

**CABINET**

Minutes of the Cabinet meeting held at 10.00 a.m. on Tuesday 22 May 2007 in Conference Room 1, County Hall, Ruthin.

**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, J Thompson Hill, Lead Member for Property and Sustainable Development and E W Williams, Lead Member for Environment.

Observers: Councillors J R Bartley, R E Barton, M LI Davies, G C Evans, H H Evans, M M Jones and P J Marfleet.

**ALSO PRESENT**

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

**ANNOUNCEMENT**

Councillor R W Hughes welcomed Ewan McWilliams, Sustainability Project Co-ordinator to the meeting.

Councillor E W Williams referred to the Daily Post article on 21.05.2007 on refuse collection, the heading of which was inaccurate. However, he felt that although the headline was misleading the report had been positive.

**1 URGENT MATTERS**

There were no Urgent Matters.

**2 MINUTES OF THE CABINET**

The Minutes of the Cabinet meeting held on 24 April 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 on 24.04.2007 where a member of the public had said it was important to preserve as much of the building façade as possible.

Item 7 Routine Reporting on Personnel: Councillor S A Davies asked for the second paragraph to be amended to read “the workforce size was ‘fit for purpose’”.

**RESOLVED** that, subject to the above, the minutes of the meeting held on 24 April 2007 be approved as a correct record and signed by the Leader.

### **3 DENBIGHSHIRE COUNTY COUNCIL’S DRAFT EFFICIENCY PLAN 2007-2010**

Councillor G O Rowlands presented the report seeking Members’ consideration of Denbighshire County Council’s draft Efficiency Plan 2007-2010 (Appendix 1 to the report) and that subject to any amendment highlighted by Cabinet, Members recommend the draft Efficiency Strategy to Council for approval on the 27 June 2007.

Councillor E W Williams raised the proposals to centralise Finance and expressed his caution regarding such moves. The Deputy Chief Executive / Corporate Director: Resources would not be moving location. Councillor P A Dobb agreed and also expressed her concern about the lack of quantifiable targets in the report. This could cause distress to staff and Councillor Dobb felt it was important that staff knew what the Authority was trying to achieve. The Head of Strategic Policy agreed the Strategy did not have quantifiable cashable targets and Services needed to update the efficiency statement which was an appendix to the report to Council. The e-working business case would identify the cashable savings to be made but this would depend upon the extent the Council implemented e-working.

The Deputy Chief Executive / Corporate Director: Resources agreed that mobile working potentially increased costs initially but the true benefit would come if it was possible, for example, to close a building.

Councillor E C Edwards referred to the Customer Service Department which was also making the Authority more efficient. He stressed the need to ensure that targets did not take over from service delivery and said it was important to ensure that any collaboration with other Authorities was with those as efficient as Denbighshire. The Deputy Chief Executive / Corporate Director: Resources indicated that it was important for the initiatives in the efficiency plan to work, otherwise forced budget cuts might be needed later in the year.

Councillor E W Williams said collaborative working could sometimes be seen as counter-productive and it was important to ensure the staff were aware of the benefits and that the County had a future and would continue to evolve. The Chief Executive said he had outlined collaborative benefits and changes to staff, and the need for the Authority to be efficient. Both the recommendations in the Beecham Report and the Welsh Assembly Government were actively encouraging Local Authorities to collaborate and deliver better services. In some instances this would have a positive effect on career structures whilst in others could have a detrimental effect on jobs. Councillor R

W Hughes agreed and said it was important that Denbighshire managed the changes and found a better way of providing services.

Cabinet Members were asked to discuss the draft Efficiency Plan with officers and identify efficiency gains for the Efficiency Statement before the report goes to Council.

**RESOLVED** that Members were asked to discuss the draft Efficiency Plan 2007-2010 with officers and identify efficiency gains for the Efficiency Statement before the report goes to Council for approval on 27 June 2007.

#### **4 SUSTAINABLE DEVELOPMENT PLAN**

Councillor J Thompson Hill presented the report seeking Members' consideration of the Sustainability Plan (Appendix 1 to the report) and recommend to Council for approval. Councillor Thompson Hill detailed the 5 key objectives and action plan and thanked the Sustainability Project Coordinator for his work on the report.

The Sustainability Project Coordinator said the report set out the first steps to address issues to take sustainability forward for the County and was tied in to both improvements and efficiencies.

In regard to paragraph 4.4, Councillor P A Dobb asked that "investigation" be replaced with "prepare" as this would link into the Corporate Health Standard. She was pleased to see the interactive work with schools in the Plan but was concerned that Planning was not included.

Councillor P J Marfleet (Observer) said it was important the Authority implemented the report's Action Plan. He urged Members and officers to discuss the high energy use in County Hall with the building's owners and said that the requirements and standards had changed since the building had first been built. He went on to suggest the heating systems for the new school at Prestatyn and the Craft Centre should be revisited as they could be considered for alternative heating systems. In some instances, ground source heat pumps could be used, which in Ireland had received external funding. He informed Members that WAG were installing a biomass wood pellet boiler in their new building at Llandudno. The Corporate Director: Environment thanked Councillor Marfleet for his timely comments and agreed to evaluate such systems if this did not disrupt project timetable, within the constraints available.

Councillor G C Evans (Observer) referred to the Authority's Welsh Language Policy and said reference to the policy should be made to ensure sustainability of the Welsh culture and language. He also suggested that savings could be made in joint Member and staff training. However, Councillor S A Davies said the Authority had a more stringent Welsh Language Policy than was expected by the Welsh Language Board and assured Councillor Evans the Welsh Language was taken seriously. He said Denbighshire was perceived as being more Welsh than some neighbouring Authorities and less Welsh than others. Councillor R W Hughes agreed and said it was important to highlight the

sustainability of the Welsh culture in the plan. Training could be shared but in some instances officer training was more technical. Councillor E W Williams said it was important that Denbighshire ensured the Language did not deteriorate and worked to gain any lost ground.

Referring to the new school to be built in Prestatyn, Councillor M A German said consideration of whether a different heating system was required should be pursued. In response, Councillor J Thompson Hill reminded Members the contract for the new build had been let and contractors were working on the site. However, he agreed changes to the heating system design specification would be considered . The Corporate Director: Environment reminded Members that sustainability of build for the new school had been a feature since day one and a balance between sustainability and cost had to be maintained. Councillor Hughes agreed and said all capital projects had a threshold.

An introduction and foreword by the Member and lead officers was required and Councillor Hughes also wanted Members' names to be included on the Plan. Any future reports to Cabinet which had previously been considered by a Scrutiny Committee should contain a brief précis of the comments / recommendations of that Committee.

***RESOLVED*** that, subject to the above, Cabinet recommend the Corporate Sustainability Plan to Council for approval.

At this juncture (11.20 a.m) the meeting adjourned for 15 minutes to allow Members to participate in refreshments.

## **5 INCREASING THE SUPPLY OF AFFORDABLE HOUSING**

Councillor P A Dobb presented the report to update Members on affordable housing initiatives within the County and to propose further new affordable housing options for Members to consider. Members were also asked to agree the development of further close working relationships with appropriate Registered Social Landlords (RSLs) to deliver affordable housing schemes with and without Social Housing Grant (SHG) support.

Councillor Dobb said the report highlighted the ongoing work being carried out to produce affordable housing within the County and also many of the hindrances encountered in order to produce more – from the high cost of land to the availability of grants and capital. The report detailed the serious financial penalties that would be incurred if more Council housing was built. As the Housing Strategy was currently at consultation she asked Members to debate what more Denbighshire could do and what collaborative work was required on affordable housing. The WLGA had already set up regional networks and used these to lobby the Welsh Assembly Government. Councillor Dobb asked whether Members felt this was an opportune time for Denbighshire to set its own agenda for an intensive lobbying campaign of AMs and MPs. She, together with the Leader and Corporate Director: Social Services and

Housing had met a financial institution with charitable status to discuss the County's needs and hurdles being faced in providing affordable housing. Written ideas and specimen models were now awaited.

Councillor Dobb asked Members whether the Authority should be considering a review of its Corporate Asset Management Strategy with a view to seeking best value rather than best price for the sale of land or perhaps ringfencing the Council Tax collected on second homes. She also suggested setting aside capital funds in order to facilitate an empty homes fund where grants would be offered to house owners in order that houses could be brought back to an habitable standard and leased back to the Council for a number of years. Consideration could also be given to amend planning policies, particularly in the rural communities or buying back some rural Council houses.

Referring to the Local Development Plan meeting held on 21.05.2007, Councillor E W Williams said affordable housing had been discussed as some targets were not being achieved. Following discussion the LDP meeting agreed a consensus that the lower end of the range at 4,500 and not 6,000 houses should be provided, across the County and supported natural growth rather than a huge influx into the County at the same time. This would be discussed at Council in due course. Councillor S A Davies referred to the definition of "local" which had not been included and said agreement on what was "local" was essential.

With regard to the Corporate Asset Management Strategy, Councillor J Thompson Hill said Asset Management Committee had considered the issue 2 years earlier and had agreed not to use the Authority's own land if this meant a loss of capital receipt.

Councillor E C Edwards reminded Members of the recent Council decision where no affordable housing had to be provided when the Ocean Beach development had been agreed. He also agreed with Councillor Thompson Hill the importance of not affecting the viability of developments. Councillor Edwards suggested an Affordable Housing Task Group be formed, with both rural and urban membership, from the Area Elected Members Groups. Local need for affordable housing and other issues was known by the local members. He supported the review of garage sites and hoped this would identify potentially surplus land which could be used for affordable housing provision. Councillor P A Dobb said she was willing to form a Task Group with Members and key officers. Councillor E W Williams agreed and said the Group's remit should consider whether 30% affordable housing provision in the County was sufficient.

Councillor R W Hughes suggested the initial discussion should also include various societies and developers as provision of affordable housing was not solely on land owned by the County and was an issue which concerned the whole of Wales.

Members were reminded by Councillor S A Davies that MPs and AMs had been lobbied. He suggested that suspending the Right to Buy scheme would have an effect and supported Councillor Edwards' request for a well defined Task Group. However,

Councillor P A Dobb said it was important the lobbying was maintained and that a monthly programme be developed.

Councillor R E Barton (Observer) referred to the rural enabler project and suggested this should be extended. He totally endorsed the formation of a Task Group. The Housing Strategy Officer said the WAG funding for the rural enabler would cease in November 2007 but WAG could provide funding for this in the next financial year. It was important that Denbighshire not only increase the number of affordable houses but also bring in more rented accommodation.

Councillor H H Evans (Observer) felt there was a role for the Local Partnership Board to challenge the Welsh Assembly Government on affordable housing issues and although the Right to Buy scheme had been a good policy, WAG had not brought another scheme to follow it. He felt the rural areas did not have an affordable housing policy and it was paramount to build outside the development boundaries. He suggested derelict houses could be brought back into a habitable state to provide a supply of affordable housing. He felt the only way to have sustainable rural areas was to ensure affordable housing was available.

Councillor G C Evans (Observer) referred to the various committees e.g. the Central Group or the Rural Forum and said Denbighshire should consider changing its own property into housing units. The difficulties young people faced was not in 5, 10 or 15 years' time but with the lack of affordable housing available now.

Councillor S A Davies seconded Councillor E C Edwards' motion to form a Rural / Urban Task Group and suggested the Task Group recommendations be made available before any further decisions were made. Councillor E W Williams suggested the procedures currently in place should be expanded and that the rural enabler project was continued.

The Chief Executive felt time was being lost whilst recommendations from the Task Group were awaited. With regard to Councillor H H Evans' suggestion re lobbying, he said the Authority should lobby WAG regarding any Council's ability to refurbish or build properties to provide housing and those authorities should not be penalised. He suggested the Right to Buy scheme should be suspended in the County. Consideration could also be given to any percentage above 30% for affordable housing provision on land owned by the Authority but this could lead to loss of capital receipts.

Members agreed to the formulation of the Task Group, who would also explore ways of bringing derelict buildings in rural areas into use. Members also agreed ways be considered for funding the rural enabler project.

***RESOLVED*** that Members accept the report detailing ongoing affordable housing initiatives within the County and consider making further capital and revenue funding available through the budget setting and capital projects review processes to deliver new affordable housing initiatives. Members agree the development of further close

*working relationships with appropriate Registered Social Landlords (RSLs) to deliver affordable housing schemes with and without Social Housing Grant (SHG) support.*

*Members also agree Councillor Dobb form a Rural / Urban Affordable Housing Task Group with Members and officers, to explore and move forward affordable housing issues.*

## **6 DENBIGHSHIRE'S RECYCLING PARK STRATEGY**

Councillor E W Williams presented the report seeking Members' approval of the recommended course of action in relation to the development of the Council's recycling parks. He said the opportunity for Members to visit the Greenfield site at Flintshire had been extremely useful.

Councillor S A Davies felt the public would complain if the existing facilities were moved and it would then mean a drive of 5 or 10 miles to a site, particularly from the more rural areas.

Councillor J Thompson Hill said logically a new site centralised at Rhuddlan was the best way forward but the vast majority of waste in the County was accrued from the coastal towns. He also felt many people would complain regarding the location of the new site and this could lead to fly tipping.

Councillor P A Dobb suggested that both the Ruthin and Denbigh recycling sites should be revamped. She felt unable to support a new site at Rhuddlan as this could have an adverse effect on older people having to travel further and asked whether the Rhyl and Prestatyn Members had been consulted on the proposed new site. In response, the Head of Environmental Services said the Rhuddlan Members had been consulted and Environment Scrutiny supported the proposal. Environment Scrutiny had been provided with detailed figures and the County needed to meet the challenging targets. The new sites was for recycling of large items, for example kitchen units or carpets.

Councillor R W Hughes supported the new sites and their benefits, although the current sites were located closest to the majority of the population and asked whether some of the old sites could be retained for some recycling.

The Chief Executive reminded Members of the Council's earlier agreement of the Strategy presented to Council as part of the Capital Plan to only have 3 centres in the County. Some of the current sites were not large enough to be converted. There was a need for change in the County to meet recycling targets and this was the best way forward.

Councillor S A Davies referred to earlier Cabinet discussions on provision of mini recycling sites for rural areas, where blue box provision was unsuitable. He suggested more funding was required to provide recycling systems for rural areas.

The Rhuddlan site was supported by Councillor E W Williams who said the new site would be more central and much more efficient, whilst provision of mini recycling centres in rural areas was a separate issue. Funding for the other 2 new sites was not as yet available. The Corporate Director: Environment reminded Members that failure to meet the set targets would lead to huge fines in future years and this was the best approach for the County. He gave an assurance the Department would work with Members to move this forward.

Councillor R W Hughes referred to the success of the X2 system which had been supported by Members and the public. The current proposal needed Cabinet agreement and a public information exercise to follow. However, she felt that both the Rhyl and Prestatyn Member Group should be consulted on the proposal. Councillor M A German supported the proposal and felt the public would support a proposal where they could dispose of large items.

Referring to the smaller sites, Councillor P A Dobb said these should be emptied on a regular basis with more provision for compostable materials provided.

Councillor D Owens said a marketing exercise was required once the new site was ready for use, followed by phasing out of the old sites. The new site provision would add to the carbon footprint but would be balanced by recycling targets being met.

Councillor R W Hughes suggested further discussion should take place with the Members' Groups although she felt Members supported the provision of the Rhuddlan site. However, the Chief Executive reminded Members they were the decision making body and Scrutiny Committee had supported the new site provision. Rhyl and Prestatyn Members had not complained and the information had been in the public domain.

Referring to the fact that Scrutiny Committee had already considered the report, Councillor R W Hughes said the Cabinet as the decision making body had not been made aware of their recommendations. Councillor S A Davies agreed and said Scrutiny Committees should be scrutinising Cabinet decisions.

In regard to the Recommendation, Councillor G O Rowlands proposed and was seconded by Councillor J Thompson Hill that Cabinet accept the report. However, Councillor P A Dobb proposed and was seconded by Councillor E C Edwards that the report be forwarded to the Area Members' Groups for consultation before the final decision was taken.

***RESOLVED*** that Cabinet agreed to defer the report. It was agreed the report be discussed at the 4 Area Members' Groups with a further report to Cabinet when the results of the consultations were available.



## **7 ROUTINE REPORTING ON PERSONNEL**

Councillor S A Davies presented the report for Members to note the report on the staff headcount. The following month's report would contain more graphs and less tables, making the headcount trends easier to read.

***RESOLVED** that Cabinet note the information in the report.*

## **8 CABINET FORWARD WORK PROGRAMME**

Councillor S A Davies presented the Cabinet Forward Work Programme. Councillor J Thompson Hill said a report on the Asset Challenge Process would be presented within the next two months. Councillor P A Dobb said the report on the Local Housing Strategy may not be available until July.

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

## **9 URGENT ITEMS:**

There were no Urgent Items.

## **EXCLUSION OF PRESS AND PUBLIC**

**RESOLVED** under Section 100A(4) of the Local Government Act 1972 the Press and Public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 14 of Part 4 of Schedule 12A of the Local Government Act 1972.

## **PART II**

### **10 BLESSED EDWARD JONES CATHOLIC HIGH SCHOOL, RHYL**

[Councillor S Roberts declared an interest in the item and left the room]

[Councillor D Owens declared an interest but by virtue of being an LEA appointed governor was entitled to speak but not vote]

Councillor D Owens presented the report seeking Members' agreement to provide Blessed Edward Jones High School, Rhyl with arrangements for/and additional funding to address the funding position to ensure that it provided a legal curriculum and met the requirements of the Special Measures Action Plan and to provide financial support as necessary.

The Corporate Director: Lifelong Learning outlined the current situation in detail and the need to ensure the Authority met its statutory obligation to the education of the pupils.

Members agreed a business plan was required, which would take account of the extra funding being provided. There were stringent financial monitoring procedures in place.

Councillor H H Evans (Observer) suggested a Schools Monitoring Panel be formed to monitor schools, highlight any issues as they arise and to raise standards. The Panel meetings would not be public meetings.

***RESOLVED*** that Members note the latest position at Blessed Edward Jones High School, Rhyl and agree to address the funding position to ensure that it provides a legal curriculum and meets the requirements of the Special Measures Action Plan and to provide financial support as necessary.

The meeting concluded at 2.00 p.m.

**REPORT TO CABINET**

**CABINET MEMBER: COUNCILLOR R.W.HUGHES LEADER**

**DATE: 26<sup>TH</sup> JUNE 2007**

**SUBJECT: ECONOMIC GROWTH STRATEGY**

**1 DECISION SOUGHT**

To approve the Economic Growth Strategy for Denbighshire

**2 REASON FOR SEEKING DECISION**

Since 2000 Denbighshire has received the highest level of structural fund resources available from the European Union, primarily from the Objective 1 programme but also from INTERREG and Leader Plus. The county will continue to be eligible for EU structural funding and higher levels of state aid for the years 2007-13 and the County Council has commissioned the preparation of a strategy which if implemented would assist it to exploit this opportunity to deliver the Vision for Denbighshire 2025, bring about continuing economic growth during this period and implement the recommendation made by the Wales Audit Office that each unitary authority should put in place a regeneration strategy for its area.

**3 POWER TO MAKE THE DECISION**

Section 2 of the Local Government Act 2000 confers upon a local authority the power to do anything which they consider is likely to promote or improve the economic well-being of the area.

Part 3 of the Constitution delegates responsibility for the development and implementation of an Objective One strategy to Cabinet. Furthermore, Article 7.1 of the Constitution authorizes Cabinet to carry out all of the Council's functions which are not the responsibility of any other part of the Council and an economic growth or regeneration strategy is not listed in the policy framework in Article 4.2(a) of the Constitution which sets out the plans and strategies for which the full Council is responsible.

**4 COST IMPLICATIONS**

A block allocation for a modest amount of match funding may be required in the capital plan to enable the delivery of the priorities for action in the strategy if opportunities arise to secure resources from the EU Convergence Programme, the Rural Development Plan for Wales and other external funding bodies for this purpose and members of the Resources Scrutiny Committee supported this proposition at their meeting on 22<sup>nd</sup> March 2007.

## **5 FINANCIAL CONTROLLER STATEMENT**

It would appear that match funding will not necessarily be required until 2008-2009. Bids for capital funding need to be prepared by the end of November each year for schemes to stand a realistic chance of securing finance from Denbighshire County Council's Capital Plan in the following financial year. Timescales may mean that a non scheme specific block allocation proposal would be the best option for bids in connection with this matter for next year.

## **6 CONSULTATION CARRIED OUT**

The consultants held discussions with key stakeholders before writing the report. The initial draft was considered by the County Council's Convergence Working Group on 18<sup>th</sup> July 2006. The Leader of the Council took a delegated decision to approve a consultation draft on 5<sup>th</sup> October 2006. The final draft was considered by members of the Local Development Plan Working Group at their meeting on 23<sup>rd</sup> October 2006. It was then considered by the Environment Scrutiny Committee on 1<sup>st</sup> February 2007, by the Social Services & Housing Scrutiny Committee on 15<sup>th</sup> March 2007, by the Resources Scrutiny Committee on 22<sup>nd</sup> March 2007 and by Lifelong Learning Scrutiny Committee on 24<sup>th</sup> May 2007. It was also presented to a focus group on 12<sup>th</sup> February 2007 to which representatives of external organizations including key employers, colleges, housing-related businesses, social enterprises, business groups and trade unions were invited. Consultees have expressed their support for the draft strategy which has been amended to incorporate comments made.

## **7 IMPLICATIONS ON OTHER POLICY AREAS:**

### **7.1 THE VISION**

Contributes towards the achievement of "A Vision for Denbighshire 2025" by supporting the development of better transport links, growing more high quality businesses, providing people with the vocational and life skills required to meet employment needs, attracting more visitors, working to eliminate deprivation and supporting rural communities

### **7.2 OTHER POLICY AREAS INCLUDING CORPORATE**

Contributes towards the achievement of the Council's corporate objective:

"By 2007, we aim to make sure that no area in the county is within the top fifty most deprived Wales by 2007 (with none in the top one hundred by 2012) by achieving the targets set out in our Economic Growth Strategy"

## **8 ACTION PLAN**

<b>Action</b>	<b>Lead member / officer</b>	<b>Deadline</b>
Report progress to LSB	Mark Dixon	On-going
Prepare Convergence	Gareth Evans	31 <sup>st</sup> December 2007

## Action Plan

Establish Economic  
Growth Partnership

Gareth Evans

31<sup>st</sup> December 2007

Seek approval for match  
funding block allocation in  
capital plan

Paul McGrady

Include in the budget  
setting process for the  
decision by 31.03.2008

## **9 RECOMMENDATIONS**

To approve the Economic Growth Strategy for Denbighshire attached as the Annex to the report

***DENBIGHSHIRE ECONOMIC GROWTH STRATEGY***

*JUNE 2007*

## *1.0. Introduction*

Old Bell 3 Economic Development and European Services were commissioned by Denbighshire County Council in January 2006 to develop an Economic Growth Strategy for the County for 2007 – 2013.

The original objectives of the commission, as set out in the Terms of Reference, were to:

- a) Undertake a strategic assessment of the impact of the 2000-2006 Objective 1, INTERREG and Leader + Programmes in the county of Denbighshire to date;
- b) Undertake an analysis of the opportunities for future economic growth in the County, taking into account economic trends and emerging regional and local strategies;
- c) Provide recommendations for actions to achieve this growth, including those which might be funded through the 2007 – 2013 Structural Funds programme, in order that resources available can be effectively targeted at areas of opportunity and need within Denbighshire.

However, at the Inception stage, it was agreed that the focus of the work should primarily be forward-looking. The focus of the report is thus very much on b) and c) of the original objectives.

The research involved:

- ❑ Detailed analysis of available current economic data relating to the County and developing an analysis of the opportunities and threats for the local economy over the period 2007 – 2013;
- ❑ Analysis of key national, local and sub-regional policy documents in order to identify priorities and aspirations for future development;
- ❑ Analysis of emerging documentation relating to the next round of Structural Fund Programmes and interviews with the Welsh European Funding Office and the Welsh Local Government Association about the likely implementation arrangements for the 2007 – 2013 Programmes;
- ❑ Analysing background documentation relating to projects which have been funded by the current Programmes in Denbighshire;
- ❑ Undertaking a “virtual” consultation with project managers of local Objective 1 projects;
- ❑ Interviewing 25 key local stakeholders as to nature of the opportunities and challenges faced by Denbighshire; the relative priorities of different types of public intervention to address these; the perceptions of successful and less successful Structural Fund projects and of unmet needs; and testing reactions to a number of “propositions” put forward for debate by the research team as a result of the desk-based analysis;
- ❑ Developing recommendations for actions to deliver an Economic Growth Strategy for the county for 2007 – 2013.
- ❑ Testing the recommendations with a focus group of key stakeholders and County Council scrutiny committees

This summary report provides a brief **review of the conclusions** from the different sources of evidence collected and presents (at page 11 onwards) **the priorities for the Strategy**.

## *2.0. Overview of the Economic Analysis*

While highlighting the diversity within Denbighshire, the review of economic data reveals the following features of the Denbighshire economy:

- ❑ Low levels of gross value added and earnings on the part of those employed within the County; but
- ❑ Relatively favourable levels of household income, owing partly to outward commuting and to a heavy dependence on “unearned” income;
- ❑ Relatively low inactivity rates (though with some local exceptions) but significant out-commuting and high-levels of employment in sectors (e.g. tourism) in which part-time employment is common;
- ❑ A demographic profile showing below average representation of some key age segments (young adults), but an increasing population overall;
- ❑ A slowly ageing population with implications for the healthcare sector and overarching activity indicators;
- ❑ Relatively low levels of unemployment, but with some issues surrounding hidden levels of unemployment in more rural parts of the county;
- ❑ A poorly diversified employment structure, with a strong dependence on the non-market (public) sector;
- ❑ Relatively poor achievement rates from school leavers at GCSE level, but a comparatively well qualified workforce with a relatively high proportion educated to NVQ levels 3 and 4;
- ❑ A strong standing on selected indicators relating to social inclusion, notwithstanding a few areas of real problems.

The Denbighshire economy is not experiencing the severity of economic and social problems faced by counties in the South Wales Valleys. However, there are still issues that would need to be addressed by any new set of interventions in the local economy. The economic issues and challenges facing Denbighshire in from 2006-07 onwards can be summarised as follows:

- ❑ Spatial variation in access to economic opportunities, and marked differences in indicators of social exclusion within the County. Many of these differences are persistent and have not changed as a result of current interventions;
- ❑ This variation contributes to many Denbighshire residents travelling east and out of the County to work. This commuting impacts on indicators such as GVA per head, though those Denbighshire residents working outside the County tend to earn more on average than those working within the county. This out-commuting is not necessarily a problem given the distances involved, but one challenge might be to give greater numbers of residents along the coastal areas, and in Ruthin and Llangollen, better opportunities to work in counties to the east;
- ❑ A poor representation in industry sectors that are growing well at national and international levels. This would include a number of financial and business services sectors together with transport and communications. This will partly reflect a weaker demand side in the County itself, including leakage of demand for core business services to adjacent counties, and to the North West region of England;



- ❑ High levels of employment in sectors characterised by low productivity growth at national and international levels including the public sector, together with distribution, retail and catering (the latter including the highly seasonal tourism sector in the County);
- ❑ The need for higher levels of new full-time employment opportunities, rather than the part-time employment growth witnessed in the recent past;
- ❑ The failure of population and employment growth since 1999 to be translated into improvements in earnings, or GVA per capita, with some evidence that the “gap” between Denbighshire and the Welsh average has grown during the period over which the Structural Funds programmes have been operational;
- ❑ Low levels of new inward investment, and with some ageing manufacturing plants producing goods at the end of their product life cycles and therefore being vulnerable to transfer to more cost effective locations;
- ❑ Limited local market opportunities, and an absence of demand thresholds for some businesses, particularly in the context of stronger demands to the east;
- ❑ The absence of a large agglomeration of population within the County.

The main developmental challenges facing Denbighshire can essentially be summarised in terms of the need for increases in the quality of employment within the County. Given the relatively low inactivity rates, increased prosperity is unlikely to be generated by simply increasing the number of jobs within the County – rather the emphasis needs to be on increasing the quality of jobs and hence the earnings from work, while sustaining the benefits of access to higher paid labour markets to the east. Inevitably this is partially dependent on improvements in the “supply side” of the local economy, and improvements to the demands placed on local people through new investment. In this respect a key identified issue is that private sector investors find it difficult in Denbighshire to gain a profitable return on commercial property development without public support.

### *3.0 The Policy Context*

The review of the Policy Context highlights the increasing importance in Welsh Assembly Government thinking of the Wales Spatial Plan and the fact that this raises a number of issues, since Denbighshire finds itself split between two areas – “North-East Wales” and “Central Wales”, with the main part of the County aligned with the North-East, despite the fact that (unlike its neighbours to the East) it is also within the West Wales and the Valleys region.

In terms of identifying priorities and aspirations for future development, it is possible to draw the following “Denbighshire specific” themes from the range of policy documents included in the review:

- ❑ Skills, Employment and Productivity: The key economic policy documents of the Welsh Assembly Government (“Wales: A Vibrant Economy” and the “Skills and Employment Action Plan 2”) point to a need to make those who already have jobs more productive i.e. moving them up the “value chain” and enabling them to get better quality, better paid jobs in order to raise economic performance and wealth. This is especially relevant to

Denbighshire given that overall it has relatively low levels of unemployment and economic inactivity. Key to raising the quality of jobs is improving the availability of skills and training for those already in work in a way which is well informed by employer needs. Both WAVE and SEAP2 also emphasise the need to improve the skill levels of those out of work or economically inactive. For Denbighshire the problems of unemployment and inactivity seem to be largely focused on a relatively small number of deprived wards (such as in Rhyl and Prestatyn). The Denbighshire Community Strategy (confirmed by the review of economic data) suggests that there is an increasing cohort of older people in the county and that this trend is continuing. It is important that additional opportunities are identified to enable these people (where they are able) to make a contribution to the local economy thereby minimising the call on public service delivery.

- Transport and Broader Infrastructure: Improving the transport infrastructure is outlined as a priority both in an all-Wales sense and in Denbighshire specific policies. Denbighshire is not well served by effective transport links (either by road or by public transport) outside of the A55 corridor. The policy review would suggest that accessibility to the rest of the county has to be improved in order to make Denbighshire a better place to do business and a more attractive place to visit. Transport is also a key issue in terms of facilitating the movement of people for the purposes of studying and working. The spatial policies reviewed (Wales Spatial Plan and the West Cheshire/North East Wales Spatial Plan) suggest that a better public transport infrastructure to serve the county would allow Denbighshire to take more economic advantage of its immediate neighbours. The infrastructure and support for businesses is a continued policy priority both on an all-Wales level (WAVE) and within Denbighshire (Vision to 2025). The focus in WAVE for support services seems to be shifting from new business starts towards growth companies. For Denbighshire this may mean that the type of support, particularly in infrastructure terms will need to be suitable for businesses ready to grow out of incubation style accommodation.
- Innovation and Business Competitiveness: The emphasis within WAVE is clearly on targeting “growth companies”. Whilst this is important for Denbighshire, the Vision to 2025 underlines the continued importance of new business creation within the county. Denbighshire specific policies underline the importance of broadening the sectoral base of the local economy. WAVE suggests that investing in innovation will continue to be important. Denbighshire businesses will need to be able to explore new sectors and niches to keep themselves competitive, productive and sustainable. In this context, initiatives such as the Optic Technium and the emerging Opto-electronic cluster should be built upon for the future as well as exploring further links between education and business.
- Maximising Natural Assets: The County has identified a need to broaden the appeal of its tourism sector beyond that of seasonal and weather dependent offers. The strategies reviewed point very clearly towards the need to re-position and re-brand Denbighshire in tourism terms, offering higher quality, premium accommodation and “niche” attractions.
- Area and Community Regeneration: The policy focus on regenerating Rhyl and Prestatyn suggests a continued need for high levels of public sector intervention. The Rhyl Going Forward Strategy provides a comprehensive framework for a package of regeneration

activities to be implemented. The Council vision to 2025 suggests that Denbighshire has to focus on making itself an attractive place for young people to want to live and work in the area. Improving the range and quality of jobs available is a key starting point – but this is unlikely to be enough. The Mixed-use Sites Assessment points to a number of potential flagship projects (which do not in themselves require public funding) for Denbighshire which will need to achieve a step change in the attractiveness and affordability of the county as a place to live for the crucial age groups that are currently leaving the county.

#### 4.0 The Future Structural Funds Programmes

Key points to emerge from the review of the developments in respect of the availability of future Structural Funds support in Denbighshire are as follows:

- ❑ West Wales and the Valleys will benefit from the new Convergence Objective of the Structural Funds (broadly equivalent to Objective 1) for the period 2007 – 2013 and is likely to receive roughly equivalent levels of EU funding as it has received from 2000-2006;
- ❑ Rural development support will no longer be channelled through the Structural Funds but will be delivered through the Rural Development Plan, which will integrate support for the modernisation of agriculture, agri-environmental schemes and rural development in all rural areas of the EU. The Leader + Community Initiative (which has supported Cadwyn Clwyd) will also be “mainstreamed” through the Rural Development Plan;
- ❑ The Welsh Assembly Government has flagged up its intention of working through three new Operational Programmes, two of which will apply to Denbighshire:
  - A Convergence (ERDF) Programme for West Wales and the Valleys;
  - An All-Wales Human Resources Programme (ESF).There will also be an Ireland - Wales Programme under the Territorial Co-operation Objective, but, in contrast to the current Programming period, the Irish Government is to take the lead on the development of this Programme.
- ❑ In each case, the Assembly is proposing a streamlined Programme structure with only three Priorities. In the case of ERDF, there will be
  - a strong emphasis on **innovation and Research and Development**, with less emphasis on generic business support;
  - funding for **infrastructure** relating to sustainable transport; ICT; renewable energy; environmental risk management, environmental infrastructure and waste management (including flood risk); as well as support for the growth of the environmental goods and services sector;
  - Support for “building **sustainable communities**”, focussed on the most deprived communities, and including physical regeneration; access to jobs and markets (essentially improving access to services); and community economic development.

On current plans, funding for sustainable communities is likely to be more limited than in the current programme while sites and premises will only be included in the context of sustainable communities, rather than infrastructure.

- In terms of the All Wales Human Resource Programme, the proposed Priorities focus on
  - **Increasing employment and tackling inactivity** including support for people to remain and progress in employment;
  - **Improving Skills Levels** with a particular focus on basic skills and helping low-skilled workers improve their skills by supporting progression to NVQ level 2.
  - **Improving the administrative capacity of public administrations and public services** by supporting targeted investments in human capital in Welsh public administration, linked to the “Making the Connections” agenda.

It is likely that there will be less emphasis on projects which promote social inclusion but which are not related to the labour market than in the current Objective 1 Programme.

- In terms of processes, the Welsh Assembly Government has stressed that it expects the new Programmes to be delivered in a different way to the current Objective 1 Programme. The vast majority of the funding is likely to be channelled through “strategic frameworks”, which will generally operate on a national, regional or sub-regional basis but be delivered at a local level, with local providers selected by competitive tender. It is clear is that purely local projects (within one local authority area) will not be able to bid for “strategic framework” status - though nothing will prevent local authorities or other local bodies combining on a sub-regional basis to put forward such projects.
- The Welsh Local Government Association is suggesting that local government should consider delivering strategic frameworks (on a regional or sub-regional basis) in a number of areas including transport (delivered through the Regional Transport consortia); waste; local energy management; town centre regeneration; local business support; and 14 – 19 learning pathways.
- The Welsh Assembly Government is keen to ensure that the Wales Spatial Plan is given a role of central importance in the delivery of the Programmes and is envisaging that the Spatial Plan partnerships should play a key role in approving sub-regional Strategic Frameworks and in ensuring that regional frameworks are “bent” to reflect differing spatial requirements.
- Although nothing has been said publicly, as yet, about the role of local partnerships, Welsh Assembly Government officials are hinting strongly that these are unlikely to have any formal role in the future Programmes, though some sort of involvement of sub-regional partnerships (possibly marshalled through the Spatial Plan sub-regional groups) seems possible.

The emerging thinking of the Welsh Assembly Government suggests some important conclusions for local agencies in Denbighshire wishing to see project ideas taken forward through the Convergence ERDF Programme or the All Wales Human Resources Programme, with the preferred routes for securing funding being a) to lobby to make sure that the concept is covered by a regional (i.e. West Wales and the Valleys) framework (including, but not focussing exclusively on, those which are being considered by the Welsh Local Government Association) and that local partner(s) are well set up to bid for local delivery status b) to work collaboratively with partners on a sub-regional basis to develop a sub-regional strategic framework c) if all else fails, to develop a purely local project but recognising that funds are likely to be very limited in

many parts of the Programmes.

### *5.0 Key Informants Views*

Many of those consulted during the study were reluctant (or unable) to speak about broader issues and challenges facing the County, beyond the field(s) of their own responsibility. This suggested that, despite the development, on the basis of wide consultation, of the County's Vision Statement (which many consultees referred to and which clearly commanded general support), there appeared to be a lack of a well developed and inclusive discussion about the County's strategic direction and, to some extent, a degree of misunderstanding of others' perspectives. Most consultees felt that there had been too many small projects funded under the current Objective 1 Programme and struggled to identify projects which, in their view, had been particularly successful.

Key challenges for Denbighshire over the next seven or eight years which were highlighted included:

- ❑ **Addressing labour shortages**, with several consultees pointing to the increasingly common evidence of employers taking on labour from central and eastern Europe (see below), while also highlighting the generally low wages of many jobs in the County.
- ❑ **Improving skills levels**, with problems in labour market supply being seen as related to what was perceived as the low levels of skills within the Denbighshire workforce – with education providers, in particular stressing the need to improve the provision for 14 – 19 year olds in line with Welsh Assembly Government policy.
- ❑ **The need for highly-skilled and well paid jobs and the lack of attractiveness to new investment** by comparison with areas to the east. There was a fairly strong feeling that the County could not (and in some cases, should not) compete, particularly in sectors such as banking and finance, with areas to the east, which in many cases, already provided job opportunities for Denbighshire residents.
- ❑ **The need for business space and support for local businesses**, with nurturing local SMEs seen as particularly important given the lack of strong prospects for inward investment. A major constraint on this was said to be lack of business space for growing businesses to expand into.
- ❑ **Upgrading tourism**, with interviewees emphasising the need to reduce the dependence on the low-value tourism associated with the traditional coastal “offer” and for a concerted effort to increase the value added by building on assets such as the County's rural landscape, its cultural events and its food industry as well as improving use of the coast for higher-value leisure activities.
- ❑ **Rhyl**, with several consultees saying it was imperative that “Rhyl Going Forward” was fully realised.
- ❑ **Vulnerability to Economic Downturn on Deeside**, with several consultees pointing to the vulnerability of the Denbighshire economy to any continued “shake out” of

manufacturing or national/international service-sector employment on Deeside as a potential major challenge for the Denbighshire economy.

- ❑ **In-migration and pressure on wages**, with concern about the recent phenomenon of significant numbers of jobs within the County being taken by migrant labour, particularly from Central and Eastern Europe. Some saw this as evidence of the tight labour supply in north-east Wales, but others felt that the issue was rather one of employers preferring to use such labour to keep wages down.
- ❑ **Infrastructure constraints**, notably the lack of adequate transport communications outside the A55 corridor.

A number of interviewees specifically mentioned the challenge of recognising the diversity of Denbighshire as a County and the need to develop strategies which were appropriate and sensitive to the differences between the coastal belt and the rural interior of the County.

In terms of overall priorities, there were widely different responses (despite the fact that most consultees felt that their own views would be generally shared). The most common areas identified were:

- ❑ Skills development and information to support skills acquisition;
- ❑ Strengthening the tourism offer;
- ❑ Investing in business infrastructure (ICT and premises);
- ❑ Entrepreneurship and Generic Business Support;
- ❑ North-South road links;
- ❑ Tackling local concentrations of inactivity;
- ❑ Town Centre regeneration.

### 6.0 An Economic Growth Strategy For Denbighshire

In considering the recommendations for the key priorities for the Economic Growth Strategy it is important to bear in mind a number of key points:

- ❑ The policy challenges meeting Denbighshire cannot be addressed in Denbighshire alone: the geography of the County, narrow from east to west, but straggling over a distance of some 30 miles north to south, combined with predominantly east-west communications, means that in functional terms, the lives of Denbighshire residents are in many respects more strongly affected by developments in neighbouring counties than by developments elsewhere within the County.
- ❑ At the same time, the way in which the Convergence programmes seem certain to be implemented is radically different from what has happened in the case of Objective 1. There is likely to be far less opportunity to develop *ad hoc* locally-tailored projects. It will therefore be essential to focus work emerging from this Strategy on influencing the shape of wider regional and national approaches, ensuring that these fully take Denbighshire's needs into account.
- ❑ While emphasising the need for connecting the priorities outlined in this report in a broader spatial dimension set out in the West Cheshire / North East Wales Sub-regional Spatial Strategy, Conwy /Denbighshire Sub-regional Spatial Framework and Central

Wales Key Settlements Study , it is also essential to bear in mind the diversity within Denbighshire and to acknowledge that strategies which are appropriate for Rhyl and Prestatyn may have little relevance to Llangollen and Corwen and recognize that local solutions are required for local challenges .

- ❑ Many of the most “obvious” responses to particular challenges faced by the Denbighshire economy are unlikely to be practical. Given the very heavy reliance on the public sector and tourism, economic diversification is clearly desirable, but there seems little prospect – given the overall pressure on manufacturing within the UK – of substantially increasing the share of manufacturing in the local economy, while the County is not well placed to compete with neighbouring Chester and Deeside for national and international service sector businesses. The focus rather has to be on local value-added services and increasing the value of the employment already available within the County, while accepting that local residents are likely to continue to need to travel to access jobs in sectors such as banking and finance.
- ❑ It is important to remember that, overall, Denbighshire in many respects is doing reasonably well. Indeed, in many ways, Denbighshire is a good example of the inadequacy of using GVA per capita as the sole a measure of welfare. Much evidence suggests there is a high quality of life in Denbighshire and it is essential in developing a growth strategy not to jeopardise those aspects of welfare (the quality of the environment, the general lack of congestion and over-development) where Denbighshire scores well.
- ❑ Even in strict economic terms, household incomes, which are well above the average for West Wales and the Valleys and for Wales as a whole, suggest that individual residents of Denbighshire are generally reasonably prosperous. In seeking to overcome the County’s economic problems (for example, of low wages and low GVA), it is essential not to lose sight of this – and certainly not to in any way jeopardise the sources of this e.g. by encouraging the substitution of lower-paid jobs within Denbighshire for higher-paid jobs outside it. Rather, it will be important to try to capitalise on the gap between household incomes and GVA by encouraging a greater share of local income to be used within the local economy.
- ❑ Related to this, the Strategy also has to be careful of unintended consequences. Given the relatively high levels of economic activity (particularly given the demographic make-up of the County), the fact that employment is likely to increase modestly in any event over the next decade, and the suggestion that relatively few of those on “inactive” benefits are going to be easy to attract back into the labour market, then the labour market in Denbighshire is likely to continue to be relatively tight. Attempts to boost employment opportunities may well lead to greater reliance on migrant labour, which - although economic analysis suggests still brings a net economic benefit - is clearly a subject of some concern on the part of many consultees, unless these attempts are accompanied by positive action to boost the labour supply through, for example, greater mobilisation of “early retirees” or by success in efforts to retain, or attract back, younger people – both of which may represent a significant challenge.
- ❑ While there are some key projects and approaches which have been developed under the current Objective 1 Programme (Rhyl Going Forward, the OpTIC, Denbigh College, the

Key Fund approach to community regeneration) which need to be factored into the forward Strategy, many of the projects appear to have lacked “critical mass” and cannot easily form the basis for a strategic approach in the future.

- While there is widespread support for the Vision Statement adopted in April, there is also a need for a far more profound discussion between stakeholders as to a broader development strategy.

Turning to the components of the Economic Growth Strategy, we recommend ten priorities to be delivered in partnership with other public sector organizations, the community and voluntary sector, and private business. These represent different facets of what we believe to be a coherent strategy, and, as such, they are not presented in any hierarchy of importance. They are:

**DEG 1: Enhancing Quality of Life and local services for residents:** We believe that possibly the key focus of the Strategy has to be to enhance the (in many cases already high) quality of life and access to higher value and higher quality services of residents in Denbighshire regardless of race, disability, gender, age or faith, with two aims: firstly, to encourage local people (even those who travel out of the County to work) to spend more of their disposable income within the County and secondly, as a key part of the effort to retain younger people and/or to encourage them to return to live in the County (see also DEG 7) thereby supporting the Welsh language and culture. In practical terms, this might involve four different elements:

- i) a positive effort through the business support and planning systems to encourage the provision of local services (both professional services and leisure-related services such as restaurants and/or high-quality food outlets) throughout the County, in order to prevent “leakage” of Denbighshire residents’ spend outside the area (whether through travelling to larger service centres such as Chester or reducing the proportion of disposable income used on longer-distance travel). This would also include support for cultural and leisure facilities to extract added value;
- ii) Public interventions such as the redevelopment of the Scala in Prestatyn and making greater use of the Pavilion at the International Eisteddfod Site also have an important role. They can both plug gaps in local services and extract significant external investment and interest, acting as catalysts for wider private investment;
- iii) In Rhyl and Prestatyn, linking the emphasis on service sector businesses to the property and regeneration strategy, in order to bring forward currently unused or under-used town centre property to provide premises for such businesses (linking to DEG 4 below);
- iv) In terms of the Vale of Clwyd and the Dee Valley in particular, developing a strategy to market the area as ideal for higher-skilled “live and work” families, who are either self-employed or largely able to work from home in order both to bring in added value into the economy and generate spin-off effects through demand for local services. This will necessitate a continued effort to ensure high quality ICT infrastructure, as well as ensuring the continuing supply of appropriate housing.



In terms of funding, much of this priority demands less an injection of additional funds than a modest change of emphasis in terms of business support services and regeneration strategy. In terms of the first three elements, this should form part of the local regeneration effort which needs to secure funding through Priority 3 of the new ERDF Convergence Programme (see DEG 4 below), while improving the ICT infrastructure of the rural interior of the County needs to be secured through close working with the Welsh Assembly Government's DEIN, which is certain to lead on this. Potential synergies with the Rural Development Plan need to be explored to ensure that any opportunities to develop and support local services in the rural parts of the County under the RDP are exploited.

**DEG 2: Adding value to tourism and related sectors:** Enhancing the quality of life for local residents will also have spin off benefits for the County's "tourism" offer. Conversely, it is mostly through tourist visits that those outside the County are likely to get to know it and improving the tourism offer is thus critical to encouraging in-migration of younger groups into the County. Although tourism is likely to remain a highly competitive area, and in the case of sub-sectors, such as the traditional coastal caravan parks, there seems little alternative to "managed decline", for the County as a whole, tourism remains a key sector in terms of offering local employment which simply cannot be ignored and has the potential to make a greater contribution if the seasonal variation in demand can be reduced. Moreover, in a perspective looking forward to 2013, it is at least possible that there will be a radical reduction in overseas weekend or "short-break" travel, as the environmental costs of air travel are factored in to pricing. This Priority would involve:

- i) Taking forward the County's Cultural tourism strategy, with a very strong emphasis on improving the tourism offer within the rural interior by increasing the provision and driving up standards of accommodation and food (this also links to the skills agenda – see DEG 3); continued investment in tourism infrastructure such as facilities linked to the canal network in the Dee Valley and signage; and developing niche markets, based around waterways, walking, riding and arts/cultural events;
- ii) Implementing the Rhyl Going Forward strategy, particularly the Drift Park and Foryd Harbour schemes to improve the attractiveness of the traditional coastal strip to visitors and residents alike;
- iii) Continuing to provide support to initiatives to support the agri-food industry and to improve the quality and profile of local produce which can also help to improve the health of the workforce.

For this priority, it is essential to work with partners beyond the County boundary and to co-ordinate the promotion and marketing effort. In the case of the interior, and in line with the Wales Spatial Plan, it may be sensible to work closely with the Central Wales area to promote high quality rural tourism products.

In terms of funding, given the apparent low profile of tourism in the emerging documentation for the Convergence Programmes, it will be important, initially, to work through the WLGA to lobby for the inclusion of tourism-related infrastructure in Priority 2 of the new ERDF Convergence Programme. Financial support for physical upgrading of tourism establishments is likely to continue to be funded from grants (or possibly loans) administered by DEIN (since the

amalgamation of the Wales Tourist Board into the Welsh Assembly Government), with the probable support of ERDF under Priority 1 of the ERDF programme and the County Council should work closely with them to ensure that any schemes are well publicised to and accessed by local tourism businesses. In the absence of specific provision for investment in tourism infrastructure from the Convergence Programme resources, any financial support to deliver the second element will need to come either from local regeneration funding under Priority 3 of the new ERDF Programme (see DEG 4 below), although it may also be possible to incorporate certain elements in any coastal protection Strategic Framework, which may be developed under Priority 2 of the ERDF Programme, or through private investment. In terms of the third element, this should be pursued through action under the Rural Development Plan, which may also be able to provide some limited resources for the first element.

**DEG 3: Upgrading skills:** Given the relatively high levels of economic activity of local residents, the key to increasing both the value added by local employment and to increasing wage levels is to improve the skills and productivity of those who are already in employment or who will come into the labour market from the education system over the next decade. This requires:

- i) A new and stronger emphasis on upgrading the skills of those in employment, based on a strongly sectoral approach (in order to mitigate fears of “poaching”). We believe that this will require working at a sub-regional level, as well as securing the support and involvement of employer led bodies, such as the Sector Skills Councils and finding ways in which smaller employers can help staff to access training. Initially at least, efforts might be targeted at a limited number of service sectors, notably tourism (where the quality of the product is clearly strongly related to the quality of the service) and the care sector, but clearly Denbighshire should “buy in” to other sectoral priorities across the region;
- ii) A more strategic approach to the provision of vocational as well as academic 14 – 19 year Pathways in the County, in order to ensure that local young people have the widest range of options to enable them to access job opportunities not just within Denbighshire but in sectors (advanced manufacturing, banking and financial services) which are well represented in neighbouring areas thereby retaining younger people in the county. This requires greater co-ordination (or even integration) between LEA sixth form provision and Further Education provision and still greater co-ordination between the different FE colleges providing learning within the County.

In terms of funding, both these elements are well-aligned with Priority 2 of the All Wales Human Resource (ESF) Programme. In terms of the first, the County needs to develop a regional approach working closely with DELLS as well as other local authorities and the relevant Sector Skills Councils to develop a more sectorally-focussed approach to raising skills in the employed workforce, while building on the success of the “Skills for Business” suite of projects. In the case of the second, it will be important to engage with the work being taken forward by the WLGA to develop a Strategic Framework on 14 – 19 pathways. It is also important to note that, as the new (draft) Structural Fund Regulations provide for some capital investment in post-16 education infrastructure from the ESF, it is possible that additional provision e.g. the further expansion of Rhyl College, might be secured through this route.

**DEG 4: Driving ahead with Regenerating Rhyl:** With more than a quarter of Denbighshire’s population living in Rhyl, and with a degree of consensus achieved on the “Rhyl Going

Forward” Strategy, continuing to deliver against this Strategy seems to us a fundamental priority. In terms of access to Convergence funding, there is a clear opportunity through the proposed Priority 3 of the ERDF Convergence Programme, but it is evident that the bulk of this funding will be only accessed through a Strategic Framework(s) which is not just local. It is therefore essential that the County Council follows a two-pronged approach. On the one hand, it should work closely both with the WLGA on its initiative to develop a local authority-led Town Centre Regeneration Strategic Framework, while recognising that current proposals to ring-fence funding to individual local authorities might lead to a squeeze on resources available to Denbighshire, given the potentially more vocal claims of Valleys local authorities. Secondly, it should work with sub-regional partners (both in North-East Wales, with a focus on the Spatial Plan partnership and North-West Wales) to explore the development of a sub-regional Sustainable Communities Framework focussed on the deprived coastal communities.

**DEG 5: Improving the competitiveness of local businesses in order to offer local employment opportunities:** We do not believe that it is possible to build an economic growth strategy in Denbighshire around the attraction of large-scale inward investment, because of the relative decline in “footloose” investment in the UK, the comparative locational advantages (and prioritisation within the Wales Property Strategy) of the Deeside/Chester area, and the fact that there is already a relatively tight labour market within the County. We also believe that outward commuting will remain an important element of economic prosperity for much of the County (notably the Rhyl/Prestatyn area and the Dee Valley). At the same time, it is important that local employment opportunities are available in order that people can work in locations which are close to where they live and that local businesses wishing to expand and offer additional employment are able to do so. This priority should involve three elements:

- i) Continued provision of/support for the development of sites and premises focussed on providing expansion space for local growth businesses (which is likely to require intervention by the County Council possibly in “partnership” with private sector investors) and avoiding flood risk areas and mitigating the impact upon wildlife habitats. However, this does need to be complemented by efforts to ensure that existing sites and premises are effectively utilised – including ensuring that the quality is adequate to the needs of expanding businesses;
- ii) Continued financial support for business investment, with a suite of grants and loans related to capital investment and employment creation. In line with recent changes to Regional Selective Assistance (RSA), it is important to ensure that investments which generate employment but do not require heavy capital investment are not disadvantaged, while placing a premium on investments which generate higher-quality jobs and/or involve higher technology;
- iii) Better co-ordination of business advisory services.

In terms of funding and delivery of these elements, it seems unlikely that the Welsh Assembly Government will support the provision of large-scale resources for sites and premises in the new ERDF Programme. It is therefore essential in terms of the first element to drive forward the mixed-use site proposals which appear to be a viable way of providing additional sites and premises without public subsidy and which will also help address housing needs (see DEG 7). For the second element, the County Council needs to work closely with the WLGA in support of their proposed Strategic Framework for Supporting Local Businesses, whilst also continuing

to ensure that Denbighshire businesses are well-positioned to access larger-scale funding from WAG through the continuation of grant schemes such as RSA and AIG and through Finance Wales products. In terms of the third element, it is clear that much of the provision under Priority 1 of the new ERDF Convergence Programme will be delivered through Strategic Frameworks developed within the Welsh Assembly Government's DEIN, but contracted through local delivery agencies. The County Council needs to work closely with other partners - including DEIN staff within the region and Denbighshire Enterprise Agency - to try to ensure that the contracting system delivers a result which ensures strong co-ordination of the local delivery of different Strategic Frameworks and that local businesses are able to compete for public sector procurement contracts.

**DEG 6: Opto-electronics and other high-technology industries:** Denbighshire has relatively weak representation in manufacturing industry (which, given the problems faced by the manufacturing sector is not necessarily a major disadvantage) and few companies with a strong base in more advanced technologies. It would therefore be unrealistic to build a growth strategy around advanced manufacturing – although from a broader perspective this remains essential to the County's economic well-being, given the reliance in employment terms of many Denbighshire residents on Airbus at Broughton (and hence is important in the context of skills – see DEG 3).

At the same time, significant investment has gone into the development of the OpTIC Technium at St. Asaph, and it is important to try to build on the success of this development in the St Asaph West / Bodelyyddan area to ensure that the County retains its competitive advantage in this technology. In practical terms, the lead on this will probably continue to be taken by DEIN (following the merger of the WDA) but the County Council needs to work closely with DEIN staff to support further development.

More generally, we are somewhat sceptical as to the scope for developing new high-technology sectors within the County: however, there may be scope to work with other partners (such as DEIN and the Health Trust) to investigate whether there is capacity to develop commercial opportunities (e.g. in clinical trials) on the back of the District General Hospital at Bodelyyddan. Funding for both of these elements should, in principle, be available through Priority 1 of the new ERDF Convergence Programme, but we believe the lead on these issues needs to be taken outside by regional agencies.

