

CABINET

Minutes of the Cabinet meeting held at 10.55 a.m. on Tuesday 17 July 2007 in the Guide Hall, Prestatyn.

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; 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 R E Barton, G C Evans and N Hugh Jones.

ALSO PRESENT

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

APOLOGIES

Councillor M A German, Lead Member for Children, Young People and Families.

ANNOUNCEMENT

Councillor R W Hughes, referring to the earlier 1:1 with Cabinet Members and senior officers, said it was encouraging to see a large turnout at that meeting. She asked Members to briefly list some of the items the public had discussed –

Councillor E W Williams - recycling, road conditions, bus shelters, fly tipping

Councillor J Thompson Hill - proposed planning, car parking charges, condition of Prestatyn High Street

Councillor P A Dobb – Rhyl residents discussed social enterprises throughout North Wales, new hostel and affordable housing in Rhyl whilst Prestatyn residents discussed the long awaited extra care units in Prestatyn and the need for investment in regenerating private homes

Councillor D Owens – deputation of Acting Head and Governors with pupils from Rhyl High School to discuss 16-19 education

Councillor G O Rowlands – public realms funding issues

Councillor S Roberts – Rhyl Going Forward, woodland walk required from Rhyl to Rhuddlan, Wales in Bloom, car parking charges, eco friendly turbine near the waterfalls in Dyserth

Councillor S A Davies – no queries

Councillor E C Edwards – no queries.

Councillor R W Hughes – parking meters not wanted by residents of Prestatyn, more informative articles wanted in County Voice, flooding.

Councillor E C Edwards informed Members of his meeting with Huw Irranca Davies MP, Wales Office Minister / Under Secretary of State for Wales the previous day, along with terrorism advisers to the Prime Minister and Cabinet. The importance of community safety had formed the main discussion. He had also informed the Minister of the good working collaboration between North Wales Police and Cheshire Police as a new initiative.

Councillor G O Rowlands said the Revenues Department were the second highest in Wales and the first in North Wales for the successful collection of Council Tax, with an average of 97.9% collected in year. He congratulated the staff and said prompt payment by the Council Taxpayers was of great benefit to the Authority in keeping financial management as efficient as possible.

Councillor S Roberts referred to the previous Saturday's Guardian and its definitive guide to the British seaside, in which Prestatyn had received 2 commendations. Mention had also been made of Landmark Wales and the Postcard over the River Dee which will do for the A550 what the Angel did for the A1.

1 URGENT MATTERS

There were no Urgent Matters.

2 MINUTES OF THE CABINET

The Minutes of the Cabinet meeting held on 26 June 2007 were submitted.

Also Present: Remove the Deputy Chief Executive / Corporate Director: Resources from the list of attendees. His apologies had been given.

Item 4 European Union Convergence Programme Action Plan for Denbighshire - Add "and identify match funding" to the Resolution.

Item 7 Modernising Education Update – The Corporate Director: Lifelong Learning said Cambridge Education's report would be published in September 2007 as they needed to develop their preliminary draft further, with consultation ongoing until the end of November 2007. This would ensure sufficient time for consultation and communication. He also confirmed that the Lifelong Learning Directorate had sufficient budget for this extra work.

Item 8 Proposal to Introduce a Charge for Post 16 Transport – Paragraph 6 amend to read "... impact on the 14-19 Learning Pathways Project ..."

RESOLVED that, subject to the above, the minutes of the meeting held on 26 June 2007 be approved as a correct record and signed by the Leader.

3 CONVERGENCE PROGRAMME – THE NEXT STEPS

Councillor R W Hughes presented the report seeking Members' agreement of the initial priority areas for work for the Convergence Programme as detailed in Appendix 1. Councillor Hughes said approximately 500 projects would be required for the whole of Wales, whilst Denbighshire had approximately 100 projects. Some of the projects were general and would be implemented throughout the County. She hoped to host 2 or 3 events for the business and voluntary sector through the year to inform further on the Convergence Programme.

Referring to the Financial Controller Statement, Councillor G O Rowlands stressed the need for a block allocation bid to be made to the Capital Strategy Group by the end of November 2007 at the latest.

In regard to Priority 3 – Developing high quality strategic business sites and premises – Councillor E C Edwards stressed the need for these matters to be discussed in detail at the Area Elected Members Groups. Councillor Hughes agreed and suggested this could be a standard agenda item for the Area Elected Members Groups. Councillor S A Davies agreed and said it was important that the rural areas are named in a similar way as the urban areas were named in the appendix.

Councillor E W Williams referred to village life and said many villages had no shops. It was important that funding for structural funds became available and there were opportunities to regenerate.

The Principal Regeneration Manager informed Members that the Rural Development Plan was a different funding stream to the Convergence Programme. This had passed its first stage and was now being considered along with 17 other eligible areas in Wales. The Appendix to the report did not rule out the inclusion of rural areas and these were covered by the Convergence Programme.

RESOLVED that Members approve and further develop the initial priority areas for work as detailed in Appendix 1 of the report, at the outset of the Convergence Programme.

4 WORKING TOGETHER AS THE WELSH PUBLIC SERVICE

Councillor R W Hughes presented the report seeking Members' consideration of the progress the Authority is making to meet the collaboration strand of the 'Making the Connections' agenda and request further information and/or action where required. Members were also asked to note the minutes of the Regional Partnership Board meeting which was held on the 15 June 2007 (at Appendix I) and the current position of the regional collaboration projects.

Councillor E C Edwards queried whether the Contact Centre Collaboration Project was connected in any way with the SNEN 101 Project which had been proposed by the Home Office. The Chief Executive said the projects could be linked and if the SNEN

101 Project became viable it could be included. Councillor Edwards said the Wales Office Minister / Under Secretary of State for Wales had referred to this at the meeting the previous day but there was no funding available.

With reference to Councillor E W Williams' query as to why car parking had not been included, the Chief Executive said the projects had been completed. However, Councillor Williams suggested that working projects should be included as a reminder of good practice.

In response to a query from Councillor R E Barton (Observer) on Home Energy Conservation, Councillor P A Dobb said she would investigate the possibility of collaborating with Flintshire County Council on this issue.

RESOLVED that Members note the progress the Authority is making to meet the collaboration strand of the 'Making the Connections' agenda and note the minutes of the Regional Partnership Board meeting on 15.06.2007.

5 £200k SPEND TO SAVE BUDGET UPDATE

The Chief Executive presented the report for Members to note the position to date on the projects agreed for funding in 2006/07 through the Spend to Save budget, together with the list of further projects agreed by the Corporate Executive Team for support in 2007/08.

Councillor P A Dobb referred to the Keyring Initiative and said an £8k saving would be made the following year. She said the use of physiotherapy staff would commence in September. The Chief Executive said although such services should be provided by the NHS, it was important for the Authority to ensure staff on sick leave returned to work as quickly as possible.

With regard to energy usage, Councillor Thompson Hill informed Councillor N Hugh Jones (Observer) that a separate energy usage review was being carried out.

RESOLVED that Members note the position of projects agreed for funding in 2006-2007 as detailed in Appendix 1 of the report and the projects agreed by the Corporate Executive Team for support in 2007-2008.

6 DRAFT EQUALITIES PLAN

Councillor S A Davies presented Denbighshire's Draft Equalities Plan for Members to discuss and agree and recommend to Full Council for approval. The attached executive summary addressed the key areas for discussion (the full draft document could be accessed via the Denbighshire website, under the Equalities section). All consultation to date would be included in the report to Council on 31 July.

Councillor R W Hughes praised the inclusion of an Executive Summary and details as to where the full report could be accessed and recommended that this practice could be adopted for similar reports.

RESOLVED that Cabinet recommend to Council the Draft Equalities Plan and its Action Plan.

7 HOUSING REVENUE ACCOUNT BUDGET & CAPITAL PLAN REPORT 2007-2008

Councillor P A Dobb presented the report for Members to note the latest financial forecast position of the Housing Revenue Account (H.R.A.) for the current financial year. Councillor Dobb reported that the windows contract work was due to be completed in October and the heating works were also near completion.

Councillor R W Hughes asked Councillor Dobb to pass on messages of praise from residents to the windows installation company on both their work and their conduct.

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

8 REVENUE BUDGET PROJECTED OUTTURN 2007-2008 AND SUMMARY CAPITAL PLAN 2007-2008 TO 2009-2010

Councillor G O Rowlands presented the report for Members to note the budget performance figures for the 2007/08 financial year as detailed in Appendix 1 and note the summary capital plan performance for 2007/08 financial year as detailed in Appendices 2 and 3.

In response to query from Councillor J Thompson Hill regarding the Pay and Grading Review pressures, the Deputy Chief Executive / Corporate Director: Resources said some equal pay grievances had been received and responded to.

The Corporate Director: Lifelong Learning agreed to discuss Ysgol Brynhyfryd's Schools Delegated Budget and the year start and end figures with Councillor E W Williams.

Councillor R W Hughes thanked the Principal Management Accountant on production of Appendix 3 to the report which clearly set out expenditure by Directorate, Council Priority and additional prudential borrowing, adding that the document was very useful.

RESOVLED that Members note the budget performance figures for 2007/08 as detailed in Appendix 1 and the summary capital plan performance figures for 2007/08 financial year as detailed in Appendices 2 and 3.

9 ROUTINE REPORTING ON PERSONNEL

Councillor S A Davies presented the report for Members to note the report on the staff headcount. A revised Appendix E was circulated at the meeting.

Agency figures were provided at Appendix E and it was important for Members to see the difference between staff and agency staff employed. Councillor Davies referred to the fact that some Directorate figures of corporate sickness absence were higher than the same period the previous year and suggested that at the next Cabinet meeting, Members provide details of any problems emerging, as every day lost was a financial cost to the Authority.

A request was made by Councillor R W Hughes for inclusion of figures for Denbighshire funded and grant funded posts in the starters and leavers section.

Councillor P A Dobb, referring to the level of agency staff employed by Social Services and Housing, said agency staff were employed for short term posts.

Referring to the Environment Directorate, Councillor E W Williams said listing staff on long term sickness absence would reduce the figures. He felt it was important that provision of figures did not create too much extra work, although Members needed to be aware of the trends.

The Chief Executive confirmed that agency staff could by law only be employed for less than a year. If they were employed for longer than a year, they became part of the Authority's staff and stopped workers being on short term contracts continually. Councillor R W Hughes said it was important for the workforce to have stability.

RESOLVED that Cabinet note the information in the report and agree to provide details of any problems emerging in regard to sickness absence.

10 CABINET FORWARD WORK PROGRAMME

Councillor S A Davies presented the Cabinet Forward Work Programme.

RESOLVED that Cabinet note the Cabinet Forward Work Programme.

11 URGENT ITEMS:

There were no Urgent Items.

At this juncture (12 noon) the meeting adjourned for 15 minutes to allow Members to participate in refreshments.

