

CABINET

Minutes of the Cabinet meeting held at 10.30 a.m. on Tuesday 24 April 2007 in the Town Hall, Rhyl.

PRESENT

Councillors S A Davies, Lead Member for Policy, Communications and Improvement; P A Dobb, Lead Member for Health, Social Care & Wellbeing; E C Edwards, Lead Member for Customer Care and Citizen Engagement; M A German, Lead Member for Children, Young People and Families, R W Hughes, Leader and Lead Member for Economic Prosperity & European Programmes; D Owens, Lead Member for Schools and Lifelong Learning; G O Rowlands, Lead Member for Finance and Procurement; S Roberts, Lead Member for Promoting Denbighshire and J Thompson Hill, Lead Member for Property and Sustainable Development.

Observers: Councillors R E Barton, M LI Davies, G C Evans, S Frobisher, J A Smith and C H Williams.

ALSO PRESENT

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

APOLOGIES

Councillor E W Williams, Lead Member for Environment.

ANNOUNCEMENT

Councillor R W Hughes welcomed Mr Ian Mackinder and Ms Helen Keatley of the Wales Audit Office and Councillor Mike Edwards, co-Chair of Corporate Governance and Policy Scrutiny Committee of Wrexham County Borough Council to the meeting who were attending to observe as part of their remit in respect of "Denbighshire County Council – The Role of Members in Securing Improvement" peer review initiative. Councillors R E Barton, S Frobisher, J A Smith and C H Williams were the Denbighshire Members participating in the initiative.

Councillor R W Hughes informed the meeting that 30 young people from Denbighshire had visited the European Parliament at Strasbourg. This had led to the first European group for young people being set up in Wales.

The Chief Executive apologised that the translator was unavailable to attend the meeting and said the public inquiry being held at the same time had taken priority. It had not been possible to arrange for another translator to be available at short notice.

1 URGENT MATTERS

Item 9 Delegation of Functions.

Item 10 Capital Plan – further information and recommendation.

2 MINUTES OF THE CABINET

The Minutes of the Cabinet meeting held on 27 March 2007 were submitted.

Item 4 Rhyl Town Centre Redevelopment: Councillor R W Hughes referred to discussion with a member of the public in the 1:1 session held earlier in the day and said it was important to preserve as much of the façade as possible.

Item 13 Capital Plan and Recommendations of the Capital Strategy Group: Councillor R W Hughes said that a review of the resource situation of the Community Capital Fund would be carried out in 6 months' time.

Councillor S A Davies stated that he would prefer to use prudential borrowing for the Rhyl building purchase.

In response to a request from Councillor E C Edwards for an update on the separate entrance at the Rhyl Pavilion Theatre, Councillor S Roberts confirmed that a combined study by Clwyd Leisure Limited would be undertaken and this would include the feasibility of a separate entrance at the Rhyl Pavilion Theatre.

The Minutes of the Cabinet meeting held on 12 April 2007 were submitted and agreed.

RESOLVED that, subject to the above, the minutes of the meetings held on 27 March 2007 and 12 April 2007 be approved as a correct record and signed by the Leader.

3 IMPROVEMENT PLAN

Councillor R W Hughes presented the report seeking Cabinet approval to the draft Improvement Plan. She said the new design of the Plan made it easier to read and more user friendly. The document would also be available electronically. Changes or additions should be reported to the Strategic Policy Unit as soon as possible. Actions arising from the Vision from the previous year and for future years would be included.

Members suggested various amendments / additions:

Page 7 average increase for Community Councils figure to be included.

Page 9 Launch of budget consultation at the Denbigh and Flint Show to be included.

Page 10 "improved absence" to be replaced with "absence management".

Page 12 Welsh Language and Culture to be included. Work of the Equalities Steering Group and Welsh Language Group to be included. Add "The Council continues to work closely with the Welsh Language Board and will focus this year on ensuring that Welsh Language considerations are incorporated into workforce plans and the work of the Children and Young People's Partnership."

Section 4: Councillor P A Dobb suggested hard copies of the final document could be sent to high level job applicants or used at stakeholder events. It was important that consistency be applied throughout i.e. local/national PI numbers should be included for each item or deleted. The Outdoor Challenge to be included at page 19.

Section 5: Councillor R W Hughes said she would be meeting with officers to ensure local information would be included and certain European work which was currently not measured or monitored. Councillor E C Edwards welcomed the section on Economic Prosperity and said it was important that an economic strategy be provided for each town and surrounding rural areas, as each town was different. Councillor P A Dobb suggested that the excellent work carried out in Upper Denbigh be included as this was an area of deprivation which was being improved. Councillor S Roberts informed Members that the first phase of the new tourism strategy would be completed by September 2007.

Section 6: Councillor M A German referred to the dedicated foster carers in Denbighshire, along with the team. He had met a number of young people recently at the Denbighshire Safe Community Project NSPCC event and he said such events gave young people the opportunity to realize their potential and have a stake in the County.

Section 7: Councillor D Owens informed Members that work had commenced on the new primary school in Prestatyn. The initial report on the Modernising Education work, being carried out by Cambridge Consultants, was due in June 2007. A decision was still awaited from DELs regarding the Community Learning Centres. Much work was being carried out in schools on raising standards and having respect. This would have a positive impact for the whole County. Councillor S Roberts referred to the art classes and projects being carried out at Plas Newydd, Llangollen. Councillor P A Dobb referred to the increased investment in healthy school meals and asked for this to be included. Councillor M LI Davies, referring to English only schools being brought into the Welsh stream, said it was important that all schools were on a par with regard to books etc. Councillor E C Edwards felt that all Denbighshire's schools should be bilingual and suggested that the Modernising Education programme could help achieve this. Councillor S A Davies supported Councillor Edwards' suggestion, however, Councillor G O Rowlands reminded Members that this could have an adverse effect on the County's one Welsh only high school. The Corporate Director: Lifelong Learning suggested that if Members so wished, the County Council's Welsh Language policy for schools could be reviewed. Councillor S Roberts suggested more emphasis be placed on the Community Allocation funding.

Section 8: Councillor J Thompson Hill reminded Members of the importance of the efficiency strategy and the need for it to be strengthened. Councillor P A Dobb suggested alternative wording be used with regard to the 'bring sites' and more specific information provided. Councillor S A Davies referred to the Council's bio-diesel trial and asked for this information to be included. The Corporate Director: Environment said the Authority faced an increased challenge in regard to waste treatment. Putting more

emphasis on waste treatment would save landfill. He also referred to enforcement action being linked to community safety.

Section 9: Councillor E C Edwards took the opportunity to introduce Roly Schwarz, Community Safety Partnership Manager and welcomed him to Cabinet. He referred to the new state of the art CCTV system which would help reduce crime and antisocial behaviour and ensure citizens' safety. Reducing overall levels of violent crime was a challenge and the Authority was working in partnership with the North Wales Police to combat this. He referred to the STARS Wardens in Rhyl who were currently targeting 200 clean-up days in the Authority, working alongside the Probation Service to clear graffiti and at the same time were targeting 150 homes to make them safer for older people.

Section 10: Councillor S A Davies said work was ongoing on improving absence management. Councillor E C Edwards said work had started with the Customer Contact Centre, looking at response times and he also wanted to improve upon the 14 days taken to have Council housing inspected, for example. It was agreed to amend page 64, by replacing "rejected" with "shelved" when referring to the 101 Service.

Additional Handout: Councillor P A Dobb suggested more positive wording was required with regard to stress management, and there was a need to highlight the use of bicycles by staff, which helped reduce carbon emissions and improved health. She also asked that the pre-retirement course information be included.

RESOLVED that Members note and agree the format, style and information contained in the draft Improvement Plan and asked for the amendments detailed above to be included in the final Improvement Plan document to be presented to Council.

4 MONITORING THE ACTIONS AGREED BY CABINET

Councillor R W Hughes presented the report seeking Members' consideration of the progress the Authority was making against the actions which had been agreed by Cabinet since the 12 September 2006 and the update on the actions agreed since 1 January 2006 (Appendix I refers).

Members were asked to note that provision for the Extra Care Development, Prestatyn was due to be considered by the Planning Committee in August 2007, whilst the Ruthin Extra Care Development provision was due to be considered in October 2007.

RESOLVED that Members note the progress the Authority is making against the actions which have been agreed by Cabinet since the 12 September 2006.

5 HOUSING REVENUE ACCOUNT BUDGET AND CAPITAL PLAN 2006-2007

Councillor P A Dobb presented the report for Members to note the provisional year-end financial position (revenue and capital) of the Housing Revenue Account (HRA). A net

surplus of £632 was forecast at year end, against a budgeted surplus of £333k. Right to Buy sales, at 19, were lower than anticipated. This meant higher negative subsidy but offset by increased rents. The average sale price was also higher at £60k. These factors, together with other positive outcomes meant the HSBP position had improved and the Council was on target to achieve the Welsh Housing Quality Standard by 2012.

Councillor M LI Davies (Observer) again requested information regarding grass cutting around Council-owned garages. Councillor R W Hughes said Cabinet was not the correct forum for Members who were not satisfied with available information or actions on various topics and suggested he (and any other Members) firstly contact the relevant officers who would provide the information or ask the relevant Scrutiny Committee to consider the topic.

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

6 REVENUE BUDGET PROJECTED OUTTURN 2006-2007 AND SUMMARY CAPITAL PLAN 2006-2007 TO 2009-2010

Councillor G O Rowlands presented the report for Members to note the projected outturn figures for the 2006/07 financial year as detailed in Appendix 1 and to note the summary capital plan performance for 2006/07 financial year as detailed in Appendices 2 and 3.

The Chief Executive said the Authority was approximately £1m underspent and this showed strong budgetary controls and financial planning by each Directorate. Councillor G O Rowlands agreed and said this was a culmination of many years' work. Councillor R W Hughes congratulated the Directorates on behalf of Cabinet.

RESOLVED that Members note the projected outturn figures for the 2006/07 financial year as detailed in Appendix 1 and note the summary capital plan performance for 2006/07 financial year as detailed in Appendices 2 and 3.

7 ROUTINE REPORTING ON PERSONNEL

Councillor S A Davies presented the report for Members to note the report on the staff headcount. He said the average number of days lost per employee through absence was reducing and it was hoped the Authority would be on target for 10 days lost through sickness absence.

He also stated the wage bill for a workforce of 4,500 was large and the average cost of 1% of total posts equated to about £1m or 3% on Band D Council Tax. It was important that the workforce was 'fit for purpose'.

RESOLVED that Cabinet note the information in the report.

8 CABINET FORWARD WORK PROGRAMME

Councillor S A Davies presented the Cabinet Forward Work Programme.

It was confirmed that housing need information would be contained within the June report on Local Housing Strategy. Members discussed “local” and agreed this could potentially cause difficulties with nearby Authority boundaries.

Councillor E C Edwards asked whether it was at all possible to have the Community Capital Grants report presented in May. Councillor J Thompson Hill said May was too soon as the budget had only recently been approved and applications had only just been made available. Councillor Edwards expressed his disappointment that the Modernising Education Update report would not be available until June.

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

9 URGENT ITEMS:

DELEGATION OF FUNCTIONS

The Chief Executive presented the report seeking Member approval to delegate to the Chief Executive functions in respect of footpaths and bridleways, as set out in Appendix 1 to the report, which had been designated by the Welsh Assembly Government as Executive functions, having previously been Non-Executive functions. He confirmed that footpath diversion / planning legislation would still be determined by Full Council.

***RESOLVED** that Cabinet agree to delegate to the Chief Executive functions in respect of footpaths and bridleways, as set out in Appendix 1 to the report, which have been designated by the Welsh Assembly Government as Executive functions, having previously been Non-Executive functions.*

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

10 CAPITAL PLAN

Councillor G O Rowlands presented the report for Members to note the latest position on the 2006/07 element of the Capital Plan. Additional information was provided at the meeting.

Councillor Rowlands outlined some of the current projects and said the Authority still awaited a decision from DELLS regarding the Community Learning Centres. He went on to thank Councillor E C Edwards and the Community Safety Partnership Manager for their hard work and support in bringing to fruition the new CCTV facility in the County and said Rhuddlan was now included in the CCTV provision.

Councillor S Roberts detailed the additional information provided regarding the health and safety issue around the fencing in Coronation Gardens, Rhyl. The scheme was fully funded as additional grant support had been made available. The Head of Countryside and Leisure explained that it was necessary to proceed with the work in tandem with another scheme at the site and that he would be requesting a delegated decision for exemption from Contract Procedure Rules to avoid a full tendering procedure. Councillor S A Davies stressed the need to liaise with the Corporate Procurement Unit to ensure a reasonable number of quotations were obtained to achieve the best price possible in the circumstances.

Members again discussed the procedure for inclusion of items on to the Capital Plan. Councillor P A Dobb expressed concern that replacement fencing could score higher with the system than statutory requirements. She was reminded that the reason for this was on health and safety grounds. The Deputy Chief Executive / Corporate Director: Resources reminded Members that a review of the scoring system would be carried out in 6 months' time.

RESOLVED that Members note the latest position on the 2006-2007 element of the Capital Plan. Cabinet also agreed that the specified amount of funding be released to allow the Coronation Gardens fence repairs to be undertaken, subject to reassurances from the Lead Member for Promoting Denbighshire, in conjunction with the Lead Member for Finance and Procurement and the Lead Member for Property and Sustainable Development that the work be undertaken within budget and on time.

The meeting concluded at 12.20 p.m.

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR G ROWLANDS LEAD MEMBER FOR FINANCE AND PROCUREMENT

DATE: 22 MAY 2007

SUBJECT: DENBIGHSHIRE COUNTY COUNCIL'S DRAFT EFFICIENCY PLAN 2007 - 2010

1 DECISION SOUGHT

- 1.1 That Members consider Denbighshire County Council's draft Efficiency Plan 2007 – 2010 (Appendix I refers).
- 1.2 That subject to any amendment highlighted by Cabinet, Members recommend the draft Efficiency Strategy to Council for approval on the 27 June 2007.

2 REASON FOR SEEKING DECISION

- 2.1 Members will be aware that every Council in Wales must evidence 1% of efficiency gains every year for five years. For Denbighshire County Council this means **£7.5m** by 2010 or just over **£1.5m** every year.
- 2.2 The Efficiency Plan sets out the Council's approach over the next three years to reaching its **£7.5m** efficiency target and improving services to Denbighshire citizens. The draft Efficiency Plan has been produced in the policy context of the County's twenty-year **Vision** and Denbighshire County Council's ten-year statement "**Fit for the Future**".
- 2.3 The **Change Management Board** will oversee delivery of the Efficiency Plan. Membership of the Board consists of the Leader, Lead Cabinet Members and the Corporate Executive Team. The Board receives officer support from the Financial Controller and the Head of Strategic Policy. The Board meets monthly to identify and discuss outstanding issues and receive progress reports from project managers. Board papers and minutes are available to all councillors and staff on the Council's intranet. Additionally, staff are encouraged to propose ideas which will improve Council services and/or save money via the '**Bright Ideas**' scheme which offers a cash reward for suggestions which are taken forward.
- 2.4 Members will note that the following efficiency projects are already being progressed:-
 - an increase in staff productivity through improved absence and performance management
 - a reduction in office building occupancy through mobile and flexible working arrangements
 - the streamlining of support services

A variety of collaborative projects are also being overseen by the North Wales Regional Partnership Board and by officers in the North Wales authorities.

Following an efficiency event for senior management on the 18 April the following were also identified as efficiency projects to take forward:-

- **Energy Efficiency**
- **Training**
- **Capital procurement**
- **Updating and Sharing Technology**
- **Review of Council Offices and Service Delivery Points**
- **Regional and Sub-Regional Provision of Technical Professional Services**

2.5 Delivery of the Efficiency Plan will be dependant upon effective leadership and governance and will need to be underpinned by good project management, ICT and process improvement arrangements.

2.6 The main objective of the Efficiency Plan is to improve services and deliver cashable efficiency gains. However some projects may require upfront investment by the Council and changes to the way services are delivered.

2.7 Regional Collaboration is a means to deliver greater efficiency and improvement in local government and enhance the “delivery and impact” reputation of local government, making the best use of the workforce and finances. Cabinet receives a quarterly report on the Authority’s collaborative local, sub regional and regional projects.

3 POWER TO MAKE THE DECISION

3.1 Section 2 of the Local Government Act 2000 (power of well-being) and Section III of the Local Government Act 1972 (incidental powers).

4 COST IMPLICATIONS

4.1 Many of the collaborative and efficiency projects require significant investment both in relation to staff time and cost. Only cost effective projects should therefore be undertaken and it should be recognized that some projects will have long payback periods.

5 FINANCIAL CONTROLLER STATEMENT

5.1 The Council is required to identify £1.5m per annum of efficiency gains of which £1.2m must be cashable to offset the annual reduction in funding from the Assembly.

6 CONSULTATION CARRIED OUT

6.1 Members, managers and staff are sent regular briefings and newsletters in relation to the work of the Regional Partnership Board. Additionally, all the Board’s papers are on the Council’s intranet and can be accessed by all staff.

An efficiency session for MMC was held on the 18 April 2007 and the efficiency projects which were identified have been incorporated into the draft Efficiency Plan. The document was also distributed to Directors and Heads of Service for comment. The draft Efficiency Plan was presented for comment to a joint meeting of the Scrutiny Committees on the 1 May 2007 and finalised at a meeting of MMC on the 10 May 2007.

7 IMPLICATIONS ON THE VISION AND OTHER POLICY AREAS INCLUDING CORPORATE

- 7.1 Providing efficient customer focused services should underpin all aspects of the Vision.
- 7.2 The County's Vision states that we will work with our partners in the public, private and voluntary sector to progress a number of policy areas.

8 ACTION PLAN

Action	Lead Member/Officer	Deadline
Make amendments to the strategy as required by Cabinet	Janette Williams	25 May 2007
Carry out an IMPACT assessment on the Efficiency Strategy	Janette Williams	4 June 2007
Present the report to Council for approval	Janette Williams	27 June 2007
Ensure actions are incorporated into Directorate and operational business plans	MMC	1 September 2007

9 RECOMMENDATIONS

- 9.1 That Members consider Denbighshire County Council's draft Efficiency Plan 2007 – 2010 (Appendix I refers).
- 9.2 That subject to any amendment highlighted by Cabinet, Members recommend the draft Efficiency Strategy to Council for approval on the 27 June 2007.

**IMPROVING SERVICES TO
DENBIGHSHIRE CITIZENS**



**DENBIGHSHIRE COUNTY COUNCIL'S DRAFT
EFFICIENCY PLAN**



APRIL 2007 - APRIL 2010

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Appendices

Appendix 1 – Denbighshire's Efficiency Statement – details the efficiency gains identified by each Directorate – needs updating

Glossary

CET – Corporate Executive Team

MMC – Monthly Management Conference

VFM – Value for money

Cash releasing - Same outputs for reduced inputs (money, people, assets etc);

Same outputs for reduced prices (procurement, labour costs etc);

Non-cash releasing - additional outputs (extra service, productivity, etc) for same inputs

Foreword



Denbighshire County Council in 2015 – Fit for the Future

We face significant challenges if the county council is to demonstrate its ability to respond to change, provide good services and be efficient

The policy context is set by Welsh Assembly Government policy in “Making the Connections” and its response to the Beecham report “Beyond Boundaries”. These articulate a vision of citizen-centred, joined up services of high quality that are delivered efficiently. Collaboration between councils and with other bodies is a central part of this approach, in preference to structural reorganisation.

The financial context will be set by the Comprehensive Spending Review in 2007 and the Assembly Government’s approach to efficiency savings. We have been required to find efficiency savings of 1% a year: these are cashable figures simply because the local government funding settlement has been adjusted downwards to reflect this level of savings. However the definition excludes some things such as service reductions or increasing pre-existing charges. Government departments and councils in England have been set a higher target of 3% cashable savings a year in the 2007 budget and this will be reflected in the Comprehensive Spending Review. The upshot is that growth in funding for public services in Wales will be at a much lower level than in previous years. The demand to restructure service delivery and drive out efficiency savings will be very high.

There are other factors that will affect the council over the coming period. The most significant is demographic change. There will be many more elderly people than now, because people are living longer and we will start to feel the effects of the population boom of the period up to 1970.

Although the growth strategy for our forthcoming local development plan may seek to counter the shifting balance of the age structure of the population, the number of younger people is predicted to fall. The age structure of the council's staff also represents a challenge with 64% over the age of 40 and only 14% below the age of 29. We need to continue to find new ways to attract and retain staff. The impact of migration from other areas, in particular from eastern Europe, is another factor. While figures are still relatively low compared to the Welsh or UK averages, we have seen growing diversity in the population in recent years and this is likely to continue. We need to continue to foster greater diversity in the workforce to reflect the communities that we serve, in terms of race, gender, language, sexual orientation, disability and religious persuasion. Technology continues to develop quickly and will affect how, where and when services are delivered.

In Denbighshire, our Vision for the county in 2025 and our four values of Unity, Respect, Pride and Integrity are also important factors. Finally, from our track record of improvement and efficiency savings achieved so far, I am convinced that we can succeed in meeting the challenges that face us. We will be dynamic in changing. Things will be different: what we do, and how, where and when we do it. As a result, the Council will help Denbighshire to remain a delightful place to live, work or visit.

Ian Miller

Chief Executive

1.0 Introduction

Pressure on local councils to improve efficiency has never been greater. To meet new government targets, all local councils are now required to make efficiencies both to improve services and to free up funds for front-line activities. Every Council in Wales must evidence 1% of efficiency gains every year for five years. For Denbighshire County Council this means £7.5m by 2010 or just over £1.5m every year.

The **efficiency** agenda is about improving productivity – getting more from the same resource¹, or achieving the same results for less resource. Cuts in services do not count as **efficiency** gains. At least half of the **efficiency** gains made should be cashable, which means that they release funding for use elsewhere, either for reinvestment in frontline service or holding down Council Tax.

Denbighshire County Council has a **Change Management Board** which is responsible for overseeing progress against the Council's efficiency projects and targets. Membership of the Board consists of the Leader, Lead Cabinet Members and the Corporate Executive Team. The Board receives officer support from the Financial Controller and the Head of Strategic Policy. The Board meets monthly to identify and discuss outstanding issues and receive progress reports from project managers. Board papers and minutes are available to all councillors and staff on the Council's intranet. Additionally, staff are encouraged to propose ideas which will improve Council services and/or save money via the '**Bright Ideas**' scheme which offers a cash reward for suggestions which are taken forward.

2.0 Background

The Assembly Government wants to show the public sector provides value for money and delivers good quality services in Wales. In 2004 produced a document called "Making the Connections" which set out its vision and this was followed by a five year action plan called "Delivering the Connections".²

¹ Resources usually means property, staff and finance

² Making the Connections and Delivering the Connections can be found on the Assembly's website www.wales.gov.uk

The Assembly Government has set a target of achieving £600 million of value for money improvements across the Welsh public service by 2010, with at least half of the improvements being reached by 2008. The aim of targeting value for money improvements is to free up resources for use in delivering further improvements in public services. "Making the Most of our Resources: Framework and Guidance" details the Assembly's approach to securing value for money improvements and how efficiency gains which local authorities identify are defined and monitored. There are four strands to the Making the Connections Agenda:-

- **Citizens at the Centre:** services more responsive to users with people and communities involved in designing the way services are delivered;
- **Engaging the Workforce:**
- **Working together as the Welsh Public Service:** more co-ordination between providers to deliver sustainable, quality and responsive services; and
- **Value for Money:** making the most of our resources

3.0 Denbighshire's Vision

A Vision for Denbighshire has been produced as a central plan to influence and guide the work of the Council and its partner organisations.

From September 2005 local communities, councils, statutory and voluntary agencies, local businesses, school children and many others worked together to describe what Denbighshire might look like in 20 years time. The Vision reflects the comments and ideas expressed during this process. Following consultation, the Vision was agreed by Denbighshire County Council on the 4 April 2006. The following statements from the Vision are particularly relevant to the efficiency agenda:-

"We will bring services closer to communities, with some areas identified as focal points where a range of services such as health and social care, youth facilities, education and neighbourhood policing can be accessed from one location. These centres will be connected using up to date technology."

"Our approach to community safety will be developed by agencies such as the County Council and the Police working closely together."

“We will use new technology and provide services which enable people to stay longer in their own homes and have houses more suitable for disabled people.”

“All kinds of public services will be able to be accessed in one place and are more locally based”

“We will have a flexible and adaptable labour market and take advantage of opportunities such as home working/learning”

4.0 Denbighshire County Council’s Priorities

The Council’s Mission Statement states that “Denbighshire County Council will **efficiently** deliver fair and flexible services for everyone, while making sure that we meet the priorities set out in the Community Strategy”.

The Council’s priorities for 2006 – 2009 are to improve school buildings, road condition and the cleanliness and appearance of Denbighshire’s public spaces.