**DEG 7: Ensuring the labour supply:** A key aspect of the Denbighshire economy is that there is a fairly tight labour market with some vacancies being filled by workers from the “A8” countries – as well as a population which is increasingly weighted towards older people. While we do not see an attempt to rapidly increase the number of employment opportunities within Denbighshire as a main plank of an Economic Growth Strategy, ensuring that there is an adequate supply of local labour is essential to enabling local businesses to expand and local employers to replace workers approaching retirement without reliance on transient labour. We believe there are three elements to this priority:

- i) The provision of good quality housing, including affordable housing, to attract/retain younger people, particularly those with young families, in the County. This is important not just in terms of securing the labour supply, but also in terms of the first of our priorities (DEG1): while driving up the quality of local services and improving the quality of life of local residents (including considering issues such as

the provision and quality of local schooling), it is also essential to provide opportunities for more people to live in the area and to provide an increased level of local demand for these services. We believe there is considerable potential (as envisaged in the Spatial Plan) for increased housing provision along the coast, linked both to local employment opportunities but also to providing relatively easy access to employment in the “Dee Triangle” where labour supply is an even more critical issue;

- ii) The development of a pilot project to attract older retirees, who have a basic but not particularly high income from occupational pensions back into the labour market. This would be an innovative and relatively untested approach and would need to emphasise the importance of avoiding displacement (in other words ensuring that employment opportunities were additional to jobs already filled by local people). It would need to involve partnership working with others such as the Voluntary Sector, JobCentre Plus and Working Links, and possibly organisations such as Prime Cymru. It might be possible to envisage links into business development (drawing on experience from Anglesey of using retired people as mentors for new businesses);
- iii) Continued support for upskilling and motivating those on incapacity benefits to access employment. This needs to be fairly narrowly focussed on Rhyl and is related to the efforts in Rhyl Going Forward to reduce the number of Houses in Multiple Occupation (HMOs).

In terms of funding, housing is clearly highly likely to remain outside the framework for the Structural Funds. In any event, the route for improving the housing supply is clearly offered through the mixed-use site proposals (see DEG 5) for new developments, together with the efforts to upgrade existing stock in Rhyl (through the Rhyl Going Forward strategy which should be the focus of efforts to secure funding under Priority 3 of the ERDF Programme) and elsewhere to include greater energy efficiency and a reduction in fuel poverty.

Both the second and third elements could potentially be funded through Priority 1 of the All Wales Human Resource (ESF) Programme. It is likely that a Strategic Framework on inactivity will be developed within DELLS and it will be important to work with DELLS staff within the region to ensure that the needs of Rhyl are fully taken into account. As for the second element, this would appear to be an approach which might be developed on a sub-regional (North-West Wales) basis, possibly within the economic inactivity Strategic Framework, but early discussions are needed with the other local authorities in the region.

**DEG 8: Better transport links:** There are a number of reasons why we doubt whether major investment in transport, particularly in road links within the County, can realistically be a key plank of this Growth Strategy. In practice, there are likely to be serious resource constraints (with little margin in the current Transport Plans which run to 2010), while more importantly we believe that commuting to employment and learning opportunities (particularly Higher Education) outside the County (and particularly in the regional centre of the “Dee Triangle”) is likely to remain key to the County’s prosperity. We therefore believe that the priorities in terms of transport in the short-to medium term are likely to be:

- i) Improving public transport links between the coastal towns and the Vale of Clwyd and the Deeside / Chester area working with the Train Operating Companies and

bus companies to improve services at times which are suitable for those commuting to work or learning;

- ii) Upgrading links (both road and public transport) along the Dee Valley to Wrexham, as a major growth centre;
- iii) Possibly piloting innovative transport schemes to assist users to access work, leisure and learning.

Although funding may only be forthcoming in the longer term, a further priority should be to lobby for funding for road improvements to link the Vale of Clwyd with the A55 avoiding the St. Asaph bottleneck.

In terms of funding, there will clearly be opportunities to support public transport schemes, through Priority 2 of the ERDF Convergence Programme and cycle routes and walks through other funding streams and it will be important to work very closely with both Taith and with the WLGA on developing the latter's proposed Strategic Framework on Transport.

**DEG 9: Community regeneration:** Key Funds have been an effective way of “spreading the benefits” of Objective 1. We believe that a Key Fund approach, which can support relatively low-cost capital and revenue brought forward by community organisations projects and social and community businesses across the County to improve their communities and enhance community safety should be mainstreamed into the future Convergence programme. Clearly, if this is to have much chance of success, it will be dependent on developing a Strategic Framework on a regional or Wales-wide basis, albeit with delivery through a local agency. It is recommended that the County Council work closely with other local authorities on a regional basis and with DVSC and other County Voluntary Councils in the region to develop a proposal along these lines which could be funded through Priority 3 of the ERDF Programme. It will also be important to investigate the capacity of the Rural Development Plan to provide a Rural Key Fund to support local services in rural communities and encourage local companies to become involved in community regeneration through their corporate social responsibility activity.

**DEG10: Rural development:** Rural communities face particular challenges arising from their relative isolation, being sparsely populated and their dependence upon economic sectors which continue to experience major change and the Rural Development Plan for Wales provides one means of addressing some of these challenges. The development of new housing including affordable units, and economic diversification made possible by new telecommunications infrastructure and the provision of business premises will increase demand for facilities such as schools and local shops. Innovative approaches to public transport will improve access to employment, services, leisure and learning and support to develop new markets will encourage growth in the key agri-food and tourism sectors.

### *7.0 Resources*

The resources to deliver the strategy will be drawn from a range of public, private, community and voluntary sector organizations with the EU Convergence and INTERREG programmes and the Rural Development Plan for Wales being key sources of external funding. The County Council will make provision for capital and revenue match funding to take advantage of external funding opportunities which may arise to assist with the delivery of the strategy.

### *8.0 Monitoring*

Progress with implementing the strategy will be monitored in a number of ways.

Reports will be made to the Local Service Board, the Denbighshire Economic Growth Partnership, Council scrutiny committees and also to the funding bodies supporting the discrete projects required to deliver the strategy.

The three key indicators which will be used to measure the success of the strategy are:

- the percentage of the working age population registered as unemployed,
- the percentage of the working age population who are either not in work or not seeking work, and
- the ratio of average house price to household income.

### *9.0 Longer term and wider impacts*

The long term impact of the strategy will be to ensure a strong, healthy and just society in the county by means of achieving a sustainable economy whilst living with environmental limits and using sound science responsibly.

The wider impacts of the strategy will be to contribute to the broad vision for the West Cheshire / North East Wales sub-region as an area able to compete successfully in the regional, national and global marketplace set out in its spatial strategy; to the achievement of the Welsh Assembly Government's vision for an economy delivering strong and sustainable economic growth set out in its policy document "Wales: a vibrant economy"; and to the Lisbon agenda of the European Union whereby low productivity and stagnation of economic growth are addressed by harnessing innovation as a motor for change and encouraging the learning economy whilst supporting social and environmental renewal.

**REPORT TO CABINET**

**CABINET MEMBER: LEADER**

**DATE: 26 June 2007**

**SUBJECT: EU 2007-2013 CONVERGENCE PROGRAMME  
PROJECT IDENTIFICATION**

**1 DECISION SOUGHT**

To approve a matrix of projects developed by the Council's Working Group on Convergence as a basis for future attempts to attract resources from the European Union's 2007-13 Convergence Programme. These are outlined in annex 1.

**2 REASON FOR SEEKING DECISION**

This report takes the Council's strategy for Convergence a step forward, providing a link between the emerging identification of projects, emerging strategy and approved Council vision. The report will provide authorised direction for the Convergence/External Funding working group with the ultimate aim of maximising the potential of the new funding programme to assist in the socio-economic regeneration of the County.

**Background** - The 2007 -13 Convergence programme is the structural fund successor to Objective 1; it will provide a total of £1.3 billion for the West Wales and Valleys region. The new programme differs significantly from the previous Objective 1 programme in that the Welsh European Funding Office (WEFO) is seeking to approve far fewer projects. This will mean that bids will be required to be much larger and in most cases serving a sub-region or even a region. It will be the exception rather than the norm for a project to deliver within a single county.

A series of meetings have taken place within NW Wales to identify a comprehensive list of projects for Convergence and a project matrix was created by DEIN for all potential sponsors to input project ideas some led by the Welsh Assembly Government and others by local authority representatives. We have been informed that unless a project has been placed on this list it could jeopardise access to funding in the future.

The Council and Officer Working Groups on Convergence in conjunction with relevant internal departments have actively sought to populate the matrix with ideas for future exploitation of EU structural funding resources.

The table outlined in annex 1 is a Denbighshire focused version of this north west Wales matrix. The vertical columns are the four geographical boundaries in which the project will deliver ranging from coastal Denbighshire in the north and the Dee Valley in the south. The horizontal rows provide an outline of the themes of the Convergence Programme.



Each project entry contains details of the project title; the sponsoring organisation; and the synergy with the relevant Drivers for Economic Growth (DEGs) as identified by Old Bell 3 consultancy which was commissioned by the Council in the winter of 2006. Details of the 9 DEGs have been provided at the end of the matrix and additionally how they synergise with the Council's vision policies as shown.

An additional exercise is currently underway to complete a two page proforma for each of the internal projects. This will contain brief details of the project description, costs, strategic context, aim and objectives.

The early identification of projects and their subsequent validation will enable Denbighshire to derive benefit from the Convergence Programme once we are given the 'green light' to proceed. It is anticipated that this will be late autumn of this year.

This is the first step in the application process. Much more work is required before we can submit a bid. This will include the identification of match funding, the prioritisation of projects, needs assessment, targeting resources to areas of need and opportunity.

In addition we will be required to constantly work in partnership with neighbouring authorities in order that we may comply with the sub-regional dimension for project development.

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

Section 2 of the Local Government Act 2000 confers upon a local authority the power to incur expenditure on anything which it considers to be likely to promote or improve the economic, social or environmental well-being of its area.

### **4 COST IMPLICATIONS**

The report will provide authorised direction for the Convergence / External Funding working group and will enable them to select projects to be developed further as application deadlines approach. Prioritised projects will need to be assessed by the group in respect to funding implications and then submitted through the Council's appropriate processes in due course.

### **5 FINANCIAL CONTROLLER STATEMENT**

Bids for capital funding need to be prepared by the end of November each year for schemes to stand a realistic chance of securing finance/match funding, from DCC's capital plan in the following financial year. Timescales may mean that a block allocation proposal would be the best option for bids in connection with this matter for next year.

### **6 CONSULTATION CARRIED OUT**

**North West Wales** – during the programme of sub-regional meetings convened by officers of DEIN it was agreed to compile a matrix of project ideas, serving the n w Wales area.

**Denbighshire** – in order to populate the matrix with Denbighshire proposals the Council Working Group on Convergence decided upon the following consultation process –

- Officers of the Council's EU & External Funding team to disseminate to relevant departments in the Authority details of eligible activities;
- by way of the Officer Group on Convergence departments were actively encouraged to identify ideas;
- once the exercise was completed the four area members groups were consulted and provided with an opportunity to identify further ideas. This exercise was completed in the spring of this year;
- in the interim the list has been frequently refreshed with additional in principle application proposals

Overall the exercise has been overseen by the Denbighshire Council Working Group on Convergence and facilitated by the EU and External Funding Team.

## **7 IMPLICATIONS ON OTHER POLICY AREAS:**

The report has widespread implications on many Council priority areas. These are noted within the matrix where each project is linked through the Denbighshire Economic Growth Strategy to specific vision statements.

## **8 ACTION PLAN**

An agreement has not yet been achieved between the European Union Welsh Assembly Government and the UK Government regarding the National Strategic Reference Framework to deliver the 2007 – 13 structural fund programmes. Anticipated approval dates have slipped and under these circumstances deadline dates for meetings schedules, information dissemination undertakings are best annotated as on-going. A more precise timetable can be introduced at a later date once the programme has been agreed and WAG have fully determined their delivery mechanisms.

<b>Action</b>	<b>Lead Member / Officer</b>	<b>Deadline</b>
Further identify sub-regional and Denbighshire – Conwy projects	Rhiannon Hughes / Gareth Evans	On - going
Providing support to translate ideas into bids.	Kevin Edwards	Autumn
Make applications to Convergence Frameworks	Kevin Edwards	Autumn / on-going

## **9 RECOMMENDATIONS**

That Members approve the draft 2007-13 EU Convergence Programme Project Matrix as the basis of future attempts to attract resources from the EU Convergence Programme

## Matrix of Projects Identified funded through the Convergence Programme

<b>ERDF Priority 1: Building a Knowledge Based Economy</b>			
<b>Theme 1: Fostering R&amp;D technology &amp; innovation</b>			
<b>Vale of Clwyd</b>	<b>Dee Valley</b>	<b>Coastal Denbighshire</b>	<b>A55 Corridor</b>
<p><b>DEIN</b>- Support to promote the development of the Environmental Goods &amp; Services sector (DEG 6/Vision 10 &amp; 12)</p> <p>? Renewables project encouraging &amp; bring about renewable resources (DEG 6/ Vision 15 &amp; 16)''</p>	<p><b>DEIN</b>- Support to promote the development of the Environmental Goods &amp; Services sector (DEG 6/Vision 10 &amp; 12)</p>	<p><b>DEIN</b> - Support to promote the development of the Environmental Goods &amp; Services sector (DEG 6/Vision 10 &amp; 12)</p> <p><b>DCC</b>- Integrated Healthcare Delivery Centre (DEG/Vision 12)</p> <p><b>Llandrillo</b>- Rhyl College Expansion (DEG 6/ Vision 12):</p>	<p><b>DEIN</b> - Support to promote the development of the Environmental Goods &amp; Services sector (DEG 6/Vision 10 &amp; 112)</p> <p><b>DEIN</b>- Technium OptIC Phase II. Science Park new incubation units on spin out technologies &amp; expertise from OptIC I (DEG 6/Vision 10)</p> <p><b>DEIN</b>- Optic Cluster expansion. (DEG 6 Vision 10)</p> <p><b>DCC</b>- Health Care Business Park- based Ysbyty Glan Clwyd economic spin-off opportunities (DEG 1/Vision 10)</p>

<b>Theme 2: Information Society for All</b>			
<b>Vale of Clwyd</b>	<b>Dee Valley</b>	<b>Coastal Denbighshire</b>	<b>A55 Corridor</b>
<p><b>DEIN</b> Broadband &amp; ICT enhancement link to Fibre speed network (DEG 1/Vision 7)</p> <p><b>DCC</b> ICT Training for SMEs Replication &amp; further development of the CyberSkills IT Centre (DEG 3/Vision 11 &amp; 12)</p> <p><b>DEIN</b> Specialist ICT Business Adviser (DEG 5/Vision 10)</p> <p><b>DCC</b> website based services (DEG 5/Vision 10)</p> <p><b>DCC</b> 3G, 4G &amp; 5G mobile broadband services (DEG 1/Vision 7)</p>	<p><b>DEIN</b> Broadband &amp; ICT enhancement link to Fibre speed network (DEG 1 Vision 7)</p> <p><b>DCC</b> ICT Training for SMEs Replication &amp; further development of the CyberSkills IT Centre (DEG 3/Vision 11 &amp; 12 )</p> <p><b>DEIN</b> Specialist ICT Business Adviser (DEG 5/Vision 10)</p> <p><b>DCC</b> website based services (DEG 5/Vision 10)</p> <p><b>DCC</b> 3G, 4G &amp; 5G mobile broadband services (DEG 1/Vision 7)</p>	<p><b>DCC</b> ICT Training for SMEs Replication &amp; further development of the CyberSkills IT Centre (DEG 3/Vision 11 &amp; 12)</p> <p><b>DEIN</b> Specialist ICT Business Adviser (DEG 5/Vision 10)</p> <p><b>DCC</b> website based services (DEG 5/Vision 10)</p> <p><b>DCC</b> 3G, 4G &amp; 5G mobile broadband services (DEG 1/Vision 7)</p>	<p><b>DEIN</b> Broadband &amp; ICT enhancement link to Fibre speed network (DEG 1 Vision 7)</p> <p><b>DCC</b> ICT Training for SMEs Replication &amp; further development of the CyberSkills IT Centre (DEG 3/Vision 11 &amp; 12)</p> <p><b>DEIN</b> Specialist ICT Business Adviser (DEG 5/Vision 10)</p> <p><b>DCC</b> website based services (DEG 5/Vision 10)</p> <p><b>DCC</b> 3G, 4G &amp; 5G mobile broadband services (DEG 1/Vision 7)</p>

<b>ERDF Priority 2: Improving Business Competitiveness</b>			
<b>Theme 1 Entrepreneurship &amp; Business Growth</b>			
<b>Vale of Clwyd</b>	<b>Dee Valley</b>	<b>Coastal Denbighshire</b>	<b>A55 Corridor</b>
<p><b>DCC-</b> Development tourism SME networks, adding value to tourism &amp; related sectors (DEG 2/Vision 9&amp; 10)</p> <p><b>DEIN-</b> Local Supplier Development – aid to SMEs purchase goods &amp; services from local suppliers &amp; develop local collaborations (DEG5/Vision 10)</p> <p><b>DEIN-</b> Specialist Business Advisors (Cluster / Sector Development) - Continuation of the Specialist Business Advisor programme for specific growth sectors. (DEG 5/Vision 10)</p> <p><b>DCC</b> working with town business groups (DEG 5/Vision 10)</p> <p><b>DCC</b> Market research grant (DEG 5/Vision 10)</p> <p><b>Coleg Menai-</b> Food Technology Cluster - Develop SMEs provide adding value food &amp; drink (DEG6/Vision 10)</p>	<p><b>DCC-</b> Development of tourism SME networks, adding value to tourism &amp; related sectors (DEG 2/Vision 9 &amp; 10)</p> <p><b>DEIN-</b> Local Supplier Development – aid to SMEs purchase goods &amp; services from local suppliers &amp; develop local collaborations (DEG5/Vision 10)</p> <p><b>DEIN-</b> Specialist Business Advisors (Cluster / Sector Development) - Continuation of the Specialist Business Advisor programme for specific growth sectors. (DEG 5/Vision 10)</p> <p><b>DCC</b> working with town business groups (DEF 5/Vision 10)</p> <p><b>DCC</b> Market research grant (DEG 5/Vision 10)</p>	<p><b>DCC-</b> Development of tourism SME networks, adding value to tourism &amp; related sectors (DEG 2/Vision 9&amp; 10)</p> <p><b>DEIN-</b> Local Supplier Development – aid to SMEs purchase goods &amp; services from local suppliers &amp; develop local collaborations (DEG5/Vision 10)</p> <p><b>DEIN-</b> Specialist Business Advisors (Cluster / Sector Development) - Continuation of the Specialist Business Advisor programme for specific growth sectors. (DEG 5/Vision 10)</p> <p><b>DCC</b> working with town business groups (DEF 5/Vision 10)</p> <p><b>DCC</b> Market research grant (DEG 5/Vision 10)</p>	<p><b>DEIN-</b> Local Supplier Development – aid to SMEs purchase goods &amp; services from local suppliers &amp; develop local collaborations (DEG5/Vision 10)</p> <p><b>DEIN-</b> Specialist Business Advisors (Cluster / Sector Development) - Continuation of the Specialist Business Advisor programme for specific growth sectors. (DEG 5/Vision 10)</p> <p><b>DCC</b> working with town business groups (DEF 5/Vision 10)</p> <p><b>DCC</b> Market research grant (DEG 5/Vision 10)</p>

<b>Theme 2: Business Finance</b>			
<b>Vale of Clwyd</b>	<b>Dee Valley</b>	<b>Coastal Denbighshire</b>	<b>A55 Corridor</b>
<p><b>DEIN-</b>Enhanced use of ICT to promote/develop Competitiveness (DEG 5/Vision 10)</p> <p><b>DCC-</b> Local SME development grants (DEG 5/Vision 10)</p> <p><b>DCC</b> grants to SME's (DEG 5/Vision 10)</p>	<p><b>DEIN-</b>Enhanced use of ICT to promote/develop Competitiveness (DEG 5/Vision 10)</p> <p><b>DCC-</b> Local SME development grants (DEG 5/Vision 10)</p> <p><b>DCC</b> grants to SME's (DEG 5/Vision 10)</p>	<p><b>DEIN-</b>Enhanced use of ICT to promote/develop Competitiveness (DEG 5/Vision 10)</p> <p><b>DCC-</b> Local SME development grants (DEG 5/Vision 10)</p> <p><b>DCC</b> grants to SME's (DEG 5/Vision 10)</p>	<p><b>DEIN-</b>Enhanced use of ICT to promote/develop Competitiveness (DEG 5/Vision 10)</p> <p><b>DCC-</b> Local SME development grants (DEG 5/Vision 10)</p> <p><b>DCC</b> grants to SME's (DEG 5/Vision 10)</p>

<b>ERDF Priority 3: Developing Strategic Infrastructure</b>			
<b>Theme 1: Sustainable Transport</b>			
<b>Vale of Clwyd</b>	<b>Dee Valley</b>	<b>Coastal Denbighshire</b>	<b>A55 Corridor</b>
<b>DCC</b> - Maximising potential for green based tourism (DEG 2/Vision 9 & 15)	<b>DCC</b> - Maximising potential for green based tourism (DEG 2/Vision 9 & 15)	<b>DCC</b> - Maximising potential for green based tourism (DEG 2/ Vision 9 & 15)	<b>DCC</b> - St Asaph strategic industrial link road (DEG 8/Vision 9 & 15)
<b>DCC</b> - Denbighshire Shuttle Bus - Linking areas of employment & communities (DEG 5/Vision 17)	<b>DCC</b> - Denbighshire Shuttle Bus - Linking areas of employment & communities (DEG 5/Vision 17)	<b>DCC</b> -Denbighshire Shuttle Bus - Linking areas of employment & communities (DEG 5/Vision 17)	<b>DCC</b> -Denbighshire Shuttle Bus - Linking areas of employment & communities (DEG 5/Vision 17)
	<b>DCC</b> - Railway extension to Corwen (DEG 5 & 8/Vision 17)		
<b>Theme 2: Strategic Infrastructure (business &amp; education)</b>			
<b>Vale of Clwyd</b>	<b>Dee Valley</b>	<b>Coastal Denbighshire</b>	<b>A55 Corridor</b>
<b>DCC</b> Centre for applied arts- Ruthin (DEG 3/Vision 11 & 12)		<b>DCC</b> Rhyl SE link (DEG 5/Vision 11 & 17)	<b>DCC</b> - St Asaph Business Park Expansion (DEG 5/Vision 10)
<b>DCC</b> High quality/strategic business sites & premises (DEG 5/Vision 10)	<b>DCC</b> High quality/strategic business sites & premises (DEG 5/Vision 10)	<b>DCC</b> Prestatyn transport hub (DEG 8/Vision 17)	
		<b>DCC</b> High quality/strategic business sites & premises (DEG 5/Vision 10)	<b>DCC</b> High quality/strategic business sites & premises (DEG 5/Vision 10)
<b>ERDF Priority 4: Creating an Attractive Business Environment</b>			
<b>Theme 1: Renewable Energy</b>			
<b>Vale of Clwyd</b>	<b>Dee Valley</b>	<b>Coastal Denbighshire</b>	<b>A55 Corridor</b>
<b>DCC</b> zero emission business premises demonstration project (DEG 9/Vision 15 & 16)	? Renewables project encouraging & bring about renewable resources (DEG 6/ Vision 15 & 16)	<b>DCC</b> -Build an Off-Shore Wind-farm (DEG 5/Vision 13 & 16)	<b>DCC</b> - ECO Park St Asaph (DEG 5/Vision 13 & 16)
		<b>DCC</b> - Renewable Energy Windfarm expansion (DEG 6/ Vision 13 & 16)	<b>DCC</b> zero emission business premises demonstration project (DEG 9/Vision 15 & 16)
<b>Theme 2: Environmental Risk Management.</b>			
<b>Vale of Clwyd</b>	<b>Dee Valley</b>	<b>Coastal Denbighshire</b>	<b>A55 Corridor</b>
<b>DCC</b> - Flood Alleviation Prog (DEG1/Vision 16)	<b>DCC</b> - Flood Alleviation Prog (DEG1/Vision 16)	<b>DCC</b> - Flood Alleviation Prog (DEG1/Vision 16)	<b>DCC</b> - Flood Alleviation Prog (DEG1/Vision 16)
<b>DCC</b> Waste recycling site (DEG 1 & 9/Vision 15 & 16)	<b>DCC</b> Waste recycling site (DEG 1 & 9/Vision 15 & 16)	<b>DCC</b> Waste recycling site (DEG 1 & 9/Vision 15 & 16)	<b>DCC</b> Waste recycling site (DEG 1 & 9/Vision 15 & 16)
		<b>DCC</b> - Coastal - Sea wall (DEG 9/Vision 16)	

<b>Theme 3: Environment for Growth</b>			
<b>Vale of Clwyd</b>	<b>Dee Valley</b>	<b>Coastal Denbighshire</b>	<b>A55 Corridor</b>
<p><b>DCC</b>- Promoting development Environmental Goods &amp; Services sector (DEG 5/Vision 12, 15 &amp; 16)</p> <p><b>DCC</b>-Upland Visitor Interpretation &amp; Environmental Improvements includes Hirethog ,Hillforts &amp; Heather (DEG1/Vision 9, 15 &amp; 16)</p> <p><b>DCC</b>-Strategic footpaths, bridleways &amp; cycle paths (DEG 8/Vision 9 &amp; 17)</p> <p><b>DCC</b>- Offa's Dyke Infrastructure &amp; business opportunity (DEG 5/Vision 10)</p> <p><b>DCC</b>-Denbighshire unique sense of place ( DEG2/Vision 9)</p> <p><b>DCC</b>-Health &amp; Well-being Tourism (DEG 2/Vision 5 &amp; 9)</p> <p><b>DCC</b>-Environmental attractions - Access to nature &amp; the countryside in NNRs &amp; other nature reserves. (DEG 2/Vision 9, 15 &amp; 16)</p> <p><b>DCC</b>-Landscape projects &amp; habitat restoration - European sites (SAC, SPA) (DEG 2/Vision 9, 15 &amp; 16)</p> <p><b>DCC</b>-Improve access for all to tourism opportunities (DEG 2/Vision 10)</p> <p><b>DCC</b>-Denbighshire Integrated Marketing of Tourism (DEG 2/Vision 9)</p> <p><b>DCC</b>-Research programme for growth opportunities for tourism (DEG 2/Vision 9)</p> <p><b>DCC</b>-Rural Enterprise Gateway (DEG 9/Vision 10 &amp; 15)</p> <p><b>DCC</b>-Internet destination focussed management (DEG 5/Vision 9)</p> <p><b>DCC</b>-Forestry green tourism (DEG 2/ Vision 9, 15 &amp; 16)</p> <p><b>DCC</b>-Wood products added value (DEG 2/Vision 10)</p>	<p><b>DCC</b>-Promoting development Environmental Goods &amp; Services sector (DEG 5/Vision 12, 15 &amp; 16)</p> <p><b>DCC</b>-Strategic footpaths, bridleways &amp; cycle paths (DEG 8/Vision 9 &amp; 117)</p> <p><b>DCC</b>- Offa's Dyke Infrastructure &amp; business opportunity (DEG 5/ Vision 11)</p> <p><b>DCC</b>-Denbighshire unique sense of place ( DEG2/Vision 9)</p> <p><b>DCC</b>-Health &amp; Well-being Tourism (DEG 2/Vision 5 &amp; 9)</p> <p><b>DCC</b>-Environmental attractions - Access to nature &amp; the countryside in NNRs &amp; other nature reserves. (DEG 2/Vision 9, 15 &amp; 16)</p> <p><b>DCC</b>-Landscape projects &amp; habitat restoration - European sites (SAC, SPA) (DEG 2/Vision 9, 15 &amp; 16)</p> <p><b>DCC</b>-Improve access for all to tourism opportunities (DEG 2/Vision 9)</p> <p><b>DCC</b>-Denbighshire Integrated Marketing of Tourism (DEG 2/Vision 9)</p> <p><b>DCC</b>-Research programme for growth opportunities for tourism (DEG 2/Vision 9)</p> <p><b>DCC</b>-Rural Enterprise Gateway (DEG 9/Vision 10 &amp; 15)</p> <p><b>DCC</b>-Internet destination focussed management (DEG 5/Vision 9)</p>	<p><b>DCC</b>-Promoting development Environmental Goods &amp; Services sector (DEG 5/Vision 12, 15 &amp; 16)</p> <p><b>DCC</b>- Foryd Harbour Phase II incl Foryd windfarm service facility (DEG 4/Vision 9 &amp; 13)</p> <p><b>DCC</b>-Coastal Access Improvement Programme (DEG 2/Vision 9)</p> <p><b>DCC</b>- Offa's Dyke Infrastructure &amp; business opportunity (DEG 5/Vision 11)</p> <p><b>DCC</b>-Denbighshire unique sense of place ( DEG2/Vision 9)</p> <p><b>DCC</b>-Health &amp; Well-being Tourism (DEG 2/Vision 5 &amp; 9)</p> <p><b>DCC</b>-Environmental attractions - Access to nature &amp; the countryside in NNRs &amp; other nature reserves. (DEG 2/Vision 9, 15 &amp; 16)</p> <p><b>DCC</b>-Landscape projects &amp; habitat restoration - European sites (SAC, SPA) (DEG 2/Vision 9, 15 &amp; 16)</p> <p><b>DCC</b>-Improve access for all to tourism opportunities (DEG 2/Vision 9)</p> <p><b>DCC</b>-Denbighshire Integrated Marketing of Tourism (DEG 2/Vision 9)</p> <p><b>DCC</b>-Research programme for growth opportunities for tourism (DEG 2/Vision 9)</p> <p><b>DCC</b>-Rural Enterprise Gateway (DEG 9/Vision 10 &amp; 15)</p> <p><b>DCC</b>-Internet destination focussed management (DEG 5/Vision 9)</p>	<p><b>DCC</b>-Promoting development Environmental Goods &amp; Services sector (DEG 5/Vision 12, 15 &amp; 16)</p> <p><b>DCC</b>-St Asaph Cathedral visitor facility (DEG 2/Vision 9)</p> <p><b>DCC</b>-Denbighshire unique sense of place ( DEG2/Vision 9)</p> <p><b>DCC</b>-Health &amp; Well-being Tourism (DEG 2/Vision 5 &amp; 9)</p> <p><b>DCC</b>-Environmental attractions - Access to nature &amp; the countryside in NNRs &amp; other nature reserves. (DEG 2/Vision 9, 15 &amp; 16)</p> <p><b>DCC</b>-Improve access for all to tourism opportunities (DEG 2/Vision 9)</p> <p><b>DCC</b>-Denbighshire Integrated Marketing of Tourism (DEG 2/Vision 9)</p> <p><b>DCC</b>-Research programme for growth opportunities for tourism (DEG 2/Vision 9)</p> <p><b>DCC</b>-Rural Enterprise Gateway (DEG 9/Vision 10 &amp; 15)</p> <p><b>DCC</b>-Internet destination focussed management (DEG 5/Vision 9)</p>

<b>ERDF Priority 5: Building sustainable communities</b>			
<b>Theme 1: Physical Regeneration ERDF</b>			
<b>Vale of Clwyd</b>	<b>Dee Valley</b>	<b>Coastal Denbighshire</b>	<b>A55 Corridor</b>
<b>DCC-Town Centre Marketing Promotion</b> (DEG 2/Vision 10)	<b>DCC-Town Centre Marketing Promotion</b> (DEG 2/Vision 10)	<b>DCC-Town Centre Marketing Promotion</b> (DEG 2/Vision 10)	<b>DCC-Town Centre Marketing Promotion</b> (DEG 2/Vision 10)
<b>DCC-Communities &amp; nature - Improving access to local environments</b> (DEG 9/Vision 15)	<b>DCC-Communities &amp; nature - Improving access to local environments</b> (DEG 9/Vision 15)	<b>DCC-Communities &amp; nature - Improving access to local environments</b> (DEG 9/Vision 15)	<b>DCC-Communities &amp; nature - Improving access to local environments</b> (DEG 9/Vision 15)
<b>Coleg Menai- Food Technology Units</b> (Sector Specific Incubator Facilities) (DEG 5/Vision 12)	<b>Coleg Menai- Food Technology Units</b> (Sector Specific Incubator Facilities)(DEG 5/Vision 12)	<b>Coleg Menai- Food Technology Units</b> (Sector Specific Incubator Facilities) (DEG 5/Vision 12)	<b>Coleg Menai- Food Technology Units</b> (Sector Specific Incubator Facilities) (DEG 5/Vision 12)
<b>DCC-Enhancement of existing industrial Estates to provide for higher value businesses</b> (DEG 5/Vision 10)	<b>DCC-Enhancement of existing industrial Estates to provide for higher value businesses</b> (DEG 5/Vision 10)	<b>DCC-Enhancement of existing industrial Estates to provide for higher value businesses</b> (DEG 5/Vision 10)	<b>DCC-Enhancement of existing industrial Estates to provide for higher value businesses</b> (DEG 5/Vision 10)
<b>DCC-Denbigh THI phase II- improve prominent buildings &amp; the environment</b> (DEG 9/Vision 16):	<b>DCC-Llangollen Eisteddfod site regeneration</b> (DEG 5/Vision 10 & 16)	<b>DCC- Rhyl Town Centre &amp; West Parade TIG improvements also retail areas</b> (DEG 4/Vision 15)	<b>DCC-St Asaph Business Park expansion</b> (DEG 5/Vision 10)
<b>DCC-Vale of Clwyd interpretation plan to develop high value tourism</b> (DEG 2/Vision 10)	<b>DCC- Corwen Town Centre Regeneration</b> (DEG 1/Vision 16)	<b>DCC- Rhyl THI, Business Development Growth</b> (DEG 5/Vision 10)	<b>DCC-St Asaph Business Tourism Hub</b> (DEG 2/ Vision 19)
<b>DCC- Ruthin Craft Centre</b> (DEG 1/Vision 10)	<b>DCC-Dee Valley interpretation plan to develop high value tourism</b> (DEG 2/Vision 9)	<b>DCC- Prestatyn Scala Cinema Redevelopment</b> (DEG 1/Vision 12)	<b>DCC-St Asaph Town Centre Units</b> (DEG 5/Vision 10)
<b>DCC- Gwasg Gee- Museum Development</b> (DEG 2/Vision 10)	<b>DCC- Corwen &amp; Llangollen Business Sites redevelopment including Cilmedw</b> (DEG 5/Vision 10)	<b>DCC- Rhyl SE MDA - new infrastructure - improved links to A55 &amp; new local centre(s)</b> (DEG 4/Vision & 17)	
<b>DCC- Ruthin Business Park Development</b> (DEG 5/Vision 11)	<b>DCC-MAIDS Phase 2 Plas Newydd Llangollen</b> (DEG 2/Vision 9)	<b>DCC- Prestatyn - Town Centre Business Park</b> (DEG 5/Vision 10 )	
<b>DCC-Rural Community Action</b> (DEG 9/Vision 13)	<b>DCC-Rural Community Action</b> (DEG 9/Vision 12)	<b>DCC- Ffrith Beach Business Park</b> (DEG 5/Vision 10)	
		<b>DCC-DWP City Strategy for Coastal Denbighshire</b> (DEG 9/Vision 15)	
		<b>DCC- Rhyl Conference Centre</b> (DEG 5/Vision 10)	
		<b>DCC- St Asaph MDA</b> (DEG 5/Vision 10)	
		<b>DCC- Rhyl Seaside Museum</b> (DEG 2/Vision 9)	
		<b>DCC- Business premises - Wood Road, Bee &amp; Station, Foryd harbour; Meliden; Rhullt</b> (DEG 5/Vision 10)	
<b>DCC- Business premises - Denbigh area</b> (DEG 5/Vision 10)			

<b>ERDF Theme 2: Community Economic Development ERDF</b>			
<b>Vale of Clwyd</b>	<b>Dee Valley</b>	<b>Coastal Denbighshire</b>	<b>A55 Corridor</b>
DCC-Community Halls regeneration Project (DEG 9/Vision 12)	DCC-Community Halls regeneration Project (DEG 9/Vision 12)	DCC-Community Halls regeneration Project (DEG 9/Vision 12) DCC- Rhyl City Strategy Social Enterprise Development (DEG 9/Vision 10)	DCC-Community Halls regeneration Project (DEG 9/Vision 12)

<b>ESF Priority 1: Supplying young people with the skills needed for employment</b>			
<b>Theme 1: Tackling underachievement in Schools ESF</b>			
<b>Vale of Clwyd</b>	<b>Dee Valley</b>	<b>Coastal Denbighshire</b>	<b>A55 Corridor</b>
DCC Vocational Skills Centres (DEG 3/Vision 11 & 12)	DCC Vocational Skills Centres (DEG 3/Vision 11& 12)	DCC Vocational Skills Centres (DEG 3/Vision 11 & 12)	DCC Vocational Skills Centres (DEG 3/Vision 11 & 12)
DCC 14-19 Pathways (DEG 3/Vision 11 & 12)	DCC 14-19 Pathways (DEG 3/Vision 11 & 12)	DCC 14-19 Pathways (DEG 3/Vision 11 & 12)	DCC 14-19 Pathways (DEG 3/Vision 11 & 12)
DCC-Youth Training & Employment Opportunities - (DEG 3/Vision 11 & 12)	DCC-Youth Training & Employment Opportunities - (DEG 3/Vision 11 & 12)	DCC-Youth Training & Employment Opportunities - (DEG 3/Vision 11 & 12)	DCC-Youth Training & Employment Opportunities - (DEG 3/Vision 11 & 12)
DCC-Embedding Basic Skills in the Curriculum - (DEG 3/Vision 11 & 12)	DCC-Embedding Basic Skills in the Curriculum - (DEG 3/Vision 11 & 12)	DCC-Embedding Basic Skills in the Curriculum - (DEG 3/Vision 11 & 12)	DCC-Embedding Basic Skills in the Curriculum - (DEG 3/Vision 11 & 12)
DCC-Vocational Skills Centres Establish Vocational Skills Centres for young people (14-16 year olds) (DEG 3/Vision 11 & 12)	DCC-Vocational Skills Centres Establish Vocational Skills Centres for young people (14-16 year olds) (DEG 3/Vision 11 & 12)	DCC-Vocational Skills Centres Establish Vocational Skills Centres for young people (14-16 year olds) (DEG 3/Vision 11 & 12)	DCC-Vocational Skills Centres Establish Vocational Skills Centres for young people (14-16 year olds) (DEG 3/Vision 11 & 12)
? Basic Skills Development Training actual lecturers / trainers in delivering Basic Skills courses. (DEG 3/Vision 11 & 12)	Basic Skills Development Training actual lecturers / trainers in delivering Basic Skills courses. (DEG 3/Vision 11 & 12)	Basic Skills Development Training actual lecturers / trainers in delivering Basic Skills courses. (DEG 3/Vision 11 & 12)	Basic Skills Development Training actual lecturers / trainers in delivering Basic Skills courses. (DEG 3/Vision 11 & 12)

<b>ESF Theme 2: Integrating young people into the labour market ESF</b>			
<b>Vale of Clwyd</b>	<b>Dee Valley</b>	<b>Coastal Denbighshire</b>	<b>A55 Corridor</b>
? KIT Project for young People (DEG 7/Vision 12)	KIT Project for young People (DEG 7/Vision 12) DCC-Developing Regional Performing Arts Centre (DEG 3/Vision 11 & 12)	KIT Project for young People (DEG 7/Vision 12) DCC- City Strategy Inactivity Alleviation (DEG 7/Vision 11 & 12)	KIT Project for young People (DEG 7/Vision 12)



<b>ESF Priority 2: Increasing employment &amp; tackling inactivity</b>			
<b>Theme 1: Helping people into sustainable employment</b>			
<b>Vale of Clwyd</b>	<b>Dee Valley</b>	<b>Coastal Denbighshire</b>	<b>A55 Corridor</b>
<b>DCC-Retired Workers New Opportunities</b> (DEG 3/Vision 12)	<b>DCC-Retired Workers New Opportunities</b> (DEG 3/Vision 12)	<b>DCC-Retired Workers New Opportunities</b> (DEG 3/Vision 12)	<b>DCC-Retired Workers New Opportunities</b> (DEG 3/Vision 12)
<b>DCC-Denbighshire Night Rider Scheme</b> - door to door evening transport service for older people (DEG 8/Vision 17)	<b>DCC-Denbighshire Night Rider Scheme</b> - door to door evening transport service for older people (DEG 8/Vision 17)	<b>DCC-Denbighshire Night Rider Scheme</b> - door to door evening transport service for older people (DEG 8/Vision 17)	<b>DCC-Denbighshire Night Rider Scheme</b> - door to door evening transport service for older people (DEG 8/Vision 17)
<b>DCC-Personalised support for long term unemployed/inactive to re-engage with the labour market</b> (DEG 3/Vision 12)	<b>DCC-Personalised support for long term unemployed/inactive to re-engage with the labour market</b> (DEG 3/Vision 12)	<b>DCC-Personalised support for long term unemployed/inactive to re-engage with the labour market</b> (DEG 3/Vision 12)	<b>DCC-Personalised support for long term unemployed/inactive to re-engage with the labour market</b> (DEG 3/Vision 12)
<b>DCC-Denbighshire Work Connections Phase II-</b> support individuals with a physical disability to locate & maintain learning or employment opportunities (DEG 3/Vision 12)	<b>DCC-Denbighshire Work Connections Phase II-</b> support individuals with a physical disability to locate & maintain learning or employment opportunities (DEG 3/Vision 12)	<b>DCC-Denbighshire Work Connections Phase II-</b> support individuals with a physical disability to locate & maintain learning or employment opportunities (DEG 3/Vision 12)	<b>DCC-Denbighshire Work Connections Phase II-</b> support individuals with a physical disability to locate & maintain learning or employment opportunities (DEG 3/Vision 12)
<b>DCC-Genesis Phase II - Addressing Skills for Parents</b> who are entering the workplace, Providing childcare support (DEG 1/Vision 12)	<b>DCC-Genesis Phase II - Addressing Skills for Parents</b> who are entering the workplace, Providing childcare support (DEG 1/Vision 12)	<b>DCC-Genesis Phase II - Addressing Skills for Parents</b> who are entering the workplace, Providing childcare support (DEG 1/Vision 12)	<b>DCC-Genesis Phase II - Addressing Skills for Parents</b> who are entering the workplace, Providing childcare support (DEG 1/Vision 12)
? <b>NEETS (Not in Education, Employment, Training)</b> Research reasons why young people opt out of education (DEG 3/Vision 11 & 12 )	<b>NEETS (Not in Education, Employment, Training)</b> Research reasons why young people opt out of education (DEG 3/Vision 11 & 12 )	<b>NEETS (Not in Education, Employment, Training)</b> Research reasons why young people opt out of education (DEG 3/Vision 11 & 12 )	<b>NEETS (Not in Education, Employment, Training)</b> Research reasons why young people opt out of education (DEG 3/Vision 11 & 12 )
? <b>Improving Education/Industry Links</b> - (DEG 3/Vision 11 & 12)	<b>Improving Education/Industry Links</b> - (DEG 3/Vision 11 & 12)	<b>Improving Education/Industry Links</b> - (DEG 3/Vision 11 & 12)	<b>Improving Education/Industry Links</b> - (DEG 3/Vision 11 & 12)
<b>Coleg Harlech POP Phase 4</b> support for basic skills, health education, advice & guidance & assistance for those with learning disabilities (DEG 3/Vision 12)	<b>Coleg Harlech POP Phase 4</b> support for basic skills, health education, advice & guidance & assistance for those with learning disabilities (DEG 3/Vision 12)	<b>Coleg Harlech POP Phase 4</b> support for basic skills, health education, advice & guidance & assistance for those with learning disabilities (DEG 3/Vision 12)	<b>Coleg Harlech POP Phase 4</b> support for basic skills, health education, advice & guidance & assistance for those with learning disabilities (DEG 3/Vision 12)
		<b>DCC- City Strategy Inactivity Alleviation</b> (DEG 7/Vision 12)	

<b>Theme 2: Helping people to remain &amp; progress in employment</b>			
<b>Vale of Clwyd</b>	<b>Dee Valley</b>	<b>Coastal Denbighshire</b>	<b>A55 Corridor</b>

**ESF Priority 3: Improving skills levels & improving the adaptability of the workforce**

**Theme 1: Raising the skills base & supporting progression**

<b>Vale of Clwyd</b>	<b>Dee Valley</b>	<b>Coastal Denbighshire</b>	<b>A55 Corridor</b>
? Maritime Skills Enhancements (DEG 3/Vision 12)	Maritime Skills Enhancements (DEG 3/Vision 12)	Maritime Skills Enhancements (DEG 3/Vision 12)	Maritime Skills Enhancements (DEG 3/Vision 12)
<b>DCC-</b> Community focused schools (DEG 3/Vision 11)	<b>DCC-</b> Community focused schools (DEG 3/Vision 11)	<b>DCC-</b> Community focused schools (DEG 3/Vision 11)	<b>DCC-</b> Community focused schools (DEG 3/Vision 11)
? SME Development Project (DEG 3/Vision 12)	SME Development Project (DEG 3/Vision 12)	SME Development Project (DEG 3/Vision 12)	SME Development Project (DEG 3/Vision 12)
? Renewable Energy training (DEG 3/Vision 12)	Renewable Energy training (DEG 3/Vision 12)	Renewable Energy training (DEG 3/Vision 12)	Renewable Energy training (DEG 3/Vision 12)
<b>DCC-</b> Village Community Learning Centres (DEG 3/Vision 12)	<b>DCC-</b> Village Community Learning Centres (DEG 3/Vision 12)	<b>DCC-</b> Village Community Learning Centres (DEG 3/Vision 12)	<b>DCC-</b> Village Community Learning Centres (DEG 3/Vision 23)
<b>DCC</b> DIVERT - Skills Development Network Centres (DEG 3/Vision 12)	<b>DCC</b> DIVERT - Skills Development Network Centres (DEG 3/Vision 12)	<b>DCC</b> DIVERT - Skills Development Network Centres (DEG 3/Vision 12)	<b>DCC</b> DIVERT - Skills Development Network Centres (DEG 3/Vision 12)
<b>DCC-</b> 6th Form High Technology Science Labs - (DEG 3/Vision 11 & 12)	<b>DCC-</b> 6th Form High Technology Science Labs - (DEG 3/Vision 11 & 12)	<b>DCC-</b> 6th Form High Technology Science Labs - (DEG 3/Vision 11 & 12)	<b>DCC-</b> 6th Form High Technology Science Labs - (DEG 3/Vision 11 & 12)
<b>DCC-</b> Traditional Building Skills (DEG 3/Vision 12)	<b>DCC-</b> Traditional Building Skills (DEG 3/Vision 12)	<b>DCC-</b> Traditional Building Skills (DEG 3/Vision 12)	<b>DCC-</b> Traditional Building Skills (DEG 3/Vision 12)
<b>Ll&amp;rillo College-</b> Training & Advice for Employers Business Point Phase II (DEG 3/Vision 12)	<b>Ll&amp;rillo College-</b> Training & Advice for Employers Business Point Phase II (DEG 3/Vision 12)	<b>Ll&amp;rillo College-</b> Training & Advice for Employers Business Point Phase II (DEG 3/Vision 12)	<b>Ll&amp;rillo College-</b> Training & Advice for Employers Business Point Phase II (DEG 3/Vision 12)
		<b>DCC-</b> Cefndy Healthcare (DEG 3/Vision 5)	
		<b>DCC-</b> City Strategy Inactivity Alleviation (DEG 7/Vision 12)	

<b>Theme 2: Improving systems for workforce development</b>			
<b>Vale of Clwyd</b>	<b>Dee Valley</b>	<b>Coastal Denbighshire</b>	<b>A55 Corridor</b>
<b>DCC- Tourism Training for Quality (DEG 2/Vision 12)</b>	<b>DCC- Tourism Training for Quality (DEG 12)</b>	<b>DCC- Tourism Training for Quality (DEG 12)</b>	<b>DCC- Tourism Training for Quality (DEG 12)</b>
<b>DCC- Telcare (DEG 1/Vision 12)</b>	<b>DCC- Telcare (DEG 1/Vision 12)</b>	<b>DCC- Telcare (DEG 1/Vision 12)</b>	<b>DCC- Telcare (DEG 1/Vision 12)</b>
<b>DCC- New Volunteering Opportunities (DEG 1/Vision 12)</b>	<b>DCC- New Volunteering Opportunities (DEG 1/Vision 12)</b>	<b>DCC- New Volunteering Opportunities (DEG 1/Vision 12)</b>	<b>DCC- New Volunteering Opportunities (DEG 1/Vision 12)</b>
<b>DCC- Childcare Training &amp; Employment (DEG 1/Vision 12)</b>	<b>DCC- Childcare Training &amp; Employment (DEG 1/Vision 12)</b>	<b>DCC- Childcare Training &amp; Employment (DEG 1/Vision 12)</b>	<b>DCC- Childcare Training &amp; Employment (DEG 1/Vision 12)</b>
<b>DCC- Mobile advice &amp; Support Unit (DEG 1/Vision 12)</b>	<b>DCC- Mobile advice &amp; Support Unit (DEG 1/Vision 12)</b>	<b>DCC- Mobile advice &amp; Support Unit (DEG 1/Vision 12)</b>	<b>DCC- Mobile advice &amp; Support Unit (DEG 1/Vision 12)</b>
? Ready Set Go Phase 2. Providing support to disadvantaged groups in the Community. (DEG 1/Vision 1 & 12)	Ready Set Go Phase 2. Providing support to disadvantaged groups in the Community. (DEG 1/Vision 1 & 12)	Ready Set Go Phase 2. Support to disadvantaged community. (DEG 1/Vision 1 & 12)	Ready Set Go Phase 2. Providing support to disadvantaged groups in the Community. (DEG 1/Vision 1 & 12)
<b>DCC- Genesis Phase 2 support for the economic disadvantaged in the community. (DEG 1/Vision 12)</b>	<b>DCC- Genesis Phase 2 support for the economic disadvantaged in the community. (DEG 1/Vision 12)</b>	<b>DCC- Genesis Phase 2 support for the economic disadvantaged in the community. (DEG 1/Vision 12)</b>	<b>DCC- Genesis Phase 2 support for the economic disadvantaged in the community. (DEG 1/Vision 12)</b>
		<b>DCC- City Strategy Inactivity Alleviation (DEG 7/Vision 12)</b>	

<b>Theme 3: Promoting gender equality in employment</b>			
<b>Vale of Clwyd</b>	<b>Dee Valley</b>	<b>Coastal Denbighshire</b>	<b>A55 Corridor</b>
		<b>DCC- Women's e-village Phase III (DEG 1/Vision 1 &amp; 12)</b>	

<b>ESF Priority 4: Making the connection – modernising our public services</b>			
<b>Theme 1: Building the capacity of the public service sectors to deliver high quality services</b>			
<b>Vale of Clwyd</b>	<b>Dee Valley</b>	<b>Coastal Denbighshire</b>	<b>A55 Corridor</b>

<b>Theme 2: Transforming Public Services through more effective collaborative working</b>			
<b>Vale of Clwyd</b>	<b>Dee Valley</b>	<b>Coastal Denbighshire</b>	<b>A55 Corridor</b>

**Denbighshire Matrix Key** Each listed project has been placed within a strategic context as outlined below

ANNEX 1

<b>Denbighshire Economic Growth Strategy Priorities</b>
<b>DEG 1:</b> Enhancing quality of life and local services for residents
<b>DEG 2:</b> Adding value to tourism and related sectors
<b>DEG 3:</b> Upgrading skills
<b>DEG 4:</b> Driving ahead with regenerating Rhyl
<b>DEG 5:</b> Improving the competitiveness of local businesses in order to offer local employment opportunities
<b>DEG 6:</b> OpTIC and high-technology industry
<b>DEG 7:</b> Ensuring the labour supply
<b>DEG 8:</b> Better transport links
<b>DEG 9:</b> Community regeneration
<b>Denbighshire’s Vision</b>
<b>Vision 1:</b> We will safeguard vulnerable adults, promoting their independence and ensuring that everyone is able to realise their potential
<b>Vision 2:</b> New housing will meet the needs of our diverse population
<b>Vision 3:</b> New housing will meet the needs of our diverse population with the appropriate provision of affordable housing retaining and attracting more young people
<b>Vision 4:</b> <ul style="list-style-type: none"> <li>● People will take more responsibility for their own health and wellbeing;</li> <li>● More adults and young people will take part in sport and physical activity;</li> <li>● There will be a range of sports and activities for all age groups</li> </ul>
<b>Vision 5:</b> <ul style="list-style-type: none"> <li>● People will take more responsibility for their own health and wellbeing;</li> <li>● More adults and young people will take part in sport and physical activity;</li> <li>● There will be a range of sports and activities for all age groups</li> </ul>
<b>Vision 6:</b> Everyone whether they buy or rent will be able to access good quality, affordable housing, which is more energy efficient and designed to meet their needs
<b>Vision 7:</b> We will use new technology and provide services which enable people to stay longer in their own homes,” “the support, skills and experience of our older population will help to sustain our communities and grow our economy
<b>Vision 8:</b> Housing will meet the needs of our diverse population
<b>Vision 9:</b> Denbighshire will be the ideal place to visit because: <ul style="list-style-type: none"> <li>● New markets for tourism will have been developed;</li> <li>● We will offer a high standard, year round set of attractions and activities</li> </ul>
<b>Vision 10:</b> We will have grown more high quality businesses
<b>Vision 11:</b> We will invest in our schools in order to sustain high standards of educational attainment to meet the needs of pupils, the wider community and the economy
<b>Vision 12:</b> We will bring services closer to communities More people will be working and will have the vocational and life skills required to meet employment needs and the confidence and support to start their own businesses. There will be vocational learning hubs in the north and south of the County and an integrated network of local centres providing lifelong learning throughout the County
<b>Vision 13:</b> We will recycle most of our waste and conserve energy
<b>Vision 14:</b> We will have clean streets and open spaces because the County has a strong enforcement policy
<b>Vision 15:</b> We will respect and maintain our natural environment
<b>Vision 16:</b> 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
<b>Vision 17:</b> We will improve access by developing better transport links for journeys within Denbighshire between rural areas and the main towns and between Denbighshire and other areas
<b>Vision 18:</b> Levels of crime will continue to fall and neighbourhood policing will mean that we feel safer when we are out and at home
<b>Vision 19:</b> (By 2025) Partners will have worked together to eliminate deprivation and to encourage individuals to help themselves and their communities

**REPORT TO CABINET**

**CABINET MEMBER: COUNCILLOR E W WILLIAMS LEAD MEMBER FOR ENVIRONMENT  
COUNCILLOR R HUGHES LEADER**

**DATE: 26<sup>th</sup> June 2007**

**SUBJECT: WEST RHYL REGENERATION STRATEGY  
Implementation**

**1 DECISION SOUGHT**

To support that as a matter of policy any future development on the blocks of properties identified on the plan attached as Appendix 1 along West Parade Rhyl should be –

- (i) in accordance with the approved West Rhyl Regeneration Strategy
- (ii) in accordance with site development briefs prepared
- (iii) comprehensive re-development – rather than piecemeal.

**2 REASON FOR SEEKING DECISION**

The West Rhyl Regeneration Strategy (WRRS) is a key document setting out the Council's aspirations for resolving dereliction and improving property along West Parade. This area is a crucial "shop window" for the town and much criticism about its condition and the negative image it presents has been received. There is significant interest in bringing forward development in the area, principally through the use of private money supported by Rhyl Going Forward partners in a site assembly role.

One of the areas of concern to the partners is the fragmented nature of the ownerships in some of the blocks. There is a concern that small development within blocks could cause the wider vision for the area to be lost. Accordingly this paper seeks approval to provide further guidance on the following key sites identified in the WRRS, as shown on the plan attached at Appendix 1.

- (a) Town Centre – West Parade / High St / Queen St / Sussex St.
- (b) 50 – 57 West Parade (inclusive)
- (c) West Parade block from Sydenham Ave – Sandringham Ave.
- (d) 85 – 90 West Parade (inclusive)

Further brief information on each of the above blocks is set out below.

**Block (a) Town Centre**

Cabinet approval has been obtained for retail based master plan for this crucial town centre block promoted by the Welsh Assembly Government. A Site Development Brief and proposed scheme is in preparation and will be available

shortly for consideration prior to inviting prospective developers to express interest in redeveloping this important block.

