vanalison and Health & Safety issues at Frith Beach	45	0
Successful resolution of income dispute	-20	-20
Cut in sports development programme	-12	-12
Increased leisure centre income	-11	-15
Savings on leisure centre equipment purchase	-1	-1
TOURISM, HERITAGE & CULTURE Energy costs above average 24% inflation allowance in budget. 86% increase in electricity costs at Pavilion Theatre	22	22
Increased income projected for sales of confectionary at Pavilion Theatre	-7	-7
Reduction in staff costs	-2	-2
Match funding revenue implications to maintain grants & committed Heritage events, increased premises costs & reduced income	33	33
Non-appointment of curator post	-30	-30
Increased income from the Royal International Pavilion	0	-5
Salary savings due to delayed appointments	-11	-11
TOTAL CULTURE & LEISURE	126	72
TOTAL LIFELONG LEARNING	191	178
Total	191	178

CULTURE & LEISURE EFFICIENCY SAVINGS PROGRESS REPORT

Proposed Efficiency Saving	Target	Progress
Reduce funding to grant aided bodies	8,275	Achievable
Implementation of review of inherited terms & conditions for Library Service Staff	6,000	Unlikely to be achieved 06/07 - alternatives being sought
New charges	6,000	Part Achievable
New tourist attraction lease at Children's Village & franchise at Riverside Park	8,000	Not Achievable
Ffrith Festival Gardens: secure new user, reduce fixed premises costs	10,000	Part Achievable
Countryside & Leisure Services miscellaneous efficiencies	6,725	Achievable
Review of Leisure Centre staff rotas	5,000	Achievable
	50,000	
Education Efficiency savings	£	
Procurement contracts and teacher supply within schools	259,000	To be achieved by school governor bodies
Vacancy control/staff management	12,101	On target
Savings on supplies and services	40,689	On target
Introduce charge for grant administration	19,000	On target
TOTAL	330,790	

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2006/07
 ENVIRONMENT DIRECTORATE
 POSITION AS AT END OCTOBER 2006

	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Previous report
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Development Services	9,326	-5,269	4,057	9,326	-5,269	4,057	0	0	0	0
Transport & Infrastructure (Notes 1 & 2)	9,078	-3,864	5,214	9,078	-3,829	5,249	0	35	35	0
Planning & Public Protection	4,186	-1,908	2,278	4,149	-1,891	2,258	-37	17	-20	0
Director & Support (Note 3)	1,506	-369	1,137	1,491	-369	1,122	-15	0	-15	0
Environmental Services	13,967	-5,086	8,881	13,970	-5,089	8,881	3	-3	0	0
Total Environment	38,063	-16,496	21,567	38,014	-16,447	21,567	-49	49	0	0

Notes

Potential areas of budget pressure

1 As part of the budget setting process the Directorate is expected to achieve net income of £190K on the following initiatives in 2006/07:-

(a) Introduction of car parking charges on Rhyl Promenade (net of start up costs)	£150K
(b) Review and rationalisation of car parking charges across the County	£40K
	<u>£190K</u>

2 In the event of severe weather it is possible that the winter maintenance budget, together with the winter maintenance reserve, will be insufficient to cover the costs.

3 Ongoing pressures in the School Meals service currently being discussed with the Lifelong Learning Directorate could result in a significant budget deficit.

Other Points

4 The Directorate put forward a number of efficiency savings as part of the Budget setting process. These totalled £156K and will be monitored on an on-going basis throughout the financial year. These are summarised between the service departments below

Details	£'000s
Development Services - restructure	27 Achieved
Transport & Infrastructure - restructure	15 Achieved
Director & Support - efficiencies	12 Achieved
Planning & Public Protection - merger	57 Achieved
Planning & Public Protection - new charges	10 Under review
Environmental Services - reorganisation of street lighting	10 On Target
Environmental Services - public realm initiatives	15 To be achieved
Environmental Services - annual CCTV fee	10 Achieved
	<u>156</u>

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2006/07
 SOCIAL SERVICES AND HOUSING
 POSITION AS AT END OCTOBER 2006

	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Previous report £000s
Children Services	8,857	-616	8,241	9,136	-940	8,196	279	-324	-45	-39
Adult Services	34,061	-8,677	25,384	34,828	-9,531	25,297	767	-854	-87	29
Business Support & Development	2,012	-46	1,966	2,215	-244	1,971	203	-198	5	5
Cymorth Grant	1,651	-1,651	0	1,651	-1,651	0	0	0	0	0
Supporting People Grant	4,119	-4,116	3	3,302	-3,762	-460	-817	354	-463	-461
Underspend Brought Forward 2005/06	0	0	0	0	-224	-224	0	-224	-224	-224
Sub Total Social Services	50,700	-15,106	35,594	51,132	-16,352	34,780	432	-1,246	-814	-690
Non HRA Housing	1,539	-1,286	253	1,342	-1,114	228	-197	172	-25	-37
Underspend Brought Forward 2005/6	0	0	0	0	-19	-19	0	-19	-19	-19
Directorate Total	52,239	-16,392	35,847	52,474	-17,485	34,989	235	-1,093	-858	-746