The Council’s aims are supported by objectives and actions are currently being revised for 2008.

The Council’s objectives are delivered through its values of **PRIDE, UNITY, RESPECT AND INTEGRITY**

5.0 Denbighshire County Council’s Efficiency Targets

The Assembly Government has set Denbighshire County Council an **efficiency** target of £7.5m by the 31 March 2010. This equates to a target of £1,500k of **efficiency** gains for each of 5 years starting with 2005/6. £1,200k will be reduced from the annual revenue support settlement from WAG for each year during this period. The additional £300k represents the roughly 20% element of service costs that is funded through Council Tax.

The Council also has a “spend to save” fund for efficiency projects which require some upfront investment and how this will be used is currently being evaluated.

If cross cutting efficiency gains are not realised the following targets for each Directorate and Service for 08/09 will need to be achieved. The figures are based on gross budgets adjusted for specific grant schemes, ignoring fire levy, single status contingency and contribution to balances. Total Cashable Target = **£1.2m**

Allocation of Efficiency Savings target to Services 2008/9

	Gross Budgets (net of specific grants £000	Allocation of target savings £000
Lifelong Learning		
Schools delegated		
budgets (30% only) ³	50,519	116
other	37,539	287
Environment	33,500	256
Social Services		
and Housing	45,115	345
Resources	9,061	69
County Clerk	2,020	15
Corporate	3,522	27
Capital Finance	10,995	85
Levies	4,212	0
Contingency	2,223	0
Cont to balances	600	0
TOTAL GROSS BUDGETS⁴	199,306	1,200

³ The Assembly has recommended the 30% figure for 07/08 and it is assumed that this will continue for 08/09

⁴ Adjusted for specific grants

6.0 Denbighshire County Council's Efficiency Priorities and Projects

The following three efficiency priorities have been agreed and work has already started to make sure progress is made in these areas:-

- an increase in staff productivity through improved absence management and performance management
- a reduction in office building occupancy through mobile and flexible working arrangements
- the streamlining of support services

6.1 Improved Absence Management and Performance Management

By 2015 our staff will be happier and healthier, because of wider availability of flexible working options that suit their and the council's needs and as a result of the impact of Health Challenge Denbighshire. Our absence rates and turnover rates will be in the lowest quartile in Wales. The Council has recently implemented its new Absence Management Framework and a greater focus is being placed on absence management at all levels.

Through our Corporate Health Standard we are encouraging staff to become fitter and healthier and any problems in relation to absence can be discussed at return to work interviews and through the performance appraisal process. When recruiting internally and externally potential employees will also be asked at interview how many days they have been absent from work in the last year. Monitoring of absence rates at service, department and directorate level by Members and senior management has also been improved by use of the corporate People Manager system.

Case Study – Reducing Staff Sickness Absence in Denbighshire County Council

By improving our absence management and providing support when needed staff sickness absence has reduced by 3 days per employee over the last five years. This means over £900,000 of efficiency gains for the Council

6.2 A Reduction in Office Building Occupancy through Mobile and Flexible Working Arrangements

By 2015 we will have invested in staff accommodation, in particular to change how it is used. Offices will become more open plan. We will have fewer desks in offices and more shared desks than we do now – the combined effect of flexible working policies, use of IT, collaboration and the efficiency agenda. Some of the space that is freed up will be used for informal areas such as staff lounges or canteens or other facilities to improve health and the quality of working life, such as gyms and showers.

Workshops on mobile working have already taken place at Monthly Management Conference with the results presented to the Corporate Executive Team. A mobile working project was commissioned by CET and is being led by Alan Evans, Corporate Director of Resources and Iwan Prys Jones, Corporate Director of Environment. A cross directorate project team has been set up to identify a corporate mobile working solution. The project aims to identify how we can use new technology to modernise the way we deliver services. Mobile working will mean that staff are able to work sometimes at home, sometimes in the office in team hot desking areas, and sometimes in clients' homes. Working from home will not be imposed on staff who will be given the opportunity to volunteer to work this way. Interviews have been carried out with Members and senior management to identify good practice and the potential barriers to mobile working. A workshop is being arranged with a view to identifying services for an initial pilot.

Mobile working means that as much of our paperwork as possible needs to be available electronically. The Council is already working on a Corporate File Plan so that an Electronic Document Records Management system can be implemented. This will happen in the housing benefits service by the end of the year.

Case Study – “HI TECH HIGHWAYMEN”

There will be a lot less paperwork around now that Denbighshire County Council's street lighting operatives have switched to hand held data recorders. The recorders give front line staff direct access to maintenance records, including the layouts of underground cable systems. Denbighshire is the first authority in Wales to switch to this paperless system.

Front line staff have adapted well to the change and it has made operations more efficient. Travelling time has been reduced and the council's main computer is automatically updated with the latest repair details.

The equipment has been developed by Highway Software Solutions who are a local company based in Denbigh. Their products are already used by a number of councils across the U.K. The firm are hoping that the success of the Denbighshire trial will enable them to market their product more widely.

Steve Parker, Head of Environmental Services said “this is a win-win for everybody. We have been able to reduce the cost of the service and help a local business at the same time”.

6.3 The Streamlining of Support Services

By 2015 our internal processes will be simpler and standardised. Transactional work and large elements of administrative/support work will have been brought together, whether within the Council or in collaboration with other organisations, in expert provider units. As a result, directorates will focus on their core business (for example, social services will concentrate on commissioning and providing social care, not on paying bills or arranging transport for clients).

Support services include such functions as Information and Communications Technology, Finance, Human Resources and Payroll etc. The **efficiency** gains which can be made will be cashable for those cases of less expenditure for the same outcome or non cashable where better outcomes are achieved for the same expenditure. This CET commissioned project began in January and is being led by the Corporate Director of Resources. A cross directorate project team has been set up which meets fortnightly and reports monthly to the Efficiency Steering Board. The project aims to evidence that the Council's support services are organised in the most efficient way and that support service processes are as streamlined and productive as possible. This work is also being carried out in preparation for the review of shared transactional services which is being considered by the North Wales Regional Partnership Board and in response to the wider national agenda.

6.4 Efficiency Projects for 2007

The senior management team, Directors and Heads of Service held an efficiency event on the 18 April 2007 to identify additional efficiency projects which could be taken forward. It was agreed that the following areas should be progressed by lead services:-

- **Energy Efficiency** – this is also an integral part of the Sustainable Development Action Plan

- **Training** – regional training opportunities including coordinated training systems for social care and health
- **Capital procurement** – this is being considered by the North Wales Collaborative Procurement Project
- **Updating and Sharing Technology** – this will be taken forward by a corporate IT strategy group (previously known as the Senior Management Task Force)
- **Review of Council Offices and Service Delivery Points** – the development of town strategies has been discussed by the Capital Task Group
- **Regional and Sub-Regional Provision of Technical Professional Services** – this is also been identified as a priority by the North Wales Regional Partnership Board

6.5 Front-line Service Efficiencies

By 2015 we will have extended the concept of one stop shops to rural villages, for example by delivering some services through post offices or shops or through a mobile one stop shop. Many services will be available for more hours each week, for example through delivery of services outside of the traditional 9-5 pattern, flexible working, use of web-based services and extending the hours of the customer service centre. Greater use of quality IT equipment and software will make us more efficient. There will be common or linked databases so that we move towards having “one view” of the citizen; there will be more self-service, both by citizens and by staff.

Services in people’s homes:- our departments need to work more closely together to identify areas where we can improve the service to Denbighshire citizens and reduce duplication. For example, a person needing council services may have visits from a number of different departments, quite often to find out the same information. We need to explore whether we can find out the information and/or provide advice during one visit. The same person may also have visits from other public services such as health and this also needs to be considered.

Services in the community:- we need to think about how we can bring public services closer to our communities by using existing community buildings such as post offices and schools to provide one stop shop advice and information and to hold surgeries on a range of public service issues

Services by phone – we will expand our Customer Service Centre and get better at resolving the customer’s enquiry at first point of contact

Case Study – Denbighshire County Council’s Customer Service Centre

Denbighshire County Council launched its Corporate Customer Service Centre (CCSC) in October 2005 to meet today’s challenges of increasing customer expectations utilising new technology. With the use of a new skills based routing telephony system, customer calls and expectations can be managed effectively with the use of prompting messages and automatic routing of the call to the appropriate advisor. Furthermore, as part of Denbighshire’s commitment to bilingualism, the Centre launched two new telephone numbers: 01824 706100 for Welsh speakers and 01824 706101 for English speakers. Following an extensive marketing campaign, after 3 months, information proved that 42% of all calls received by the CCSC came via the new telephone numbers. This received positive feedback from both internal and external customers. The electronic web enquiry service is also bilingual.

When a new service is introduced into the CCSC the Council's business process is documented with a view to satisfying the customer's enquiry at the first point of contact using scripting and workflow. This frees up skilled service delivery staff from answering the telephone and reduces the number of enquiries they receive as many are dealt with by the CCSC. If there is a request for service, it is sent electronically to the service's ICT system allowing them to operate more efficiently utilising mobile technology.

With the use of a new Customer Relationship Management (CRM) system, each enquiry is assigned to a specific customer account, and given its own unique enquiry number, so it can be easily tracked and followed up as necessary. The CRM was recently upgraded to enable updates to a customer's enquiry to be appended to the ICT systems of service providers. This has increased business efficiency through improved data accuracy, which in turn has enabled the CCSC staff to provide more information to meet customer need.

A Customer Satisfaction Survey was undertaken at the end of 2006 to measure external customer’s perception of how successful the CCSC service has been. The results were very positive demonstrating an overall Satisfaction level of 91.86% with the way the CCSC dealt with enquiries. Feedback from the survey has been used and implemented to secure further satisfaction levels and improved efficiency.

Services on-line - our citizens require integrated service delivery around various events, the most obvious being moving into a local authority area. This will mean that when someone moves house they will only need to tell us their new information once and we will be able to provide more targeted information to them in the future.

At a county-wide level Denbighshire's Local Service Board will identify issues and projects which partner organisation can progress together to improve services for citizens.

6.6 Procurement

Assembly guidance states **procurement efficiency** gains are realised through greater economies of scale or lower prices and these are cashable (cash releasing). This includes instances where prices have been negotiated to below the level of inflation. Where higher quality goods and services are procured for the same prices (after allowing for inflation), gains are non-cashable.

Improved procurement has already achieved £900k cashable efficiency gains for the Council over the last two years. The implementation of the ProActis e-procurement system in pilot services from the 1 April 2007 will significantly change the way we buy goods and services and modernise our procurement processes.

North Wales is also considering a cross-sector joint contracting unit from which the participating authorities would benefit through a wide range of regional contractual arrangements which individually they are not able to cover because of lack of resources. A report by the Wales Audit Office has also recommended that we carry out a Construction Procurement Health Check and establish and implement "best practice" in the field of Social Care procurement.

Case Study – E-Auction on the Procurement of Wheelie Bins

A contract for the provision of Wheeled Refuse bins for Denbighshire County Council is the first eTender for the Council. The whole procurement process was conducted electronically, which meant faster tender publication, easier management of communication with suppliers, better visibility of the progress of tendering activity, and faster evaluations. Total savings were £252,000.

6.7 Collaboration

Regional Collaboration is a means to deliver greater efficiency and improvement in local government and enhance the “delivery and impact” reputation of local government, making the best use of the workforce and finances. Denbighshire County Council is a member of the North Wales Regional Partnership Board which is committed to work together on a number of agreed regional projects.

Year 1 Projects:-

The Telecare Project will be reporting at the end of March and reporting to the Board in June 2007. This project will bid to the Making the Connections fund for further support to implement the recommendations agreed by the project team and the Board.

The Transport Project team will debate the issue of bidding for further support on the basis of releasing savings of in excess of £600k through implementing integration of the management of education and social services transport.

The Decriminalised Parking Enforcement Project. Denbighshire County Council has been processing the parking tickets for Anglesey and Gwynedd County Councils from the 1 April 2007 with Wrexham and Flintshire Councils joining the partnership at a later date.

The Revenues Project. Consultants have been appointed and have begun work interviewing key stakeholders and gathering data. The scope of the study has expanded to include financial assessments.

Contact Centre Collaboration Project. The submission of an all Wales bid to the Home Office for the introduction of the 101 service was rejected but a baseline assessment of the current on Call Centre development across North Wales has been completed.

Specialist Planning Services Project. The project brief was approved by the Strategic Directors (Environment) Group on 1st December 2006. Tenders will be invited in December with the contract to be let by early in 2007. The Countryside Commission Wales and WAW have recently reconfirmed their agreement to be involved in the work. This project was agreed by the Board with funding of £35k outside of the Making the Connections process. The project is being managed by the Environment Strategic Directors Group.

Potential Year 2 Projects

At the last meeting of the North Wales Regional Partnership Board on the 16 February it was agreed that the following Expressions of Interest for the Making the Connections funding would be submitted to the Assembly. Officers in the region are currently working on the applications.

- A wide ranging study into the options for improving customer access to public services in North Wales by examining the feasibility of a public services web portal and the feasibility of three options for developing a regional, co-ordinated approach to contact centres for local authority services in North Wales. Wrexham County Council is preparing the Expression of Interest.
- A fundamental, user centred review of learning disability services. The Social Services Improvement Agency Regional Coordinator is preparing the expression of interest. The project will be managed through the collective mechanism of the North Wales Social Services Improvement Collaborative (NWSSIC) with Denbighshire most likely to be the lead authority.
- A joint project with the NHS North Wales Planning Forum to agree a jointly owned service model for delivering “Designed for North Wales” where secondary care services will be moved into the communities of North Wales. The lead body is to be negotiated. The NWSSIC will manage the project with Flintshire County Council acting as the administrative body for local government.
- The Telecare Project will be reporting at the end of March and reporting to the Board in June 2007. This project will bid to the fund for further support to implement the recommendations agreed by the project team and the Board.

The Board also agreed to a proposal from the Strategic Directors of Environment in the region to set up a waste partnership. This will be defined over the next three months and will bid for resources to support research, procurement, joint working and project management. The Board is considering a wider, largely self funded collaboration programme based on shared services (transactional and professional).

6.8 Process Improvement

By 2015 our internal processes will be simpler and standardised. The Council has reconfigured some of its services, the most notable examples being Phase 1 of the Customer Service Centre and the adult integrated mental health service between the Council, NHS Trust and Local Health Board. It does need to look in further depth for improvements to the processes that underpin service delivery although housing benefits is currently introducing document image processing and workflow technology with a view to this being rolled out authority wide and an e-procurement system is currently being progressed.

Business Process Re-engineering (BPR) undertaken so far has focussed on recommending/achieving the following outcomes:

- Opening up access channels (i.e. phone, web and face-to-face) to Council services, providing (as far as possible) a uniform service across all channels.
- Providing a consistent level of service across all areas of the county (e.g. amalgamating Denbighshire North and Denbighshire South registration districts so that opening hours for Registrars across Denbighshire can be uniform).
- Looking at economies of scale
- Opportunities for streamlining process (e.g. amalgamating north and south Denbighshire Registration offices, to eliminate administration between the two offices, and combining the process of applying for and administering free school meals and uniform grants)
- Identifying 'Spend to save' projects, e.g. procuring an electronic diary with online booking capability, which would enable front-line service delivery. This could deliver non-cashable benefits (releasing Registrars from routine administration) and, potentially, cashable benefits (ability to employ a receptionist instead of a Registrar to manage front desk).
- Modernising service delivery (e.g. enabling use of web as a modern and low-cost option for service delivery). Also Land Charges moved from Legal to Planning department, where land searches had the greatest links (i.e. 80% of a land search is Planning information).

BPR work also looks at what functionality is required for a customer to be able to transact with the Council via the website, as it is the most cost effective access channel. The number of online transactions has increased greatly over the last few years including the facilities to make payments and request services. Website traffic has increased dramatically in the last 12 months, with 3,375,556 page views and 1,144,544 unique visitors to the Council's website.

Website usage can be measured in non-cashable savings. 70% of Council customers have stated in a website survey that if the website did not exist they would telephone the Council resulting in a cost saving of £877,00 per annum based on the Society of Information Technology Managers (SOCITM) and Warwickshire Council figures (this assumes an average call of 5 minutes and staff costs of £13/hour).

Case Study: Denbighshire County Council's Planning Portal

The Planning Portal means anyone can use the tools and information on this site to find out about planning in their area and what development they can perform around their house.

The Portal's services also let people apply for planning permission electronically as well as submit and track an appeal online.

6.9 Project Management

The success of all projects detailed above will depend on robust project management. Effective project management helps to ensure that projects are delivered to the agreed quality, on time, within budget and at best whole-life value. The Council now has in place a Corporate Project Management Team which is reviewing Denbighshire's existing project management approach with a view to establishing a robust and consistently applied project management methodology. The team aims to have produced a comprehensive handbook providing a step-by-step guide to managing construction projects by early September 2007, with a similar guide for non-construction/change management projects being produced by Spring 2008. Such guidance will ensure that:

- Delivery of projects is improved with fewer delays and less cost overruns;
- Programmes for capital work and regeneration are delivered more effectively;
- Denbighshire delivers a wide range of service improvements and community benefits through successfully managed projects; and
- Individuals are aware of project risks and their management.

Also under consideration is the development of the Project Management Team from their existing role of delivering projects to a wider role of providing project support throughout the Authority. This could provide some significant benefits for Denbighshire, with such a team playing a key role in:

- Assisting with the initial project set up and preparation of Business Cases, to ensure that all projects get off to the best possible start;
- Assist with the definition of roles and responsibilities, identification of project tasks, development of risk management plans, and production of good quality Project Plans;
- Provide a central resource for information about all projects within the Authority, and in this role provide a level of project assurance;
- Ensure all projects are monitored in a consistent and timely way;
- Ensure lessons learned from individual projects are disseminated throughout the authority;
- Regularly review and update the project management methodology to ensure that it remains consistent with best practice and fit for purpose;
- Provide appropriate project management training.

7.0 Denbighshire County Council's Guiding Efficiency Principles

Efficiency in Denbighshire County Council will be achieved with regard to the following key principles:-

- 7.1 We will meet the needs of Denbighshire's citizens and choose the most efficient models for service delivery regardless of who provides them
- 7.2 We will improve customer care
- 7.3 When an employee at any level of the organisation leaves, we will review our current organisational structures
- 7.4 Managers at all levels will communicate with their teams and involve staff and unions in the process

- 7.5 We will make sure all our actions are sustainable and take into account whole life costing where appropriate⁵
- 7.6 We will promote equalities and diversity in everything we do
- 7.7 We will identify and effectively manage our risks
- 7.8 We will always maintain the Council's core values – pride, respect, unity and integrity
- 7.9 We will work in partnership where this has clearly defined benefits
- 7.10 Members and staff will be innovative and seek to modernise Denbighshire County Council
- 7.11 We will identify “spend to save” projects and plan effectively for the future

⁵ Our definition of sustainable development - Denbighshire will promote development that meets the needs of the present without compromising the ability of future generations to meet their own needs and aspirations

8.0 Denbighshire County Council's Efficiency Plan

Efficiency Objective	Actions To Meet Objective	Target Date	Lead Responsibility	Resource Required	Further Detail
LEADERSHIP AND GOVERNANCE					
To meet Denbighshire County Council's efficiency target of £7.5m by the 31 March 2010	Heads of Service to identify efficiency gains for the next three years (2007 – 2010) to meet Directorate efficiency targets and update Denbighshire's Efficiency Statement	1 June 2007 (reviewed six monthly)	Change Management Board	Staff time. Upfront investment for some spend to save projects required	Efficiency gains detailed in the Council's Efficiency Statement (Appendix I)
	Complete 'Streamlining Support Services' Project and implement recommendations	1 November 2007	Corporate Director Resources	Staff time. Within existing budgets	Streamlining Support Services Project on Information Centre
	Complete 'E-Working' Project and implement recommendations	1 Sept 2008	Corporate Director: Resources Corporate Director: Environment	Staff time. Funding for Project Manager required	Mobile and Flexible Working Project on Information Centre
	Failure to meet efficiency targets is included in all risk assessments within the corporate risk assessment process	1 June 2007	Head of Internal Audit	Staff time	Risk Assessments

Efficiency Objective	Actions To Meet Objective	Target Date	Lead Responsibility	Resource Required	Further Detail
Members and senior management will promote the sustainable development and equalities agenda	Sustainable development assessment and action plan completed and agreed by full Council. Action plan to include energy efficiency project.	1 May 2007	Head of Strategic Policy	Staff time	Denbighshire County Council's Sustainable Development Plan
	Equalities Plan completed and agreed by full Council	24 July 2007	Head of Strategic Policy	Staff time	Denbighshire County Council's Equalities Plan
	All strategies, policies and major projects are developed using the Council's integrated IMPACT assessment tool	1 July 2007	Head of Strategic Policy	Staff time	IMPACT Assessment Tool
Progress towards Directorate and service efficiency targets are monitored	Review of scrutiny committee structure reviewed and changes implemented	On hold pending WAG Guidance	County Clerk	Staff time	Local Politics section of website
	Progress against efficiency gains targets regularly investigated and monitored by scrutiny committees	1 May 2007	County Clerk Scrutiny Advisors	Staff time	Local Politics section of website
Collaborative opportunities are maximised	Leader and Chief Executive continue to be key players in the North Wales Regional Partnership Board	Ongoing	Leader Chief Executive	Staff time	Information Centre
	Managers and staff are engaged in the collaborative agenda and encouraged to identify collaborative opportunities to lead on. Officers fully participate in the work of collaborative project teams	Ongoing	Head of Strategic Policy	Staff time	Appendix 3 details regional collaborative projects

Efficiency Objective	Actions To Meet Objective	Target Date	Lead Responsibility	Resource Required	Further Detail
	Opportunities for regional training events including coordinated training systems for social care and health are progressed.	Refer to SCWDP whole sector annual training plan	Team Manager Professional Development	Grant funding already in place Staff time to seek external funding through local training providers	MMC Awayday
	Staff attend other NW LA courses as necessary e.g. sharing Fire Service ILM Management Certificate Course and Anglesey CC MA Change Management course	Ongoing	Learning and Development Manager	Staff time	
	Opportunities for the regional and sub-regional provision of technical professional services are being progressed	Ongoing	CET, Heads of Service	Staff time	Minutes of North Wales Regional Partnership Board, MMC Awayday
Implement the recommendations of the regional Telecare project		Oct / Nov / Dec 2007	Head of Adult Services	Funding already in place through grants	Minutes of North Wales Regional Partnership Board

Efficiency Objective	Actions To Meet Objective	Target Date	Lead Responsibility	Resource Required	Further Detail
	Progress the regional transport project DCC leading on procurement of yellow school buses and met 4 N W Authorities several times	Autumn 2008 / Spring 2009	Head of Highways and Infrastructure	Staff time Prudential borrowing to lead to future cost avoidance	Minutes of North Wales Regional Partnership Board
	Progress the revenues project	Final report for decision to Board end July 2007	Financial Controller	Staff time Funding already in place	Minutes of North Wales Regional Partnership Board
	Progress a regional, co-ordinated approach to contact centres	To be identified			Minutes of North Wales Regional Partnership Board
	Progress a fundamental, user centred review of learning disability services	Start date September 2007	Head of Adult Services	Staff time Funding already allocated for consultancy time in collaboration with Social Services Improvement Agency	Minutes of North Wales Regional Partnership Board

Efficiency Objective	Actions To Meet Objective	Target Date	Lead Responsibility	Resource Required	Further Detail
	Progress a joint project with the NHS North Wales Planning Forum to agree a jointly owned service model for delivering "Designed for North Wales" where secondary care services will be moved into the communities of North Wales.	To be identified			
	Establishing Regional Waste Projects	Ongoing	Corporate Director: Environment	£10m's	
	Progress a collaboration programme based on shared transactional services				
Efficiency projects are included in service and Directorate business plans	Senior management identify efficiency gains through business planning and involve staff in the process. Details are included in the Efficiency Statement, Directorate and Service Business Plans	1 April 2007	CET, Heads of Service	Staff time	Improvement Plan, Efficiency Statement, Business Plans
Communication in relation to the efficiency agenda is effectively coordinated	Information in relation to the efficiency agenda is effectively communicated throughout the organisation by the senior management. Full use is made of the intranet, team briefings and Headlines	Ongoing	CET, Heads of Service	Staff time	Intranet, Notice Boards, Team Briefings, Headlines
An entrepreneurial culture is promoted	Staff are encouraged to submit efficiency ideas via their management or the Bright Ideas database	Ongoing	Head of Central Personnel, Bright Ideas Group	Staff time and cost of cash rewards	Central Personnel Business Plan