### **Block (b) 50-57 West Parade**

This block has mostly been purchased by Welsh Assembly Government and parts of the block are currently being demolished. A development brief is in preparation and will be available shortly for consideration. The demolition work is being undertaken in advance of the development brief, largely due to the very poor structural condition of some of the properties.

### **Block (c) Sandringham Avenue- Sydenham Avenue**

This is block of properties which is under-used, in poor physical condition and visual appearance. A development brief is in preparation and will be available shortly for consideration.

### **Block (d) 85-90 West Parade**

This is the Palace Hotel—Haven Hotel block

The Palace Hotel has been successfully converted to apartments but the remaining block is in multi-ownership and is in a poor state physically and visually. WAG are currently preparing both a site development brief and sketch proposals, to secure the redevelopment of the whole block. These will be available shortly for consideration.

Two other blocks were included in the original WRRS approved by Cabinet; schemes meeting the aspirations of this paper are progressing satisfactorily at this time.

### **Block 76-82 West Parade**

This redevelopment of this block is progressing with an Extra Care Housing scheme being constructed by Pennaf

### **Ocean Beach – Quay St Car Park**

A comprehensive scheme for the redevelopment of the whole site has received Council approval, and awaits the approval of WAG before planning permission is granted

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

Planning and Compensation Act 2004

## **4 COST IMPLICATIONS**

There are no direct cost implications for the Council .The decision sought is essentially to support both the WAG DEIN and the Rhyl Going Forward partners in their efforts to secure quality re-development in comprehensive schemes

## 5 FINANCIAL CONTROLLER STATEMENT

It is assumed that there are no cost implications for the Council at this time. If costs are likely in the future a bid for capital resources in the normal way will be needed.

## 6 CONSULTATION CARRIED OUT

Approval has been obtained for the West Rhyl Regeneration Strategy (WRRS) through Cabinet. These proposals do not materially change the principles set out in the WRRS. This paper seeks to provide further guidance to Officers in considering any schemes brought forward for the various blocks of property set out in 2 above.

The site development briefs are not yet complete but will be submitted for approval when available and following consultation.

## 7 IMPLICATIONS ON OTHER POLICY AREAS

Any proposals that come forward that require planning permission will need to be considered against the policies and proposals in the Denbighshire-

- Vision
- UDP and any other material considerations
- Housing Strategy
- Other corporate strategies
- 

Depending on the type of development that comes forward there may be implications for housing, traffic, parking, open space and other policies.

This is primarily an implementation or delivery issue rather than substantive policy issue.

### 7.1 THE VISION

The Vision makes it clear that the regeneration of Rhyl is important –especially the marine quarter (see extract below).

The regeneration of **Rhyl** through a high quality redevelopment of its marine quarter will make the coastal area an exciting and enjoyable visitor destination. There will also be a vibrant retail sector. A change in the type and quality of housing available in the town will have helped to regenerate its economy

The blocks of properties set out above are important blocks which will have a crucial role in assisting the regeneration of Rhyl generally and the marine quarter in particular

## 8 ACTION PLAN

There is no specific action plan needed here as the decision will be acted upon by primarily the WAG DEIN (West Parade blocks) and the other development partners in West Rhyl

When planning applications are submitted these will be dealt with by the Planning Committee of the Council – with appropriate prior consultation

## **9 RECOMMENDATIONS**

To approve the following additional guidance in addition to the previously approved WRRS, in particular that any development in the following blocks of property

- (a) Town Centre – West Parade / High St / Queen St / Sussex St.
- (b) 50 – 57 West Parade (inclusive)
- (c) West Parade block from Sydenham Ave – Sandringham Ave.
- (d) 85 – 90 West Parade (inclusive)

should be –

- (i) in accordance with the approved West Rhyl Regeneration Strategy
- (ii) comprehensive re-development only – and not piecemeal
- (iii) in accordance with site development briefs prepared



West Rhyl Regeneration Strategy  
Appendix 1 - Block Plan  
4 Blocks of Properties at West Parade, Rhyl.



Environment Directorate  
Trem Clwyd, Ruthin, LL15 1QA

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Scale 1:3500  
17 April 2007



**REPORT TO CABINET**

**CABINET MEMBER:** Councillor P A Dobb Lead Member for Health and Well Being

**DATE:** 26<sup>th</sup> June 2007

**SUBJECT:** Local Housing Strategy 2007 - 2012

**1. DECISION SOUGHT**

To recommend to Council that the draft Denbighshire Local Housing Strategy (LHS) for 2007 - 2012 be adopted.

**2. REASON FOR SEEKING DECISION**

- 2.1 The Authority currently has a statutory duty to produce an LHS for the County up to and including 2008. Thereafter as part of plan rationalisation, the Authority will still be required to produce an LHS, but there will be no formal requirement to submit this to WAG. Future bids to WAG for Social Housing Grant (SHG) to develop new affordable homes for rent will also be dependent upon the Authority having a robust LHS in place.
- 2.2 The LHS sets out the current local housing situation across all tenures and provides strategic direction for the next five years. It covers many key housing issues including affordable housing, homelessness and the condition of the County's housing stock. The existing LHS was adopted in September 2004.
- 2.3 The draft LHS contains a local Operational Plan which will be updated annually and reported to both Social Services and Housing, and Environment Scrutiny Committees. The LHS executive summary and key actions from the Operational Plan are attached at Appendix One. A copy of the full draft LHS for 2007 - 2012 and Operational Plan (appendix E & F in the strategy) can be obtained from [sue.lewis@denbighshire.gov.uk](mailto:sue.lewis@denbighshire.gov.uk) (telephone 01824 708471).
- 2.4 As part of plan rationalisation the County is required to submit a new LHS to WAG by 30<sup>th</sup> June 2007. This process will see the incorporation of the local Black & Minority Ethnic (BME) housing strategy, Homelessness Strategy and Supporting People Operational Plan within the new LHS. This is an exceptionally tight deadline, which all Welsh authorities have struggled to meet. The draft strategy, although very much an outline document, establishes an ongoing framework for further development and research, and is underpinned by the solid evidence base of the existing strategy which still had a further two years to run.

2.5 The broad thrust of the draft strategy differs from the 2004 version in a number of ways:

- The new LHS vision is more closely aligned with the County Vision for 2025:

**“Everyone will have the opportunity to access good quality, affordable housing designed to meet their needs now and in the future, whether they choose to rent or buy a home within Denbighshire”.**

- The evidence base to underpin the strategy's strategic objectives has changed. Housing Needs Assessments (Fordham's undertook this for Denbighshire in 2004) have now been replaced by Local Housing Market Assessments (LHMAs). The main difference between these two methodologies is that LHMAs are more robust as they define both housing market boundaries and the strategic drivers of those markets.
- The Denbighshire Operational Plans for 2007 - 2012 (formerly action plans), which outline proposed housing actions, are considerably more detailed and are sub-divided into completed and ongoing actions.
- Greater emphasis has been placed upon sustainable development and equalities issues, including Gypsy/Travellers and migrant workers.
- Both locally, and nationally, actions have been targeted to tackle the causes of homelessness, and develop preventative solutions.
- The local BME housing strategy, Homelessness strategy and Supporting People Operational Plan have now been subsumed within the new LHS.

2.6 The County is part of two LHMA consortia within North Wales. Denbighshire, Wrexham and Flintshire make up the NE group, whilst the NW Wales group contains Conwy, Anglesey, Gwynedd and Snowdonia National Park. The findings from the NW group will not be available until later this year, whilst a summary of the preliminary findings of the NE Wales group are contained within the draft strategy (pages 15-21). The LHMA has identified the following key strategic and policy implications that have arisen from its analysis of the local housing market:

- There has been a notable increase in the percentage of one person households, from 10.8% in 1991 to 14.3% by 2001 (source Census 2001)
- A steady rise in the numbers of migrant workers and older people is placing increasing pressure upon North Wales housing markets (source Census 2001)
- The County is forecast to witness high levels of employment growth and inward migration up to 2021. This will have an impact on the level of housing required in the future to reflect the changing economic circumstances of existing households and the requirements of incoming households.

- Owner occupation affordability issues for first time buyers, with house prices increasing by over 50% in some areas over the last 4 years (source HM Land Registry)
- Despite the success of the Council's affordable housing policy, there is still a high unmet need for affordable homes
- The relatively high income/house prices ratio and high rent levels of the private rented sector make it difficult for residents to access housing
- Loss of social rented properties through the Right to Buy, particularly in rural areas, has made it much harder for local people to access housing to meet their specific needs
- Slow turnover of social rented stock has made entry to the sector even more difficult than in 2004
- High demand for specialised accommodation to assist vulnerable people
- More research into the housing needs of BME groups, Gypsies and Travellers and migrant workers is needed.

2.7 Based upon the preliminary findings of the LHMA and the evidence base provided by the County's existing Housing Needs Survey (Fordhams 2004), Private Sector Survey (Michael Howard Associates 2002) and localised needs surveys undertaken through the Rural Housing Enabler project, the twelve strategic housing objectives from the 2004 - 09 LHS have been consolidated into six objectives within the new LHS. Each of these objectives is reflected as a heading for the different sections of the Denbighshire Operational Plan. These are:

- Affordable housing, sustainability and Welsh culture
- Private sector housing condition
- Social Housing
- Homelessness
- Equalities
- Community safety

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

Local Government Act 2003 – Part VII.

## 4. COST IMPLICATIONS

4.1 Despite making considerable progress on actions contained within the LHS, the Authority's strategy team is small in comparison to neighbouring authorities and resources are finite. Innovative use of limited resources has resulted in various cross boundary/joint agency projects being developed to draw down additional funding from both the statutory and private sectors. Examples of this include developing a mortgage rescue scheme with Cymdeithas Tai Clwyd; working with private landlords and developers to create affordable housing options; and partnering with the local RSLs to develop a Homeownership register.

4.6 There are certain projects contained within the LHS that may fail however unless additional revenue/capital financing can be identified. These include:

- A lack of resources within the private sector housing teams (the Housing Enforcement team and Housing and Area Renewal team), which has resulted in little progress being made in developing an empty homes strategy for the County. A direct consequence of this is that we are now unable to bid for SHG, as we have in previous years, to acquire and bring empty homes back into use.
- Despite the 2002 private housing stock condition survey estimating that Denbighshire had approximately 2,700 unfit private sector dwellings, the total level of capital grant funding available for private sector housing improvement has fallen from £7.7 million in 1996/97 (DCC/WAG funding breakdown will be available at meeting) to £3.35 million in 2005/06 (£1.9m from DCC and £1.45m from WAG) and it has remained at this level since then. A further stock condition survey due to be published later this year will establish whether conditions have further deteriorated since 2002.
- The county are preparing an affordable warmth strategy that is due to be launched by October 2007. Without initial capital pump-priming, this project may fail to unlock the substantial match funding that is currently available through the utility companies.
- The County jointly fund a rural enabler project with Conwy CBC, Cymdeithas Tai Clwyd and Snowdonia NP. This three year project currently receives match funding from WAG that is due to expire in March 2008. If this project is to continue then all partners will need to increase their current contributions from April 2008 onwards. The County have now identified additional funding for this post, although the amount of any final contribution will be determined by the level of support being offered by other partners.
- The Council has recently recruited an Affordable Housing Officer, on a temporary contract, to further develop the County's widely acclaimed affordable housing policy. Further funding is required to establish this strategically important post on a permanent basis.

## **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 will need to be considered by the Capital Strategy group in line with current procedures

## **6. CONSULTATION CARRIED OUT**

6.1 The LHS has been developed through extensive consultation with Members, key stakeholder organisations, the general public and the Welsh Assembly Government. The annual LHS conference (next scheduled for November 2007) is also used as a measure of public feedback.

6.2 A draft of the proposed new LHS for 2007 - 2012 has been out to formal consultation for two months during April and May 2007. WAG feedback has also noted that the draft strategy is '...generally well structured, comprehensive and rigorous.' A summary of all comments received is attached at Appendix Two.

6.3 Social Services and Housing Scrutiny Committee considered the draft Local Housing Strategy on 14<sup>th</sup> June 2007. A précis of the committee's main comments and officer response are shown below:

- New affordable housing should be energy efficient to minimise future occupants' maintenance and running costs - This item will be considered as part of any review of the Affordable Housing SPG.
- Offering only fixed term contracts for key staff, can result in the loss of valuable expertise, as reflected in the Rural Housing Enabler's decision to seek alternative permanent employment. Decisions around continuation funding for projects should be reviewed at an earlier stage of the budgetary process - Noted.
- The title page photo montage should display more examples of local housing - Cover will be amended for later updates.
- Better use should be made of existing housing stock, including adaptations, to allow older people to live independently in their own home - Details upon the Houseproud scheme, targeting older owner occupiers, and the council's incentive scheme for tenants underoccupying their properties, are contained within the LHS.
- As part of the regeneration process within Rhyl, we need to take account of the rehousing needs of displaced residents - This is an ongoing process and the council's homelessness team have recently worked closely with DEIN in relocating families displaced from 50-57 West Parade, which is shortly due to be demolished.

- Further work needs to be undertaken with private developers and landlords to provide more affordable rented housing - Further research into this area will be undertaken by the new Affordable Housing Officer.
- The county need to develop an empty homes strategy in line with those being developed by neighbouring authorities - A bid will be made for capital funding as part of the next budgetary round.

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

- 7.1 Access to affordable housing is a critical issue affecting the economic, social and cultural wellbeing of the County. This issue has also been highlighted as a priority within the County's Vision for 2025. Future policy work within this area will be subsumed within the emerging Local Development Plan (LDP) and Community Strategy. A Members Task Group was also established in June 2007, to assess what further contributions the Council could make to increasing the supply of affordable housing within the County.
- 7.2 Improvements to housing stock condition in the public and private sector will affect energy conservation and sustainable development policies. Housing is also a major contributor to economic regeneration projects within the County such as the Rhyl Going Forward initiative.
- 7.3 There are direct links to wider corporate priorities identified within the County's emerging Community Strategy and Health, Social Care and Wellbeing Strategy, such as improving community health, safety and social well-being through the provision of suitable and accessible homes.

## **8. ACTION PLAN**

Key actions from the draft LHS Operational Plan are attached at Appendix One. Copies of the full LHS and Operational Plan (appendix E & F in the strategy) can be obtained from [sue.lewis@denbighshire.gov.uk](mailto:sue.lewis@denbighshire.gov.uk) (telephone 01824 708471).

## **9. RECOMMENDATION**

That Cabinet recommend to Council that the Denbighshire Local Housing Strategy for 2007 -2012 be adopted.

### LHS 2007 - 2012 EXECUTIVE SUMMARY

The Denbighshire Local Housing Strategy (LHS) sets out the current local housing situation across all tenures and provides strategic direction for the next five years. The broad thrust of this new strategy differs from the 2004 version in a number of ways:

- Use of Local Housing Market Assessment rather than Housing Needs Assessment evidence, reflecting the significant contribution made by private sector housing within the county
- Use of more detailed action plans (Operational Plans) divided into completed and ongoing actions
- More emphasis on sustainable development and equalities including Gypsy and Travellers and migrant workers
- Significant progress has been made since the first version of the LHS in 2004 and the completed Denbighshire Operational Plan provides details.

Key items upon which significant progress has been made over the last three years of the 2004 - 09 strategy include:

- A total of 134 affordable housing units have been developed in partnership with Registered Social Landlords (RSLs). This includes a mixture of dwellings for rent and sale, and successful mortgage rescue cases.
- The county's private sector housing team has made 450 dwellings fit, through offering grant assistance and enforcement measures.
- In November 2004 the cross boundary Rural Housing Enabler project was established in conjunction with Cymdeithas Tai Clwyd, Conwy CBC and Snowdonia National Park Authority. The project seeks to empower rural communities, through undertaking localised needs surveys and developing affordable housing solutions appropriate for their area.
- WAG funding of £250k was secured for the Denbighshire Doorstop project in January 2005. This groundbreaking initiative seeks to give a new start in life to people that have suffered from substance misuse.
- The GIFT scheme, a multi-agency project that provides support to people to prevent them from becoming homeless, was established in February 2005.
- An extension of Y Dyfodol in Rhyl, has seen a further 18 bed spaces with support become available for young people since February 2005.



- A mortgage rescue scheme for homeowners faced with losing their property was launched in conjunction with Cymdeithas Tai Clwyd in April 2005.
- The West Rhyl alley gating initiative was completed in June 2005, which has seen a significant reduction in the number of burglaries within the local area.
- In July 2005 the council formally approved Supplementary Planning Guidance (SPG) on affordable housing. Since the policy was adopted there are 203 affordable housing units that have been granted outstanding planning permission; £361k in unspent commuted sums has been received and 20 low cost homeownership units (LCHO) have been completed without the use of public funding. Discounts of up to 58% have been negotiated with private developers for these LCHO units, which represent an investment of over £950k to supplement other public funding streams
- An additional four units of 'move on' accommodation were made available for womens' refuges within the county by September 2005.
- The Houseproud scheme was launched in December 2005. This scheme has to date assisted 125 homeowners (aged 60+ or disabled) to undertake housing improvements that assist them to live independently within their own homes.
- In February 2006 the Council elected to retain its housing stock through the use of prudential borrowing. Our council housing capital improvement programme is now well underway to meet the Welsh Housing Quality Standard by 2012.
- The new mandatory licensing scheme for Houses in Multiple Occupation (HMOs) came into force in June 2006.
- Councillor Diana Hannam was appointed as the County's Homelessness Champion in June 2006.
- 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.
- The Denbigh Keyring project was established in August 2006, providing support for people with a low level learning disability.
- Work has commenced on a joint project with Pennaf in July 2006 to build an £8m extra care scheme on West Parade in Rhyl.
- A multi-agency panel was set up in February 2007 to develop housing pathways for younger people, particularly those leaving care.

- An annual rough sleeper count, identifying five rough sleepers, was re-introduced within the county in March 2007.

Key headline actions proposed as part of the new LHS for 2007 - 2012 include:

- To develop an affordable warmth strategy for the county by October 2007.
- Reviewing the Supplementary Planning Guidance on affordable housing by March 2008.
- To extend the private sector leasing scheme for homeless families to 60 properties by March 2008.
- To undertake a new Private Sector Housing Stock Condition survey and review the council's private sector renewal policy by March 2008.
- To undertake a gypsy/traveller accommodation needs survey through the NW Wales Local Housing Market Assessment group by June 2008.
- To develop a common affordable housing website and mutual exchange scheme with Wrexham CBC by March 2009.
- In conjunction with local RSL partners to develop three extra care housing schemes for older people by 2010.
- Adoption of the LDP by 2010.
- All social rented accommodation to achieve Welsh Housing Quality Standards by 2012.

## APPENDIX TWO

<b>Target group</b>	<b>Methods utilised</b>	<b>Key comments</b>	<b>Outcome of comment(s)</b>
Biodiversity	The County Ecologist commented as part of the impact assessment on the Draft Local Housing Strategy	Need to refer to biodiversity as part of the sustainable development agenda	Biodiversity added to the sustainable development section
Black minority Ethnic (BME)	The North Wales Race Equality Network were invited to the Housing strategy consultation day. The draft has been e-mailed to the chair and a follow-up e-mail to be circulated to the whole organisation asking for comments	No comments received	Not applicable
Builders	Invited to the Local Housing strategy day. Specific planning site negotiations. Annual Affordable Housing Workshop	Generally accepted the need for affordable housing. Priority for on-site affordable housing is enforced too inflexibly. The time taken to complete Section 106s is too long.	Increased flexibility built into affordable housing provision. Section 106 will require more discussions. Review of Affordable Housing Supplementary Planning Guidance by March 2008
Chartered surveyor, Estate Agents & developer agents	A chartered surveyor presented and led an affordable housing workshop at the consultation day. Attended the affordable housing liaison group when relevant. Other estate agents attended the consultation day. Representatives from all three occupations attend the annual affordable housing workshop. Posters advertising the draft was widely circulated to a range of Estate Agents throughout the County	Called for a more flexibility within the affordable housing policy	Please refer to the builders section (above)
Communities First	The Head of Housing is a board member of one of the Community First partnerships. The draft Local Housing Strategy was circulated to the lead officers of both partnerships in Rhyl	No comments received	Not applicable
Community and Town Councils	Poster advertising is sent to each of the Town and Community Council Clerks in Denbighshire. Advertised on the official and General Noticeboards of Denbighshire County Council intranet	Bodfari CC – general need for rural housing, critical of large houses with high prices developed recently and suggest piloting 70% affordable quota in rural areas	Planning permission has been granted for six affordable units in Bodfari. Will consider raising the proportion as part of the general Affordable Housing review
Community Safety	Draft circulated to Community Safety (CS) Team and a range of CS organisations in Denbighshire	Text and Operational Plans discussed with the CS Team	Amended as appropriate

Target group	Methods utilised	Key comments	Outcome of comment(s)
Corporate – Denbighshire County Council	Attendance of the Local Housing Strategy by a wide range of Council Departments including Social Services, Education, Planning and Economic development. IMPACT meetings to facilitate cross departmental discussion of issues and draft was put on the corporate consultation log. Specific general impact assessment undertaken on the Draft Local Housing Strategy. Draft advertised on the official and general noticeboard (intranet)	Refine the equalities section to include more groups - Disabled and Lesbian Gay Bisexual sections added. Mainstream sustainability throughout the strategy.	Sharpened up the final version by adding groups and mainstreamed references to sustainability and in Section 9.
County Councillors	Scrutiny, Cabinet and Full Council discussions, e.g. affordable housing policy. Local Development Plan working group. Excellent attendance at the Local Housing Strategy consultation day and poster advertising the draft Local Housing Strategy sent to all members. Draft advertised on the intranet notice boards. The Lead member reviewed the draft before general release	Lead member comments included in the draft. Comments fed into the Operational plans and text.	Ongoing process
Denbighshire Disability Forum	Attendance at the Local Housing Strategy Day. Draft circulated to the group	Increase awareness of disability issues in workshops.	Specific disabled section to be added to the Local Housing Strategy
Economic development	Specific meetings to discuss Local Housing Strategy issues and research. Principal officer attended impact assessment session and the Local Housing Strategy Consultation Day and Local Housing Market Assessment feedback session	More focus on economic issues including the use of local contractors and linkage to college(s).	Economic issues added to the Council housing section and Appendix B. See section 4 of the Ongoing Operational Plan.
Education	Attendance at Local Housing Strategy Consultation Day. Specific meetings also held.	There is a need to actively promote the issue of Gypsy and Travelers. Requirement to develop a more strategic approach to this group	Head of Housing is leading a multi-departmental gypsy and traveller group

Target group	Methods utilised	Key comments	Outcome of comment(s)
General public	Prominent article in County Voice (delivered to all households in Denbighshire), copies in Council Offices and supermarkets. Press release to a wide range of newspapers and appeared in a number of local papers. Draft circulated to all those on the housing contacts list (around 500 in list). Posters in libraries, cash offices and one stop shops. Draft promoted on the front of the Denbighshire website, housing pages and in the public consultations	Reduce the number of strategic housing options from twelve to six. Undertake further work into understanding the impact of migrant workers. Develop an empty homes strategy. More flexibility required in affordable housing policy. Affordable schemes should be more widely publicised.	All comments incorporated as actions within Operational Plans.  Work will be undertaken upon empty homes, but there are no revenue funds available at present to develop a coherent strategy.
Gypsy & Traveller	Attendance of specific meetings and seminars with the Commission for Race Equality. The Head of Housing is leading a group to pull together the relevant parties to discuss Gypsies and Travellers corporately and the first meeting was in May 2007. This will link with the wider group of agencies in North Wales. Specific regional research is required and the Bangor University Knowledge Transfer Partnership is examining this possibility	Further research is required.	Not applicable
Health	Health Policy officer attended the impact assessment session and additional comments requested. Discussion at the Older Persons partnership Board which includes various health professionals – including the Local Health Board, Conwy and Denbighshire NHS trust. Draft circulated to the Local Health Board and Clwyd Community Health Trust	See older persons section	See older persons section
Housing services	Extensive involvement of Housing of Housing Services and Principal Officers. Various meetings and specific discussions on homelessness, etc.	Ongoing discussions of potential ideas	Extensive input into the draft local Connections policy and Operational Plans.
Lenders	Invited to attend the Local Housing Strategy Day. Posters and explanation sent to various lenders throughout Denbighshire	No comments	Not applicable

Target group	Methods utilized	Key comments	Significant changes made in light of comment(s)
Older persons	Regular meetings with the champion for older people. The Older People Strategy Officer attends the older people's partnership board and Impact meetings (interdepartmental working). The Housing Strategy Manager chairs the older persons housing commissioning group. The Local Housing Strategy Consultation highlighted this groups needs	General need to provide more accommodation options for older persons.  OPPB – limited availability of housing contribution towards bed blocking. Consider developing self-support networks and to ensure all new homes meet lifetime homes standards.	More options are being developed – e.g. private sector sheltered and extra care.  Need to increase the supply of housing to limit bed blocking. Self –support network should be discussed further. Lifetime homes would need to be added to Building Regulations (Central Government)
Planning services	Specific comments from Policy Manager. Discussion at various other meetings. Attendance at the Local Housing Strategy consultation day. Day to day discussions with Development Control	Need to sharpen up the Executive Summary and detail how this version differs to the previous one. Specific work on developing the Local Connection policy. Other general comments	Two way process to improve specific projects or policy.
Police (North Wales)	Police Officers attend Homelessness Forum and Local Housing Strategy consultation day. Specific comments on the draft.	The need to expand on Gypsies and Travellers, BME section and joint working on anti-social behaviour (ASB)	All incorporated – ASB already contained in the Operational Plan (completed)
Politicians	Invited to present and attend the Housing Strategy consultation day. E-mailed a copy of the draft. General press release	No comments received	Not applicable
Private Landlords	The National Landlords Association presented and led a workshop at the consultation day. Comments received from the NLA. Draft promoted at the Landlord's Forum.	Raise awareness of the new procedure for deposits. Limited capacity of the private sector and that the majority of Landlords maintain properties to a high standard	Mentioned in the strategy. Limited capacity is noted and the majority do provide good accommodation but the concern is those who live in poor conditions
Private sector housing	Regular meetings to discuss current and future projects.	Operational Plans amended regularly to reflect progress	Ongoing process
Registered social landlords	Day to day contact on specific projects including the Low cost ownership register. RSL Forum, Homelessness Forum and Affordable Housing Liaison Group. Affordable Housing members days	Comments incorporated into draft and final version	Ongoing process

<b>Target group</b>	<b>Methods utilised</b>	<b>Key comments</b>	<b>Significant changes made in light of comment(s)</b>
Resident and Tenant groups	Invited to the housing consultation day. Tenant Participation Officer has been actively promoting the draft and seeking comments from the groups and Denbighshire umbrella tenant/resident organisation	No comments received	Not applicable
Social Services	Attendance at the housing consultation day. Input into the general impact assessment of the draft. Detailed comments from family and children services. Older Persons Partnership Board and general directorate events, e.g. staff conference for social services and housing.	Lack of a specific section on disabled people although mentioned in the text. Identified points in terms of each of the strategic objectives.	Equalities expanded to include a section on disabled people. Points incorporated.
Supporting People	Specific discussions of the main text and Operational Plans. Attendance of consultation day and Affordable Housing Liaison Group (when necessary).	Mainstreamed Supporting People in the Operational Plan	Comments incorporated at draft and final version stages
Transport	Individual planning applications discussions. Sent a copy of the Draft	No comments received	Not applicable
Voluntary and independent sector	Publicised by the Denbighshire Voluntary Services Council newsletter (umbrella organizations). Specific discussions with DVSC attending the Homelessness Forum and Older Peoples Partnership Board. Various other voluntary groups attend the Homelessness Forum including Women's Aid and Welfare Rights	Welfare rights requested the draft to be crystal marked and add in reference to child poverty plan.	The LHS document cannot be crystal marked within existing budgets. Child poverty added to the text in Appendix B.
Welsh Assembly Guidance	Received five pages of detailed comments.	It is well structured, comprehensive and rigorous and commended the Operational plans. The need to include LHMA results. Number of other general and specific section comments.	Will be elaborated further when results are fully available. Other comments fully considered.
Young persons	The LHS Impact Assessment included comments from staff working with this group. The Homelessness Forum discusses issues of youth homelessness. Housing issues for young people are continually fed into the consideration the Operational Plans	Difficulties affording accommodation – private rented and owner occupation. Single Room rent issue for those under 25 on Housing Benefit.	Affordable Housing Policy is generally aimed at younger first time buyers/renters. Government controls the use of the single room rent policy.

**REPORT TO CABINET**

**CABINET MEMBER: COUNCILLOR D OWENS LEAD MEMBER FOR SCHOOLS AND LIFELONG LEARNING**

**DATE: 26 JUNE 2007**

**SUBJECT: MODERNISING EDUCATION PROGRAMME – PUBLICATION AND CONSULTATION ARRANGEMENTS**

**1.0 DECISION SOUGHT**

- 1.1 Members agree to the arrangements for publishing and consulting widely on the Cambridge Modernising Education Report outlined in this report.
- 1.2 Members agree to the additional cost of Cambridge Education coordinating responses to the Report as outlined in this paper.

**2.0 BACKGROUND**

- 2.1 Cambridge Education Ltd has been conducting the Modernising Education Programme on behalf of the County Council; its recommendations will map out the shape of Education in Denbighshire in the future. The final version of the Cambridge Education Modernising Education Report is expected in the next week and agreement is required on the arrangements for the dissemination of and consultation on the report.
- 2.2 The County Council has been particularly careful to ensure that the Modernising Education Programme has been an inclusive process and fully transparent for all stakeholders from the outset. It is expected that the report will be published as early as possible in July and considered by Council in the autumn. This will allow all stakeholders time to consider the report and feedback their views to Cambridge before it is formally considered by Council.
- 2.3 Consultation on the contents of the final report is considered essential. The Council is aware that this is a very sensitive subject area, since the Report will recommend the way forward for Education in Denbighshire for many years to come. The Council has responded positively to feedback from a series of public consultation meetings during May, when there were calls to ensure that sufficient time should be given to responding to the report before it is taken by the Council.

**3.0 DETAILED ARRANGEMENTS/TIMESCALES**

- 3.1 The main thrust of the arrangements is to publish the final report for wide and open consultation with all stakeholders. Responses to the consultation will be coordinated by Cambridge Education. The Council will then formally receive the Report, together with the consultation responses and determine its response to the report and agree the way forward for Denbighshire.
- 3.2 To facilitate the process, a letter will be sent to all schools and stakeholders stating that the Modernising Education Programme dissemination schedule



has been finalised. Following its planned publication date in July, there will be an opportunity during the remainder of July, August and September for public responses and comments to be submitted (via Cambridge Education); the Cambridge Report will then be formally considered by Members in October 2007. A media release will be prepared to publicise the same message and the Modernising Education Programme web pages updated to reflect this also. All Denbighshire County Council Members will also be informed of the revised plan at the same time. Similar letters will also be sent to other key stakeholders: AMs, MPs, WAG/DELLS, etc.

### **3.3 Consultation Stage**

- 3.3.1 The final Report will be published and made available to all interested parties and Modernising Education Programme stakeholders as soon as possible. All Councillors will have a copy 1 day before issue, with briefing session on that day. An Executive Summary is sent to all schools and key stakeholders; the full report will be published on the Denbighshire County Council website.
- 3.3.2 Cambridge Education will request and collate responses from the public to the report during the consultation period with a final deadline of 1 October 2007.

### **3.4 Reporting Stage**

- 3.4.1 Responses received as part of the consultation will be summarised by Cambridge for consideration by Members alongside the Report. The Report and the feedback will be discussed by Cabinet on 25 October 2007 and discussed at Full Council on 20 November 2007.
- 3.4.2 Members' guidance on Next Steps for implementation will be sought and prioritised during the process and an implementation plan drafted Oct/Nov 07. The Implementation Plan will be endorsed and approved by Cabinet on 27 November 2007. There may be items in the final report which require no statutory process or are not controversial and could be considered for implementation early in the process.

### **3.5 Project Management**

- 3.5.1 The Implementation of the Modernising Education Programme will require effective Project Management arrangements. The role of the Members' School Buildings Priority and Modernising Education Programme Steering Group, already established, will need to be clarified. The Corporate Director Lifelong Learning is currently finalising project management responsibilities within the Directorate. Further details will be provided to Cabinet as part of the Report in October 2007.

## **4.0 REASON FOR SEEKING DECISION**

- 4.1 The Modernising Education Report requires clear and robust consultation and dissemination arrangements.

## **5.0 POWER TO MAKE THE DECISION**

- 5.1 Section 111 Local Government Act 1972  
Section 14 Education Act 1996

## **6.0 COST IMPLICATIONS**

- 6.1 There will be additional costs, estimated between £5k- £7.5k (depending on volume) involved in the coordination of responses to the report by Cambridge Education. Members are asked to agree in principle to these additional costs.

## **7.0 FINANCIAL CONTROLLER STATEMENT**

- 7.1 There is a further small addition to the costs of the exercise which will need to be contained within the funding available to the Directorate.

## **8.0 CONSULTATION CARRIED OUT**

- 8.1 The Modernising Education Programme has included a very wide ranging consultation with education and other stakeholders. Cabinet members have been consulted informally on the arrangements and timescales involved in this report.

## **9.0 IMPLICATIONS ON OTHER POLICY AREAS:**

- 9.1 The Modernising Education Report will have implications for a wide range of policy areas; however, this report does not have significant implications, since it deals primarily with the final arrangements for dissemination, rather than the contents of the report itself.

## **10.0 OTHER POLICY AREAS INCLUDING CORPORATE**

Single Education Plan  
School Improvement Policy  
Schools causing concern and Special Measures policy  
14-19 Network Development Plan  
A review of 16-19 provision in Rhyl - Cambridge Education 2007

### **THE VISION**

“We will invest in our schools in order to sustain high standards of educational attainment to meet the needs of pupils, the wider community and the economy.”

## **11.0 RECOMMENDATIONS**

- 11.1 Members agree to:
- 11.1.1 The arrangements for publishing and consulting widely on the Cambridge Modernising Education Report outlined in this report.
  - 11.1.2 The additional cost of Cambridge Education coordinating responses to the Report as outlined in this paper.

**REPORT TO CABINET**

**CABINET MEMBER: COUNCILLOR D OWENS LEAD MEMBER FOR SCHOOLS AND LIFELONG LEARNING**

**DATE: 26 JUNE 2007**

**SUBJECT: PROPOSAL TO CHARGE FOR POST 16 TRANSPORT**

**1 DECISION SOUGHT**

- Whether to introduce charging for post 16 transport
- To lobby the Welsh Assembly Government and local Assembly Members to provide additional funding for post 16 transport to meet the shortfall, and to seek the support of the WLGA and other councils for this action.

**2 REASON FOR SEEKING DECISION**

- 2.1 For the reasons detailed in paragraph 2.4, the option of charging for post 16 transport policy has been examined and a full consultation exercise carried out. The consultation exercise has been completed and Members now need to take a decision on how to proceed.
- 2.2 The Council's present policy, the background to the proposal that was the subject of consultation, and the response to that consultation are summarised in the appendix
- 2.3 This report exposes the underfunding of post 16 transport by the Welsh Assembly Government (WAG) and recommends action to bring pressure to bear on WAG to address the funding shortfall, so that these costs no longer fall on the County Council's tax payers. As part of this strategy, the true cost for each post 16 student is identified and it is recommended that charges should be based on this, in line with the Council's charging policy, albeit that students would be exempted from the charge until at least 2010. The question of whether to proceed with charging in 2010 would be reviewed in 2009.
- 2.4 While we will take any opportunities that arise (such as from changing school opening hours), there is no significant scope for efficiency savings in this expenditure. Indeed, a significant efficiency comes from integrating transport for 6<sup>th</sup> formers as part of school transport. Moreover the increasing contract prices charged, following competitive tendering exercises, show that costs are far outstripping the annual increase in WAG funding through the revenue support grant.

Taking the key issues and considerations in turn:

**2.4.1 WAG Underfunding**

The underfunding for college transport in 2007-08 can easily be established.

£k	Standard spending assessment	Budget	Underfunding
Secondary School Transport	*206k	190	-16
College transport	227	383	156

\*represents 12% of secondary SSA, 300 6<sup>th</sup> formers

School transport includes that provided for 6<sup>th</sup> formers. The 300 6<sup>th</sup> formers represent 12% of the total number of school pupils who are transported to schools. Although the budget for post 16 transport to schools is £16k below SSA, WAG underfunding for post 16 transport as a whole is:

£156k (College transport)	- 16k (School transport)	= £140k
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#### 2.4.3 Pressures on the school transport budget

The following figures demonstrate recent increases in the school and college transport budget, expressed as a cost per day:

	<u>2004/5</u>	<u>2005/6</u>	<u>% increase</u>
Primary	2298	2450	6.6
Secondary	4115	5049	22.7
Special	3436	4221	22.8
College	1300	1499	15.3

School and college transport costs are increasing year on year. In general terms, costs have increased by 47% since 1999.

#### 2.4.4 The introduction of a charge could contribute to WAG efficiency targets

The Directorate has an efficiency target to achieve at least 1% of the funding provided by the Assembly. For 2007-08 this target was £381k for Lifelong Learning and it is likely to be the same again in 2008-09. In its paper "Making the Connections" the Welsh Assembly Government states that income generation initiatives, as long as the income generated from fees and charges does not already exist, can be counted towards the efficiency target set for 2008/9.

#### 2.4.5 Neighbouring Authorities

We have worked closely with two neighbouring Authorities, Conwy and Flintshire, throughout the consultation process. There are obvious advantages if the 3 authorities were to introduce a charge at the same time. For example, students living in Conwy, Denbighshire or Flintshire travelling to a college anywhere within

the authorities' areas would be subject to charging, and therefore there would be a degree of consistency.

At their executive meeting on 6 June, Flintshire decided not to introduce a charge but to await the outcome of the Assembly's proposals on learner travel (see 2.5 below).

2.4.6 There are currently 2 other Welsh authorities charging for post 16 transport:

Anglesey - £55 per year  
Monmouthshire - £255

In addition, some Welsh authorities provide a grant towards the cost of post 16 transport which students can use towards the costs of public transport services. These include Newport (£150) and Blaenau Gwent (£200). Such a system would not be feasible in a rural area such as Denbighshire where the availability of public transport is not as great as in more urban areas.

2.5 Education and Inspections Act 2006

The above Act provides the means to change the law in the Education Act 1996 (which sets out the current law for the attendance of pupils at school and related provisions for school transport) with a comprehensive set of Welsh laws to serve as a framework for policy designed for Wales. Welsh Assembly Government policy officers are considering the law for learner travel as it currently stands, and it is likely that proposals on transport will feature early in the Assembly's legislative programme. As it is not possible at this stage to predict what exactly any new transport laws will include in terms of charging, it is difficult to assess what effect, if any, these will have on the current proposals. While it is not necessarily a reliable guide, the draft partnership agreement between Welsh Labour and Plaid Cymru refers to "a regulation-making power to define the entitlement of learners to transport which is currently determined by age and the distance of the available route from a child or young person's home to their school or place of learning. There is currently no entitlement to free transport for learners outside statutory age education".

2.6.1 The revised proposals

In line with the Council's policy on fees and charges, the starting point is to identify what the charge should be to achieve full cost recovery. We also need to take account of administration costs and the potential "leakage", for example, to greater car usage. Assuming administration and enforcement costs of £28k and allowing for 20% "leakage" but no exemptions, the charge for 2007-08 would be

$$\frac{\pounds 140\text{k} + \pounds 28\text{k}}{1,100} \times 1.2 = \pounds 183$$

With inflation in transport contracts running at about 10% a year, the charge for 2008-09 would be £200 and would rise each year thereafter.

- 2.6.2 It would not be necessary to introduce these charges if WAG funded post 16 transport in full. The Council has no responsibility for funding post 16 education, although the Council's vision and policies support maximizing staying on rates and securing higher levels of qualifications.
- 2.6.3 **The focus should therefore be on lobbying WAG and local AMs to secure full funding for post 16 transport.** In order to demonstrate the need for action by them, we have to be prepared to expose the level of underfunding and the impact on all council taxpayers and to implement charging in due course in the event of failure by WAG to act. Hence the recommendation below to introduce charges in September 2008 but to exempt all students from them until at least September 2010. A review would be carried out in 2009, which would once again require full consultation with the parents/students likely to be affected by a charge, along with others listed in the appendix (paragraph 12).
- 2.6.4 While recognising that charging would run counter to Government and the Council's policies, including on education and sustainable development, and that charging will be controversial, the Council cannot afford to continue funding discretionary services such as this when costs are growing much faster than grant from WAG : the result is that all council taxpayers have to pay for the service. The legal position may change as noted above. The recommendations below take account of the possibility that the legislation may change and a duty may be placed on councils to provide transport for post 16 students.

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

There is no duty on local authorities to provide post 16 transport. Where it is provided, a local authority has the discretion to decide whether to make a charge. Services wholly arranged for students who are required to pay for their transport would have to be arranged under the Transport Act 1985.

### **4 COST AND STAFFING IMPLICATIONS**

- 4.1 The net cost to the Council and its taxpayers of the present arrangements is set out above. The introduction of charges could, potentially, reduce the cost to zero subject to any exemptions that might be decided.
- 4.2 The extent of new administrative arrangements needed for a charging scheme should not be underestimated. These include determining eligibility, appeals, setting up payment methods (although electronic payments would be encouraged), issuing passes, debt recovery etc. An additional member of staff would be needed to carry out these duties. It is anticipated that some of these additional duties, and therefore costs, eg enforcement, could be shared with neighbouring authorities. It is estimated that admin and enforcement costs would be in the region of £28k: this has been taken in to account in the anticipated income.
- 4.3 The cost of the statutory consultation exercise was £11,200 and this was being shared with Flintshire and Conwy; Denbighshire's costs are being met from within existing resources.

## 5 FINANCIAL CONTROLLER STATEMENT

The proposal for introducing a charge is part of the response to the requirement to review all service cost effectiveness under the WAG Efficiency agenda.

The PWC report on Education funding demonstrates in Exhibit 3 an estimated spend at 69.2% above SSA, (i.e. WAG support). The report highlights a funding issue in Secondary Schools which the Council is seeking to address in a phased manner. This response to the recommendations of the report suggests that it will also be necessary to consider reviewing and reducing future liabilities on post 16 transport, hence the reference to lobbying WAG for additional resources.

## 6 CONSULTATION CARRIED OUT

See appendix (paragraph 12).

## 7 IMPLICATIONS ON OTHER POLICY AREAS:

### 7.1 THE VISION

The proposal does not reflect any specific aspects of the Vision.

### 7.2 OTHER POLICY AREAS INCLUDING CORPORATE

The introduction of a charge for transport has implications for many policy areas. The philosophy behind the 14-19 Learning Pathways is one of choice, and a charge could be seen as fundamentally undermining the element of choice which is integral to the policy. The Single Education Plan contains key priorities such as "Pupil Support and Inclusion" and "Planning Places" – a charge for transport could work against some of the aims and principles of these priorities.

The Sustainability Project Coordinator has advised that although post 16 charging does not conflict directly with current sustainability plans and policies, there is a danger that it will go against the principle of the future Climate Change Bill. It is likely to contribute to additional car usage as alternative modes of transport are investigated by individuals incurring the proposed charge.

The Council's policy on fees and charges states that a charge should, as a minimum, cover the full cost including overheads of providing that service.

## 8. ACTION PLAN

	<b>Action</b>	<b>Responsibility</b>	<b>By when</b>
1	<b>Lobby WAG</b>	<b>Lead Member/Business Performance Manager</b>	<b>July 2007</b>
2.	<b>Seek support from WLGA</b>	<b>Lead Member/Business Performance Manager</b>	<b>July 2007</b>
3.	<b>Review exemption from charging</b>	<b>Business Performance Manager</b>	<b>Begin review in Dec 08/Jan 09</b>

## 9. CONCLUSION

The Cabinet is advised to acknowledge the observations and recommendations of the Lifelong Learning Scrutiny Committee (paragraph 15 in the appendix) and while taking their views into account, should also emphasise the invidious position in which the County Council is placed by the current inadequate funding provided for school transport by the WAG. The Cabinet will wish to recognise the need to actively promote and encourage involvement in and access to education post 16, and the importance of this stage of education and training to the economy of North Wales. The Cabinet should now ask that the WAG accept its statutory responsibilities for this stage of education and not expect Local Authorities to use their own resources to meet the costs involved. Accordingly, the Cabinet is asked to agree the recommendations below:

## 10 RECOMMENDATIONS

That the Cabinet:

- 10.1 Notes that the Council is not responsible for funding 6th form or college education but that the Welsh Assembly Government's funding to Denbighshire for 6th form and college transport is £140k lower than budgeted costs in 2007-08, representing £127 for each student over the age of 16 who uses this transport;
- 10.2 In line with the corporate policy on charging, sets the charge for post 16 transport at £200 for each student with effect from September 2008 to achieve full cost recovery including administration costs. This figure is £127 plus 10% inflation plus administration costs of £28k but assuming "leakage" at 20%;
- 10.3 Decides to exempt all students from the charge in 10.2 because of its potential adverse impact on take up of education, particularly by students in rural areas, and because of potential forthcoming legislation on school and college transport in Wales;
- 10.4 Agrees to review the exemption in 10.3 in 2009 with a view to introducing charges in September 2010 if by 2009 the Welsh Assembly Government has not increased funding for 6th form and college transport to cover its full cost and there is no duty on the council to provide free transport to post 16 education;
- 10.5 Agrees to lobby the Welsh Assembly Government and local AMs to provide the additional funding that is required in order to remove the continuing unfair pressure on council tax payers to meet the costs of transport for post 16 education, and seeks support from the Welsh Local Government Association and other councils for this action.



### **The Council's present policy**

1. While the Council is legally obliged to provide transport free of charge to pupils of compulsory school age (ie age 5 – 16) in various circumstances, no such obligation applies to post 16 pupils/students. At present, however, free transport is provided to such students attending approved courses provided by schools, colleges and employers. Students currently qualify for free transport where

- the distance between the student's home and the course provider is greater than 3 miles
- where the County considers the route to be hazardous

where transport is required on medical grounds, or is identified in a pupil's Statement of Special Educational Needs.

2. The post 16 transport policy was last considered by Cabinet in June 2004, as part of an overall review to address the mismatch between funding and expenditure on school transport. It included an examination of the options in respect of post 16 transport which were identified as follows:

- Continued provision in line with existing policy
- Withdrawal of funding and provision
- Introduction of charging

3. Cabinet agreed to defer the options, with a view to a separate report being considered at a later date. In effect, this resulted in continued provision in line with the Council's existing policy. It was noted at that time that withdrawal of funding could have implications for Rhyl College. This is the first report to Cabinet since then which is examining the option of charging.

### **The proposal that was the subject of consultation**

4. It was proposed that a charge be introduced for post 16 students living over 3 miles from their place of education or training with effect from September 2008.

5. The proposed charge would have been £200 per student per annum and would contribute towards the cost of providing transport. It would be payable in advance of each term.

6. The proposed charge would apply to all students living in Denbighshire attending courses at schools, college or work places which are over 3 miles from their home (whether within the County or not). There would be exemptions from the charge for students whose parents are on income support or job seekers' allowance. If there was more than one post 16 student in a household, there would be only one payment.

7. For charging purposes, the Council must treat equally all students aged 16 and over, irrespective of whether they attend school or college.

8. According to current figures, the total number of pupils living in Denbighshire attending secondary schools located both in and outside the county who would be affected by the introduction a charge (i.e. those living over 3 miles from their nearest educational establishment) is 302. These can be broken down as follows:

Prestatyn High School - 18  
Blessed Edward Jones High School - 8  
Ysgol Glan Clwyd - 72  
Denbigh High School - 60  
Ysgol Brynhyfryd – 87  
Ysgol Dinas Bran - 27  
Ysgol y Berwyn Bala - 8  
Mold Alun - 10  
Ysgol Emrys ap Iwan - 12

9. There are currently in the region of 800 students living throughout the County attending various colleges who would also be eligible to pay the proposed charge.

### **The response to the consultation**

10. Consultation on a proposal to introduce a charge for post 16 transport was carried out by Cambridge Education on behalf of Conwy, Flintshire and Denbighshire Councils. As many of the consultees are common to all 3 authorities this joint approach helped to avoid duplication. Each Council has now received a report on the results of the consultation within their area A copy of the full report has been placed in the members' room and a lengthy summary may be found in the papers for Lifelong Learning Scrutiny Committee on 24 May. In respect of Denbighshire, there were 50 responses received, 49 against and 1 in favour. Arguments against the charges fall in to two broad categories:

- That their introduction would be unfair or discriminatory on various grounds;
- That the effect would be to undermine educational and other objectives (Westminster, Assembly and/or Denbighshire).

11. The grounds of the objections include: discriminating against students travelling to Welsh medium and faith schools and against pupils with special needs; low income families would struggle to afford the payments; it would discourage students from continuing with their education and is counter to the Assembly's aim to increase the proportion of students staying on in education or training; a charge may inhibit choice of course; and it may lead to increased car use.

12. Statutory consultation with all stakeholders must be carried out prior to a change in transport policy. The following groups were consulted:

- Neighbouring local authorities
- Further education institutions
- Schools with 6<sup>th</sup> forms
- School Councils
- Community Consortia for Training and Education
- Diocesan Education Boards
- Work-based providers

- 14-19 Networks
- Young Peoples' Partnerships
- Regional Transport Consortia
- Parents
- Assembly Members

The Council's website, "Have Your Say" and the "Youthden" website were also used for consultation purposes..

**13.** Two "pre-consultation" meetings were held on 12 December 2006 and 9 January 2007 with representatives from North Wales colleges.

**14.** The consultation meeting on 9 January 2007 was also attended by six North Wales Assembly Members, who unanimously voiced concerns about the effect of introducing a charge on the provision of post 16 education. It was agreed at this meeting to make representations to the Minister for Education, Lifelong Learning and Skills, Jane Davidson AM. A letter was sent by Councillor Dewi Owens, Lead Member for Lifelong Learning, highlighting the increasing costs of education transport and pointing out that without additional funding from the Assembly, authorities have no choice but to consider charging. The reply back from the Minister expressed disappointment about the proposed charge, flagged up the possibility of new laws on post 16 travel and welcomed the collaborative approach being taken on this issue.

**15.** The School Transport Working Group and the Lifelong Learning Scrutiny Committee considered this matter at their meetings on 14 and 24 May respectively and did not support the introduction of a charge for the following reasons:

(a) The Council has a duty to encourage students to continue with further education. The introduction of transport charges would be likely to reduce choice, support and flexibility for students and would run contrary to the aims of the Learning Pathways 14–19 agenda.

(b) The responses received to the consultation on the proposal were overwhelmingly against introducing charges and members viewed the concerns expressed generally to be valid.

(c) The issue of post 16 transport funding would be better addressed nationally through the Welsh Assembly Government than by individual local authorities as this would avoid widely differing policies being adopted.

In addition, the Scrutiny Committee advised that they would seek to challenge any decision to introduce a charge.

**REPORT TO CABINET**

**CABINET MEMBER: COUNCILLOR D OWENS LEAD MEMBER FOR SCHOOLS AND LIFELONG LEARNING**

**DATE: 26 JUNE 2007**

**SUBJECT: REVIEW OF 16-19 PROVISION IN RHYL**

**1.0 DECISION SOUGHT**

To consider the Cambridge Education Review of 16-19 Provision in Rhyl and agree to:

- 1.1 note the recommendations in the Cambridge Education Review of 16-19 Provision in Rhyl.
- 1.2 authorise public consultation on the report until end September, with a report back to Cabinet in October on responses and impacts on the proposals, including impact analysis and detailed costings of recommendations and guidance on statutory processes.
- 1.3 report to Council in July on the report and the steps taken by the Cabinet.

**2.0 OPTIONS**

The Report (copy attached) provides a number of options for future provision. Section 6 (page 19) provides a summary of the options:

1. Status Quo
2. Alternative Rhyl Schools Solution
3. Prestatyn Solution
4. College Sixth Form Solution

**3.0 REASON FOR SEEKING DECISION**

- 3.1 As part of the ongoing Modernising Education agenda, the Cambridge report at Appendix 1, describes the outcomes of a short review of the future of 16-19 provision in Rhyl, within the framework of a developing picture of 14-19 provision in Denbighshire and Wales as a whole.
- 3.2 The background to the review was the need to examine the future provision of post 16 education in the town and the local authority's concern about the effectiveness and viability of sixth form provision in Rhyl's two secondary schools.
- 3.3 A decision as to how best to provide 16-19 education and training in Rhyl is inseparably tied to the vision of the future for Rhyl as shown in the Rhyl Going Forward and Rhyl City Strategies. These initiatives require a step-change in the achievement of 16 to 19 year olds. The curriculum currently offered is not meeting the needs of all young people. A broader offering, including more advanced

vocational specialisms will enable a greater number of young people gain level 2 and 3 qualifications.

- 3.4 DELLS are very supportive of a change in Rhyl and part of the Learning Centres funding has been earmarked for a Rhyl solution.
- 3.5 Any change will need an appropriate period of public consultation, balanced with the need to identify the impact of the proposals and the need to minimise the period of uncertainty in the schools and the communities. A partnership approach is essential to the whole issue of post 16 education and training and this is a key theme throughout.
- 3.6 The paper's favoured option, to create a new sixth form centre on the Rhyl College site, will have impacts on the Rhyl schools and this needs to be assessed in some detail. Any agreed option which requires Capital funding will need to be managed within a tight timescale if advantage is to be taken of the DELLS funding within the Learning Centres' capital package, estimated at a total of £2m. Any new project in Rhyl can not use existing Objective 1 applications allied with the Learning Centres project. However opportunities are available under Convergence or 14-19 funding.

#### **4.0 OBSERVATIONS MADE BY THE CAMBRIDGE EDUCATION REPORT**

- 4.1 The combined numbers of post 16 students from Rhyl High School and Blessed Edward Jones Catholic High School are averaging 120. Whilst 150 has been taken as the minimum recommended size for a sixth form, Estyn also stress that this should be viewed in the light of flexibilities which schools exploit to increase choice and cost effectiveness. Estyn, however, point out that both choice and cost effectiveness are increased where small A-level groups in schools are joined with existing groups in colleges, which also generally offer more choice.
- 4.2 There is no learner-driven argument for retaining the status quo. It is not delivering sufficient choice to 14-19 year olds at present and it cannot possibly deliver the enhanced entitlements. The funding of schools, based on such small student numbers, makes it impossible to broaden the offer. There is clearly a potential impact on the 2 local High schools from these proposals.
- 4.3 Schools worry about the loss of income and status which accompanies loss of the sixth form. However, it can be argued that those with a responsibility for getting the best value from public funds should be concerned about the unit cost of a level 3 qualification for a total of 40 students between the two Rhyl schools and should consider what else could be achieved with those resources.
- 4.4 It is wrong to think that 11-16 schools cannot co-exist with 11-18 schools. The fact is that successful schools are attractive to parents and children, no matter what their age range, and both of the Rhyl schools have a better chance of succeeding without the professional and financial diversion of running unviable 6<sup>th</sup> forms.
- 4.5 A further strong reason for pulling back from a compromise solution is that the two schools should focus on achievement at 16 and, contributing to that, the new 14-

16 options in specialised vocational areas. The better objective for cross-institutional working is around the design and delivery of the 14-19 phase as a whole, ensuring that the best is made of all institutions' energy and resources in maximising choice, access and progression across Rhyl. In fact there are considerable opportunities for both Rhyl High Schools to benefit from the changes proposed.

- 4.6 The report comments on the potential impacts on other High Schools in the area – Prestatyn and Glan Clwyd. It concludes that neither should be adversely affected by the proposals: *“Prestatyn HS is a successful sixth form provider with a strong reputation in this area : it should have no need to fear competition from the College”*. Of Glan Clwyd, it believes that: *“Glan Clwyd can be a valuable source of outreach support (for Welsh Language provision)”* and that the school would benefit from closer ties to the College.