EXCLUSION OF PRESS AND PUBLIC

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

PART II

12 COMMUNITY CAPITAL PROJECTS 2007-2008

Members declared interests in various projects:

Councillor E W Williams – Antur Cae Cymro Village Shop Association, Clocaenog Playground Project, Pwllglas Village Hall

Councillor J Thompson Hill – Prestatyn Athletic Junior Football Club, Prestatyn Town Football Club, Prestatyn Tennis Club

Councillor G O Rowlands – Rhuddlan Town Council

Councillor S Roberts – Rhyl Town Council War Memorial Garden, Rhyl Town Council Community Centre

Councillor S A Davies – Llangollen Partnership, Llangollen Town Council, Llangollen Railway Trust Ltd, ECTARC, Llangollen Sports Club

Councillor E C Edwards – Llanfwrrog Community Association

Councillor R W Hughes – Meliden Residents Action Group, Prestatyn Athletic Junior Football Club, Meliden Bowling Club, ECTARC

The Principal Regeneration Manager presented the report seeking Members' approval of the applications for community capital projects and to decommit unused contributions where there was no prospect of delivery in the immediate future.

Councillor R W Hughes said all the projects had been scored using the criteria at Annex A to the report. Individual projects would not be discussed but she was prepared to take comments on the criteria.

In response to a query from Councillor E W Williams, the Chief Executive said funding would be used to consolidate through either completion or extension of projects. Members were reminded a review of project progress would be carried out in 6 months.

RESOLVED that Cabinet agree:

a) *To withdraw the unused contributions to Canolfan Bro Gwerfyl in Bettws Gwerfil Goch, Gwasg Gee in Denbigh and the Wellington Centre in Rhyl approved previously*

b) *To approve the revised scoring methodology in Annex A*

c) *To approve applications scoring 18 or above in Annex B – detailed below*

d) *To approve applications scoring 18 or above in Annex C subject to any outstanding matters being resolved by 31st December 2007, with any funds which cannot be taken up by that date being re-allocated to applications scoring less than 18 with the re-allocation process to be the subject of a further report to Cabinet should this eventuality arise, detailed below, and*

e) *To approve an additional contribution of £2,000 to Canolfan Addysg Bro Cinmeirch for the provision of a play area*

Henllan Football Club - towards improvement/development of Top Park

Llanfwrog Community Association - towards completion of lighting, heating, painting, flooring, first-floor and balcony

Llanferres Community Council - towards the Llanferres Community/ School Multi-Use Games Area

Rhyl Town Council - for the War Memorial Garden Refurbishment

Meliden Residents Action Group - for environmental improvements

Corwen War Memorial Park - for the provision of new playground equipment

Antur Cae Cymro Village Shop Association - for a mobile kitchen

Prestatyn Athletic Junior Football Club - for changing room and toilet facilities.

Gwyddelwern Community Centre Working Group - towards a new community centre (conditional approval subject to match funding)

ECTARC, Llangollen - towards entrance repair and modification and landscaping the former playground (conditional approval subject to match funding)

13 CAPITAL PLAN

Councillor G O Rowlands presented the report for Members to note the latest position on the 2007/2008 element of the Capital Plan and to note the final position for 2006-2007. Members were asked to agree the review of 2006-2007 was presented as a separate Part I report to Full Council. Councillor Rowlands thanked Finance and other departments for their hard work in achieving the many successful projects.

On the Community Learning Centres project, the Corporate Director: Lifelong Learning said the draft contract was still being reviewed by the Council's legal advisers but no problems were anticipated.

Councillor G O Rowlands, referring to the Ryder Cup Golf Challenge at Rhyl, said the issue had been discussed by the Capital Strategy Group. He expressed the Group's concern about the quality of the information and said further information and detail was required before any recommendation could be made regarding the capital and revenue funding which would be required for the project. It was hoped the issue would be discussed at Full Council on 31.07.2007.

Councillor R W Hughes said she had not been informed prior to the meeting that the project was to be raised, it had not met the criteria for funding from the Community Block Allocations and it was likely the project would need revenue funding. It was important that each potential project followed the agreed process to ensure equality throughout. The Corporate Director: Lifelong Learning agreed with the Leader that the process should be followed.

The Corporate Director: Environment felt it was important to have good news highlighted in the list of projects achieved as staff were working extremely hard to achieve the projects whilst at the same time carrying out their other duties. Members were pleased to see the positives highlighted in the report and agreed it was important that every Denbighshire Member was made aware of the Council's achievements.

Councillor R W Hughes referred to recent criticism in the press by some Councillors and said she did not want to see officers criticised in this way for what could be teething problems on a few projects which had taken a long time to develop.

RESOLVED that Members note the latest position on the 2007/2008 element of the Capital Plan and note the final position of the 2006-2007 Capital Plan.

The meeting concluded at 12.40 p.m.

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR R W HUGHES LEADER

DATE: 11 SEPTEMBER 2007

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

1 DECISION SOUGHT

- 1.1 That Members consider Denbighshire County Council's draft Efficiency Strategy 2007 – 2010 (Appendix I) and draft Action Plan (Appendix II) and agree any further amendments.
- 1.2 That the draft Efficiency Strategy and Action Plan be presented to Full Council on the 18 September 2007 for agreement.

2 REASON FOR SEEKING DECISION

- 2.1 Members will be aware that every Council in Wales must evidence 1% of efficiency gains every year for five years. For Denbighshire County Council this means **£7.5m** by 2010 or just over **£1.5m** every year. To achieve this, the Council will need to modernise and be prepared to fundamentally change the way it delivers some services. In order to meet increasing pressures on services and lower settlements from the Assembly, an annual efficiency target of £2.5 million from 08/09 is proposed.
- 2.2 The Efficiency Strategy sets out the Council's approach over the next three years to reaching and exceeding the Assembly's efficiency target and improving services to Denbighshire citizens. The draft Efficiency Strategy has been produced in the policy context of the County's twenty-year **Vision**.
- 2.3 The **Change Management Board** will oversee delivery of the Efficiency Strategy. Membership of the Board consists of the Leader, Deputy Leader, Lead Member for Finance and Procurement and the Corporate Executive Team (CET). The Board receives officer support from the Financial Controller and the Head of Strategic Policy. The Board meets monthly to identify and discuss outstanding issues and receive progress reports from project managers. Board papers and minutes are available to all councillors and staff on the Council's intranet. Additionally, staff are encouraged to propose ideas which will improve Council services and/or save money via the '**Bright Ideas**' scheme which offers a cash reward for suggestions which are taken forward.
- 2.4 The Efficiency Strategy is structured under five key strands:-

Collaboration
Procurement Savings to be made by Denbighshire County Council
Improving Productivity

Reducing the number of buildings
Making our workforce fit for the future

2.5 Members will note that the following efficiency projects are already being progressed including:-

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

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

Following an efficiency event for senior management on the 18 April the following areas were identified as efficiency projects to take forward and these have been incorporated into the strategy:-

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

3 POWER TO MAKE THE DECISION

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

4 COST IMPLICATIONS

4.1 Delivery of the Efficiency Strategy will be dependant upon effective leadership and governance and will need to be underpinned by good project management, ICT and process improvement arrangements. Some projects may require upfront investment by the Council and changes to the way services are delivered.

4.2 Discussions on single status are ongoing and costs appear higher than originally thought. This pressure could have implications upon the future level of efficiencies required. Additionally, the Department for Work and Pensions has written to local authorities to inform them that it will be reducing the subsidy it provides for the administration of housing benefit and council tax benefit which makes a future regional solution in these areas even more essential. In the short term this reduced funding was anticipated and through the use of Electronic Document Records Management staffing levels have been reduced to compensate.

5 FINANCIAL CONTROLLER STATEMENT

- 5.1 The Council is required to identify £1.5m per annum of efficiency gains of which £1.2m must be cashable to offset the annual reduction in funding from the Assembly. The delivery of cost savings through improved efficiency is key to the future financial position of the Council.

6 CONSULTATION CARRIED OUT

- 6.1 Members, managers and staff are sent regular briefings and newsletters in relation to the work of the Regional Partnership Board. Additionally, all the Board's papers are on the Council's intranet and can be accessed by all staff. The draft efficiency strategy and action plan has been sent to all Members for comment and two consultation sessions have been held with Corporate Directors and Heads of Service during August. The documents have been amended to reflect the comments made.

An efficiency session for MMC was held on the 18 April 2007 and the efficiency projects which were identified have been incorporated into the draft Efficiency Strategy. The document was also distributed to Directors and Heads of Service for comment. The draft Efficiency Strategy was presented for comment to a joint meeting of the Scrutiny Committees on the 1 May 2007 and at a meeting of MMC on the 10 May 2007. The draft Efficiency Strategy was presented to Cabinet on the 22 May where Members commented that the Strategy should include more high level targets and greater strategic direction. Following a series of meetings between the Leader, Lead Members and the Corporate Executive Team the Efficiency Strategy has been revised to reflect the comments made.

7 IMPLICATIONS ON THE VISION AND OTHER POLICY AREAS INCLUDING CORPORATE

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

8 ACTION PLAN

Action	Lead Member/Officer
Report to Full Council 18.09.2007	Janette Williams
Strategy to be monitored monthly by Change Management Board	Janette Williams

9 RECOMMENDATIONS

- 9.1 That Members consider Denbighshire County Council's draft Efficiency Strategy 2007 – 2010 (Appendix I) and draft Action Plan (Appendix II) and agree any further amendments.
- 9.2 That the draft Efficiency Strategy and Action Plan be presented to Full Council on the 18 September 2007 for agreement.



CYNGOR

Sir Ddinbych

Denbighshire

COUNTY COUNCIL

Efficiency Strategy 2007 – 2010

DRAFT

Foreword

Denbighshire County Council, like all councils in Wales, must strive to provide excellent services whilst ensuring value for money.



Gareth Rowlands
Lead Member for
Finance and
Procurement

Each year we are required to demonstrate that we have made savings of 1 per cent. We have to be able to show that these savings are not a result of a cut in services or of standards but of working more efficiently.

Looking for ways of working that cost less or that have a greater result for the same or less resource is a constant challenge for the Council. The shape of Denbighshire County Council will change substantially over the medium term as we rise to meet these challenges and ensure that we are fit for the future.



Ian Miller
Chief Executive

This Strategy sets out the direction the Council will take to achieve its efficiency targets. The approach that we will take is based on five key strands:

- Collaborative working
- Procurement Savings to be made by Denbighshire County Council
- Improving productivity
- Reducing buildings used by Council staff
- Making our workforce fit for the future

Whilst achieving the efficiency targets will be tough, we are confident that the commitment of our Councillors and of our staff will ensure that this Strategy and the objectives it holds are realised.

Contents

Foreword

Introduction

Communicating and Monitoring the Strategy

Working Efficiently – Our 5 Strand Approach

Strand 1: Collaborative Working

Strand 2: Procurement Savings to be made by
Denbighshire County Council

Strand 3: Improving Productivity

Strand 4: Reducing buildings used by Council staff

Strand 5: Making our Workforce Fit for the Future

DRAFT

Introduction

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

The financial context will be set by the Comprehensive Spending Review in Autumn 2007 and the Assembly Government’s approach to efficiency savings. We have been required to find efficiency savings of 1% a year: these are cashable figures simply because the local government funding settlement has been adjusted downwards to reflect this level of savings. However the definition excludes some things such as service reductions or increasing pre-existing charges.

Government departments and councils in England have been set a higher target of 3% a year in the pre-budget report in December 2006 and this is likely to be reflected in the Comprehensive Spending Review. The upshot is that growth in funding for public services in Wales will be at a much lower level than in previous years. The demand to restructure service delivery and drive out efficiency savings will be very high.