Efficiency Objective	Actions To Meet Objective	Target Date	Lead Responsibility	Resource Required	Further Detail
RESOURCE AND PERFORMANCE MANAGEMENT					
People					
The Council has the right organisational structure	Denbighshire County Council's current organisational structure is continuously reviewed and the restructure of the Lifelong Learning and Resources Directorate is complete and implemented.	1 Sept 2007	CET, Corporate Directors: Lifelong Learning, Resources	Staff time	Lifelong Learning Directorate Business Plan
The Council's organisational development programme is implemented to increase capacity for the efficiency agenda	All senior managers have completed the organisational development programme for Directors and Heads of Service	1 December 2007	Corporate Director Resources/Head of Central Personnel	Staff time	Central Personnel Business Plan
Sickness absence is reduced and productivity levels are increased	Staff absence is reduced to 9 days per year during 2007-08	1 April 2008	Head of Central Personnel	Staff time	Central Personnel Business Plan
Mobile and flexible working practices are introduced	Mobile and flexible working practices have been introduced in every Directorate	1 April 2008	Corporate Directors: Environment, Resources	Investment required in ICT and equipment	Mobile and Home Working Project Mandate and papers

Efficiency Objective	Actions To Meet Objective	Target Date	Lead Responsibility	Resource Required	Further Detail
All staff receive an annual performance appraisal followed by a half yearly review	100% staff have received a performance appraisal resulting in increased productivity	1 June 2007	Head of Central Personnel	Staff time	HR System
Member training and development is improved	The Authority to reach the Bronze Level for Members' Charter for Support and Development	September 2007	Administration Services Manager	Within staffing and budgets	
Property					
The Council is making the most efficient use of its buildings	The introduction of mobile and flexible working has enabled the Council to improve services and produced opportunities to reduce the number of buildings it owns or leases for office accommodation	1 April 2009	Corporate Directors: Environment, Resources		Asset Management Plan Mobile and Flexible Working Project
	Implement a Service Asset Management Challenge process to review the Corporate Asset Management Plan and challenge future building use	Begin process Autumn 2007	Heads of Services	Staff time – 1 F/T Post	Asset Management Plan
Sharing buildings	Opportunities for sharing buildings with other organisations are progressed particularly for community benefit	Initial pilot project established with NWP Rhyl	Heads of Services	Staff time	

Efficiency Objective	Actions To Meet Objective	Target Date	Lead Responsibility	Resource Required	Further Detail
Efficient construction	The Council's policy is to ensure that the design and construction of buildings is based on whole life costing and proper regard is given to sustainability and equalities issues.	Ongoing	Head of Development Services	Additional capital may be required	
	Develop a policy to make sure all construction projects meet "Very Good" BREEAM standards	To be identified	Head of Development Services/Senior Project Manager	Will require additional initial investment	Sustainable Development Plan. This item is under consideration
Finance					
Improve the Council's processes in relation to capital expenditure	All capital projects are developed using the Council's capital prioritisation process	Ongoing		Staff time	
	Progress against efficiency gains are reported in monthly revenue reports to Cabinet	Ongoing	Financial Controller	Staff time	Cabinet Reports
Information, Communication and Technology (ICT)					
The Council is optimising its use of ICT to modernise the way it provides services to the public	An ICT Strategy Group is set up	Already in existence – governed by the Senior Management Task Force	Peter Wickes		

Efficiency Objective	Actions To Meet Objective	Target Date	Lead Responsibility	Resource Required	Further Detail
	Denbighshire's ICT strategy is completed and implemented including investment requirements	25 September 2007	Peter Wickes	Staff time and capital funding	
	The Council's ICT systems support mobile and flexible working. This may require the web enablement of some applications	1 April 2008	Peter Wickes	Staff Resource and web enabled Applications/E DRMS Computer hardware	
	Introduce shared ICT applications to meet the collaboration agenda e.g.Public Rights of Way Database given to Flintshire County Council	Ongoing	Peter Wickes/Janette Williams	Staff time and capital funding	
PROCESS IMPROVEMENT					
Ensure each service has reviewed its processes so they are lean and efficient	Phases 2, 3 and 4 of the Council's Customer Service Centre are implemented	P2 – July 07 P3 – April 08 P4 – April 09	Peter Wickes	Staff time	
	All services continually review their processes using the corporate business process reengineering methodology	Ongoing	Heads of Service	May require core BPR team	Corporate Methodology on intranet
Reduce leaflet production	Customer Access Strategy produced	1 June 2008	Head of Customer Care		

Efficiency Objective	Actions To Meet Objective	Target Date	Lead Responsibility	Resource Required	Further Detail
PROCUREMENT					
Procure goods and services in the most efficient way	Implement Procurement Strategy and complete Action Plan	2010	Strategic Procurement Manager	Staff time May require additional staff in Corporate Procurement	Corporate Procurement Strategy and Action Plan
	Develop the North Wales Public Sector Contracting Unit	1 April 2008	Strategic Procurement Manager	£50k annually	NQ Consulting Report
	Expansion of Welsh Purchasing Consortium	1 April 2008	Strategic Procurement Manager	£24k annually	NQ Consulting Report
	Improve procurement activity in social care services to ensure compliance with legal regulatory frameworks	1 April 2008	Social Care and Procurement Group	May require additional staff in corporate procurement	Contract Procedure Rules Office Journal of European Union Wales Audit Report Recomm.
	Improve procurement activity in design and construction to ensure compliance with legal regulatory frameworks	1 April 2008		May require additional staff in corporate procurement	Contract Procedure Rules Office Journal of European Union Wales Audit Report Recomm

Efficiency Objective	Actions To Meet Objective	Target Date	Lead Responsibility	Resource Required	Further Detail
	Complete implementation of e-procurement system in all services – PROACTIS Stage I – Implementation of Purchase to Pay System and complete roll-out Stage II – Implementation of electronic sourcing, tender management systems, contract management and supplier performance management systems	1 April 2009	Senior Management Accountant Senior Procurement Manager	Staff time	
PROJECT MANAGEMENT AND DELIVERY					
People, property and technology are used efficiently	Introduce consistent monitoring system for capital projects	30 June 2007	Project Management Team	Within budget	
	Publish new project management methodology for construction projects	30 September 2007	Project Management Team	Within budget	
	Develop and run first project management training courses	1 December 2007	Project Management Team/Training	Within budget	
	Publish new project management methodology for non-construction projects	Spring 2008	Project Management Team	Within budget	
	Develop role of project management team to provide wider project support and co-ordination authority wide	1 March 2009	Project Management Team	To be identified	

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR J THOMPSON-HILL LEAD MEMBER FOR PROPERTY AND SUSTAINABLE DEVELOPMENT

DATE: 22 MAY 2007

SUBJECT: SUSTAINABLE DEVELOPMENT PLAN

1. DECISION SOUGHT

1.1. To recommend Denbighshire County Council's Corporate Sustainability Plan to Council for approval (appendix I refers).

2. REASON FOR SEEKING DECISION

2.1. WAG has a duty under Section 121 of the Government of Wales Act 1998 to promote sustainable development in the exercise of its functions. To fulfil its legal obligations, the principles of sustainable development must be mainstreamed into the way the National Assembly operates. This requires all local authorities in Wales to aid the realisation of sustainable development by synchronising their efforts in line with the National Assembly's strategic agenda. There is growing pressure from the National Assembly on local authorities to mainstream sustainable development in their priorities, policies, and delivery of services and this plan takes the steps to address this mainstreaming sustainability throughout the Authority.

2.2. The Vision for Denbighshire is a central plan to influence and guide the work of the Council. This report and action plan supports the ethos of the Vision and puts the Council in a better position to be a leader of sustainability in the County.

2.3. Climate Change is a very topical issue. This is complimented by the introduction of the draft Climate Change Bill. This Bill is likely to introduce domestic commitment in statute and will increase pressure on the local authority to place constraints on carbon emissions and that these constraints will progressively tighten.

3. POWER TO MAKE THE DECISION

3.1. The Government of Wales Act 2000 gives all local authorities the power to promote the economic, environmental and social well being of the area.

4. COST IMPLICATIONS

4.1. In order to follow through with some of the actions within the Corporate Sustainability Plan there will be an associated cost. The primary actions that are not identified within existing budgets are:

- a. Items 1.3 and 1.4 in the action plan are likely to require additional resources.
- b. In order to initiate recycling in Council buildings there is a requirement for investment in infrastructure and a financial cost associated with the establishment of a collection service.

5. FINANCIAL CONTROLLER STATEMENT

5.1. The identification and evaluation of lifecycle costs, i.e. future maintenance needs, energy efficiency issues, are a key element of Asset Management. The principle applies equally to existing property, property to be refurbished and new build. These issues are embodied in sustainability which needs to feature in the consideration of proposed capital projects and the retention of assets.

6. CONSULTATION CARRIED OUT

6.1. Consultation has been carried out with key officers in the preparation of the draft Sustainable Development. A sustainable development conference was held on the 07 March 2007 to discuss the report and identify further actions which have been incorporated into the Corporate Sustainability Plan.

6.2. Consultation with Heads of Service and the Lead Member for Property and Sustainable Development has been fed into the Corporate Sustainability Plan.

6.3. A joint meeting of the four Scrutiny Committees was held on the 01 May 2007 where the report was presented and members were given the opportunity to provide comments.

7. IMPLICATIONS ON OTHER POLICY AREAS

7.1. The Vision

The recommendations contained within this report are consistent with the Vision for Denbighshire 2025.

7.2. Other policy areas including corporate

The plan will have significant implications for all new policies created and the renewal of existing policies by the Council through the formalised adoption of the integrated impact assessment tool.

The plan supports the efficiency agenda through looking into improvements in the sustainability performance of the Council.

8. ACTION PLAN

Action	By Whom	By When
Corporate Sustainability Plan approval by Cabinet	Janette Williams Strategic Policy Unit	22 May 2007
Perform an impact assessment on plan and actions	Sustainability Officer Strategic Policy Unit	04 June 2007
Corporate Sustainability Plan approved by Council	Janette Williams Strategic Policy Unit	27 June 2007
Agreed actions: a. To be taken forward by Sustainability Officer b. To be integrated into Council's business plans	 a. Sustainability Officer b. Directorates	 a. 2007 – 2008 b. 01 September 2007

9. RECOMMENDATIONS

9.1. That Cabinet recommend the Corporate Sustainability Plan to Council for approval.

Denbighshire County Council's Draft Sustainable Development Plan

2007 - 2008

1. Introduction

There is growing pressure from the Welsh Assembly Government (WAG) to mainstream Sustainable Development in the Council's priorities, policies, and delivery of Council services.

WAG has a duty under Section 121 of the Government of Wales Act 1998 to promote sustainable development in the exercise of its functions. This requires local authorities in Wales to adopt a sustainable development overarching strategic framework.

The County Council has produced a draft Sustainable Development Report detailing the work undertaken within a range of Council services. The report includes recommendations which will address sustainable development and includes the recommendations in the Wales Audit Office (WAO) sustainability audit (2005).

This action plan sets out the Council's commitment to sustainability and shows what the Council is going to do to ensure a more sustainable Denbighshire. The action plan is designed to strengthen the good practice that is already taking place throughout the Council and addressing areas where further initiatives and good practice could be made to develop sustainability.





2. Background

In order to realise sustainable development the National Assembly has created an overarching strategic framework which sets out the vision of a sustainable future for all of Wales where action for social, economic and environmental improvement work together to create positive change. The scheme works in conjunction with the following key documents to deliver change:

- The Sustainable Development Action Plan identified the major long term strategic challenges for Wales in delivering that vision.
- Wales: A Better Country sets out WAG's political priorities for the next four years against the vision of a sustainable Wales.
- The Wales Spatial Plan provides both the opportunity for dialogue between the national and local levels about what is needed in those areas and the tool for delivering those agreed needs into action.
- All other strategies sit beneath this framework, their role being to underpin the delivery of a sustainable Wales.

Denbighshire needs to mirror the approach by the National Assembly through the adoption of a sustainable development overarching strategic framework and this sustainable development plan outlines the actions for Denbighshire County Council through it's priorities, policies and operational activities. This will ensure that the Council is taking steps to contribute to the fulfilment of the duty and the realisation of a sustainable Wales.

3. The Vision for a Sustainable Denbighshire

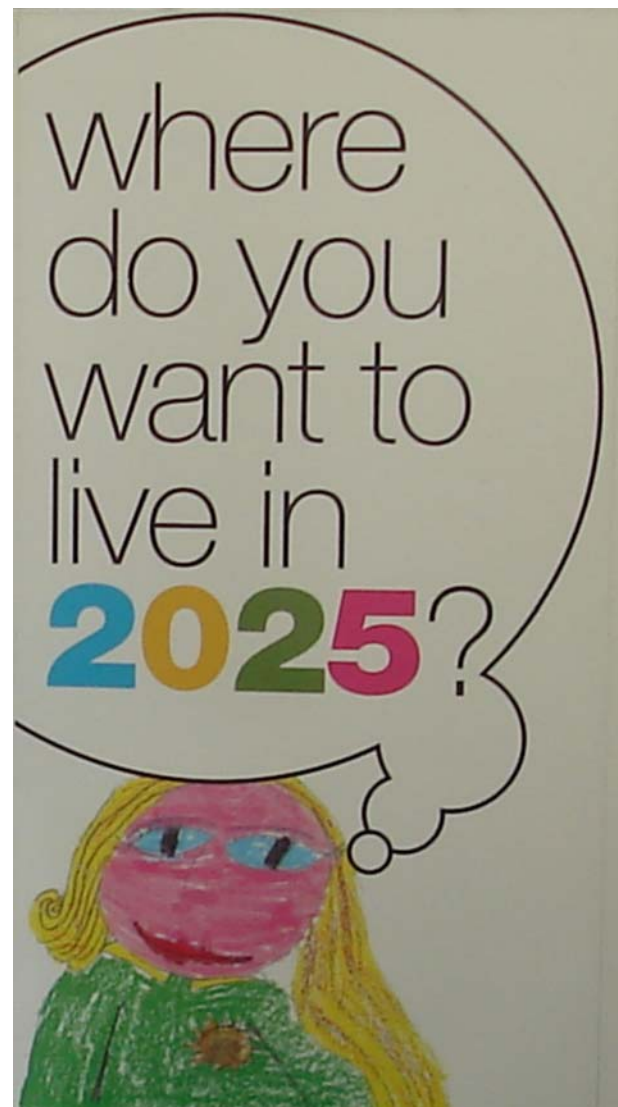
A Vision for Denbighshire has been produced as a central plan to influence and guide the work of the Council and its partner organisations.

In September 2005 local communities, councils, statutory and voluntary agencies, local businesses, school children and many others worked together to describe what Denbighshire might look like in 20 years time. The Vision reflects the comments and ideas expressed during this process. Following consultation, the Vision was agreed by Denbighshire County Council on the 4 April 2006. The Vision for Denbighshire will help to inform the Council's goals and policies and steer the County Council towards a more sustainable future. All aspects of the Vision are particularly relevant to the sustainability agenda, typified by the statements:

"We will have grown more high quality businesses in Denbighshire, particularly in the field of opto-electronics and by assisting the development of small and medium enterprises. Support will be provided for an increase in research, science and technology, recognising the importance of the knowledge economy as a source of competitiveness."

"We will celebrate and respect the diversity of our county. We will make sure that any actions we take protect the environment and do not have a negative impact on the lives of future generations."

"Partners in the public, private and voluntary sector will have worked together to eliminate deprivation and to encourage individuals to help themselves and their communities."



4. Definition of Sustainable Development



There is an extensive use and reference to the term 'sustainable development' in Council strategies, plans and policies without the Council having adopted a definition of what the Council means when it uses this term. It was agreed that the definition of sustainable development for Denbighshire should mirror the Brundtland definition as adopted by the Welsh Assembly Government. Our definition is:

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"Sustainable development means that economic, environmental, and social issues will be integral components in all forms of development in Denbighshire. This will ensure that we have a positive impact on people's quality of life now and in the future, providing a safe and secure County for generations to come"

The definition can be broken down as follows:

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- Denbighshire residents should live in **economic**¹, **environmental**², and **social**³ conditions that reduces with a view to eliminating poverty, creates acceptable standards of living, enhances well-being, and protects human health and the natural environment.
- Ensures that development is achieved together with conservation and preservation of natural resources and of the environment, and sustainable management of energy, waste and transportation.

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¹ The term "Economic" refers to high and stable levels of sustainable economic development in Denbighshire. Where development occurs it contributes to the economical security of the county and the elimination of poverty.

² The term "Environmental" refers to protection of the environment and critical natural capital from degradation, the prudent use of natural capital and the prevention of and protection from pollution.

³ The term "Social" refers to the quality of life of Denbighshire residents and the route to social progress meeting the basic needs of everyone and maintaining an adequate standard of living.

- Creating sustainable communities where people want to live and work, now and in the future. To meet the diverse needs of existing and future residents, are sensitive to their environment, and contribute to a high quality of life. Are safe and inclusive, well planned, built and run, and offer equality of opportunity and good services for all.
- The success of living a sustainable lifestyle will involve participation from everyone who works, lives in and visits Denbighshire. Denbighshire will play a leadership role in education and information to enable everyone to take part and act in a responsible manner by addressing what impact they have on:

Waste Production	Recycling, Composting, Waste Minimisation
Energy Consumption	Home Insulation, Renewable Energy
Transport	Method of transport, CO ₂ emissions
Health and Well Being	Eating well, Being active, Non-Smoking, Alcohol and Drugs
Biodiversity	Support Area of Outstanding Natural Beauty and Local Biodiversity Action Plan Initiatives
Environment	Urban and Natural Environmental Quality
Local Economic Prosperity	Quality Employment, Savings, Affordable Housing
Pollution	Air, Water, Noise, Litter, Land, Light
Education	Schools, Colleges, Eco Clubs, Awareness
Culture	Welsh Language, Heritage

5. Denbighshire County Council's Sustainable Development Objectives

In order to structure the sustainable development plan into areas of improvement five key objectives are proposed. Aligned with these will be specific actions to target improvement under the banner of the key objectives. The five key objectives are:

- **Sustainable Development is an important principle for the whole Council**

To reinforce the importance of sustainable development the Council will provide a clear interpretation of how it integrates the principle into all strategies, policies and plans. The principle of sustainable development extends beyond improvement of service provision to the betterment of the Council and County as a whole. To ensure that the principles of sustainable development and equalities are fully addressed, the Council has adopted an integrated impact assessment tool. This tool will help drive the strategic direction of the Council to a more sustainable future.

- **Commitment from Senior Managers and Members to Sustainable Development**

Commitment from senior managers and members to sustainable development is an essential requirement to achieving sustainability in a Local Authority. Well informed managers and members are key factors to developing strategic drivers for sustainable development and the ability of these people to direct the Council on the path of sustainability is vitally important.

- **Understanding and awareness of Sustainable Development throughout the Council**

Understanding and awareness of sustainable development, by employees, managers and members is an essential element in order to enable improvement throughout the Council. Communicating the path of improvement can enable individuals to take ownership of and show visible results which could further empower individuals to improve sustainability performance.

- **Sustainable Development is embedded within the Council's processes, policy and operational activities**

Sustainable development is an integrated method that involves itself in all elements of the Council. Integration in all Council strategies, policies or plans is a crucial factor to mainstreaming sustainable development and this has been combined with embedding sustainable development in our corporate procurement strategy. What we buy and how we buy impacts upon our communities, our local economies, upon local authority objectives and costs: By involving sustainable development in the procurement process it goes some way to ensure that the Council spending is as sustainable as possible.

Example of future good practice – Travel

A Travel Plan is a package of measures that supports all aspects of an organisation's transport needs and responds to any problems that may be occurring. Staff commuting and business mileage imposes large costs to the Council (approximately £1.5m per annum) and contributes to the county's carbon dioxide emissions. An investigation into staff travel dynamics to look at how reductions can be achieved is necessary.

Current Good Practice – The Authority has retrofitted particulate filter systems on all the vehicles over 3.5 tonnes, which adds a chemical catalyst to the fuel to ensure that sooty particulates caught by the filter are burned off at regular intervals. This prevents, says the Council, 99 per cent of particulates being released into the air, and reduces carbon monoxide and hydrocarbons by up to 70 per cent and NO₂ by up to 90 per cent. . Extra fleet efficiency has been generated by a scheme of multiple uses, with dedicated winter vehicles being phased out, with 13 out of 14 vehicles used for 52 weeks of the year.

Scope – This project will involve looking at a review of corporate policies that influence staff travel and how we use our buildings, how video or telephone conferencing and home/flexible working could reduce business mileage, and how alternative modes of transport and car-sharing could be used to 'green' travel at the Council. Also included could be the needs of visitors or clients, fleet operations and deliveries.

Objectives – Some of the direct outcomes from this project will be improvement through identifying cost savings, carbon dioxide reductions and a reduced need to travel, more productive, healthier and fitter staff, and a lowering demand for parking.

Business Case – Improvements in the form of reduced need to travel correlating with lower business mileage will lead to a reduction in transport costs to the Council. Any savings realised from this approach would be regarded as efficiencies savings and contribute to the Authority's efficiency targets.

Timescale – The aim would be to complete the project and implement a staff travel plan within the financial year 2008/9.

Finance – The financial implications, if any, of this scheme need to be assessed.

- **Actively seeking community leadership, accountability and partnership**

As the second largest employer in Denbighshire the Council has a significant influence in the County independent of the role as service providers. The Council should be leading the way in its role as community leader and encourage partners to be champions of sustainability

Examples of future good practice – Energy Efficiency

As part of the draft Climate Change Bill there is a proposal to enshrine domestic commitment in statute, implications for UK households and firms are that there will be carbon constraints and that these will progressively tighten. This would be highly relevant for the local authority with a sizeable building portfolio and as a planning authority, to contribute to carbon reductions from both perspectives.

Current Good Practice- -The Authority has established a 'spend to save' fund, from which a number of energy efficiency projects have been taken forward.

Scope – Such a project should look at the Council building portfolio to identify the largest energy consumption areas, namely: heating, lighting and electrical appliances, and target them for further investigation.

Objectives – The direct objectives should be reduction in energy consumption, reduction in carbon emissions, improved energy efficiency and the establishment of permanent senior level commitments to providing resources for energy management.

Business Case – Improvements in energy efficiency and reductions and the need to consume energy will have direct impact on the Council spend. It will also contribute to carbon reduction.

Timescale – This should be ongoing through continuous assessment of the Council building portfolio.

Constraints – Optimisation of heating systems can only go so far to improve energy efficiency. Consideration should be given if there is a business case from a 'spend to save' perspective to refurbish a heating system with a reasonable payback period.

Finance – Grants are available through the Low Carbon Building Programme to help with the costs of installing microgeneration renewable technologies (e.g. solar photovoltaic, solar thermal hot water and wind turbines). The grants are available to both householders and local authorities and are due to end in mid 2008. Other grants are available from a range of sources for energy efficiency installations. The financial implications, if any, of this scheme need to be assessed.

Examples of future good practice – Office Recycling

The Council should 'lead by example' when it comes to sustainable business waste management. There is a need to set up recycling schemes within the Council's buildings to promote sustainable waste management.

Current Good Practice – The Authority currently recycles all paper waste and ink cartridges in office buildings.

Scope – This project will involve looking at the waste materials and quantities produced in the Council's buildings. This will extend to the setting up of the infrastructure for the collection and storage of the materials and arranging for a collector to regularly pick up materials for recycling.

Objectives – The aim of the project will be to improve the waste management practices throughout the Council's buildings and minimise the waste materials being sent to landfill. This will have the secondary benefit of improving the image of the Council and championing recycling across the County.

Business Case – Improvements in the form of office recycling represent taking steps to 'green' the office. The work towards a greener office environment will involve looking at the resources used and the waste and pollution that is created in a working day.

Constraints – The waste collection and disposal from some of the Council buildings is tied up in PFI contract arrangements. This poses a problem for changing waste management practices in these buildings.

Finance – The setting up of office recycling infrastructure requires some investment, particularly in the provision of recycling containers. The establishment of a collection procedure is also likely to carry a financial cost. The financial implications, if any, of this scheme need to be assessed.