## **5.0 REPORT RECOMMENDATIONS**

The report recommends the following:

- 5.1 Cease sixth forms in Rhyl High School and the Blessed Edward Jones Catholic High School and open a new sixth form centre on the Coleg Llandrillo site in Rhyl.
- 5.2 The first intake of students to the new sixth form centre should be in September 2009.
- 5.3 The local authority consults on this proposal and reaches a decision on it in the period from September to November 2007.
- 5.4 If the proposal is approved, a bid for capital funding is made to DELLS to support the construction of the new centre; this has to be submitted by the end of November 2007. It is likely that this will be made by Coleg Llandrillo.
- 5.5 The local authority undertakes a review of Rhyl High School and Blessed Edward Jones Catholic School without sixth forms, including HR and resource implications.

## **6.0 POWER TO MAKE THE DECISION**

- 6.1 Any decision necessary to influence the Report's findings would be completed in accordance with the School Organisation Proposals Circular 23/02 and the Organisation of School Places 1998 - Circular 9/99.

## **7.0 COST IMPLICATIONS**

- 7.1 Reduction in DELLS post 16 NFES funding for the two high schools from September 2009.
- 7.2 Possible redundancy or relocation costs associated with the loss of teaching and ancillary staff from the two Rhyl High Schools.

7.3 DELLS may ask the Local Authority to contribute towards the capital cost of the project; this is most likely in the form of an in kind contribution rather than direct funding.

7.4 The costs of any consultation process necessary to meet statutory requirements.

## **8.0 FINANCIAL CONTROLLER STATEMENT**

8.1 WAG finance for post 16 education is provided to DELLS who are responsible for funding the service. Councils do not have a responsibility to fund post 16 costs. There is however a risk to the Council that down sizing the service provided within the 2 Rhyl High Schools would leave the Council liable to Early Retirement and potential redundancy costs. This risk needs to be quantified and brought to the attention of DELLS to clarify potential funding sources from WAG etc.

The proposals could result in spare capacity at both existing Rhyl secondary schools. It is important therefore that this report does not jeopardise possible further reorganization in Rhyl.

The potential for a larger scale project, involving other current 6th Form provision, could have the effect of making the scheme more economical through the economies of scale and also help alleviate capacity problems at other High Schools. This could provide the Council with a potential saving to help offset downsizing costs.

The report at this stage focuses on educational provision. The resource and financial implications, taking account of the differing responsibilities, will need to be worked through.

## **9.0 CONSULTATION CARRIED OUT**

9.1 The following have been consulted as part of the Cambridge work and local discussions:

DCC Legal and Project Management Services.

Welsh Assembly Government

DELLS

Headteacher: Blessed Edward Jones Roman Catholic High School

Acting Headteacher: Rhyl High School

Headteacher: Prestatyn High School

Assistant Headteacher: Prestatyn High School

Headteacher: Ysgol Glan Clwyd

Principal: Coleg Llandrillo

Vice-Principal: Coleg Llandrillo

Regional Director: DELLS Mid-Wales Region

9.2 Rhyl and Prestatyn Members have been briefed on the report and its recommendations; the Corporate Director of Lifelong Learning will provide a verbal debrief on the discussions at the meeting.

## **10.0 IMPLICATIONS ON OTHER POLICY AREAS**

Possible implication for HR policy  
TUPE regulations regarding teaching and support staff.

## **11.0 OTHER POLICY AREAS INCLUDING CORPORATE**

Single Education Plan  
School Improvement Policy  
Schools causing concern and Special Measures policy  
14-19 Network Development Plan  
A review of 16-19 provision in Rhyl - Cambridge Education 2007

## **12.0 THE VISION**

“We will invest in our schools in order to sustain high standards of educational attainment to meet the needs of pupils, the wider community and the economy.”

## **13.0 ACTION PLAN**

- 13.1 Consult on the Cambridge proposals during July, August and September 2007.
- 13.2 In parallel, work could be undertaken to identify impacts, detailed costs and other assessments of the report's recommendations.
- 13.3 report back to Cabinet on 25 September 2007 on the results of the consultation and impacts of the recommendations, including any revenue or capital funding implications.

## **14.0 RECOMMENDATIONS**

Members agree to:

- 14.1 note the recommendations in the Cambridge Education Review of 16-19 Provision in Rhyl.
- 14.2 authorise public consultation on the report until end September with a report back on responses and impacts on the proposals, including impact analysis and detailed costings of recommendations and guidance on statutory processes.
- 14.3 report to Council in July on the report and the steps taken by the Cabinet.

Appendix 1: Cambridge Education, A Review of 16-19 Provision in Rhyl. May 2007





# **Denbighshire County Council**

## **A review of 16-19 provision in Rhyl**

Prepared by  
Cambridge Education  
May 2007

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<b>Rev</b>	<b>Date</b>	<b>Originator</b>	<b>Checker</b>	<b>Approver</b>	<b>Description</b>
D	May 07	RV	PW	AGS	Report

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## **EXECUTIVE SUMMARY**

- i. Current provision for sixth form education in Rhyl needs to be strengthened in respect of choice, retention and achievement.
- ii. Improvement is vital for the town's social and economic regeneration as well as for the personal fulfilment of young people. Rhyl's ownership of its own changes in provision is an important element in deciding between options.
- iii. Change needs to be planned within the bigger framework of changes in 14-19 education and training for the whole cohort in the locality, to include more opportunity to combine A/AS study with vocational courses.
- iv. Improvement in achievement and progression at 16 is necessary to any progress and needs to be the major focus of the two secondary schools.
- v. Only around 120 students stay on into the two Rhyl sixth forms. The arguments for retaining the status quo, or for an alternative schools solution, are not sufficiently learner-centred.
- vi. Only the option of a sixth form centre run by Llandrillo College responds to the need to improve progression and achievement now and the need to provide a progressive framework for the future.
- vii. The timeline for change is pressing, both to secure urgently needed improvement for learners and to construct a capital package. If the local authority wishes to take advantage of DELLS funding for the development of a new sixth form centre consultation on new arrangements needs to start in September 2007 to secure the available funding by September 2008.

### **1. INTRODUCTION**

This report describes the finding of a short review of the future of 16-19 provision in Rhyl, within the framework of a developing picture of 14-19 provision in Denbighshire and Wales as a whole. The background to the review was one of local authority concern about the effectiveness and viability of sixth form provision in the town's two secondary schools.

## 2. VISION

- 2.1. “Rhyl Going Forward”, the town’s economic development strategy, is unambiguous in its prioritisation of education and training. It focuses on four core indicators for change:
- Low attachment and transiency
  - Entering older age with low incomes
  - Low skills and attainment
  - Transport and infrastructure deficits

In describing the relationship amongst these indicators it is clear in allocating the greatest potential impact to tackling low skills and attainment:

“Improving the human and social capital of Rhyl – its people and those civil institutions that form the social “glue” of the town – is perhaps more important to Rhyl’s economic health in the long run than the much needed investment in physical infrastructures.” \*

- 2.2. A decision as to how best to provide 16-19 education and training in Rhyl is inseparably tied to this vision of the future for Rhyl. This is because choice, achievement and progression have to improve to give Rhyl’s economic development goals a chance of fulfilment and to create a virtuous cycle of improvement which will further lift aspirations for future generations. It is also because Rhyl needs a solution which is its own, for which it can take responsibility and feel proud within a longer term programme of regeneration.
- 2.3. Issues of 16-19 provision are often seen in terms of their impact on particular institutions’ self-images and ambitions. Heads and teachers value sixth forms because of their supposed impact on parental preference and pupil motivation, and because A-level teaching is much sought after, especially by the most experienced teachers. A vision which takes these assumptions as givens will not work here: the pattern of provision must follow from a rounded picture of all of Rhyl’s needs, which are many: it must be a pattern which puts learners, the community and the economy first and requires institutions to rise to the challenge which they present.

\* (The Rhyl Pact, Chapter 5 “Making Hard Choices: The Turnkey Investments summarised”

### 3. CONTEXT

#### 3.1 14-19 learning Pathways for Wales

This is a critical moment in the development of 14-19 provision in the area, with a national policy which strongly favours cross institutional approaches to broadening choice. The Denbighshire 14-19 Annual Network Development Plan sets the following targets for improvement in the 14-19 phase:

- Wider range of sustainable A, AS and other accredited courses for post 16 learners within the county
- Wider range of Learning Pathways through and expanded options menu
- Increased participation in post 16 learning
- Increased staying on rates at 16 due to increase in vocational and prevocational programmes
- Increased movement of learners between partners due to increased progression routes
- Development of e-learning and Virtual Learning Environments opportunities
- Common timetabling across clusters to maximise shared provision opportunities
- Joint development of teaching and learning materials

3.2 The policy gives particular priority to creating a more effective balance between academic and vocational post 16 learning routes, against a concern that most schools have only provided limited vocational opportunities for 14-19 year olds. 14-19 year olds in Rhyl are entitled to expect a range of local choice which reflects this national ambition. Maximising this range requires the college and secondary schools to collaborate on curriculum provision for all 14-19 year olds. A/AS level provision is an important part of this but the effectiveness and the cost efficiency of its delivery needs to be seen against the indicators described in Section 4 below.

3.3 In describing its priorities, the Denbighshire Annual Network Development Plan for 2007-08 is clear and ambitious:

“The central tenet of Learning Pathways, that 95 per cent of young people by the age of 25 will be ready for high skilled employment or higher education by 2015, underpins all of our strategic priorities and this Annual Network Development Plan” \*

\* Denbighshire Annual Network Development Plan 2007-2008

Viewed against this level of aspiration, the Learning Pathways strategy is still at a developmental stage. Each objective now needs to be described at a detailed level and all of the institutions in Rhyl need to join in ensuring their achievement and to take responsibility as a group for hitting the targets. At the time of writing it was not easy to detect agreed priorities from the documentation produced by the local 14-19 network. Without these priorities the debate on sixth forms will remain narrowly based in the hopes and fears of individual institutions. The question for all those institutions is at once simple and challenging: how shall we act together to do better for all 16 year olds in the town?

### 3.4 Achievement in Rhyl

Achievement at 16 is the key imperative for schools and the basis for any consideration of the best arrangements post-16. In this respect the two Rhyl schools have room for improvement.

**Table 1: GCSE Achievement at 16 in 2006**

	<b>5 A*-C</b>	<b>Average points</b>
<b>Rhyl High School</b>	29.7%	29.6
<b>Blessed Edward Jones</b>	17.2%	25.5
<b>Prestatyn High School</b>	50.7%	39.4
<b>Denbighshire</b>	50.8%	39.8

Crude figures can disguise socio-economic differences and value-added effects. This report is not concerned with school comparisons, but it is concerned with the best way of getting the most out of all young people in Rhyl and currently around 200 of those who attend Rhyl High School and Blessed Edward Jones School are not reaching the level which we expect for positive progression to work or further study. Those who do not achieve a level 2 qualification at 16 are unlikely to achieve a level 3 qualification by 19, the level now accepted as the take-off point for individual prosperity and economic competitiveness.

Rhyl High School and Blessed Edward Jones need to throw all their development attention into improving results at 16. These numbers put the issue of location of 6th forms into perspective: there is little point in arguing about the location of a provision to which the vast majority of 16 year olds cannot aspire anyway. In these circumstances there is the risk that

6<sup>th</sup> form provision is a distraction from the school's core mission: if the 6<sup>th</sup> form attracts the most experienced teachers (and it usually does) a perverse cycle of effects arises – those teachers are less involved with 11-16 provision, which has less chance of improving in a way that would lead to higher post-16 participation (an observation also made by Estyn: see section 5.1 below)

### 3.5 Progression in Rhyl

**Table 2: Key destinations figures for 16 year olds:**

	<b>School yr. 12</b>	<b>FE</b>	<b>Total</b>	<b>NEET</b>	<b>Yr 11-13 progression</b>
<b>Rhyl High School (nor.169)</b>	28.4%	45.56%	73.97%	10.6%	19%
<b>Blessed Edward Jones (nor. 84)</b>	36.91%	26.1%	63.09%	16.61%	20%
<b>Prestatyn High School (nor. 258)</b>	46.81%	34.11%	81.00%	3.8%	37%
<b>Denbighshire</b>	36.75%	36.18%	72.93%	9.12%	33%

FE is already the most popular destination for Rhyl 16 year olds and by far the most popular destination for Rhyl High School pupils (the imbalance between the two schools being possibly a result of the denominational influence). Retention to year 13 is very low in both schools, suggesting significant drop out which might result from inappropriate course choices.

Combined with the low numbers achieving 5 % A-Cs at GCSE, the NEET (Not in Education, Employment or Training) figure is alarming. In a town where employment prospects are challenging, to be without work or training can lead to a life of unemployment and benefit-dependency and perhaps a descent into crime. This is a state of affairs which will makes grand economic ambitions sound like empty rhetoric if there is not radical change.

### 3.6 Choice and achievement post-16 in Rhyl schools

The 2006 offering in the two Rhyl schools was:

Rhyl High: 18 A/AS levels

Blessed Edward Jones: 8 A-levels and 11 AS levels

Prestatyn High School offered 28 A/AS levels.



In a 2006 report by Estyn, Blessed Edward Jones was judged to be in need of special measures. Inspectors commented that whilst A/AS level teaching was better than teaching in the 11-16 phase, the proportion of students gaining grades A to C was significantly below the local and national average and the average points score significantly and consistently below both. They were also critical of the effect of combining year 12 and 13 groups on the pace of teaching and of the quality of facilities available for sixth formers. They did, however, praise the quality of work-related education in key stage 4, a re-assuring pointer for further prioritising this area to maximise achievement at 16.

In 2006 A-level results in the three schools were as follows:

	Pupils entered	Entered for 2 or more	Number achieving 2 or more A-C	% achieving 2 or more A-C	Number achieving 2 or more A-E	% achieving 2 or more A-E
Blessed Edward Jones	11	9	4	44.4%	9	100%
Rhyl High	35	33	16	48.5%	32	97%
Prestatyn	81	66	43	65.2%	66	100%
Denbighshire average				68.7%		96.6%

Whilst Blessed Edward Jones and Rhyl High have 100% and 97% pass rates respectively, which is above the Denbighshire average, the key fact is that the investment in both schools' sixth forms resulted in a total of 41 young people gaining a level 3 qualification, and only 20 a good level 3.

### 3.7 Ysgol Glan Clwyd and Welsh medium/bilingualism

Ysgol Glan Clwyd is an 11-18 school which provides education with a Welsh medium/bilingual approach, attracting 60% of its year 7 pupils from the Rhyl and Prestatyn areas. Around 50 pupils are expected from the Rhyl area in 07-08 and 29 from Prestatyn. The school has a sixth form of some 110 students who follow both AS/A2 courses and vocational A-levels. Its parents are making a positive choice of a Welsh medium/ bilingual approach at age 11 as some students do to continue at the school for their sixth form education. It is possible that any change in the pattern of provision in Rhyl might have a possible effect upon the schools recruitment at age 11 but would be more likely to affect retention of its own year 11 pupils into the sixth form.

### **3.8 Llandrillo College's provision**

Llandrillo College recruits some 24,000 students annually to a range of courses from level 1 to higher education, including the International Baccalaureate. Some 180 AS/A2 students already attend from the Rhyl and Prestatyn area.

For full-time level 3 provision at Coleg Llandrillo Rhyl in 2005-06 the retention rate was 87%, the attainment rate 88% and the successful completion rate 67%, all figures showing a year-on-year improvement from 2003-4.

The college offers 32 A- and AS level subjects. Its A- level pass rate was 96% and AS level 88%. 100% pass rates were achieved in 16 A-level and 17 AS level subjects. 84% of students passed the full International Baccalaureate Diploma and 88% gained the advanced Diploma for the Welsh Baccalaureate. All measures of student satisfaction have achieved 90%+ for the past three years.

The college's provision was found to be outstanding in its recent inspection, with grade 1's awarded across the board, the only college in Wales to have achieved this distinction.

The College's Rhyl site is undergoing a £4m refurbishment, supported by a grant from the Welsh Assembly, which will allow the development of facilities in Construction, Gas Engineering, Hairdressing and Beauty Therapy, Information Technology, Business Studies and Business Admin., Automotive Engineering and Health Care. There will also be improvements to learning support and recreational facilities for students.

### **3.9 Rhyl's social and economic needs**

As indicated in Section 2 above, Rhyl is confronted by a number of significant social and economic challenges. The tourist industry, with its seasonal variations, tends to generate low levels of aspiration to achieve and develop higher level skills. This effect is increased by high levels of transience in Rhyl's population, with many youngsters moving in and out of schools during the year.

Beyond retailing, which is successful, the town needs to generate a greater variety of industry and business. The construction and heritage industry redevelopment activities proposed in the Rhyl pact will provide new and higher level opportunities, possibly in combination with social enterprise and intermediate labour market initiatives. But these developments will at least require level 2 qualifications and, for the best prospects, level 3. In fact, the availability of a skilled labour pool is seen by many employers as a prerequisite for investment, and it is certainly a pre-requisite for developing more indigenous small businesses.

Whilst regeneration development and inward investment will provide a boost to employment prospects, the longer-term advantage, in Rhyl as in other places, is to be got from indigenous small business development which is generated by the town and its people. Here the Rhyl pact rightly notes the contradiction of apparently low levels of formal skill with a lively informal economy. The task for educators is to harness the enterprise shown in the informal economy to the challenge of formal job opportunities. At the moment it seems that many find ways of making a living despite poor qualifications; with the right learning opportunities and a multi-agency approach to mentoring and job placement the same skills should be harnessed towards formally accreditable achievement by the age of 19.

This is not to argue that Rhyl should be aiming to retain all its 16 or 19 year olds: migration, to work or study elsewhere, is a fact of life. But two aspects of migration should concern policy makers. First, those who achieve least are unlikely to have the wherewithal to migrate to work or study because they have no qualifications to offer. And secondly, those individuals are more likely to stay in Rhyl for the wrong reasons and to display the wrong behaviour, thereby accelerating the problems of social exclusion.

## **4. TARGETS AND AN ENTITLEMENT**

### **4.1 Targets**

The recent history of target setting is bound to individual institutions. This is a necessary but insufficient, and occasionally counterproductive driver in an area like Rhyl. A response to the challenges of the whole area calls for institutions to act as a collegiate body for the area. The targets proposed in this section would achieve the lift-off which is needed for Rhyl's educational objectives to match its regeneration priorities.

### **4.2 Achievement at 16**

Any significant advance in Rhyl's social and economic conditions requires a step-change in the achievement of 16 year olds. Putting aside issues of institutional effectiveness, the curriculum currently offered is simply not appropriate for the needs of too many youngsters. A broader offering, including vocational specialisms from 14-16, will enable many more to reach a level 2 qualification by 16.

A target of 51%, the current Denbighshire average, is suggested for 2010, allowing two cohorts of 14 year olds to complete key stage 4 from 2007. This target should then be enhanced year-on-year by 10%, and Rhyl should at least aim to keep step with the Denbighshire average.

The alarming NEET position will only be eased by a curriculum offering which is more interesting to those young people who have turned off mainstream study by the start of key stage 4, and by a concerted effort from all agencies to ensure that more of this group achieve something after 11 years of schooling. For the two Rhyl schools it is an infinitely more pressing priority than the sixth form issue. Those who progress into a sixth form will continue to progress, wherever it is: those who go to nothing at the age of 16, or progress and then drop out at 16 or 17, are lost for a long time, or for ever. They are then a disproportionate drain on social services, welfare and justice resources. Rhyl's relatively large transient population makes this a harder problem than usual, but it is not impenetrable. There is nothing fixed in the nature of young people or institutions which preordains such high losses. There are many examples of areas attacking this problem positively and retrieving those who were previously thought beyond education.

Denbighshire's approach to the integration of youth initiatives will support education-based development here. This approach aims to ensure that non-formal and informal learning support mainstream educational priorities described through the Young People's Partnership and the 14-19 Network, enabling barriers to full participation in learning to be removed. It will target those at risk of becoming NEET, those in transition, those in and leaving care, those at risk of disengaging and those experiencing difficulty in accessing their rights and entitlements.

The 14-19 network should aim for a year on year reduction of 3% in the NEET figure as part of a package which aims to get all 17 year olds a level 1 qualification at least.

### **4.3 Achievement at 19**

With these improvements at level 2 more will progress to post-16 education and training to achieve the level 3 qualification which is increasingly the requirement for competitiveness in a global economy.

A target of 90% of those 16 year olds who have a level 2 qualification to achieve a level 3 qualification is suggested for 2012, allowing two cohorts of 16 year olds to work their way through the new arrangements to completion from 2009.

### **4.4 Progression to employment**

Work-related education will lift motivation and achievement, and not only amongst youngsters for whom the national curriculum is inappropriate. Whilst it is quite different from job training, such education should be mindful of local employment opportunities and should connect to the training opportunities which they can provide. Apprenticeship and other forms of work-based training are as worthy as more formal educational routes in this regard.

The objective for Rhyl institutions should be to offer the 25 most popular A/AS levels by 2008 and whole range of major vocational domains from the age of 14 to 19 by 2010 and to offer these in a wide range of possible combinations with A/AS levels. In this way no young person should have to choose an option simply because of restricted range of choice. This will have an immediate impact on staying-on and, crucially, on retention in year 12 and to year 13.

With this enhancement of choice it is suggested that a target of 95% progression of 16 year olds to employment, education or training should be aimed at for 2010.

Alongside this target there should be a drive to engage local employers, particularly those engaged in regeneration activities, to offer high quality learning opportunities from 14-19 and the prospect of employment for those young people who have a satisfactory record of achievement in that phase.

#### **4.5 Modelling**

Without some serious modelling based on the 14+ cohort talk of increased choices and improved achievement is fragile. The 14-19 network needs to plan a scenario for a whole key stage 4 cohort based on the following questions:

- How many 14-16 year olds there will be in a particular year
- What proportion of the cohort currently opt for some vocational study
- How the range of vocational choice will be increased by the provision made in the College's new Construction centre
- What difference this could make to 14-16 choices
- What the consequences for this change would be in teaching and accommodation requirements (beyond the college's current £4m capital investment)
- What effect these changes will have on achievement and progression at 16 and 19

The 2007-08 Annual Network Development Plan makes a start in this direction but future planning needs to go beyond an apparently elective system of institutional participation to one which plans for an area as if it were one collegiate body which has to find the means to provide a prescribed entitlement.

## 5. OPTIONS FOR FUTURE PROVISION

### 5.1. Estyn and sixth forms

The Estyn report on the effectiveness of sixth forms\* establishes important principles in considering the case of Rhyl schools. They note that there is a diversity of types of post-16 provision in Wales, in 11-16 and 11-18 schools, in colleges and in mixed economies. Whilst each has its general strengths they conclude that each pattern can be effective: for all that the protagonists of sixth forms or tertiary colleges might argue for superiority, there is no evidence to prove that one is universally better than the other.

This debate is about specific cases. The combined numbers from Rhyl High and Blessed Edward's are typically 120. Whilst 150 has been taken as the minimum recommended size for a sixth form Estyn also stress that this should be viewed in the light of flexibilities which schools exploit to increase choice and cost effectiveness. They do, however, point out that both choice and cost effectiveness are increased where small A-level groups in schools are joined with existing groups in colleges, which also generally offer more choice.

Estyn are absolutely clear that options for change should be driven by learner need rather than the needs or ambitions of particular institutions, a theme which should run as a headline for every debate on this matter in Rhyl.

### 5.2. Status Quo

The two Rhyl schools' views of the future, including their arguments for the status quo are that:

#### Learning and teaching

- a. The 6<sup>th</sup> form performance in the school is average or better for results and progression to HE (Rhyl High)
- b. The school environment offers a distinct social side of life in education, including the greater security of a familiar institution.
- c. The presence of the 6<sup>th</sup> form is significant in setting the ethos of the school as a whole. In the case of Blessed Edward Jones the Catholic dimension is a particular concern.
- d. A-level teaching is mostly delivered by the older, more experienced teachers; it is a career goal for teachers.

\* "Post -16 provision in schools: factors that influence the capacity of school sixth forms to meet the needs and aspirations of learners"  
(Estyn: published 2005)

### **Institutional self-esteem**

- e. Because of the esteem which attaches to 6<sup>th</sup> form provision the schools would be at a disadvantage in competition with other 11-18 schools if they were 11-16 only.
- f. Removal of the 6<sup>th</sup> form would result in the loss of 10 members of staff, or £350,000 per year (Rhyl High).

### **Vocational education**

- g. The local economy does not offer a wide range of employment opportunities, but more could be offered for building trades, hairdressing, customer service and skills for small business.
- h. More vocational opportunities could be offered on school sites, from 14+.

### **Collaboration**

- i. In the past attempts to take a more collaborative approach have been hindered by the failure to agree common timetables and by transport difficulties.
- j. There is a need to improve 14-19 provision, to be achieved by longer-term planning (and to leave the school with a viable 6<sup>th</sup> form - Rhyl High).
- k. The College is seen as having ambitions to take over the 6<sup>th</sup> form sector rather than as a natural collaborator.

Prestatyn High School's 6<sup>th</sup> form is not too directly involved in consideration of reorganisation options for Rhyl, though between 5-10% of its students come from Rhyl. It does, however, express a concern that changes in 6<sup>th</sup> form provision in Rhyl could have an indirect effect upon its own recruitment, and supports the need for an overall plan for the area rather than incremental and disconnected initiatives.

The schools' arguments are not without some foundation, but they are nowhere near significant enough to outweigh the restriction of entitlement imposed by the current 6<sup>th</sup> form system. There is no learner-driven argument for retaining the status quo. It is not delivering sufficient choice to 14-19 year olds at present and it cannot possibly deliver the enhanced entitlements described above. The funding of schools, based on such small student numbers, makes it impossible to broaden the offer.

Schools worry about the loss of income which accompanies loss of the sixth form: those with a responsibility for getting the best value from public funds should worry about the unit cost of a level 3 qualification for a total of 40 students between the two Rhyl schools and consider what else could be achieved with those resources, including the resources which are drawn away from 11-16 provision.

It is true, and not surprising, that some 16 year olds choose to stay on at school if there is a sixth form, but equally true that in areas where there are only 11-16 schools neither the staying-on nor the achievement rates suffer. It is also true that some 16 year olds stay in sixth forms for insufficient or wrong reasons – simply because it is a familiar environment or because they were poorly advised by schools (the latter also noted by Estyn). The stereotype of the soulless FE institution which cares nothing for its students' learning support needs belongs somewhere in the 1970s, together with the view that pastoral care can somehow compensate for under-achievement.

It is wrong to think that 11-16 schools cannot co-exist with 11-18 schools. The plain fact is that successful schools are attractive to parents and children, no matter what their age range, and both of the Rhyl schools have a better chance of succeeding without the professional and financial diversion of running unviable 6<sup>th</sup> forms.

The past problems of common timetabling and transport in collaborative ventures are part of the argument for changing now to a unified, single- institution model for the 6<sup>th</sup> form provision, though it must be added that these problems are overcome elsewhere, and that some better progress on them will be needed to make the necessary advances in 14-16 vocational study.

### **5.3. An alternative solution for Rhyl schools**

Combining the two school sixth forms into one would increase choice of A/AS levels but at 120 students would still make only a comparatively small freestanding 6<sup>th</sup> form which would carry most of the effectiveness and efficiency problems of the current system forward.

A combined 6th form would also do little for the prospects of broader combinations with vocational specialisms and would bring additional building and capital challenges to which there are not currently solutions.

As great as these practical objections to such a change, however, there stands the accusation that it is merely remedial, patching up yesterday's problem with a timid compromise rather than attacking it with some ambition and hope for the future. Rhyl's post-16 provision needs least of all to look like a pale imitation of a "proper" 6th form: it needs to look like the best that can be done for a town that has great need of imagination from its policy makers.



#### **5.4. A Prestatyn solution**

Combining with Prestatyn High School would increase choice, and probably achievement, building on existing success here. In terms of distance such a development would be manageable, and the school would probably welcome the addition.

It would, however, suffer the same disadvantage of not significantly increasing the range of vocational choice, or combinations of vocational and academic routes. And, by exporting the change, it would also not respond to the challenge in a way that develops the Rhyl community's sense of ownership of the solution.

There is a feeling in Prestatyn that Llandrillo College's ambitions are great, and a threat to all post-16 providers. Whilst the current review has not delved into inter-institutional relationships, a general observation is that these feelings are often found wherever one very large and very successful institution sits amongst others with common provision. Prestatyn High School is a successful sixth form provider with a strong reputation in its area: it should have no need to fear competition from the college.

#### **5.5. A college solution**

Llandrillo College has a high reputation in the locality, a broad range of choice, excellent facilities and the potential of its new site to house a 16-19 sixth form centre which would cater for the 120 students on current estimates, together with some growth which might be anticipated from three sources:

- current college students who travel to the main site from the Rhyl area
- retrieval of students who currently travel to other schools and colleges for post-16 courses
- an increase in participation resulting from improved achievement at 16

As a result of these combined effects the college considers that the centre could recruit up to 200 in the near future.

The college location offers students and parents the best of both worlds: it will be a dedicated 6<sup>th</sup> form-type provision but in an environment where those who so choose can combine so-called academic and vocational elements within a personalised learning programme. There are strong reasons for believing that this restructure will satisfy the criteria for choice, achievement and progression described above, at the same time as offering better value for money:

- the College's performance record in A-level provision and its outstanding inspection results provide the strongest possible evidence that results will improve
- the larger group of students, combined with any who might opt in from current college provision, adds to the college's already healthy economies of scale, to offer a wider range of choice
- when students have a wider range of choice they are more likely to be able to access their first choices of subjects, and the more they can do that the more likely they are to stay the course and succeed: year 12 drop-out is often a result of dissatisfaction with a course which was an obligation rather than a choice, and the same is true of low levels of achievement at the end of courses
- a dedicated 6th form-type facility in new premises will be an attractive environment for 16 year olds

## **5.6. Management and governance**

In a college as large as Llandrillo the addition of 120 full time students is not a dramatic change: it will not place any particular stress on current arrangements for management or governance. A direct transfer into the FE system is the cleanest way of effecting the change, placing responsibility for the students where the accountability lies.

In a situation where such an element of a school's provision is closed there is the option to seek a compromise in respect of management and governance which allows the schools some continuing role in planning and teaching. It is worth noting that such arrangements are only rarely successful, especially where the partners come from such manifestly unequal positions. The college will have to take responsibility for funding, teaching quality, learning support and results for these students and these responsibilities are indivisible in fact even if espoused in the enthusiasm of deal-making.

A further reason for pulling back from soft-centred compromise is that the two schools really should focus on achievement at 16 and, contributing to that, the new 14-16 options in specialised vocational areas. The better objective for cross-institutional working is around the design and delivery of the 14-19 phase as a whole, ensuring that the best is made of all institutions' resources in maximising choice, access and progression across Rhyl. In this way, as proposed in section 3 above, the energy of collaborative working is channelled into the big issues which affect the whole cohort – how can best ensure that our combined efforts and resources deliver the most for most pupils.

## **5.7. Welsh medium/bilingual education**

Any change to the pattern of provision in Rhyl should be sensitive to the importance of providing an opportunity for 16-19 provision with a Welsh medium/bilingual approach. Ysgol

Glan Clwyd can be a valuable source of outreach support such provision. It is also possible for a specialist provider such as Llandrillo College to provide outreach to support to the school in areas of the curriculum which it cannot deliver with its own staff, building on relationships already established with the College's Denbigh Centre.

## 6. SUMMARY OF OPTIONS

### Status quo

FOR	AGAINST
Schools and teachers not disturbed by changes to status and working routines	A poor performance record continues: progression, retention and improvement unlikely to improve
	Poor value for public money
	A continuing distraction from the core priority to improve performance at 16
	Not the best platform for increasing the choice of combining academic and vocational options
	No sense of excitement or progress

### An alternative solution for Rhyl schools

FOR	AGAINST
Schools and teachers retain current status and some of current working routines	Combination of two currently unsatisfactory provisions unlikely to make one good one
Better value for money than separate 6 <sup>th</sup> forms	Value for money increased only slightly by a group of 120 students
Some increase in choice possible	Chances of increasing options to combine with vocational courses increased only slightly
	Brings planning issues around choice of site and capital support
	Requires schools' collaboration around timetabling and teaching which has not been achieved in the past
	A tired compromise for a problem that needs a progressive solution

### A Prestatyn solution

FOR	AGAINST
Builds on the success of Prestatyn High school's 6 <sup>th</sup> form	Exports the ownership of Rhyl's challenge, together with the excitement of seeing its own solution in the town
Improves value for money	Not seen as a natural destination for many Rhyl parents and young people
Removes Prestatyn's fears of increased competitive pressures from Llandrillo College	Not significantly increasing the chances of combining academic and vocational options

### College Sixth Form Centre solution

FOR	AGAINST
Builds on the College's record of success in A/AS level provision	Schools perceive change to 11-16 designation as loss of status
Focuses schools on core priority – achievement at 16	Some teachers lose A/AS level teaching
Offers a wide range of choice, benefiting from the College's economies of scale	Negative impact on retention and recruitment (staff and students) on schools
Retains the character of a 6 <sup>th</sup> form-type provision whilst offering the best opportunity to combine academic and vocational options within one institution	
Offers some opportunities for teachers from schools to continue with A/AS teaching in college	
Brings a progressive and exciting solution to bear in Rhyl itself, including new build.	
Site already secured	
Agreement on capital package amongst partners likely	

## **7. TIMELINE AND CAPITAL ISSUES**

The timeline for change needs to balance a proper period for public consultation with the need to minimise the period of uncertainty in schools and communities. The creation of a new sixth form centre in the college will also need to be managed within a tight timescale if advantage is to be taken of the DELLS funding within the capital package for the initiative, estimated at a total cost of £2m. These factors suggest the following timetable:

- By early June 07: local authority consideration of this report:
- By end of August 07: if LA decides to proceed to public consultation, business case produced
- September-November 07: statutory consultation on the proposal and consideration of its results by the LA

If there is a decision to proceed with the Llandrillo College 6<sup>th</sup> form centre:

- By September 08:
- Capital package agreed
- Transitional plan for student intake agreed
- Transitional plan for teaching arrangements agreed
- By September 09:
- Capital project completed and first intake of students

## **8. RECOMMENDATIONS**

- a. The sixth forms in Rhyl High School and the Blessed Edward Jones School should be closed and a new sixth form centre opened on the site identified by Llandrillo College site in Rhyl.
- b. The first intake of students to the new sixth form centre should be in September 2009.
- c. The local authority should consult on this proposal and reach a decision on it in the period from September to November 2007.
- d. If the proposal is approved a bid for capital funding from DELLS to support the construction of the new centre should be submitted by the end of November 07.

## **ANNEX 1: CONSULTEES**

In the course of producing this report interviews were conducted with the following:

Alby Cheetham, Headteacher: Blessed Edward Jones Roman Catholic High School

Martin Finch, Headteacher: Rhyl High School

Phil Pearce, Headteacher: Prestatyn High School

Sue Pierce, Assistant Headteacher: Prestatyn High School

Meurig Rees, Headteacher: Ysgol Glan Clwyd

Huw Evans, Principal: Llandrillo College

Gerry Jenson, Vice-Principal: Llandrillo College

Robin Beckman, Regional Director: DELLS Mid-Wales Region

Huw Griffiths, Director of Lifelong Learning: Denbighshire County Council

Julian Molloy, Senior Education Officer, Denbighshire County Council

REPORT TO CABINET

**CABINET MEMBER: Councillor E W Williams (Environment)**

**DATE: 26 June 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 Strategic Reasons**

- a) The WAG targets for recycling are very onerous. The required rate for the year 2006-07 was 25%, but the target for the year 2009-0 rises to 40%, and even higher targets are likely thereafter. The 'easy wins' have already been achieved, so it will become increasingly difficult to improve upon the current recycling rates. If Denbighshire is to meet the targets, there will have to be a step change in the contribution made by the council's Civic Amenity (CA) sites. The focus must shift from 'dumping' (which is currently the main activity) to recycling (which is currently a minority activity).
- b) Changing the physical layout of the recycling parks is a crucial factor in changing the public's behaviour. The best laid-out recycling parks positively discourage the dumping of recyclable waste into general waste skips. The public become attuned to the new culture and start to pre-sort their waste before they arrive at the parks.
- c) CA sites and recycling parks can become contentious issues. There is often resistance to any new sites being built, yet ironically there can also be resistance when old sites are closed. This report is seeking the support of the council in driving the required changes forward, i.e. including support for any cases where redundant sites need to be closed.
- d) The council's CA sites are managed via a contract with SITA. The existing contract expires in March 2009, and April 2009 is the start date for the required 'step change' in recycling (i.e. from 25% to 40%). New arrangements therefore need to be in place ready for the April 2009 'step change'.

**2.2 Efficiency and cost effectiveness reasons**

- a) WAG has not (yet) set aside sufficient funding to achieve all of the statutory landfill diversion requirements that have been imposed upon councils. Due to this funding shortage, it is vital that all monies spent in this work area bring-in the optimum rewards in terms of 'landfill tonnage reduction'.
- b) In order to maximise cost effectiveness, and due to affordability considerations, a phased approach is being 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 means that the north of the county will be dealt with first, because that is where the largest volumes of waste are currently generated (approx. 61% of the overall total).

*Efficiency and cost effectiveness reasons (for seeking decision) cont..*

- c) This report therefore seeks approval for the development of a new recycling park in the Rhuddlan area, together with the closure of the old Rhyl and Prestatyn CA sites, when the existing contract runs out in April 2009. It also seeks approval in principle for the reduction from four sites to two sites in the remainder of the county.
- d) The number and location of recycling parks does not affect provision of local "bring sites" e.g. at supermarkets, Prestatyn Nova car park etc. Nor does it affect our collection service for bulky items, or the kerbside collection scheme that is being rolled-out across the county. The vast majority of Rhyl and Prestatyn residents will be covered by kerbside collections of recyclates by 2009.
- e) The recycling parks are typically used for the disposal of bulky waste, such as carpets, white goods, furniture, and garden waste etc. The vast majority of people transport the waste in their own vehicles, and commercial waste is banned.
- f) The physical changes required in order to improve recycling rates include; increased size (to allow for up to ten different skip types), and split-level operation. Four out of the six existing CA sites are sited on old landfill sites. The cost of building on old landfill sites is prohibitively expensive, for engineering reasons. The only existing split level site (Denbigh) is congested and no further land is available for expansion.
- g) The idea of retaining any redundant CA sites (e.g. for recycling only) has been considered. However, if the public continue have access to these sites they will continue to arrive there carrying general household waste. In these circumstances, extensive fly tipping is considered to be virtually certain, and any ongoing use would therefore require the site(s) to be fully staffed in order to prevent abuse.
- h) On balance officers feel that the retention of redundant sites (for recycling etc.) would be counter productive in behavioural terms and would also lead to a reduction in operational efficiency. The recommendation is therefore not to continue to use the old sites for waste management purposes. The need for "bring sites" should be considered as a separate issue, and (for optimum usage) bring sites are best located in easily accessible positions. E.g. new bring site capacity is likely to be created in both Rhyl and Prestatyn if/when any new supermarket developments come to fruition.

### **2.3 Environmental reasons** (for seeking decision)

- a) 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 current recycling performance is outlined in Appendix One. The rates that can typically be achieved at the best recycling parks are approx. 80% to 85%. If Denbighshire is to meet its recycling targets, the public who use the parks will have to segregate roughly three times more waste than they currently do.
- b) The carbon footprint reduction due to improved recycling rates far outweighs the extra carbon burden due to increase travel distances, i.e. by a factor of almost five to one (see Appendix Two for details).

### **2.4 Disability Discrimination and Health Safety reasons** (for seeking decision)

- a) None of the sites provides adequate access for disabled people, with all but one requiring the use of steps to place waste into skips. The provision of sites that avoid the need to climb steps would probably be regarded as a "reasonable adjustment" (by the courts), and the council could therefore be deemed to be acting contrary to the Disability Discrimination Act if it failed to invest in more modern facilities.



b) In the case of the Llangollen site, there is an added significant hazard, due to its poor access arrangements onto a 60 mph stretch of road. Health and safety risk assessments have now identified the problem, and SITA have written to the council stating their concerns. Investigations are underway into whether any suitable remedial measures might be possible. However, the circumstances are such that the site may have to be closed on health and safety grounds, regardless of the chosen waste management strategy. Officers are currently exploring the possibility of entering into collaborative arrangements with Wrexham CBC that would allow Llangollen residents to use the site at Plas Modoc, which is only four miles away.

### **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 Infrastructure costs, management costs, licensing costs, staffing costs, and any other operational costs, will all be taken into account when decisions are being made on the scope of the contract that will be required to replace the one that expires in March 2009.
- 4.2 It will not be possible to produce a final estimate of these costs until a new specification document has been produced. However, the new arrangements are likely to utilise similar levels of labour as the present arrangements, 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.
- 4.3 It is envisaged that the majority of the necessary capital funding will be obtained via the sustainable waste management grant that is provided by WAG. However, a significant element of funding will also be required from the council's own capital allocation. An application for capital funding in relation to the Rhuddlan site has therefore been 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 In September 2005 Cabinet approved a report outlining the way that the Council's Waste Management Strategy was to be developed. Item 3.6 (Appendix One) of the report stated: "The council currently operates six recycling parks (civic amenity sites). The infrastructure at these sites is generally poor, and the layouts are not particularly efficient for recycling. Officers believe that they should be replaced with up to three, higher quality sites. This question is due to be considered by a working group set up by the Environment Scrutiny Committee".
- 6.2 The topic was initially considered at Environment Scrutiny working group meetings, and was subsequently the subject of a report to full Environment Scrutiny on 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. The minutes are included as Appendix 3.

- 6.3 The topic was also discussed at the Environmental Services 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).
- 6.4 Officers have consulted with neighbouring authorities and peer groups, in order to assess the likely effects of the policies that are being proposed.
- 6.5 Meetings were held with Prestatyn & Meliden members on 11 June 2007, and the Rhyl Elected Member Group on June 2007. Rhyl and Prestatyn Town Councils have not been consulted about this proposal. However, the clear consensus at both meetings was that the proposal for a 'super-site' should be supported. There was also broad agreement that;
- o the high quality of the new facility should be emphasised to the public
  - o there was a need for further education on recycling, including school children
  - o there was a need to review 'bring site' provision, especially in areas where any old style CA sites would be closing
  - o the rollout of the x2 scheme should be 'complete' (as far as practicable) in the affected areas
  - o Members would have a vital role to play in explaining the over-arching need for the change, especially the likely effect on council tax if we carry on as before.
  - o even if all of the above can be successfully executed, there is still likely to be opposition to the change, especially at the time of the switch (April 2009).

## 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

	<b>Action</b>	<b>Responsibility</b>	<b>By when</b>
1	Finalise plans for new facility (north of county)	S.Parker /A.Roberts	09 / 2007
2	Obtain necessary planning permission and EA consents	As above	09 / 2007
3	Construction of new facility (north of county)	As above	07 to 08
	Develop improvement proposals 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 supports the principle of replacing the six existing civic amenity sites with three improved recycling parks.
- 9.2 That Cabinet recognises and accepts that this strategy will necessitate the closure of several existing facilities, and that the order in which the necessary changes are introduced will be determined on a cost effectiveness basis.
- 9.3 That Cabinet recognises and accepts that any unresolved health and safety may also result in the closure of facilities.
- 9.4 That Cabinet confirms approval for the development of a new recycling park in the Rhuddlan area, together with the closure of the old Rhyl and Prestatyn CA sites when the existing contract runs out in April 2009.

**Contact Officers:** Steve Parker – Head of Environmental Services - 01824 712123  
Alan Roberts Senior Waste Management Officer - 01824 712108

## APPENDIX ONE – Background information

### 1. Recycling rates being achieved at CA sites

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%	4639	2413
Q2	40%	4135	1667
Q3	41%	3123	1293
Q4	31%	1992	616
<b>Cumulative</b>	<b>43 %</b>	<b>13889</b>	<b>5989</b>

The 43% figure INCLUDES the recyclates that are currently being obtained by 'after-sorting' of the waste at commercial off-site premises. This is a very inefficient way of obtaining the necessary recycling rates, but if it wasn't done, Denbighshire would have failed to meet the existing WAG targets. The current source segregation rates at the CA sites are typically less than 25%. A rate of 75% could be expected at a modern facility (e.g. Greenfield in Flintshire).

### 2. Predicted recycling figures – all sources

ITEM	Year:	06-07	09-10
Predicted tonnage of dry biodegradable (wood, paper card etc.) recycled via kerbside:		1217	2250
Predicted compost tonnage (from kerbside):		1202	4500
Predicted tonnage of recycled dry Non-biodegradable - via kerbside		893	2085
<b>SUBTOTAL KERBSIDE recycling :</b>			<b>8835</b>
Predicted tonnage of dry biodegradable (wood, paper card etc.) recycled via existing CA sites:		958	1032
Predicted tonnage composted (from existing CA sites):		3190	3486
Predicted tonnage of recycled dry Non-biodegradable – via existing CA sites:		2236	2408
<b>SUB TOTAL CA recycling:</b>			<b>6,926</b>
<b>SUB TOTAL Predicted 'bring site' recycling:</b>			<b>2,750</b>
<b>TOTAL predicted recycling (with current arrangements at CA sites):</b>			<b>18,511</b>

### 3. The overall importance of the northernmost CA sites (Rhyl & Prestatyn) to Denbighshire's total recycling performance is illustrated by the figures below :

ITEM	Year:	09-10	Comments
Predicted total Municipal Waste:		<b>53,094</b>	Excluding rubble
Predicted total recycling (table above):		<b>18,511</b>	= 35% <b>FAIL</b> to meet target by 5 %
Increased recycling obtained via northern super-site:		3,520	currently 11,000 @ 43% = 4,730T New: 11,000 @ (say) 75% = 8,250T
New recycling total:		<b>22031</b>	= 41.5 % <b>PASS</b> recycling target

I.E the new facility is considered to be an essential part of the strategy to meet the recycling targets, and to divert material away from landfill

### 4. The locations of the existing site are shown on the next page. The circles are drawn at radius of 10km.

## Location of Denbighshire's existing Civic Amenity sites



## APPENDIX TWO – Carbon Footprint calculations

A. Due to extra vehicle distances travelled	Pop.	Waste tonnage generated @ CA sites (2009)	Vehicle Trip No's generated 39.7kg / veh trip average	Mean Trip Distances (Km –one way)		Net Change (due to new facility)		Extra Tonnes of CO <sub>2</sub> p.a. 0.4 T per 1000m
				Before	After	Km per visit	vehicle miles	
Bodelwyddan (to Rhyl)	2,147	399	10,050	9.6	3.6	- 12.0	- 74,907	- 29.96
Rhuddlan (60% to Rhyl)	2,672	496	12,494	5.3	1.2	- 8.2	- 63,634	25.45
Rhyl East	4,604	857	21,577	2.5	5.8	6.6	88,452	35.38
Rhyl South	3,584	667	16,797	2.9	4.8	0.4	4173	1.67
Rhyl South East	7,415	1380	34,752	2.8	3.1	4.0	86,340	34.54
Rhyl South West	5,112	951	23,958	0.8	4.7	7.8	116,070	46.43
Rhyl West	4,239	789	19,867	2.4	5.7	6.6	81442	35.58
St. Asaph East (40% to Rhyl)	689	128	3,224	10.4	4.4	-12.0	- 24030	- 9.61
St. Asaph West (30% to Rhyl)	536	99	2,494	10.2	4.2	- 12.0	- 18,589	- 7.44
<b>SUB TOTAL:</b>	<b>30,998</b>	<b>5,750</b>	<b>145,213</b>					<b>132.04</b>
SITA skip wagons – ex Rhyl to A55	-	5,750	2,218	10.8	4.8	-12.0	-16,545	- 26.47
<b>TOTAL Rhyl:</b>								<b>105.57</b>
Dyserth (to Prestatyn)	2,960	546	13,753	3.9	5.1	2.4	20501	8.20
Prestatyn Central	3,575	659	16,599	0.6	7.1	13.0	134029	53.61
Prestatyn East	4,440	819	20,630	1.8	8.3	13.0	166578	66.63
Prestatyn Meliden	2,199	406	10,227	2.4	5.7	6.6	42129	16.85
Prestatyn North	5,764	1063	26,776	2.7	8.7	12.0	199573	79.83
Prestatyn South West	3,232	596	15,013	1.0	7.2	12.4	115628	46.25
Rhuddlan (40% to Prestatyn)	1,782	329	8,279	6.5	1.2	-10.6	- 54508	- 21.80
<b>SUB TOTAL:</b>	<b>23,952</b>	<b>4,418</b>	<b>111,277</b>					<b>249.57</b>
SITA skip wagons – Prestatyn to A55	-	4,418	1,700	10.8	4.8	-12.0	12,678	- 20.29
<b>TOTAL Prestatyn:</b>								<b>229.28</b>
St. Asaph East (60% to Denbigh)	1,033	200	5,026	9.5	4.8	- 9.4	- 29344	- 11.74
St. Asaph West (70% to Denbigh)	1,251	242	6,087	9.5	4.7	- 9.6	- 36295	- 14.52
Trefnant (10% to Denbigh)	195	38	949	5.8	8.4	5.2	3065	1.23
Tremeirchion (50% to Denbigh)	886	171	4,311	11.6	8.7	- 5.8	- 15530	- 6.21
<b>SUB TOTAL:</b>	<b>3,365</b>	<b>650</b>	<b>16373</b>					<b>- 31.24</b>
SITA skip wagons – Denbigh to A55	-	650	250	14.9	14.2	- 1.4	218	- 0.35
<b>TOTAL Denbigh:</b>								<b>- 31.59</b>
<b>GRAND TOTALS:</b>	<b>58315</b>	<b>10,900</b>	<b>Net tonnage increase CO<sub>2</sub> due to vehicular mileage changes:</b>					<b>366.44</b>

<b>B. Carbon Footprint calculations (carbon savings due to improved recycling rates)</b>						
Material Type	Tonnes collected (2009)			Energy saving (Kilowatt hours)		Carbon reduction (Tonnes of CO <sub>2</sub> )
	Old system	New system	Extra tonnage of recyclates	KWH per extra tonne collected	Net saving KWH	<i>1 KWHr is equivalent to 0.43Kg of CO<sub>2</sub></i>
Newspaper	10	336	326	2,720	886,720	381.29
Cardboard	0	451	451	2,720	1,226,720	527.49
Aluminium	0	3.3	3.3	58,320	192,456	82.76
Steel cans	0	14.4	14.4	2,360	33,984	14.61
Glass	12	234	222	740	164,280	70.64
Plastic	0	254	254	6,530	1,658,620	713.21
Wood	167	1388	1221			3.59
Green waste	1525	1902	377			1.11
Rubble	2080	1864	N/A			Carbon neutral
General ( Non segregated )	6570	2234	N/A			Benefit is already counted in the above figures
<b>TOTALS:</b>	<b>10,364</b>	<b>8,681</b>	<b>N/A</b>			<b>1793.70</b>

<b>C. Carbon Footprint calculations – overall net position:</b>	
	Carbon benefit (Tonnes of CO <sub>2</sub> )
EXTRA CO <sub>2</sub> DUE TO VEHICLE MILES	- 366
REDUCTION DUE TO RECYCLING	1,794
<b>NET BENEFIT</b>	<b>1,428</b>

I.E. nearly five times more energy (CO<sub>2</sub>) is saved (due to better recycling) than is expended in extra vehicle mileage travelled.

## **APPENDIX THREE – MINUTES OF ENVIRONMENT SCRUTINY COMMITTEE - APRIL 2007 (EXTRACT)**

### **6. DENBIGHSHIRE'S RECYCLING PARK STRATEGY**

- a. A copy of a report by the Head of Environmental Services, which outlined the changes required to enable Denbighshire to achieve the government targets for recycling and reductions in landfill tonnages, had been circulated with the papers for the meeting.
- b. The Head of Environmental Services introduced the report and outlined details of the Welsh Assembly Government's (WAG) targets for recycling which had been included in Appendix 1 to the report. He confirmed that if Denbighshire were to achieve the performance required by WAG the contribution made by the Council's recycling parks would have to be improved. Members were advised that the report outlined some of the changes which would be required in order to achieve these improvements.
- c. The Head of Environmental Services outlined the problems relating to the infrastructure at Denbighshire's recycling parks and confirmed that as a consequence recycling rates had suffered, details pertaining to the current recycling performance having been included in Appendix One to the report.
- d. He made particular reference to poor source segregation rates at Denbighshire's sites and explained that examples of a good operational site had been included in Appendix 3 to the report. It was also stressed that the physical layout of the site encouraged proper recycling performance by the public and the main features had been included in the report.
- e. Reference was made by the Head of Environmental Services to the Council's Waste Management strategy, approved in 2005, which envisaged that the six existing Civic Amenity sites would eventually be replaced by three 'super sites' and he confirmed that this was still the ultimate aim. Details of the supporting the strategy had been included in the report.
- f. Members were informed that there would be a need for capital investment and it had been envisaged that most of this would be obtained via the sustainable waste management grant provided by WAG. However, some funding would also be required from the Council's own capital allocation and applications for capital funding would be progressed via the Council's normal approval systems.
- g. The Head of Environmental Services explained that the cost of managing the sites would need to be assessed prior to decisions being taken about the replacement of the existing contract, which expires in March 2009, and it would not be possible to estimate the likely costs until a new Contract document had been produced. He confirmed that the new arrangements would be likely to utilise similar levels of labour with the sites operating more efficiently. No major revenue implications were envisaged with the major financial requirement being for capital investment.
- h. In reply to concerns raised by Members regarding the condition of the access road into the Civic Amenity site at Rhyl, the Head of Environmental Services explained that consideration had been given to the provision of a new Civic Amenity site, on land currently owned by Denbighshire, near the A525 dual carriageway at Rhuddlan. He confirmed that the provision of the new site, which it was anticipated would replace the present sites at Rhyl and Prestatyn, could also assist in alleviating the congestion problems currently being experienced at the Denbigh site as residents from the St Asaph area, who currently utilise the Denbigh site, would then use the new site at Rhuddlan. In response to issues raised by the Chair in respect of access to the new site from the A525, it was explained that a traffic study had been undertaken by consultants and would be subject to scrutiny by the Highways department and the planning process.
- i. Members of the Committee supported the views expressed by the Head of Environmental Services regarding the importance of instilling into members of the public the significance of the recycling culture. The Senior Waste Management Officer provided information relating to future schemes and programmes, based on the funding available, which included details of recycling schemes in areas in the south of the County such as Ruthin, Corwen and Llangollen.
- j. Details of the consultation process to date were provided for Members of the Committee and had been included in the report, and following further discussion, it was:-

### ***RESOLVED – that the Environment Scrutiny Committee:-***

- (a) reaffirms its support for the Council's Waste Management strategy, including support in principle for the aim of replacing the six existing civic amenity sites with three improved sites, and*
- (b) recognises and accepts that the process would have to be phased and that the order in which the new sites are provided be determined according to the predicted benefits that are likely to be obtained*



**REPORT TO CABINET**

**CABINET MEMBER: COUNCILLOR J THOMPSON HILL, LEAD MEMBER FOR PROPERTY & SUSTAINABLE DEVELOPMENT**

**DATE: 26<sup>th</sup> June 2007**

**SUBJECT: ASSET CHALLENGE PROCESS**

**1.0 DECISION SOUGHT**

- 1.1 To inform Cabinet of the need for the Service Asset Management Plans (Service AMPs) to be scrutinized and challenged.
- 1.2 That Cabinet approves the proposals for an asset challenge process to be implemented as detailed in this report.

**2.0 REASON FOR SEEKING DECISION**

- 2.1 In line with Welsh Assembly Government guidelines, Denbighshire County Council has established an Asset Management procedure which, ultimately, should lead to a more efficient and sustainable asset portfolio.
- 2.2 The Asset Management process has identified DCC's significant property assets and related them to service delivery through the production of Service AMPs. The Service AMPs have principally generated a prioritised list of projects which have been identified by the service to improve service delivery from current assets.
- 2.3 Due to inadequate availability of funding, Denbighshire County Council's current expenditure on building maintenance is insufficient to reduce the backlog of required repairs. This effectively means that DCC's property portfolio is not sustainable. Two options are available to remedy this.
  - i) Increase the annual maintenance budget;
  - ii) Reduce the number of assets in line with the available maintenance budgets.
- 2.4 The Asset Management process needs to challenge the Service AMPs to determine that the Authority is utilizing its assets in the most appropriate manner. The process must retain the improvement of service delivery as its main consideration while taking into account current available budgets, but should also recognize the need to improve utilization with view to providing "fewer, better buildings". A challenge process will also enable Officers and Members to make informed strategic decisions based on robust data gathered at operational levels.