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2006/07
SOCIAL SERVICES AND HOUSING
POSITION AS AT END OCTOBER 2006

Comments	Current Month £000s	Prev Month £000
SOCIAL SERVICES		
CHILDREN'S SERVICES		
The expenditure within Children's Services is showing a slight decrease mainly due to the improvement in the number of residential out of county placements. This, combined with the continued underspend within the in-house fostering budget shows an increase in the forecast underspend.	-45	-39
ADULT SERVICES		
Learning Disabilities		
Residential placements together with Family Support are the main pressures, this is in keeping with previous years as service demands continue to exceed the budget available. The outturn is based on projections accounting for actual expenditure and income to date.	263	263
Mental Illness		
Residential & Nursing spend is the main budget pressure based on current clients. The projection assumes client numbers remain reasonably constant in 2006/07.	94	94
Older People		
Older People Purchasing - Maintenance Income when compared to 2005 06 for the corresponding period seems to be exceeding expectations - evidenced by income actually received. The main area of overspend in the Provider Unit is once again Residential Homes. There are concerns over achieving budgeted income and there may be a need to contribute to the costs of the Extra Care projects from the revenue budget. Provider Homecare spend has increased , mainly due the intended filling of a vacant Organiser post.	-129	-76
PDSI		
Though the main budget pressure is still likely to be Community Care, the outturn has reduced by £12k mainly due to slippage on social work posts. Expenditure on minor adaptations and equipment is still a major budget pressure. The Drug and Alcohol budget is also forecast to overspend based on information on known and planned placements.	189	193
Performance Management & Commissioning		
The majority of these budgets relate to staffing. It is anticipated that these budgets will be almost fully utilised with the exception of a small amount of slippage on vacant posts.	-14	-14
Other Adult Services		
Approx £150k of this will be re-allocated within services to meet pressures arising from the cost of the Social Work Pay Review. Part of the remainder of the budget is unallocated to meet departmental pressures generally. There is now a definite upward trend in charging policy income. It is currently assumed that £175k extra is achievable this year.	-490	-431
Joint Working & Older People Strategy		
This budget is grant funded supplemented by a small base budget. Printing costs expected in 2006/07 should see this fully spent.	0	0
Cefndy Enterprises		
Indications for 2006-7 are that Cefndy should achieve a balanced budget.	0	0
TOTAL ADULT SERVICES	-87	29
Business Support & Development		
There is a reduction in the projected overspend in this area due to the receipt of additional grant income in relation to the PARIS project	5	5
Supporting People Grant		
The Supporting People final grant settlement for 2006/07 has now been finalised. Following discussions with WAG, the budget has been amended to reflect the offers. There is an estimated underspend of £463k, due to projects awaiting commissioning, in year savings and revised sheltered housing costs. A further £356k of this year's grant is unallocated and not be utilised, as once the SP grant is integrated into the RSG, the formula based settlement suggests this will result in a significant cut in funding. Following October Cabinet, it has been assumed that a provision will be made this financial year to dampen the impact of the cuts in future years - it is therefore not now included in the departmental figures.	-463	-461
CYMORTH GRANT		
The Cymorth Grant has been transferred to Social Services in 2006/07. The full allocation has now been awarded following discussions with WAG. It is expected that this grant will be fully utilised.	0	0
Under spend brought forward (2005/06)	0	0
	-224	-224
NON-HRA HOUSING		
The budget has been reviewed to account for the new leasing subsidy in the HRA. It is intended that an Affordable Housing Officer will be appointed soon to be part funded from brought forward underspends. An increase in agency staffing costs has reduced the underspend reported from last month.	-25	-37
Under spend brought forward (2005/06)	-19	-19
TOTAL SOCIAL SERVICES & HOUSING	-44	-56
	-858	-746

Social Services and Housing Efficiency Savings 2005/06 - Progress Report

Children Services	Target	Details	Status	Comments
Family Support Workers	£148,000	Transfer funding to Supporting People	Achieved	
Adult Services				
Domiciliary Contract Efficiencies	£53,000	Single rate for Domiciliary Care introduced October 2005.	Achievable	
EMI Nursing / Domiciliary Efficiencies	£5,000	Block purchase of 5 EMI beds to be paid at previous year's rates.	Achievable	
General - Extending charges	£30,000	All service users except Mental Health to be charged. Widened to Cornerstone and increase in Day care rates as agreed in 2004/05.	Achieved	
Care Brokers	£30,000	To save Operational time and efficiency through Care Broker Services. Geographical patterns of provision should generate scope for efficiencies.	Achievable	
Local Authority Home Care	£11,000	Remove all Homecare overtime	Achievable	
Continuing Health Care	£70,000	Widen scope of current re-charging	Achieved	
General Contractual Savings in Adult Services	£20,000	Review of Link House and personal care service contracts.	Achievable	
Direct Payments	£10,000	Increase DP having financial benefits of £1.50 per hour	Achievable	
Adult Learning Disabilities- Contract Efficiencies in Work Opportunities & Community Living	£25,000	Carry out a review of costing etc. Similar to that carried out for older people to introduce planned purchasing.	Achievable	
Adult Learning Disabilities- Contract out Community Living Services.	£20,000	2 projects being tendered to independent sector.	Achievable	
Elderly Residential & Day Care	£16,000	Explore Options for the use of Llys Nant Special Care Unit and review agency cover.	Achievable	
Vacant Posts	£80,000	Staff savings through slippage on vacant posts.	Achievable	
Meals on Wheels	£5,000	Going out to tender for delivery of service and reviewing charging.	Achievable	
Voluntary Organisation Payments	£14,000	Reduction of 2% below inflationary uplift.	Achieved	
Business Support & Development				
Reduction in recruitment & Retention	£5,000	Less advertising costs due to better retention of employees.	Achieved	
NNDR - Henllan	£6,000	Henllan deleted from Valuations list so no NNDR charge.	Achieved	
Telephone Rental Streamlining	£1,000	Deleted Extension numbers no longer required.	Achieved	
Paris Project Savings	£8,000	Reduction in revenue costs by possible grant funding	Achievable	
Housing				
Homelessness	£5,000	Further savings to be made by transferring expenditure from B&B to leased accommodation.	Achieved	
Totals	£562,000	Total = £647k -£85k re fee increase re-instated		

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2006/07
RESOURCES, COUNTY CLERK, CORPORATE & MISCELLANEOUS
POSITION AS AT END OCTOBER 2006

	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Previous report £000s
County Clerks	1,659	-393	1,266	1,659	-413	1,246	0	-20	-20	60
Resources Directorate										
Finance	4,174	-1,976	2,198	4,174	-1,976	2,198	0	0	0	0
Policy Unit	360	0	360	335	0	335	-25	0	-25	0
Audit	437	-84	353	435	-84	351	-2	0	-2	-2
I.T	2,621	-480	2,141	2,621	-480	2,141	0	0	0	0
Personnel	1,191	-253	938	1,191	-253	938	0	0	0	0
Project Management	0	0	0	219	-219	0	219	-219	0	0
Total	8,783	-2,793	5,990	8,975	-3,012	5,963	192	-219	-27	-2
Corporate and Miscellaneous	5,146	-864	4,282	5,206	-864	4,342	60	0	60	0
Benefits	21,633	-21,669	(36)	21,633	-21,669	(36)	0	0	0	0
Capital Fin Charges/Investment Income	10,995	0	10,995	10,840	0	10,840	-155	0	-155	-155

Note : All efficiency savings proposals on target to be delivered.

NOTES

1. £20k projected underspend due to increase in fair funding income from schools.
2. £25k underspend projected on Visioning budget.
3. £60k overspend projected due to increase in Coroners' rate of pay & associated fees.

REPORT TO CABINET

CABINET MEMBER: CLLR G O ROWLANDS LEAD MEMBER FOR FINANCE

DATE: 28 NOVEMBER 2006

SUBJECT: £200K SPEND TO SAVE BUDGET UPDATE

1 DECISION SOUGHT

1.1 That Members note the progress to date and likely outcomes from the efficiency schemes recently approved for funding in 2006/7 from this budget.

2 REASON FOR SEEKING DECISION

2.1 Members have requested an update on the position at previous meetings.

2.2 Updated position

2.2.1 Regional Partnership projects.

The current Regional Partnership Board projects and their current status is detailed below:-

Decriminalised Parking - the Board is continuing to sponsor the project and to encourage each Council to support centralised processing by Denbighshire County Council

School Transport and Social Services Transport - the Board is supporting the principle of a stakeholder event to take forward the recommendations of the project.

Revenues - the Board resolved that nothing should be ruled out from the feasibility study and non-negotiable constraints be removed accordingly.