SD Objectives	Actions to meet SD objectives	Target Date	Lead Responsibility	Resources Required	Further Detail
Strategic Drivers for Sustainable Development					
1. Sustainable Development is seen as an important principle for the whole Council	1.1. Revise Community Strategy and ensure that it acts as the high level sustainability strategy of the Council	March 08 (C)	Strategic Policy Unit	Staff Time (W.E.B.)*	
	1.2. Adopt a definition of Sustainable Development for Denbighshire County Council	June 07 (S)	SD Officer	SD Officer Time (W.E.B.)*	Draft included in this plan
	1.3. For Capital Projects, Denbighshire should set a "quality threshold" in terms of sustainable development that all projects should meet	Business Plan 2008 – 2011	Development Services		Amend the Capital Schemes Appraisal Process to build in stronger consideration for sustainability
	1.4. Set a BREEAM 'very good' standard for all Council new development opportunities	Business Plan 2008 – 2011	Development Services		BRE Environmental Assessment Method

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SD Objectives	Actions to meet SD objectives	Target Date	Lead Responsibility	Resources Required	Further Detail
Strategic Drivers for Sustainable Development					
2. Commitment from Senior Managers and Members to Sustainable Development	2.1. Member Briefings on Sustainable Development	Quarterly Updates	SD Officer, Lead Member SD	SD Officer Time (W.E.B.)*	Incorporated into member briefings
	2.2. Improvement of staff awareness through the development of a webpage, regular updates in headlines and on staff notice board	t.b.c.	SD Officer	SD Officer Time (W.E.B.)*	Training in webpage setup and design required.
	2.3. Developing leadership for Sustainable Development. Training course for members	t.b.c.	SD Officer	Staff Time	Corporate Training
	2.4. Developing leadership for Sustainable Development. Training course for senior management	25 th July 2007	SD officer	Staff Time	Public Service Management Wales and WLGA training for senior managers

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SD Objectives	Actions to meet SD objectives	Target Date	Lead Responsibility	Resources Required	Further Detail
Ownership and Understanding of Sustainable Development					
3. Understanding and awareness of Sustainable Development throughout the Council	3.1. Establish Corporate Sustainable Development Targets through the adoption of a suite of Sustainable Development Indicators	t.b.c.	SD Officer/Performance Management Officers	Staff Time (W.E.B.)*	Link with Wales Programme for Improvement software update
	3.2. Council Buildings – Recycling	t.b.c.	Building Managers Group/Schools	Provision of infrastructure (£). Set up of collection (£).	
	3.3. Improved reporting for Energy and Water consumption in response to the WAO (2007) energy and water audit of Welsh Local Authorities	July 2007	Senior Property Manager		Link with 4.5
	3.4. Create an Education for Sustainable Development and Global Citizenship (ESDGC) Forum.	t.b.c.	SD Officer	Staff Time	Portal included on sustainable development webpage

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SD Objectives	Actions to meet SD objectives	Target Date	Lead Responsibility	Resources Required	Further Detail
Integrating Sustainable Development into Council Processes and Policy					
4. Sustainable Development is embedded within the Council processes, policy and delivery of services	4.1. Development of a Sustainable Procurement Policy	December 07 (C)	Procurement Unit, SD Officer	Staff Time (W.E.B.)*	Sustainable procurement policy exists in draft format.
	4.2. Implementation of e-procurement system	Oct – Dec 07 (S) Ongoing for 18 months	Procurement Unit	Staff Time (W.E.B.)*	The Pro-Actis e-procurement system
	4.3. Implementation of sustainability risk assessment for tendering of suppliers and services	March 08 (C)	Procurement Unit	Staff Time (W.E.B.)*	
	4.4. Investigation into staff travel and the development of a Sustainable Staff Travel Plan	t.b.c.	SD Officer	To be identified	Links with flexible working, home working, car sharing scheme, and video conferencing
	4.5. The creation of a Sustainable Energy Policy and Energy Efficiency Plan for Denbighshire County Council	Business Plan 2008 - 2011	Senior Property Manager	Staff Time	Draft Energy Policy in place

	4.6. Roll out use of IMPACT assessment toolkit on all new strategies and policies and the renewal of existing policies to address sustainable development, equalities and the corporate priorities	April 07 (S) Ongoing	IMPACT Network	Staff Time	Final version on Denbighshire Information Centre. To determine any negative impacts on the principles of sustainable development, equalities and the corporate priorities
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SD Objectives	Actions to meet SD objectives	Target Date	Lead Responsibility	Resources Required	Further Detail
Community Leadership, Accountability and Partnerships					
5. The Council actively seeks community leadership, accountability and partnership	5.1. Exploration of potential for working in collaboration on a countywide, regional and sub-regional basis for joint delivery of sustainable community actions		Strategic Policy Unit		Collaboration Agenda
	5.2. The Local Service Board to recognise sustainability as an overarching principle		Local Service Board		Agree that joint projects be IMPACT assessed
	5.3. All Local Area Agreements (LAA) to be IMPACT assessed.		Local Service Board		As and when LAA are decided they are IMPACT assessed
	5.4. Public awareness – regular information and ideas through schools, County Voice and the webpage	Ongoing (S)	PR department, SD Officer	Staff Time, Cost (£) of article publications.	
	5.5. Implementation of Warm Wales Business Plan. Contributing to reduction of fuel poverty, increased energy efficiency and reduced carbon dioxide emissions.	Business Plan 2008 – 2011	Health & Private Sector Housing	Council Financial Commitment (£m) Securing External Funding (£m)	An informative report has been to Cabinet outlining the Warm Wales Initiative. Further reports to follow.

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REPORT TO CABINET

CABINET MEMBER: COUNCILLORS P A DOBB, LEAD MEMBER FOR HEALTH AND WELL BEING AND E W WILLIAMS, LEAD MEMBER FOR THE ENVIRONMENT

DATE: 22ND MAY 2007

SUBJECT: INCREASING THE SUPPLY OF AFFORDABLE HOUSING

1 DECISION SOUGHT

To update Members upon affordable housing initiatives within the County.

To propose further new affordable housing options for Members to consider.

To develop further close working relationships with appropriate Registered Social Landlords (RSLs) to deliver affordable housing schemes with and without Social Housing Grant (Social Housing Grant) support

2 REASON FOR SEEKING DECISION

2.1 What is Affordable Housing?

Affordable housing is defined as housing of a high standard designed for those households who cannot afford to purchase or rent such housing generally available on the open market.

Research has shown that across the County there is a demonstrable unmet need for affordable housing. This has been demonstrated through:

- Fordhams Housing Needs Survey in 2004 that identified that Denbighshire needs an additional 645 new affordable homes each year for the next five years
- The Michael Howard Associates Private Sector Survey in 2002 identified high levels of unfitness within the private sector, impacting upon the standard of the available affordable housing stock
- The emerging findings of the NE and NW Wales Local Housing Market Assessments that are due to report in the summer of 2007. Subject to further verification, preliminary findings indicate a requirement for up to 59% of all new house building to be for affordable housing.
- Localised needs surveys undertaken over the last two years through the Rural Enabler project

The main factors currently affecting the supply of new build affordable housing in Denbighshire are:

- The price of land
- The availability of suitable land
- The availability of public capital to subsidise land purchase/building costs
- Limited staff available to develop schemes in conjunction with key partners.
- The Right to Buy

2.2 Affordable Housing Initiatives

Affordable housing has been identified as a key issue within the new County Vision for 2025 and Denbighshire's emerging Local Development Plan. Affordable housing contributes to the sustainability of our communities through not only supporting local businesses and schools, but also enabling young people to take their first steps on the property ladder. There are a variety of methods that the Council currently employ to develop affordable housing within the County. Attached at appendix one are a list of proposed further actions, whilst appendix two details actions undertaken to date. These actions are currently out to public consultation as part of the new draft Local Housing Strategy that is due to be submitted to WAG in late June 2007.

A brief synopsis of key actions to date is detailed below:

- In July 2005 the Council adopted Supplementary Planning Guidance (SPG) on affordable housing that seeks to ensure all planning permissions for new housing development incorporate a minimum of 30% affordable housing. This is achieved by granting planning permission subject to the developer first entering into a legal agreement (Section 106 Agreement) with the Council. This SPG has subsequently been identified as an example of best practice by WAG for other authorities in Wales to follow. The SPG is due to be reviewed this financial year.
- As a result of the policy, over 200 affordable housing units have outstanding planning permission and £300k has to date been received in commuted sums.
- The first property to be built as part of the County's affordable housing policy was completed in Ruthin during May 2006.
- A further nineteen units for sale have since been built, with schemes being completed in Prestatyn, Llandyrnog, Llandrillo, Rhyl and Llangollen. With discounts of up to 55% having been negotiated off the open market price, these units represent a new private investment stream within affordable housing that has yielded over £1 million in the last year.
- Through improving our needs assessment procedures £8.9m worth of Social Housing Grant (SHG) was also secured from WAG for 2006/08 to

develop social housing within the County. This allocation was 60% higher than that received in previous years. The SHG grant rate is fixed at 58%, with RSLs raising the remaining 42% through private finance.

- A total of 46 affordable housing units were developed by Registered Social Landlords during 2005/06. These units were a mixture of dwellings for rent and sale, plus 3 successful mortgage rescues. A further 50 units were completed by RSLs in 2006/07.
- Work commenced in July 2006 on the County's first extra care scheme for older people which is being built in partnership with Pennaf on West Parade. The scheme is due to be completed in August 2008.
- Bids for £11.7m worth of SHG have been made to WAG, for 2008/09. We are anticipating that the outcome of these bids will be announced in late May 2007.
- The County's Low Cost Homeownership register was launched in July 2006. The scheme is being operated on the County's behalf by Cymdeithas Tai Clwyd.

2.3 Affordable Housing Issues

As highlighted in section 2.1, there are several key issues that currently hamper our ability to deliver affordable housing initiatives:

2.3.1 Building new Council housing for rent

There is an understandable desire to build new Council housing to replace the stock sold under the Right to Buy. There is no legal restriction on this and the Council is free to use prudential borrowing to build on its own land or to purchase more. However there are serious financial penalties because any new dwellings must become part of the Housing Revenue Account and its rules on Subsidy, Benefit Limitation, and the Right to Buy. A detailed review of these rules has shown that rents would have to be set much higher than current social or private levels to compensate. It would be possible to lobby for a relaxation of these rules but they are a matter for the UK Government rather than the Welsh Assembly and would require a significant shift of resources from more urban areas or large additional funding for housing. The building of new Council homes is not therefore considered to be viable.

2.3.2 Affordable land

Affordable land is a crucial element in delivering any new schemes. The Housing Services Department is currently undertaking a review of all garage sites, to identify potentially surplus land that could be used for affordable housing.

2.3.3 Possible further council actions could include:

- A review of the corporate asset management strategy to seek best value, rather than best price for land. This would reflect the contribution that affordable housing can make to sustaining local communities.
- Lobbying other key public sector landholders within the county such as DEIN, WAG, health fire & ambulance to make surplus land available.
- Ensure that suitable sites for affordable housing are identified as part of the LDP process.

2.3.4 Capital funding for affordable housing

Despite an overwhelming need for affordable housing, capital resources to develop initiatives are restricted. The Council works closely with local RSLs to not only maximise the use of SHG, but also draw down private finance to further develop new schemes.

We have also investigated the possibility of developing Community Land Trusts as a new method of delivering affordable housing. Having reviewed two pilot projects currently being developed within Gwynedd any yields from such initiatives will be relatively low; the viability of schemes frequently depends upon land being acquired at nil/nominal value; and schemes have been very labour intensive in terms of council officer time. At this present time the council therefore has neither the expertise nor staff resource to support such projects.

2.3.5 Possible further Council actions could include:

- Lobbying WAG to increase levels of SHG funding. Although funding has increased over the last three years, the SHG pot for 2008/09 is still below 50% of the equivalent SHG levels in 1995. Support will be sought from the WLGA for this.
- Nurture closer relationships between the council and the local RSLs. RSLs have proven to be an invaluable tool in developing new affordable housing within the county. The Council could consider developing a series of projects through some form of joint venture initiative that could lever further private finance into this area, with or without SHG.
- Review the distribution of council tax revenue received on second homes. Many authorities in local areas such as in South West England ring fence this revenue to develop new affordable housing initiatives.
- With both building and land costs rapidly rising within the county, one of the most cost effective methods of delivering affordable housing is making the best use of existing stock. Developing an empty homes strategy would identify those dwellings in a poor and semi derelict condition in need of investment. Capital resources could be targeted at such dwellings to make them habitable and affordable. A capital sum of approx £300,000, could be used on a rolling basis to renovate properties, whilst attracting other streams of funding such as private

sector loans and SHG. Denbighshire is now the only county in NE Wales to have neither an empty homes strategy nor an empty homes officer.

- The Council to consider undertaking a survey of the housing needs of older people living in ex-Council houses in rural areas. Llanbedr DC is currently being considered as a pilot area for this project. Any scheme would assess the feasibility of buying back, in partnership with an RSL, former Council houses to allow older householders to purchase accommodation more appropriate to their needs within the local area.

2.3.6 Revenue funding for affordable housing

Having identified the importance of affordable housing to the county, we are currently in the process of recruiting a new Affordable Housing Officer (AHO) on a three year contract. Further staff resources are required however if we are to build further upon the significant gains that have been made over the last 3 years.

2.3.7 Possible further council actions could include:

- Recruitment of an empty homes officer to drive forward any new empty homes strategy. Working closely with owners and RSLs, dwellings could cost effectively be brought back into use and nomination agreements put in place to house applicants on the County's housing waiting list.

- The County currently jointly funds a rural enabler project with Conwy CBC, Cymdeithas Tai Clwyd and Snowdonia NP. This 3 year project currently receives match funding from WAG that is due to expire in November 2007. If this project is to continue then all partners will need to increase their current contributions by approximately £7k per annum.

- Provide funding to establish the new AHO post on a permanent basis

- Consider further changes to planning policies to deliver more Affordable Housing in urban and rural areas by both new build and conversions.

3 POWER TO MAKE THE DECISION

Town & Country Planning Act 1990 (as amended). Denbighshire County Council approved an Interim Planning Policy in July 2004 to seek affordable housing in residential schemes, pending the subsequent approval of appropriate Supplementary Planning Guidance (SPG) in July 2005.

4 COST IMPLICATIONS

There are cost implications from both a revenue and capital perspective attached to each of the actions identified in section 2.3. Further detailed research can be undertaken into any preferred actions that Members may wish to pursue.

5 FINANCIAL CONTROLLER STATEMENT

The potential actions detailed in the report will need to be fully costed and considered as part of the budget setting exercise for 2008/9 which will begin in the late summer. Any capital expenditure proposals, including the use of or reduction to the level of capital receipts, will need to be considered by the Capital Strategy group in line with current procedures.

It will be necessary to balance the need for affordable housing with the pressure to fund the development of the Council's stated priorities where the asset disposal strategy is concerned. WAG appear to regard RSLs as the main supplier of these homes and accordingly fund through them.

6 CONSULTATION CARRIED OUT

Extensive public consultation has taken place over the last 3 years upon affordable housing issues with amongst others Members, Town & Community Councils, Registered Social Landlords, the House Builders Federation, local and regional house builders, landowners, agents, developers, estate agents and the general public.

An affordable housing seminar was held in Llangollen for all Members in July 2006. The event comprised site visits to several schemes currently under construction and a series of presentations on affordable housing issues.

The LHS contains a local action plan (including all affordable housing proposals) which is updated annually and reported to Social Services and Housing scrutiny. The annual LHS conference (next scheduled for November 2007) is also used as a measure of public feedback on issues such as affordable housing.

Once any affordable housing scheme is achieved there have to be procedures for eligibility and allocation. A draft has been prepared of the Affordable Housing Local Connections Policy which considers eligibility under planning criteria and then allocation of priority under housing procedures. The draft has been to public consultation and a revised version was considered at a Joint Social Services and Housing and Environment Scrutiny meeting on May 1st. A revised report on these aspects will be submitted to the next meeting of full Council.

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

Access to affordable housing is a critical issue affecting the economic, social and cultural wellbeing of the County. There are clear implications for other corporate policy areas including:

- Housing strategy, policies and programmes to meet the current and future housing needs of the County
- Community health and social well-being in providing sufficient suitable, safe and accessible homes to improve health and social well-being

- Economic Regeneration - affordable and accessible homes to assist with the economic regeneration of the county
- Sustainable communities - to support vibrant and self-sustaining communities, whether urban or rural , adequate and affordable housing is a pre-requisite
- Asset Management - in determining what contribution the Council's land/property portfolio can make to meeting affordable housing needs and at what cost in terms of reduction in sale value.

8 ACTION PLAN

See appendices one and two

9 RECOMMENDATIONS

To accept the above report detailing ongoing affordable housing initiatives within the County.

To consider making further capital and revenue funding available to deliver new affordable housing initiatives.

To develop further close working relationships with appropriate RSLs to deliver affordable housing schemes with and without SHG support.

APPENDIX ONE - Affordable Housing Ongoing Actions 2007/12

STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
<p>1.</p> <p>AFFORDABLE HOUSING, SUSTAINABILITY AND WELSH CULTURE</p> <p>To increase the supply of affordable accommodation throughout the County in accordance with housing need.</p> <p>Working with local communities to preserve the Welsh Culture and ensure developments are sustainable.</p>	<p>1. To negotiate an element of affordable housing on all new sites.</p>	<p>The council has a policy to seek in the order of 30% affordable housing on all new housing planning applications.</p> <p>The first property to be built as part of the council's affordable housing policy was completed on 10th May 2006. The property a two bed terrace house in Ruthin was developed through Cymdeithas Tai Clwyd. It was sold to the new owner at a discount of 43.5% off the market value.</p> <p>As at 31st March 2007, as part of the county's affordable housing strategy:</p> <ul style="list-style-type: none"> - 203 affordable units have outstanding planning permission. - 20 low cost home ownership units (LCHO) have been completed without the use of public funding. - £x in unspent commuted sums have been received. 	<p>To attract additional investment in affordable housing to supplement the council's Social Housing Grant programme. Investment for 2007/08 to be equivalent to 20% of SHG programme.</p> <p>To develop 60 affordable housing units during 2007/08.</p> <p>To recruit an Affordable Housing Officer by June 2007.</p>	<p>£x worth of additional investment achieved. Equates to x% of SHG programme.</p> <p>70 units developed as at Feb 07.</p> <p>On target.</p>	<p>Denbighshire County Council (Housing Services, Planning, Legal Services, Social Services, Supporting People, Private Sector Renewal, Access Officer, Equalities Officer),</p> <p>County Councillors,</p> <p>Town/Community Councils,</p> <p>Registered Social Landlords,</p> <p>Private Developers and Builders,</p> <p>DEIN,</p> <p>Welsh Assembly Government,</p>

APPENDIX ONE - Affordable Housing Ongoing Actions 2007/12

STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	<p>2. Review Denbighshire County Council's affordable housing supplementary planning guidance.</p>	<p>The council in conjunction with other key partners are currently undertaking Local Housing Market Assessments in both North East and North West Wales. The outcomes of these assessments will be used to inform a review of DCC's affordable housing SPG. The SPG will also need to ensure that it is clearly aligned with the newly emerging Local Development Plan (LDP) process.</p> <p>Target date amended from Dec. 2007 to March 2008.</p>	<p>Complete NE Wales LHMA by April 2007.</p> <p>Complete initial stages of NW Wales LHMA by June 2007.</p> <p>Review commuted sum procedure by July 2007.</p> <p>Review local connections policy by Dec. 2007.</p> <p>Review SPG by March 2008.</p>	<p>On target.</p> <p>On target.</p> <p>On target.</p> <p>On target.</p> <p>On target.</p>	<p>Community Strategy Partnership,</p> <p>Community Groups,</p> <p>Residents/Tenants,</p> <p>Voluntary Agencies,</p> <p>Welsh Language Board,</p> <p>Snowdonia National Park,</p> <p>Menter Iaitht,</p> <p>Rural housing enabler,</p>

APPENDIX ONE - Affordable Housing Ongoing Actions 2007/12

STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	<p>3. Review the existing housing land allocation within the LDP (previously known as the Unitary Development Plan).</p>	<p>Affordable housing requirements in both rural and urban areas will be considered as part of the LDP process.</p> <p>The Strategic Options and Preferred Strategy for the LDP will be published in Summer 2006.</p> <p>The Deposit LDP will be published in Summer 2007 and adopted in early 2010.</p> <p>Adoption date amended from 2008 to 2010.</p> <p>FURTHER UPDATE PENDING</p>	<p>Final version by 2010.</p>	<p>On target.</p>	<p>Older People, Disabled People, Families, Young People, Black and Ethnic Minority and Other Relevant Groups,</p> <p>Private landlords,</p> <p>North Wales Local Authorities.</p>
	<p>4. To maximise the supply of affordable housing through the Social Housing Grant programme.</p>	<p>WAG 3 year rolling SHG programme now in place. Denbighshire total allocation of £8.8m for 2006/08 is 60% higher than previous years' allocations.</p> <p>Allocation for 2008/09 has now been set at £x.</p> <p>FURTHER UPDATE PENDING</p>	<p>Develop x properties using SHG during 2007/08.</p> <p>Develop x properties using SHG during 2008/09.</p>	<p>To be confirmed.</p> <p>To be confirmed.</p>	

APPENDIX ONE - Affordable Housing Ongoing Actions 2007/12

STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	5. To develop housing initiatives within rural areas through the Rural Housing Enabler project.	Surveys are scheduled in four areas for 2007/08 including Derwen and Llanellidan: In addition to which a planning application is due to be submitted to develop 3 affordable units within the South of the county.	Undertake four needs surveys during 2007/08.	On target.	
	6. To develop a range of extra care sheltered housing projects for older people. (AMENDED ACTION)	£4.2m of WAG funding has been secured to build a 59 unit, mixed tenure scheme on West Parade, Rhyl. This joint project between Pennaf and DCC commenced on site in July 2006. Target date for completion of scheme has been amended from December 2007 to August 2008, due to issues of land ownership and the requirement to install a sprinkler system within the building. The council are also seeking to develop further extra care schemes in Prestatyn and Ruthin. Various funding options are currently being considered for these schemes. Schemes are being developed in conjunction with other RSLs and the Local Health Board.	Complete Rhyl extra care scheme by Aug. 2008. Subject to SHG bid to WAG, to develop a 24 bed extra care housing scheme in Ruthin by 2010. To develop a 61 bed extra care housing scheme in Prestatyn by 2010.	On target. On target. On target.	

APPENDIX ONE - Affordable Housing Ongoing Actions 2007/12

STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	7. To pilot a scheme to reduce under-occupation within former council houses in rural areas.	<p>The council are considering undertaking a survey of the housing needs of older people living in ex-council houses in rural areas. Llanbedr DC is currently being considered as a pilot area for this project.</p> <p>Any scheme would assess the feasibility of buying back former council houses to allow older householders to purchase accommodation more appropriate to their needs within the local area.</p>	Develop scheme by March 2008.	On target.	
	8. To undertake a review of potentially surplus land owned by DCC Housing Services. (NEW ACTION)	<p>The council are currently undertaking a review of all garage sites and surplus land.</p> <p>Any suitable sites that are identified will be considered for developing new affordable housing.</p>	<p>Complete review of garage sites and and identify potential sites by July 2008.</p> <p>Complete review of other potentially surplus land by Dec. 2009.</p>	<p>On target.</p> <p>On target.</p>	

APPENDIX ONE - Affordable Housing Ongoing Actions 2007/12

STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	<p>9. To develop suitable accommodation for disabled people whose needs cannot be met within their existing accommodation.</p>	<p>All new schemes built by RSLs using Social Housing Grant must meet lifetime homes standards.</p> <p>Four new fully accessible units were developed for rent through Pennaf and Tai Clwyd during 2006/07.</p> <p>Bids were submitted to WAG in October 2006 for funding to develop:</p> <ul style="list-style-type: none"> - 2 bungalows at Lon Elan and Ffordd Ty Newydd Road in Rhyl - develop 2 LCHO units for people with learning disabilities <p>FURTHER UPDATE PENDING</p>	<p>To develop an adapted bungalow at Ffordd Ty Newydd Road, Rhyl by Dec. 2007.</p> <p>DEVELOP SMART TARGETS PENDING BID OUTCOMES.</p>	<p>On target.</p>	
	<p>10. To develop a one stop affordable housing website.</p> <p>(NEW ACTION)</p>	<p>In March 2007, DCC were successful in securing funding from WAG to develop an affordable housing website.</p> <p>This is a joint project that will initially be developed in conjunction with local RSLs. The project will then be rolled out on a regional basis to include Wrexham CBC.</p> <p>FURTHER UPDATE PENDING</p>	<p>Develop an affordable housing website within Denbighshire by March 2008.</p> <p>Extend website to incorporate Wrexham CBC by March 2009.</p>	<p>On target.</p> <p>On target.</p>	

APPENDIX TWO - Affordable housing completed actions 2004/07

STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
<p>1.</p> <p>AFFORDABLE HOUSING, SUSTAINABILITY AND WELSH CULTURE</p> <p>To increase the supply of new affordable accommodation throughout the County in accordance with housing need.</p> <p>Working with local communities to preserve the Welsh Culture and ensure developments are sustainable.</p>	<p>1. To negotiate an element of affordable housing on all new sites.</p>	<p>The council has developed a policy to seek in the order of 30% affordable housing on all new housing planning applications.</p> <p>104 affordable housing units were granted planning permission & £226k negotiated in commuted sums between July 04 and March 05.</p> <p>139 affordable housing units were granted planning permission & £214k negotiated in commuted sums between April 05 and March 06.</p> <p>FURTHER UPDATE PENDING</p>	<p>To develop 52 affordable housing units during 2005/06.</p> <p>To develop 60 affordable housing units during 2006/07.</p> <p>To attract additional investment in affordable housing to supplement the council's Social Housing Grant programme. Investment for 2006/07 to be equivalent to 20% of SHG programme.</p>	<p>46 affordable units developed (38 units developed in 2004/05).</p> <p>69 units developed during 2006/07.</p> <p>£x worth of additional investment achieved. Equates to x% of SHG programme.</p>	<p>Denbighshire County Council (Housing Services, Planning, Legal Services, Social Services, Supporting People, Private Sector Renewal, Access Officer, Equalities Officer),</p> <p>County Councillors,</p> <p>Town/Community Councils,</p> <p>Registered Social Landlords,</p> <p>Private Developers and Builders,</p> <p>DEIN,</p> <p>Welsh Assembly Government,</p>

APPENDIX TWO - Affordable housing completed actions 2004/07

STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	2. To formalise Denbighshire County Council's policy on affordable housing through production of new supplementary planning guidance.	<p>Guidance adopted by council in July 2005.</p> <p>Draft guidelines and application forms developed for inclusion with all new planning applications that involve affordable housing.</p> <p>Membership and terms of reference of the Affordable Housing Liaison Group agreed (housing, planning, RSLs, private sector representative).</p>	<p>Adopt SPG by May 2005.</p> <p>Introduce new affordable housing guidelines by Dec 2006.</p> <p>Review AHLG by Dec 2006.</p>	<p>Completed in July 2005.</p> <p>Introduced Sept. 2006.</p> <p>New private sector representative agreed on group by Feb 2007.</p>	<p>Community Strategy Partnership,</p> <p>Community Groups,</p> <p>Residents/Tenants,</p> <p>Voluntary Agencies,</p> <p>Welsh Language Board,</p> <p>Snowdonia National Park,</p> <p>Menter Iaitht,</p> <p>Rural housing enabler,</p>

APPENDIX TWO - Affordable housing completed actions 2004/07

STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	3. To review the allocation of Social Housing Grant (SHG) to maximise the use of resources.	SHG bids now aligned to reflect DCC affordable housing policy and requirements of Supporting People Operational Plan (SPOP). Denbighshire's total SHG allocation was £2.8m for 2005/06.	Review DCC bidding process for SHG by April 2005.	Completed March 2005.	Older People, Disabled People, Families, Young People, Black and Ethnic Minority and Other Relevant Groups, Private landlords,
	4. To maximise the supply of affordable housing through the Social Housing Grant programme.	WAG 3 year rolling SHG programme now in place. Denbighshire total allocations of £2.8m for 2005/06 & £8.8m for 2006/08 are significantly higher than previous years' allocations. FURTHER UPDATE PENDING	Develop 52 properties during 2005/06. Develop 55 properties during 2006/07.	46 developed. 50 developed.	North Wales Local Authorities.
	5. To establish a Rural Housing Enabler project.	A jointly funded project was established in Nov. 2004 in conjunction with Cymdeithas Tai Clwyd, Conwy CBC and Snowdonia National Park Authority. The first four needs surveys were completed in Llantysilio, Rhewl, Corwen and Trefnant. Surveys were completed in 2006/07 in Gwyddelwern, Llanfair DC, Llanbedr DC & Llandrillo.	Establish RHE project by Dec. 2005. Undertake three needs surveys per year by November 2007.	Completed Nov. 2005. Four surveys undertaken in 2005/06. Four surveys undertaken in 2006/07.	