- 2.5 A simple asset challenge process is proposed which identifies poorly performing assets from each Service AMP based on three core sets of data:

Suitability

Condition

Sufficiency

- 2.6 Energy costs and efficiency will also be incorporated into the challenge process once adequate data is available on an individual property basis and will be scored accordingly using the following method - kWh/m<sup>2</sup> cross referenced to established KPI's identifying good, fair and poor energy performance. This data should be available May 2008 and will be incorporated into a proposed 12 month review of the challenge process.

- 2.7 Suitability surveys are designed to measure how well premises meet the Council's needs and contribute towards corporate and service objectives. The survey records data relating to building location, room shapes, parking facilities etc. and relates these to any detrimental impact to efficient service delivery. A copy of the suitability survey questionnaire is attached at Appendix 1. The questionnaire is based on the 2005 survey, the results of which were reported to AMC on 10<sup>th</sup> October 2005. The surveys will be issued by the Asset Management Team and completed by the property users.

The questionnaires will be scored as indicated in Appendix 1. Certain questions will have weighted scores reflecting the likely increased impact on service delivery. The weightings are also indicated in Appendix 1.

The scoring range is between 0 – 159. A score of 0 will indicate the building/site requires no change whatsoever. The higher the score, the more unsuitable the building/site is for service delivery. The scores will be transposed into a percentage of the maximum score for challenge purposes.

- 2.8 Condition surveys measure the physical condition of the properties. Condition surveys for the whole portfolio were undertaken in 1999/2000 and are currently being updated. The surveys categorise data according to Priority Type, Priority Grade and Condition Grade. An explanation of the categories is given in Appendix 2 together with scoring criteria. The surveys are being undertaken by consultants employed through Building Services.

It is intended that, in order to simplify the scoring method, only the Priority Grade and Condition Grade will be used when assessing the condition data.

- 2.9 Sufficiency surveys can be undertaken on two levels:

To determine whether the building has sufficient capacity for the occupants and visitors;

To determine whether there are sufficient buildings of this type on an area basis to ensure effective service delivery throughout the County.

As the initial challenge process will be undertaken at individual property level, the first level of sufficiency only will be considered at this stage (County wide sufficiency will be considered in any feasibility study). Questions relating to sufficiency have been incorporated into the suitability questionnaire allowing the two sets of data to be collected in a single survey. Sufficiency surveys will be scored between 0 – 76. Again, the higher the score, the greater the detrimental impact on service delivery. The scoring criteria and weighting is included in Appendix 1. Again, the scores will be transposed into a percentage of the maximum score. The surveys will be issued by the Asset Management Team and completed by the property users.

- 2.10 The asset challenge process is based upon service justification for retaining property. Subsequently, if a service fails to submit a Service Asset Management Plan to Asset Management Group (AMG) annually for approval, the entire portfolio will be subject to challenge as no priority for investment in poorly performing buildings will have been identified.
- 2.11 Once all data is available, an assessment will be made on a property by property basis which considers the 3 sets of data and a cumulative score will be applied. It is proposed that the 5 worst (highest) scoring buildings within each portfolio will be brought forward for challenge annually.
- 2.12 Once an asset is identified for challenge, the services will be asked to justify retention of the asset based on set criteria which will relate to a scoring matrix. The criteria and scoring proposals are attached at Appendix 3. It is envisaged that this process will entail discussions between the service representatives and the Asset Management Team where the questions in Appendix 3 will form the basis for discussion rather than be rigidly prescriptive. The Asset Management Team will determine the score and inform the relevant service of the outcome.
- 2.13 The sequence of events for the challenge process is represented in flowchart format in Appendix 4. Retention of a challenged asset will be either successfully justified, in which case retention and investment will be recommended, or not justified, in which case a feasibility study will be proposed exploring options for alternative use/service provision and making suitable recommendations. The relevant service will be fully involved with the feasibility studies. In each case, the recommendation will be reported to AMG at which the Lead Member for Property and Sustainable Development, property professionals and departmental representatives will be present. Recommendations will be forwarded to Cabinet for ratification where appropriate.
- 2.14 The asset challenge process does not override or preclude the ability of Members or Officers bringing proposals for feasibility studies to AMG for approval and progression through the Capital Prioritisation Process and Capital Strategy Group.

- 2.15 Any property declared surplus by a service (whether as a result of the challenge process or not) will automatically be subject to a feasibility study to determine alternative County uses prior to being declared surplus by the County.
- 2.16 Any proposals for feasibility studies or changes to the property portfolio must be presented to AMG prior to being implemented. Any feasibility study should include consultation with the relevant Lead and Local Member.
- 2.17 Once a property has been highlighted as performing poorly and been subject to further challenge/scrutiny, it will be exempt from the process for the following 3 year period irrespective of any recommendations made. This will ensure that the same properties are not identified for challenge annually. This does not preclude feasibility studies being requested as in 2.14.
- 2.18 Schools will not be included in the challenge process until the outcomes and recommendations of the ongoing Modernising Education Agenda are published. The situation will then be reviewed.
- 2.19 The challenge process will be reviewed after 12 months and any required changes reported.

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

- 3.1 Section 3 Local Government Act 1999 – duty to make arrangements to secure continuous improvements in the way in which functions are exercised.

### **4.0 COST IMPLICATIONS**

- 4.1 The challenge process itself will be carried out within existing budgets.
- 4.2 Funding for feasibility studies will be subject to bids either through Capital Strategy Group or to the feasibility fund allocated to Development Services.
- 4.3 Cost implications in terms of investment or changes to the asset portfolio will be subject to individual schemes being identified. Funding will be subject to proposals being approved at Capital Strategy Group via the Capital Prioritisation Process.

### **5.0 FINANCIAL CONTROLLER STATEMENT**

- 5.1 The proposed challenge process is welcomed as part of the Council's search for efficiency improvements involving cost savings.
- 5.2 As there is ever increasing pressure to deliver savings it would be useful to fast track this process and deliver savings earlier than the timescale suggested within the report.

## **6.0 CONSULTATION CARRIED OUT**

- 6.1 This proposed challenge process is a continuation of the reports prepared in response to the Cabinet approval of the 17<sup>th</sup> January 2006 Cabinet Report, the recommendations of which have been subject to informal consultation and support from Cabinet. This process has been developed as a direct result of the discussions and decisions taken following the initial asset challenge proposals.
- 6.2 The current report has been presented to and discussed at Asset Management Group, CET, MMC and Capital Strategy Group.

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

- 7.1 The Asset Management Process is fundamental to the pursuit of the Corporate Asset Objectives. The process assists the service departments in implementing Council policy by helping to align accommodation needs with service delivery needs.

## **8.0 ANNUAL ACTION PLAN**

- 8.1 Undertake suitability and sufficiency surveys May/June (on a 2 year cycle)
- 8.2 Collate information and combine with condition survey data July
- 8.3 Request Service AMP's completed August
- 8.4 Identify poorly performing buildings and issue challenge questionnaires September
- 8.5 Paper to AMG with recommendations for retention or review of the asset October/November
- 8.6 Undertake any feasibility studies November – March for consideration in the next round of Service AMP's. Recommendations reported to AMG & Cabinet throughout this period.
- 8.7 It should be noted that for the period 07/08, the above timetable will be subject to timescales for approval of the process. This will not, however, have an impact on Service AMP production.

## **9.0 RECOMMENDATION**

- 9.1 That Cabinet notes the need for the Service AMP's to be scrutinized and challenged.
- 9.2 That Cabinet approves the proposals for an asset challenge process to be implemented as detailed in this report.

**APPENDIX 1**

**Denbighshire County Council Building Suitability Survey 2006/07**

PROPERTY DETAILS		QUESTIONNAIRE RESPONDENT	
Address:		Name	
		Dept.	
		Position	
		Tel.	
Post Code		E-mail	
Service(s) Provided from property			
Part of property occupied			
List all occupiers Inc. non council		Questionnaire to be returned to:	David Lorey Principal Asset Manager Design & Development Caledfryn Smithfield Rd Denbighshire County Council LL16 3 RJ
		Contact details for enquiries	Tel 01824 706969 e-mail - david.lorey@denbighshire.gov.uk

Category	Definition
A	Has no adverse effect on service delivery <b>(SCORE 0)</b>
B	Has small adverse effect on service delivery <b>(SCORE 1)</b>
C	Has substantial adverse effect on service delivery <b>(SCORE 2)</b>
D	Completely prohibits service delivery <b>(SCORE 3)</b>
N/A	Not Applicable <b>(SCORE 0)</b>

Criteria	Effect on Service Delivery					Comments
	A	B	C	D	N/A	
1.1 Is the site in the right location for service delivery?						X3
1.2 Is the site located conveniently for other associated services?						X2
1.3 Is the site in the right location for public transport links?						X1
1.4 Is the site easy to reach by foot?						X1
1.5 Does the site location present out of hours security problems?						X1

**APPENDIX 1**

**Denbighshire County Council Building Suitability Survey 2006/07**

1.6 Does the site layout create any security issues?						X1
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<b>Car Parking</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>N/A</b>	
2.1 Are there sufficient parking facilities for visitors and staff?						X2
2.2 Are the parking facilities suitably located and surfaced etc.						X2
2.3 Is off site parking available/suitable?						X2
2.4 Is adequate external lighting provided?						X1

<b>Signage</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>N/A</b>	
3.1 Is the location of the property clearly sign-posted?						X1
3.2 Is on site directional signage adequate?						X1
3.3 Is internal signage adequate?						X1

<b>Customer/Public Areas (sufficiency)</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>N/A</b>	
4.1 Are the areas for service delivery sufficient in size and number?						X3
4.2 Are the reception facilities sufficient in size?						X2
4.3 Are interview/meeting facilities sufficient in number and size?						X2
4.4 Are toilet facilities of sufficient number and size?						X2

<b>Customer/Public Areas (suitability)</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>N/A</b>	
5.1 Are the areas the correct shape?						X2
5.2 Is the internal environment comfortable (heating, lighting & ventilation, noise)?						X1
5.3 Are the reception facilities suitable?						X1

**APPENDIX 1**

**Denbighshire County Council Building Suitability Survey 2006/07**

5.4 Are interview facilities suitable?						X1
5.5 Are toilet facilities suitable?						X1
5.6 Are security measures suitable?						X1
5.7 Is there adequate supply and distribution of power points?						X1
5.8 Are the fixtures, fittings and furniture suitable?						X1

<b>Staff Areas (sufficiency)</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>N/A</b>	
6.6 Are the staff areas suitable in size?						X3
6.2 Are toilet facilities suitable in number and size						X2
6.3 Is there adequate storage space?						X2
6.4 Are staff welfare areas of sufficient number and size						X1

<b>Staff Areas (suitability)</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>N/A</b>	
7.1 Are the areas the correct shape?						X3
7.2 Is the internal environment comfortable (heating, lighting & ventilation, noise)?						X1
7.3 Are toilet facilities suitably located?						X2
7.4 Are there suitable welfare facilities for staff?						X1
7.5 Is storage adequately located & suitable (secure etc.)?						X2
7.6 Is the ICT infrastructure adequate?						X1
7.7 Are staff security measures suitable?						X1
7.8 Are the fixtures, fittings and furniture suitable?						X1



**APPENDIX 1**

**Denbighshire County Council Building Suitability Survey 2006/07**

7.9 Is there adequate supply and distribution of power points?						X1
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<b>Accessibility</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>N/A</b>	
8.1 Is the site accessible to people with special needs?						X3
8.2 Are there parking facilities for people with special needs?						X1
8.3 Is the building accessible to people with special needs?						X2
8.4 Is internal circulation suitable for people with special needs?						X2
8.5 Are suitable facilities provided for people with special needs?						X2
8.6 Is external signage suitable?						X1
8.7 Is internal signage suitable?						X1

<b>Utilization (sufficiency)</b>	<b>More than 30 hours per week</b>	<b>Between 20 and 30 hours per week</b>	<b>Between 10 and 20 hours per week</b>	<b>Less than 10 hours per week</b>
9.1 Is the building fully utilised (>90%)?	Score 0	Score 5	Score 15	Score 25

Maximum suitability score 159

Maximum sufficiency score 76

Note – under utilization is considered an important aspect of sufficiency. The maximum score available reflects this (representing approx. 32% of the maximum score)

All score will be transposed into a percentage of the maximum score for the purposes of the challenge process.

Date Survey Completed \_\_\_\_\_

## APPENDIX 2

Condition Survey Grading (Proposed scoring indicated in brackets).

### Priority Type.

The priority type is used to allow a management priority to be identified against types of maintenance need i.e. it identifies the reason why a repair or improvement is needed.

- A - Health & Safety/Fire Precautions/Health & Hygiene
- B - Total/Partial loss of service (taking accommodation out of use)
- C - Internal environmental improvements
- D - Security implications
- E - Consequential damage risk
- F - Fire precautions (improvements)
- I - Further investigations
- L - Health & Safety improvements
- M - DDA requirements
- Q - Energy improvements
- R - Recommendations

Note – these gradings will not be used to score building condition in respect of the Asset Challenge Process.

### Priority Grade.

This indicates when a repair or improvement is required.

- 1 - Urgent work to prevent closure of premises **(SCORE 3)**
- 2 - Essential work required within 2 years **(SCORE 2)**
- 3 - Desirable work required within 3 to 5 years **(SCORE 1)**
- 4 – Long term work outside the five year period **(SCORE 0)**

### Condition Grade.

This allows for the condition of the element to be noted bearing in mind the nature and scale of the defect.

- A - Good – performing as intended and operating efficiently **(SCORE 0)**
- B - Satisfactory – performing as intended but minor repairs required **(SCORE 1)**
- C - Poor – exhibits major defects **(SCORE 2)**
- D - Bad – life expired. Serious risk **(SCORE 3)**

### **Scoring Method.**

The condition will be scored as follows:

$$\frac{(\text{Tot Priority Grade} + \text{Tot Condition Grade})}{\text{GIA}^* \text{ of Building}} \times 100 = \text{Condition Score}$$

This allows the size of the building to be related to overall condition.

\* Gross Internal Area

**APPENDIX 3**

**Criteria for scoring challenge responses:**

<b>Category</b>	<b>Criteria</b>	<b>Score</b>
Are the occupying services mandatory?	Yes	3
	Supports	1
	No	0
Does the building provide service delivery in a geographically/demographically strategic location?	Yes	3
	Supports	1
	No	0
Does the occupying service contribute to economic prosperity?	Yes	3
	Supports	1
	No	0
Does the occupying service contribute to social wellbeing?	Yes	3
	Supports	1
	No	0
Does the occupying service contribute to supporting vulnerable members of society?	Yes	3
	Supports	1
	No	0
Does the occupying service support environmental improvements?	Yes	3
	Supports	1
	No	0
Does the occupying service contribute to community safety?	Yes	3
	Supports	1
	No	0
Priority for investment in the building identified in the Service AMP?	Within 1 Yr	3
	Within 5 Yrs	1
	No	0
Does the occupying service generate income for the Service/County?	> running costs	3
	= running costs	2
	< running costs	1
	No	0
Suitability Score	120 - 159	0
	80 - 119	1
	40 - 79	2
	0 - 39	3
Sufficiency Score	40 - 51	0
	25 - 39	1
	13 - 24	2
	0 - 12	3
Percentage of Category D Condition Grade costs (of overall repair costs)	> 75%	0
	> 50%	1
	> 25%	2
	< 25%	3

Max score = 36

Min score = 0

$$\text{Average score} = \frac{36 + 0}{2} = 18$$

The average score will be used as the benchmark score.

Any asset scoring 18 or more will be recommended for retention and further investment to support the current service user's utilisation. Any asset scoring less than 18 will be subject to closer scrutiny and a feasibility study.

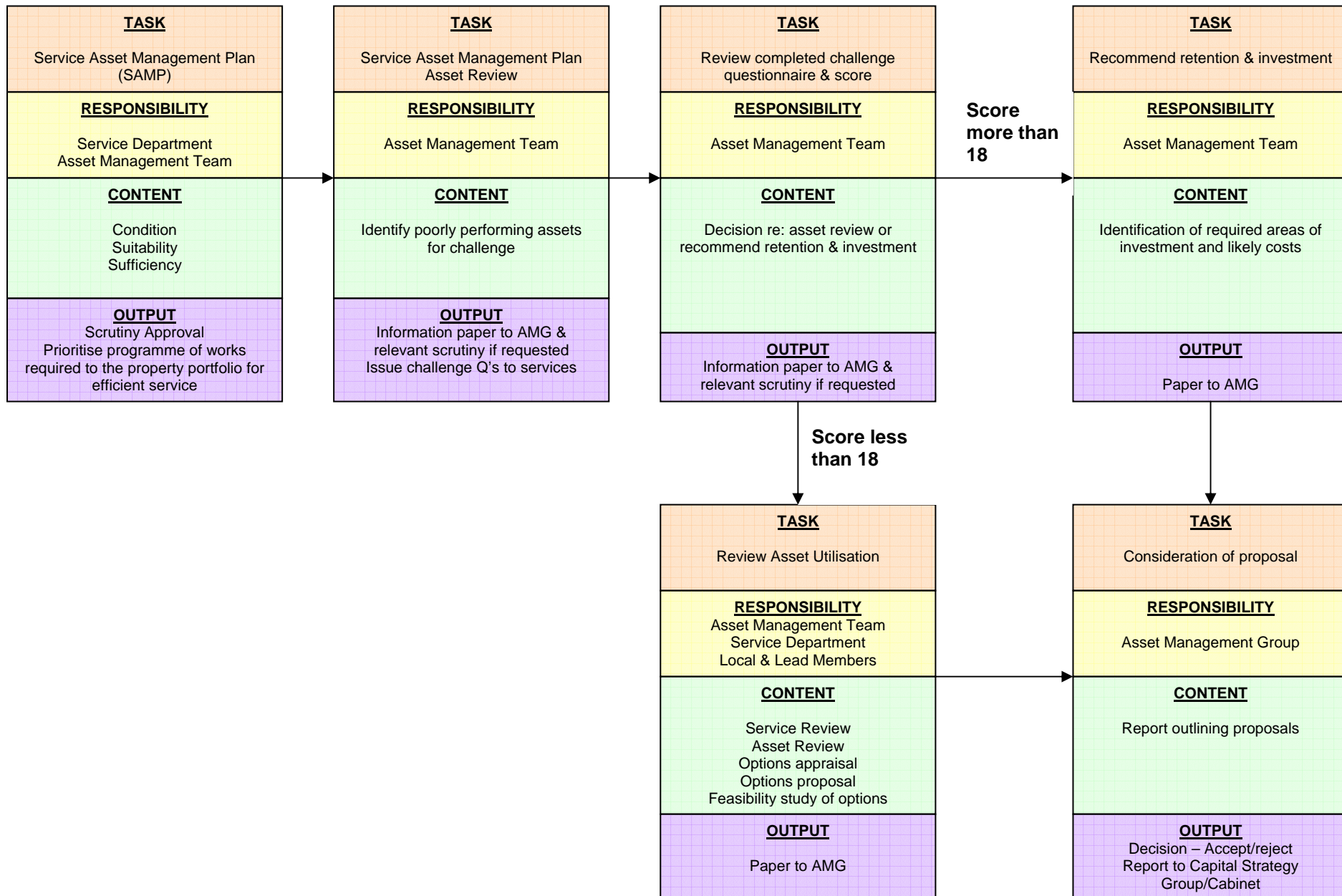
**APPENDIX 3**

**ASSET CHALLENGE PROCESS  
SERVICE DELIVERY QUESTIONNAIRE**

<b>Service Directorate:</b>	<b>Date of Issue:</b>	<b>Issued by:</b>
<b>Building Location:</b>	<b>Date of completion:</b>	
	<b>Respondent:</b>	
<b>What services are currently delivered from the building?</b>		
<b>Is the service provided mandatory (provide details)?</b>		
<b>Does the service support other DCC services (indicate relevant services)?</b>		
<b>Is the location of the building significant in terms of identified service need (provide details)?</b>		
<b>Does the service generate/support economic prosperity (provide details)?</b>		
<b>Does the service contribute to social well being and improvements (provide details)?</b>		
<b>Does the service provide support for vulnerable members of society (provide details)?</b>		
<b>Does the service support environmental improvements (provide details)?</b>		
<b>Does the service contribute to community safety (provide details)?</b>		
<b>Does the service itself generate income (provide income figures and building running costs)?</b>		

# Denbighshire Asset Management Review & Asset Challenge Process

## APPENDIX 4



**REPORT TO CABINET**

**CABINET MEMBER:** CLLR S DAVIES, LEAD MEMBER FOR POLICY, COMMUNICATIONS AND IMPROVEMENT

**DATE:** 26 JUNE 2007

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

**1 DECISION SOUGHT**

- 1.1 That Cabinet consider the attached Corporate Quarterly Performance Report which details:  
Performance against the Authority's key performance indicators for the fourth quarter of 2006/07 (January, February, March 2007) and final data for 2006/07 (Appendix 1); Quarter 4 progress against the Authority's Corporate Objectives and key actions identified in the Improvement Plan 2006-09. (Appendix 2)
- 1.2 That Cabinet consider any issue in greater depth as deemed necessary

**2 REASON FOR SEEKING DECISION**


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

At Cabinet in September 2006, Members agreed to receive the Education National Strategic Indicators when these became available. All these figures are now available and have been included in appendix 1 and counted in the figures below.

This report details performance in Quarter 4 and final figures for all Key Performance Indicators.

- 2.2 The key issues for consideration are noted below:-

Of the 57 indicators that it is possible to analyse performance in relation to the target set for 2006/07

-  73.7% (42) of key indicators have met their target for 2006/07.
- 26.3% (15) of key indicators have not met their target for 2006/07 of these:





6 show an improved performance when compared to performance in 2005/06.



Of those indicators which are not on target 3 are new indicators so it is not possible to show performance in 2006/07 in relation to performance in 2005/06.

Therefore 6 indicators (10.5% of the total number of KPIs) are below target and have not improved in performance when compared to last year.

Please note, at this time 2006/07 performance is not available against four indicators and for two indicators THS/001a and b, the performance reported is not comparable to the target as the method of data collection has changed and therefore performance cannot be analysed.

**2.3 How does this compare with performance against last year's Key Indicators?**  
(please note the indicators selected as Key PIs differ from year to year)

Last year:  
64.5% of key indicators met their target  
35.5% of key indicators did not meet their target

**2.4 Performance in 2006/07 by Directorate**

**Social Services and Housing Directorate**  
22 key indicators – 77.27% achieved their target

**Environment Directorate**  
12 key indicators – 75% achieved their target

**Lifelong Learning Directorate**  
14 key indicators – 57% achieved their target

**Resources Directorate**  
9 key indicators – 88.9% achieved their target

2.5 Appendix 2 details progress against our Corporate Objectives and key actions identified in the Improvement Plan 2006 -09. The Improvement Plan reports the actions we will be taking over the next three years to improve our services, it is therefore important that progress against these actions and the targets set are monitored. At Cabinet in November, Cabinet Members agreed to monitor progress against these actions on a quarterly basis as part of the Corporate Quarterly Performance Report. The Improvement Plan is published annually. Next year's quarterly reports will reflect the 2007/10 Plan which has been revised and updated.

- 2.6 At Council in May, it was agreed that a report detailing Denbighshire's performance against the national strategic and core set indicators in comparison with the other Welsh Authorities would be presented to full Council in September when the audited figures are available.
- 2.7 The first quarterly report of 2007/08 (Quarter 1) will be going to September Cabinet. The Strategic Policy Unit will be redesigning the reports to reflect the 2007-2010 Improvement Plan in preparation for the new performance management software which will be made available to all local authorities in Wales this summer.

### **3 POWER TO MAKE A DECISION**

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

### **4 COST IMPLICATIONS**

There may be cost implications to the achievement of some performance indicator targets. Failure to meet our policy agreement targets would result in non-payment of the performance incentive grant. There are no staffing implications.

### **5 FINANCIAL CONTROLLER STATEMENT**

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

### **6 CONSULTATION CARRIED OUT**

Progress against performance indicators and key actions should be discussed at Departmental Management Team meetings and team meetings. Quarterly performance reports which include performance indicators are prepared by the Scrutiny Officers and are distributed to the relevant Scrutiny Committees for review.

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

#### **7.1 The Vision**

The key indicators reflect the Vision and therefore performance in these indicators will affect the Authority's ability to achieve it.

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

#### **7.2 Other Policy Areas Including Corporate**

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

## 8 ACTION

Action	Responsibility	Deadline
To explore and address the reasons for below target performance in 2006/07 at Departmental Team Meetings and CET	CET	30 <sup>th</sup> June 2007
To explore and address any concerns arising from lack of progress made against key actions in the Improvement Plan	CET	30 <sup>th</sup> June 2007
To revise the quarterly performance report to reflect the 2007-10 Improvement Plan	Corporate Policy Officers	31 <sup>st</sup> August
Members to contact the Strategic Policy Unit if they would like to contribute to the redesign of the quarterly performance report for 2007/08	Cabinet	31 <sup>st</sup> July

## 9 RECOMMENDATIONS







- 9.1 That Members consider the Corporate Quarterly Performance report and identify any issues which require further discussion and/or remedial action.  
It is recommended that particular attention is paid to those indicators that have not met their target and those actions which are not progressing as planned.











# **Corporate Quarterly Performance Report to Cabinet**










**Quarter 4 2006-2007**









**Date of Report: 26<sup>th</sup> June 2007**

1. Quarter 4 performance against Denbighshire's Key Performance Indicators (Appendix 1)
2. Progress against Our Corporate Objectives and Key Actions in the Improvement Plan (Appendix 2)








Indicator Reference	Type of Indicator	Description	Responsible Member & Officer	Welsh Comparative data 05/06	2005/06 Annual Target	2005/06 Data	Data Quarter 1 (Apr-Jun)	Data Quarter 2 (Jul-Sep)	Data Quarter 3 (Oct - Dec)	Data Quarter 4 (Jan- Mar)	Final data 2006/07	Performance	2006/07 Annual Target	Comments
KEY: Symbol denotes progress against 06/07 Targets		2006/07 TARGET MISSED												
		2006 TARGET MISSED BUT PERFORMANCE IMPROVED COMPARED TO 12 MONTHS AGO												
		2006/07 TARGET ACHIEVED												
<b>NOTE: Where a figure has been entered in brackets this represents performance in that quarter in 2005/06</b>														
<b>S</b>	Welsh Assembly Government - National Strategic Indicator													
<b>C</b>	Welsh Assembly Government - Core Set Indicator													
<b>Local PI</b>	Local Performance Indicator													
<b>NPA</b>	National Policy Agreement													
<b>LPA</b>	Local Policy Agreement													
<b>CHILDREN AND YOUNG PEOPLE</b>														
SCC/S/001	NATIONAL STRATEGIC & POLICY AGREEMENT 7	a) The percentage of first placements of looked after children during the year that began with a care plan in place.	Cllr M German, Nicola Francis	85.9%	a) 80.0%	80.6%	60% (77%)	75% (82%)	File checks due at year end (86.4%)	88.89% (80.6%)	88.89%		90%	Performance has improved by nearly 9% this financial year taking us over the 2005/06 Welsh average of 86%. Performance should be considered within the context of progress since 2003/2004 where we achieved only 20.11%. We only marginally missed our target this year and we are aiming to continue our improvement in 2007/2008.
		b) For those children looked after whose second review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date.	Cllr M German, Nicola Francis	84.80%	b) 80.0%	80.50%	Data quality issues - checks being completed before re-running (50%)	38.46% (78%)	93% (70%)	100% (80.5%)	100%		100%	During the start of the year systems (IT and manual) were reengineered to streamline reporting. There were some initial challenges in ensuring that data was accurate and these have been resolved. A year end review has demonstrated 100% compliance for this target – a significant rise from 80.5% in 2005/2006.
SCC/S/002 NPA 8	NATIONAL STRATEGIC & POLICY AGREEMENT 8	The percentage of children looked after at 31 March who have experienced one or more change of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March	Cllr M German, Nicola Francis	13.5%	15.0%	17.3%	1.9% (3.64%)	7.45% (8.42%)	11.34% (12.63%)	17.7% (17.3%)	17.71%		10%	The target for this PI was prescribed by WAG. At the time we expressed our concerns about the feasibility of meeting the target given that changes of school can form part of a positive plan to ensure stability for children e.g. as part of an adoption.









Indicator Reference	Type of Indicator	Description	Responsible Member & Officer	Welsh Comparative data 05/06	2005/06 Annual Target	2005/06 Data	Data Quarter 1 (Apr-Jun)	Data Quarter 2 (Jul-Sep)	Data Quarter 3 (Oct - Dec)	Data Quarter 4 (Jan- Mar)	Final data 2006/07	Performance	2006/07 Annual Target	Comments
SCC/C/004	CORE	The percentage of children looked after on 31 March who have had three or more placements during the year.	Cllr M German, Nicola Francis	10.00%	<17%	19.60%	2.78% (6.04%)	5.52% (12.6%)	8.5% (18.6%)	7.1% (19.6%)	7.14%		<17%	This significant performance improvement has been achieved through a number of initiatives (some of which were started in previous years and some more recently). Cumulatively this work has dramatically improved placement stability. The challenge will be to ensure that we sustain a comparative level of performance with the rest of Wales.
SCC/C/029 (New Indicator replaced SCC/C/005)	CORE	a) The percentage of eligible, relevant and former relevant children that have pathway plans as required, and;	Cllr M German, Nicola Francis	New Indicator 2006/07	New Indicator 2006/07	New Indicator 2006/07	Annual reporting				100%		100%	
LPA 9	Local Policy Agreement 9	The number of childcare places available	Cllr M German, Nicola Francis	None available	4834	5348	Annual reporting				5135		5002	Our 3 year policy agreement target has been met. There has been a modest decrease in the number of places available in 06/07 but performance still exceeds the target.
<b>HEALTH, SOCIAL CARE AND WELL-BEING</b>														
SCA/S/001 NPA 5	NATIONAL STRATEGIC (National Policy Agreement 5)	The rate of delayed transfer of care for social care reasons per 1,000 population aged 75 or over	Cllr P A Dobb, Neil Ayling	7.69	<2.53	0.41	0.41 (0.1)	0.62 (0.2)	0.62 (0.2)	0.72 (0.41)	0.72		<2.53	Performance continues to far exceed the 2005/06 all Wales figure.
SCA/S/002 NPA 6	NATIONAL STRATEGIC & NATIONAL POLICY AGREEMENT 6	The rate of older people (aged 65 or over): a) Helped to live at home per 1,000 population aged 65 or over - National Strategic Indicator Definition	Cllr P A Dobb, Neil Ayling	85.54	a) >52	64.59	66.55 (36.15)	72.23 (32.82)	74.27 (29.28)	77.42 (64.59)	77.42		>65	Although SCA/S/002a and NPA 6a appear to be the same indicator the definitions are slightly different. The definition for SCA/S/002a focuses solely on direct services provided to older people.
		The rate of older people (aged 65 or over): a) Helped to live at home per 1,000 population aged 65 or over - National Policy Agreement Definition		N/A	104	115.32	119.39	119.86	120.32	120.75 (115.32)	120.75		109	This definition includes the full range of services provided to older people i.e. inclusive of indirect services. Both indicators have achieved their target.
		b) Whom the authority supports in care homes per 1,000 population aged 65 or over		27.36	b) 41.00	34.35	31.11 (32.46)	29.72 (33.39)	30.75 (34.53)	31.17 (34.35)	31.17		41	
SCA/C/003	CORE	a) The percentage of clients supported in the community during the year, who are: a) aged 18-64 (cumulative)	Cllr P A Dobb, Neil Ayling	69.31%	90%	86.17%	80.78% (75.3%)	85.53% (80.60%)	85.63% (83.80%)	90.41% (86.17%)	90.41%		90%	
		b) The percentage of clients supported in the community during the year, who are: b) aged 65+ (cumulative)	Cllr P A Dobb, Neil Ayling	62.28%	75.00%	73.77%	69.79% (64.80%)	73.03% (73.60%)	74.04% (72.20%)	79.2% (73.77%)	79.20%		75%	
SCA/C/009 (NEW INDICATOR)	CORE	The rate per 1000 adults (aged 18+) receiving a service in the community who receive a direct payment.	Cllr P A Dobb, Neil Ayling	New Indicator 2006/07	New Indicator 2006/07	9.10	10.83	10.61	9.93	14.41	14.41		11	








Indicator Reference	Type of Indicator	Description	Responsible Member & Officer	Welsh Comparative data 05/06	2005/06 Annual Target	2005/06 Data	Data Quarter 1 (Apr-Jun)	Data Quarter 2 (Jul-Sep)	Data Quarter 3 (Oct - Dec)	Data Quarter 4 (Jan- Mar)	Final data 2006/07	Performance	2006/07 Annual Target	Comments
HHA/S/001	NATIONAL STRATEGIC	a) The number of homeless families with children who have used bed and breakfast accommodation during the year, except in emergencies	Cllr P A Dobb, Paul Quirk	888 (Total figure for all Wales)	35	40	0 (13)	0 (17)	0 (10)	0 (40)	0		35	Although HHA/S/001 and NPA 3 are the same indicator, separate targets have been set. The target for NPA 3 has been set by the Welsh Assembly Government (WAG). The target for HHA/S/001 was set by Housing Services as it was considered to be more achievable. Despite this, performance in this indicator has been exceptional and we have hit the 0 target set by WAG.
		b) The average number of days all homeless households spend in temporary accommodation		102	189 days	86 days	80 days (82.56days)	123 days (57.66 days)	71 days (100.83 days)	130.64 days (86 days)	130.64 days		120 days	The number of days spent in temporary accommodation has increased due to lack of affordable permanent housing solutions (Council, Register Social Landlord and private sector accommodation). This is likely to increase in future years unless more affordable options are made available
	NATIONAL POLICY AGREEMENT 3	a) The number of homeless families with children who have used bed and breakfast accommodation during the year, except in emergencies	Cllr P A Dobb, Paul Quirk	N/A	0	40	0 (13)	0 (17)	0 (10)	0	0		0	
		b) The average length of time all homeless households spend in temporary accommodation		N/A	20 weeks	12.3 weeks	11.43 weeks	18 weeks	10 weeks	18.66 weeks	18.66 weeks		20 weeks	
HHA/S/002	NATIONAL STRATEGIC	The average number of working days between homeless presentation and discharge of duty for households found to be statutory homeless. (not cumulative)	Cllr P A Dobb Paul Quirk	79	80 days	100 days	118 days (54.03 days)	168 days (71.28 days)	132 days (149.09 days)	138 days	143.84 days		100 days	The ability to discharge duty by providing settled permanent accommodation has significantly reduced. The consistent reduction in the number of vacancies in Council and Registered Social Landlord stock is a major factor and will be for the foreseeable future.
HHA/C/007a	CORE SET INDICATOR	The total number of homeless households having used Bed and Breakfast accommodation (not cumulative)	Cllr P A Dobb Paul Quirk	3751 (all Wales Total)	115	123	15	19	25	21	80		100	
HLS/C/007a (NEW - replaced HLS/C/001 )	CORE	i) The total amount of rent arrears owed by current and former tenants as a percentage of the total rent collectable for the financial year for permanent accommodation	Cllr P A Dobb, Paul Quirk	New Indicator 2006/07	3.30%	3.44%	5.14% estimate	5.14% estimate	5.15% estimate	4.82% actual	4.82%		5%	
		ii) The total amount of rent arrears owed by current and former tenants as a percentage of the total rent collectable for the financial year for temporary accommodation	Cllr P A Dobb, Paul Quirk	New Indicator 2006/07	New Indicator 2006/07	New Indicator 2006/07	22%	27.85%	30%	22.84%	22.84%		22%	The target has only just been missed.
LPA 10	LOCAL POLICY AGREEMENT INDICATOR	Total number of Affordable Housing units provided within Denbighshire County Council	Cllr P A Dobb, Paul Quirk	Not available	52	46	Annual Reporting - reported in Qtr 4				69 units		60	








Indicator Reference	Type of Indicator	Description	Responsible Member & Officer	Welsh Comparative data 05/06	2005/06 Annual Target	2005/06 Data	Data Quarter 1 (Apr-Jun)	Data Quarter 2 (Jul-Sep)	Data Quarter 3 (Oct - Dec)	Data Quarter 4 (Jan- Mar)	Final data 2006/07	Performance	2006/07 Annual Target	Comments
PLA/C/006 (NEW)	CORE	Number of new affordable housing units provided during the year as a percentage of all new housing units provided during the year.	Cllr P A Dobb, Graham Boase	New Indicator 2006/07	New Indicator 2006/07	New Indicator 2006/07	Annual Reporting - reported in Qtr 4				unavailable		15%	The figure for this indicator is compiled from the Housing Land Availability Study which had not been completed when this report was compiled.
LPI (NEW)	LOCAL INDICATOR	Number of Houses of Multiple Occupation (HMOs) which have been licensed. (cumulative)	Cllr P A Dobb, Graham Boase	Not available	New Indicator	New Indicator	0	18	19	20	20		100	Four properties were pending licensing and a further 41 applications are outstanding. Further checks to be done to verify if all properties require mandatory license.
PPN/S/001bii	NATIONAL STRATEGIC	% of high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected/subject to alternative enforcement activity for: ii) Food Hygiene	Cllr E W Williams, Graham Boase	91.0%	65.0%	71.3%	8.7% (12.5%)	16.6% (17%)	42% (27%)	82% (71.3%)	82%		70%	
LCS/C/001 (NEW)	CORE SET INDICATOR	a) The number of visits to indoor sports facilities per 1,000 population (cumulative)	Cllr S Roberts, Tony Hughes	N/A	N/A	New indicator 2006/07	1848	4657	6410	7467	7467		4550	
		b) The number of visits to outdoor sports facilities per 1,000 population (cumulative)	Cllr S Roberts, Tony Hughes	N/A	N/A	New indicator 2006/07	127	245	540	2287	2287		1950	
LPA 12	LOCAL POLICY AGREEMENT	Number participating in healthy living initiatives (cumulative)	Cllr S Roberts, Tony Hughes	N/A	2500	5028	1183 (1425)	2388 (2893)	4386 (3942)	6395 (5028)	6395		2652	The target for this policy agreement indicator has been far exceeded, as has the more challenging target of 5,100 set by Countryside and Leisure Services.
<b>LIFELONG LEARNING</b>														
LPI (NEW)	LOCAL INDICATOR (PRIORITY)	Percentage and number of schools where capital expenditure in excess of 50K has been spent bringing the school building portfolio towards the Assembly's aspiration of "fit for purpose" by 2010	Cllr D Owens, Gay Brooks	N/A	N/A	New for 2006/07	6.6%, 5 schools	11.5% 7 schools	20% 12 schools	33%, 20 schools	33%, 20 schools		33%, 20 schools	In 2006/07 a total of £6.5m was invested in improving the quality of school buildings. Projects included a 5 classroom teaching block at Ysgol Emmanuel and a 4 classroom science block at Ysgol Gfan Clwyd.
LPI (NEW)	LOCAL INDICATOR (PRIORITY)	Maintenance carried out to school buildings on the school priority maintenance list.	Cllr D Owens, Gay Brooks	N/A	N/A	New for 2006/07	2.00%	14%- 92 projects	18% - 117 projects	27% 180 projects	27% 180 projects		27% 180 projects	
EDU/S/001	NATIONAL STRATEGIC AND NATIONAL POLICY AGREEMENT INDICATOR 1	Percentage of pupil attendance in secondary schools	Cllr Dewi Owens, Ieuan Lloyd Roberts	90.2%	91.0%	89.55%					89.37%		91.50%	Attendance in Denbighshire Secondary Schools fell by 0.2% to 89.4% for academic year 2005/2006. However, the Denbighshire attendance figure is 0.2% closer to the Wales average for 2005/2006 (90.2%) than it was in the previous academic year (1% below). The low attendance in the two Rhyl secondary schools has a negative impact on Denbighshire's performance. Excluding the attendance data from these two Rhyl schools shows that Denbighshire's attendance rises to 90.58% which is higher than the Wales average.



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EDU/S/002	NATIONAL STRATEGIC AND NATIONAL POLICY AGREEMENT INDICATOR 2	ia) The number and	Cllr Dewi Owens, Ieuan Lloyd Roberts	865 (all Wales total)	26	59					36		20	This was a significant improvement from the previous academic year when 4.3% left education without a qualification. It is relevant to note that in the academic year 2004/05, two schools did not submit the returns to WAG. This resulted in the figures for these two schools being estimated at a much higher level than expected. WAG is now extending the range of qualifications that can be eligible for this PI, and this should have a positive impact on Denbighshire figures.
		ib) % of all pupils in any local authority maintained learning setting, who attain the age of 16 during the school year and leave full-time education, training or work based learning without an approved external qualification		2.30%	2%	4.31%						2.64%		
EDU/S/002	NATIONAL STRATEGIC AND NATIONAL POLICY AGREEMENT INDICATOR 2	ii)a) The number and	Cllr Dewi Owens, Ieuan Lloyd Roberts	60 (all Wales total)	3	3					2		2	The target of 2 pupils was agreed with WAG 3 years ago as part of the policy agreement. At this time 2 pupils corresponded to a percentage of 15%, however as the cohort of looked after children has reduced 2 children is equal to 20%. Therefore, the overall policy agreement target has been achieved.
		ii)b) % of pupils in local authority care, in any local authority maintained learning setting, who attain the age of 16 during the school year and leave full-time education, training or work based learning without an approved external qualification		19.9%	20.0%	20%						20%	See comment	
EDU/S/003	NATIONAL STRATEGIC INDICATOR	The percentage of pupils eligible for assessment at the end of KS2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment.	Cllr Dewi Owens, Ieuan Lloyd Roberts	74.26%	72%	74.66%					71.27%		72.0%	
EDU/S/004	NATIONAL STRATEGIC INDICATOR	The percentage of pupils eligible for assessment at the end of KS3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	Cllr Dewi Owens, Ieuan Lloyd Roberts	58.43%	59.0%	52.50%					58.71%		60%	
EDU/S/011 (New indicator similar to EDU/S/05)	NATIONAL STRATEGIC INDICATOR	The average external qualifications point score for 16 year olds, in learning settings maintained by the local authority.	Cllr Dewi Owens, Ieuan Lloyd Roberts	New Indicator 2006/07	New Indicator 2006/07	New Indicator 2006/07					313	N/A	None set	EDU/S/011 calculates the 'wider points' score which includes a wider range of qualifications than the similar indicator EDU/S/005 which this replaced. It is not possible to analyse performance in this indicator because no target was set against it. However performance in EDU/S/005 was 38 points, which is no change from performance in 2005/06 and did not meet the target set of 40.
NATIONAL		i) a) The number of	Cllr Dewi Owens,	6837 (all Wales total)	225	236					215		213	
		b) The percentage of pupils eligible for assessment receiving a Teacher Assessment in Welsh (first language) at Key Stage 2		18.92%	18.2%	19.6%						18.44		18.20%

Indicator Reference	Type of Indicator	Description	Responsible Member & Officer	Welsh Comparative data 05/06	2005/06 Annual Target	2005/06 Data	Data Quarter 1 (Apr-Jun)	Data Quarter 2 (Jul-Sep)	Data Quarter 3 (Oct - Dec)	Data Quarter 4 (Jan- Mar)	Final data 2006/07	Performance	2006/07 Annual Target	Comments
EDU/S/006	STRATEGIC INDICATOR	ii) a) The number of	Ieuan Lloyd Roberts	5538 (all Wales total)	223	220					218	See note	221	For those indicators which ask for a number and a percentage, it can be difficult to set targets as the size of the cohort can be difficult to predict. It can therefore be the case that one target is met and the other isn't or as is the case in this indicator performance improves against one indicator but not the other. In the case of these indicators the percentage is deemed the most meaningful figure as it is not directly affected by fluctuations in the number of children in the cohort.
		b) The percentage of pupils eligible for assessment receiving a Teacher Assessment in Welsh (first language) at Key Stage 3		14.37%	16.1%	15.18%						15.57%		
<b>ENVIRONMENT</b>														
WMT/S/001b	National Strategic Indicator	i) The percentage of municipal waste reused and/or recycled (cumulative)	Clr E Williams, Steve Parker	14.67%	13%	13.80%	12.4% (10.7%)	13.73% (13%)	15.12% (13%)	16.91%	16.91%		15%	
		ii) The percentage of municipal waste composted or treated biologically (cumulative)	Clr E Williams, Steve Parker	8.45%	8.50%	6.00%	11.9% (7.9%)	11.66% (8.1%)	10.38% (7.4%)	9.20%	9.2%		10%	This target has only just been missed. Green waste collection did not begin until June. Had the collections begun in April the target would have been achieved.
STS/C/001	CORE SET INDICATOR (PRIORITY)	The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	Clr E Williams, Steve Parker	96.30%	93.00%	91.70%	Not available (93%)	90.3% (91%)	91.8% (93%)	93.20%	93.20%		93%	This PI is measured by independent surveys.
LPI	LOCAL INDICATOR	Number of enforcement actions taken for dog fouling/litter/fly tipping/abandoned cars, etc (cumulative)	Clr E Williams, Steve Parker	N/A	100	189	65 (40)	95 (55)	127 (80)	239 (189)	239		150	112 enforcements were carried out in quarter 4
EEF/S/001 NPA 4	NATIONAL STRATEGIC AND NATIONAL POLICY AGREEMENT INDICATOR	a) Percentage change in carbon dioxide emissions in the non domestic public stock;	Clr E Williams, Gareth Evans	5.23%	6% over 3 years	16.98% (1.78 reduction from 2004/05)	Annual Reporting					2% reduction	This is an annual measure only. The figure is taken from a Home Energy Conservation Act report. Performance will be reported to Members as part of the second QPR in October 2007.	
		b) Percentage change in energy use and carbon dioxide emissions in the housing stock	Clr E Williams, Graham Boase	6.13% (energy use) 6.28% (CO2 emissions)	2% reduction	1.17% (made up of 7.13% energy use, 5.33% CO2 emissions)	Annual Reporting		1.93% reduction	N/A	1.93% reduction		12% reduction by 2007	The 1.93% reduction in energy use relates to the year 05/06. The estimated improvements in energy efficiency over the past 9 years from April 97 to March 06 is 9.07%. The target set by WAG was 12% reduction over 10 years. Therefore, we need to achieve a further 3% reduction in 06/07 in order to achieve the target. The Council looks on course to meet the 12% target but the information will not be available until October 2007
LPA 15	LOCAL POLICY AGREEMENT (NEW)	a) Use of green energy (electricity) in our corporate buildings	Clr E Williams, Gareth Evans	N/A	75%	75%	100% (see note)						100%	Contracts are issued 3 yearly, and we are in the 2nd year of the contract. It stipulates 100% of electricity is green energy.
		b) Percentage of green heating oil in the non-domestic public buildings	Clr E Williams, Gareth Evans	N/A	New for 2006/07	New for 2006/07	20%	20%	20%	20%	20%		20%	The contract to supply energy has recently been negotiated, however the percentage of green heating oil remains at 20% due to the lack of availability.

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THS/S/001	NATIONAL STRATEGIC INDICATOR (PRIORITY)	a) Condition of: Principal (A) roads	Cllr E Williams, David Farquhar	19.80%	11.80%	21.20%	Annual reporting				24.10%	See note	18%	The data collection method used to collect this indicator has changed and this means that the figures reported in previous years and the targets set in last year's Improvement Plan are no longer relevant.
		b) Condition of: Non-principal/classified roads	Cllr E Williams, David Farquhar	39%	25.90%	18.67%	24.30%	17.50%						
<b>COMMUNITY SAFETY</b>														
LPI	LOCAL INDICATOR	Reduction in the overall levels of crime	Cllr E Edwards, Graham Boase	N/A	15% reduction	3% reduction	16% increase	7.5% increase over same period last year	3.4% decrease over same period last year	5% decrease over same period last year	1% increase		5% reduction	Recording of crime changed drastically this year. Changes included the inclusion of all crime, even if it was later determined to not be a crime. Also, the recording of common assault has changed so that it might be recorded twice. Once as the original common assault, and possibly again if the victim decides not to proceed against the assailant and the police then proceed with a public order offence.
LPI (NEW)	LOCAL INDICATOR	Reduce the failure rate of test purchases to on and off licensed premises (not cumulative)	Cllr E Edwards, Graham Boase	N/A	New indicator 2006/07	Baseline 49% failure	48% failure	75% failure	44% failure	0% failure	7% reduction (40% failure rate)		5% reduction (44% failure rate)	
<b>ECONOMIC PROSPERITY</b>														
LPA 14	POLICY AGREEMENT	Number of new high quality jobs created through financial support programme	Cllr Rhianon Hughes, Gareth Evans	N/A	114	130	Three year target already achieved					57	The expected final achievement figure of 228 jobs created over 3 years (start date Sept 03 - end date Aug 06), was exceeded by the end of year two. The programme has ceased to operate.	
<b>CORPORATE HEALTH</b>														
CFH/C/007	CORE INDICATOR	The percentage of council tax due for the financial year which was received by the authority (cumulative, however, base figure can increase by input from the Valuation Office) (cumulative)	Cllr G Rowlands, Ken Jones	96.52%	97.00%	97.70%	31.8% (31.8%)	58% (59.8%)	87% (87.2%)	97.89% (97.70%)	97.89%		97.50%	
CFH/C/008	CORE INDICATOR	The percentage of non-domestic rates due for the financial year which were received by the authority (cumulative, however, base figure can increase by input from the Valuation Office) (cumulative)	Cllr G Rowlands, Ken Jones	97.62%	97.50%	98.20%	34% (33.6%)	63.5% (63.8%)	88.9% (89.8%)	98.4% (98.20%)	98.40%		98.00%	
CHR/C/002	CORE INDICATOR CORPORATE OBJECTIVE	The number of working days/shifts per full time equivalent (FTE) local authority employees lost due to sickness absence (cumulative)	Cllr S Davies, Linda Atkin	11.2 days	10.0 days	11.5 days	2.55 days (2.91 days)	4.49 days (5.5 days)	7.43 days (9.01 days)	9.96 days (11.5 days)	9.96 days		10 days	
LP 11 HR11	LOCAL INDICATOR	The percentage of the local workforce whose pay has been determined through Job Evaluation	Cllr S Davies, Linda Atkin	N/A	100%	82%	92.00%	93%	100%	100%	100%		100%	The 100% target was achieved during quarter 3

Indicator Reference	Type of Indicator	Description	Responsible Member & Officer	Welsh Comparative data 05/06	2005/06 Annual Target	2005/06 Data	Data Quarter 1 (Apr-Jun)	Data Quarter 2 (Jul-Sep)	Data Quarter 3 (Oct - Dec)	Data Quarter 4 (Jan- Mar)	Final data 2006/07	Performance	2006/07 Annual Target	Comments
LPI/L&D/1 (NEW)	LOCAL INDICATOR	The percentage of staff receiving an annual performance appraisal.	Cllr S Davies, Linda Atkin	N/A	New indicator 2006/07	New indicator 2006/07	Data collected at the end of 2006/07				45.67%		100% (by June 2007)	We are not currently on track to meet this target, however most services are working towards the June deadline for completing 100% performance appraisals. The delivery of performance appraisal training has also meant that some services were not able to begin appraisals until late in 2006/07.
LPA13	LOCAL POLICY AGREEMENT	Number of (under 25s) young people to have taken up the scheme for improving recruitment and retention in Denbighshire (cumulative)	Cllr S Davies, Linda Atkin	N/A	30	35	36 (21)	46 (26)	51 (35)	49	49		35	
LPA16	LOCAL POLICY AGREEMENT	The percentage of senior management positions filled by women - PO3 and above.	Cllr S Davies, Linda Atkin	N/A	40%	42.60%	43.9% (42%)	46.5% (40.70%)	43% (40.80%)	42.7% (42.6%)	42.7%		42%	
BNF/S/002a	NATIONAL STRATEGIC	a) Average time for processing new benefits claims	Cllr G Rowlands, Jackie Walley	36.72 days	36 days	32.95 days	33 days (33 days)	30 days (29 days)	29 days (32 days)	30 days	30.51 days		34 days	
CO5	CORPORATE OBJECTIVE 2006-09	Level of efficiency savings achieved by March 2007	Cllr G Rowlands, Roger Parry	N/A	£2 million	£2 million	Annual Reporting						£1.1 million	An efficiency strategy is currently being drafted. This will help to ensure that efficiency savings for future years are identified and delivered. Final audited efficiency savings will not be available until the autumn
LPI	LOCAL INDICATOR	Level of procurement savings achieved in 2006/07	Cllr G Rowlands, Roger Parry	N/A	£500,000	£515,000	Annual Reporting				£1,413,059		90K	The figure quoted includes recurring savings which were included in last year's figures and can also be counted as part of this year's savings. Savings resulting from cost avoidance have also been included. The figures will be audited in the Autumn and will be verified and may be amended prior to this.
CO8	CORPORATE OBJECTIVE	Total Capital Receipts achieved from Property Portfolio sales	Cllr J Thompson-Hill, Gareth Evans	N/A	£3 million each year	£2.5m	Annual Reporting						3 million by 2009	We have identified circa £3.325m in potential capital receipts, of this figure £1.084m is currently with solicitors or has been agreed with the other side. We disposed of £278,992 of Assets in the Financial Year 2006/07 and this should be included in the capital receipts target.