Call Centres and SNEN - The SNEN project has been postponed by the Home Office. The Contact Centre Group is to make proposals for a new project to undertake a contact centre study (the current project is based on SNEN, extranet proposal and mystery shopping) following a survey of North Wales Councils to establish which authorities have plans for a contact centre. The new study should explore the potential for collaboration on a sub-regional basis and, or the procurement of software and consultancy to establish local or sub-regional call centre facilities

Telecare - The Board noted good progress and resolved to produce a briefing for public sector partners under this item.

Specialist Planning Services

The Board noted progress in scoping this project. The Board is now seeking collaboration projects for 2007/8 to build on its successful promotion of six

projects in 2006/7 whilst incorporating learning from its first round of collaboration.

The Making the Connections Improvement Fund Bidding Process for 2007/8

Stage	Date	Activity
Expressions of Interest	December:	Local Authorities consider potential projects and prepare an application form WAG reviews the projects and shortlists those it wishes to invite formal bids for
	<u>Invite applications</u>	
	End of January:	
Formal Bidding	<u>Closing date for Expressions of Interest</u>	Notification of the projects selected for formal bids
	February	
	March	Local Authorities prepare project initiation documents as formal bids in a format prescribed by WAG.
	End – April	WAG reviews bids and selects those it wishes to fund. IN 2006/7 around a third of bids were successful.
Notification of Outcome	<u>Closing Date for Bids</u>	Issue of Offer Letters and grant conditions by WAG
	May	
	<u>Formal Notice of successful bids and grant amounts</u>	

2.2.2 E Procurement software

2.2.3 A contract was signed with Proactis in July 2006 to deliver a total e-procurement solution which includes e-purchasing and e-sourcing solutions.

2.2.4 This purchasing solution, which deals with purchase to pay transactions, will be piloted within the Finance and ICT service areas initially. The pilot is due to commence early January 2007.

2.2.5 To date a pilot Project Group meeting has been held which involved stakeholders from ICT, Procurement, Internal Audit, Finance and Proactis. The configuration design of the p2p solution is ongoing with excellent progress made thus far with the solution having been installed on DCC test servers. Once the pilot has been completed, then the solution will be rolled-out initially to all schools and the Environment Directorate within a live environment by April 2007.

2.2.6 The e-sourcing solution, which includes e-tendering, contract management and supplier adaptation modules is currently being developed by Proactis in partnership with the Strategic Procurement Unit. The solution development is due for completion by April 2007, with a phased roll-out of the solution across the Authority at the start of the new financial year.

2.2.7 Appendix 2 details the potential savings, both cashable and non cashable that can be achieved from this project.

2.3. Energy/water usage improved efficiency,

Progress is shown in appendix 3 including potential pay back periods. Some works are already completed with others planned.

2.4 Review of construction procurement.

2.4.1 A number of meetings have taken place with Construction Excellence Wales and Value Wales representatives as well as dialogue with construction contractors in order to gauge construction procurement best practice. A site visit was also arranged with Cheshire County Council to review their progress in respect of implementing construction frameworks and partnering principles.

2.4.2 A meeting was held in October 2006 involving Development Services, Finance and Procurement to formally agree the scope and methodology of the construction procurement review. Once the scope has been finalised a request for a quotation exercise will take place to appoint a suitable consultant to carry out the review and to make recommendations.

2.4.3 Value Wales as part of their conditional offer to part fund the review will seek to develop case study material outlining the review process undertaken and promoting the key recommendations. The case study needs to be completed before April 2007, hence it's anticipated a consultant will be appointed shortly, with review to be completed by January/ February 2007.

2.4.4 It is difficult to estimate the likely savings that can be produced from this project but smarter procurement of construction projects should lead to greater cost effectiveness on contracts, some of which are at a significant cost.

2.5 The Print Procurement officer

2.5.1 A job description and external advertising permission has been agreed and is currently with Lifelong Learning Personnel awaiting advertisement.

2.5.2 The DCC led Print and Graphic Design Services framework agreement comes into place in November 2006. It's aimed to have the officer in post by January 2007 in order to manage the framework suppliers as well as being the central focal point for all print and graphic design requirements (see separate report on agenda).

2.6 HR system interface

2.6.1. The HR department is currently reviewing packages that will provide an interface between the time recording and HR systems which will provide improved data on sickness levels for those staff currently using the time recording system. The management of absence is dependant upon accurate information.

Health Service interface officer

- 2.7.1 This project is intended to increase partnership working and maximize co-ordination of social care services within the wider health and social care agenda. It will also involve improving the interface with services within the Council such as Lifelong Learning.

3 POWER TO MAKE THE DECISION

- 3.1 Local Authorities are required under section 151 of the Local Government Act 1972 to make arrangements for the proper administration of their financial affairs. This includes the identification and delivery of efficiency savings to ensure the revenue budget is contained within agreed funding from WAG and Council Tax.

4 COST IMPLICATIONS

- 4.1 Appendix 1 details the sums agreed by CET for projects in the current and next 2 financial years.

5 FINANCIAL CONTROLLER STATEMENT

- 5.1 The delivery of savings from improved cost effectiveness is key to complying with the Assembly's efficiency agenda. Schemes that have demonstrated a potential to deliver savings in the current and next financial years have been considered for support by CET.

6 CONSULTATION CARRIED OUT

- 6.1 Services were asked to make bids for support for projects that would lead to savings but needed initial funding to deliver.
- 6.2 CET considered and approved projects that were likely to produce savings in the current and next financial year. CET have received progress reports.

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

- 7.1 Proper management of the Council's revenue budget, including identifying efficiency savings, enables services to work towards delivering the Council's vision.
- 7.2 Proper management of the Council's revenue budget underpins activity in all of the Council's policy areas.

8 ACTION PLAN

- 8.1 Regular progress reports to CET by Financial Controller.
- 8.2 Potential future savings resulting from the projects funded through this budget will feature in the budget setting process for 2008/9 and future years.

9 RECOMMENDATIONS

- 9.1 That Members note the progress to date and potential savings achievable from the projects funded through the Spend to Save budget in the current year.

APPENDIX 1

£200k EFFICIENCY (SPEND TO SAVE) FUND

AGREED TREATMENT OF BIDS RECEIVED TO 30 JUNE 2006

	Budget 2006/7	Future year's impact	
		2007/8	2008/9
A. Schemes already considered and supported.	£	£	£
Projects supported through the NW Regional Partnership Board	26,082	0	0
E Procurement software – considered & supported previously by CET	60,000	60,000	60,000
Total	86,082	60,000	60,000
B. Schemes that potentially provide saving in 2006/7			
Energy/water efficiency works	47,250	0	0
Review of construction procurement	19,000	0	0
Print Procurement Officer	19,000	40,000	20,000
Trent HR/Vision time interface	9,500	10,000	10,000
Health Service interface officer	19,168	40,000	40,000
Total	113,918	90,000	70,000
OVERALL TOTAL	200,000	150,000	130,000

DCC SPEND TO SAVE FUND – ESTIMATED EFFICIENCY GAINS IN RELATION TO THE E-PROCUREMENT PROJECT

1.0 Background

The Authority has purchased a total e-procurement solution from Proactis which includes both e-purchasing and e-sourcing solutions.