There are other factors that will affect the Council over the coming period. The most significant is demographic change. There will be many more elderly people than now, because people are living longer and we will start to feel the effects of the population boom of the period up to 1970. Although the growth strategy for our forthcoming local development plan may seek to counter the shifting balance of the age structure of the population, the number of younger people is predicted to fall. The age structure of the Council’s staff also represents a challenge and we need to continue to find new ways to attract and retain staff.

The impact of migration from other areas, in particular from eastern Europe, is another factor. While figures are still relatively low compared to the Welsh or UK averages, we have seen growing diversity in the population in recent years and this is likely to continue.

We need to continue to foster greater diversity in the workforce to reflect the communities that we serve, in terms of race, sex, sexual orientation, disability and religious persuasion, age and bilingualism.

Also, technology continues to develop quickly and will affect how, where and when services are delivered. All this means we will need to change significantly – things will not stay the same as they are now. The processes of change and reviewing how we do things are likely to be continuous and far-reaching.

Every Council in Wales must show that they are making efficiencies that lead to service improvements. Denbighshire County Council must save £7.5 million by 2010, or just over £1.5 million every year. £1.2 million will be reduced from the annual revenue support settlement each year.

In order to meet increasing pressures on services and settlements from the Assembly that will grow at a lower rate than in the past few years and to allow Councillors choice about investment in priorities, the Council has set an annual efficiency target of £2.5 million from 2008/09.

The efficiency agenda is about improving productivity – getting more from the same resource, or achieving the same results for less resource. However, the Council will need to reinvest in its priorities and some areas of service delivery and may need to identify additional investment, particularly in the areas of information technology and infrastructure.

We will be discussing with schools and governing bodies how they can contribute to this target and the Council's overall strategic approach to efficiency detailed below.

This document sets out our strategy for achieving our efficiency targets and highlights some of the key projects that we will undertake to achieve these. The Strategy supports Denbighshire County Council's aims of:

- Working towards Denbighshire's vision
- Providing excellent services and putting the customer first
- Enhancing our capacity to improve
- Working efficiently

There are five key strands to the Strategy. These are:

- Collaborative working
- Procurement Savings to be made by Denbighshire County Council
- Improving productivity
- Reducing buildings used by Council staff
- Making our staff 'Fit for the Future'

Under each of the key strands are projects that will help achieve the Council's efficiency targets.

In addition to the corporate projects, every Directorate has been asked to review the way they work and to take forward efficiency actions. It should be noted that for some efficiency projects we are not in a position to provide an exact level of savings and so targets are indicative. CET will be working together to achieve or exceed the level of savings.

Each Directorate will identify efficiency gains for 2008-2009 and subsequent years as part of the budget setting process which begins in September 2007.

These efficiency actions will also included in business plans and Directorates are responsible for making sure that proper records are kept of each efficiency gain for auditing purposes.

Communicating and Monitoring the Strategy

Communication

Directors and senior management have been consulted on the Efficiency Strategy through a series of meetings and a joint event for members of scrutiny committees was held on the 1 May 2007. Once recommended to Council by Cabinet and agreed, a link to the Efficiency Strategy from Denbighshire's Information Centre will be sent to all staff via our electronic notice boards. The Chief Executive will also include an article about the Efficiency Strategy in 'Headlines' the staff magazine. All managers will be expected to use the Council's 'cascade' system and discuss the Efficiency Strategy with their staff during team meetings. Staff will have the opportunity to ask questions of the Leader and/or Chief Executive about the strategy during the next session of Roadshows and Corporate Update and Induction Sessions or by contacting the Strategic Policy Unit.

Monitoring

The Change Management Board is responsible for overseeing progress against the efficiency projects and targets. The Board's membership comprises the Leader of the Council, Deputy Leader, Lead Member for Finance and Procurement and the Corporate Executive Team. The Financial Controller and the Head of Strategic Policy provide officer support to the Board. Progress reports against the Efficiency Strategy Action Plan should also go to the Change Management Board monthly.

The Leader of the Council and the Chief Executive sit on the North Wales Regional Partnership Board on behalf of the County Council. The Regional Partnership Board has responsibility for driving regional collaboration and for monitoring the progress of regional collaborative projects.

Directorates must complete an efficiency statement each year to show what efficiencies they have achieved and what they plan to save over the next year. Actions relating to efficiency projects are included in the Directorate business plans and are monitored as part of the budget and business planning reporting process.

We will report progress against the targets in this strategy as part of the quarterly performance reports to Cabinet and Scrutiny Committees.

Working Efficiently – Our 5 Strand Approach

Strand 1: Collaborative Working

Efficiency Target:-

We will achieve overall cashable savings of at least £250,000 by 09/10 through collaborative working

By working collaboratively with other local authorities and with other organisations, Denbighshire County Council will be able to provide a more efficient service. We are committed to continually considering options for providing services collaboratively where it is feasible to do so.

The Council is a member of the North Wales Regional Partnership Board which is driving and monitoring progress on a number of projects where there is a possibility that the services can be offered collaboratively with other North Wales local authorities or with other public sector organisations. In Denbighshire, we have a positive attitude to collaboration and a track record of making the most of joint working opportunities.

Current initiatives include the operation of a processing centre which collects parking fines issued by ourselves, Isle of Anglesey County Council and Gwynedd Council and we have a joint emergency planning team with Flintshire. We are also working jointly with health in a number of areas including adult mental health and occupational therapy and our internal audit provide services to other public sector organisations.

We will achieve our collaboration savings by working with members of the Regional Partnership Board on the following projects:-

The Revenues Project

The Project Group is working on five collaborative working proposals in each of the following areas:-

- Fraud Investigation
- National Non Domestic Rates Administration
- Council Tax Administration
- Housing Benefit Administration
- Technology

A final report, recommendations and feedback from each Council will be presented to the Regional Partnership Board on the 13 December 2007

The Telecare Project

The Project Team will be developing the establishment of a single 24-hour monitoring centre for the reception and response co-ordination of all telecare alarm calls and alerts generated by equipment across the 6 counties of North Wales. The feasibility study has been completed and during 07/08 the project will move into the detailed design and implementation phase.

The Contact Centre Project

The Board is keen to pursue the principles of Contact Centre collaboration and a submission has been made to the Making the Connections Improvement Fund for further feasibility work. The study will examine collaborative options for improving citizen access to services via telephony services. The benefits sought are to increase the percentage of queries and transactions resolved at the first contact, build an infrastructure to roll out more efficient processes and meet the e-government agenda.

The Learning Disability Services Project

A bid has been made to the Making the Connections Improvement fund to carry out a fundamental, “citizen-centred” review of Learning Disability Services. The project aims to develop a more sustainable future model of care which involves users in the service re-design and responds to demographic and social trends.

The Changing Role of Hospitals

The changing role of hospitals could have a significant impact on local authorities. This project, for which a bid has been made to the Making Connections Improvement Fund, relates to the development of new models of care with the NHS in the context of the changing role of acute hospitals. The study aims to ensure citizens have access to the care they need and that the distribution of service delivery roles and funding is fairly distributed. The will also respond to clinical and social care best practice.

The Waste Management Project

A regional Waste Event took place in June 2007 and a proposal for a new waste planning consortium will be presented to the Regional Partnership Board in September 2007 which includes high level option appraisals for waste management planning across North Wales.

The School Transport Project

The potential for the further integration of transport service was investigated and a report with ten key areas for action was produced in February 2007. The aims of the project are to manage the transport supply market more effectively, share vehicle resources and services in specialist areas and develop a common schools transport policy framework. The project also explored policy on service provision, the internal organisation of planning, procurement and monitoring and how the quality of the service could be approved. Savings have been estimated at £600k across the region.

We are already making progress against the project's implementation plan starting with the merging of organising school and social services transport.

Professional Shared Services Collaboration

Professional shared services are where one group of professionals support more than one organisation (internal or external). The Board has written to professional groups to engage them in taking forward collaboration. We have identified areas in each Directorate where there are opportunities for professional shared services.

Shared Transactional Services

The benefits of shared services include savings of between 10–15% in the public sector, improved services and staff satisfaction from greater expertise, improved and updated processes and the greater deployment and use of technology, for example, self service functions in finance and Human Resources.

There has already been a study in South East Wales which reviewed the suitability of sharing back office processing functions to improve and maintain support services and release resources to the front line. Whilst the scope of the study has yet to be decided, it is expected to focus on many aspects of services provided by the Resources Directorate (although some of these services are also provided by other directorates on a devolved basis at the moment).

Regional Procurement

A project is underway to develop recommendations to establish a joint procurement partnership across the North Wales Public Sector. The project is sponsored by the North Wales Procurement Forum and supported by Value Wales and the Making the Connections Fund. The business case which includes options and recommendations will be finalised by the 1 September 2007.

A conservative estimate of spend across all interested stakeholders would amount to an annual spend of £750m. The benefits of collaboration include significant savings in price through spend aggregation and a solution to existing resource and skills shortfall.

The model also shares and makes the best use of critical skills and support capability and helps to avoid new investment in support infrastructure.

DRAFT

Strand 2: Procurement Savings to be made by Denbighshire County Council

Efficiency Target:-

***We will achieve the following corporate cashable
procurement savings***

07/08 - £150k

08/09 - £300k

09/10 - £300k

As a Council we recognise that our procurement expenditure is significant. We spend about £117 million every year on the acquisition of supplies, services and works from third parties. This is set against the background of a gross budget for the council of £207 million.

We will achieve our procurement savings by:-

Implementing Our Corporate Procurement Strategy

This will improve the strategic co-ordination of the procurement process and decision making and obtain better value from our procurement arrangements.

We will review and redesign our procurement processes and procedures and make the best use of our buying power by entering into collaborative framework arrangements and corporate contracts on a national, regional, sectoral or local basis.

We will explore the benefits arising out of shared services including shared procurement resources, in order to realise benefits from transactional and professional resources.

We will continue to roll-out our e-procurement vision through the implementation of our Proactis source-to-pay e-procurement solution and work with our suppliers to promote its adoption. The solution will be fully implemented by the 1 April 2009.

Obtaining Better Value from Procurement in the following areas:-

- Temporary Agency Staff
- Printing and Graphic Design Services
- Building Maintenance Materials
- Office Furniture
- Educational Materials for Schools
- PCs and Laptops
- Office Stationery
- Library Books
- Street Lighting Materials
- Plant and Vehicle Hire
- Photocopiers
- Audio Visual Equipment

We will also be exploring high value procurement areas, for example, construction, social care and transport.

We will endeavour to promote the principles of the Welsh Assembly's 'Opening Doors' which is a charter for SME (small, medium enterprise) friendly procurement. The aim of the Charter is to give local suppliers the opportunity to compete for public sector tenders.

Strand 3: Improving Productivity

3.1 Reducing Sickness Absence

“By 2015 our staff will be happier and healthier, because of wider availability of flexible working options that suit their and the Council’s needs and as a result of the impact of Health Challenge Denbighshire. Our absence rates and turnover rates will be in the lowest quartile in Wales.” Ian Miller, Chief Executive

Efficiency Target:-

**We will reduce sickness absence to 8 days by 09/10.
Annual cashable saving of approximately £100k from
reduced relief staff and sickness cover**

We will achieve our productivity targets by:-

Improving Absence Management

The approach the Council is taking is outlined in detail in our Absence Management Framework.