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**Progress against our Corporate Objectives**

<b>Our Corporate Objectives:-</b>	<b>Progress to April 2007</b>	<b>Lead Service</b>
<b>We will continue to implement the Council's Communications Strategy and bring more services into the Corporate Customer Services Centre</b>	The Corporate Communications Strategy continues to be implemented and all Directorates now have their own strategies which dovetail with the corporate. The CCSC now takes requests for job application forms for all 4 Directorates and is therefore now delivering its first corporate service. It has also successfully taken calls for the recent elections. Phase 3 of the CCSC will involve some Planning and Public Protection queries being handled by the centre. This is planned for implementation over the next two years.	Corporate Communications ICT
<b>We aim to reply to all letters, phone calls and e-mails within 10 working days and investigate and provide a full reply to all complaints within 20 working days</b>	There is no system currently in place to centrally record response times.	Corporate Communications
<b>We will ensure the Council meets its efficiency target of £7.5m by 2009/10, an annual target of £1.508m by continually challenging the way we work</b>	The efficiency strategy has been drafted and went to Cabinet in May and will be going to Council in June for agreement. An MMC efficiency away day was held in April. The ideas which came out of that day will be discussed further at future MMC meetings.	Finance/Strategic Policy Unit
<b>By 2012, we aim to make sure that no area in the County is within the top 100 most deprived in Wales by achieving the targets set out in our Economic Growth strategy</b>	The draft Economic Growth strategy is due to go to Cabinet in June for agreement.	
<b>We aim to make better use of our assets and sell £3 million of surplus land and buildings by 2009. This will allow the investment required to improve the Council's estate</b>	Ccirca £3.325m in potential capital receipts have been identified, of this figure £1.084m is currently with solicitors or has been agreed with the other side. We disposed of £278,992 of Assets in the Financial Year 2006/07 and this should be included in the capital receipts target.	Development Services
<b>We will reduce the levels of staff on sick leave to 10 days per</b>	This target has been achieved. Sickness levels were 10 days (9.96days to 2 decimal places) for 2006/07.	Personnel

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<b>annum by 1 April 2007</b>		
<b>We will ensure all employees receive a performance appraisal by the 1 June 2007</b>	To date 45.67% staff have had a performance appraisal.	Personnel
<b>We aim to achieve the bronze level of the Wales Charter for Member Support and Development by 1 April 2007</b>	The Evidence portfolio is complete. We are applying to the WLGA for formal assessment.	Personnel

**Progress against Key Actions Identified in the Improvement Plan**

**Sustainable Development and Equalities**



Cllr Julian Thompson-Hill  
 Lead Member for Property and Sustainable Development



Cllr Stuart Davies  
 Lead Member for Policy Communications and Improvement

<b>Key Actions</b>	<b>Progress to 1<sup>st</sup> April 2007</b>	<b>Lead Service</b>
An audit of the Council's current position in relation to sustainable development	The initial audit of our position has been completed.	Strategic Policy Unit
Develop a sustainable development action plan and strategy	An action plan has been drafted and was taken to Joint Scrutiny on 1 <sup>st</sup> May. The action plan was taken to Cabinet in May and will be taken to full Council in June.	Strategic Policy Unit
The Corporate Equality Group (CEG) will mainstream equality throughout the Council	The responsibility for Equalities moved to the Strategic Policy Unit in February. Since work has centred on drafting the Authority's integrated Equalities Plan, in accordance requirement to incorporate Disability Equality. (formerly the Council's Scheme included gender and race only). A meeting of the CEG is planned for June or July. The Bilingual Forum will continue to function as a separate group, but under the umbrella of the CEG.	Strategic Policy Unit

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The CEG will monitor the Authority's progress against Human Rights and Equality legislation	As above	Strategic Policy Unit
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## Health Social Care and Well Being



Cllr Pauline Dobb  
Lead Member for Health & Well Being



Cllr Sue Roberts  
Lead Member for Promoting Denbighshire

Key Actions	Progress to 1 <sup>st</sup> April 2007	Lead Service
By March 2007 we will make sure 100 older people take up the voice and choice skills development programme	Target achieved. 150 took up the programme during 2006-07.	Social Services
We will develop affordable housing guidance by December 2006	The short guidance note was finalised in August 2006 for applicants and developers seeking Planning Permission for new residential development in Denbighshire. This should be used in preparing planning applications. The application itself should be supported by a completed questionnaire with accompanying notes.	Housing
We will prepare a revised Local Housing Strategy during 2007 and undertake a Local Housing Market Assessment	A revised Local Housing Strategy has been drafted in line with the new Welsh Assembly Government guidance. The strategy is currently out for consultation. Local Housing Market Assessments are being undertaken in North West and North East Wales and these will also feed into the revised Local Housing Strategy.	Housing
We will enhance opportunities to participate in physical activity through a Mentro Allan lottery funded activity	Appointment of a Mentro Allan coordinator, along with specific officers for Watersports and Climbing, will permit the roll out of Mentro Allan, a lottery funded scheme seeking to maximise the use of the natural outdoors, creating opportunities for those deemed as hard to reach groups and those facing specific barriers to participation. The project focuses on Rhyl specifically, and commenced its initial programmes	Countryside and Leisure

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	during Easter, with activities for watersports, climbing and cycling.	
We will raise the standards of Houses of Multiple Occupation (HMOs)	During 2006/07 20 HMOs were licensed. This did not meet the target set of 100. Of the 250 applications sent to possible HMOs in the county, many are being returned with indications that they do not meet the licensing criteria. It is expected that a further 80 HMOs will be licensed in 2007/08.	Planning and Public Protection
We will develop Extra Care Housing across the County	Building work has started on a 59 unit Extra Care Scheme in Rhyl which will be ready for occupation by August 2008. Planning permission is being sought for a 61 unit extra care scheme in Prestatyn on the site of the existing Llys Nant Care Home on Marine Road. This will involve a phased development, with the first units being ready for occupation in 2010.	Social Services
We will develop an approach to Telecare	Six pilots for telecare are currently being supported by the Telecare Project Board. The pilots are as follows:- <b><u>Elderly Mental Health Carers Pilot:</u></b> To reduce carer's stress and improve safety for the client. 20 carers and the people they care for have been identified across all Denbighshire. <b><u>Learning Disability Community Living:</u></b> Increase independence both day and night for service users, reduce risk to the client (e.g. falls, anxiety), to enable rehabilitation back into community/independent living and to evaluate the need for sleep ins for future LD projects. Identified clients currently situated within homes that have 24 hour care in place. <b><u>Mental Health:</u></b> Increase independence both day and night for service users. Reduce risk to the client (e.g. falls, anxiety) to enable rehabilitation back into community/independent living by having a fully equipped step down and to evaluate the need for sleep ins for future MH projects. 9—11 clients agreed. <b><u>Expansion of Careline Services:</u></b> To reduce the risk of falls and falls management providing home safety packages of support to enable users to remain in the community, and to increase confidence to the client and reduce carer stress. Homes to be identified across all Denbighshire. <b><u>Telehealth:</u></b> Overall aim of the pilot is to obviate the need for admission to hospital/care, reduce re-admissions, facilitate supported early discharge from hospital, reduce the number of appointments/visits to second and primary care and to improve self management.	Social Services

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	<p><b>Assistive Technology Project</b> – Disability Resource Team: Overall aim of the Pilot is to specifically consider how AT equipment can enable services users to have greater choice and control to carry out daily tasks without carer support. Supporting individuals to be independent through use of technology can help meet their own aspirations, decrease dependence on carers and is central to public policy initiatives of recent years.</p>	
<p>Review care management procedures and pilot standards in Autumn 2006</p>	<p>The standards and procedures were validated and agreed in June 2006 at the Adult/Older Peoples Team Managers Meeting and the Quality Assurance procedure was validated and agreed at August 2006 Adult Services Management Group. The QA procedure was launched in October 2006.</p>	<p>Social Services</p>

## Community Safety



Cllr Elwyn Edwards  
 Lead Member for Customer Care and  
 Citizen Engagement



Cllr Eryl Williams  
 Lead Member for Environment

Key Actions	Progress to 1 <sup>st</sup> April 2007	Lead Service
The Community Safety Partnership will publish more realistic measures and targets by the end of 2006	Measures have been researched and agreed within the partnership and will be measured from 1 April 2007.	Planning and Public Protection
We will identify crime 'Hot Spot' areas	Analyses have been done of each of the four geographic Crime and Disorder areas of the county and have identified that violent crime and criminal damage are the two crime risk areas across the County. The need to address these is reflected in the action plans of the Community Safety Partnership. A seminar looking at alcohol related crime was held in late March with licensed premises operators, the Police, Denbighshire County Council Officers and members of Denbighshire's Licensing committee to develop local action plans.	Planning and Public Protection
We will expand the use of CCTV	In the last year, CCTV has been extended to Rhyl Drift Park, two cameras, and Rhuddlan Village, 4 cameras. A new CCTV control room opened and will allow for further expansion of CCTV services	Planning and Public Protection/Environmental Services
Consideration of Orders to ban the consumption of alcohol in public places	Alcohol controlled zones were scheduled to put In place in Prestatyn and Llangollen on 6 May 2007	Planning and Public Protection

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Increase visits to licensed premises	More than 200 test purchases were carried out during 06/07 and reducing the unlawful supply and availability of alcohol to young people remains a key part of our action plan for the year ahead. Trading Standards have established a programme of work for 2007/08 which indicate 38 days of 'test purchase activity' this will significantly increase number of visits to licensed premises. Licensing Enforcement Officers also visit on a regular basis.	Planning and Public Protection
Continue to improve food hygiene standards	Emphasis and priority has been placed on achieving the PI for high risk premises due to staffing and resource issues. As a result we have inspected 82% of high risk premises against a target of 70%. We have also achieved our target to inspect over 50% on school kitchens, however the target to deliver a programme of 12 training events for catering businesses has not been achieved and the target to inspect 70% of low risk premises was not achieved due to staffing and resource issues	Planning and Public Protection
We will analyse road accident data and identify accident black spots	Annual accident reporting results in the identification of accident black spots. These are then incorporated into works that will make the sites safer. Some examples include pedestrian routes in Prestatyn and Rhyl, Safer Routes to School project for Bodnant Juniors, various anti-skid treatments, and improved pedestrian crossing facilities.	Transport and infrastructure

## Lifelong Learning



Cllr Dewi Owens  
 Lead Member for Lifelong Learning

Key Actions	Progress to 1 <sup>st</sup> January 2007	Lead Service
Implement School Improvement Programme and continually monitor all schools	School Improvement Officers prioritise their work based on the detailed risk assessment profile. Responses from schools that were inspected during the Autumn term 2006 were extremely positive regarding the role of School Improvement Officers in providing pre-inspection support and guidance. A detailed analysis has been completed for all secondary schools on the performance of GCSE results since 2002. This will provide the basis for the work of subject specialists. The school improvement strategy was distributed to all headteachers and chairs of governors during the Autumn term 2006. The monitoring programme in primary and secondary schools continues to have a positive impact on provision across the curriculum. The strategy in primary schools is to monitor all schools two years after their Estyn inspection	Education Services
Implement computerised lesson tracking systems in all secondary schools by Summer 2007	The following lesson tracking systems were installed in 2006/07 Autumn Term 2006 - Blessed Edward Jones, Ysgol Dinas Bran, Rhyl High School Spring term 2007 - Prestatyn High School, Denbigh High School Summer Term 2007 - Ysgol Glan Clwyd, Ysgol Brynhyfryd, St Brigids	Education Services
Review the number of unfilled places in primary schools and present	The Modernising Education Programme is on schedule to report to Council in July 2007. Among other things, this report will include a review of unfilled primary places.	Education Services

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options to Council in 2007		
Build new primary school in Prestatyn by Sept 2008	A site has been purchased and a contractor appointed. The Project currently remains on schedule for its target opening date of September 2008.	Project Management Unit
Improvement works to school buildings	In 2006/07 a total of £6.5m was invested in improving the quality of school buildings. Projects included a 5 classroom teaching block at Ysgol Emmanuel and a 4 classroom science block at Ysgol Glan Clwyd.	Strategy and Resources
Community Learning Centres will be operational by 2008	Revised plans have been submitted to the Department of Education, Lifelong Learning and Skills and we are now awaiting a decision. All work on the Community Learning Centres will be completed by June 2008.	Education Services/Strategy and Resources

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## Economic Growth



Cllr Rhiannon Hughes  
Lead Member for Economic Prosperity and European Programmes



Cllr Julian Thompson Hill  
Lead Member for Property and Sustainability



Cllr Sue Roberts  
Lead Member for Promoting Denbighshire

Key Actions	Progress to 1 <sup>st</sup> April 2007	Lead Service
By the end of 2006 we will start work on industrial units in Rhyl and Denbigh	Work has started on 4 industrial units at Colomendy and is expected to be complete in Autumn 07. Work has started on Edward Henry Street, Rhyl to provide up to 9 small business units and should be complete by March 2008.	Development Services
Delivery of Rhyl Going Forward programme	Drift Park is complete. Phase 1 of the Foryd Harbour redevelopment has started and is on schedule to be completed by end May 2007. Phase 2 (marina and site development feasibility) has started and is due to be completed by end May 2007. 14 - 16 and 18 Edward Henry Street renovation work has commenced and will be complete by March 2008.	Development Services
A comprehensive Economic Growth Strategy by March 2007	The draft strategy is due to go to Cabinet in June for agreement.	Development Services
Complete and implement a new tourism and marketing strategy by June 2007	The budget for the Strategy has now been confirmed and a Strategy Steering Group has been set up. The Tourism and Marketing Strategy is now scheduled for completion for September 2007	Tourism, Heritage and Culture
Transform the Ruthin Craft	Work on the £4.3 million transformation for Ruthin Craft Centre started	Countryside and Leisure



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Centre	in April 2007. The centre is due to be completed by spring 2008	
Develop the Heather and Hillforts project	The first year implementation plan has been completed. Some of this work has included archaeological surveys, the development of an interpretation plan and management of the heather. An application for stage two of the Heather and Hillforts development was submitted in January 2007 to the Heritage Lottery Fund. Year one implementation will begin after June 2007 if the application is successful.	Countryside and Leisure
Produce a brand and strapline for Denbighshire	A logo and strapline for Denbighshire's Vision has been developed and will be in use from 2007/08 onwards.	SPU/Corporate Communications

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## Environment



Cllr Eryl Williams  
Lead Member for Environment

Key Actions	Progress to 1 <sup>st</sup> April 2007	Lead Service
Continue to introduce wheelie bins and garden waste collection throughout the County	10,000 wheelie bins were introduced to parts of Rhyl and Prestatyn in 2006/07 as part of the x2 scheme. A similar number of properties in Denbigh and Ruthin will be given wheelie bins in 2007 and 2008 when the scheme is extended.	Environmental Services
Extend the blue box kerbside recycling service and increase number of recycling bring sites	Blue box recycling was extended when the x2 wheelie bin scheme was introduced. It will be further extended in 2008. More bring sites are due to be opened during 2007 (three installed in March) so that those living in rural areas do not have to travel so far to recycle their waste.	Environmental Services
Operate an anti-litter initiative in relation to fast food outlets and re-evaluate litter-bin provision	We have been making businesses aware that they are responsible for cigarette litter emanating from their premises (In preparation for the Smoking Ban). This has been done via roadshows and briefing sheets for businesses. We have also been offering subsidised cigarette litter bins. We plan to tackle fast food retailers about litter in July.	Environmental Services
Develop with partners a Regional Transport Plan by April 2007	Consultants have been appointed to develop a Regional Transport Plan. Production of the draft document was completed in April 2007.	Transport and Infrastructure
Develop longer-term waste disposal facilities with other councils	We are in the initial stages of looking at jointly procuring (with Flintshire & Conwy) a waste treatment facility and composting facility. The Waste Recycling Group is likely to offer green waste composting	Environmental services

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	at Llanddulas. Progress on a project to have an enclosed composting facility that can also take food waste is ongoing.	
Help to reduce Denbighshire's Carbon Footprint	The Sustainability action plan when implemented will enable the Council to reduce its Carbon Footprint.	Strategic Policy Unit
Establish a highway asset management plan by March 2007	A framework to establish what the Highway Asset Management Plan will review is now in place and an exercise to look at the condition data is ongoing. The Highway Asset Management Plan now is scheduled to be completed by March 2008.	Transport and Infrastructure

## Children and Young People



Cllr Mike German  
 Lead Member for Children, Young People and families



Cllr Dewi Owens  
 Lead Member for Lifelong Learning

Key Actions	Progress to 1 <sup>st</sup> April 2007	Lead Service
Put in place a Foster Carer Strategy by September 2006	The foster carer recruitment strategy has been completed and is now in place. We continue to use traditional methods for recruiting foster carers such as advertising in the local press, holding regular information evenings and distributing promotional materials. However, we have also used new methods in the Recruitment Strategy. These methods include advertising on Marcher Coast 96.3 Radio Station, holding a balloon release in conjunction with a local school, renewing and redesigning fostering webpages on the Denbighshire website, celebrating current foster carers efforts by holding awards evenings and relaunching the 'recommend a friend' scheme in which foster carers are rewarded for recommending someone to foster. The participation of current foster carers in recruiting new foster carers is an extremely important part of the strategy. Foster carers have an active role in recruitment, through delivering the initial foster care training, speaking at information events, through word of mouth and recently attending media training in order to talk to the press via TV, radio or newspapers.	Social Services
We will make sure children and young people are kept	Denbighshire LSCB is in place with membership in accordance with the requirements in Section 31 of 2004 Children Act and guidance in Safeguarding	Social Services

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safe through the work of the Local Safeguarding Children Board (LSCB)	children. There are well established sub-groups - Audit Sub-group, Inter-agency planning group, Serious Case Review group and LSCB Training Group (joint with Conwy). Decision has been taken to establish a joint Executive LSCB with Conwy, which will avoid members, particularly Health and Police, sitting on two boards and will give more scope for joint planning to meet the safeguarding agenda. Each area will have an operational group dealing with specific local issues which will then report back to the joint executive group. Nicola Francis chairs Denbighshire's LSCB and she has met with Sue Maskell, who chairs Conwy's board to consider arrangements for the establishment of a joint board from September this year. A consultant has been engaged to produce terms of reference for the joint board and to produce a 3 year business plan and budget. First meeting of the joint board will take place in September.	
We will implement the National Service Framework (NSF)	The National Services Framework for children, young people and families is a 10 year plan. Progress against the Framework is monitored by the Framework Partnership. Actions from the Framework will be included in the Children's Single Plan from April 2008	Frameworks Partnership
By the end of 2006 we will begin to implement the Flying Start programme	A coordinator for Flying Start has been appointed and the programme is now being implemented. The Flying Start initiative is being delivered to families in the school catchment areas of Gwaenynog in Denbigh and Emmanuel and Christchurch in Rhyl. All families will be able to access the four entitlements of Health Visiting (lower caseloads), Quality part-time childcare, basic skills and parenting programmes to make a decisive difference to the life chances of children under four in these areas. Effective integrated services are being developed which build on established projects.	Frameworks Partnership
An integrated Children and Families' Service Unit in Upper Denbigh will be opened by December 2006	The Integrated Service Provision in Upper Denbigh has been established. It was opened by Margaret Morris ex Chair of Governnors at Ysgol Gwaenynog in December 2006. Staff have now been appointed and services are already being delivered from the Centre.	Education Services
We will develop Plas Brondyffryn and Phase 2 of Tir Morfa school	The Primary site at Brondyffryn is now completed and the Staff and pupils started in the newly built Primary school in September 2006. Building work for the 52 week provision (Hyfrydle and & Ty'r Ysgol site) has been completed, the Care Standards Registration has been completed and	Education Services

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	<p>submitted to CSIW. It is proposed that the 52 Week provision site will open for pupils in September 2007.          Phase 2 of the Tir Morfa building has now begun and is planned for completion December 2007. - More information regarding the current state of progress can be obtained from the Project Manager Nina Ruddle.</p>	
<p>We will establish a Denbighshire Schools Council and ensure representation on Funky Dragon</p>	<p>The All Denbighshire School Council Forum (Chairs and Vice Chairs of all Secondary Schools) meet together on a termly basis. The young people take responsibility for the organisation and administration of the Forum and for the implementation of the recommendations and actions from each meeting. We are in the process of renewing representation on Funky Dragon, all members will be in place this year.</p>	<p>Education Services</p>

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### Finance, Personnel, Assets and Communication



Cllr Gareth Rowlands  
Lead Member for Finance and Procurement



Cllr Stuart Davies  
Lead Member for Policy, Communications and Improvement



Cllr Julian Thompson-Hill  
Lead Member for Property and Sustainability



Cllr Elwyn Edwards  
Lead Member for Customer Care and Citizen Engagement

Key Actions	Progress to 1 <sup>st</sup> April 2007	Lead Service
We will achieve the Silver Corporate Health Standard	The assessment is scheduled for July with a mock assessment taking place on 21 <sup>st</sup> May.	Personnel
Develop a consultation strategy	The draft is complete and will be going to Cabinet for formal approval when the new Corporate Communications Manager is in post.	Corporate Communications
Implement sickness management framework	The sickness management framework is now active and managers receive training about it on the stress course run by Occupational Health. There will also be an information leaflet produced to inform staff. The framework is a document for managers to manage sickness. Personnel managers and officers have attended a workshop on the framework.	Personnel
Produce workforce development plan by April 2007	The Plan is currently being developed and is likely to be complete by July 2007.	Personnel
Produce an efficiency strategy by 1 April 2007	The efficiency strategy has been drafted and is due to go to Cabinet in May and Council in July.	Strategic Policy Unit/Finance
Integrate HR and Payroll System by April 2007	An extensive period of data cleansing has taken place, and work has commenced on moving to version 10 of the HR system. The target for this action has been revised to November 2007.	Personnel/Finance

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Implement Phase 2 of Customer Contact Centre by 1 April 2007	Phase 2 is the roll out of the Customer Relationship Management System to the 7 One Stop Shops and Rhyl Cash Office. The system is live in Ruthin, Denbigh and St Asaph and the last location will go live on 02.07.07.	ICT
Formally evaluate pay grades for all jobs by 1 April 2007	Slotting in and sore thumbing is more or less completed. Negotiations with trade union continue to progress. The expected implementation date will be towards the end of the year.	Personnel
Carry out a review of centralised services by March 2007	With regards to the Finance Support Services a report was considered by the Change Management Board (CMB) on 9 May and the Board agreed to recommendations to centralise the finance teams within the Authority under a single line management structure but retain physical location of teams within Directorates  The next phase of the project has since been agreed by the Change Management Board and will involve a study of the transactional recruitment process	Strategic Policy Unit/Finance
Review the County's Community Strategy	The original target of April 2007 has been revised to April 2008, as Community Strategy guidance is expected this summer.	Strategic Policy Unit



**REPORT TO CABINET**

**REPORT BY:** Deputy Chief Executive / Corporate Director of Resources

**DATE:** 26 June 2007

**SUBJECT:** Final Revenue Accounts - 2006/2007

**1. DECISION SOUGHT**

1.1 To consider the final revenue outturn position for 2006/7 and recommend to full Council.

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

**2. REASON FOR SEEKING DECISION**

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

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

**3. POWER TO MAKE DECISION**

3.1 Local Authorities are required under s151 of the Local Government Act 1972 to make arrangements for the proper administration of their financial affairs. Public Audit (Wales) Act 2004 and related Accounts & Audit regulations.

**4. COST IMPLICATIONS**

4.1 The final Revenue Outturn figures are detailed in Appendix 1. The final position on service and corporate budgets, after allowing for proposals for contributions to and from reserves and provisions, was an underspend of £2,351k, which includes an underspend of £199k on Schools Delegated Budgets.

4.2 Underspends of £989k are recommended for carrying forward for spending on services in 2007/8 as follows;

- i) Lifelong Learning – net position of non delegated Education and other Lifelong Learning budgets, i.e. excluding the increase of £199k in schools balances, is an underspend of £131k. It is intended that the first call for this should be the potential additional one off costs in connection with the Blessed Edwards Jones High School as detailed in the recent report to Cabinet.
- ii) Social Services and Housing - net underspending of £1,568k mainly on Supporting People schemes. The recent report to Cabinet on the

strategy to contain the pressure on these services caused by the potential reduced WAG SP funding in future years assumes that underspends achieved in this area will be carried forward to ease the problem in later years. £385k is recommended to be carried forward for service use this year while the £1,183k to shown as a contribution to a reserve to dampen future reduction in WAG Supporting People funding.

- iii) Environment - net underspending of £186k due to a variety of small savings. The budget setting process for the current year assumed a small level of underspending to help fund the impact of Brighton Road offices costs until the Warren Drive complex is vacated.
- iv) Resources - net underspending of £287k, mainly as a result of vacancy savings in ICT, which were anticipated at Budget Setting time and will be needed to part fund additional staffing costs in 2007/8.

4.3 The overall position has improved from that reported to the April Cabinet meeting and for Corporate budgets from the budget setting assumptions, as follows:

	<b>Position April 2007 £000</b>	<b>Final Position £000</b>
<b>1. Schools Delegated Budgets</b>	+ 311	- 199
<b>2. Other Services</b>		
Education non delegated	- 150	- 160
Other Lifelong Learning	+109	+ 29
Environment	- 132	- 186
Social Services & Housing	- 536	- 385
County Clerk	- 20	+ 21
Resources	- 292	- 287
<b>3. Corporate budgets</b>		
Corporate, Benefits, Bad Debts		
Provisions and C/Tax yield	+ 90	- 30
<b>4. Capital finance/investment income</b> (as per budget setting report).	- 900	- 919

The main areas of movement are as follows:

Schools delegated budgets, underspend of £199k. This compares with a figure of projected overspend of £311k previously reported; an improvement of £510k. This reduction was due to planned expenditure on some schools being delayed during the year and being rolled forward into 2007-08, a closer scrutiny of outstanding commitments at year end, greater vigilance by the schools to cut back expenditure towards the end of the year together with greater special grant than anticipated and reduced energy costs. Details of individual schools balances are included in Appendix 2.

Other areas of Lifelong Learning show an improved position mainly as a result of lower energy consumption than originally envisaged and a general effort to reduce costs and maximise income.

4.4 The position on the yield from Council Tax was complex as house holders had the right to appeal against the recent revaluation exercise and the deadline for appeals was not until October of last year. An assumption of successful appeals was built into the calculation of the Council's Tax Base and used at Budget Setting time to calculate the level of Council Tax chargeable at Band D.

This same assumption was used by WAG to calculate the level of Assembly funding through RSG for the year. A prudent approach was necessary as an overstated tax base would have resulted in reduced WAG funding. The final level of the tax yield was £622k higher than these prudent assumptions and so the Council has a one off benefit. This was anticipated at budget setting time.

4.5 The County Council's agreed strategy on general balances is to build these up to a prudent level and review annually. Unearmarked balances stand at £5.588m as at 31 March 2007 in line with the level recommended by the Wales Audit Office i.e. 5% of the net revenue budget, excluding Schools Delegated budgets.

4.6 The final position for Schools Delegated Budgets was that £199k was added to the total of schools balances. Also following a recommendation to Cabinet, the deficit balance of £255k on the Blessed Edward Jones High School was recognised as irrecoverable and therefore additional resources of £255k are recommended to be made available to the school from the Council's general balances. This removes the school deficit and brings total schools delegated balances at the 31 March 2007 up to £1,807k, the highest ever level in Denbighshire's history.

4.7 A number of contributions to and from Reserves and Provisions have been allowed for within the accounts. These are detailed in Appendix 3 (which is an extract from the Statement of Accounts) and will require approval by full Council. The main elements are:

	£000
a) <u>Reserves &amp; Provisions no longer required or reduced.</u>	
1. Housing Benefit Clawback – officers working closely with external auditors have been successful in removing this threat.	- 380
2. Wirral & North Wales Purchasing Consortium – the lead authority has finally agreed to the proposals to allocate the operating deficit. This produces a reduced liability for DCC.	- 164
3. Council Tax Revaluation Appeals – provision reduced in line with latest estimates.	- 312

b)	<u>Movement in existing Reserves &amp; Provisions.</u>	
	1. Major Events - final contribution to Urdd Eisteddfod (£150k) less annual budgeted contribution (£60k)	- 90
	2. Supporting People – balance of underspent resources in line with agreed strategy.	+ 1,183
	3. Sustainable Waste Grant – unspent balance of special WAG funding to be used in future years.	+ 489
	4. PFI funding reserve - annual budgeted contribution	+ 524
	5. Single Status pay review – budgeted sum	+ 618
c)	<u>New Reserves.</u>	
	1. Spend to Save – expenditure on projects agreed in 2006/7 where balance of spend will occur in 2007/8.	+ 184
	2. Reserves to smooth out pattern of design fees earned	
	a) Major Trunk Road Projects	+ 160
	b) 3D - Design & Development fees (funded from 2006/7 fees received).	+ 100
	3. Fire Service Pensions – distributed former balances held by the Fire Authority following the transfer of the Fire Fighters pension liabilities to a central fund. The annual support from WAG will eventually be less than the level of future levies requiring use of this provision.	+ 142

## 5. FINANCIAL CONTROLLER STATEMENT

5.1 The addition of £1,529k to unearmarked balances is in line with the assumptions built into the budget setting exercise for 2007/8. It is essential that good budgetary control continues to be applied to avoid the possibility of overspends in the current and future years, particularly in the light of the likely tight WAG settlements for the next few years.

5.2 The principle of maintaining a suitable level of unearmarked general balances together with specific reserves and provisions for potential commitments is key to maintaining the Council's improved financial position.

5.3 Members have asked previously for details of the position on individual school's balances at the end of the financial year. These are shown in Appendix 2.

### 5.4 Initial indications for 2007/8

It is already becoming clear that there are a number of potential pressures that will impact upon the new financial year namely the following;

1. The impact of the pay & grading review under Single Status.
2. Works required to the archives stored at the Ruthin Gaol.
3. Costs in connection with bringing the Blessed Edward Jones High School out of special measures. Current budget provision may not be adequate.

Work is in hand to estimate the financial impact of these issues and to what extent they can be absorbed within service budgets, additional resources and agreed underspends carried forward from last financial year. An update will be included in a future monthly budget monitoring report to Cabinet.

## **6. CONSULTATION CARRIED OUT**

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

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

7.1 The Vision.

Proper management of the revenue resources supports the Council's Vision by ensuring adequate funding for services.

7.2 Other Policy Areas including Corporate.

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

## **8. RECOMMENDATIONS**

8.1 That Members consider the final revenue outturn position for the year ended 31 March 2006 and recommend accordingly to Full Council.

8.2 That Members recommend the establishment of and movements in reserves and the carrying forward of earmarked balances as detailed in 4.2 and 4.7 above to full Council.

**APPENDIX 1**

**Revenue Budget Outturn 2006/7**

	2006/7 Budget £000	2006/7 Outturn £000	Variance £000	General U/Spends to be c/f £000	Under & Overspends to balances £000
<b>Service budgets</b>					
Lifelong Learning					
- Schools Devolved	48,891	48,692	-199	199	0
- Other Education	11,612	11,452	-160	160	0
- Countryside & Leisure	2,518	2,583	65	-65	0
- Culture Heritage & Tourism	3,963	3,911	-52	52	0
- Other	431	447	16	-16	0
Environment	22,018	21,832	-186	186	
Social Services & Housing	35,800	34,232	-1,568	385	1,183
County Clerk	1,266	1,287	21		-21
Resources	6,152	5,865	-287	287	
<b>Total service budgets</b>	<b>132,651</b>	<b>130,301</b>	<b>-2,350</b>	<b>1,188</b>	<b>1,162</b>
<b>Corporate budgets</b>					
Corporate & Misc	4,060	4,281	221		-221
Benefits	-36	-41	-5		5
Capital finance/interest	11,089	10,170	-919		919
Levies	4,185	4,184	-1		1
Provisions/reserves contributions to	0	1,559	1,559		-1,559
Provisions/reserves contributions from	0	-856	-856		856
<b>Total Service &amp; Corporate</b>	<b>151,949</b>	<b>149,598</b>	<b>-2,351</b>	<b>1,188</b>	<b>1,163</b>
Cont to balances					
- unearmarked	0	1,784	1,784		
- earmarked	0	989	989		
- schools	0	199	199		
<b>TOTAL</b>	<b>151,949</b>	<b>152,570</b>	<b>621</b>		
<b>FUNDING</b>					
Revenue Support Grant	97,945	97,945	0		
Business rates	21,422	21,422	0		
Deprivation grant	164	165	1		
LABGI	222	220	-2		
Council Tax	32,196	32,818	622		
<b>TOTAL</b>	<b>151,949</b>	<b>152,570</b>	<b>621</b>		
<b>General unearmarked balances</b>					
Balance	b/f 01/04/06	4,059			
	contribution 2006/07	1,784			
	cont to BEJ	-255			
	c/f 31/03/07	<b>5,588</b>	5%		
<b>Earmarked balances</b>					
In year underspends	- Lifelong Learning	131			
	- Environment	186			
	- Social Services & Housing	385			
	- Resources	287			
<b>TOTAL</b>		<b>989</b>			
<b>School balances</b>					
Balance	b/f/ 01/04/06	1,353			
	contribution/use of balances	199			
	cont to BEJ	255			
	c/f 31/03/07	<b>1,807</b>	3.6%		

## APPENDIX 2

## DENBIGHSHIRE COUNTY COUNCIL - DIRECTORATE OF LIFELONG LEARNING

## PRIMARY SCHOOL BALANCES AS AT 01.04.2007

COST CENTRE	SCHOOL	BALANCE AS AT 01.04.2005	BALANCE AS AT 31.03.2006	BALANCE AS AT 31.03.2007	TOTAL PUPIL NOS. 2006/2007	BALANCE PER PUPIL
114	YSGOL BETWS GWERFIL GOCH	16,563	16,854	20,489	44	467
116	YSGOL Y FAENOL	38,164	28,756	28,519	119	240
117	YSGOL BODFARI	14,741	18,566	10,843	25	431
136	YSGOL CARROG	14,041	12,576	15,301	41	371
140	YSGOL CEFN MEIRIADOG	15,601	18,299	30,972	84	371
146	YSGOL CLOCAENOG	2,721	4,892	9,254	20	467
162	YSGOL CAER DREWYN	42,249	37,577	49,932	97	516
163	YSGOL CYFFYLLIOG	28,001	26,875	33,832	25	1,333
164	YSGOL MAES HYFRYD	3,481	7,309	20,242	54	378
168	YSGOL Y PARC INFANTS	14,512	163	2,628	143	18
169	YSGOL FRONGOCH JUNIORS	28,653	12,573	10,946	229	48
170	YSGOL GWAENYNOG INFANTS	25,638	35,537	14,131	75	190
171	YSGOL HEULFRE JUNIORS	2,013	9,312	5,535	100	55
172	YSGOL TWM O'R NANT	11,209	21,731	10,275	236	43
176	YSGOL HIRADDUG	34,741	14,344	22,751	197	115
196	YSGOL GELLIFOR	23,990	16,552	28,888	83	349
198	YSGOL GLYNDYFRDWY	2,560	3,689	7,886	24	330
210	YSGOL BRO ELWERN	287	137	10,758	56	193
219	YSGOL HENLLAN	14,640	10,483	5,239	53	98
247	YSGOL BRO FAMAU	1,729	(2,386)	1,346	101	13
249	LLANBEDR CONTROLLED	9,574	3,208	10,988	60	183
251	YSGOL DYFFRYN IAL	16,370	9,704	18,300	45	403
252	YSGOL GYBRADD LLANDRILLO	27,581	16,297	9,393	41	227
255	YSGOL BRYN CLWYD	6,850	4,520	10,506	31	339
258	YSGOL LLANFAIR D.C.	23,150	20,560	24,593	75	329
266	YSGOL BRYN COLLEN	8,498	843	(1,717)	165	(10)
268	YSGOL BRO CINMEIRCH	7,643	9,613	13,926	51	272
272	YSGOL LLANTYSILIO CONTROLLED	20,808	23,051	18,206	32	570
284	YSGOL MELYD	47,493	34,623	26,301	126	209
325	YSGOL PENTRECELYN	(2,452)	17,494	11,164	42	263
334	YSGOL BODNANT INFANTS	33,623	30,476	99	259	0
335	YSGOL BODNANT JUNIORS	2,937	2,940	19,191	357	54
336	YSGOL PENMORFA	19,709	46,004	20,285	578	35
337	YSGOL Y LLYS	42,723	34,341	18,910	251	75
338	YSGOL PANTPASTYNOG	1,702	5,059	11,580	31	372
351	YSGOL RHEWL	(737)	479	2,008	41	49
361	YSGOL Y CASTELL	395	14,557	19,501	196	100
364	YSGOL BRYN HEDYDD	44,090	15,960	9,097	436	21
365	CHRIST CHURCH C.P.	19,446	14,489	15,197	381	40
366	YSGOL DEWI SANT	27,434	16,822	32,046	422	76
367	YSGOL EMMANUEL	63,001	91,678	56,087	440	127
368	YSGOL LLYWELYN	85,970	29,997	8,078	637	13
369	YSGOL MAIR R.C.	16,720	26,136	49,918	351	142
373	YSGOL BORTHYN CONTROLLED	15,124	32,579	13,220	93	142
374	RHOS ST. C.P.	12,416	5,624	(10,986)	197	(56)
375	YSGOL PENBARRAS	22,233	24,329	19,119	233	82
390	ST. ASAPH INFANTS V.P.	20,657	31,578	18,875	110	172
392	YSGOL ESGOB MORGAN	11,980	17,230	8,241	123	67
405	YSGOL TREFNANT CONTROLLED	30,744	32,346	41,210	66	621
408	YSGOL TREMEIRCHION	2,798	4,211	16,886	52	325
461	YSGOL MAIR R.C. SPECIAL UNIT	(1,380)	5,000	4,209		
462	YSGOL TWM O'R NANT SPECIAL UNIT	6,543	5,768	2,534		
463	CHRISTCHURCH C.P. SPECIAL UNIT	2,235	2,191	3,094		
464	YSGOL EMMANUEL SPECIAL UNIT	1,228	(415)	716		
466	YSGOL MELYD SPECIAL UNIT	3,801	5,097	3,911		
467	YSGOL GYMRAEG Y GWERNANT	3,319	3,869	5,655	87	65
490	ST BRIGID'S	(24,617)	(27,143)	(39,664)	143	(277)
<b>TOTAL</b>		<b>965,143</b>	<b>904,954</b>	<b>830,444</b>		

Average

213

**DENBIGHSHIRE COUNTY COUNCIL - DIRECTORATE OF LIFELONG LEARNING**

**SECONDARY SCHOOL BALANCES AS AT 01.04.2007**

COST CENTRE	SCHOOL	BALANCE AS AT 01.04.2005	BALANCE AS AT 31.03.2006	BALANCE AS AT 31.03.2007	TOTAL PUPIL NOS. 2006/2007	TOTAL BALANCE PER PUPIL
513	DENBIGH HIGH SCHOOL	54,616	76,587	139,436	952	147
527	YSGOL DINAS BRAN	(5,211)	(37,133)	92,400	1,157	80
537	PRESTATYN HIGH SCHOOL	178,701	162,340	202,844	1,728	117
541	RHYL HIGH SCHOOL	287,077	237,376	180,894	1,220	148
543	BLESSED EDWARD JONES HIGH SCHOOL	(65,811)	(129,429)	0	478	0
549	YSGOL BRYNHYFRYD	88,572	121,813	140,555	1,184	119
553	YSGOL GLAN CLWYD	16,884	50,516	176,288	849	208
576	DENBIGH HIGH SPECIAL UNIT	(1,492)	815	3,279		
578	RHYL HIGH SPECIAL UNIT	2,536	9,409	17,202		
590	ST BRIGID'S	(46,003)	(41,072)	(46,089)	333	(138)

**TOTAL** **509,869**      **451,222**      **906,809**  
Average 85

**DENBIGHSHIRE COUNTY COUNCIL - DIRECTORATE OF LIFELONG LEARNING**

**SPECIAL SCHOOL BALANCES AS AT 01.04.2007**

COST CENTRE	SCHOOL	BALANCE AS AT 01.04.2005	BALANCE AS AT 31.03.2006	BALANCE AS AT 31.03.2007	TOTAL PUPIL NOS. 2006/2007	TOTAL BALANCE PER PUPIL
619	YSGOL PLAS BRONDYFFRYN	23,752	(15,956)	7,791	112	70
655	YSGOL TIR MORFA	60,078	12,161	61,908	161	386

**TOTAL** **83,830**      **(3,795)**      **69,699**  
Average 228

**TOTAL ALL SCHOOLS** **1,558,842**      **1,352,382**      **1,806,952**

**Average balance per pupil - all schools** **175**



**Appendix 3.****Extract from the 2006/7 Statement of Accounts.****RESERVES**

Details of significant reserves are given below:

<b>31 Mar 06</b>		<b>Transfers In / (Out)</b>	<b>31 Mar 07</b>
<b>£000s</b>		<b>£000s</b>	<b>£000s</b>
351	Capital schemes	0	351
1,353	Schools balances	454	1,807
40	Environmental Services	31	71
153	Early Retirement Fund - Schools	(23)	130
114	Environment Directorate - Reserves	62	176
380	HB Subsidy Clawback	(380)	0
26	Mousematics	(4)	22
215	Winter Maintenance	0	215
100	North Wales Child Abuse Inquiry Major Events Reserve (Urdd Eisteddfod)	0	100
94		(90)	4
10	Llys Marchan Reserve	0	10
250	Supporting People Reserve	1,183	1,433
371	Sustainable Waste Management	489	860
52	S.117 Mental Health Act	0	52
212	Risk Management Fund	45	257
332	Renewals Fund	32	364
271	Insurance Fund	270	541
945	PFI	524	1,469
25	Elections	25	50
250	Health and Safety Works	(250)	0
500	Single Status	618	1,118
0	Major Projects	160	160
0	Spend to Save	184	184
0	Design and Development	100	100
<b>6,044</b>	<b>Total</b>	<b>3,430</b>	<b>9,474</b>

**PROVISIONS**

<b>31 Mar 06</b>		<b>31 Mar 07</b>
<b>£000s</b>		<b>£000s</b>
991	Insurance Fund	892
753	W.N.W.P.O. Deficit	589
149	Other	159
512	Council Tax Revaluations Appeals	200
150	Health & Safety	127
0	Fire Service Pension	142
<b>2,555</b>	<b>Total</b>	<b>2,109</b>

**REPORT TO CABINET**

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

**DATE:** 26<sup>th</sup> June 2007

**SUBJECT:** Housing Revenue Account Budget & Capital Plan Report 2007 / 2008

**1 DECISION SOUGHT**

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

**2 REASON FOR SEEKING DECISION**

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

**3 POWER TO MAKE THE DECISION**

Housing Act 1985, Part II.

**4 COST IMPLICATIONS**

Housing Revenue Budget 2006/07

- The HRA achieved a surplus in 2006/07 of £905k against a budgeted surplus of £333k. The higher than planned surplus is beneficial to the long term viability of the Housing Stock Business Plan and compensates for lower than planned surpluses in 2005/06.
- The main reasons for the higher surplus were:
  - Slow Right to Buy (RTB) sales meant that more rent was received (£135k)
  - The final subsidy payment to the Assembly was less than originally planned, partly because of the leasing subsidy (£215k)
  - Revenue repairs and maintenance costs were ultimately under spent because works were brought forward into the capital improvement plan (£100k)
  - Some slippage on the capital plan meant that borrowing costs were lower (£45k)
  - The contribution to the provision for bad debts was not as high as planned (£43k)
- There were 18 RTB sales in 2006/07 and the housing stock is now 3485. The average value of sales was approximately £62k (after discounts), compared to £53k allowed for in the Housing Stock Business Plan.

## Housing Revenue Budget 2007/08

- At this stage in the year there are no significant variances to report. It is likely that (based on the first interim estimate) that the subsidy payable to the Assembly will be less than originally estimated – but this is sensitive to numerous factors and will be kept under review.
- Rent income is marginally less than planned at this stage, based on actual rents received to the end of May.

## Housing Stock Business Plan

- The HSBP has been fully updated to allow for all changes, including the Subsidy Determinations for 2007/08, the 2006/07 outturn, revised RTB sales, leasing and inflation and it remains in surplus over the 30 years of the Plan. .

## Housing Capital Plan

### 2006/07

- Progress on the HRA capital plan is included as Appendix 2. The total expenditure for 2006/07 was £6.2m, with an additional £100k contribution being made to Disabled Facility Grant works on council properties. Expenditure on the main improvements caught up in the latter half of the year, reducing in-year slippage.

### 2007/08

- Achievements to the end of May on the major contracts are as follows (the figures quoted in brackets are those that were reported in March 2007):

Major Refurbishments	122 properties underway (106) and 62 completions (19)
Window s contract	2,180 properties completed (1,910)
Heating contract	776 properties completed (751)

- At this stage, there are no indications of significant variances from planned expenditure. Based on expenditure to date, the heating contract outturn has been revised downward but will be kept under review as the year progresses.
- For the first time, a contingency element has been built into the HRA capital plan. This will allow for any unforeseen urgent works to be completed but it also allows for some slippage on the improvement programme to be brought forward again if capacity exists.

## Summary

The revenue and capital budgets as reported at the end of May 2007 do not adversely affect the Council's Housing Stock Business Plan.

The HRA Capital Plan looks broadly on track at this stage in the year and has a contingency built in to should work on the improvement programme escalate during the year.

The Business Plan has been fully updated and reviewed and it is in an improved position from last year. The adverse impact of reduced RTB sales has been compensated for by other favourable variances within the Plan.

An external review of the Plan has confirmed that it is viable and on target to achieve the Welsh Housing Quality Standard by 2012.

The HRA and capital plan position as reported does not have any additional staffing implications.

## **5 FINANCIAL CONTROLLER STATEMENT**

The improved HRA balances are welcomed and contribute positively to the Housing Stock Business Plan.

## **6 CONSULTATION CARRIED OUT**

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

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

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

## **8 ACTION PLAN**

<b>Action</b>	<b>Responsibility</b>	<b>Date</b>
Ongoing monitoring of the HSBP.	Head of Housing Services & Senior Management Accountant.	Monthly updates to Cabinet.

## **9 RECOMMENDATION**

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

Housing Revenue Account ~ 2007/08 Budget

<u>2006/07</u> Forecast Outturn £		Original Budget £	<u>2007/08</u> Forecast Out-turn £	Variance to Budget £
<b><u>EXPENDITURE</u></b>				
1,098,305	Supervision & Management - General	1,518,965	1,489,911	29,054
251,946	Supervision & Management - Special	260,750	259,165	1,585
134,887	Welfare Services	138,400	132,780	5,620
229,387	Homelessness - Leased Properties	405,000	405,000	0
367,845	Rents	0	0	0
2,500,157	Repairs and Maintenance	2,563,300	2,563,300	0
<b>4,582,527</b>		<b>4,886,415</b>	<b>4,850,156</b>	<b>36,259</b>
1,083,759	Debt Charges	1,321,524	1,384,846	-63,322
0	Rent Rebate Subsidy Limitation	212,000	212,000	0
2,761,385	Subsidy	2,854,279	2,722,863	131,416
6,690	Provision for Bad Debts	50,000	50,000	0
<b>8,434,361</b>	<b>Total Expenditure</b>	<b>9,324,218</b>	<b>9,219,865</b>	<b>104,353</b>
<b><u>INCOME</u></b>				
8,938,397	Rents (net of voids)	9,564,200	9,398,136	-166,064
145,583	Leased Rents	255,000	253,994	-1,006
103,685	Garages	140,450	140,450	0
152,503	Interest (Balances & RTB mortgages)	175,000	175,000	0
<b>9,340,168</b>	<b>Total Income</b>	<b>10,134,650</b>	<b>9,967,581</b>	<b>-167,069</b>
<b>Surplus / Deficit (-) for the Year</b>				
<b>905,807</b>	<b>General Balances</b>	<b>810,432</b>	<b>747,716</b>	<b>-62,716</b>
<b>0</b>	<b>Earmarked Balances</b>	<b>0</b>	<b>0</b>	<b>0</b>
1,855,264	Balance as at start of year ~ General	2,761,071	2,761,071	0
2,761,071	Balance as at end of year ~ General	3,571,503	3,508,787	-62,716

## HRA Capital Plan Update 2007/08

### Month 2

Actual 2006/07 £	Description	Approved Schemes £	Actual at End <b>May</b> £	Forecast Outturn £
35,482	Housing Repair Work Pre 2006/07	0	0	0
16,911	Environmental Improvement Works	257,500	0	257,500
1,001,418	2005/06 Major Improvements – All Groups	0	3,428	15,000
1,444,675	2006/07 Major Improvements – All Groups	3,995,370	763,181	3,995,370
2,572,010	Windows Replacement	618,000	252,756	618,000
1,139,880	Central Heating Contract	1,802,500	106,084	1,200,000
0	DFG - Council Properties *	103,000	0	103,000
0	HRA Capital Contingency	961,630	0	0
0	Capitalised HRA Repairs & Maintenance	0	0	50,000
<b>6,210,376</b>	<b>Total</b>	<b>7,738,000</b>	<b>1,125,449</b>	<b>6,238,870</b>

2006/07 £	HRA Capital Plan Financed By:	Original £	Forecast £
2,400,000	Major Repairs Allowance Grant	2,400,000	2,400,000
431,406	Useable Capital Receipts	370,000	370,000
3,378,970	Prudential Borrowing	4,968,000	3,468,870
<b>6,210,376</b>	<b>Total</b>	<b>7,738,000</b>	<b>6,238,870</b>

Note \* - DFGs were funded by a contribution from HRA capital receipts in 2006/07.

REPORT TO CABINET

**CABINET MEMBER:** Councillor G O Rowlands Lead Cabinet Member for Finance and Procurement

**DATE:** 26 June 2007

**SUBJECT:** Revenue Budget and Summary Capital Plan 2007/08

**1. DECISION SOUGHT**

- 1.1 Members note the budget performance figures for the 2007/08 financial year as detailed in the attached Appendix 1.
- 1.2 Members also note the summary capital plan performance for 2007/08 financial year as detailed in the attached Appendices 2 and 3.
- 1.3 Members note the capital expenditure area analysis shown in Appendix 4.

**2. REASON FOR SEEKING DECISION**

- 2.1 The need to deliver the Council's agreed budget strategy for the 2007/08 financial year and avoid reducing reserves.

**3. POWER TO MAKE THE DECISION**

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

**4. COST IMPLICATIONS**

- 4.1 This report details the latest service budget year-end projections as reported by Directorates, together with information on pressures and savings within the corporate budgets. The service projections are as at the end of May 2007.

Appendix 1 details a small forecast overspend of £69K. This excludes the schools' delegated budgets.

- i) **Lifelong Learning** is forecasting an over spend of £27k mainly due to pressures on the translation budget.
- ii) **Social Services & Housing** – are forecasting a number of pressures with the most significant being in Learning Disability and Mental Health. These are partially offset by other savings within the Directorate.

- 4.2 **Single status / equal pay** negotiations are still ongoing and it is likely to be some time before they are completed and the final financial position is understood.
- 4.3 The **schools' delegated budget** – Early forecasts are that schools balances will increase by £11k to £1,818k.
- 4.4 Details are also included in Appendix 1 showing Directorates progress in achieving the required efficiency savings.
- 4.5 Appendix 2 shows a **capital plan summary** and Appendix 3 shows expenditure split by Directorate and priority.
- 4.6 At its meeting on 11 May the Capital Task Group received a (part 2) report on the Council's capital expenditure split by area. It was agreed at that meeting it would be circulated to all members, which has been done, and that it would be presented as a public report to Cabinet. It is enclosed as Appendix 4.
- 4.7 Capital expenditure at the end of May is £3.4m. Full details of the capital plan are contained in a separate report in part two of the agenda.

## **5. FINANCIAL CONTROLLER STATEMENT**

- 5.1 Directorates need to exercise tight control over their revenue expenditure to ensure they are able to remain within their budgets.
- 5.2 In addition to the above members will be aware of the potential pressure resulting from the school in special measures. This issue was the subject of a Part 2 report to the last meeting of Cabinet.
- 5.3 A further potential pressure has arisen from the threat of mould damage to archive material stored in the Old Gaol following a breakdown in the air conditioning system.
- 5.4 Work is in hand to identify the likely financial impact of these additional issues and will be reported on further to a future meeting of Cabinet.

## **6. CONSULTATION CARRIED OUT**

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

## **7. IMPLICATIONS ON OTHER POLICY AREAS**

### **The Vision**

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

### **Other Policy Areas Including Corporate**



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

## **8. ACTION PLAN**

8.1 All departments undertake regular budget monitoring to identify savings and efficiencies.

## **9. RECOMMENDATION**

9.1 That members note the budget performance figures for 2007/08 as detailed in the attached Appendix 1.

9.2 Members also note the summary capital plan performance figures for 2007/08 financial year as detailed in the attached Appendices 2 and 3.

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2007/08  
POSITION AS AT END MAY 2007**

Directorate	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Previous report
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Lifelong Learning (excluding schools delegated)	31,165	-10,876	20,289	31,192	-10,876	20,316	27	0	27	0
Environment	38,461	-16,706	21,755	38,461	-16,706	21,755	0	0	0	0
Social Services & Housing	55,441	-17,376	38,065	55,867	-17,760	38,107	426	-384	42	0
County Clerk	1,780	-393	1,387	1,780	-393	1,387	0	0	0	0
Resources	9,141	-2,825	6,316	9,141	-2,825	6,316	0	0	0	0
Corporate, Miscellaneous & Benefits	29,301	-23,059	6,242	29,301	-23,059	6,242	0	0	0	0
<b>Total All Services</b>	<b>165,289</b>	<b>-71,235</b>	<b>94,054</b>	<b>165,742</b>	<b>-71,619</b>	<b>94,123</b>	<b>453</b>	<b>-384</b>	<b>69</b>	<b>0</b>
Capital Financing Charges/Investment Income Precepts & Levies			10,965 4,212			10,965 4,212			0 0	0 0
			<b>109,231</b>			<b>109,300</b>			<b>69</b>	<b>0</b>

**Note:**

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

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2007/08**  
**LIFELONG LEARNING**  
**POSITION AS AT END MAY 2007**

	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Previous report
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Individual School Budgets	54,919	-4,575	50,344	56,836	-6,503	50,333	1,917	-1,928	-11	
School Funds Held Centrally	16,594	-4,969	11,625	16,571	-4,969	11,602	-23	0	-23	
Non school Funding	2,092	-905	1,187	2,092	-905	1,187	0	0	0	
Corporate Services	451	-47	404	501	-47	454	50	0	50	
Countryside & Leisure	5,787	-2,995	2,792	5,787	-2,995	2,792	0	0	0	
Tourism, Culture & Heritage	6,241	-1,960	4,281	6,241	-1,960	4,281	0	0	0	
	31,165	-10,876	20,289	31,192	-10,876	20,316	27	0	27	0
<b>Total Lifelong Learning</b>	<b>86,084</b>	<b>-15,451</b>	<b>70,633</b>	<b>88,028</b>	<b>-17,379</b>	<b>70,649</b>	<b>1,944</b>	<b>-1,928</b>	<b>16</b>	<b>0</b>

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2007/08  
LIFELONG LEARNING  
POSITION AS AT END MAY 2007**

<u>Comments</u>	<b>Current Month</b>	<b>Previous Month</b>
	<b>£000s</b>	<b>£000s</b>
<b>EDUCATION</b>		
<b>Individual School Budgets:</b> Early projections indicate that the school balances of £1,807k as at 31/3/07 will increase to £1,818k during 2007/08. It is important to note however that projections for 2007/08 have only been compiled for a minimum number of schools at this stage and the majority of predicted balances are based on the balance brought forward from 2006/07	-11	
<b>SCHOOL FUNDS HELD CENTRALLY</b>		
<b>School Transport</b> Detailed projections for the 2007/08 financial year are currently being completed and will be updated once the daily contract rates are received from Transport & Infrastructure. The outcome of this exercise will be reported next month	0	
<b>Other</b> Various savings from vacancy control, delays in appointment of staff, variations in income and other management initiated cost savings. These savings are supported through the ongoing budget monitoring process and are reflected in the projected outturn position.	-23	
<b>Total</b>	<b>-23</b>	
<b>CORPORATE SERVICES</b>		
Projections indicate that there will be an overspend on the Translation Service budget of £50k due to the demand on the Service which requires the use of external providers. A number of recommendations are to be pursued with the intention of reducing the pressure further.	50	
<b>TOTAL LIFELONG LEARNING</b>	<b>Total</b>	<b>27</b>

<u>PROPOSED EFFICIENCY SAVING</u>	<b>EFFICIENCY TARGET SAVINGS</b>	<b>PROGRESS AS AT 31-05-07</b>
	<b>2007/08</b>	
	<b>£</b>	
<b>EDUCATION</b>		
Schools Delegated Budgets - 0.3%	-100,000	To be achieved by school governing bodies
County Voice - Develop income from advertising	-1,000	On target
Project Management Fees recharge	-27,000	On target
Review of SEN Transport Contracts	-10,000	On target
Assorted efficiencies across the service e.g. vacancies	-70,000	On target
<b>COUNTRYSIDE &amp; LEISURE AND TOURISM,HERITAGE &amp; CULTURE</b>		
Reduce funding to grant aided bodies	-6,000	Achievable
Generation of new Income	-30,000	Achievable
Alternative Service Delivery Options	-36,000	Achievable
<b>TOTAL</b>	<b>-280,000</b>	

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2007/08**  
**ENVIRONMENT DIRECTORATE**  
**POSITION AS AT END MAY 2007**

	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Previous report
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
DEVELOPMENT SERVICES (Note 1)	8,968	-5,195	3,773	8,968	-5,195	3,773	0	0	0	0
TRANSPORT & INFRASTRUCTURE (Note 2)	9,088	-3,968	5,120	9,088	-3,968	5,120	0	0	0	0
PLANNING & PUBLIC PROTECTION	4,341	-1,944	2,397	4,341	-1,944	2,397	0	0	0	0
DIRECTOR & SUPPORT (Note 3)	1,621	-376	1,245	1,621	-376	1,245	0	0	0	0
ENVIRONMENTAL SERVICES (Note 4)	14,443	-5,223	9,220	14,443	-5,223	9,220	0	0	0	0
<b>Total Environment</b>	<b>38,461</b>	<b>-16,706</b>	<b>21,755</b>	<b>38,461</b>	<b>-16,706</b>	<b>21,755</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Notes****Potential areas of budget pressure**

1 It is assumed that the £80k underspend from 06/07 on the Brighton Road office accommodation budget will be rolled forward into 07/08 as agreed during the budget setting round.