E-Procurement remains a young and relatively immature market, even for the arena of information technology. While there are many organisations with projects in various stages of implementation, or who are preparing business cases for doing so, there are only a small number of those who have successfully implemented and measured the actual benefits.

Additionally, within the Welsh public sector, there are only a few organisations that have implemented e purchasing but DCC by virtue of purchasing the total Proactis e-procurement solution will be at the forefront of e-procurement implementation within the UK public sector arena.

As a result, it's very difficult to quantify the total e-procurement efficiencies that can be realised from this project, other than a conservative estimate of achieving Return on Investment within 1 year of full rollout across the Authority.

However, various research studies demonstrate that successful e-procurement implementation can deliver the following benefits / savings:

1.1 Hard Benefits / Cash Savings

Hard Benefits or Cash Savings will release tangible cash for the Authority. Typically this will include price improvements or greater efficiencies which result in headcount savings as a result of e.g. natural wastage.

1.2 Soft Benefits / Non-cash savings

This type of benefit / savings although will be contributing to the overall efficiency gains target of the Authority, do not normally release cash savings, since it's usually can be defined as an individual's time freed up due to an improved procurement process that does not necessarily result in decreased headcount.

1.3 Intangible Benefits

These are usually improvements such as cultural changes that, although they may be beneficial, do not contribute in financial terms.

2.0 DCC Estimated Efficiency Gains

For the purpose of this report, reference has been made to two specific research studies namely:

“Value for Money Calculation for the Application of e-procurement tools in UK Central Civil Government” which was undertaken by Sensa Consulting on behalf of the Office Government Commerce. This report has been subsequently endorsed and validated by the National Audit Office.

And

“The Benefits of e-procurement” which was undertaken by Deloitte MCS Limited on behalf of the Local e-Gov-National e-procurement project in England.

2.1 Electronic Purchasing

Efficiency gains for epurchasing, or Purchase-to-pay systems fall into the hard (cash) and soft benefit categories.

The improvements identified in the above mentioned Sensa Consulting report included the following:

- Reduction in transaction processing costs due to delivery of documents to suppliers by electronic means
- Reduction in time taken due to electronic authorisation workflow
- Removal of duplication of effort due to less re-keying of data, which can in turn release staff to other value added activities
- Reduction in maverick spend, leading to increased accountability and enhanced corporate governance through adherence to standards
- Benefits delivered to suppliers which can result in a better deal for the buying organisation
- Reduction in paper costs, and the associated environmental benefits
- An enhanced ability to pay suppliers on time, which can in turn be used to negotiate better terms
- Improvements in procurement strategy due to better and more visible management information, and greater ability to forecast future spend. This latter benefit can in turn improve stock control by decreasing the level of inventory held

2.1.2 Cash Savings

The National Local Gov E-procurement project report also outlined the following annual tangible savings, relevant to each of the following type of English Local Authorities as a direct result of fully implementing an e-purchasing solution by reducing the cost of goods and services (excluding works):

- County Council £2.1million - £7.9 million per annum
- Unitary Authority £1.5 million - £5.6 million per annum
- District Authority £0.2 million - £0.7 million per annum

This report also highlighted that on average e purchasing can deliver savings of 2.8% of total non-pay expenditure.

Based on DCC total-non pay expenditure of circa £100 million, and disregarding works related expenditure, of circa £29 million, then 2.8% of the balance of £71 million could be realised in cash savings.

Based on this comparison up to £1.98 million per annum of cash savings could be realised as a direct result of fully implementing the Proactis e-purchasing solution within DCC.

2.1.3 Non-cash savings

The implementation of e purchasing is also expected to deliver non- cash savings as a result of process efficiencies in relation to the requisition to payment process.

The National Local Gov e-procurement project report indicates that within the sample of English Local Authorities, that process efficiencies equating to between 1 and 18 full time staff equivalent , could be realised (see below)

Process efficiencies (Full-time equivalent staff)

County Council	up to 18 staff
Unitary Authority	up to 15 staff
District	1 staff

In the context of the report it's difficult to categorise which strand of Authority would be equivalent in size to DCC. However, the above figures clearly demonstrate that e purchasing will have a positive impact on staff process efficiencies.

In reality, the above full-time staff equivalent efficiencies will only be realised as cashable benefits if headcounts are reduced either through staff reduction policies or by natural wastage.

For calculation basis, if we assume that 8 full time staff posts (clerical grade 4) including on costs could be reduced by eliminating the need for data entry tasks then a £162,000 per annum cash saving could be realised within DCC.

2.2 Electronic Sourcing

Efficiency savings in relation to e-sourcing tools fall once again into both the hard (cash) and soft (process) categories.

However, due to the relative immaturity of this market, much less evidence of real savings is available, although the National e-procurement project report across English Local Authorities gives indicative non cash savings in relation to process efficiencies from electronic tendering. The report states that in the between 1 and 7 full time equivalent staff time could be saved as a result of e-tendering. (see below):

2.2.1 Tendering Process Efficiencies (Full Time Equivalent Staff)

	RFQ	Non-OJEU	OJEU	Total
County	0.8	3.8	2.4	7
Unitary	0.7	1.1	0.6	2.4
District	0.3	0.5	0.1	0.9

The overall tender process efficiencies can mainly be attributed to the following benefits:

- Greater speed and efficiency of the tendering process particularly in the areas of administration and tender receiving and opening
- The guarantee of a level playing field, with all suppliers automatically having access to all appropriate information, such as responses to queries
- Access to a wider supplier base due to the ease of engagement and visibility of suppliers
- Increased control over the format of tender responses leading to greater standardisation and transparency. This could reduce the risk of suppliers attempting to differentiate themselves by inappropriate means, and reduce the gap between smaller and larger suppliers
- A decreased chance of losing tenders in the mail, leading to fewer opportunities for disputes with suppliers
- Savings in the evaluation process due to reduced distribution costs and less need for staff to travel to group evaluation meetings
- Improved management information leading to improved measurement of the success in meeting its objectives
- Reduced time taken when pulling together final contractual terms
- Many of these benefits apply equally to the suppliers participating in the eTender, so there should be an opportunity to share these benefits in terms of lower contract prices.

2.3 Other Savings

The full-suite of functionality of the Proactis e-sourcing solution will also cover other areas to include:

- Supplier / Contractor adoption including performance appraisal

- Contract Visibility and Contract Management
- Account Visibility
- Tender Management

Cash Savings

Full visibility of Framework Agreements and Corporate Contracts across the Council will reduce leakage from these agreements. In addition, this will give the ability to identify and remove supplier discriminatory pricing practices across Service Areas. **A conservative assumption of 0.1% improved value against £100 million annual spend (assumed to be managed via the solution) would see a £100k saving in avoided cost per annum.**

Non-cash savings

Additionally, Increased effectiveness through implementing contractor/supplier adoption as well as supplier performance and tender management solutions will ensure supplier approved lists are maintained as well as delivering tender management through standardising documents (terms and conditions, specifications, contract documentation).