The Framework is a toolkit for managers to enable them to manage sickness absence effectively, while ensuring that sickness absence is managed consistently and in accordance with the Sickness Absence Management Policy. As part of the framework absence rates are monitored at Service and Directorate level.

Promoting Health and Well-being initiatives

The Authority is committed to preventing sickness absence by promoting the health and well-being of staff through initiatives managed by the Occupational Health Unit. These include:

- Stress awareness training and guidance for managers
- Staff Health checks
- Counselling
- 25% discount for staff at DCC Leisure Centres
- Physiotherapy project

Over the past five years the number of days absence per full time equivalent staff member has reduced by 3 days to 10 days in 2006/07. Targets to continue this improvement are listed below. The targets will be reviewed on an annual basis.

Reducing sickness absence - Targets				
	2006/07 Actual	2007/08 target	2008/09 target	2009/10
The number of working days / shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	10 days	9 days	8.5 days	8 days

3.2 Reviewing our processes

***Efficiency Target:-
Review of six key business processes a year***

We will achieve the target by:-

Service and Directorate Level Efficiency savings

All Services within the Council are committed to continually reviewing working processes in order to identify both non-cashable and cashable efficiency savings. Details of these efficiencies can be found in the Directorate business plans.

Improving Customer Access

The potential for efficiencies and service improvements in our frontline service delivery is recognised. This will be further explored and developed as part of the forthcoming Customer Access Strategy.

Reviewing our Level of Support to Discretionary Functions

With ever increasing pressure on mandatory services we must constantly challenge and review services which are discretionary functions. We will work with our Members to review and challenge all our discretionary services over an agreed timetable.

Modernising our Business Processes

We will review our business processes to make sure that we are making the most effective use of new technology. There will be a move away from using paper based systems to using electronic systems. Business process analysis will facilitate this move. More details on our approach to the use of technology will be set out in Denbighshire County Council's ICT strategy, which will be finalised soon.

Improving Project Management

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

Implementing a "Peer Review" Process

Where performance and cost information shows that a service or department does not compare well with others in the Welsh context and there are few proposals coming forward from management for improvement, we will implement a peer review process. This may involve one or two colleagues from elsewhere in the Council or another council plus perhaps an external facilitator to conduct a short review to identify recommendations for implementation.

3.3 Streamlining Support Services

"By 2015 our internal processes will be simpler and standardised. Transactional work and large elements of administrative/support work will have been brought together, whether within the Council or in collaboration with other organisations, in expert provider units.

As a result, directorates will focus on their core business (for example, social services will concentrate on commissioning and providing social care, not on paying bills or arranging transport for clients)." Ian Miller, Chief Executive.

***Efficiency Target:-
We will achieve annual cashable savings of £50k by streamlining our support services.***

We will achieve the target by:-

Restructuring Finance

The finance teams within the Authority will be restructured under a single line management structure by the 1 September 2007. The physical location of teams will be largely unchanged, with finance support staff working closely with their new line managers. The External Funding and Claims Management Unit will be retained within the Environment Directorate. The work of Financial Assessment Officers throughout the Authority is currently being reviewed by benefits and social services.

Improving our Recruitment Process

Carrying out a study of the transactional recruitment process including a review of the policy framework that supports recruitment in the Authority by September 2007

Reviewing the structure of Personnel

Carry out a review of the structure of Personnel departments and teams by 1 April 2008.

Reviewing the structure of ICT

Carry out a review of ICT by the 1 September 2007.

Reviewing our Procurement process

Reviewing the procurement process, to encourage a more rapid introduction of the PROACTIS e-procurement system throughout the Authority and ensure that our procurement contract procedure rules are appropriate.

3.4 Reducing Business Mileage

Efficiency Target:-

***We will reduce travel budgets by 10% every year
Cashable savings – in excess of £100,000 a year***

We will achieve the target by:-

Reviewing our current policies in relation to travel

E-working

Reducing the number of conferences and events we attend

Reducing the number of meetings we attend and make sure our meetings are more co-ordinated

Increasing the use of video conferencing and telephone conferencing

Using the most cost effective travel option for example, train, pool car hire

Sharing cars to events and meetings

Making sure travel claims are completed properly

Producing a Sustainable Travel Plan by the 1 September 2008

3.5 Energy Efficiency

Efficiency Target:-

We will reduce our energy consumption by 2% a year

We will achieve the target by:-

Producing an Energy Efficiency Policy by the 1 April 2008

Launch a staff awareness campaign by the 1 October 2007

Carry out an audit to make sure heating and lighting controls are set and working correctly

Replace any ineffective heating and lighting controls in our buildings

Identifying and promoting the use of cost effective renewable and environmentally conscious energy sources within Council properties

Procuring Energy at the most economic rates with due consideration to the Governments objectives to reduce emissions through the growth and expansion of renewable energy

Reduce the Council's water consumption

Reduce mileage / fuel usage by our fleet

Improve insulation of buildings

Strand 4: Reducing buildings used by Council staff

The purchase of the Brighton Road Office in Rhyl has already allowed us to surrender one of our rented office buildings and will free up two or three other office buildings for reuse or disposal. We are also looking at opportunities to provide services from buildings we can share with other organisations, particularly in the public sector which will bring services closer to communities. Schools play an important and pivotal role in the community. Schools not only provide education for pupils and create a community spirit amongst parents, but they also have the opportunity and often the facilities to reach out to the whole community. A community focused school is one that provides a range of services and activities, often beyond the school day, to help meet the needs of its pupils, their families and the wider community. Across Denbighshire many schools already provide some community services including adult education, study support, ICT facilities and community sports programmes. There are integrated centres and integrated services provision developed within some schools in Denbighshire (Christ Church Community Partnership and Heulfre/Gwaenynog Upper Denbigh provision). These schools/partnerships provide a range of services by various organisations to meet the needs of children, young people and families.

This will mean we should be able to provide a better quality of service from buildings which are of a higher standard. An example of this is the joint front office project in Rhyl which is being progressed with our partners in North Wales Police.

Efficiency Targets:-

We will achieve an average of £1m in capital receipts each year

We will close down one main building by 1 April 2010

We will achieve the target by:-

Carrying out a major review of our assets by the 1 April 2008

We will carry out a review of our estate in order to identify further collaborative opportunities to take forward with partner organisations and high value sites for disposal.

The review should also challenge whether the way the Council's buildings are currently dispersed across the County provides the best value for money and the most efficient way of providing services. Examples of areas we will look at are the location of our training facilities and social services management and whether we can utilise the space in the Town Hall in Ruthin more effectively.

DRAFT

Implementing e-working throughout Denbighshire County Council

E-Working means enabling staff to work flexibly from a variety of locations. This may include hot desking at an office base or within another Council building, working from home, accessing work on site or when visiting clients. E-working will therefore reduce the need for all staff to have their own desk and for that desk to be the only location from which work can be accessed. The overall aim of implementing E-working for staff is to reduce the number of buildings the Council occupies therefore delivering efficiency savings from capital receipts. However there are likely to be further savings and increased productivity resulting from a reduced need for staff to travel between Council buildings and process improvements.

We will complete e-working pilots for services based in the Cledfryn office by the 1 April 2008

Workshops and an action plan will be completed by September 2007 and followed by implementation. Following completion of the pilots e-working will be rolled out to other services. In the meantime, any member of staff wishing to work from home should make a request to their line manager. We will be sending out details of where staff can hot desk in our main Council buildings and how staff can access work from other computers. All staff should make the most of these opportunities so that they can continue to be productive between meetings for example.

Strand 5: Making our Workforce Fit for the Future

Efficiency Targets:-

We will invest in having the right staff with the right skills to meet the needs of the Council of the future.

As a result of the plans outlined in this Strategy, we will reduce our workforce in a planned way by 1% per annum over three years.

How we will achieve the target:-

Over the coming years, we will be changing what we do and how, when and where we do it. Our key response to ensure that we have the right staff, with the right skills in the right place and at the right time is through our workforce development strategy, which we will finalise by April 2008. This will address how we need to recruit and develop staff for the future, through an analysis of gaps in skills, training, succession planning and other steps, such as policies on and support for flexible working.

However, as a consequence of the other strands outlined in this efficiency strategy, we expect to be able to deliver existing or improved levels of service with fewer staff than we have now. Our target is to reduce staff numbers by 1% a year compared to the total at 31 March 2007 which is the equivalent of 36 FTEs. Targets will be set for each directorate, which will be sensitive to demographic pressures where they are increasing the need for services. However, the challenge will cover all posts including those funded from specific grants.

We expect the collaboration strand and improving productivity strand to make significant contributions to achieving this target. Therefore the target excludes posts created to provide collaborative services for other councils or bodies, because the cost of such posts, their accommodation, IT etc will be met in large part by other bodies and not by Denbighshire County Council. Therefore, there may be some areas where we will be required to have additional staff because, for

example, there are legislative and/or policy changes or there is a need to progress collaborative opportunities.

We will pursue implementation of collaborative projects where there is a business case demonstrating that cost reductions and/or service improvements can be achieved.

In line with our existing policies, we will seek to achieve reductions in staffing numbers as part of the turnover of staff. There was 11% turnover of staff in 2006-07 which means that in many cases there should be no need to resort to compulsory redundancies to achieve a 1% reduction in staff numbers each year. However, we cannot rule redundancies out entirely because there is the possibility of radical changes being implemented in certain functions as a result of the collaboration and efficiency agenda: for example, if certain activities are transferred to new joint operations a significant distance away elsewhere in North Wales, not all staff may be prepared or able to relocate.

Whenever a member of staff leaves - at any level in the organisation, including senior management posts - the head of service, director or chief executive as appropriate, will review structures in line with existing practice by exploring whether

- it is possible to delete the post
- our needs could be met in different ways e.g. by reviewing the job requirements which may result in for example, a joint post or other collaborative arrangement with another Council, by merging posts within the Council

The Council recognises the importance of staff learning and development in relation to this challenging agenda. Effective workforce planning which identifies skills gaps, training and development needs and succession plans will be crucial to our success as will the introduction of more flexible and mobile working solutions.

DRAFT DOCUMENT FOR DISCUSSION

Efficiency Strategy

Action Plan 2007 – 2010

Each Directorate has an efficiency target. The actions detailed below seek to reduce Directorate targets.

Directorate	Efficiency Target 07/08 (£'000)	Indicative Efficiency Target 08/09 (£'000)
Social Services and Housing	295	747
Corporate/Resources/County Clerk's	670	424
Environment	250	555
Lifelong Learning – Including Schools	282 ¹	774

The Action Plan only details efficiency gains greater than £20k.

* Please note targets are draft and are being reviewed.