The full year budget for Brighton Road was based upon savings being made from vacating other offices within the County.

2 Discussions are on-going with the newly formed North Wales Trunk Road Agency (NWTRA) regarding the possible loss of some core activity funding and also the payment of the 4% admin fee to partner authorities. This could have a negative impact on the Department.

3 The Directorate put forward a number of efficiency savings as part of the budget setting process. These totalled £240k and will be monitored on an on-going basis through out the financial year.

These are summarised between the service departments below

**Details****£000s****Development Services**

Rationalisation of office accommodation following acquisition of Brighton Rd 50 To be achieved  
Station caretaker to also take responsibility for Children's Village 7 To be achieved  
Business grant assessment to be carried out in-house 8 On target  
Restructuring - Valuation & Estates 8 Achieved

**Transport & Infrastructure**

Remove Coastal Protection Agency post 6 On target  
Savings in salt procurement 20 To be achieved  
Review of streetworks recharges 5 On target  
Review of school crossing patrols 5 On target  
Increased income from increased workload in MPG 30 On target

**Planning & Public Protection**

Restructuring - not replacing vacant section manager post 12 Achieved  
Restructuring of Building Control Section following staff vacancy 10 Achieved  
New income streams from new legislation 10 To be achieved  
Absorb new legislation / powers within existing workforce 12 On target  
Reduction in contaminated land consultants budget 4 Achieved  
Formal SLA with Flintshire CC to assist with mineral planning 5 To be achieved

**Director and Support**

Reduction in working hours of officer in performance management team 12 Achieved

**Environmental Services**

Public conveniences - reductions in overtime payments 5 On target  
Rationalisation of sweeper hire costs 5 Achieved  
Transfer of officer to Leisure and not replacing 13 Achieved  
Replacing team leader with lower graded employee 10 Achieved  
Savings following refurbishment of Corwen PC 3 Achieved

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**240**

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2007/08  
SOCIAL SERVICES AND HOUSING  
POSITION AS AT END MAY 2007**

	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Previous report
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Children Services	9,304	-585	8,719	9,790	-1,129	8,661	486	-544	-58	0
Adult Services	35,543	-9,008	26,535	35,702	-8,760	26,942	159	248	407	0
Business Support & Development	2,988	-456	2,532	3,163	-512	2,651	175	-56	119	0
Cymorth Grant	1,711	-1,711	0	1,711	-1,711	0	0	0	0	0
Supporting People Grant	4,344	-4,303	41	4,344	-4,303	41	0	0	0	0
Underspend Brought Forward*	0	0	0	0	-341	-341	0	-341	-341	0
Sub Total Social Services	<b>53,890</b>	<b>-16,063</b>	<b>37,827</b>	<b>54,710</b>	<b>-16,756</b>	<b>37,954</b>	<b>820</b>	<b>-693</b>	<b>127</b>	<b>0</b>
Non HRA Housing	1,551	-1,313	238	1,157	-960	197	-394	353	-41	0
Underspend Brought Forward*	0	0	0	0	-44	-44	0	-44	-44	0
<b>Directorate Total</b>	<b>55,441</b>	<b>-17,376</b>	<b>38,065</b>	<b>55,867</b>	<b>-17,760</b>	<b>38,107</b>	<b>426</b>	<b>-384</b>	<b>42</b>	<b>0</b>

## MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2007/08

SOCIAL SERVICES AND HOUSINGPOSITION AS AT END MAY 2007

<u>Comments</u>	<b>Current Month</b>	<b>Prev Month</b>
	<b>£000s</b>	<b>£000</b>
<b><u>SOCIAL SERVICES</u></b>		
<b>CHILDREN'S SERVICES</b>		
The predicted underspend within Children's Services can mainly be attributed to the reduction in the number of residential out of county placements and predicted underspend within Fostering. Further preventative work is being undertaken to ensure that this position remains constant.	-58	0
<b>ADULT SERVICES</b>		
<b>Learning Disabilities</b>		
Residential Placements and Family Support, as in previous years, continue to be the major pressure areas (£333k, of which £150k is due to the transfer of 2 clients from Childrens Services). Further work will be completed this month relating to maximising income within the LD service. The increased take up of direct payments has resulted in a projected overpend of £40k. Other areas of overspend are in-house work opportunities and community living projects.	270	0
<b>Mental Illness</b>		
The main pressure here is Residential and Nursing Placements. However it is hoped that the overspend will be less than 2006/07, particularly as an expensive placement, previously shared with the LHB, is now solely their responsibility.	238	0
<b>Older People</b>		
A large amount of the underspend within Older people Purchasing relates to a reduction in the number of Preserved Rights clients and staff slippage. Provider Residential Homes are once again forecast to be overspent. However it is hoped that the impact on maintenance income at Llys Nant now that client numbers are reduced to 14, will be fully offset by reduced staffing costs.	-156	0
<b>PDSI (Physical Disability &amp; Sensory Impairment)</b>		
Based on 2006/07 experience there is still likely to be overspend on PDSI. Once again the main pressure areas are forecast to be the Community Care budget, and the Occupational Therapy budget, (where the pressure is due to the ever increasing demand for equipment and minor adaptations). Elsewhere additional funds should keep the Drug & Alcohol budget on target (£20k overspent in 2006/07), but this is offset by some staffing budgets underspent in 2006/07 now predicted to be fully spent.	135	0
<b>Performance Management &amp; Commissioning</b>		
The majority of these budgets relate to staffing. The majority of these budgets are underspent due to slippage on vacant posts.	-86	0
<b>Other Adult Services</b>		
There is a projected overspend of £14k for Community Development, which is partly offset by income	6	0
<b>Joint Working &amp; Older People Strategy</b>		
These are Grants supplemented by a small base budget. There are plans in place to spend in full.	0	0
<b>Cefndy Enterprises</b>		
Indications so far for 2007-8 are that Cefndy will achieve a balanced budget.	0	0
<b>TOTAL ADULT SERVICES</b>	<b>407</b>	<b>0</b>
<b>Business Support &amp; Development</b>		
The predicted overspend on the Paris project of £130k is partly offset by an underspend with the Workforce Development Team.	119	0
<b>Cymorth Grant</b>		
All expenditure relating to the Cymorth grant has to be spent in year.	0	0
<b>Supporting People Grant</b>		
As agreed by Cabinet, in 2006/07, any in year under spends will be reserved and used to offset the future cuts. The projected recurrent underspend for 2007/08 is £524k, with additional in year underspends of £148k due to projects being commissioned in year. Further information regarding the cuts should be announced by WAG in August/September.	0	0
2006/07 Underspend Brought Forward ( subject to approval)	-341	
<b>HOUSING</b>		
An underspend is forecast as grants to the Women's Aid organisation are not being paid in 2007/07. Additionally, some grant income has been rolled forward from 2006/07.	-41	0
2006/07 Underspend Brought Forward ( subject to approval)	-44	
<b>TOTAL HOUSING</b>	<b>-85</b>	<b>0</b>
<b>TOTAL SOCIAL SERVICES &amp; HOUSING</b>	<b>42</b>	<b>0</b>

## Appendix 1 Social Services and Housing Services | Appendix 1 Social Services and Housing Services Efficiency Savings 2006/07 - Progress Report Month 12

	Efficiency Saving	Further Saving		Status	
<b>Children</b>					
<b>Children's Services</b>			<b>Details</b>		
Reduction in placement costs for looked after children (Children's Services)	121		Renegotiation of contracts with independent sector providers will result in cohort of 15 children remaining in the independent sector until the majority. These savings are detailed as a result of admitting fewer Children into care during 2007/08 - in line with	<b>Achievable</b>	
<b>Adult Services</b>					
Hospital Discharge service	40		A review of the service is in progress with plans for more cost effective service delivery to generate this saving.	<b>Achievable</b>	
Re configure posts/ skills mix	20		Within Adult Services active consideration of existing posts has meant that in many cases more economical staffing costing arrangements have put in place of previous posts which have a greater cost. Examples are replacement of a Social Worker in Older People Services with a Reviewing Officer / Community Care Officer and recruiting Disability Assistants rather than Occupational therapists in Disability Resource Team.	<b>Achievable</b>	
Joint Commissioning - Adults	26		Continued drive to share costs with partner agencies through joint commissioning and review of nursing care invoices	<b>Achievable</b>	
Increased preventative work	20	20	The cost per week for residential care is £288 and for Very Dependent Elderly £360.50 so the target would be to reduce the admissions by at least 3 people despite the increase in numbers of older people, by following through on rehabilitation and health promotion strategies.	<b>Achievable</b>	
Homecare reductions due to Telecare			30	There is evidence from case studies in other areas that telecare can reduce the need for homecare per day by ½ hour. However there will be costs in setting up a telecare response team so initial savings will be modest with more certain savings generated in future years (see below).	<b>Achievable</b>
<b>Adults</b>					
Re configure ABER project eligible for Supporting People funding			60	This project meets the criteria for Supporting People funding and would allow us to re configure an existing service more in keeping with the reablement agenda.	<b>Achievable</b>
Llys Marchan Draft mgt agreement and savings by negotiation with Clwyd Alyn			4	The negotiations on this matter need to be concluded which would save yearly legal costs.	<b>Achievable</b>
			2	negotiation with Clwyd Alyn has resulted in a saving on the contract.	<b>Achievable</b>
Review of use of external work opportunities services which are higher cost than in house			8	There is evidence that external work opportunities are higher in costs than internal due partly to the income generation so a review of contracts and a drive to place more people in internal work opportunities would reduce costs	<b>Achievable</b>
Increase Income			30	The review of charges in 2006/07 will generate additional income in 2007/08	<b>Achievable</b>
<b>Business Support &amp; Development</b>					
Implementation of the PARIS system – improved processing	5			We have included only a small saving in 07/08 as there will be a lot of additional time and effort require don implementation. However by the last quarter of the year there should be a saving in time of MIS officers in verifying and checking data which should translate into actual cash savings	<b>Not thought to be achievable - will source other savings to replace</b>
Improved staff retention -	22			Savings on agency costs, recruitment costs and managers time	<b>Achievable</b>
Complaints Investigation collaboration and focus on	3			Additional time has been committed to meeting complainants at the first stage and working to an earlier resolution to avoid the	<b>Achievable</b>
Deletion of ½ post in Senior management admin	10			Re design of some other admin posts will assist with this together with increasingly efficient working of the Directorate	<b>Achievable</b>
Receivership reconfigure post/generate additional income			10	Invest to save re design of a post which should mean a greater recovery of costs for the authority	<b>Achievable</b>
Efficiencies in office accommodation - Brighton Road			18	Savings from cleaning, caretaking shared facilities and repair costs are not likely to be realised until the last quarter of the year and so would be more suitable for 08/09savings targets.	<b>Achievable</b>
<b>General</b>					
Sickness Absence management	26			This figure is based on the saving to the authority of cover for sickness absence in direct care posts.	<b>Achievable</b>
Transport savings across Directorate			50	The target is to reduce the high cost of transport through the transport review, this is a specific project for the Senior Administrative Officer.	<b>Achievable</b>
<b>Housing</b>					
Housing Savings - Efficiency savings to be achieved by reduction in Bed & Breakfast Accommodation	2		15	The Council is using leased properties as a more cost effective replacement	<b>Achievable</b>
<b>Business Support and Development</b>					
<b>Total</b>	<b>295</b>	<b>247</b>			



**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2007/08**  
**RESOURCES, COUNTY CLERK, CORPORATE & MISCELLANEOUS**  
**POSITION AS AT END MAY 2007**

	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Previous report
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
County Clerks	1,780	-393	1,387	1,780	-393	1,387	0	0	0	0
<b>Resources Directorate</b>										
Finance	4,331	-1,993	2,338	4,331	-1,993	2,338	0	0	0	0
Policy Unit	403	0	403	403	0	403	0	0	0	0
Audit	438	-85	353	438	-85	353	0	0	0	0
I.T	2,734	-489	2,245	2,734	-489	2,245	0	0	0	0
Personnel	1,209	-258	951	1,209	-258	951	0	0	0	0
Project Management	26	0	26	26	0	26	0	0	0	0
<b>Total</b>	<b>9,141</b>	<b>-2,825</b>	<b>6,316</b>	<b>9,141</b>	<b>-2,825</b>	<b>6,316</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Corporate and Miscellaneous</b>	7,150	-871	6,279	7,150	-871	6,279	0	0	0	0
<b>Benefits</b>	22,151	-22,188	-37	22,151	-22,188	-37	0	0	0	0
<b>Capital Fin Charges/Investment Income</b>	10,965	0	10,965	10,965	0	10,965	0	0	0	0

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

**Denbighshire County Council - Capital Plan 2006/07 - 2009/10**

**APPENDIX 2**

		2006/7	2007/8	2008/9	2009/10
		£000s	£000s	£000s	£000s
<b>Capital Funding:</b>					
<b>1</b>	<b>General Funding:</b>				
	Unhypothcated Supporting Borrowing	8,381	5,811	5,803	5,776
	General Capital Grant	49	3,623	1,736	1,736
	General Capital Receipts	0	3,712	0	0
	Earmarked Capital Receipts	495	2,723	0	0
		8,925	15,869	7,539	7,512
<b>2</b>	<b>Prudential Borrowing</b>	5,669	11,139	1,000	0
<b>3</b>	<b>Reserves and Contributions</b>	1,577	404	215	0
<b>4</b>	<b>Specific Grants</b>	15,272	21,320	3,473	20
	<b>Total Finance</b>	31,443	48,732	12,227	7,532
	<b>Total Estimated Payments</b>	-31,343	-47,732	-10,045	-395
	<b>Contingency</b>	-100	-1,000	-1,000	-1,000
	<b>Unallocated Reserve</b>	0	0	-1,182	-110
	<b>Surplus/ -Insufficient Resources</b>	0	0	0	6,027

**Denbighshire County Council - Capital Plan 2006/07 - 2009/10****Capital Expenditure By Directorate**

	<b>2006/7</b>	<b>2007/08</b>	<b>2007/8</b>	<b>2008/9</b>	<b>2009/10</b>
	<b>Estimated programme</b>	<b>Spend to end May</b>	<b>Estimated programme</b>	<b>Estimated programme</b>	<b>Estimated programme</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Environment</b>	20,236	2,244	22,640	4,220	30
<b>Lifelong Learning</b>	9,780	1,023	23,066	5,445	40
<b>Resources</b>	896	11	1,440	300	75
<b>Social Services and</b>	431	138	586	80	250
<b>Total</b>	31,343	3,416	47,732	10,045	395

**Capital Expenditure by Council Priority**

	<b>2006/7</b>	<b>2007/08</b>	<b>2007/8</b>	<b>2008/9</b>	<b>2009/10</b>
	<b>Estimated programme</b>	<b>Spend to end May</b>	<b>Estimated programme</b>	<b>Estimated programme</b>	<b>Estimated programme</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>School Buildings</b>	7,510	776	14,309	4,384	0
<b>Highways</b>	4,787	378	5,627	800	0
<b>Public Realm</b>	4,709	234	3,886	190	30
<b>Total</b>	17,006	1,388	23,822	5,374	30

As part of its 06/07 & 07/08 revenue budget, the Council agreed to fund the borrowing costs of additional Prudential Borrowing. The table below shows how the funds were allocated and forecast expenditure.

	<b>2006/07</b>	<b>2006/7</b>	<b>2007/08</b>	<b>2007/08</b>	<b>2007/8</b>
	<b>Allocated</b>	<b>Estimated programme</b>	<b>Allocated</b>	<b>Spend to end May</b>	<b>Estimated programme</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>School Buildings</b>	1,680	1,358	1,000	0	1,322
<b>Highways</b>	1,750	1,750	2,000	0	2,000
<b>Public Realm</b>	360	360	0	0	0
<b>Health &amp; Safety</b>	210	210	500	0	500
<b>Total</b>	4,000	3,678	3,500	0	3,822

**Report to:** Capital Task Group  
**Date:** 11 May 2007  
**Report by:** Corporate Director – Resources

## **Area Analysis of Capital Expenditure 2005/06 – 2007/08**

### **1. Introduction**

At a previous meeting members viewed a draft summary of capital expenditure by area within the County. Members requested that a further report be provided at a future meeting.

### **2. Analysis**

Appendix 1 contains a breakdown of capital commitments in each area of the County. It is split into Rhyl, Prestatyn, Central and Southern areas. There is also an element of corporate or unallocated expenditure.

This appendix does not match the expenditure profiles shown in the capital plan as it includes the full cost of a project in the year it commenced. For example the full cost of the Scala is shown in 2006/07 as this was the year it started, rather than spreading out the expenditure over multiple years. It therefore reflects the point at which the Council effectively became committed to the project and makes the list easier to follow.

It also excludes any projects that are still being developed, eg Extra Care Housing.

### **3. Risks**

While the report provides an indicator of where capital has been invested members should be aware of the risks of using the data for anything other than general information purposes:

- Not all expenditure plans for 2007/08 plans are fully in place eg programmes of work and so some estimates have been made.
- The Council does not routinely collect this information and in some cases the area split has not been possible to obtain. In this case either an estimate has been made where this has seemed reasonable or no split has been made and the expenditure has been unallocated.
- There is approximately £28m of unallocated expenditure.
- The Council now uses business cases and asset management plans to decide where to invest and the location of the investment is not considered. As a consequence the investment will generally be directed at areas that have existing assets and service delivery points.

### **4. Recommendation**

Members note the information in Appendix 1 subject to the constraints shown in Section 3 above.

## Summary of Area Expenditure / Planned Expenditure 2005/06 - 2007/08

The Council does not routinely collect this information as part of the capital plan management and some estimates and approximations have therefore been used. It has also been necessary to exclude some items of expenditure.

Also some spending programmes for 2007/08 have not yet been finalised.

**The information should be used as a rough guide only.**

	£
Prestatyn	19,941,000
Rhyl	29,963,000
Central	23,249,000
South	23,281,000
Non-allocated	28,000,000
	124,434,000

Non-allocated includes approximately

	£m
Corporate and other expenditure (eg IT, H&S)	9
Projects / programmes under £200k	9
Housing Grants / Renewal Areas	4
Vehicle Fleet	6
	<hr/> 28

## Expenditure on Capital Projects in Prestatyn

### Note:

It excludes any investment in the Ffrith which is likely to be carried out mainly by third parties.

It excludes Extra Care Housing (£8.5m) which has not yet been approved by Council.

	Started in 2005/06 £	Started in 2006/07 £	Planned in 2007/08 £
Ysgol Y Llys School Hall	440,000		
Bodnant Junior Remodelling	230,000		
Bodnant Children's Centre	200,000		
Highways Schemes	318,000	686,000	731,000
Prestatyn Primary School		8,275,000	
Scala		3,500,000	
Prestatyn High School CLC			800,000
Schools Block Allocations		203,000	
Prestatyn Leisure Centre Refurb			280,000
Housing Grants / Renewals	492,000	340,000	
HRA Housing	1,075,000	1,238,000	1,133,000

This gives a total investment of 19,941,000

The total Capital Plan for this period will be approximately £124m

This analysis was undertaken in a short period of time and excludes significant items of expenditure.

The information should therefore be treated with caution

## Expenditure on Capital Projects in Rhyl

	Started in 2005/06 £	Started in 2006/07 £	Planned in 2007/08 £
Rhyl Going Forward	1,035,000	3,467,000	2,978,000
Highways Schemes	641,000	1,452,000	1,548,000
Industrial Sites	518,000	113,000	
Rhyl THI	130,000	374,000	300,000
Rhyl Youth Club	211,000		
SBIG Schemes	1,228,000		
Christchurch ICC	530,000	350,000	
Schools Early Years Schemes	212,000		
BLF Sports Schemes	258,000		
Rhyl CLC	375,000		
Rhyl Leisure Centre	1,282,000		
Schools Block Allocation	649,000	434,000	
Schools Prudential Borrowing	291,000		
SBIG Schemes		400,000	180,000
64 Brighton Rd		19,000	512,000
CCTV		285,000	85,000
Ysgol Tir Morfa (Ph 2)		2,000,000	
Housing Grants / Renewals	1,323,000	1,090,000	
HRA Housing	1,472,000	1,752,000	2,469,000
This gives a total investment of	29,963,000		
The total Capital Plan for this period will be approximately £124m			

This analysis was undertaken in a short period of time and excludes significant items of expenditure  
The information should therefore be treated with caution

## Expenditure on Capital Projects in Central Denbighshire

	Started in 2005/06 £	Started in 2006/07 £	Planned in 2007/08 £
Bodelwyddan Workshop	435,000	232,000	
Highways Schemes	898,000	1,752,000	1,868,000
Rhuddlan Recycling Park			750,000
Denbigh THI	115,000	467,000	550,000
Industrial Sites	92,000	696,000	56,000
Schools Block Allocation	217,000		
Leisure Centres	403,000	524,000	
Schools Refurb / H&S		228,000	
Ysgol Plas Bron Dyffryn	3,907,000	1,250,000	
SBIG Schemes	840,000	1,095,000	200,000
BLF Sports Schemes	385,000		
Housing Grants / Renewals	425,000	443,000	
HRA Housing	1,593,000	1,455,000	2,373,000

This gives a total investment of 23,249,000

The total Capital Plan for this period will be approximately £124m

This analysis was undertaken in a short period of time and excludes significant items of expenditure.

The information should therefore be treated with caution



## Expenditure on Capital Projects in South Denbighshire

	Started in 2005/06 £	Started in 2006/07 £	Planned in 2007/08 £
Nant Clwyd House	483,000	234,000	206,000
Lon Parcwr Depot	5,000	40,000	437,000
Highways Schemes	1,567,000	2,327,000	2,480,000
Schools Block Allocation	405,000		
SBIG	491,000	470,000	850,000
BLF Sports Schemes	392,000		
Ruthin/Llangollen CLCs			1,370,000
Bryn Tyner Landslip	0	501,000	244,000
Ruthin Craft Centre		4,300,000	
Schools Refurb / H&S		339,000	
Housing Grants / Renewals	261,000	112,000	
HRA Housing	2,256,000	1,748,000	1,763,000

This gives a total investment of 23,281,000  
 The total Capital Plan for this period will be approximately £124m

This analysis was undertaken in a short period of time and excludes significant items of expenditure.

The information should therefore be treated with caution

**REPORT TO CABINET**

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

**DATE: 22 June 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 sickness absence 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. The trend for the first two months of this year is upwards with all Directorates seeing an increase in sickness levels compared to the same time last year (with the exception of Chief Ex's and County Clerks).

2.3 Two new graphs have been included this month Full Time Equivalent (FTE) staff and the payments made to employees as described in 2.1 which give a comparison of 2006/07 and 2007/08. (Appendix D)

**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	Year	Number of staff	Average Number of Days Lost		Number of staff	Average Number of Days Lost		Number of staff	Average Number of Days Lost		Number of staff	Average Number of Days Lost		Number of staff	Average Number of Days Lost		Number of staff	Average Number of Days Lost		Number of staff	Average Number of Days Lost		Leavers	Starters	Gross pay	No. of Employments			
			FTEs	Per Employee		Overall Percentage Absence	FTEs		Per Employee	Overall Percentage Absence		FTEs	Per Employee		Overall Percentage Absence	FTEs		Per Employee	Overall Percentage Absence		FTEs	Per Employee					Overall Percentage Absence	FTEs	Per Employee
Apr	2006	799	725	1.01	5.60	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	7242435	5359
May		805	732	1.19	5.65	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	7105461	5304
Jun		810	738	1.12	5.07	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	7214945	5365
Jul		805	738	1.02	4.87	2487	2201	0.67	3.65	946	798	0.69	3.29	54	50	0.63	2.96	256	235	0.49	2.31	4548	4021	0.73	3.70	56	52	7438513	5792
Aug		803	737	0.99	4.49	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	7236479	5317
Sep		812	747	1.03	4.92	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	7134722	4985
Oct		817	753	1.25	5.68	2447	2169	0.93	4.53	960	836	0.84	3.84	52	49	0.73	3.32	258	237	1.23	4.46	4534	4044	0.94	4.39	40	31	7303514	5241
Nov		783	712	1.17	5.31	2332	1977	0.91	4.40	953	832	0.85	3.88	54	51	0.99	4.52	257	237	1.24	5.62	4379	3809	0.96	4.49	17	37	7387035	5377
Dec		794	717	0.64	3.35	2338	1930	0.69	3.94	960	823	0.85	4.47	52	48	0.69	3.64	259	239	0.68	3.60	4403	3756	0.71	3.87	47	31	7429681	5405
Jan	2007	797	717	1.31	5.98	2321	1888	1.04	5.19	958	744	1.27	5.77	53	48	0.95	4.33	262	241	0.86	3.90	4391	3638	1.11	5.30	30	33	7290326	5363
Feb		803	721	1.31	6.53	2316	1872	1.01	5.91	958	744	1.23	6.14	53	48	1.08	5.40	266	246	0.63	3.15	4396	3631	1.07	5.35	34	31	7367968	5384
Mar		809	729	1.13	5.14	2324	1897	1.04	4.73	959	752	1.19	5.41	52	47	0.87	3.96	266	246	0.81	3.67	4410	3672	1.04	4.74	33	29	7390026	5383
Apr		812	710	1.20	6.31	2326	1905	0.66	4.24	948	743	1.02	5.30	53	48	0.97	5.08	267	247	0.63	3.34	4406	3653	0.84	4.88	46	33	7507420	5406
May		814	712	1.25	5.96	2324	1902	1.00	5.10	946	738	1.05	5.53	54	49	0.84	4.14	265	245	1.01	4.83	4403	3646	1.06	5.23	25	23	7357926	5383
<b>Rolling Average</b>																													
Apr	2006	799	725	1.01	5.60	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	7242435	5359
May		802	729	1.10	5.63	2485	2191	0.64	3.69	944	773	0.69	3.54	55	50	0.82	4.18	244	224	0.86	4.45	4528	3967	0.73	4.01	38	44	7179948	5332
Jun		805	732	1.11	5.44	2489	2197	0.70	3.74	946	778	0.70	3.46	55	50	0.85	4.16	244	224	0.81	4.03	4538	3981	0.77	3.98	36	40	7187614	5343
Jul		805	733	1.09	5.30	2489	2198	0.69	3.72	946	783	0.70	3.42	55	50	0.79	3.87	247	227	0.73	3.60	4540	3991	0.76	3.91	41	43	7250339	5455
Aug		804	734	1.07	5.14	2487	2198	0.67	3.52	947	787	0.70	3.39	54	50	0.76	3.65	250	229	0.77	3.72	4542	3998	0.76	3.80	55	40	7247567	5427
Sep		806	736	1.06	5.10	2490	2205	0.65	3.35	949	794	0.69	3.32	54	50	0.68	3.26	251	231	0.84	4.03	4549	4015	0.74	3.71	53	50	7228759	5354
Oct		807	739	1.09	5.18	2484	2199	0.69	3.52	950	800	0.71	3.39	54	50	0.68	3.26	252	231	0.89	4.09	4547	4019	0.77	3.80	51	47	7239439	5338
Nov		804	735	1.10	5.20	2465	2172	0.71	3.63	951	804	0.73	3.45	54	50	0.72	3.42	253	232	0.94	4.29	4526	3993	0.79	3.89	47	46	7257888	5343
Dec		803	733	1.05	4.99	2451	2145	0.71	3.66	952	806	0.74	3.57	54	50	0.72	3.45	253	233	0.91	4.21	4512	3967	0.78	3.89	47	44	7276976	5349
Jan	2007	803	732	1.07	5.09	2438	2119	0.74	3.82	952	800	0.79	3.79	54	50	0.74	3.53	254	234	0.90	4.18	4500	3934	0.82	4.03	45	43	7278311	5351
Feb		803	731	1.09	5.22	2427	2097	0.77	4.01	953	795	0.83	4.00	54	49	0.77	3.70	255	235	0.88	4.08	4491	3906	0.84	4.15	44	42	7286462	5354
Mar		803	730	1.10	5.22	2418	2080	0.79	4.07	953	791	0.86	4.12	53	49	0.78	3.73	256	236	0.87	4.05	4484	3887	0.86	4.20	43	41	7295092	5356
Apr		804	729	1.11	5.28	2406	2057	0.81	4.14	954	790	0.89	4.25	53	49	0.80	3.81	258	238	0.85	3.90	4476	3863	0.88	4.28	43	41	7317174	5360
May		805	728	1.12	5.30	2392	2032	0.82	4.23	954	786	0.92	4.43	53	49	0.80	3.80	260	239	0.87	3.99	4464	3834	0.89	4.37	43	38	7338213	5367

**Starters/Leavers - May 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		Number of staff	FTEs	Average Number of Days Lost		Number of staff	FTEs	Average Number of Days Lost		Number of staff	FTEs	Average Number of Days Lost		Number of staff	FTEs	Average Number of Days Lost		Number of staff	FTEs	Leavers	Starters	
					Per Employee	Overall Percentage Absence			Per Employee	Overall Percentage Absence			Per Employee	Overall Percentage Absence			Per Employee	Overall Percentage Absence			Per Employee	Overall Percentage Absence					
Apr	2006	2	2	25	24	1.55	8.63	142	130	0.34	1.89	58	52	0.35	1.94	9	9	0.00	0.00	7	7	0.00	0.00	243	224	4	2
May		2	2	24	23	3.19	15.17	142	129	0.37	1.75	60	53	1.07	5.07	9	9	0.00	0.00	7	7	0.14	0.68	244	224	1	3
Jun		2	2	24	23	1.82	8.28	142	129	0.35	1.61	60	53	0.99	4.49	9	9	0.22	1.01	7	7	0.71	3.25	244	224	1	0
Jul		2	2	30	29	0.19	0.82	146	133	0.38	1.83	60	53	0.69	3.29	10	10	0.05	0.24	8	8	2.63	12.50	256	235	0	12
Aug		2	2	33	32	0.39	1.77	146	133	0.81	3.67	62	55	1.46	6.64	10	10	0.00	0.00	8	8	2.75	12.50	261	240	0	5
Sep		2	2	29	28	1.33	6.35	147	134	0.82	3.93	61	55	2.03	9.67	10	10	0.50	2.38	8	8	2.63	12.50	257	236	7	3
Oct		2	2	28	27	1.74	7.90	148	135	0.64	2.91	61	55	2.42	10.98	10	10	0.50	2.27	9	9	2.44	11.11	258	237	2	4
Nov		2	2	28	27	1.28	5.84	148	135	0.87	3.96	60	54	1.87	8.50	10	10	1.10	5.00	9	9	1.22	5.56	257	236	1	2
Dec		2	2	29	28	1.44	7.59	149	136	0.62	3.27	60	54	0.72	3.78	10	10	0.00	0.00	9	9	0.00	0.00	259	238	1	3
Jan	2007	2	2	29	28	0.40	1.80	150	137	0.88	3.99	62	56	1.15	5.21	10	10	0.90	4.09	9	9	0.00	0.00	262	241	2	4
Feb		2	2	30	29	0.28	1.41	151	139	0.67	3.35	64	57	0.85	4.27	10	10	0.50	2.50	9	9	0.00	0.00	266	246	0	4
Mar		2	2	30	29	0.31	1.43	150	138	1.01	4.58	64	57	0.82	3.73	10	10	0.35	1.59	10	10	0.00	0.00	266	246	1	0
Apr		2	2	29	28	1.30	6.84	151	139	0.51	2.71	65	58	0.84	4.44	10	10	0.00	0.00	10	10	0.00	0.00	267	247	1	2
May		2	2	28	27	1.88	8.94	151	139	0.77	3.68	64	57	1.59	7.56	10	10	0.00	0.00	10	10	0.00	0.00	265	245	4	3
<b>Rolling Average</b>																											
Apr	2006	2	2	25	24	1.55	8.63	142	130	0.34	1.89	58	52	0.35	1.94	9	9	0.00	0.00	7	7	0.00	0.00	243	224	4	2
May		2	2	25	24	2.37	11.90	142	129	0.36	1.82	59	53	0.71	3.51	9	9	0.00	0.00	7	7	0.07	0.34	244	224	3	3
Jun		2	2	24	24	2.19	10.69	142	129	0.35	1.75	59	53	0.80	3.83	9	9	0.07	0.34	7	7	0.28	1.31	244	224	2	2
Jul		2	2	26	25	1.69	8.23	143	130	0.36	1.77	60	53	0.78	3.70	9	9	0.07	0.31	7	7	0.87	4.11	247	227	2	4
Aug		2	2	27	26	1.43	6.93	144	131	0.45	2.15	60	53	0.91	4.29	9	9	0.05	0.25	7	7	1.25	5.79	250	229	1	4
Sep		2	2	28	27	1.41	6.84	144	131	0.51	2.45	60	54	1.10	5.18	10	10	0.13	0.61	8	8	1.48	6.91	251	230	2	4
Oct		2	2	28	27	1.46	6.99	145	132	0.53	2.51	60	54	1.29	6.01	10	10	0.18	0.84	8	8	1.61	7.51	252	231	2	4
Nov		2	2	28	27	1.44	6.85	145	132	0.57	2.69	60	54	1.36	6.32	10	10	0.30	1.36	8	8	1.57	7.26	253	232	2	4
Dec		2	2	28	27	1.44	6.93	146	133	0.58	2.76	60	54	1.29	6.04	10	10	0.26	1.21	8	8	1.39	6.46	253	233	2	4
Jan	2007	2	2	28	27	1.33	6.42	146	133	0.61	2.88	60	54	1.28	5.96	10	10	0.33	1.50	8	8	1.25	5.81	254	234	2	4
Feb		2	2	28	27	1.24	5.96	146	134	0.61	2.92	61	54	1.24	5.80	10	10	0.34	1.59	8	8	1.14	5.28	255	235	2	4
Mar		2	2	28	27	1.16	5.58	147	134	0.65	3.06	61	54	1.20	5.63	10	10	0.34	1.59	8	8	1.04	4.84	256	236	2	4
Apr		2	2	29	27	1.14	5.43	148	135	0.66	3.13	62	55	1.24	5.84	10	10	0.34	1.59	9	9	1.04	4.84	258	238	1	4
May		2	2	29	28	1.03	4.91	148	136	0.69	3.29	62	55	1.29	6.05	10	10	0.34	1.59	9	9	1.03	4.79	260	239	2	4

**Directorate: County Clerk & CE**

		CE		CC		Average Number of Days Lost Per Employee	Overall Percentage Absence	TOTAL			
		Number of staff	FTEs	Number of staff	FTEs			Number of staff	FTEs	Leavers	Starters
<b>Establish't</b>											
Apr	2006	3	3	52	48	0.72	4.02	55	51	0	0
May		3	3	51	47	0.91	4.33	54	50	1	0
Jun		3	3	52	48	0.91	4.14	55	51	1	1
Jul		3	3	51	47	0.63	2.98	54	50	0	0
Aug		3	3	50	46	0.61	2.79	53	49	1	0
Sep		3	3	51	47	0.27	1.27	54	50	0	2
Oct		3	3	49	46	0.73	3.32	52	49	0	0
Nov		3	3	51	47	0.99	4.52	54	50	0	2
Dec		3	3	49	44	0.69	3.64	52	47	1	0
Jan	2007	3	3	53	48	0.95	4.33	56	51	0	0
Feb		3	3	53	48	1.08	5.40	56	51	0	0
Mar		3	3	52	47	0.87	3.96	55	50	0	0
Apr		3	3	53	48	0.97	5.08	56	51	0	1
May		3	3	54	49	0.87	4.14	57	52	0	0

**Rolling Average**

Apr	2006	3	3	52	48	0.72	4.02	55	51	0	0
May		3	3	52	47	0.82	4.18	55	50	1	0
Jun		3	3	52	47	0.85	4.16	55	50	1	0
Jul		3	3	52	47	0.79	3.87	55	50	1	0
Aug		3	3	51	47	0.76	3.65	54	50	1	0
Sep		3	3	51	47	0.68	3.26	54	50	1	1
Oct		3	3	51	47	0.68	3.26	54	50	0	0
Nov		3	3	51	47	0.72	3.42	54	50	0	1
Dec		3	3	51	47	0.72	3.45	54	50	0	1
Jan	2007	3	3	51	47	0.74	3.53	54	50	0	1
Feb		3	3	51	47	0.77	3.70	54	50	0	0
Mar		3	3	51	47	0.78	3.73	54	50	0	0
Apr		3	3	51	47	0.80	3.81	54	50	0	1
May		3	3	52	47	0.80	3.80	55	50	0	1

Directorate:

Environment

Director		Dev Services		Env Services				Fin & Perf				Plan & PP				Transp & Infra				TOTAL						
Establish't	Number of staff	FTEs	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		
			FTEs	Per Employee	Percentage Absence	FTEs	Per Employee	Percentage Absence	FTEs	Per Employee	Percentage Absence	FTEs	Per Employee	Percentage Absence	FTEs	Per Employee	Percentage Absence									
	2	2																								
Apr 2006	2	2	71	70	0.53	2.94	538	404	0.71	3.92	32	31	0.39	2.18	122	118	0.57	3.15	171	136	0.74	4.09	936	760	13	10
May	2	2	76	75	0.89	4.26	544	418	0.75	3.56	32	31	0.03	0.16	124	120	0.79	3.74	173	140	0.64	3.05	951	785	13	19
Jun	2	2	76	75	0.80	3.64	543	422	0.77	3.48	33	32	0.47	2.16	123	119	0.71	3.21	173	140	0.64	2.90	950	789	13	6
Jul	2	2	78	77	0.46	2.17	539	425	0.90	4.28	33	32	0.22	1.06	122	118	0.66	3.13	172	145	0.35	1.65	946	798	15	11
Aug	2	2	78	77	0.53	2.41	546	434	0.77	3.52	32	31	0.25	1.13	122	118	0.72	3.27	170	144	0.79	3.59	950	805	10	10
Sep	2	2	78	77	0.36	1.73	546	445	0.71	3.37	34	33	0.23	1.10	121	117	0.46	2.18	177	154	0.71	3.36	958	828	11	9
Oct	2	2	80	79	0.53	2.42	548	542	0.91	4.31	34	33	0.46	2.09	119	115	0.67	3.04	177	156	1.03	4.66	960	926	8	10
Nov	2	2	79	78	0.30	1.34	551	451	0.87	3.94	34	33	0.92	4.18	118	114	0.78	3.56	177	156	1.13	5.15	961	833	3	7
Dec	2	2	79	77	0.27	1.40	555	449	0.88	4.65	33	31	0.43	2.26	118	112	0.93	4.89	173	151	1.08	5.69	960	823	9	11
Jan 2007	2	2	80	78	1.11	0.95	548	396	1.24	0.94	34	33	0.40	0.98	120	114	1.55	0.93	174	125	1.46	0.93	958	748	4	4
Feb	2	2	79	77	1.54	7.69	549	393	1.38	6.92	33	32	0.82	4.08	119	113	0.84	4.19	176	126	1.02	5.10	958	744	7	10
Mar	2	2	79	78	1.02	4.64	546	395	1.53	6.94	34	33	0.15	0.70	119	114	0.75	3.40	179	130	0.93	4.24	959	752	10	6
Apr	2	2	79	77	0.70	3.67	541	394	1.36	7.17	34	32	0.00	0.00	117	111	0.30	1.60	175	126	1.06	5.56	948	743	22	9
May	2	2	77	75	0.38	2.00	540	391	1.33	6.98	34	32	0.88	4.65	116	110	0.22	1.17	177	128	1.38	7.25	946	738	9	4
<b>Rolling Average</b>																										
Apr 2006	2	2	71	70	0.53	2.94	538	404	0.71	3.92	32	31	0.39	2.18	122	118	0.57	3.15	171	136	0.74	4.09	936	760	13	10
May	2	2	74	72	0.71	3.60	541	411	0.73	3.74	32	31	0.21	1.17	123	119	0.68	3.45	172	138	0.69	3.57	944	773	13	15
Jun	2	2	74	73	0.74	3.61	542	415	0.74	3.65	32	31	0.30	1.50	123	119	0.69	3.37	172	138	0.67	3.35	946	778	13	12
Jul	2	2	75	74	0.67	3.25	541	417	0.78	3.81	33	31	0.28	1.39	123	119	0.68	3.31	172	140	0.59	2.92	946	783	14	12
Aug	2	2	76	75	0.64	3.08	542	420	0.78	3.75	32	31	0.27	1.34	123	119	0.69	3.30	172	141	0.63	3.06	947	787	13	11
Sep	2	2	76	75	0.60	2.86	543	425	0.77	3.69	33	31	0.27	1.30	122	118	0.65	3.11	173	143	0.65	3.11	949	794	13	11
Oct	2	2	77	76	0.59	2.80	543	441	0.79	3.78	33	31	0.29	1.41	122	118	0.65	3.10	173	145	0.70	3.33	950	813	12	11
Nov	2	2	77	76	0.55	2.61	544	442	0.80	3.80	33	32	0.37	1.76	121	117	0.67	3.16	174	146	0.75	3.56	952	816	11	10
Dec	2	2	77	76	0.52	2.48	546	443	0.81	3.89	33	32	0.38	1.81	121	117	0.70	3.35	174	147	0.79	3.79	952	816	11	10
Jan 2007	2	2	78	76	0.58	2.33	546	438	0.85	3.60	33	32	0.38	1.73	121	117	0.78	3.11	174	145	0.86	3.51	953	810	10	10
Feb	2	2	78	76	0.67	2.81	546	434	0.90	3.90	33	32	0.38	1.94	121	116	0.79	3.21	174	143	0.87	3.65	953	804	10	10
Mar	2	2	78	77	0.70	2.97	546	431	0.95	4.15	33	32	0.42	1.84	121	116	0.79	3.22	174	142	0.88	3.70	954	799	10	9
Apr	2	2	78	77	0.71	3.03	546	430	1.01	4.42	33	32	0.40	1.66	120	115	0.76	3.10	175	141	0.90	3.82	955	798	10	9
May	2	2	79	77	0.67	2.84	546	428	1.05	4.71	34	32	0.37	2.03	120	115	0.72	2.88	175	140	0.97	4.17	955	794	10	8

Directorate: **Lifelong Learning**

		Director				Country & Lei				Tour, Her & Cult				Edu				Schools				Strat & Res				Corp Comms				TOTAL			
Establish't		Number of staff	FTEs	Number of staff	FTEs	Average Number of Days Lost Per Employee	Overall Percentage Absence	Number of staff	FTEs	Average Number of Days Lost Per Employee	Overall Percentage Absence	Number of staff	FTEs	Average Number of Days Lost Per Employee	Overall Percentage Absence	Number of staff	FTEs	Average Number of Days Lost Per Employee	Overall Percentage Absence	Number of staff	FTEs	Average Number of Days Lost Per Employee	Overall Percentage Absence	Number of staff	FTEs	Average Number of Days Lost Per Employee	Overall Percentage Absence	Number of staff	FTEs	Leavers	Starters		
				2	2	2	2																										
Apr	2006	2	2	120	109	0.61	3.40	173	149	0.48	2.65	207	188	0.44	2.42	1935	1698	0.48	3.69	38	37	0.05	0.30							2475	2183	25	16
May		2	2	130	119	0.84	4.00	173	149	0.92	4.40	206	187	0.64	3.06	1946	1706	0.81	4.05	37	36	0.19	0.91							2494	2200	8	26
Jun		2	2	130	119	0.54	2.47	174	150	0.67	3.03	206	187	0.58	2.63	1948	1713	0.85	4.08	38	37	1.28	5.81							2498	2208	12	16
Jul		2	2	127	116	0.66	3.13	178	154	1.18	5.61	217	198	0.73	3.46	1926	1695	0.62	3.47	37	37	1.25	5.96							2487	2201	28	21
Aug		2	2	128	117	0.50	2.27	177	153	1.08	4.92	218	199	0.37	1.67	1920	1689	0.51	2.34	38	38	1.87	8.49							2483	2197	90	7
Sep		2	2	118	107	0.43	2.06	176	152	0.91	4.31	217	198	0.69	3.28	1954	1743	0.44	2.21	37	37	1.36	6.50							2504	2239	23	70
Oct		2	2	119	107	0.55	2.48	161	136	1.25	5.69	192	163	1.46	6.65	1936	1724	0.88	4.37	37	37	1.01	4.58							2447	2169	23	8
Nov		2	2	121	109	0.45	2.05	157	131	1.15	5.21	190	161	0.87	3.97	1833	1542	0.92	4.53	38	38	1.25	5.66							2341	1983	10	14
Dec		2	2	120	107	0.29	1.51	160	131	0.72	3.77	187	154	0.44	2.29	1831	1499	0.75	4.36	38	37	0.22	1.14							2338	1930	30	13
Jan	2007	2	2	111	96	0.83	4.22	160	130	1.18	5.35	181	145	0.55	2.50	1829	1478	1.09	5.58	38	37	0.42	1.90							2321	1898	18	18
Feb		2	2	111	96	1.49	7.46	156	126	1.09	5.43	182	145	1.26	6.32	1826	1466	0.95	5.82	39	38	0.41	2.03							2316	1872	25	7
Mar		2	2	112	101	0.78	3.53	151	122	1.16	5.28	179	145	1.11	5.03	1836	1484	1.02	4.66	39	38	1.04	4.71							2319	1892	19	16
Apr		2	2	114	103	0.33	1.71	152	124	1.04	5.47	182	148	0.52	2.74	1832	1485	0.66	4.48	39	38	0.25	1.29	5	5	3.80	20.00	2326	1905	21	12		
May		2	2	120	109	0.81	3.88	152	124	1.24	5.92	180	148	0.90	4.29	1826	1476	1.01	5.25	39	38	0.32	1.50	5	5	3.60	17.14	2324	1902	10	11		
<b>Rolling Average</b>																																	
Apr	2006	2	2	120	109	0.61	3.40	173	149	0.48	2.65	207	188	0.44	2.42	1935	1698	0.48	3.69	38	37	0.05	0.30							2475	2183	25	16
May		2	2	125	114	0.73	3.70	173	149	0.70	3.53	207	187	0.54	2.74	1941	1702	0.65	3.87	38	37	0.12	0.61							2485	2191	17	21
Jun		2	2	127	116	0.66	3.29	173	149	0.69	3.36	206	187	0.55	2.70	1943	1706	0.71	3.94	38	37	0.51	2.34							2489	2197	15	19
Jul		2	2	127	116	0.66	3.25	175	151	0.81	3.92	209	190	0.60	2.89	1939	1703	0.69	3.82	38	37	0.69	3.25							2489	2198	18	20
Aug		2	2	127	116	0.63	3.05	175	151	0.87	4.12	211	192	0.55	2.65	1935	1700	0.65	3.53	38	37	0.93	4.29							2487	2198	33	17
Sep		2	2	126	114	0.60	2.89	175	151	0.87	4.15	212	193	0.58	2.75	1938	1707	0.62	3.31	38	37	1.00	4.66							2490	2205	31	26
Oct		2	2	125	113	0.59	2.83	173	149	0.93	4.37	209	189	0.70	3.31	1938	1710	0.66	3.46	37	37	1.00	4.65							2484	2199	30	23
Nov		2	2	124	113	0.57	2.73	171	147	0.96	4.48	207	185	0.72	3.39	1925	1689	0.69	3.59	38	37	1.03	4.78							2466	2172	27	22
Dec		2	2	124	112	0.54	2.60	170	145	0.93	4.40	204	182	0.69	3.27	1914	1668	0.70	3.68	38	37	0.94	4.37							2452	2145	28	21
Jan	2007	2	2	122	111	0.58	2.76	169	143	0.95	4.49	202	178	0.68	3.19	1906	1649	0.74	3.87	38	37	0.89	4.13							2439	2120	27	21
Feb		2	2	121	109	0.66	3.19	168	142	0.97	4.58	200	175	0.73	3.48	1899	1632	0.75	4.05	38	37	0.85	3.93							2428	2097	27	20
Mar		2	2	121	109	0.67	3.22	166	140	0.98	4.64	199	172	0.76	3.61	1893	1620	0.78	4.10	38	37	0.86	4.00							2419	2090	26	19
Apr		2	2	120	108	0.65	3.07	165	138	1.03	4.87	196	169	0.77	3.63	1885	1602	0.79	4.16	38	37	0.88	4.08	5	5	3.80	20.00	2406	2057	26	19		
May		2	2	119	107	0.65	3.06	163	136	1.06	5.00	194	166	0.79	3.74	1875	1583	0.81	4.26	38	37	0.89	4.13	5	5	3.70	18.57	2392	2032	26	18		



Directorate: **Social Services and Housing**

Establish't	Director		Adult Ser				Bus Sup		Child Serv				Child & Young				Housing Serv				TOTAL						
	Number of staff	FTEs	Number of staff	FTEs	Average Number of Days Lost		Number of staff	FTEs	Average Number of Days Lost		Number of staff	FTEs	Average Number of Days Lost		Number of staff	FTEs	Average Number of Days Lost		Number of staff	FTEs	Employee	Percentage Absence	Number of staff	FTEs	Leavers	Starters	
					Per Employee	Percentage Absence			Per Employee	Percentage Absence			Per Employee	Percentage Absence			Per Employee	Percentage Absence									
	3		3																								
Apr	3	3	561	500	1.11	6.17	25	25	0.08	0.45	124	114	0.99	5.47	3	3	4.00	22.22	83	80	0.57	3.18	799	725	6	2	
May	3	3	566	506	1.25	5.95	26	26	0.27	1.30	122	112	1.73	8.21	3	3	0.00	0.00	85	82	0.40	1.91	805	732	5	9	
Jun	3	3	569	509	1.14	5.16	26	26	0.34	1.54	122	112	1.49	6.78	3	3	0.67	3.03	87	84	0.75	3.42	810	738	4	9	
Jul	3	3	563	506	0.96	4.58	27	27	0.11	0.53	123	116	1.56	7.44	3	3	6.33	30.16	86	83	0.73	3.49	805	738	13	8	
Aug	3	3	562	506	0.94	4.26	27	27	1.44	6.54	121	114	1.01	4.59	6	6	3.67	16.67	84	81	1.01	4.59	803	737	9	7	
Sep	4	4	566	511	0.97	4.60	26	26	0.23	1.11	123	116	1.20	5.74	9	9	3.11	14.81	84	81	1.25	5.95	812	747	3	13	
Oct	4	4	570	516	1.25	5.67	26	26	0.19	0.88	124	117	1.72	7.83	9	9	0.11	0.51	84	81	1.03	4.67	817	753	7	9	
Nov	4	4	547	484	1.28	5.81	26	26	0.31	1.41	116	111	1.18	5.35	8	8	1.88	8.52	86	83	0.73	3.33	787	715	3	12	
Dec	4	4	551	484	0.80	4.19	28	28	0.43	2.25	115	109	0.41	2.17	10	10	0.00	0.00	86	82	0.14	0.73	794	717	6	4	
Jan	4	4	556	486	1.39	6.33	28	28	0.86	3.90	113	108	1.61	7.32	9	9	2.00	9.09	87	83	0.71	3.23	797	717	6	7	
Feb	4	4	559	487	1.36	6.70	28	28	0.46	1.98	112	107	1.35	16.67	9	9	3.33	6.74	91	87	1.13	5.64	803	721	2	10	
Mar	4	4	567	496	1.16	5.29	28	28	0.07	0.33	109	104	0.82	3.74	9	9	2.44	11.11	92	89	0.49	2.21	809	729	3	7	
Apr	2	2	570	482	1.43	7.53	28	27	0.52	2.74	109	102	0.77	4.06	9	9	2.00	10.53	94	88	0.57	3.02	812	710	2	9	
May	2	2	563	474	1.51	7.21	41	39	0.23	1.11	106	101	0.84	4.01	8	8	2.00	9.52	94	88	0.72	3.45	814	712	1	2	
<b>Rolling Average</b>																											
Apr	2006	3	3	561	500	1.11	6.17	25	25	0.08	0.45	124	114	0.99	5.47	3	3	4.00	22.22	83	80	0.57	3.18	799	725	6	2
May		3	3	564	503	1.18	6.06	26	25	0.18	0.88	123	113	1.36	6.84	3	3	2.00	11.11	84	81	0.49	2.55	802	729	6	6
Jun		3	3	565	505	1.17	5.76	26	25	0.23	1.10	123	113	1.40	6.82	3	3	1.56	8.42	85	82	0.57	2.84	805	732	5	7
Jul		3	3	565	505	1.12	5.47	26	26	0.20	0.96	123	113	1.44	6.98	3	3	2.75	13.85	85	83	0.61	3.00	805	733	7	7
Aug		3	3	564	506	1.08	5.22	26	26	0.45	2.07	122	114	1.36	6.50	4	4	2.93	14.42	85	82	0.69	3.32	804	734	7	7
Sep		3	3	565	506	1.06	5.12	26	26	0.41	1.91	123	114	1.33	6.37	5	5	2.96	14.48	85	82	0.79	3.76	806	736	7	8
Oct		3	3	565	508	1.09	5.20	26	26	0.38	1.76	123	114	1.39	6.58	5	5	2.56	12.49	85	82	0.82	3.89	807	739	7	8
Nov		3	3	563	505	1.11	5.28	26	26	0.37	1.72	122	114	1.36	6.43	6	6	2.47	11.99	85	82	0.81	3.82	805	736	6	9
Dec		3	3	562	502	1.08	5.15	26	26	0.38	1.78	121	113	1.25	5.95	6	6	2.20	10.66	85	82	0.73	3.47	804	733	6	8
Jan	2007	4	4	561	501	1.11	5.27	27	26	0.43	1.99	120	113	1.29	6.09	6	6	2.18	10.50	85	82	0.73	3.45	803	732	6	8
Feb		4	4	561	500	1.13	5.40	27	26	0.43	1.99	120	112	1.30	7.05	7	7	2.28	10.16	86	83	0.77	3.65	803	731	6	8
Mar		4	4	561	499	1.13	5.39	27	26	0.40	1.85	119	112	1.26	6.78	7	7	2.30	10.24	86	83	0.75	3.53	803	731	6	8
Apr		4	4	562	498	1.16	5.51	27	27	0.44	2.04	117	111	1.24	6.66	7	7	2.13	9.26	87	84	0.75	3.52	805	729	5	9
May		3	3	562	495	1.18	5.61	28	28	0.43	2.03	116	110	1.16	6.31	8	8	2.30	10.06	88	84	0.77	3.64	805	728	5	8