Account Visibility functionality will allow DCC nominated creditors to have full visibility through a self-service supplier portal in relation to the progress of their invoices for payment. As a result there should be a dramatic fall of telephone enquiries to Creditor Payment sections in relation to payment status of outstanding invoices. **A conservative assumption of 0.1% improved value against £100 million annual spend (assumed to be managed via the solution) would see a further £100k saving in avoided cost per annum.**

Summary of Efficiency Gains per Annum	£
Reducing the cost of goods and services	1.98 million
Reduction in headcount of staff (optional)	0.16 million
Estimated Cash Savings (e-sourcing)	0.1 million
Estimated Non-cash saving (e-sourcing)	0.1 million
Total Efficiency Gains	2.34 million

APPENDIX 3**Spend to save**

10.10.06

Budget

£47,250

Sites	Works	Cost	Predicted Annual savings	Estimated Payback,yrs
Ysgol Cae Drewyn	Boiler conversion from oil to gas	£2,600	£800	3.25
Various school, EPH other sites	Re- calibrate Building Management control systems, 17 sites.	£3,416	£3,400	1.00
Denbigh leisure centre	Swimming pool cover	£7,300	£2,500	2.92
	Total	£13,316	£6,700	

Proposed projects

Various sites	Lighting. Replace tungsten bulbs with fluorescent luminaries.	£4,000	£1,500	2.67
Dyserth School	Roof insulation, draught proof windows and doors	£6,000	£2,000	3.00
Various sites	Reduce water meter sizes	£3,000	£2,500	1.20
Various sites	Replace redundant heating controls	£10,000	£4,000	2.50
Various sites	Boiler conversions, oil to gas.	£11,000	£3,000	3.60
	Totals	£47,316	£19,700	

REPORT TO CABINET

**CABINET MEMBER: COUNCILLOR S. A. DAVIES
LEAD MEMBER FOR BUSINESS, COMMUNICATIONS
AND PERSONNEL**

DATE: 28 November 2006

SUBJECT: ROUTINE REPORTING ON PERSONNEL

1 DECISION SOUGHT

1.1 For Members to note the enclosed report on staff headcount.

2 REASON FOR SEEKING DECISION

2.1. At the last Cabinet meeting a report containing establishment numbers was presented.

2.2. Some of the enhancements requested by members have been incorporated in this report.

2.3. It should be noted that as HR staff are still cleansing the system, there will be differences in the figures from the previous report. This will, in the main, be in the FTE figure as accurate working hours are now being input into the system.

2.4. Starters and leavers by month by Directorate have been added and from October a brief explanation of any major changes will be given.

2.5. The HR team are working on providing absence figures in next month's report and Payroll information for December.

3 POWER TO MAKE THE DECISION

3.1. Section III of the Local Government Act 1972

4 COST IMPLICATIONS

4.1. There are no significant cost implications associated with the preparation with this information.

4.2. Additional costs are involved in the implementation of the payroll system and also in developing the interface between the time recording system and the HR system.

5 FINANCIAL CONTROLLER STATEMENT

5.1. Payroll costs are one of the largest costs faced by the Council and therefore any further actions to monitor and control expenditure are beneficial.

6 CONSULTATION CARRIED OUT

6.1. The headcount information has been prepared by the Central Personnel team directly from the HR system and discussed by the Corporate Directors.

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

7.1. No direct implication on any corporate policy.

8 ACTION PLAN

Action	By Whom	By When
Absence information included	Head of Personnel	Revised Date December 2006
Payroll information included	Financial Controller	December 2006

9 RECOMMENDATIONS

9.1. Members note the information considered in this report.

Overall Council Position

		SS&H Number of staff	FTEs	LL Number of staff	FTEs	Env Number of staff	FTEs	CE + CC Number of staff	FTEs	Res Number of staff	FTEs	TOTAL Number of staff	FTEs	Leavers	Starters
Establish't															
Apr	2005	766	685	2361	1956	894	734	58	53	229	213	4308	3642	39	45
May		779	698	2370	1966	940	776	59	54	225	209	4373	3703	28	32
Jun		787	705	2369	1969	957	789	59	54	225	209	4397	3726	31	30
Jul		791	709	2370	1976	943	760	60	54	230	214	4394	3714	37	41
Aug		795	714	2360	1988	943	758	62	56	233	217	4393	3732	132	24
Sep		789	711	2421	2079	941	757	56	53	246	226	4453	3825	81	157
Oct		812	730	2439	2108	938	757	55	52	248	228	4492	3874	34	34
Nov		813	732	2481	2152	940	761	55	52	250	230	4539	3927	17	50
Dec		814	735	2494	2172	943	763	55	52	249	230	4555	3951	84	33
Jan	2006	815	737	2498	2187	946	762	54	50	249	229	4562	3966	30	53
Feb		810	732	2491	2185	946	760	54	50	246	226	4547	3954	36	29
Mar		806	729	2482	2184	940	757	54	50	246	226	4528	3947	60	33
Apr		799	725	2475	2183	936	760	55	51	244	225	4509	3944	44	29
May		805	732	2494	2200	951	785	54	50	245	225	4549	3991	28	55
Jun		810	738	2498	2208	950	789	55	51	245	225	4558	4010	31	32
Jul		805	738	2487	2201	946	798	54	50	257	236	4549	4023	50	53
Aug		803	737	2483	2197	950	805	53	49	262	241	4551	4029	100	29
Sep		812	747	2504	2239	958	828	54	50	258	237	4586	4101	44	91
Oct		817	753.2	2447	2168.6	960	836.4	52	48.8	259	237.9	4535	4045	38	29
Nov												0	0		
Dec												0	0		
Jan	2007											0	0		
Feb												0	0		
Mar												0	0		
Rolling Average															
Apr	2006	801	721.5	2438	2095.7	943	763.5	57	52.2	241	222.4	4479	3855.2	51.2	45.4
May		803	724.4	2448	2115.2	944	764.2	56	51.8	243	223.6	4493	3879.2	51.2	47.3
Jun		805	727.1	2459	2135.1	943	764.2	56	51.6	244	224.9	4507	3902.9	51.2	47.5
Jul		806	729.5	2468	2153.9	943	767.3	55	51.2	247	226.8	4520	3928.6	52.3	48.5
Aug		807	731.4	2479	2171.3	944	771.2	55	50.6	249	228.9	4533	3953.4	49.6	48.9
Sep		809	734.4	2486	2184.6	945	777.1	54	50.4	250	229.8	4544	3976.3	46.5	43.4
Oct		809	736.3	2486	2189.6	947	783.7	54	50.1	251	230.7	4547	3990.5	46.8	43.0
Nov															
Dec															