¹ The Assembly has recommended schools should be expected to find only a 0.3% a year efficiency savings compared to the 1% for all services

DRAFT DOCUMENT FOR DISCUSSION

STRAND 1: COLLABORATION					
Action Number	Action	Lead Officer/s	Lead Member	Milestones/Implementation dates	Comments Including Forecasted Savings (£'000)
1.1	Revenues Project – Final Report and Recommendations to Regional Partnership Board 13 December 2007	Alan Evans/ Jackie Walley/ Ken Jones	Cllr Gareth Rowlands	1 April 2009	Dependent upon agreed model. Indication of proposed savings by end of September 2007
1.2	Regional Telecare Project – Implementation of the recommendations from the Consultant's Report	Sally Ellis/ Marlon Roberts	Cllr Pauline Dobb	Next milestone - appointment of Telecare Co-ordinator	Consultants estimate £500k per annum for Regional Telecare per Authority. Local estimate initial savings of £50k for 2008/09
1.3	Joint Commissioning of placements (Adults)	Sally Ellis/ Neil Ayling	Cllr Pauline Dobb	Review of implementation of new continuing health care eligibility criteria Sept 2007	£26k for 07/08 £40K for 08/09
1.4	Contact Centre – regional solution. Next stage to produce Project Initiation Document	Alan Evans/ Catherine Williams	Cllr Elwyn Edwards	Bid to WAG approved. Project Team to identify next steps	To be identified through the business case
1.5	Learning Disabilities project. Next stage to produce Project Initiation Document	Sally Ellis/ Neil Ayling	Cllr Pauline Dobb	Bid to WAG approved. Project Team to identify next steps	Impact is likely to be in terms of increased ability to contain

DRAFT DOCUMENT FOR DISCUSSION

	and report on initial piece of work				rising costs in the light of rapid demographic changes rather than cash savings.
1.6	Changing role of hospitals	Sally Ellis	Cllr Pauline Dobb	Bid to WAG approved. Project Team to identify next steps	
1.7	Regional Waste Management Solution a) The Council will sign-up to a joint “memorandum of understanding” b) The next stage will be to issue European Union Procurement notices	Iwan Prys Jones	Cllr Eryl Williams	a) End of Sept 07 Implementation April 2015	Dependent upon information from tender exercise
1.8	Implement the recommendations contained within the Potential of Further Integration of Transport Services report	Gaynor Brooks/ David Farquhar/ Sally Ellis	Cllr Dewi Owens Cllr Pauline Dobb Cllr Eryl Williams	2009/2010	Estimated savings from merging SEN and Social Service procurement - £20k per annum
1.9	Professional Shared Services	Various	Various	Various opportunities being explored	Service resilience, improved recruitment and retainment, better quality of service Further details in Appendix 2
1.10	Regional Shared Transactional Support Services – Financial	Alan Evans	Cllr Gareth Rowlands Cllr Stuart	Internal Support Services Review to be completed by April 2008	To be identified following production of Project Initiation

DRAFT DOCUMENT FOR DISCUSSION

	Services, Human Resources, ICT, Procurement (orders and payment)		Davies		Document and business case
1.11	Regional procurement. Establishment of a joint procurement partnership. a) Business Case finalised b) Regional Contracting Unit established	Alan Evans/ Arwel Staples	Cllr Gareth Rowlands	a) 1 Sept 2007 b) 1 April 2008	£80,000 annual savings being achieved from the Regional Contracting Unit. ²
1.12	Lifelong Learning – regional tourism and cultural strategic schemes. Arts and Healthcare programme for Flintshire and Wrexham NHS Trust. Conwy Trust and curriculum support service N E Wales	Huw Griffiths / Various	Cllr Dewi Owens and Cllr Sue Roberts	1 April 2009	£50k for 2008/2009

² Based on 4 staff delivering 4 framework agreements each per year. Will realise 16 annual contracts delivering a minimum £5k per organisation

DRAFT DOCUMENT FOR DISCUSSION

STRAND 2: PROCUREMENT SAVINGS TO BE MADE BY DENBIGHSHIRE COUNTY COUNCIL					
Action Number	Action	Lead Officer/s	Lead Member	Milestones/Implementation dates	Comments Including Forecasted Savings (£'000)
2.1	Corporate Procurement Savings as detailed below	Alan Evans/ Arwel Staples	Cllr Gareth Rowlands	Detailed below	£150k for 07/08 £300k for 08/09 from corporate projects detailed below
2.2	Corporate - implementation of PROACTIS	Alan Evans/ Sally Ellis/ Arwel Staples/ Rhys L Jones	Cllr Gareth Rowlands	Complete roll out by 1 April 2009	£250k per annum from 2009/2010
2.3	Corporate - more effective procurement of agency staff	Alan Evans/ Linda Atkin	Cllr Stuart Davies	Phased roll out after April 2008	£270k per annum from 08/09
2.4	Corporate - more effective procurement of printing and graphic design	Huw Griffiths/ Charlotte Owen	Cllr Gareth Rowlands	Framework Agreement already in place	£90k per annum from 2007/08
2.5	Corporate - more effective procurement of PCs and laptops	Alan Evans /Peter Wickes/ David Baugh/ Arwel Staples	Cllr Stuart Davies / Cllr Gareth Rowlands	Framework Agreement already in place	£55k per annually
2.6	Environment - more effective procurement of street lighting materials	Iwan Prys-Jones/ Brian Evans	Cllr Eryl Williams	1 January 2008	£20k for 2007/2008
2.7	Environment - more	Gareth Evans/	Cllr Julian	Ongoing	£930k per annum

DRAFT DOCUMENT FOR DISCUSSION

	effective procurement for capital construction	Paul McGrady/ Arwel Staples	Thompson-Hill / Cllr Gareth Rowlands		based on 3% saving of capital costs to be reinvested in other capital schemes, based on capital programme in 2007-08
2.8	Environment – more effective procurement of salt	Iwan Prys-Jones	Cllr Eryl Williams	1 April 2008	£20k for 07/08
2.9	Lifelong Learning - more effective procurement for educational materials of schools	Stuart Andrews	Cllr Dewi Owens / Cllr Gareth Rowlands	Framework Agreement already in place	£20k per annum
2.10	Lifelong Learning – general procurement savings	Huw Griffiths	Cllr Dewi Owens / Cllr Sue Roberts	1 April 2009	£95k per annum for 08/09
2.11	More effective procurement of social care	Sally Ellis	Cllr Pauline Dobb / Cllr Mike German	Please see Action Numbers 3.26, 3.28 and 3.29	
2.12	More effective procurement of transport	Iwan Prys Jones	Cllr Eryl Williams	Please see Action Number 1.8	

DRAFT DOCUMENT FOR DISCUSSION

STRAND 3: IMPROVING PRODUCTIVITY					
Action Number	Action	Lead Officer/s	Lead Member	Milestones/Implementation dates	Comments Including Forecasted Savings (£'000)
3.1	Continue to improve absence management as detailed in the Absence Management Framework	Alan Evans/Linda Atkin	Cllr Stuart Davies	Ongoing – cashable savings realised from reduced use of relief staff to cover sickness absence	Overall annual target of £100k made up from the Directorate efficiencies detailed below
3.2	Improved sickness absence management in Social Services and Housing	Sally Ellis	Cllr Pauline Dobb / Cllr Mike German	Ongoing	£26K for 07/08 £20k for 08/09
3.3	Improved sickness absence management in Environment	Iwan Prys Jones	Cllr Eryl Williams	Ongoing	£10k for 08/09
3.4	Improved sickness absence management in Resources	Alan Evans	Cllr Stuart Davies	Ongoing	The Directorate has no budget for sickness cover
3.5	Improved sickness absence management in Lifelong Learning	Huw Griffiths	Cllr Dewi Owens / Cllr Sue Roberts	Ongoing	
3.6	Improved staff retention in Social Services and Housing	Sally Ellis	Cllr Pauline Dobb / Cllr Mike German	Ongoing	£22k for 07/08
3.7	Provide stress awareness	Alan Evans/	Cllr Stuart	Training commenced April	Contributes to

DRAFT DOCUMENT FOR DISCUSSION

	guidance and training for all managers	Helen Tapley	Davies	2007 and to date 102 managers have attended	sickness absence efficiency target of £100k
3.8	Carry out staff health checks	Alan Evans/ Kate Boden	Cllr Pauline Dobb	Undertaken Oct - Nov 2006 and April 2007. Expected to continue from Nov 2007	
3.9	Continue to provide counselling and promote the service and introduce a physiotherapy service	Alan Evans/Kate Boden	Cllr Stuart Davies	Counselling ongoing. Physiotherapy service to commence 6/8/07	
3.10	Continue to provide a 25% discount for staff at DCC Leisure Centres	Huw Griffiths/ Tony Hughes	Cllr Sue Roberts	Ongoing	Contributes to sickness absence efficiency target of £100k
3.11	Produce a Draft Customer Access Strategy	Alan Evans/ Catherine Williams	Cllr Elwyn Edwards	1 January 2008	Will reduce duplication and improve services to the customer
3.12	Carry out a review of our level of support to discretionary functions	Alan Evans/ Roger Parry	Cllr Gareth Rowlands	1 April 2008	Members to consider target
3.13	Corporate – Insurance, improved claims experience, robust challenges to claims	Alan Evans/ Roger Parry	Cllr Gareth Rowlands	1 April 2009	£50k for 08/09
3.14	Corporate - modernise our business processes through business process analysis as detailed in DCC's ICT Strategy	Peter Wickes	Cllr Stuart Davies	To be determined	Target to be agreed following initial review
3.15	Environment – implementation of internal business process re-	Iwan Prys Jones/ Mike Hitchings	Cllr Eryl Williams	1 April 2009	£20k for 08/09

DRAFT DOCUMENT FOR DISCUSSION

	engineering (net of costs)				
3.16	Lifelong Learning – reviewing processes and improving productivity. Service reviews of tourism.	Huw Griffiths	Cllr Dewi Owens / Cllr Sue Roberts	1 April 2009	£275k for 08/09 This was the balance of the initial target saving
3.17	Improve project management by:- a) producing a guide to managing construction projects b) producing a guide to managing non construction projects	Tom Booty	Cllr Gareth Rowlands	a) Sept 2007 b) Spring 2008	Contributes to procurement efficiency targets
3.18	Implement a peer review process where services need to improve	Ian Miller	Cllr Rhiannon Hughes	1 January 2008	
3.19	Implement Finance Restructure	Roger Parry	Cllr Gareth Rowlands	1 November 2007	Contributes to £50k support services review efficiencies
3.20	Carry out a review of the structure of Personnel	Alan Evans / Linda Atkin	Cllr Stuart Davies	1 April 2008	
3.21	Complete the study of the transactional recruitment process	Alan Evans / Linda Atkin	Cllr Stuart Davies	1 September 2007	
3.22	Carry out a review of ICT	Alan Evans / Peter Wickes	Cllr Stuart Davies	1 September 2007	Contributes to £50k support services review efficiencies
3.23	Carry out a review of our procurement processes	Alan Evans / Arwel Staples	Cllr Gareth Rowlands	1 April 2008	

DRAFT DOCUMENT FOR DISCUSSION

3.24	Social Services - increased preventative work in Social Services	Sally Ellis	Cllr Mike German /Cllr Pauline Dobb	1 April 2008	£20k for 07/08
3.25	Social Services – re commission family centres	Sally Ellis	Cllr Mike German	1 April 2009	£140k for 08/09
3.26	Social Services – Supporting People	Sally Ellis / Neil Ayling	Cllr Pauline Dobb	1 April 2009	£100k for 08/09
3.27	Social Services – reduction in numbers / costs of Children's Placements	Sally Ellis	Cllr Mike German	1 April 2009	£50k for 08/09
3.28	Social Services – review of hospital discharge service	Sally Ellis/ Neil Ayling	Cllr Pauline Dobb	1 April 2009	£40k for 08/09
3.29	Social Services – restructure day services	Sally Ellis/ Neil Ayling	Cllr Pauline Dobb	1 April 2009	£37k for 08/09
3.30	Review current policies in relation to travel and reduce travel by:- <ul style="list-style-type: none"> ▪ E-working ▪ Attending fewer meetings and conferences ▪ Video and telephone conferencing ▪ Using most cost effective travel option and completing travel claims properly 	All Directors and Heads of Service	Cllr Stuart Davies	1 April 2008	10% annual reduction in travel budgets of £100k per annum as detailed below. This should exclude the disturbance allowance figures and just relate to business mileage
3.31	Social Services – reduction in staff travel	Sally Ellis	Cllr Pauline Dobb / Cllr	1 April 2008 1 April 2009	10% = £59k for 07/08 £33k identified for