APPENDIX TWO - Affordable housing completed actions 2004/07

STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	6. To evaluate schemes to limit the effect of the Right to Buy (RTB) and the repurchase of properties.	The council's Legal department has now included a restrictive resale covenant on all RTB purchases. It requires properties resold in rural areas, to be offered to residents/people who have worked within the area for a minimum of three years.	Include restrictive clause in all new RTB sales by June 2005.	Completed June 2005.	
	7. To review the county's existing low cost home ownership scheme.	A decision was made by DCC to support the Homebuy programme as the principle vehicle for grant funded low cost home ownership until 2008. WAG funding of £1m for Homebuy has been secured for 2006/08.	Undertake review of Homebuy by March 2006.	Completed Sept 2005.	
	8. To investigate developing a register of interest in low cost home ownership.	Cymdeithas Tai Clwyd agreed to develop the register in conjunction with the council and other RSLs. A database and common application forms have now been established.	Develop LCHO register by July 2006.	Scheme launched in July 2006.	

APPENDIX TWO - Affordable housing completed actions 2004/07

STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	9. To utilise annual conferences and Area Partnerships to monitor/evaluate the Local Housing Strategy.	<p>First annual LHS conference took place in Ruthin in October 2005. Over 80 delegates attended as part of consultation process to develop the 2006/07 LHS action plan.</p> <p>Second annual LHS conference took place in Henllan in November 2006. Over 90 delegates attended as part of consultation process to develop the new LHS.</p>	<p>First annual conference to be held by Oct. 2005.</p> <p>Second annual conference to be held by Oct. 2006.</p>	<p>Conference held on 20th Oct. 2005.</p> <p>Conference held on 29th Nov. 2006.</p>	
	10. To develop suitable accommodation for disabled people whose needs cannot be met within their existing accommodation.	<p>During 2004/05 five adapted units on SE Rhyl were granted planning permission.</p> <p>A further unit has been granted planning permission in Tynewydd Road, Rhyl as part of the council's affordable housing policy.</p>	<p>To develop two wheelchair accessible units for rent on West Parade, Rhyl by Jun 2006.</p> <p>To develop two adapted bungalows for rent in Llandrillo by Mar 2007.</p>	<p>Completed Dec. 2006.</p> <p>Completed Aug. 2006.</p>	

APPENDIX TWO - Affordable housing completed actions 2004/07

STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
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REPORT TO CABINET

CABINET MEMBER: Councillor E W Williams Lead Member for Environment

DATE: 22 May 2007

SUBJECT: Denbighshire's Recycling Park Strategy

1. Decision Sought

To approve the recommended course of action in relation to the development of the Council's recycling parks.

2. Reason for Seeking Decision

- 2.1 The WAG targets for recycling are very onerous. The required rate for the year 2006-07 was 25%, but this will rise to 40% in the year 2009-10. The 'easy wins' have now been achieved, so it will become increasingly difficult to improve on the current recycling rates. WAG have also introduced strict targets for year-on-year reductions in tonnages that are sent to landfill (see Appendix One for details).
- 2.2 If Denbighshire is to achieve the performance required under 2.1 (above), there will have to be a step change in contribution made by the Council's recycling parks. A fundamental component of the strategy for change is the proposal to replace the six existing civic amenity (CA) sites with three improved recycling parks. In order to maximise cost effectiveness, and due to affordability considerations, a phased approach has been proposed. The order in which the new sites are to be provided will be determined according to the predicted benefits that are likely to be obtained. This effectively means that the north of the county will be dealt with first, because that is where the largest volumes of waste are currently generated.
- 2.3 When the new site(s) open, the old sites will have to close. The existing sites are shown in Appendix Two, together with a possible location for a new site near to Rhuddlan. No other potential sites have been identified.
- 2.4 Civic amenity sites can become contentious issues. There is often resistance to any new sites, yet ironically there can also be resistance when old sites are closed. This report is effectively seeking the support of the Council in driving the required changes forward.

3. Power to Make the Decision

Under Section 2 of the Local Government Act 2000, i.e. the promotion or improvement of the environment for the well-being of the area.

4. Cost and Staffing Implications

- 4.1 The cost of managing the sites will need to be assessed prior to decisions being taken about the replacement of the existing CA site management contract, which expires in March 2009. It will not be possible to accurately estimate the likely costs until a new specification document has been produced. However, the new arrangements are likely to utilise similar levels of labour, and they should operate more efficiently, so it is not envisaged that there will be a major increase in revenue spending. The major requirement will be for capital investment.
- 4.2 It is envisaged that the majority of the capital funding will be obtained via the sustainable waste management grant that is provided by WAG. However, some funding will also be required from the Council's own capital allocation (commencing

2008-09). An application for capital funding was therefore submitted as part of the current Capital Plan, and this was approved by Council on 17 April 2007.

5. Financial Controller Statement

The cost of providing a new CA site in the North of the County was the subject of a match funding capital bid for 2007/8. The Capital Strategy group recommended that the funding be provided and full Council agreed the funding as part of the overall capital plan for the current year on 17 April.

The revenue position will need to be considered as part of the budget setting process for 2008/9.

6. Consultation Carried Out

- 6.1 The topic was debated at the Environment Scrutiny of 5 April 2007. The Committee reaffirmed its support for the Council's waste management strategy, including the aim of replacing the six existing civic amenity (CA) sites with three improved sites. The Committee also recognised and accepted that this will have to be a phased process and that the order in which the new sites are to be provided will be determined according to the predicted benefits that are likely to be obtained.
- 6.2 The topic was also discussed at the Member Development day held on 16 April 2007. Once again, the implications of the proposed strategy were discussed and Members expressed their support for what was being proposed. Members were taken to an example of a modern recycling park (Greenfield in Flintshire).
- 6.3 Officers have consulted with neighbouring authorities and peer groups, in order to assess the likely effects of the policies that are being proposed.

7. Implications on Other Policy Areas

7.1 The Vision

The recommendation is consistent with the vision for Denbighshire 2025. In particular "Denbighshire will be an ideal place to live because":

- "we will recycle most of our waste and conserve energy".
- "we will respect and maintain our natural environment".

7.2 Other policy areas including corporate

The targets relating to waste reduction, and the effect of escalating waste costs, will have consequences for all departments of the council.

8. Action plan

	Action	Responsibility	By when
1	Finalise plans for new site (north of County)	S.Parker A.Roberts	07 / 2007
2	Obtain planning permission and EA consents	As above	09 / 2007
3	Construction of new facility (north of County)	As above	07 to 08
	Develop potential sites for remainder of county	As above	6/2008
4	Start using the new facility (north of County)	As above	02/2009
5	Closure of old facilities (north of County)	As above	03/2009

9. Recommendations

- 9.1 That Cabinet reaffirms its support for the Council's Waste Management Strategy (approved in 2005), which included the aim of replacing the six existing civic amenity sites with three improved recycling parks.
- 9.2 That the Committee recognises and accepts that this strategy is likely to involve the closure of existing facilities, and that the order in which the necessary changes are introduced will be determined on a cost effectiveness basis.

Background information

- The current recycling performance is outlined below. The infrastructure at DCC's recycling parks is substandard. Layouts are cramped and source separation of waste by the public is therefore difficult to achieve. This means that our recycling rates suffer. The rates that can typically be achieved at the best recycling parks are approx. 80% to 85%.

CORE SET INDICATOR WMT/007

Percentage of municipal waste received at Recycling Parks that is reused, recycled or composted (2006 / 07 figs):		Total Municipal Solid Waste (tonnes)	Reused, Recycled or Composted
Q1	52.01%	4638.749	2412.642
Q2	40.32%	4135.481	1667.232
Q3	41.41%	3123.323	1293.470
Q4	30.92%	1992.220	616.062
Cumulative	43.12 %	13889.773	5989.406

Note: the definition excludes construction and demolition wastes, e.g. soil & rubble.

	Compost (%)	Recycled (%)	Inert (%)	TOTAL (%) RECOVERY
Apr-06	16.5	22.0	23.5	62.0
May-06	21.2	21.6	21.1	63.9
Jun-06	23.3	16.6	22.4	62.3
Jul-06	20.5	13.9	24.8	59.1
Aug-06	17.1	12.2	24.1	53.5
Sep-06	20.3	9.5	19.0	48.7
Oct-06	16.0	18.4	26.2	60.6
Nov-06	14.6	22.7	21.4	58.8
Dec-06	4.9	18.3	16.6	39.9
Jan-07	7.5	19.4	19.2	46.0
Feb-07	12.5	9.5	22.7	44.7
Mar-07				
Average	16.8	16.8	22.2	55.7

- Disposal routes for recycling park waste (tonnes):

	Total	Landfill	Refuse Derived Fuel	Inert (Rubble)	Compost	Recycled
Apr-06	1962.085	699.461	46.900	460.239	323.240	432.246
May-06	2004.417	677.046	46.416	422.632	424.570	433.753
Jun-06	2005.118	726.075	30.210	450.000	466.910	331.923
Jul-06	1821.151	719.553	25.184	451.169	372.490	252.754
Aug-06	1809.028	819.337	22.182	436.644	309.995	220.870
Sep-06	1719.204	871.598	10.394	326.089	348.580	162.542
Oct-06	1599.595	601.013	29.765	418.330	255.930	294.558
Nov-06	1304.220	507.188	30.742	278.823	190.800	296.668
Dec-06	1099.698	639.277	21.869	183.038	53.990	201.525
Jan-07	1287.081	670.362	24.158	246.917	96.590	249.053
Feb-07	1231.768	667.051	14.586	279.712	153.380	117.039
Mar-07	0.000	0.000	0.000	0.000	0.000	0.000
TOTAL	17843.365	7597.961	302.406	3953.592	2996.475	2992.931

3. Because segregation rates at Denbighshire's sites are low, the remaining 'mixed waste' still contains a significant proportion of recyclable material. Most of this waste is therefore (currently) transported to an off-site materials recovery facility at Sandycroft in Flintshire. This facility recovers a further 20% (of the overall total) giving an overall recovery rate of around 60%. However, this means that the Council is still losing around 25% of the available recycling tonnage
4. An example of an efficient recycling park can be seen at Greenfield in Flintshire. The physical layout of the site encourages proper recycling performance by the public. The main features are:
 - a) split level operation; meaning people don't have to climb stairs to get to the skips
 - b) a specific recycling bay for each specific materials that can be recovered. Members of the public can only get to the 'general' skips AFTER the have gone past each of the specific recycling skips.
 - c) a positive attitude to recycling from the attendants (fuelled by performance related pay). This has a major influence on the rates that are achieved.
5. The consequence of supporting the proposed strategy is likely to be that the two existing CA sites in the north will be replaced by one 'super site'. The two CA sites in the Dee Valley are likely to be replaced by one site, and the remaining two sites (in the centre of the County are also likely to be merged in some way.
6. The existing CA sites are managed via a contract with SITA. The contract expires in March 2009, and April 2009 is the same start date for the 'step change' in recycling rates that is required (from 25% to 40%). The largest tonnages are recycled at the two northern sites, so this is where the first 'super site' needs to be located.
7. The locations of the existing site are shown on the next page. The circles are drawn at radius of 10km which is generally felt to be a reasonable distance for people to travel in order to access a site.

Location of Denbighshire's existing Civic Amenity sites



REPORT TO CABINET

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

DATE: 22 May 2007

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. This is an updated monthly report on employee data (appendix A). The monthly gross pay statistics which is a summary of the payments made to employees of Denbighshire County Council each month, and the number of jobs which have contributed to that expenditure remains in the report. Excluded from those figures are payments relating to refund of expenses, such as traveling and subsistence. The figures demonstrate the expenditure on salaries and the number of paid posts within the Authority excluding members.

2.2 A list showing the breakdown of starters and leavers is attached (appendix B).

Graphs showing the corporate position since April 2006 are attached (appendix C). Last years data has been left on the graphs so a monthly comparison can be made with last year.

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 of 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.
- 7.2. The Vision – being able to deliver the Vision depends on having the right number of staff in the right jobs.

8 RECOMMENDATIONS

- 8.1. Members note the information considered in this report.

Overall Council Position

		SS&H			LL			Env			CE + CC			Res			TOTAL											
Establish't	Number of staff	Average Number of Days Lost		Overall Percentage Absence	Average Number of Days Lost		Overall Percentage Absence	Number of staff	Average Number of Days Lost		Overall Percentage Absence	Number of staff	Average Number of Days Lost		Overall Percentage Absence	Number of staff	Average Number of Days Lost		Overall Percentage Absence	Number of staff	FTEs	Leavers	Starters	Gross pay	No. of Employments			
		FTEs	Per Employee		FTEs	Per Employee			FTEs	Per Employee			FTEs	Per Employee			FTEs	Per Employee								FTEs	Per Employee	FTEs
Apr	2005	766	685		2361	1956		894	734		58	53		229	213		4308	3642				39	45	6,965,021.60	5182			
May		779	698		2370	1966		940	776		59	54		225	209		4373	3703				28	32	6,864,597.00	5139			
Jun		787	705		2369	1969		957	789		59	54		225	209		4397	3726				31	30	6,905,006.20	5166			
Jul		791	709		2370	1976		943	760		60	54		230	214		4394	3714				37	41	6,929,748.80	5221			
Aug		795	714		2360	1988		943	758		62	56		233	217		4393	3732				132	24	6,990,180.30	5234			
Sep		789	711		2421	2079		941	757		56	53		246	226		4453	3825				81	157	6,797,529.10	4634			
Oct		812	730		2439	2108		938	757		55	52		248	228		4492	3874				34	34	7,039,295.90	5169			
Nov		813	732		2481	2152		940	761		55	52		250	230		4539	3927				17	50	7,027,057.80	5222			
Dec		814	735		2494	2172		943	763		55	52		249	230		4555	3951				84	33	7,109,461.10	5311			
Jan	2006	815	737		2498	2187		946	762		54	50		249	229		4562	3966				30	53	6,973,021.70	5279			
Feb		810	732		2491	2185		946	760		54	50		246	226		4547	3954				36	29	7,074,526.40	5339			
Mar		806	729		2482	2184		940	757		54	50		245	225		4527	3945				60	33	7,049,938.40	5328			
Apr		799	725	1.01	2475	2183	0.48	3.42	936	760	0.66	3.66	55	51	0.72	4.02	243	224	0.92	5.09	4508	3943	0.61	3.87	48	30	7,242,436.00	5359
May		805	732	1.19	2494	2200	0.80	3.96	951	785	0.72	3.42	54	50	0.91	4.33	244	224	0.80	3.81	4548	3990	0.85	4.14	28	57	7,105,461.00	5304
Jun		810	738	1.12	2498	2208	0.82	3.85	950	789	0.72	3.29	55	51	0.91	4.14	244	224	0.70	3.20	4557	4010	0.84	3.92	31	32	7,214,945.42	5365
Jul		805	738	1.02	2487	2201	0.67	3.65	946	798	0.69	3.29	54	50	0.63	2.98	256	235	0.49	2.31	4548	4021	0.73	3.70	56	52	7,438,512.70	5792
Aug		803	737	0.99	2483	2197	0.60	2.73	950	805	0.72	3.29	53	49	0.61	2.79	261	240	0.93	4.21	4550	4028	0.75	3.39	110	29	7,236,479.10	5317
Sep		812	747	1.03	2504	2239	0.50	2.50	958	828	0.62	2.95	54	50	0.27	1.27	257	236	1.17	5.58	4585	4099	0.66	3.21	44	97	7,134,722.40	4985
Oct		817	753.2	1.25	2447	2168.6	0.93	4.53	960	836.4	0.84	3.84	52	48.8	0.73	3.32	258	236.9	1.23	4.46	4534	4044	0.94	4.39	40	31	7,303,514.00	5241
Nov		783	712.2	1.17	2332	1976.9	0.91	4.40	953	832.2	0.85	3.88	54	51.3	0.99	4.52	257	236.5	1.24	5.62	4379	3809	0.96	4.49	17	37	7,387,035.40	5377
Dec		794	716.6	0.64	2338	1930.0	0.69	3.94	960	822.8	0.85	4.47	52	47.7	0.69	3.64	259	238.5	0.68	3.60	4403	3756	0.71	3.87	47	31	7,429,681.00	5405
Jan	2007	797	716.6	1.31	2321	1888.1	1.04	5.19	958	744.0	1.27	5.77	53	48.3	0.95	4.33	262	241.5	0.86	3.90	4391	3638	1.11	5.30	30	33	7,290,325.80	5363
Feb		803	721.4	1.31	2316	1872.2	1.01	5.91	958	743.6	1.23	6.14	53	48.3	1.08	5.40	266	245.6	0.63	3.15	4396	3631	1.07	5.35	34	31	7,367,967.60	5384
Mar		809	729.5	1.13	2324	1897.4	1.04	4.73	959	751.6	1.19	5.41	52	47.3	0.87	3.96	266	246.0	0.81	3.67	4410	3672	1.04	4.74	33	29	7,390,025.80	5383
Apr		812	709.7	1.20	2326	1905.1	0.66	4.24	948	743.2	1.02	5.30	53	47.7	0.97	5.08	267	247.0	0.63	3.34	4406	3652.7	0.84	4.88	46	33	7,507,419.90	5406
Rolling Average																												
Apr	2006	801	721.5	1.01	2438	2095.7	0.48	3.42	943	763.5	0.66	3.66	57	52.2	0.72	4.02	241	222.2	0.92	5.09	4478	3855.1	0.61	3.87	51.5	45.5	7,000,233.14	5216.8
May		803	724.4	1.10	2448	2115.2	0.64	3.69	944	764.2	0.69	3.54	56	51.8	0.82	4.18	242	223.4	0.86	4.45	4493	3879.0	0.73	4.01	51.5	47.6	7,020,305.14	5230.5
Jun		805	727.1	1.11	2459	2135.1	0.70	3.74	943	764.2	0.70	3.46	56	51.6	0.85	4.16	244	224.7	0.81	4.03	4506	3902.7	0.77	3.98	51.5	47.8	7,046,133.41	5247.1
Jul		806	729.5	1.09	2468	2153.9	0.69	3.72	943	767.3	0.70	3.42	55	51.2	0.79	3.87	246	226.4	0.73	3.60	4519	3928.3	0.76	3.91	53.1	48.7	7,088,530.32	5294.7
Aug		807	731.4	1.07	2479	2171.3	0.67	3.52	944	771.2	0.70	3.39	55	50.6	0.76	3.65	248	228.4	0.77	3.72	4532	3952.9	0.76	3.80	51.3	49.1	7,109,055.22	5304.6
Sep		809	734.4	1.06	2486	2184.6	0.65	3.35	945	777.1	0.69	3.32	54	50.4	0.68	3.26	249	229.3	0.84	4.03	4543	3975.7	0.74	3.71	48.2	44.1	7,137,154.66	5314.2
Oct		809	736.3	1.09	2486	2189.6	0.69	3.52	947	783.7	0.71	3.39	54	50.1	0.68	3.26	250	230.0	0.89	4.09	4547	3989.9	0.77	3.80	48.7	43.8	7,159,172.84	5320.2
Nov		807	734.7	1.10	2474	2175.0	0.71	3.63	948	789.7	0.73	3.45	54	50.1	0.72	3.42	251	230.6	0.94	4.29	4533	3980.0	0.79	3.89	48.7	42.8	7,189,170.97	5333.1
Dec		805	733.1	1.05	2461	2154.9	0.71	3.66	950	794.7	0.74	3.57	54	49.7	0.72	3.45	252	231.3	0.91	4.21	4521	3963.8	0.78	3.89	45.6	42.6	7,215,855.96	5340.9
Jan	2007	803	731.4	1.07	2446	2130.0	0.74	3.82	951	793.2	0.79	3.79	54	49.6	0.74	3.53	253	232.3	0.90	4.18	4506	3936.5	0.82	4.03	45.6	40.9	7,242,297.97	5347.9
Feb		803	730.5	1.09	2431	2103.9	0.77	4.01	952	791.8	0.83	4.00	54	49.5	0.77	3.70	254	233.9	0.88	4.08	4484	3909.6	0.84	4.15	45.4	41.1	7,266,751.49	5351.7
Mar		803	730.5	1.10	2418	2080.0	0.79	4.07	953	791.3	0.86	4.12	53	49.3	0.78	3.73	256	235.7	0.87	4.05	4484	3886.8	0.86	4.20	43.2	40.8	7,295,092.10	5356.3
Apr		804	729.2	1.11	2406	2056.8	0.81	4.14	954	789.9	0.89	4.25	53	49.0	0.80	3.81	258	237.6	0.85	3.90	4476	3862.6	0.88	4.28	43.0	41.0	7,317,174.18	5360.2

Starters/Leavers - April 2007
Please see attached breakdown on starters and leavers