Starters/leavers - October 2006

Reasons for changes in numbers have been give on each Directorate sheet where applicable
There were two transfers between Directorates in October

Please note that the figures contained within this report may differ from previous reports as the data is changing on a daily basis as HR staff input working hours

Directorate:		Resources													
		Director Number of staff	Personnel Number of staff		Finance Number of staff		ICT Number of staff		Internal Audit Number of staff		Strat Pol Unit Number of staff		TOTAL Number of staff		FTEs
Establish't			FTEs	FTEs	FTEs	FTEs	FTEs	FTEs	FTEs	FTEs	FTEs	FTEs	FTEs	FTEs	FTEs
		2	2.0												
Apr	2005	2	2.0	22	20.6	144	132.0	44	41.6	9	9.0	6	6.0	227	211
May		2	2.0	22	20.6	140	128.0	44	41.6	9	9.0	6	6.0	223	207
Jun		2	2.0	22	20.6	140	128.0	44	41.6	9	9.0	6	6.0	223	207
Jul		2	2.0	25	23.6	142	129.5	45	42.6	9	9.0	5	5.0	228	212
Aug		2	2.0	29	27.5	143	130.5	44	41.6	9	9.0	4	4.0	231	215
Sep		2	2.0	25	23.5	144	131.2	58	51.9	9	9.0	8	8.0	246	226
Oct		2	2.0	23	21.6	146	133.2	59	52.9	9	9.0	9	9.0	248	228
Nov		2	2.0	24	22.6	147	134.2	59	53.3	9	9.0	9	9.0	250	230
Dec		2	2.0	23	22.1	147	134.2	59	53.5	9	9.0	9	9.0	249	230
Jan	2006	2	2.0	23	22.1	147	134.2	59	53.1	9	9.0	9	9.0	249	229
Feb		2	2.0	23	22.1	144	131.2	59	53.1	9	9.0	9	9.0	246	226
Mar		2	2.0	25	24.1	143	130.2	59	53.1	9	9.0	8	8.0	246	226
Apr		2	2.0	25	24.5	142	129.5	58	51.6	9	9.0	8	8.0	244	225
May		2	2.0	24	23.1	142	129.2	60	53.4	9	9.0	8	8.0	245	225
Jun		2	2.0	24	23.2	142	129.2	60	53.2	9	9.0	8	8.0	245	225
Jul		2	2.0	30	29.2	146	133.0	60	53.2	10	10.0	9	9.0	257	236
Aug		2	2.0	33	32.2	146	132.6	62	55.2	10	10.0	9	9.0	262	241
Sep		2	2.0	29	27.7	147	133.6	61	54.7	10	10.0	9	9.0	258	237
Oct		2	2.0	28	26.7	148	134.6	61	54.5	10	10.0	10	10.0	259	238
Nov														0	0
Dec														0	0
Jan	2007													0	0
Feb														0	0
Mar														0	0
Rolling Average															
Apr	2006	2	2.0	24	22.9	144	131.1	54	49.2	9	9.0	8	7.5	240	221.7
May		2	2.0	24	23.1	144	131.2	55	50.1	9	9.0	8	7.7	242	223.1
Jun		2	2.0	24	23.3	144	131.3	57	51.1	9	9.0	8	7.8	244	224.6
Jul		2	2.0	25	23.8	144	131.6	58	52.0	9	9.1	8	8.2	246	226.6
Aug		2	2.0	25	24.2	145	131.8	59	53.1	9	9.2	9	8.6	249	228.9
Sep		2	2.0	26	24.5	145	132.0	60	53.4	9	9.3	9	8.7	250	229.8
Oct		2	2.0	26	25.0	145	132.1	60	53.5	9	9.3	9	8.8	251	230.7
Nov															
Dec															

Starters/Leaver - October 2006

Both leavers were due to employees gaining employment outside DCC

Directorate: County Clerk & CE

		CE Number of staff	FTEs	CC Number of staff	FTEs	TOTAL Number of staff	FTEs	Leavers	Starters
Establish't									
Apr	2005	2	2.0	56	51.2	58	53	0	0
May		2	2.0	57	51.8	59	54	0	1
Jun		2	2.0	57	51.8	59	54	0	0
Jul		2	2.0	58	52.4	60	54	0	1
Aug		2	2.0	60	54.0	62	56	0	2
Sep		2	2.0	54	50.6	56	53	1	0
Oct		2	2.0	53	49.8	55	52	0	0
Nov		2	2.0	53	49.8	55	52	0	0
Dec		2	2.0	53	49.8	55	52	2	0
Jan	2006	2	2.0	52	47.7	54	50	0	1
Feb		3	3.0	51	46.7	54	50	1	1
Mar		3	3.0	51	46.7	54	50	0	0
Apr		3	3.0	52	47.7	55	51	0	0
May		3	3.0	51	46.7	54	50	1	0
Jun		3	3.0	52	47.7	55	51	1	1
Jul		3	3.0	51	46.7	54	50	0	0
Aug		3	3.0	50	45.7	53	49	1	0
Sep		3	3.0	51	47.2	54	50	0	2
Oct		3	3.0	49	45.8	52	49	0	0
Nov						0	0		
Rolling Average									
Apr	2006	2	2.3	54	49.9	57	52.2	0.3	0.5
May		2	2.3	54	49.5	56	51.8	0.4	0.4
Jun		2	2.4	53	49.2	56	51.6	0.5	0.5
Jul		3	2.5	53	48.7	55	51.2	0.5	0.4
Aug		3	2.6	52	48.0	55	50.6	0.6	0.3
Sep		3	2.7	52	47.7	54	50.4	0.5	0.4
Oct		3	2.8	51	47.4	54	50.1	0.5	0.4
Nov									