DRAFT DOCUMENT FOR DISCUSSION

			Mike German		08/09
3.32	Environment – reduction in staff travel	Iwan Prys-Jones	Cllr Eryl Williams	1 April 2008	10% = £38k for 07/08
3.33	Resources and County Clerks – reduction in staff travel	Alan Evans	Cllr Stuart Davies	1 April 2008	10% = £10k for 07/08
3.34	Lifelong Learning – reduction in staff travel excluding schools	Huw Griffiths	Cllr Dewi Owens / Cllr Sue Roberts	1 April 2008	10% = £25K for 07/08
3.35	Produce a Sustainable Travel Plan	Alan Evans/ Ewan McWilliams	Cllr Julian Thompson-Hill	1 September 2008	Will contribute to 10% travel savings above
3.36	Produce an Energy Efficiency Policy	Iwan Prys-Jones/ Robert Jones	Cllr Julian Thompson-Hill	1 April 2008	2% annual reduction in energy consumption equivalent to approx £41k
3.37	Launch an Energy Efficiency staff awareness campaign	Iwan Prys-Jones/ Robert Jones	Cllr Julian Thompson-Hill	1 October 2007	
3.38	Carry out an audit to make sure heating and lighting controls are set and working correctly and replace any ones which are ineffective	Iwan Prys-Jones/ Robert Jones	Cllr Julian Thompson-Hill	Complete by 1 October 2007	Will contribute to 2% annual reduction in energy consumption above
3.39	Implement a test monitoring exercise on a Council building for one week	Iwan Prys-Jones/ Robert Jones	Cllr Julian Thompson-Hill	Complete by 1 September 2007	
3.40	Procure Energy at the most economic rates and reduce	Iwan Prys-Jones Robert Jones	Cllr Julian Thompson-Hill	Ongoing	

DRAFT DOCUMENT FOR DISCUSSION

	emissions through the use of renewable energy				
3.41	Reduce water consumption within the Council	Iwan Prys-Jones/ Robert Jones	Cllr Julian Thompson-Hill	Ongoing	

DRAFT DOCUMENT FOR DISCUSSION

STRAND 4: REDUCING BUILDINGS USED BY COUNCIL STAFF					
Action Number	Action	Lead Officer/s	Lead Member	Milestones/Implementation dates	Comments Including Forecasted Savings (£'000)
4.1	Carry out a major review of our assets which includes identifying collaborative opportunities and results in a strategic disposal of assets	Iwan Prys-Jones/ Gareth Evans	Cllr Julian Thompson-Hill	1 April 2008	Minimum of £1m in capital receipts per annum
4.2	Environment - rationalisation of office accommodation following acquisition of Brighton Road	Iwan Prys-Jones/ Gareth Evans	Cllr Julian Thompson-Hill	1 April 2008	£50k for 07/08
4.3	Environment – e-working and continued property rationalisation	Iwan Prys-Jones / Mike Hitchings	Cllr Eryl Williams	1 April 2009	£50k for 08/09
4.4	Complete joint project with North Wales Police regarding Rhyl One Stop Shop	Alan Evans Catherine Williams Jackie Walley	Cllr Elwyn Edwards	1 July 2008	Potential to save on staff and revenue and to generate capital receipts
4.5	Lifelong Learning – rationalisation of building occupancy.	Huw Griffiths	Cllr Dewi Owens / Cllr Sue Roberts	1 April 2009	£60k for 08/09
4.6	Provide hot desk areas in all main Council buildings	Alan Evans / Iwan Prys-	Cllr Stuart Davies	1 April 2008	Will contribute to £1m target above

DRAFT DOCUMENT FOR DISCUSSION

		Jones			
4.7	Implement e-working throughout the Council	Alan Evans / Iwan Prys-Jones	Cllr Stuart Davies	1 April 2009	Will contribute to £1m target above
4.8	Complete Caledfryn e-working pilot a) Produce business case	Iwan Prys-Jones	Cllr Stuart Davies	1 April 2008 3 October 2007	Reduced sickness Reduced travel Disposal of assets Improved retention Improved recruitment Increased productivity Improved customer access and service

DRAFT DOCUMENT FOR DISCUSSION

STRAND 5: MAKING OUR WORKFORCE FIT FOR THE FUTURE

Delivery of the actions outlined in the other strands of the Action Plan will lead to a reduction in staff numbers

Action Number	Action	Lead Officer/s	Lead Member	Milestones/Implementation dates	Comments Including Forecasted Savings (£'000)
5.1	Produce a Workforce Development Strategy	Alan Evans/ Linda Atkin	Cllr Stuart Davies	1 April 2008	1% reduction in workforce per annum as detailed by Directorate below Overall = 36 FTEs
5.2	Reduce staff numbers as part of the turnover of staff and by reviewing structures whenever a member of staff leaves – at any level of the organisation	All Directors and Heads of Service	All Members	Ongoing	
5.3	Social Services – reconfigure/reduce posts	Sally Ellis	Cllr Pauline Dobb / Cllr Mike German	1 April 2008 1 April 2009	1% for 07/08 = 7 FTEs (indicative target) £32k for 08/09
5.4	Environment- Directorate restructuring. Reduce staffing levels in line with workforce reduction plan. Internal restructure in Transport and Infrastructure	Iwan Prys- Jones	Cllr Eryl Williams	1 April 2008 1 April 2009	1% for 07/08 = 8 FTEs (indicative target) £170k for 08/09

DRAFT DOCUMENT FOR DISCUSSION

Action Number	Action	Lead Officer/s	Lead Member	Milestones/Implementation dates	Comments Including Forecasted Savings (£'000)
5.5	Resources and County Clerks Review of Support Services	Alan Evans	Cllr Gareth Rowlands	1 April 2008 1 April 2009 1 April 2010	1% for 07/08 = 3 FTEs (indicative target) £50k for 2008/2009 and ongoing
5.6	Lifelong Learning – 1% staff reduction	Huw Griffiths	Cllr Dewi Owens and Sue Roberts	1 April 2008	1% for 07/08 = 18 FTEs (indicative target)

INCOME AND FUNDING					
Action Number	Action	Lead Officer/s	Lead Member	Milestones/Implementation dates	Comments Including Forecasted Savings (£'000)
5.7	Social Services - increased income through new source of benefits in Learning Disabilities	Sally Ellis/ Neil Ayling	Cllr Pauline Dobb	1 April 2008 1 April 2009	£65k for 07/08 £40k for 08/09
5.8	Corporate – reduced external audit fees	Alan Evans/ Roger Parry	Cllr Gareth Rowlands	1 April 2008	£30k for 07/08
5.9	Corporate – renegotiate bank charges	Alan Evans/ Roger Parry	Cllr Gareth Rowlands	1 April 2008	£20k for 07/08
5.10	Corporate – improvement investment income £400k less cost of additional senior management	Alan Evans/ Roger Parry	Cllr Gareth Rowlands	1 April 2008	£350K for 07/08

DRAFT DOCUMENT FOR DISCUSSION

	accountant				
5.11	Environment – increased income from increased workload in transport and infrastructure – major projects group	David Farquhar	Cllr Eryl Williams	1 April 2008	£30k for 07/08
5.12	Lifelong Learning – Income from Countryside (£4k), Leisure (£23k), Arts and Cultural Attractions (£3K)	Huw Griffiths	Cllr Sue Roberts	1 April 2008	£30k for 07/08
5.13	Lifelong Learning – Strategy and Resources – project management fees recharge	Huw Griffiths/ Gay Brooks	Cllr Dewi Owens	1 April 2008	£27k for 07/08
5.14	Social Services – review of voluntary organisation funding	Sally Ellis/ Gwynfor Griffiths	Cllr Pauline Dobb	1 April 2009	More effective and efficient use of resources
5.15	Social Services- extend charging to mental health services	Sally Ellis/Neil Ayling	Cllr Pauline Dobb	1 April 2009	£30k for 08/09

OTHER ACTIONS

Action Number	Action	Lead Officer/s	Lead Member	Implementation date	Forecasted Savings
5.16	Social Services - reduction in Looked After Children Population	Sally Ellis/ Nicola Francis	Cllr Mike German	1 April 2008	£121k for 07/08
5.17	Lifelong Learning – Schools'	Huw	Cllr Dewi	1 April 2008	£100k for 07/08

DRAFT DOCUMENT FOR DISCUSSION

	Delegated Budget. 0.3% efficiency savings target	Griffiths/Heads	Owens		
5.18	Lifelong Learning – Education Services – assorted efficiencies across services	Huw Griffiths	Cllr Dewi Owens	1 April 2008	£66k for 07/08
5.19	Social Services – commission family centres	Sally Ellis	Cllr Mike German	1 April 2009	£140k for 08/09
5.20	Social Services - Supporting People	Sally Ellis	Cllr Pauline Dobb	1 April 2009	£100k for 08/09
5.21	Social Services – Children’s Placements	Sally Ellis	Cllr Mike German	1 April 2009	£50k for 08/09
5.22	Social Services – review of hospital discharge service	Sally Ellis/ Neil Ayling	Cllr Pauline Dobb	1 April 2009	£40k for 08/09
5.23	Environment – service efficiencies	Iwan Prys-Jones	Cllr Eryl Williams	1 April 2009	£200k for 08/09
5.24	Lifelong Learning Schools Delegated Budgets – various efficiency savings to be agreed	Huw Griffiths	Cllr Dewi Owens	1 April 2009	£152k for 08/09

REPORT TO CABINET

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

DATE: 11 SEPT 2007

SUBJECT: MONITORING THE AUTHORITY'S PERFORMANCE AGAINST THE IMPROVEMENT PLAN

1 DECISION SOUGHT

1.1 That Cabinet consider the attached Quarterly Performance Report against the Improvement Plan 2007 – 2010 which details:

Performance against the Authority's key performance indicators for the first quarter of 2007/08 (June, July, August 2007) (Appendix 1);

1.2 That Cabinet consider any issue arising from the report in greater depth as deemed necessary

2 REASON FOR SEEKING DECISION

2.1 The Authority's key indicators are those which are included in the Improvement Plan 2007 -10. These indicators reflect the Vision, the Council's Priorities, Directorate Priorities and areas of risk.

Regular monitoring of key performance indicators ensures that priorities are being progressed, areas of risk improved and that any issues and barriers to improvement are highlighted.







Appendix 1 details performance in quarter 1 in comparison with the expected level of performance (the quarter 1 target). Where the indicator was reported on a quarterly basis in 2006/07, performance this year has also been compared with performance in quarter 1 of the previous year.