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

Establish't	Director	Personnel		Finance				ICT				Internal Audit				Strat Pol Unit				TOTAL							
		Number of staff	FTEs	Number of staff	FTEs	Average Number of Days Lost		Overall Percentage		Number of staff	FTEs	Average Number of Days Lost		Overall Percentage		Number of staff	FTEs	Average Number of Days Lost		Overall Percentage		Number of staff	FTEs	Leavers	Starters		
						Per Employee	Per Employee	Per Employee	Per Employee			Per Employee	Per Employee	Per Employee	Per Employee			Per Employee	Per Employee								
Apr	2005	2	2.0	22	20.6			144	132.0			44	41.6			9	9.0			6	6.0			227	211.2	4	3
May		2	2.0	22	20.6			140	128.0			44	41.6			9	9.0			6	6.0			223	207.2	0	1
Jun		2	2.0	22	20.6			140	128.0			44	41.6			9	9.0			6	6.0			223	207.2	2	2
Jul		2	2.0	25	23.6			142	129.5			45	42.6			9	9.0			5	5.0			228	211.7	2	6
Aug		2	2.0	29	27.5			143	130.5			44	41.6			9	9.0			4	4.0			231	214.5	1	5
Sep		2	2.0	25	23.5			144	131.2			58	51.9			9	9.0			8	8.0			246	225.6	6	9
Oct		2	2.0	23	21.6			146	133.2			59	52.9			9	9.0			9	9.0			248	227.7	1	3
Nov		2	2.0	24	22.6			147	134.2			59	53.3			9	9.0			9	9.0			250	230.1	2	4
Dec		2	2.0	23	22.1			147	134.2			59	53.5			9	9.0			9	9.0			249	229.7	2	1
Jan	2006	2	2.0	23	22.1			147	134.2			59	53.1			9	9.0			9	9.0			249	229.3	1	1
Feb		2	2.0	23	22.1			144	131.2			59	53.1			9	9.0			9	9.0			246	226.4	3	2
Mar		2	2.0	25	24.1			143	130.2			59	53.1			9	9.0			7	7.0			245	225.4	4	2
Apr		2	2.0	25	24.5	1.55	8.63	142	129.5	0.34	1.89	58	51.6	0.35	1.94	9	9.0	0.00	0.00	7	7.0	0.00	0.00	243	223.6	4	2
May		2	2.0	24	23.1	3.19	15.17	142	129.2	0.37	1.75	60	53.4	1.07	5.07	9	9.0	0.00	0.00	7	7.0	0.14	0.68	244	223.6	1	3
Jun		2	2.0	24	23.2	1.82	8.28	142	129.2	0.35	1.61	60	53.2	0.99	4.49	9	9.0	0.22	1.01	7	7.0	0.71	3.25	244	223.6	1	0
Jul		2	2.0	30	29.2	0.19	0.82	146	133.0	0.38	1.83	60	53.2	0.69	3.29	10	10.0	0.05	0.24	8	8.0	2.63	12.50	256	235.4	0	12
Aug		2	2.0	33	32.2	0.39	1.77	146	132.6	0.81	3.67	62	55.2	1.46	6.64	10	10.0	0.00	0.00	8	8.0	2.75	12.50	261	240.1	0	5
Sep		2	2.0	29	27.7	1.33	6.35	147	133.6	0.82	3.93	61	54.7	2.03	9.67	10	10.0	0.50	2.38	8	8.0	2.63	12.50	257	236.1	7	3
Oct		2	2.0	28	26.7	1.74	7.90	148	134.6	0.64	2.91	61	54.5	2.42	10.98	10	10.0	0.50	2.27	9	9.0	2.44	11.11	258	236.9	2	4
Nov		2	2.0	28	26.7	1.28	5.84	148	135.1	0.87	3.96	60	53.6	1.87	8.50	10	10.0	1.10	5.00	9	9.0	1.22	5.56	257	236.5	1	2
Dec		2	2.0	29	27.7	1.44	7.59	149	136.1	0.62	3.27	60	53.6	0.72	3.78	10	10.0	0.00	0.00	9	9.0	0.00	0.00	259	238.5	1	3
Jan	2007	2	2.0	29	27.7	0.40	1.80	150	137.1	0.88	3.99	62	55.6	1.15	5.21	10	10.0	0.90	4.09	9	9.0	0.00	0.00	262	241.4	2	4
Feb		2	2.0	30	28.6	0.28	1.41	151	138.6	0.67	3.35	64	57.4	0.85	4.27	10	10.0	0.50	2.50	9	9.0	0.00	0.00	266	245.6	0	4
Mar		2	2.0	30	28.6	0.31	1.43	150	138.0	1.01	4.58	64	57.4	0.82	3.73	10	10.0	0.35	1.59	10	10.0	0.00	0.00	266	246.0	1	0
Apr		2	2.0	29	28.1	1.30	6.84	151	139.0	0.51	2.71	65	57.9	0.84	4.44	10	10.0	0.00	0.00	10	10.0	0.00	0.00	267	247.0	1	2
Rolling Average																											
Apr	2006	2	2.0	24	22.9	1.55	8.63	144	131.1	0.34	1.89	54	49.2	0.35	1.94	9	9.0	0.00	0.00	7	7.3	0.00	0.00	240	221.5	2.3	3.2
May		2	2.0	24	23.1	2.37	11.90	144	131.2	0.36	1.82	55	50.1	0.71	3.51	9	9.0	0.00	0.00	7	7.4	0.07	0.34	242	222.9	2.4	3.3
Jun		2	2.0	24	23.3	2.19	10.69	144	131.3	0.35	1.75	57	51.1	0.80	3.83	9	9.0	0.07	0.34	8	7.5	0.28	1.31	244	224.3	2.3	3.2
Jul		2	2.0	25	23.8	1.69	8.23	144	131.6	0.36	1.77	58	52.0	0.78	3.70	9	9.1	0.07	0.31	8	7.8	0.87	4.11	246	226.2	2.2	3.7
Aug		2	2.0	25	24.2	1.43	6.93	145	131.8	0.45	2.15	59	53.1	0.91	4.29	9	9.2	0.05	0.25	8	8.1	1.25	5.79	248	228.4	2.1	3.7
Sep		2	2.0	26	24.5	1.41	6.84	145	132.0	0.51	2.45	60	53.4	1.10	5.18	9	9.3	0.13	0.61	8	8.1	1.48	6.91	249	229.2	2.2	3.2
Oct		2	2.0	26	25.0	1.46	6.99	145	132.1	0.53	2.51	60	53.5	1.29	6.01	9	9.3	0.18	0.84	8	8.1	1.61	7.51	250	230.0	2.3	3.3
Nov		2	2.0	26	25.3	1.44	6.85	145	132.2	0.57	2.69	60	53.5	1.36	6.32	9	9.4	0.30	1.36	8	8.1	1.57	7.26	251	230.5	2.2	3.1
Dec		2	2.0	27	25.8	1.44	6.93	145	132.4	0.58	2.76	60	53.5	1.29	6.04	10	9.5	0.26	1.21	8	8.1	1.39	6.46	252	231.3	2.1	3.3
Jan	2007	2	2.0	27	26.2	1.33	6.42	146	132.6	0.61	2.88	60	53.7	1.28	5.96	10	9.6	0.33	1.50	8	8.1	1.25	5.81	253	232.3	2.2	3.5
Feb		2	2.0	28	26.8	1.24	5.96	146	133.2	0.61	2.92	61	54.1	1.24	5.80	10	9.7	0.34	1.59	8	8.1	1.14	5.28	254	233.9	1.9	3.7
Mar		2	2.0	28	27.2	1.16	5.58	147	133.9	0.65	3.06	61	54.5	1.20	5.63	10	9.8	0.34	1.59	8	8.3	1.04	4.84	256	235.6	1.7	3.5
Apr		2	2.0	29	27.5	1.14	5.43	148	134.7	0.66	3.13	62	55.0	1.24	5.84	10	9.8	0.34	1.59	9	8.6	1.04	4.84	258	237.6	1.4	3.5

Directorate: County Clerk & CE

		CE		CC		TOTAL					
		Number of staff	FTEs	Number of staff	FTEs	Average Number of Days Lost Per Employee	Overall Percentage Absence	Number of staff	FTEs	Leavers	Starters
Establish't											
Apr	2005	2	2.0	56	51.2			58	53.2	0	0
May		2	2.0	57	51.8			59	53.8	0	1
Jun		2	2.0	57	51.8			59	53.8	0	0
Jul		2	2.0	58	52.4			60	54.4	0	1
Aug		2	2.0	60	54.0			62	56.0	0	2
Sep		2	2.0	54	50.6			56	52.6	1	0
Oct		2	2.0	53	49.8			55	51.8	0	0
Nov		2	2.0	53	49.8			55	51.8	0	0
Dec		2	2.0	53	49.8			55	51.8	2	0
Jan	2006	2	2.0	52	47.7			54	49.7	0	1
Feb		3	3.0	51	46.7			54	49.7	1	1
Mar		3	3.0	51	46.7			54	49.7	0	0
Apr		3	3.0	52	47.7	0.72	4.02	55	50.7	0	0
May		3	3.0	51	46.7	0.91	4.33	54	49.7	1	0
Jun		3	3.0	52	47.7	0.91	4.14	55	50.7	1	1
Jul		3	3.0	51	46.7	0.63	2.98	54	49.7	0	0
Aug		3	3.0	50	45.7	0.61	2.79	53	48.7	1	0
Sep		3	3.0	51	47.2	0.27	1.27	54	50.2	0	2
Oct		3	3.0	49	45.8	0.73	3.32	52	48.8	0	0
Nov		3	3.0	51	47.0	0.99	4.52	54	50.0	0	2
Dec		3	3.0	49	44.0	0.69	3.64	52	47.0	1	0
Jan	2007	3	3.0	53	48.3	0.95	4.33	56	51.3	0	0
Feb		3	3.0	53	48.3	1.08	5.40	56	51.3	0	0
Mar		3	3.0	52	47.3	0.87	3.96	55	50.3	0	0
Apr		3	3.0	53	47.7	0.97	5.08	56	50.7	0	1
Rolling Average											
Apr	2006	2	2.3	54	49.9	0.72	4.02	57	52.2	0.3	0.5
May		2	2.3	54	49.5	0.82	4.18	56	51.8	0.4	0.4
Jun		2	2.4	53	49.2	0.85	4.16	56	51.6	0.5	0.5
Jul		3	2.5	53	48.7	0.79	3.87	55	51.2	0.5	0.4
Aug		3	2.6	52	48.0	0.76	3.65	55	50.6	0.6	0.3
Sep		3	2.7	52	47.7	0.68	3.26	54	50.4	0.5	0.4
Oct		3	2.8	51	47.4	0.68	3.26	54	50.1	0.5	0.4
Nov		3	2.8	51	47.1	0.72	3.42	54	50.0	0.5	0.6
Dec		3	2.9	51	46.7	0.72	3.45	54	49.6	0.4	0.6
Jan	2007	3	3.0	51	46.7	0.74	3.53	54	49.7	0.4	0.5
Feb		3	3.0	51	46.8	0.77	3.70	54	49.8	0.3	0.4
Mar		3	3.0	51	46.9	0.78	3.73	54	49.9	0.3	0.4
Apr		3	3.0	51	46.9	0.80	3.81	54	49.9	0.3	0.5

Directorate: Social Services and Housing

		Director		Adult Ser				Bus Sup		Child Serv				Child & Young				Housing Serv				TOTAL									
		Number of staff		Average Number of Days Lost Per Employee		Overall Percentage Absence		Number of staff		Average Number of Days Lost Per Employee		Overall Percentage Absence		Number of staff		Average Number of Days Lost Per Employee		Overall Percentage Absence		Number of staff		Average Number of Days Lost Per Employee		Overall Percentage Absence		Number of staff		FTEs	Leavers	Starters	
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	685.0		2		5		
May		3	3.0	545	474.6			24	23.7			118	112.5			2	2.0			87	81.9			779	697.7		5		5		
Jun		3	3.0	551	480.0			24	23.7			119	112.6			2	2.0			88	83.4			787	704.7		7		6		
Jul		3	3.0	552	482.2			24	23.7			123	116.6			2	2.0			87	81.9			791	709.3		7		11		
Aug		3	3.0	575	505.2			24	23.7			102	96.2			2	2.0			89	83.9			795	714.0		8		7		
Sep		3	3.0	574	505.0			23	22.7			99	94.2			2	2.0			88	84.3			789	711.3		12		9		
Oct		3	3.0	575	506.6			24	23.7			123	112.3			2	2.0			85	82.2			812	729.7		7		7		
Nov		3	3.0	579	511.5			24	23.7			123	112.8			2	2.0			82	79.2			813	732.1		1		3		
Dec		3	3.0	578	512.7			24	23.7			123	112.8			3	3.0			83	80.2			814	735.3		10		2		
Jan	2006	3	3.0	577	513.0			25	24.7			122	111.8			3	3.0			85	81.8			815	737.3		7		9		
Feb		3	3.0	573	508.9			25	24.7			121	110.8			3	3.0			85	81.8			810	732.2		9		3		
Mar		3	3.0	569	506.1			25	24.7			121	110.8			3	3.0			85	81.8			806	729.4		10		1		
Apr		3	3.0	561	499.9	1.11	6.17	25	24.7	0.08	0.45	124	113.8	0.99	5.47	3	3.0	4.00	22.22	83	80.4	0.57	3.18	799	724.8		6		2		
May		3	3.0	566	506.3	1.25	5.95	26	25.7	0.27	1.30	122	111.8	1.73	8.21	3	3.0	0.00	0.00	85	82.4	0.40	1.91	805	732.2		5		9		
Jun		3	3.0	569	509.3	1.14	5.16	26	25.7	0.34	1.54	122	112.3	1.49	6.78	3	3.0	0.67	3.03	87	84.4	0.75	3.42	810	737.7		4		9		
Jul		3	3.0	563	505.9	0.96	4.58	27	26.7	0.11	0.53	123	115.9	1.56	7.44	3	3.0	6.33	30.16	86	83.4	0.73	3.49	805	737.8		13		8		
Aug		3	3.0	562	506.3	0.94	4.26	27	26.7	1.44	6.54	121	113.9	1.01	4.59	6	6.0	3.67	16.67	84	81.4	1.01	4.59	803	737.2		9		7		
Sep		4	4.0	566	510.8	0.97	4.60	26	25.7	0.23	1.11	123	115.9	1.20	5.74	9	9.0	3.11	14.81	84	81.4	1.25	5.95	812	746.7		3		13		
Oct		4	4.0	570	516.1	1.25	5.67	26	25.7	0.19	0.88	124	117.1	1.72	7.83	9	9.0	0.11	0.51	84	81.4	1.03	4.67	817	753.2		7		9		
Nov		4	4.0	547	483.5	1.28	5.81	26	25.7	0.31	1.41	116	110.5	1.18	5.35	8	8.0	1.88	8.52	86	83.4	0.73	3.33	787	715.2		3		12		
Dec		4	4.0	551	483.6	0.80	4.19	28	27.7	0.43	2.25	115	109.2	0.41	2.17	10	10.0	0.00	0.00	86	82.1	0.14	0.73	794	716.6		6		4		
Jan	2007	4	4.0	556	485.5	1.39	6.33	28	27.7	0.86	3.90	113	107.8	1.61	7.32	9	9.0	2.00	9.09	87	82.6	0.71	3.23	797	716.6		6		7		
Feb		4	4.0	559	487.4	1.36	6.70	28	27.7	0.46	1.98	112	106.8	1.35	16.67	9	9.0	3.33	6.74	91	86.6	1.13	5.64	803	721.4		2		10		
Mar		4	4.0	567	495.7	1.16	5.29	28	27.7	0.07	0.33	109	104.3	0.82	3.74	9	9.0	2.44	11.11	92	88.7	0.49	2.21	809	729.5		3		7		
Apr		2	2.0	570	481.6	1.43	7.53	28	26.9	0.52	2.74	109	102.4	0.77	4.06	9	9.0	2.00	10.53	94	87.9	0.57	3.02	812	709.7		2		9		
Rolling Average																															
Apr	2006	3	3.0	567	500.5	1.11	6.17	24	24.0	0.08	0.45	118	109.7	0.99	5.47	2	2.4	4.00	22.22	86	81.9	0.57	3.18	801	721.5	7.42	7.42	5.42			
May		3	3.0	569	503.1	1.18	6.06	24	24.2	0.18	0.88	119	109.7	1.36	6.84	3	2.5	2.00	11.11	85	81.9	0.49	2.55	803	724.4	7.42	7.42	5.75			
Jun		3	3.0	571	505.5	1.17	5.76	25	24.3	0.23	1.10	119	109.7	1.40	6.82	3	2.6	1.56	8.42	85	82.0	0.57	2.84	805	727.1	7.17	7.17	6.00			
Jul		3	3.0	572	507.5	1.12	5.47	25	24.6	0.20	0.96	119	109.6	1.44	6.98	3	2.7	2.75	13.85	85	82.1	0.61	3.00	806	729.5	7.67	7.67	5.75			
Aug		3	3.0	571	507.6	1.08	5.22	25	24.8	0.45	2.07	120	111.1	1.36	6.50	3	3.0	2.93	14.42	85	81.9	0.69	3.32	807	731.4	7.75	7.75	5.75			
Sep		3	3.1	570	508.1	1.06	5.12	25	25.1	0.41	1.91	122	112.9	1.33	6.37	4	3.6	2.96	14.48	85	81.7	0.79	3.76	809	734.4	7.00	7.00	6.08			
Oct		3	3.2	569	508.9	1.09	5.20	26	25.2	0.38	1.76	122	113.3	1.39	6.58	4	4.2	2.56	12.49	84	81.6	0.82	3.89	809	736.3	7.00	7.00	6.25			
Nov		3	3.3	567	506.6	1.11	5.28	26	25.4	0.37	1.72	122	113.1	1.36	6.43	5	4.7	2.47	11.99	85	82.0	0.81	3.82	807	734.9	7.17	7.17	7.00			
Dec		3	3.3	565	504.1	1.08	5.15	26	25.7	0.38	1.78	121	112.8	1.25	5.95	5	5.3	2.20	10.66	85	82.1	0.73	3.47	805	733.4	6.83	7.17				
Jan	2007	3	3.4	563	501.8	1.11	5.27	26	26.0	0.43	1.99	120	112.5	1.29	6.09	6	5.8	2.18	10.50	85	82.2	0.73	3.45	804	731.6	6.75	7.00				
Feb		4	3.5	562	500.1	1.13	5.40	27	26.2	0.43	1.99	120	112.1	1.30	7.05	6	6.3	2.28	10.16	86	82.6	0.77	3.65	803	730.7	6.17	7.58				
Mar		4	3.6	561	499.2	1.13	5.39	27	26.5	0.40	1.85	119	111.6	1.26	6.78	7	6.8	2.30	10.24	86	83.2	0.75	3.53	803	730.7	5.58	8.08				
Apr		4	3.5	562	497.7	1.16	5.51	27	26.7	0.44	2.04	117	110.6	1.24	6.66	7	7.3	2.13	9.26	87	83.8	0.75	3.52	805	729.5	5.25	8.67				

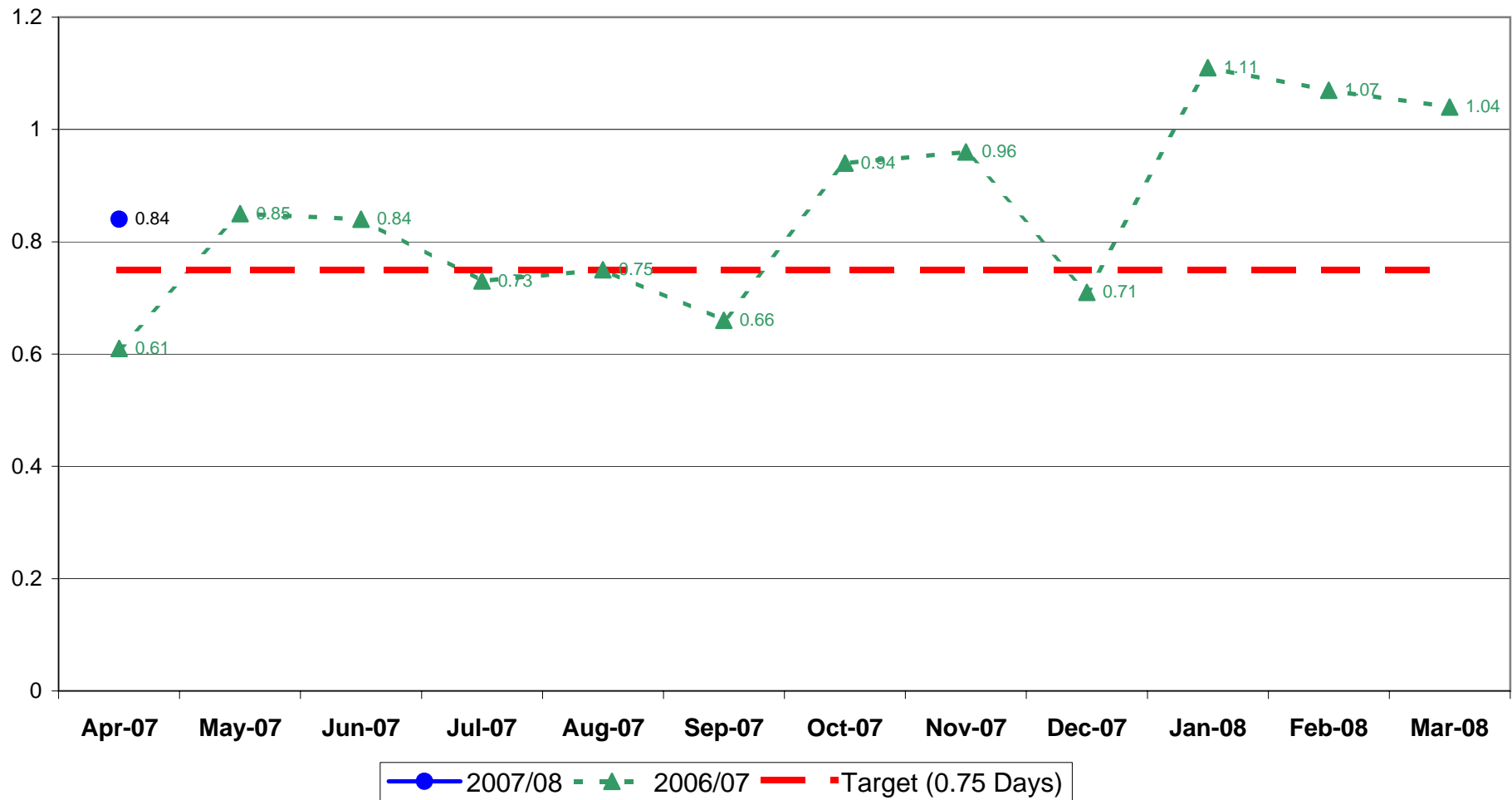
Leavers - April 2007

Directorate	Service	Dept	Position	Leaving Date	Leaving Reason
Environment	Environmental Services	Catering	Senior Cook In Charge01	04/04/2007	Dismissal - Ill Health related
Environment	Environmental Services	Catering	Catering Assistant02	01/04/2007	Resignation - Another Post Outside DCC
Environment	Environmental Services	Catering	Cook In Charge01	27/04/2007	Retirement
Environment	Environmental Services	Cleaning Service	Cleaner13	13/04/2007	Resignation - Another Post Outside DCC
Environment	Environmental Services	Cleaning Service	Cleaner01	16/04/2007	Resignation - Another Post Within DCC
Environment	Environmental Services	Cleaning Service	Cleaner05	20/04/2007	Dismissal - Ill Health related
Environment	Environmental Services	Enforcement & Waste Operations	Team Leader01	10/04/2007	Retirement
Environment	Environmental Services	Highway Operations	Winter Maintenance Driver	15/04/2007	End of Fixed Term/Temporary Contract
Environment	Environmental Services	Highway Operations	Winter Maintenance Driver	15/04/2007	End of Fixed Term/Temporary Contract
Environment	Environmental Services	Highway Operations	Winter Maintenance Driver	15/04/2007	End of Fixed Term/Temporary Contract
Environment	Environmental Services	Highway Operations	Winter Maintenance Driver	15/04/2007	End of Fixed Term/Temporary Contract
Environment	Environmental Services	Highway Operations	Winter Maintenance Driver	15/04/2007	End of Fixed Term/Temporary Contract
Environment	Environmental Services	Sign Shop, Street Lighting, Safety & CCTV	Admin Assistant01	29/04/2007	Retirement
Environment	Finance & Performance	Finance	Senior Payments Officer01	01/04/2007	Retirement - Early
Environment	Planning & Public Protection	Health And Private Sector	Housing Enforcement Officer03	01/04/2007	Resignation - Another Post Outside DCC
Environment	Planning & Public Protection	Health And Private Sector	Health And Safety Officer02	29/04/2007	Resignation - Another Post Outside DCC
Environment	Planning & Public Protection	Health And Private Sector	Principal Environmental Health Officer01	30/04/2007	Resignation - Another Post Outside DCC
Environment	Planning & Public Protection	Health And Private Sector	Senior Eho (Food Safety)02	01/04/2007	Resignation - Another Post Outside DCC
Environment	Planning & Public Protection	Trading Standards Licensing & Safety	Admin Officer02	29/04/2007	Resignation - Another Post Outside DCC
Environment	Transport & Infrastructure	Passenger Transport	School Escort14	27/04/2007	Resignation - Ill Health
Environment	Transport & Infrastructure	Passenger Transport	School Escort11	15/04/2007	Retirement
Environment	Transport & Infrastructure	Passenger Transport	School Escort09	12/04/2007	Resignation - Another Post Outside DCC
Lifelong Learning	Countryside & Leisure Services	Sports Development	Mentor Allan Watersports Co-ordinator	12/04/2007	Resignation - Personal
Lifelong Learning	Education	Primary	Statistics & MIS Officer01	01/04/2007	Resignation - Another Post Outside DCC
Lifelong Learning	Education	Secondary	Teacher01	30/04/2007	Retirement - Standard Age
Lifelong Learning	Schools	Primary Schools	Nursery Nurse (NNEB)	15/04/2007	Retirement
Lifelong Learning	Schools	Primary Schools	Mid Day Supervisor	15/04/2007	Resignation - Another Post Outside DCC
Lifelong Learning	Schools	Primary Schools	Mid Day Supervisor	15/04/2007	Resignation - Personal
Lifelong Learning	Schools	Primary Schools	Teaching Assistant	15/04/2007	Resignation - Personal
Lifelong Learning	Schools	Primary Schools	Caretaker	02/04/2007	Resignation - Personal
Lifelong Learning	Schools	Primary Schools	Teaching Assistant	15/04/2007	End of Fixed Term/Temporary Contract
Lifelong Learning	Schools	Primary Schools	Cleaner	24/04/2007	Resignation - Another Post Outside DCC
Lifelong Learning	Schools	Primary Schools	Teacher	01/04/2007	End of Fixed Term/Temporary Contract
Lifelong Learning	Schools	Primary Schools	Mid Day Supervisor	20/04/2007	Relief Staff
Lifelong Learning	Schools	Primary Schools	Learning Support Assistant	15/04/2007	End of Fixed Term/Temporary Contract
Lifelong Learning	Schools	Primary Schools	Teaching Assistant	15/04/2007	End of Fixed Term/Temporary Contract
Lifelong Learning	Schools	Secondary Schools	Cleaner	16/04/2007	Resignation - Another Post Within DCC
Lifelong Learning	Schools	Secondary Schools	Caretaker	19/04/2007	Retirement - Standard Age
Lifelong Learning	Schools	Secondary Schools	Cleaner	25/04/2007	Resignation - Another Post Outside DCC
Lifelong Learning	Schools	Secondary Schools	Teacher63	15/04/2007	End of Fixed Term/Temporary Contract
Lifelong Learning	Schools	Secondary Schools	Teacher	15/04/2007	End of Fixed Term/Temporary Contract
Lifelong Learning	Schools	Secondary Schools	Senior Mid Day Supervisor	15/04/2007	Resignation - Another Post Outside DCC
Lifelong Learning	Schools	Secondary Schools	Teacher53	15/04/2007	Resignation - Another Post Outside DCC
Lifelong Learning	Tourism, Heritage & Culture	Library & Information Service	Library Assistant 03	15/04/2007	Retirement - Standard Age
Resources	Central Personnel	Learning & Development	Learning & Development Administrator01	20/04/2007	Resignation - Another Post Outside DCC
Social Services & Ho	Adult Services	PMSU	Admin Officer01	05/04/2007	Resignation - Personal
Social Services & Ho	Adult Services	PMSU	Admin Assistant02	10/04/2007	Resignation - Another Post Outside DCC