Starters/Leavers - October

None

Directorate:		Environment															
		Director	Dev Services		Env Services		Fin & Perf		Plan & PP		Transp & Infra		TOTAL				
		Number	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number	Number	FTEs	Leavers	Starters
		of staff	of staff	of staff	of staff	of staff	of staff	of staff	of staff	of staff	of staff	of staff	of staff	of staff	FTEs	FTEs	FTEs
Establish't		2	2.0														
Apr	2005	2	2.0	68	68.0	510	387.8	33	31.2	118	114.3	163	131.1	894	734	7	19
May		2	2.0	72	72.0	525	399.7	34	32.2	117	113.7	190	156.6	940	776	3	3
Jun		2	2.0	74	74.0	536	407.2	34	32.2	117	113.7	194	160.1	957	789	11	9
Jul		2	2.0	73	72.5	541	394.4	34	32.2	120	116.7	173	142.7	943	760	14	7
Aug		2	2.0	74	73.3	539	395.2	34	32.2	120	116.0	174	140.0	943	759	11	6
Sep		2	2.0	75	74.3	538	395.2	33	31.7	121	117.0	172	137.0	941	757	13	8
Oct		2	2.0	72	71.1	538	398.6	33	31.7	123	119.0	170	134.7	938	757	11	8
Nov		2	2.0	73	72.1	543	404.9	33	31.7	124	120.0	165	129.9	940	761	7	7
Dec		2	2.0	75	74.1	541	403.0	33	31.7	125	121.0	167	130.9	943	763	20	6
Jan	2006	2	2.0	76	75.1	545	403.3	33	31.7	122	118.0	168	132.1	946	762	9	6
Feb		2	2.0	75	74.1	546	402.1	32	30.7	121	117.0	170	134.7	946	761	8	3
Mar		2	2.0	80	79.1	538	396.5	32	30.6	121	117.0	167	132.4	940	757	14	7
Apr		2	2.0	71	69.9	538	403.9	32	30.6	122	118.0	171	136.2	936	760	11	9
May		2	2.0	76	74.9	544	417.5	32	30.6	124	120.0	173	139.6	951	785	13	19
Jun		2	2.0	76	74.9	543	422.2	33	31.6	123	119.0	173	139.7	950	789	13	6
Jul		2	2.0	78	76.9	539	424.6	33	31.6	122	118.0	172	144.5	946	798	13	10
Aug		2	2.0	78	76.9	546	433.7	32	30.6	122	118.0	170	144.4	950	805	10	10
Sep		2	2.0	78	76.9	546	445.3	34	32.6	121	117.0	177	154.1	958	828	11	7
Oct		2	2.0	80	78.9	548	541.6	34	32.6	119	115.0	177	156.4	960	926	8	10
Nov														0	0		
Rolling Average																	
Apr	2006	2	2.0	74	73.4	539	400.3	33	31.6	121	117.2	173	138.9	943	763.5	11.0	6.6
May		2	2.0	75	73.7	541	401.8	33	31.5	122	117.7	172	137.5	944	764.2	11.8	7.9
Jun		2	2.0	75	73.8	541	403.0	33	31.4	122	118.2	170	135.8	943	764.2	12.0	7.7
Jul		2	2.0	75	74.1	541	405.6	33	31.4	122	118.3	170	136.0	943	767.3	11.9	7.9
Aug		2	2.0	75	74.4	542	408.8	33	31.2	123	118.5	170	136.3	944	771.2	11.8	8.3
Sep		2	2.0	76	74.6	542	412.9	33	31.3	123	118.5	170	137.8	945	777.1	11.7	8.2
Oct		2	2.0	76	75.3	543	424.9	33	31.4	122	118.1	171	139.6	947	791.2	11.4	8.3
Nov																	

Starters/Leavers - October

There was one dismissal and two retirements during October

The other leavers were due to personal reasons or gaining employment outside DCC

Starters in the main were replacements, including, cleaners, refuse and student placements

Directorate: Lifelong Learning

	Director Number of staff	Country & Lei		Cult & Lei		Edu		Schools		Strat & Res		TOTAL		FTEs	Leavers	Starters
		FTEs	Number of staff	FTEs	Number of staff	FTEs	Number of staff	FTEs	Number of staff	FTEs	Number of staff	FTEs	Number of staff			
Establish't	2	2.0														
Apr 2005	2	2.0	139	126.5	249	204.5	144	135.5	1785	1447.3	43	41.3	2362	1957	27	18
May	2	2.0	154	141.5	245	200.5	145	136.5	1785	1444.8	43	41.3	2374	1967	20	22
Jun	2	2.0	155	142.5	240	196.5	146	137.5	1784	1449.3	42	40.9	2369	1969	11	13
Jul	2	2.0	155	142.7	252	210.4	145	136.5	1775	1445.0	41	39.9	2370	1976	15	16
Aug	2	2.0	153	140.8	250	209.1	145	136.5	1769	1459.5	41	39.9	2360	1988	112	4
Sep	2	2.0	145	132.8	234	194.1	148	141.0	1851	1569.0	41	39.9	2421	2079	49	131
Oct	2	2.0	144	131.8	238	198.1	149	142.0	1865	1594.1	41	39.9	2439	2108	15	16
Nov	2	2.0	142	129.8	243	203.1	148	141.2	1904	1635.5	42	40.9	2481	2152	7	36
Dec	2	2.0	135	123.5	247	207.1	148	141.2	1920	1657.0	42	40.9	2494	2172	50	24
Jan 2006	2	2.0	129	117.5	244	205.1	147	140.2	1935	1682.6	41	39.9	2498	2187	13	36
Feb	2	2.0	120	108.1	170	146.5	217	195.6	1942	1694.0	40	38.9	2491	2185	15	20
Mar	2	2.0	119	107.1	172	147.8	212	191.5	1937	1696.5	40	38.9	2482	2184	32	22
Apr	2	2.0	120	109.2	173	149.1	207	187.6	1935	1697.9	38	37.3	2475	2183	23	16
May	2	2.0	130	119.2	173	149.1	206	186.9	1946	1706.3	37	36.3	2494	2200	8	25
Jun	2	2.0	130	118.5	174	150.1	206	186.9	1948	1713.0	38	37.3	2498	2208	12	16
Jul	2	2.0	127	115.5	178	153.8	217	198.0	1926	1695.3	37	36.5	2487	2201	27	20
Aug	2	2.0	128	116.5	177	152.8	218	199.0	1920	1689.0	38	37.5	2483	2197	81	7
Sep	2	2.0	118	107.1	176	152.0	217	198.2	1954	1743.0	37	36.5	2504	2239	23	67
Oct	2	2.0	119	107.3	161	136.0	192	162.9	1936	1723.7	37	36.8	2447	2169	21	7
Nov													0	0		
Dec													0	0		
Jan 2007													0	0		
Rolling Average																
Apr 2006	2	2.0	139	127.3	226	188.9	163	152.3	1867	1585.4	41	39.9	2438	2095.8	30.2	29.7
May	2	2.0	137	125.4	220	184.6	168	156.5	1880	1607.2	41	39.5	2448	2115.2	29.2	29.9
Jun	2	2.0	135	123.4	214	180.8	173	160.6	1894	1629.2	40	39.2	2459	2135.1	29.3	30.2
Jul	2	2.0	133	121.2	208	176.1	179	165.7	1907	1650.0	40	38.9	2468	2153.9	30.3	30.5
Aug	2	2.0	131	119.1	202	171.4	185	170.9	1919	1669.2	40	38.7	2479	2171.3	27.7	30.8
Sep	2	2.0	129	117.0	197	167.9	191	175.7	1928	1683.7	39	38.4	2486	2184.6	25.5	25.4
Oct	2	2.0	126	114.9	191	162.7	195	177.4	1934	1694.5	39	38.1	2486	2189.6	26.0	24.7
Nov																
Dec																

Starters/Leavers - October 2006

Starters were replacements within Countryside & Leisure Services and Schools

11 of the leavers in October were within schools due to employees gaining employment outside DCC or for personal reasons