Where known, overall performance, the target and the Welsh Median for 2006/07 are also included in appendix 1 to provide further context around current levels of performance.

The quarter 2 report against the Improvement Plan will also include our progress against the key actions for the coming year outlined in the Improvement Plan. It has not been possible to include these in this report because the Improvement Plan was only formally agreed by Council in May, which was already over half way through quarter 1.

2.2 The key issues for consideration are noted below:-

Is performance on target?

Has performance improved?		On target 	Slippage against the target but performance is within 20% of the target 	Slippage against the target and performance is more than 20% below target 
	Performance has improved since last year 	11 Performance indicators	1 performance indicator	3 Performance indicators
	Performance is the same as last year 	1 Performance indicator		
	Performance is worse than last year 	2 Performance indicators	2 Performance indicators	1 Performance indicator
	No information on last year's performance	7 Performance indicators	1 Performance indicator	3 Performance indicators

This means that of those indicators that have been reported for quarter 1:

- 37.5% of indicators are on target and performance has either improved or stayed the same as last year.
- 6.25% of indicators are on target but performance is worse than last year.
- 12.5% of indicators are not on target but performance has improved when compared to last year.
- 9.4% of indicators are not on target and performance is worse than last year.
- 21.9% of indicators are on target and it is not possible to compare performance with last year.
- 12.5% are not on target and it is not possible to compare performance with last year.

Overall:

- 65.6% of indicators are currently on target

- 34.4% of indicators are currently below target

Of the 11 indicators which are not currently on target:

- 7 are more than 20% below target

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. There are no staffing implications.

5 FINANCIAL CONTROLLER STATEMENT

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

6 CONSULTATION CARRIED OUT

Progress against performance indicators 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.

7.2 Other Policy Areas Including Corporate













Performance indicators 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 quarter 1 of 2007/08 at Departmental Team Meetings and CET	CET	30 th September 2007

9 RECOMMENDATIONS






- 9.1 That Members consider the Quarterly Performance Report against the Improvement Plan and identify any issues which require further discussion and/or remedial action. It is recommended that particular attention is paid to those indicators that are not currently on target.

Indicator Reference and type	Type of Indicator	Description	Responsible Member & Officer	Welsh Median 06/07	2006/07 Annual Target	2006/07 Data	2007/08 Annual Target	2007/08 Qtr 1 Target	Qtr 1 data	Performance	Improvement?	Comments	
PERFORMANCE KEY: Symbol denotes progress against 07/08 Targets		SLIPPAGE AGAINST THE TARGET AND PERFORMANCE IS MORE THAN 20% BELOW TARGET		IMPROVEMENT KEY: Symbol shows if performance has improved since qtr 1 in 2006/07			PERFORMANCE IS WORSE THAN LAST YEAR						
		SLIPPAGE AGAINST THE TARGET BUT PERFORMANCE IS WITHIN 20% OF THE TARGET						PERFORMANCE IS SAME AS LAST YEAR					
		ON TARGET						PERFORMANCE HAS IMPROVED SINCE LAST YEAR					
NOTE: Where a figure has been entered in brackets this represents performance in that quarter in 2006/07													
CHILDREN AND YOUNG PEOPLE													
SCC/S/001	NATIONAL STRATEGIC INDICATOR	a) % of first placements of looked after children during the year that began with a care plan in place.	Cllr M German, Nicola Francis	93.7%	a) 90%	88.89%	95%	95%	73% (60%)			This PI requires a Care Plan to be in place at the time of first placement. In 2 cases care plans were drawn up but were outside the prescribed timescale. In the 3rd case an order was made by the court. The timing of this order did not allow sufficient time for a plan to be drawn up within the PI timescales.	
		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	96.60%	100%	100%	100%	100%	100%	100%		N/A (no figure reported in qtr 1 last year)	
SCC/S/002	NATIONAL STRATEGIC INDICATOR	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	14.1%	10.0%	17.7%	<15%	<3.75%	4.16% (1.9%)		N/A - see note	Although the performance is higher than the target set, it is important to note that for this indicator is not as simple as to say that all school moves are negative. All the school moves in quarter 1 were for positive reasons. All moves are considered as part of a child's statutory review or planning meeting.	
SCC/C/004	NATIONAL CORE SET INDICATOR	% of children looked after on 31 March who have had three or more placements during the year.	Cllr M German, Nicola Francis	10.1%	<17%	7.1%	<10%	<2.5%	0.71% (2.78%)				

Indicator Reference and type	Type of Indicator	Description	Responsible Member & Officer	Welsh Median 06/07	2006/07 Annual Target	2006/07 Data	2007/08 Annual Target	2007/08 Qtr 1 Target	Qtr 1 data	Performance	Improvement?	Comments
EDU/S/002bii	NATIONAL STRATEGIC INDICATOR	iib) % 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	Cllr Dewi Owens, Huw Griffiths	16.67%	15.00%	20.00%	18.00%					Not applicable - annual reporting, will be available in December
HEALTH, SOCIAL CARE AND WELL-BEING												
SCA/S/001	NATIONAL STRATEGIC INDICATOR	SCA/S/001 The rate of delayed transfers of care per 1000 population aged 75 or over	Cllr P A Dobb, Neil Ayling	6.96	<2.53	0.72	<2.53	<0.63	0 (0.41)	😊	↑	Performance against this PI was second in Wales for second year running in 2006/07. There were no delayed transfers of care in quarter 1.
SCA/S/002	NATIONAL STRATEGIC INDICATOR	The rate of older people (aged 65 or over): a) Helped to live at home per 1,000 population aged 65 or over	Cllr P A Dobb, Neil Ayling	85.72	65	77.42	80.00	72.5	73.48 (66.55)	😊	↓	The annual target of 80 is the level of performance expected on 31st March, the day when the data is collected. The quarter 1 target of 72.5 is lower because the social services tend to help more people in Autumn and Winter.
		b) Whom the authority supports in care homes per 1,000 population aged 65 or over		26.45	<41	31.17	<35	<35	29.79 (31.11)	😊	↑	
HHA/S/001	NATIONAL STRATEGIC INDICATOR	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	31	35	0	25	6.25	0 (0)	😊	➡	
		b) The average number of days all homeless households spend in temporary accommodation		102 days	120 days	105 days	120 days	120 days	97 days (80 days)	😊	↓	
HHA/S/002	NATIONAL STRATEGIC INDICATOR	The average number of working days between homeless presentation and discharge of duty for households found to be statutory homeless.	Cllr P A Dobb, Paul Quirk	88	100 days	138 days	150 days	150 days	107 days (118 days)	😊	↑	

Indicator Reference and type	Type of Indicator	Description	Responsible Member & Officer	Welsh Median 06/07	2006/07 Annual Target	2006/07 Data	2007/08 Annual Target	2007/08 Qtr 1 Target	Qtr 1 data	Performance	Improvement?	Comments
LPI	LOCAL INDICATOR	Total number of Affordable Housing units provided within Denbighshire County Council	Cllr P A Dobb, Paul Quirk	N/A	60	69	26 units	N/A Annual reporting				
LPI	LOCAL INDICATOR	The number of formal homelessness decisions taken	Cllr P A Dobb, Paul Quirk	N/A	500	311	450	112	70	☺	N/A - New indicator	
HHA/C/013	NATIONAL CORE SET INDICATOR	% of all potentially homeless households for whom homelessness was prevented for at least 6 months	Cllr P A Dobb, Paul Quirk	N/A - New PI 2007/08			65%	65%	98%	☺	N/A - New indicator	
LPI	LOCAL INDICATOR	The number of affordable housing units granted planning permission as a percentage of all new housing units granted planning permission during the year	Cllr P A Dobb, Graham Boase	N/A - New PI 2007/08			18%	8%	3%	☹	N/A - New indicator	Below target with 3% (1 out of 37) but 26 planning permissions were related to small sites or single dwellings which are not required to comply with the policy.
LPI	LOCAL INDICATOR	% of licensed HMOs which have received an initial inspection under the Housing Health Safety rating system	Cllr P A Dobb, Graham Boase	N/A - New PI 2007/08			50%	25%	25%	☺	N/A - New indicator	25% (1 out of 4) - 26 properties have been licensed in total, but only 4 under the new system. This measure is intended to reflect the number of inspections under the new legislation.
PPN/S/001bii	NATIONAL STRATEGIC INDICATOR	% of high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected/subject to alternative enforcement activity for: Food Hygiene	Cllr E W Williams, Graham Boase	100%	70.0%	78.0%	85.0%	21.25%	11.23% (8.7%)	☹	↑	
LCS/C/001 (NEW)	NATIONAL CORE SET INDICATOR	a) The number of visits to indoor sports facilities per 1,000 population	Cllr S Roberts, Tony Hughes	7458	4550	7467	7500	1875	Awaiting data			
		b) The number of visits to outdoor sports facilities per 1,000 population	Cllr S Roberts, Tony Hughes	671	1950	2287	2300	575	575 (127)	☺	↑	
	LOCAL INDICATOR - FORMER LOCAL POLICY AGREEMENT	Number participating in healthy living initiatives	Cllr S Roberts, Tony Hughes	N/A	5100	6397	5500	1375	Not available - will be reported in qtr 2	N/A	N/A	

Indicator Reference and type	Type of Indicator	Description	Responsible Member & Officer	Welsh Median 06/07	2006/07 Annual Target	2006/07 Data	2007/08 Annual Target	2007/08 Qtr 1 Target	Qtr 1 data	Performance	Improvement?	Comments
LIFELONG LEARNING												
LPI	LOCAL INDICATOR (PRIORITY)	% reduction in the use of temporary accommodation by schools	Cllr D Owens, Gay Brooks	N/A	N/A - New PI 2007/08	2% increase	5% decrease		N/A - Annual reporting			A number of mobiles have been identified for removal in 2007/8. It is anticipated that the first of these will be removed in October 2007.
LPI	LOCAL INDICATOR (PRIORITY)	% 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	33%/ 20 schools	33% / 20 schools	19%/ 12 schools		N/A - Annual reporting			A large number of schemes from the priority maintenance list have been carried out during the summer break. Further details will be reported next quarter when schemes have been completed.
LPI	LOCAL INDICATOR (PRIORITY)	Maintenance carried out to school buildings on the school priority maintenance list.	Cllr D Owens, Gay Brooks	N/A	27%/180 projects	27%/180 projects	25%/58 projects		N/A Annual reporting			As of 31/8/07, schemes have been completed at: Ysgol Penmorfa (car park), Ysgol Bryn Collen (DDA/internal refurbishment). Works are currently ongoing at: Ysgol Glan Clwyd (Internal refurbishment), Prestatyn - new primary school, Ysgol Tir Morfa Phase 2, Rhyl High School (DDA), Prestatyn High School (DDA), Ysgol Dinas Bran (DDA, new kitchen/dining room), Ysgol Brynhyfryd (DDA, new kitchen/dining room).
EDU/S/001	NATIONAL STRATEGIC INDICATOR	Percentage of pupil attendance in secondary schools	Cllr Dewi Owens, Huw Griffiths	90.08%	91.50%	89.37%	91.20%		Not applicable - annual reporting, will be available in October			Note - the figures reported for 2006/07 for all education indicators actually relate to the academic year 2005/06.
EDU/S/002	NATIONAL STRATEGIC INDICATOR	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	Cllr D Owens, Huw Griffiths	1.93%	2%	2.64%	2.20%		Not applicable - annual reporting, will be available in December			
EDU/S/003	NATIONAL STRATEGIC INDICATOR	% 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 D Owens, Huw Griffiths	74.15%	72%	71.27%	74.00%		Not applicable - annual reporting, will be available in December			