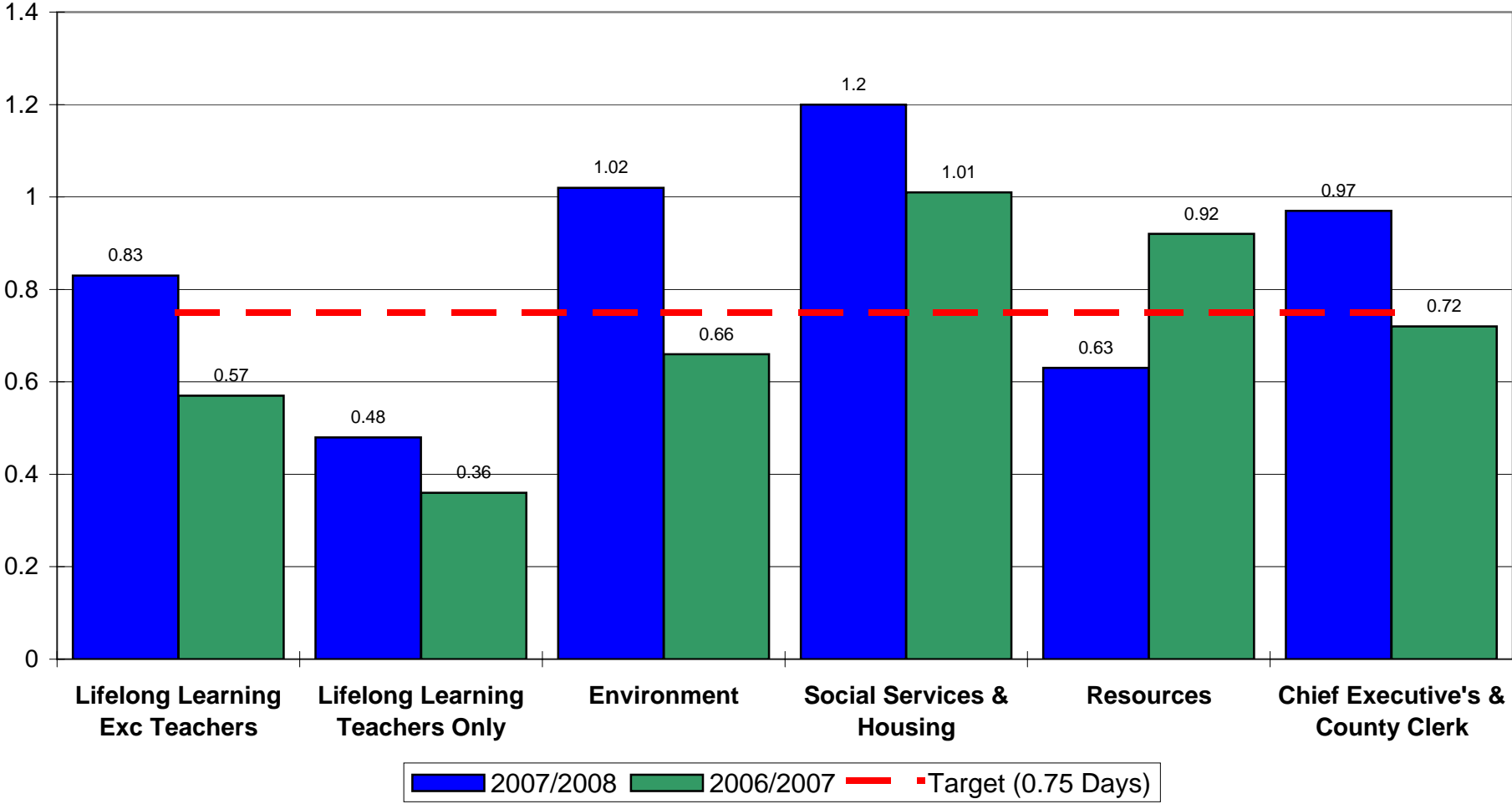
STARTERS - April 2007

Joining Date	Position	Directorate	Service	Dept	Location
03/04/2007	Deputy Superintendent Registrar03	Chief Executive's and County	County Clerks	Administration Services	County Hall
03/04/2007	Cleaner01	Environment	Environmental Services	Cleaning Service	Kinmel Park Depot
16/04/2007	Cleaner	Environment	Environmental Services	Cleaning Service	Kinmel Park Depot
16/04/2007	Mobile Cleaner	Environment	Environmental Services	Cleaning Service	Kinmel Park Depot
16/04/2007	Cleaner04	Environment	Environmental Services	Cleaning Service	Kinmel Park Depot
16/04/2007	Cleaner11	Environment	Environmental Services	Cleaning Service	Kinmel Park Depot
12/04/2007	Food Safety Officer 01	Environment	Planning & Public Protection	Health And Private Sector	Trem Clwyd
10/04/2007	Principal Environmental Health Officer (Food Sa	Environment	Planning & Public Protection	Health And Private Sector	Trem Clwyd
02/04/2007	Domestic Abuse Co-ordinator	Environment	Planning & Public Protection	Policy Research And Information	
18/04/2007	School Crossing Patrol08	Environment	Transport & Infrastructure	Traffic & Transportation	Caledfryn
16/04/2007	Corporate Modern Apprentice(CS)	Lifelong Learning	Countryside & Leisure Services	Countryside	
02/04/2007	Mentor Allan Watersports Co-ordinator	Lifelong Learning	Countryside & Leisure Services	Sports Development	Childrens Village
23/04/2007	Mentor Allan Climbing Co-ordinator	Lifelong Learning	Countryside & Leisure Services	Sports Development	Childrens Village
30/04/2007	Mentor Allan Administrative Assistant	Lifelong Learning	Countryside & Leisure Services	Sports Development	Childrens Village
16/04/2007	Team Leader Access to Informal Learning	Lifelong Learning	Education	Youth Service	
16/04/2007	Teaching Assistant	Lifelong Learning	Schools	Primary Schools	Llanbedr Controlled School
23/04/2007	Mid Day Supervisor	Lifelong Learning	Schools	Primary Schools	Prestatyn Bodnant Infants
16/04/2007	Teacher09	Lifelong Learning	Schools	Secondary Schools	Ysgol Dinas Bran
17/04/2007	Cover Assistant	Lifelong Learning	Schools	Secondary Schools	Denbigh High School
02/04/2007	Heritage Trail Attendant04	Lifelong Learning	Tourism, Heritage & Culture	Archives & Heritage	Yr Hen Garchar
21/04/2007	Art Tutor03	Lifelong Learning	Tourism, Heritage & Culture	County Arts	The Old Gaol
21/04/2007	Art Tutor	Lifelong Learning	Tourism, Heritage & Culture	County Arts	The Old Gaol
30/04/2007	Revenues Assistant09	Resources	Finance	Revenues	Russell House
25/04/2007	Improvement Analyst	Resources	ICT	Electronic Government	Ruthin
16/04/2007	Partnership Support Officer01	Social Services & Housing	Adult Services	PMSU	Warren Drive
09/04/2007	Assistant Manager01	Social Services & Housing	Adult Services	Provider Unit	Cysgod y Gaer
09/04/2007	Assistant Manager01	Social Services & Housing	Adult Services	Provider Unit	Ty Nant
01/04/2007	Manufacturing Consultant	Social Services & Housing	Adult Services	Sheltered Workshop	Cefndy Healthcare
16/04/2007	Production Operative 05	Social Services & Housing	Adult Services	Sheltered Workshop	Cefndy Healthcare
02/04/2007	Sessional Worker - YIP	Social Services & Housing	Children's Services	Resources & Specialist Services	Ty Nant
02/04/2007	Sessional Worker - YIP	Social Services & Housing	Children's Services	Resources & Specialist Services	Ty Nant
02/04/2007	Sessional Worker - YIP	Social Services & Housing	Children's Services	Resources & Specialist Services	Ty Nant
23/04/2007	Contact Warden08	Social Services & Housing	Housing Services	Housing Tenancy	Fronfraith

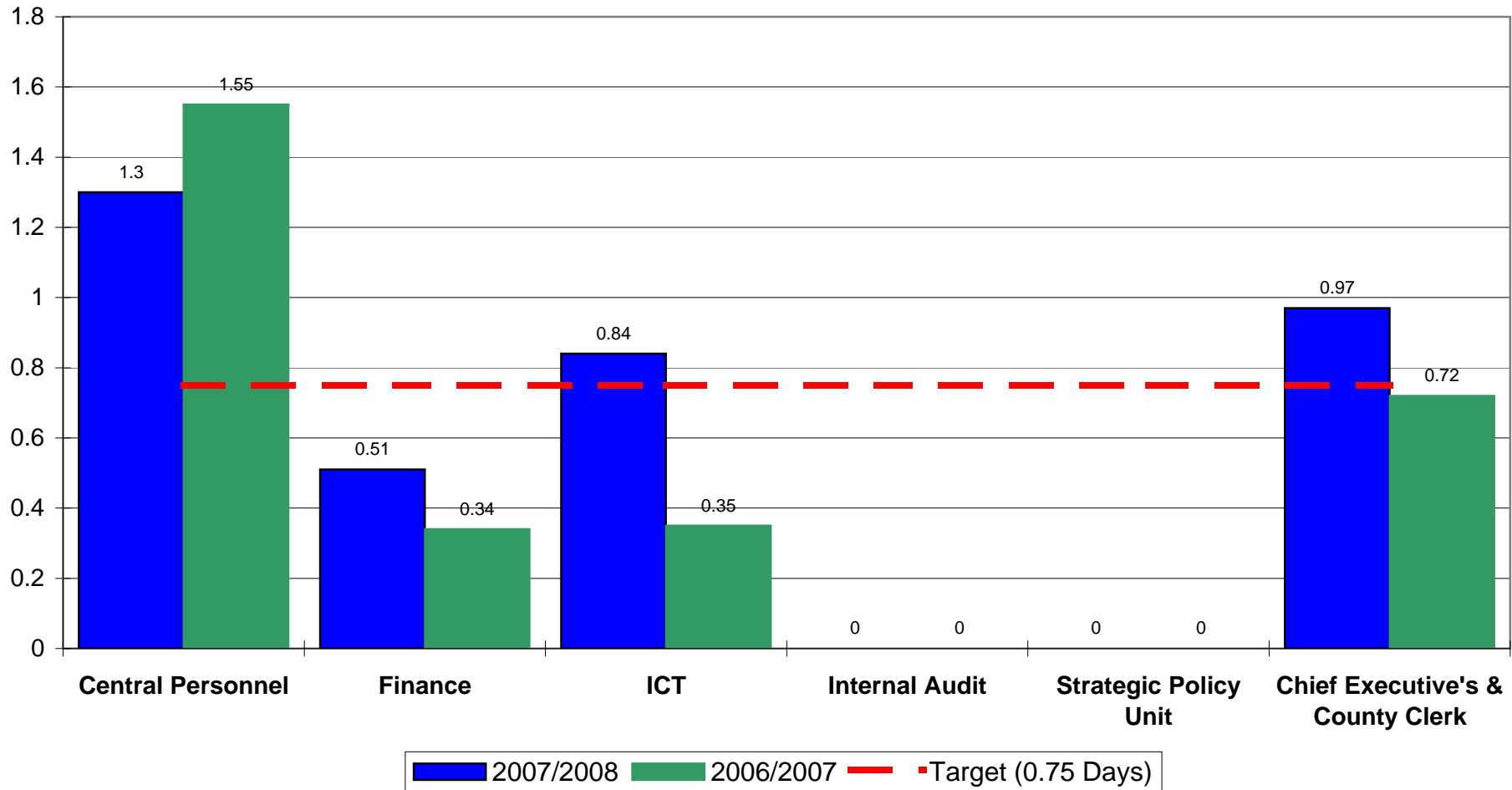
Denbighshire County Council Average Number of Days Lost per Employee April 2007



**Denbighshire County Council
Average Days Lost per Directorate
Cumulative April - April**



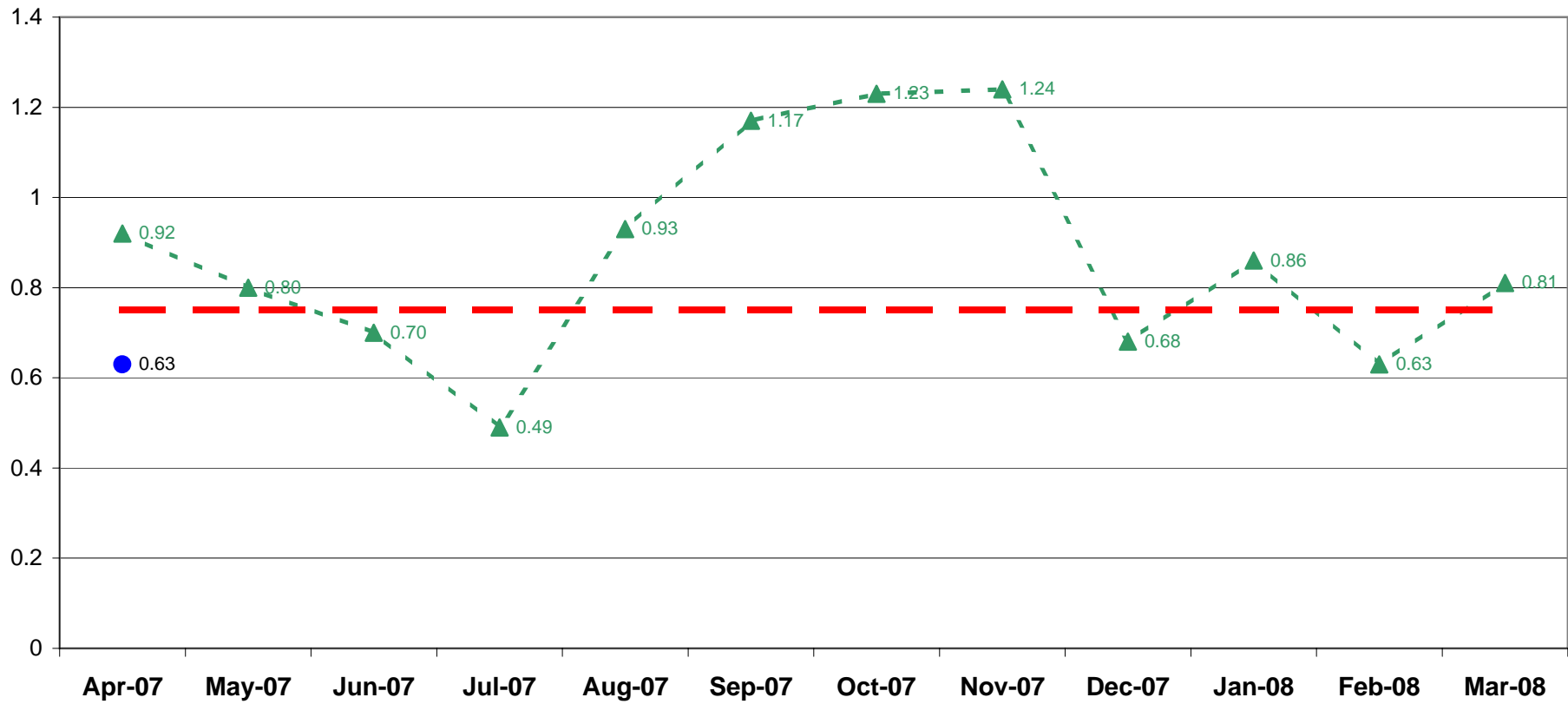
RESOURCES, CHIEF EXECUTIVE'S & COUNTY CLERKS
Average Days Lost per Service
Cumulative April - April



RESOURCES

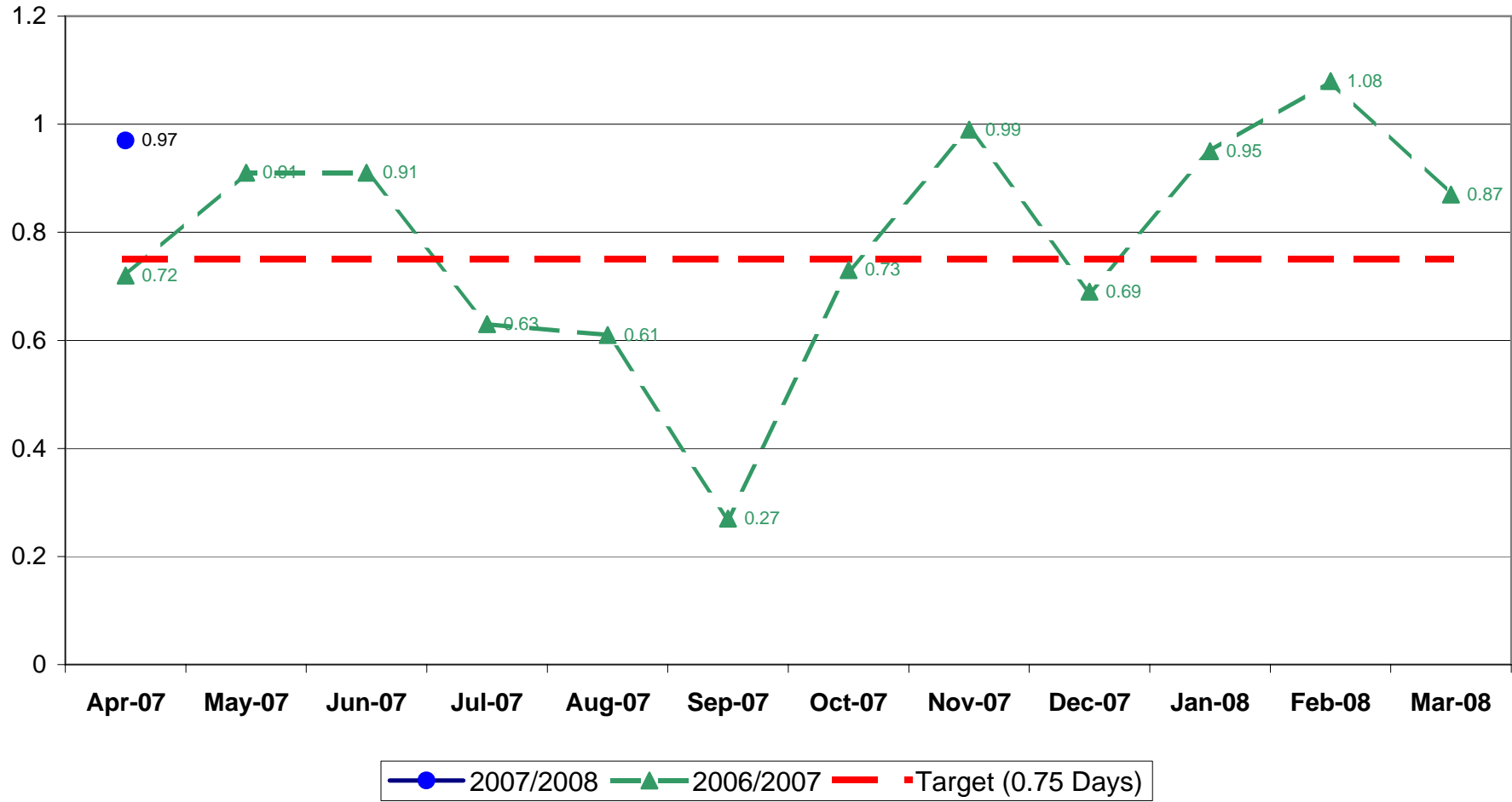
Average Number of Days Lost per Employee

April 2007

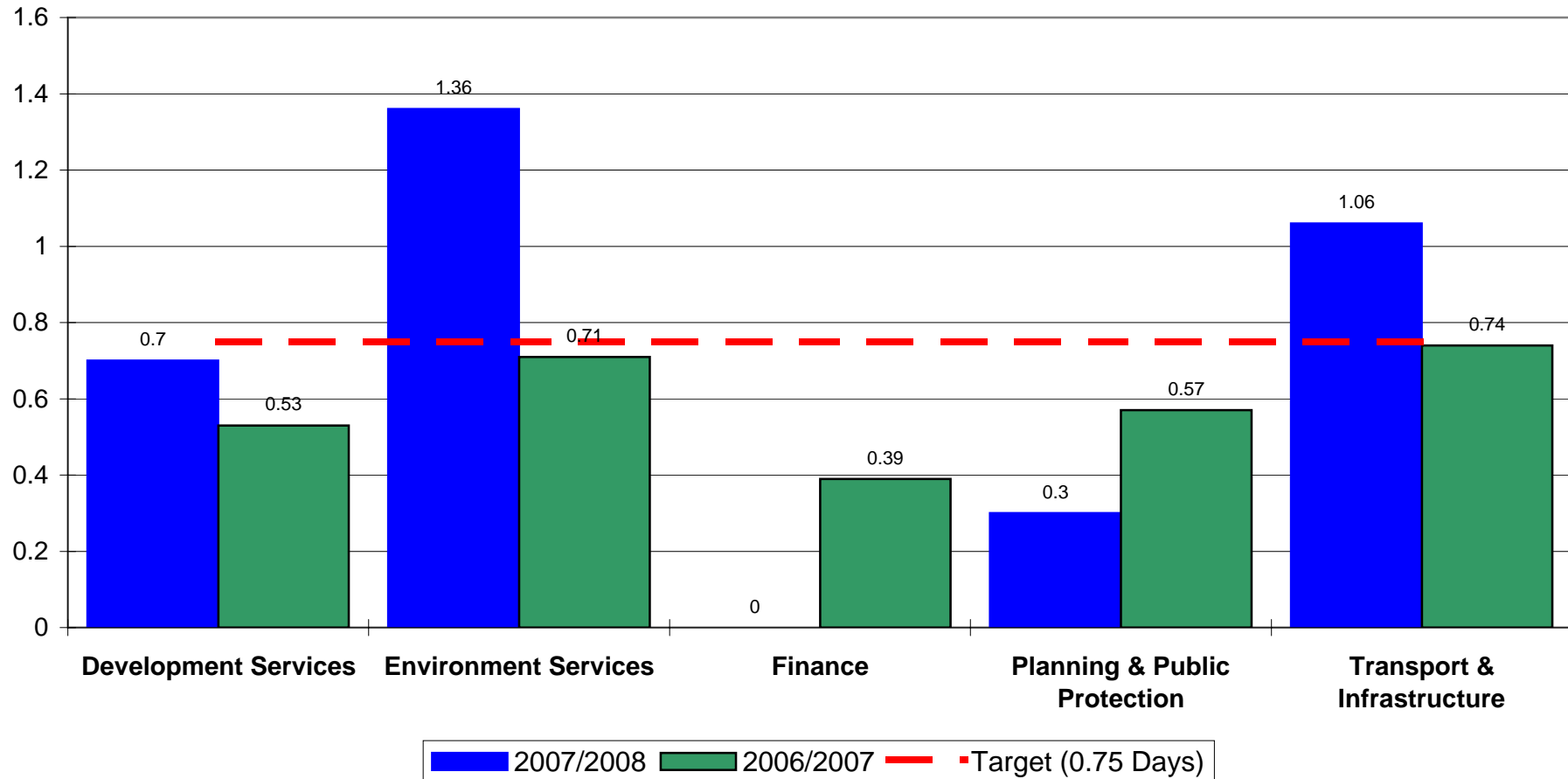


● 2007/2008 -▲- 2006/2007 - - Target (0.75 Days)