**LEAVERS May 2007**

Appendix B

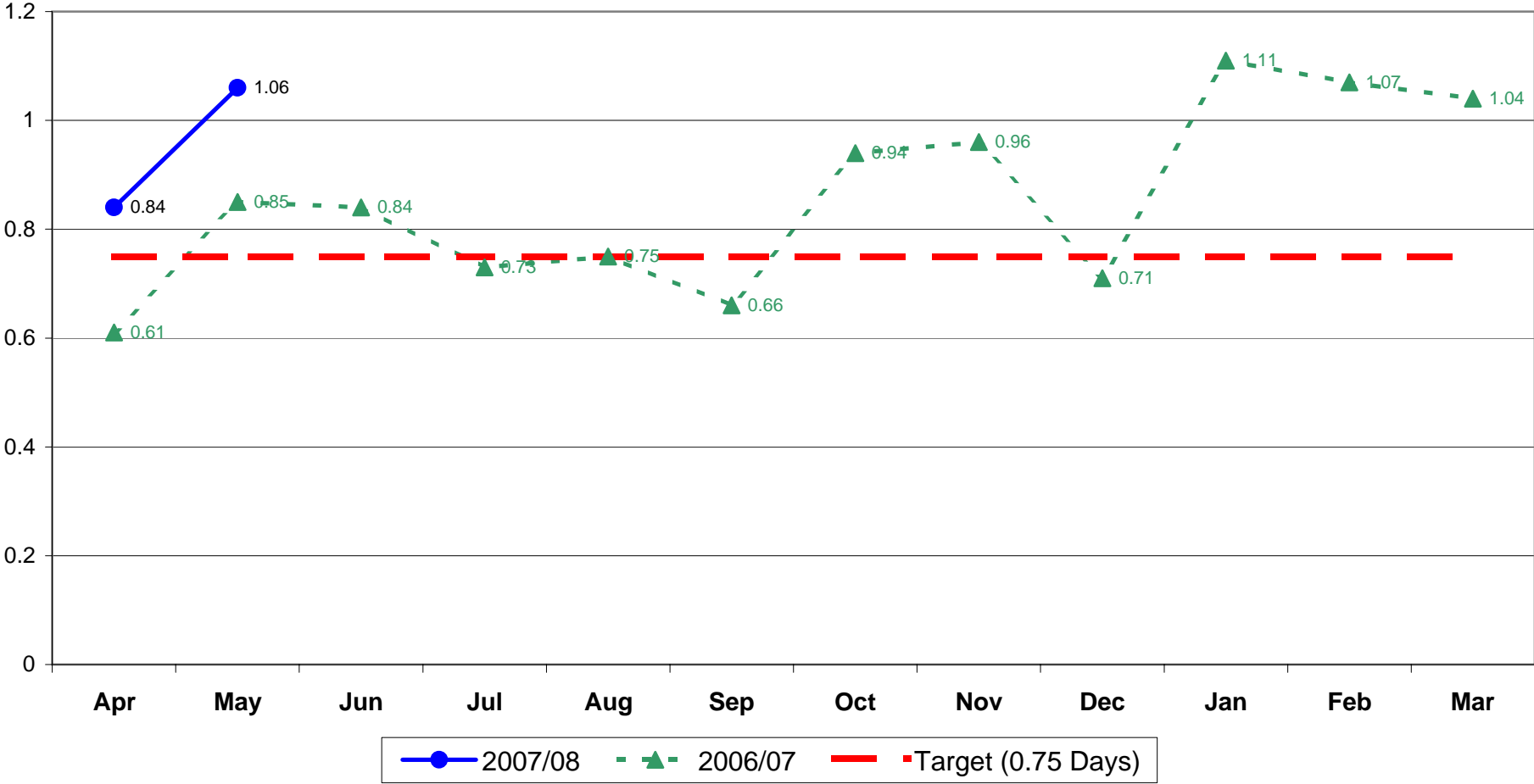
Directorate	Service	Dept	Position	Leaving Date	Leaving Reason
Environment	Environmental Services	Cleaning Service	Seasonal Public Convenience	21/05/2007	Did Not Commence Employment
Lifelong Learning	Schools	Secondary Schools	Teacher	23/05/2007	End of Fixed Term/Temporary Contract
Environment	Environmental Services	Cleaning Service	Cleaner	29/05/2007	Moved Out of the Area
Environment	Environmental Services	Cleaning Service	Cleaner03	29/05/2007	Moved Out of the Area
Lifelong Learning	Corporate Communications		Corporate Communications Manager01	13/05/2007	Resignation - Another Post Outside DCC
Environment	Planning & Public Protection	Health And Private Sector	Admin Officer01	13/05/2007	Resignation - Another Post Outside DCC
Environment	Environmental Services	Cleaning Service	Cleaner03	11/05/2007	Resignation - Another Post Outside DCC
Lifelong Learning	Education	Youth Service	Play Worker18	30/05/2007	Resignation - Another Post Outside DCC
Resources	Finance	Exchequer & Financial Accounti	Senior Procurement Officer01	28/05/2007	Resignation - Another Post Outside DCC
Lifelong Learning	Schools	Primary Schools	Caretaker	25/05/2007	Resignation - Another Post Outside DCC
Lifelong Learning	Schools	Primary Schools	Mid Day Supervisor	18/05/2007	Resignation - Another Post Outside DCC
Environment	Environmental Services	Cleaning Service	Cleaner11	11/05/2007	Resignation - Another Post Outside DCC
Resources	Central Personnel	Corporate HR	Personnel Officer (Pay & Rewards)	23/05/2007	Resignation - Another Post Outside DCC
Environment	Development Services	Property	Business Support Officer01	20/05/2007	Resignation - Another Post Outside DCC
Lifelong Learning	Schools	Secondary Schools	Clerical Assistant	13/05/2007	Resignation - Another Post Outside DCC
Social Services & Housi	Children & Young People Partnerships		Young People's Partnership Coordinator	16/05/2007	Resignation - Another Post Outside DCC
Environment	Environmental Services	Public Realm	Ground Maintenance Operatives	15/05/2007	Resignation - Personal
Resources	ICT	Systems	Analyst/Programmer03	04/05/2007	Resignation - Personal
Environment	Planning & Public Protection	Health And Private Sector	Sampling Officer01	31/05/2007	Retirement
Resources	Finance	Exchequer & Financial Accounti	Senior Cashier01	31/05/2007	Retirement
Environment	Environmental Services	Sign Shop, Street Lighting, Safe	Quality And Safety Officer01	04/05/2007	Retirement
Lifelong Learning	Countryside & Leisure Services	Sports Development	Promenade Supervisor01	01/05/2007	Retirement
Lifelong Learning	Schools	Secondary Schools	Nursery Nurse	31/05/2007	Retirement - Ill Health
Lifelong Learning	Schools	Primary Schools	Caretaker	25/05/2007	Retirement - Standard Age
Lifelong Learning	Tourism, Heritage & Culture	Library & Information Service	Library Assistant 03	31/05/2007	Retirement - Standard Age

**STARTERS in May 2007**

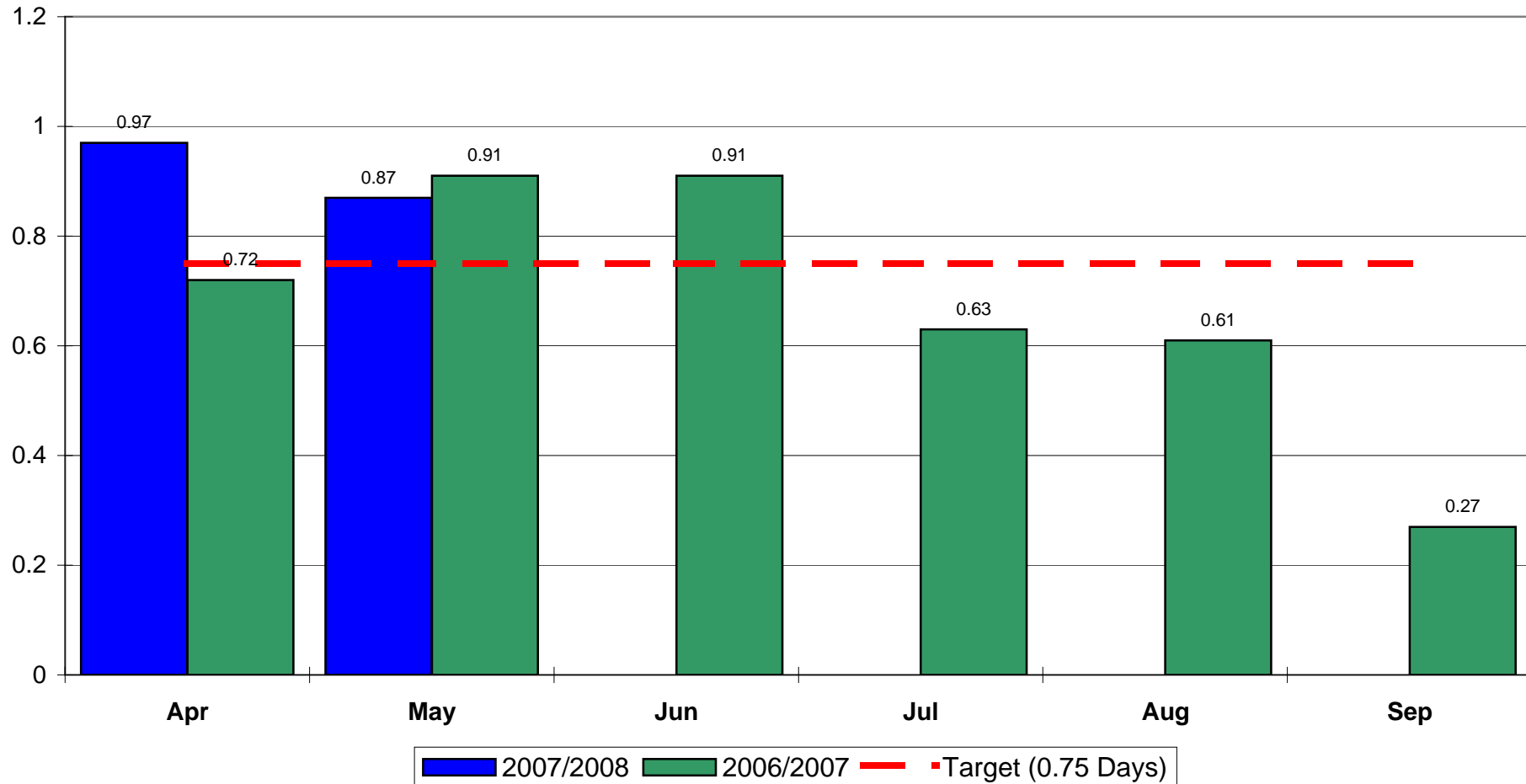
Appendix B

Joining Date	Position	Directorate	Service	Dept	Location:Unit
14/05/2007	Post Clerk	Chief Executive's and Co	County Clerks	Administration Services	County Hall
21/05/2007	Seasonal Public Convenience	Environment	Environmental Services	Cleaning Service	Bodelwyddan
08/05/2007	Cleaner03	Environment	Environmental Services	Cleaning Service	Kinmel Park Depot
08/05/2007	Cleaner07	Environment	Environmental Services	Cleaning Service	Kinmel Park Depot
29/05/2007	Street Lighting Operative	Environment	Environmental Services	Sign Shop, Street Lighti	Kinmel Park Depot
21/05/2007	Parking Attendant (Seasonal)	Environment	Transport & Infrastructure	Network Management	Bodelwyddan
21/05/2007	Print Procurement Officer	Lifelong Learning	Corporate Communicatio	Public Relations	County Hall
01/05/2007	Little Tern Warden01	Lifelong Learning	Countryside & Leisure Se	Countryside	Loggerheads Countryside Centre
19/05/2007	Temporary Beach Lifeguard	Lifelong Learning	Countryside & Leisure Se	Sports Development	Childrens Village
19/05/2007	Temporary Beach Lifeguard	Lifelong Learning	Countryside & Leisure Se	Sports Development	Childrens Village
19/05/2007	Temporary Beach Lifeguard	Lifelong Learning	Countryside & Leisure Se	Sports Development	Childrens Village
29/05/2007	Caretaker	Lifelong Learning	Schools	Primary Schools	Corwen C.P - Caer Drewyn
01/05/2007	Exam Invigilator	Lifelong Learning	Schools	Secondary Schools	Rhyl High School
21/05/2007	Behaviour Assistant	Lifelong Learning	Schools	Secondary Schools	Prestatyn High School
01/05/2007	Exam Invigilator	Lifelong Learning	Schools	Secondary Schools	Prestatyn High School
01/05/2007	Exam Invigilator	Lifelong Learning	Schools	Secondary Schools	Prestatyn High School
08/05/2007	Cleaner	Lifelong Learning	Schools	Special Schools	Plas Brondyffryn School
21/05/2007	Personnel Officer (Pay & Rewards)	Resources	Central Personnel	Corporate HR	County Hall
29/05/2007	Certificated Bailiff03	Resources	Finance	Revenues	Russell House
29/05/2007	Certificated Bailiff04	Resources	Finance	Revenues	Russell House
01/05/2007	Support Officer To Financial Assessors02	Social Services & Housin	Adult Services	PMSU	Ty Nant
14/05/2007	First Contact Officer09	Social Services & Housin	Adult Services	PMSU	Russell House
14/05/2007	First Contact Officer10	Social Services & Housin	Adult Services	PMSU	Russell House

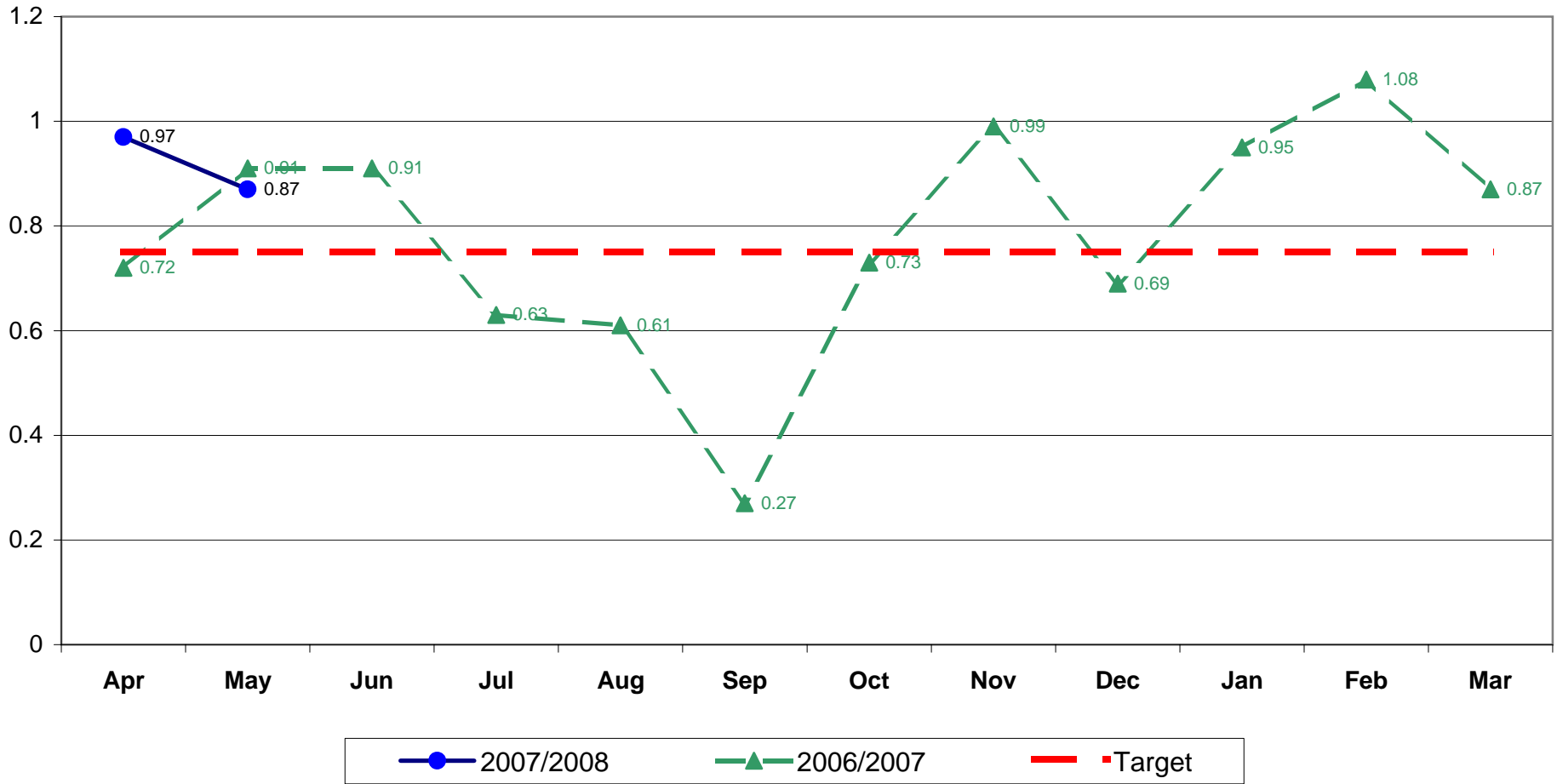
### Denbighshire County Council Average Number of Days Lost per Employee May 2007



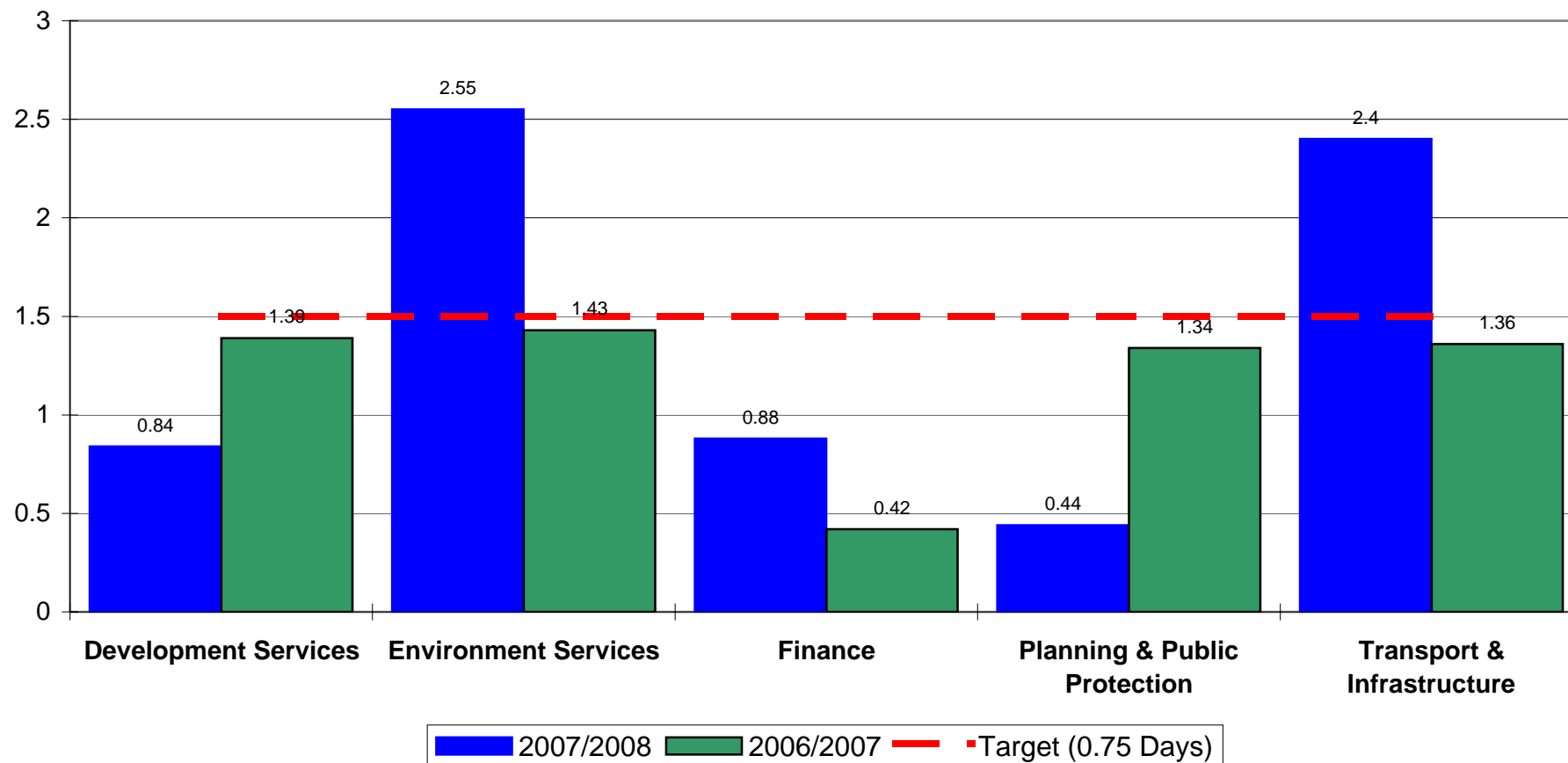
### Denbighshire County Council Average Days Lost per Directorate Cumulative April - May



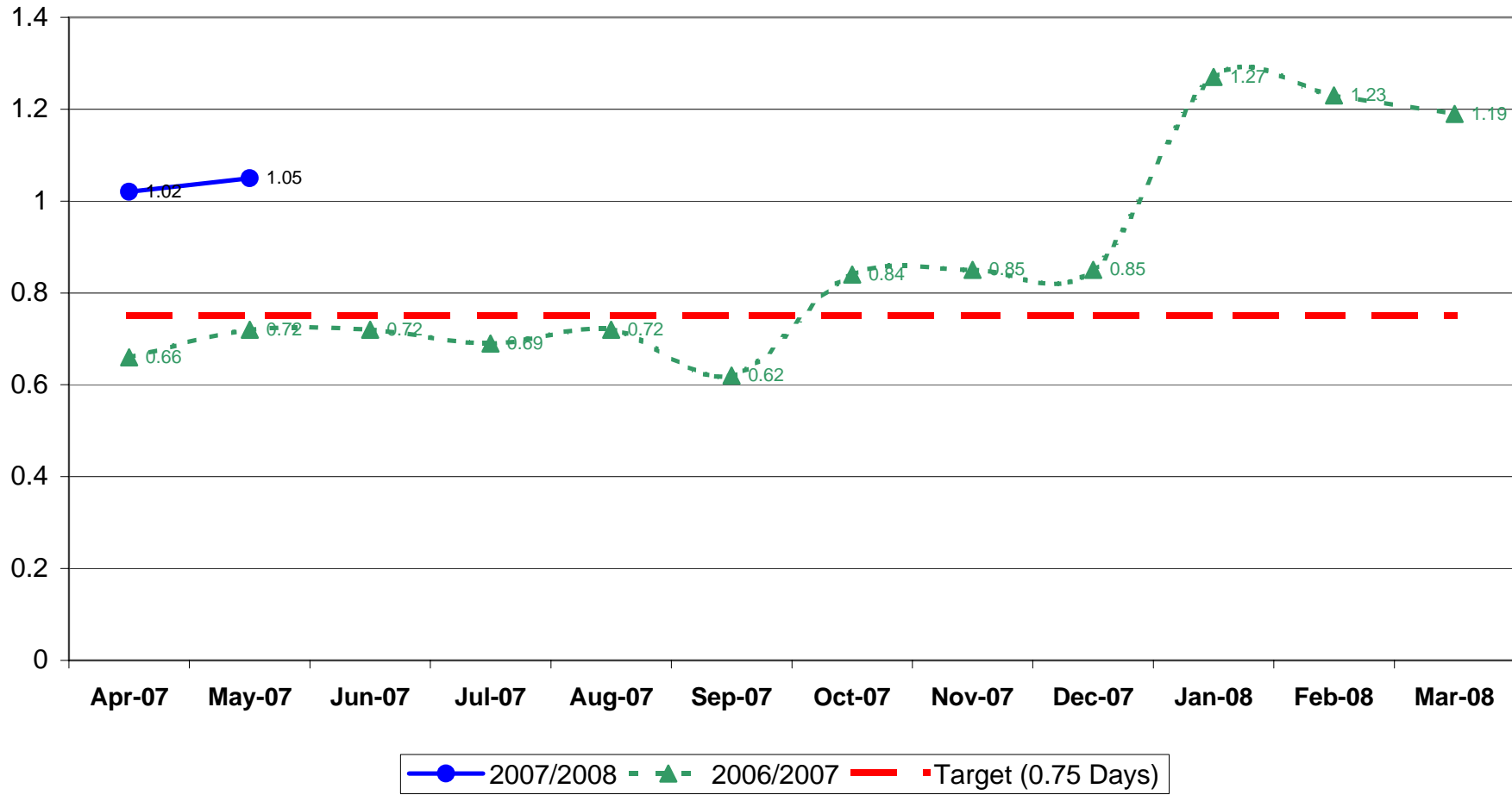
### CHIEF EXECUTIVE'S & COUNTY CLERKS Average Days Lost per Employee May 2007



### ENVIRONMENT DIRECTORATE Average Days Lost per Service Cumulative April - May

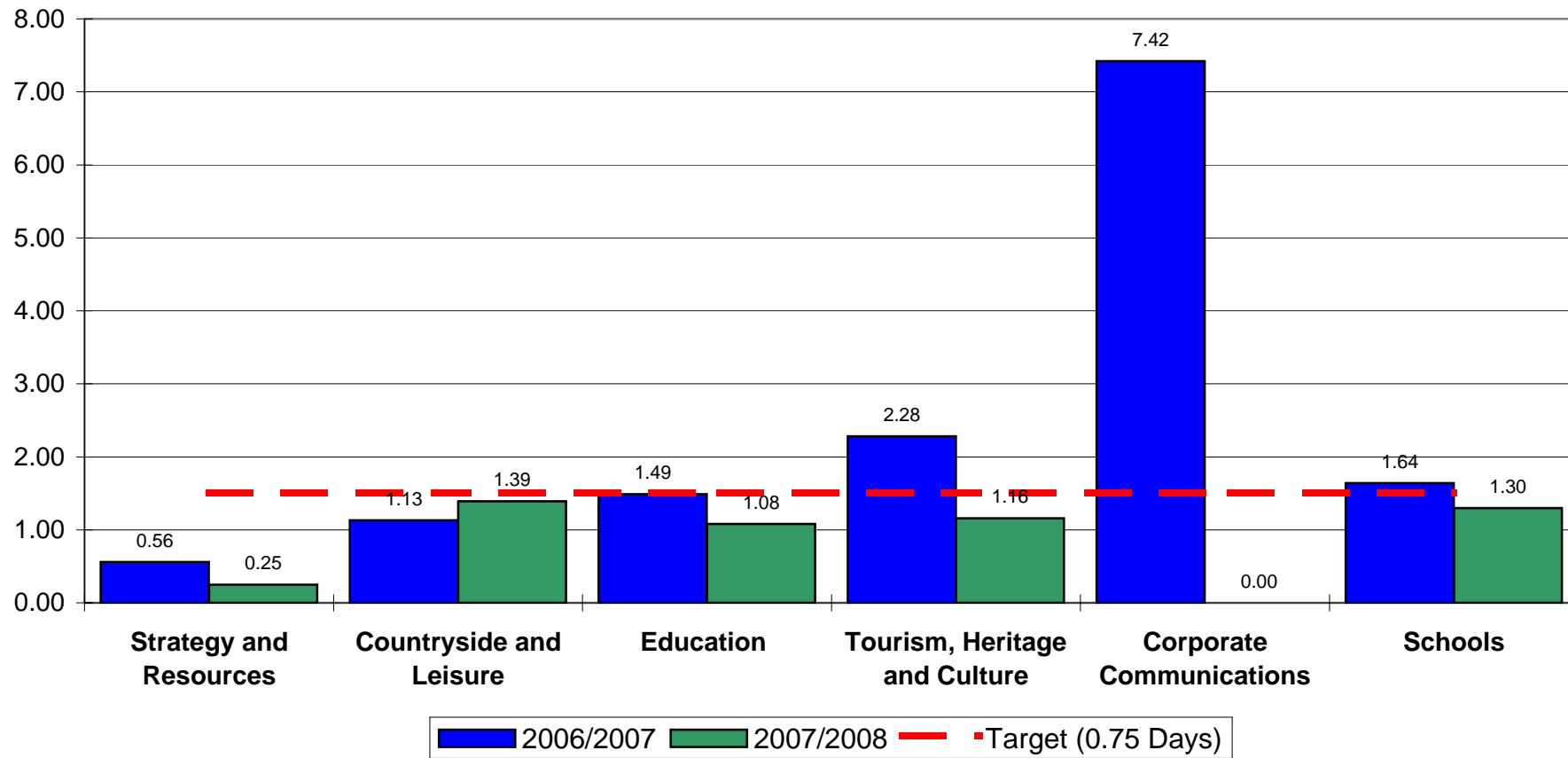


### ENVIRONMENT DIRECTORATE Average Number of Days Lost per Employee May 2007

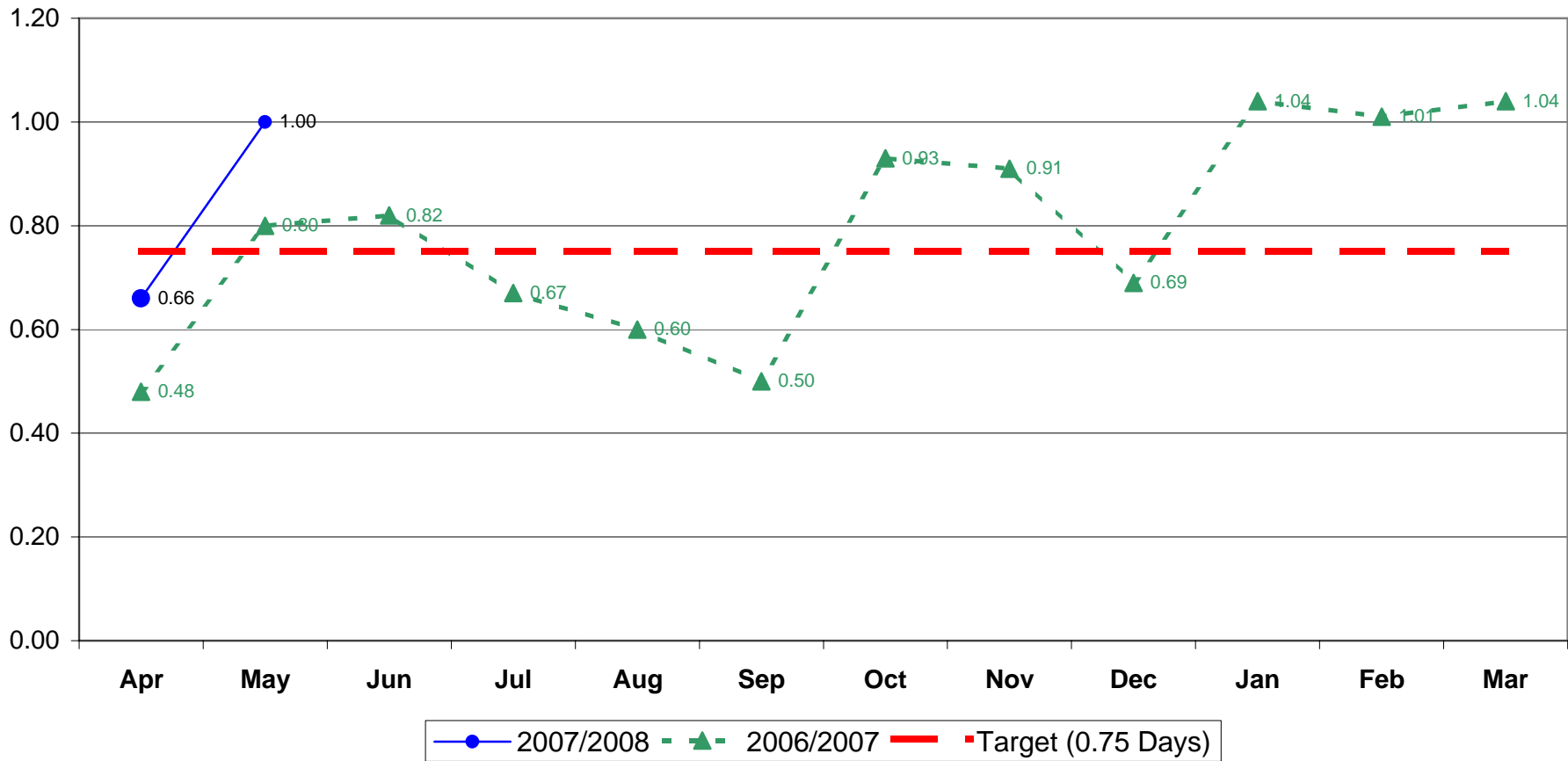




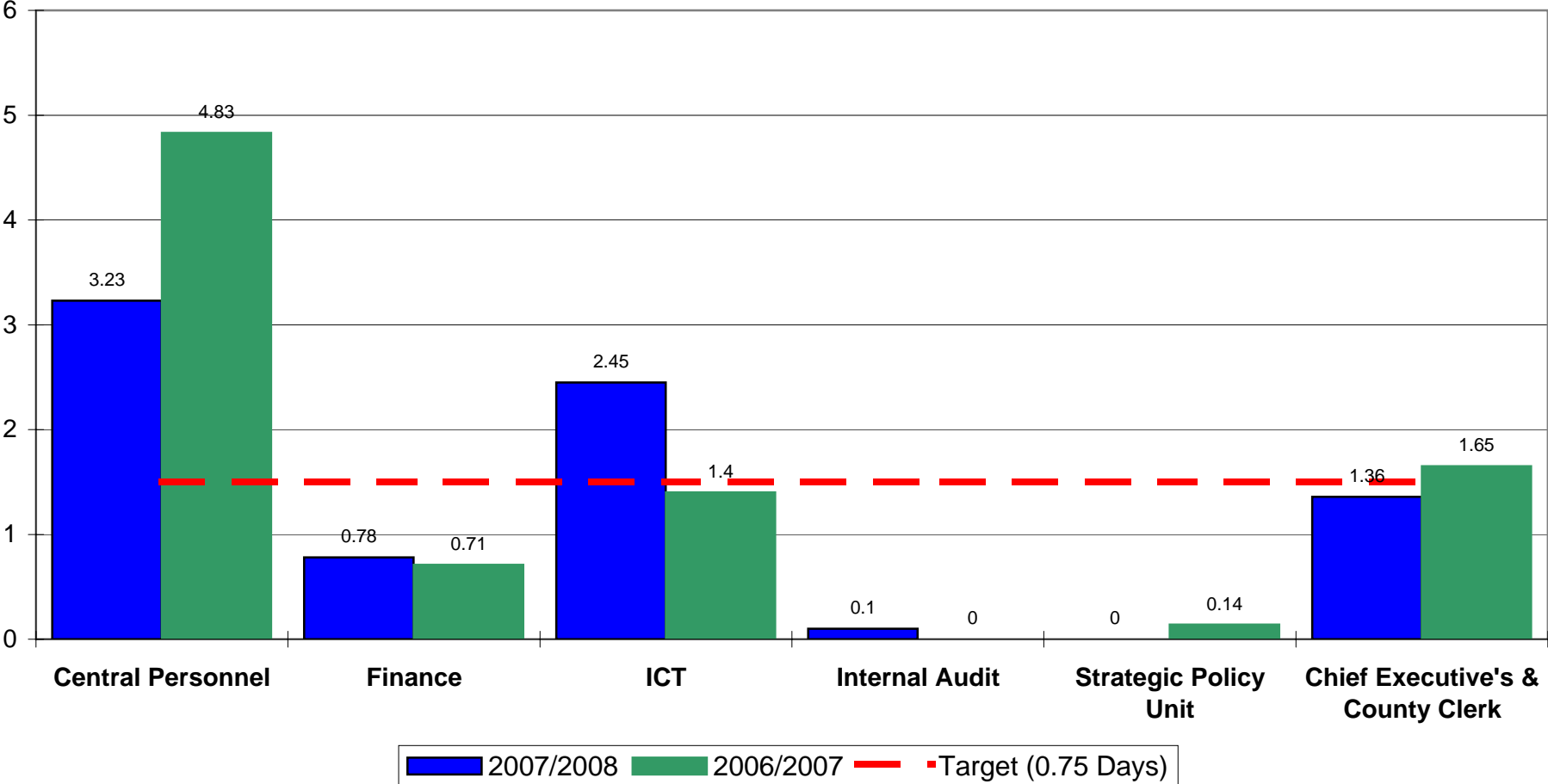
**LIFELONG LEARNING DIRECTORATE**  
**Average Days Lost per Service**  
**Cumulative April - May**



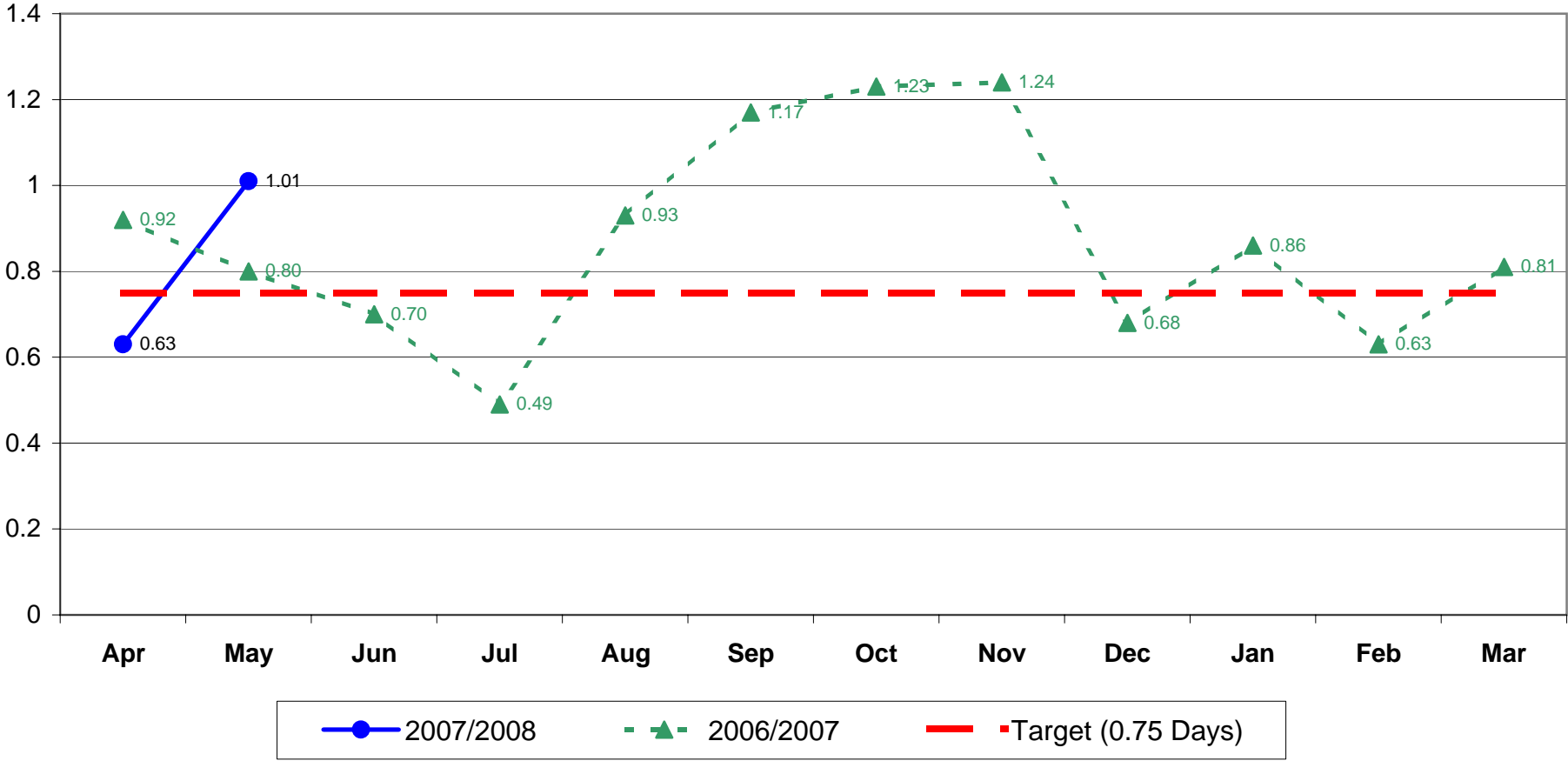
### LIFELONG LEARNING DIRECTORATE Average Days Lost per Employee May 2007



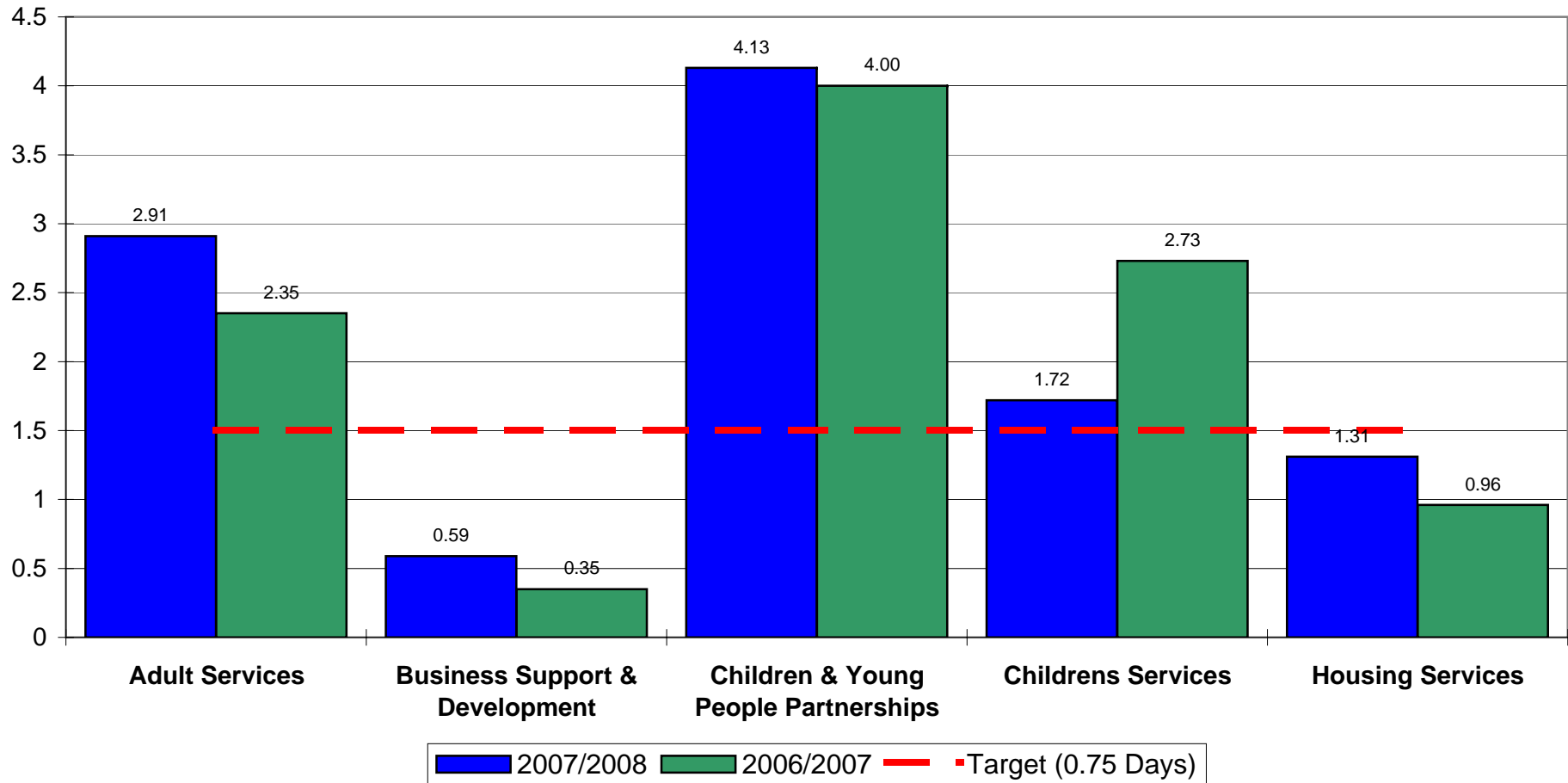
### RESOURCES, CHIEF EXECUTIVE'S & COUNTY CLERKS Average Days Lost per Service Cumulative April - May



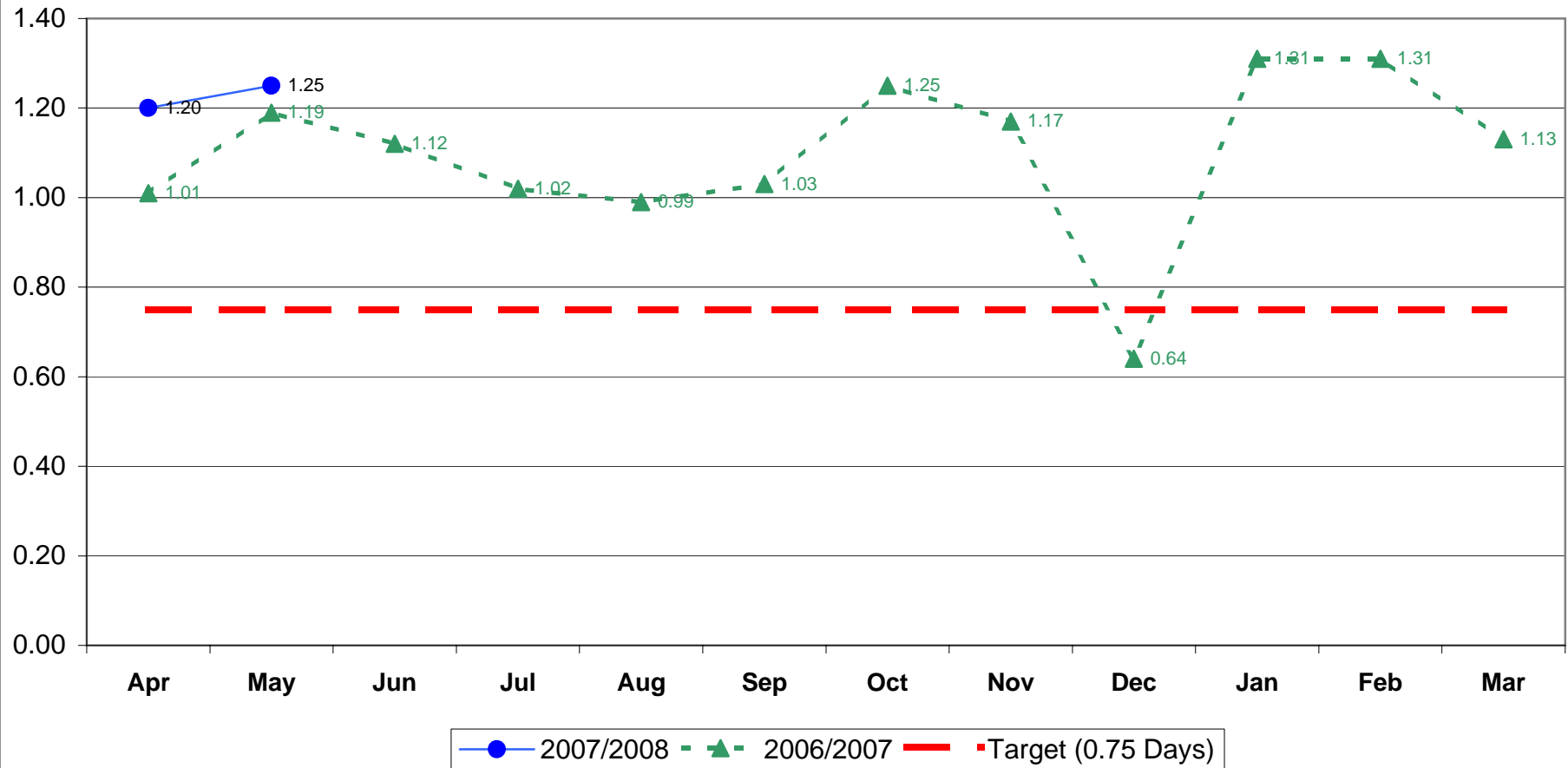
### RESOURCES Average Number of Days Lost per Employee May 2007



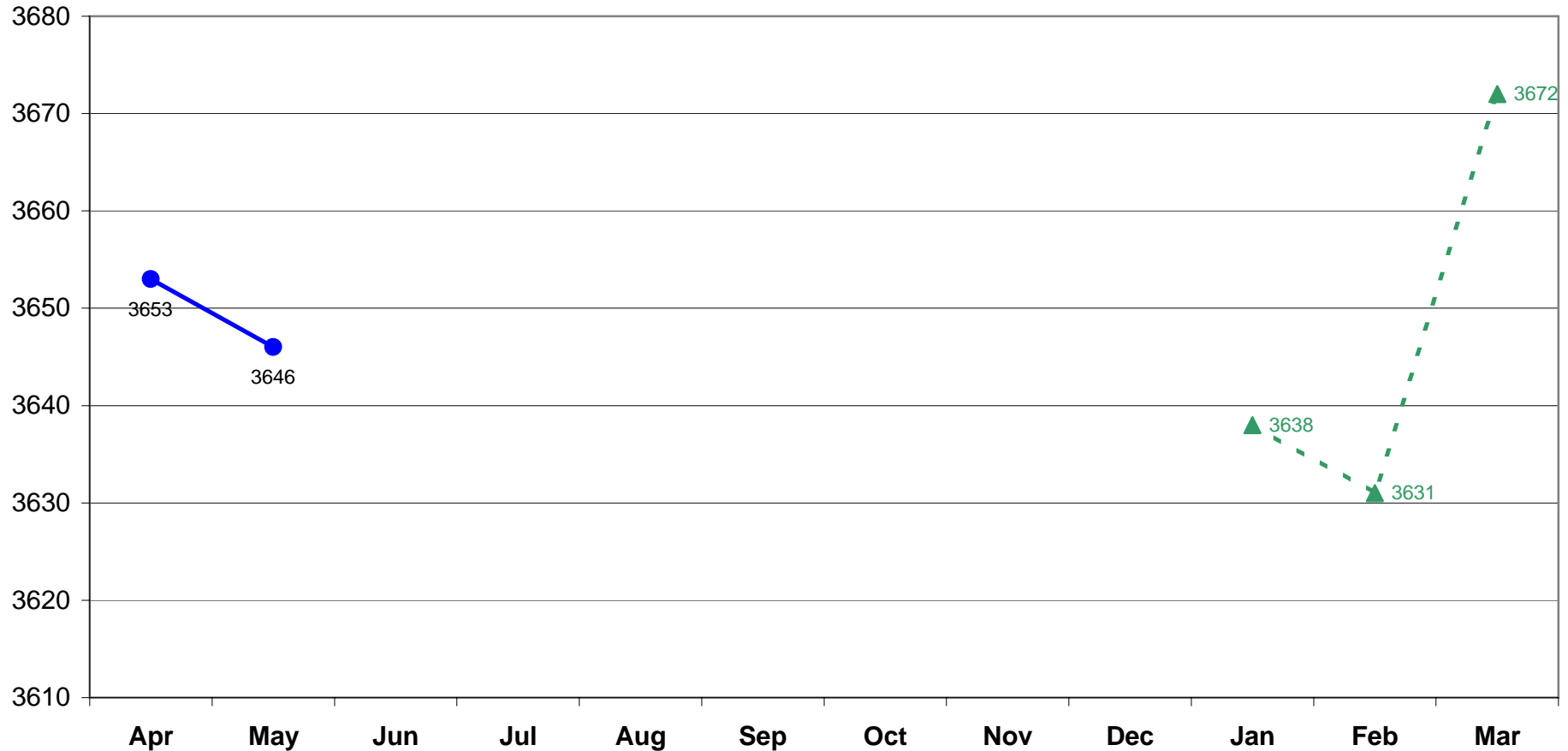
### SOCIAL SERVICES DIRECTORATE Average Days Lost per Service April - May 2007



### SOCIAL SERVICES DIRECTORATE Average Number of Days Lost Per Employee May 2007

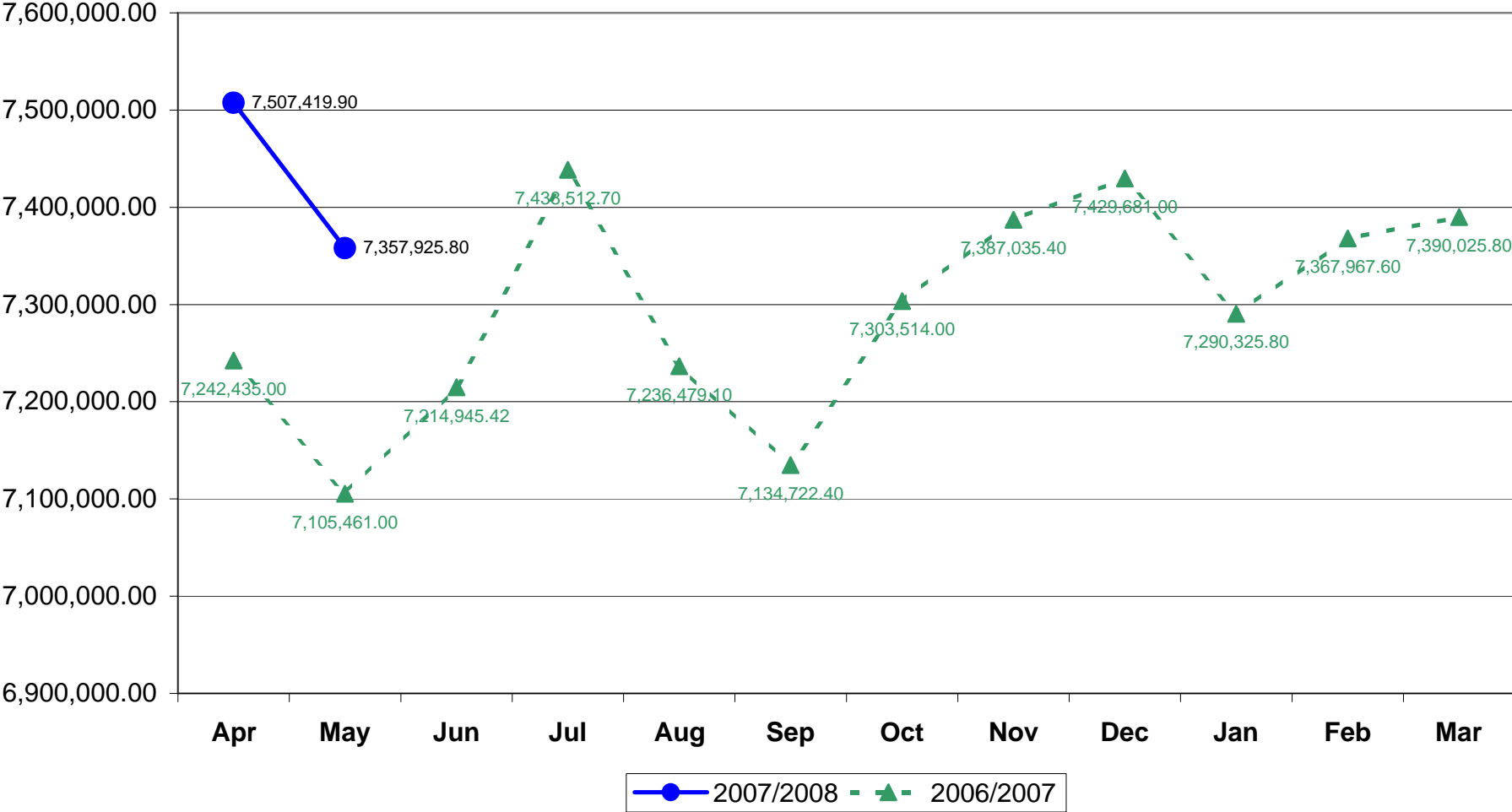


### FTE Comparison



—●— 2007/2008 - ▲ - 2006/2007

### Gross Pay Comparison





**CABINET  
FORWARD WORK PROGRAMME**

<b>REPORT TITLE</b>	<b>REPORT LEAD MEMBER / AUTHOR</b>
<b>JULY 2007</b>	
Revenue Budget Monitoring Report 2007-2008	Councillor G O Rowlands R Parry
Capital Plan	Councillor G O Rowlands R Parry
Community Capital Grants 2007-2008	Councillor R W Hughes M Dixon
Use of the £200k 'Spend to Save' Efficiencies Budget	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
Continuing Health Care Interim Implementation Plan	Councillor P A Dobb S Ellis – N Ayling
West Rhyl Regeneration Strategy – Clarification Note PCN	Councillor R W Hughes M Pender
Award of Contract for Work Opportunities for People With Learning Disabilities in North Denbighshire	Councillor P A Dobb Alison Heaton
Corporate Equalities Plan Approval	Councillor S A Davies J Williams
Working Together as the Welsh Public Service	Councillor R W Hughes J Williams
<b>AUGUST 2007 ~ NO MEETINGS</b>	
<b>11 SEPTEMBER 2007</b>	
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
Corporate Consultation	Councillor S A Davies H W Griffiths
Corporate Quarterly Performance Report	Councillor S A Davies N Gribben
<b>25 SEPTEMBER 2007</b>	
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
<b>OCTOBER 2007</b>	

<b>REPORT TITLE</b>	<b>REPORT LEAD MEMBER / AUTHOR</b>
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
Modernising Education: Report and Feedback	Councillor D Owens H W Griffiths
<b>NOVEMBER 2007</b>	
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
Modernising Education: Implementation Plan to be Endorsed	Councillor D Owens H W Griffiths
<b>DECEMBER 2007</b>	
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
<b>15 JANUARY 2008</b>	
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
<b>29 JANUARY 2008</b>	
Health, Social Care & Well-being (HSCWB) Strategy 2008/11	Councillor P A Dobb Melanie Evans