There was one death in service

Directorate: Social Services and Housing

Director Number of staff	FTEs	Adult Ser		Bus Sup		Child Serv		Child & Young		Housing Serv		TOTAL		FTEs	Leavers	Starters
		Number of staff	FTEs	Number of staff	FTEs	Number of staff	FTEs	Number of staff	FTEs	Number of staff	FTEs	Number of staff	FTEs			
Establish't	3	3.0														
Apr 2005	3	3.0	542	471.3	24	23.7	108	103.0	2	2.0	87	81.9	766	685	2	5
May	3	3.0	545	474.6	24	23.7	118	112.5	2	2.0	87	81.9	779	698	5	5
Jun	3	3.0	551	480.0	24	23.7	119	112.6	2	2.0	88	83.4	787	705	7	6
Jul	3	3.0	552	482.2	24	23.7	123	116.6	2	2.0	87	81.9	791	709	7	11
Aug	3	3.0	575	505.2	24	23.7	102	96.2	2	2.0	89	83.9	795	714	8	7
Sep	3	3.0	574	505.0	23	22.7	99	94.2	2	2.0	88	84.3	789	711	12	9
Oct	3	3.0	575	506.6	24	23.7	123	112.3	2	2.0	85	82.2	812	730	7	7
Nov	3	3.0	579	511.5	24	23.7	123	112.8	2	2.0	82	79.2	813	732	1	3
Dec	3	3.0	578	512.7	24	23.7	123	112.8	3	3.0	83	80.2	814	735	10	2
Jan 2006	3	3.0	577	513.0	25	24.7	122	111.8	3	3.0	85	81.8	815	737	7	9
Feb	3	3.0	573	508.9	25	24.7	121	110.8	3	3.0	85	81.8	810	732	9	3
Mar	3	3.0	569	506.1	25	24.7	121	110.8	3	3.0	85	81.8	806	729	10	1
Apr	3	3.0	561	499.9	25	24.7	124	113.8	3	3.0	83	80.4	799	725	6	2
May	3	3.0	566	506.3	26	25.7	122	111.8	3	3.0	85	82.4	805	732	5	8
Jun	3	3.0	569	509.3	26	25.7	122	112.3	3	3.0	87	84.4	810	738	4	9
Jul	3	3.0	563	505.9	27	26.7	123	115.9	3	3.0	86	83.4	805	738	13	8
Aug	3	3.0	562	506.3	27	26.7	121	113.9	6	6.0	84	81.4	803	737	8	7
Sep	4	4.0	566	510.8	26	25.7	123	115.9	9	9.0	84	81.4	812	747	3	12
Oct	4	4.0	570	516.1	26	25.7	124	117.1	9	9.0	84	81.4	817	753	7	9
Nov													0	0		
Dec													0	0		
Jan 2007													0	0		
Feb													0	0		
Mar													0	0		
Rolling Average																
Apr 2006	3	3.0	567	500.5	24	24.0	118	109.7	2	2.4	86	81.9	801	721.5	7.4	5.4
May	3	3.0	569	503.1	24	24.2	119	109.7	3	2.5	85	81.9	803	724.4	7.4	5.7
Jun	3	3.0	571	505.5	25	24.3	119	109.7	3	2.6	85	82.0	805	727.1	7.2	5.9
Jul	3	3.0	572	507.5	25	24.6	119	109.6	3	2.7	85	82.1	806	729.5	7.7	5.7
Aug	3	3.0	571	507.6	25	24.8	120	111.1	3	3.0	85	81.9	807	731.4	7.7	5.7
Sep	3	3.1	570	508.1	25	25.1	122	112.9	4	3.6	85	81.7	809	734.4	6.9	5.9
Oct	3	3.2	569	508.9	26	25.2	122	113.3	4	4.2	84	81.6	809	736.3	6.9	6.1
Nov																
Dec																

Starters/Leavers - October 2006

Sadley two of the leavers were due to death in service
 Starters were replacement positions or attached to Grant funded positions
 There were two transfers out of the Directorate

**CABINET
FORWARD WORK PROGRAMME**

REPORT TITLE	REPORT LEAD MEMBER / AUTHOR
DECEMBER 2006	
Revenue Budget Monitoring Report	Councillor G O Rowlands R Parry
Capital Plan	Councillor G O Rowlands R Parry
Amendments to Travelling and Subsistence	Councillor G O Rowlands A Evans
Review of Capital Prioritisation	Councillor G O Rowlands R Parry / P McGrady
Framework Contract Agreement for Printing Services	Councillor G O Rowlands A Staples
Housing Revenue Account Budget	Councillor G O Rowlands R Parry
Delegations to Officers	I K Hearle
Learning Disability Commissioning Strategy	Councillor P A Dobb N Ayling
Review of Older People Commissioning Strategy	Councillor P A Dobb N Ayling
Cefndy Healthcare: Delegation to Cefndy Manager	Councillor P A Dobb S Ellis / N Ayling
Heather And Hillforts	Councillor S Roberts T Hughes
JANUARY 2007	
Revenue Budget Monitoring	Councillor G O Rowlands R Parry
Capital Plan	Councillor G O Rowlands R Parry
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Child Trust Funds	Councillor M A German N Francis
Local Needs Connection Policy	Councillor E W Williams M Pender
SPG Windfarms	Councillor E W Williams J Cawley
FEBRUARY 2007	
Revenue Budget Monitoring Report	Councillor G O Rowlands R Parry
Capital Plan	Councillor G O Rowlands R Parry
Treasury Management Strategy	Councillor G O Rowlands R Parry
Corporate Quarterly Performance Report	Councillor G O Rowlands J Williams
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Economic Growth Strategy for Denbighshire	Councillor R W Hughes M Dixon
Rural Development Plan Local Development Strategy for Rural Denbighshire	Councillor R W Hughes M Dixon
MARCH 2007	
Revenue Budget Monitoring Report	Councillor G O Rowlands R Parry

REPORT TITLE	REPORT LEAD MEMBER / AUTHOR
Capital Plan	Councillor G O Rowlands R Parry
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Modernising Education Update	Councillor D Owens H W Griffiths
Approval of LDP Preferred Strategy and Strategic Options	Councillor E W Williams M Pender
European Union Convergence Programme Action Plan for Denbighshire	Councillor R W Hughes G Evans
APRIL 2007	
Revenue Budget Monitoring Report	Councillor G O Rowlands R Parry
Capital Plan	Councillor G O Rowlands R Parry
Use of the £200k 'Spend to Save' Efficiencies Budget	Councillor G O Rowlands A Evans
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Conwy Denbighshire Spatial Framework	Councillor R W Hughes M Dixon
MAY 2007	
Revenue Budget Monitoring Report	Councillor G O Rowlands R Parry
Capital Plan	Councillor G O Rowlands R Parry
JUNE 2007	
Revenue Budget Monitoring Report	Councillor G O Rowlands R Parry
Capital Plan	Councillor G O Rowlands R Parry
Community Capital Grants 2007-2008	Councillor R W Hughes M Dixon