CHIEF EXECUTIVE'S & COUNTY CLERKS Average Days Lost per Employee April 2007



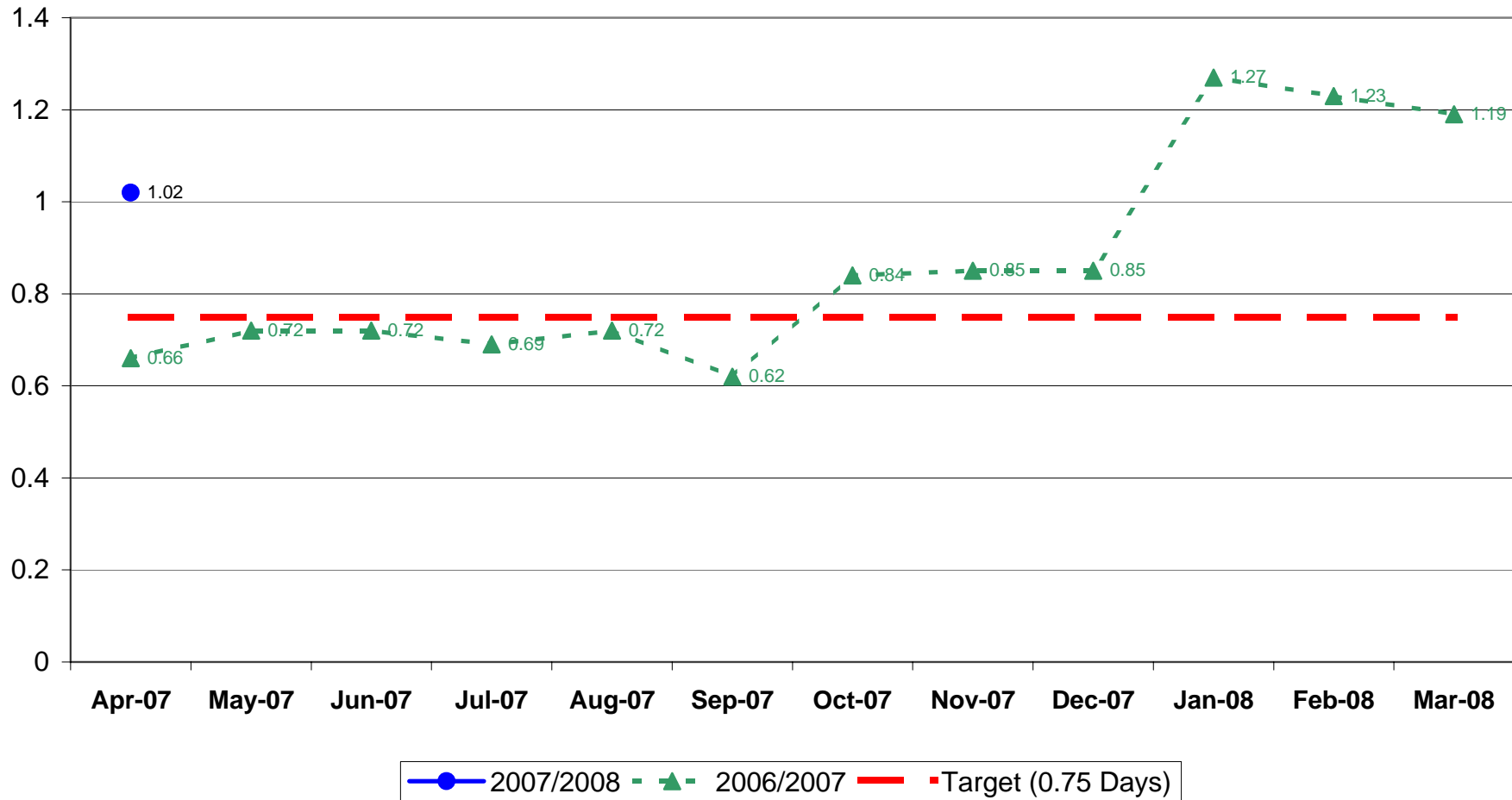
ENVIRONMENT DIRECTORATE
Average Days Lost per Service
Cumulative April - April



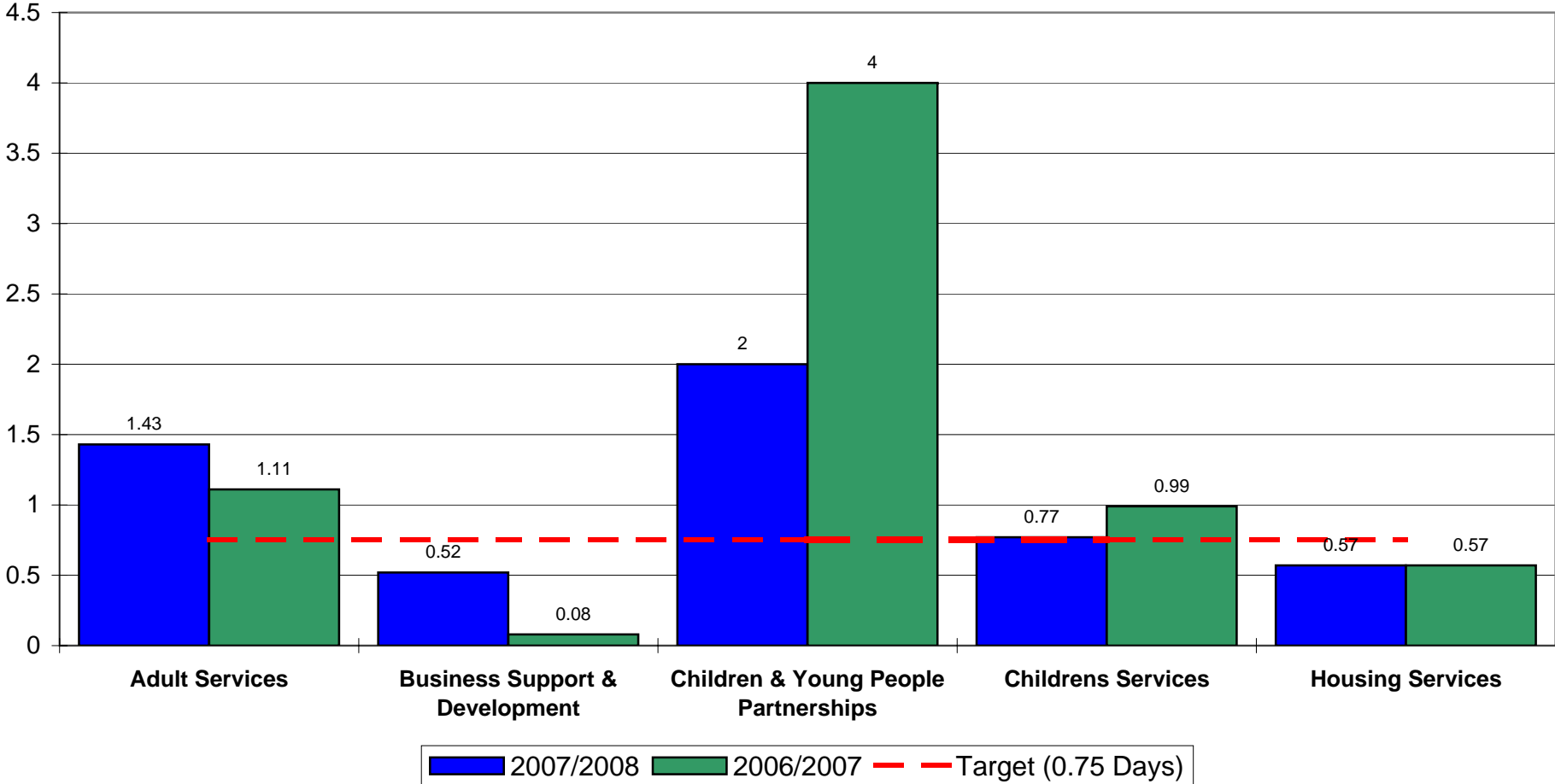
ENVIRONMENT DIRECTORATE

Average Number of Days Lost per Employee

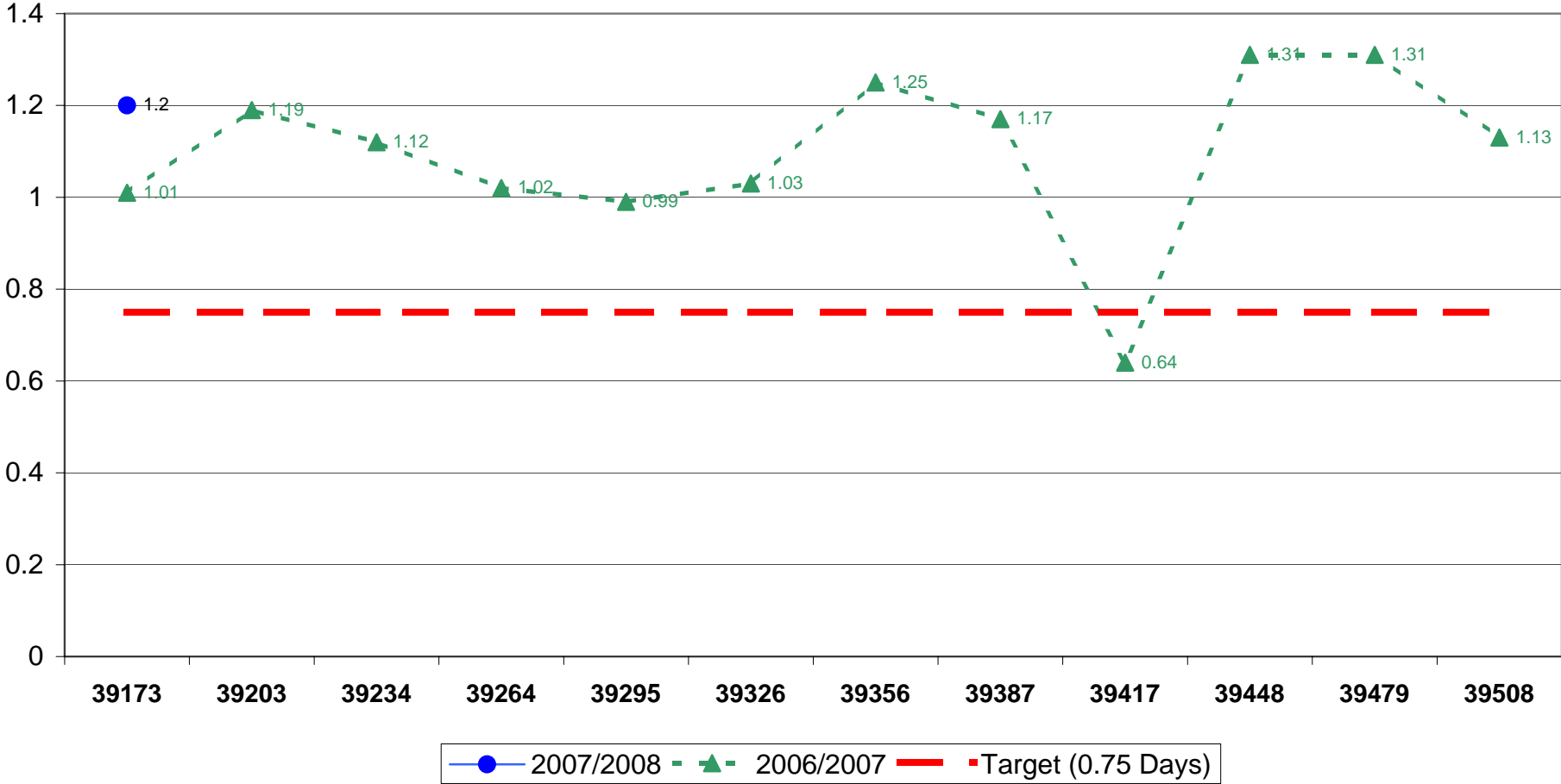
April 2007



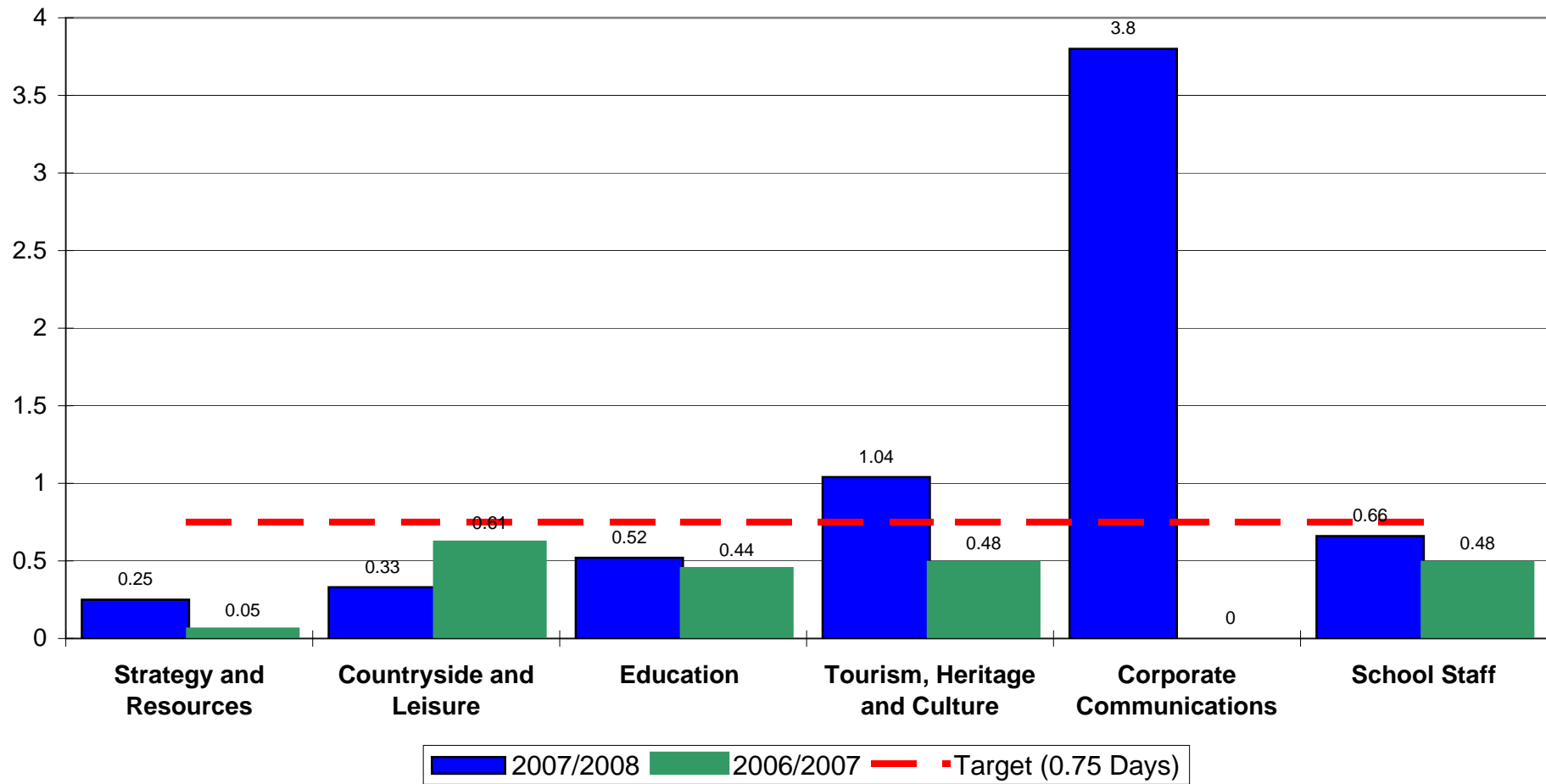
SOCIAL SERVICES DIRECTORATE
Average Days Lost per Service
Cumulative April - April



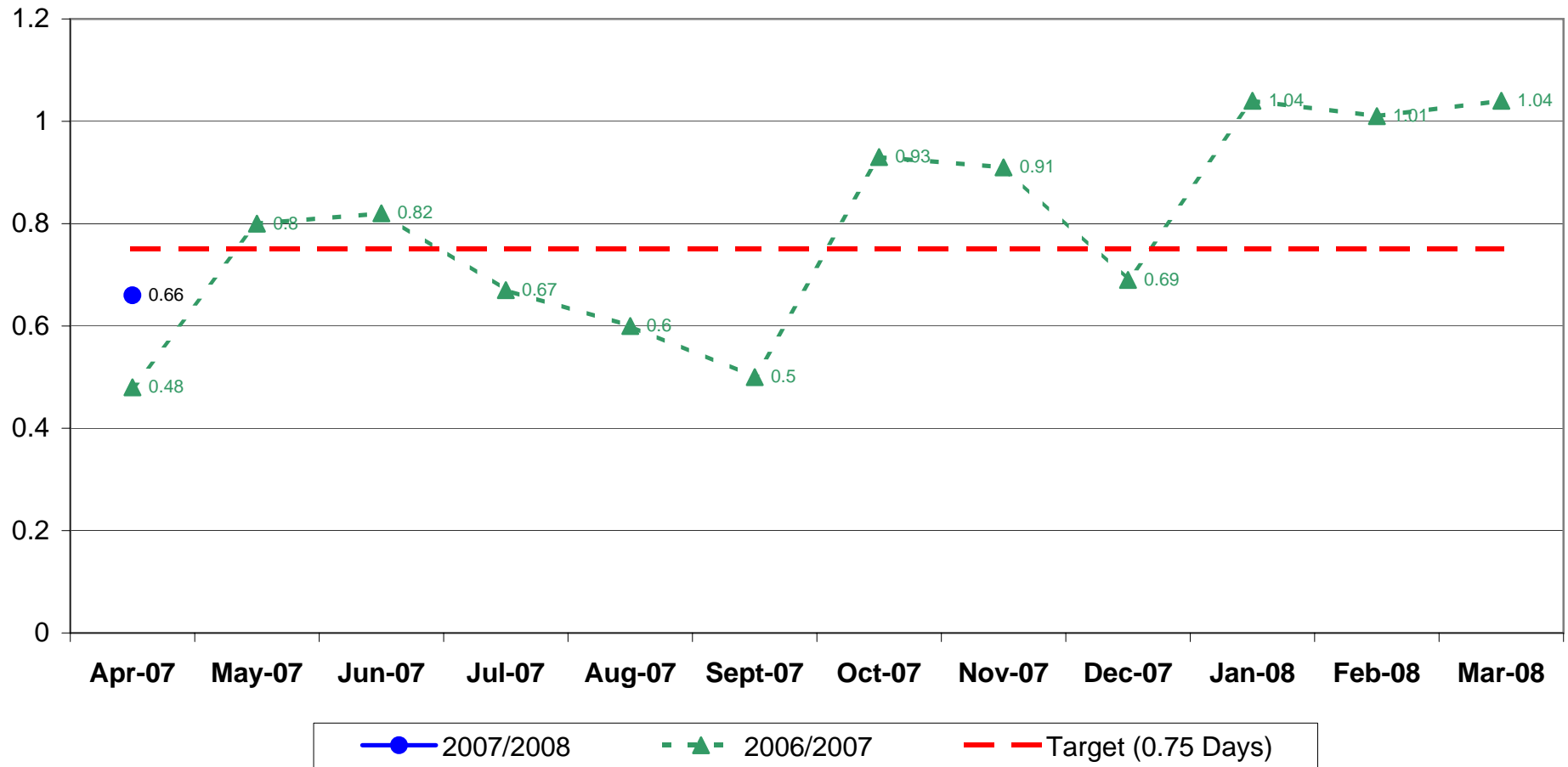
SOCIAL SERVICES DIRECTORATE
Average Number of Days Lost Per Employee
April 2007



LIFELONG LEARNING DIRECTORATE
Average Days Lost Per Service
Cumulative April - April



LIFELONG LEARNING DIRECTORATE
Average Number of Days Lost Per Employee
April 2007



**CABINET
FORWARD WORK PROGRAMME**

REPORT TITLE	REPORT LEAD MEMBER / AUTHOR
JUNE 2007	
Revenue Budget Monitoring Report 2007-2008	Councillor G O Rowlands R Parry
Capital Plan	Councillor G O Rowlands R Parry
Final Accounts 2006-2007	Councillor G O Rowlands R Parry
Use of the £200k 'Spend to Save' Efficiencies Budget	Councillor G O Rowlands R Parry
Community Capital Grants 2007-2008	Councillor R W Hughes M Dixon
Economic Growth Strategy for Denbighshire	Councillor R W Hughes M Dixon
European Union Convergence Programme Action Plan for Denbighshire	Councillor R W Hughes G Evans
West Rhyl Regeneration Strategy	Councillor R W Hughes P Smith
Routine Reporting on Personnel	Councillor S A Davies L Atkin
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Continuing Health Care Interim Implementation Plan	Councillor P A Dobb S Ellis – N Ayling
Local Housing Strategy	Councillor P A Dobb S Kaye
The procurement of consultancy services within Transport and Infrastructure utilising the North Wales Trunk Road Agency Consultancy Framework	Councillor E W Williams D Farquhar
Working Together as the Welsh Public Service	Councillor R W Hughes J Williams
Modernising Education Update	Councillor D Owens H W Griffiths
Corporate Quarterly Performance Report 2006-07 Qtr 4	Councillor S A Davies J Williams
Proposal to Introduce a Charge for Post 16 Transport	Councillor D Owens G Yates
JULY 2007	
Revenue Budget Monitoring Report 2007-2008	Councillor G O Rowlands R Parry
Capital Plan	Councillor G O Rowlands R Parry
Routine Reporting on Personnel	Councillor S A Davies L Atkin
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Warm Wales – Business Plan	Councillor P A Dobb Gareth Roberts
Corporate Equalities Plan Approval	Councillor S A Davies J Williams
Working Together as the Welsh Public Service	Councillor R W Hughes J Williams
AUGUST 2007 ~ NO MEETINGS	
11 SEPTEMBER 2007	
Revenue Budget Monitoring Report 2007-2008	Councillor G O Rowlands

REPORT TITLE	REPORT LEAD MEMBER / AUTHOR
	R Parry
Capital Plan	Councillor G O Rowlands R Parry
Routine Reporting on Personnel	Councillor S A Davies L Atkin
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Corporate Consultation	Councillor S A Davies H W Griffiths
25 SEPTEMBER 2007	
Revenue Budget Monitoring Report 2007-2008	Councillor G O Rowlands R Parry
Capital Plan	Councillor G O Rowlands R Parry
Routine Reporting on Personnel	Councillor S A Davies L Atkin
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Rural Development Plan Local Development Strategy for Rural Denbighshire	Councillor R W Hughes M Dixon
OCTOBER 2007	
Revenue Budget Monitoring Report 2007-2008	Councillor G O Rowlands R Parry
Capital Plan	Councillor G O Rowlands R Parry
Routine Reporting on Personnel	Councillor S A Davies L Atkin
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Clwyd Leisure Joint Study	Councillor S Roberts T Hughes
NOVEMBER 2007	
Revenue Budget Monitoring Report 2007-2008	Councillor G O Rowlands R Parry
Capital Plan	Councillor G O Rowlands R Parry
Routine Reporting on Personnel	Councillor S A Davies L Atkin
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
DECEMBER 2007	
Revenue Budget Monitoring Report 2007-2008	Councillor G O Rowlands R Parry
Capital Plan	Councillor G O Rowlands R Parry
Routine Reporting on Personnel	Councillor S A Davies L Atkin
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Pontcysyllte Aqueduct and Llangollen Canal World Heritage Site	Councillor S Roberts T Hughes