Indicator Reference and type	Type of Indicator	Description	Responsible Member & Officer	Welsh Median 06/07	2006/07 Annual Target	2006/07 Data	2007/08 Annual Target	2007/08 Qtr 1 Target	Qtr 1 data	Performance	Improvement?	Comments
EDU/S/004	NATIONAL STRATEGIC INDICATOR	% 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 D Owens, Huw Griffiths	58.61%	60.0%	58.67%	60.00%					Not applicable - annual reporting, will be available in October
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 D Owens, Huw Griffiths	334	None set	313	324					Not applicable - annual reporting, will be available in November
ENVIRONMENT AND COUNTRYSIDE												
WMT/S/001b	NATIONAL STRATEGIC INDICATOR	i) The percentage of municipal waste reused and/or recycled	Cllr E Williams, Steve Parker	18.04%	15%	16.91%	17.5%	17.50%	13.5% (12.4%)			Changes to how we recycle (not using the same contractor we were using) have resulted in much more reliance on voluntary recycling
		ii) The percentage of municipal waste composted or treated biologically	Cllr E Williams, Steve Parker	8.48%	10.00%	9.20%	12.50%	12.5%	12.5% (11.90%)			The wet weather has meant that we did not achieve as high a level of composting in qtr 1 as we would have liked. However performance is currently on target and is higher than the same period last year.
WMT/C/007	NATIONAL CORE SET INDICATOR	% of municipal waste received at all household waste amenity sites that is reused, recycled or composted	Cllr E Williams, Steve Parker	49.87%	N/A	40.32%	50.50%	50.5%	34.10%		N/A - see note	Performance against this indicator was not previously calculated on a quarterly basis.

Indicator Reference and type	Type of Indicator	Description	Responsible Member & Officer	Welsh Median 06/07	2006/07 Annual Target	2006/07 Data	2007/08 Annual Target	2007/08 Qtr 1 Target	Qtr 1 data	Performance	Improvement?	Comments
STS/C/005 (NEW)	NATIONAL CORE SET INDICATOR	a) Cleanliness Index	Cllr E Williams, Steve Parker	N/A new indicator 2007/08			Grade B	Grade B	Grade B	☺	N/A - New indicator	The cleanliness index denotes the overall standard of cleanliness of adopted highways and relevant land. The index is represented by a series of grades as defined in the Code of Practice on Litter and Refuse (2007), where: Grade A No litter or refuse Grade B+ No more than 3 small pieces of litter Grade B Predominately free of litter and refuse apart from some small items Grade C Widespread Distribution of litter and/or refuse with minor accumulations Grade D Heavily Affected by litter and/or refuse with significant accumulations The grade awarded is based on 6 bi-monthly surveys based on inspections of 2% of adopted highways and relevant land of an authority and one annual independent survey based on a 6% sample of the network undertaken by Keep Wales Tidy.
		b) The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness		95.20%	93.00%	93.20%	93.00%	93.00%	93.00%	☺	N/A - no figure reported in qtr 1 06-07	This is calculated using the same method as above. But where part a takes an average, part b defines how many of the roads assessed scored Grade B or above.
LPI	LOCAL INDICATOR	Number of enforcement actions taken for dog fouling/litter/fly tipping/abandoned cars, etc	Cllr E Williams, Steve Parker	N/A	150	239	200	50	49 (65)	☹	↓	In addition to this 47 advisory letters and warnings, etc have been sent out.
EEF/S/001	NATIONAL STRATEGIC INDICATOR	a) Percentage change in carbon dioxide emissions in the non domestic public stock;	Cllr J Thompson-Hill, Gareth Evans	8.34%	2% reduction	16.97% (1.78 reduction from 2004/05)	Annual Reporting - figure available in October	Annual reporting				This is an annual measure only. The figure is taken from a Home Energy Conservation Act report. The figure reported for 2006/07 actually relates to performance in 2005/06. Performance for 2006/07 will be reported to Members as part of the second QPR in October 2007.
		b) i) Percentage change in energy use in the housing stock	Cllr J Thompson-Hill, Graham Boase	7.80%	12% reduction by 2007	9.07%	2% reduction	Annual reporting				This is an annual measure only. The figure is taken from a Home Energy Conservation Act report. The figure reported for 2006/07 actually relates to performance in 2005/06. Performance for 2006/07 will be reported to Members as part of the second QPR in October 2007.
		b) ii) Percentage change in carbon dioxide in the housing stock		6.36%		6.75%		Annual reporting				
		b) Overall figure		N/A		1.93% reduction		Annual reporting				

Indicator Reference and type	Type of Indicator	Description	Responsible Member & Officer	Welsh Median 06/07	2006/07 Annual Target	2006/07 Data	2007/08 Annual Target	2007/08 Qtr 1 Target	Qtr 1 data	Performance	Improvement?	Comments
THS/S/001	NATIONAL STRATEGIC INDICATOR (PRIORITY)	a) Condition of: Principal (A) roads	Cllr E Williams, David Farquhar	11.00%	18.00%	24.1%	16.50%	Annual reporting - reported in qtr 4				
		b) Condition of: Non-principal/classified roads		9.60%	17.50%	24.3%	16%	Annual reporting - reported in qtr 4				
COMMUNITY SAFETY												
LPI	LOCAL INDICATOR	Levels of violent crime	Cllr E Edwards Graham Boase	N/A	15% decrease	18% increase	5% decrease	5% decrease	29% decrease	☺	↑	The 29% decrease refers to the difference between qtr 1 in 2007/08 and qtr 1 in 2006/07. In qtr 1 2006/07 there were 610 incidents in comparison with 434 over the same period this year.
LPI	LOCAL INDICATOR	Levels of crime linked to licensed premises	Cllr E Edwards Graham Boase	N/A	20% decrease	14% decrease (547 incidents)	5% decrease (520 incidents)	5% decrease (520 incidents)	37% decrease	☺	↑	The 37% decrease refers to the difference between qtr 1 in 2007/08 and qtr 1 in 2006/07. In qtr 1 in 2006/07 there were 150 recorded incidents in comparison with 95 in qtr 1 this year.
LPI	LOCAL INDICATOR	The failure rate of test purchases to on and off licensed premises	Cllr E Edwards Graham Boase	N/A	5% decrease (44% failure rate)	7% decrease (42% failure rate)	5% decrease (35% failure rate)	5% decrease (35% failure rate)	N/A see note			No test purchases took place during quarter 1. Several took place in July and August - the results of these will be reported in the quarter 2 report
LPI	LOCAL INDICATOR	Levels of criminal damage linked to licensed premises	Cllr E Edwards Graham Boase	N/A	Not applicable - new indicator 2006/07	2020 incidents	5% decrease	5% decrease	25% decrease	☺	↑	The 25% decrease refers to the difference between the number of incidents in qtr 1 2007/08 (374) and the average qtrly number of incidents in 2006/07 (505)
LPI	LOCAL INDICATOR	% increase in the number of positive actions taken by the Council	Cllr E Edwards Graham Boase	N/A	N/A	239	10% increase	10% increase	34% increase	☺	↑	Positive action refers to action which the Council has undertaken following complaints from the public. The complaints could relate to dog fouling, littering and fly tipping, abandoned vehicles, sales of restricted goods, noise, anti social behaviour to private houses, licensed premises, graffiti and the smoking ban. The action from the Council could include issuing of fixed penalty notices, sending warning letters, anti social behaviour orders, graffiti clean ups, litter clear ups etc. The 34% increase refers to difference in the number of Fixed Penalty Notices issued this quarter when compared to an average quarter last year.

Indicator Reference and type	Type of Indicator	Description	Responsible Member & Officer	Welsh Median 06/07	2006/07 Annual Target	2006/07 Data	2007/08 Annual Target	2007/08 Qtr 1 Target	Qtr 1 data	Performance	Improvement?	Comments
LPI	LOCAL INDICATOR	Number of young people taking Pass Plus driver training for new drivers	Cllr E Edwards Graham Boase	N/A	130	116	5% increase (122)	5% (29)	113% increase (62)	☺	↑	Uptake has increased in first quarter. This should slow during the summer months. The 113% increase refers to the difference between number of young people taking up the course this year and the average number per quarter last year.
ECONOMIC PROSPERITY												
LPI	LOCAL INDICATOR	Rhyl Going forward targets: No of hectares developed	Cllr R Hughes, Gareth Evans	N/A	N/A	N/A	3.23 by the end of 2007/08	N/A	1.28 hectares to date	☺	N/A	The Targets will be met by the end of September when the Foryd Harbour is complete (1.95 hectares)
		Number of large sites developed	Cllr R Hughes, Gareth Evans	N/A	N/A	N/A	2 by the end of 2007/08	N/A	1 to date			
		Number of jobs accommodated	Cllr R Hughes, Gareth Evans	N/A	N/A	N/A	10 by the end of 2007/08	5	5			
LPI	Local Performance Indicator	Number of (under 25s) young people to have taken up the scheme for improving recruitment and retention in Denbighshire	Cllr S Davies, Linda Atkin	N/A	35	49	50	50	49 (34)	☺	↑	The figure is based on the actual number of modern apprentices and graduates employed by the authority at the end of each quarter.
LPI (NEW)	Local Performance Indicator	% of modern apprentices who go on to secure permanent employment with the Council	Cllr S Davies, Linda Atkin	N/A	N/A	N/A - New indicator	60%	N/A - Annual reporting			This measure will show how successfully Denbighshire is retaining young employees. The measure will be reported on an annual basis at the end of quarter 4	

Indicator Reference and type	Type of Indicator	Description	Responsible Member & Officer	Welsh Median 06/07	2006/07 Annual Target	2006/07 Data	2007/08 Annual Target	2007/08 Qtr 1 Target	Qtr 1 data	Performance	Improvement?	Comments
A DYNAMIC COUNCIL												
CHR/C/002	NATIONAL CORE SET INDICATOR	The number of working days/shifts per full time equivalent (FTE) local authority employees lost due to sickness absence	Cllr S Davies, Linda Atkin	10.6 days	10.0 days	10 days	9 days	2.25	2.8 days (2.55 days)	☹	↓	
LPI	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	100%	45.67%	49.50%	☹	N/A	The 49.5% figure refers to the cumulative figure up to the end of June. The performance is much lower than the target set of 100% of staff having a performance appraisal by the end of June 2007.
LPI	LOCAL INDICATOR	The percentage of senior management positions filled by women - PO3 and above.	Cllr S Davies, Linda Atkin	N/A	40%	42.60%	43.00%	43.0%	42.02% (43.9%)	☺	↓	The % of female managers has dipped slightly since quarter 1 last year.
LPI	LOCAL INDICATOR	Level of procurement savings achieved in 2006/07	Cllr G Rowlands, Roger Parry	N/A	£90,000	£1.4 million (Unaudited)	£451,000	Annual reporting - reported in qtr 4				

REPORT TO CABINET

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

DATE: 11 September 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. A summary of leavers details is contained on the bottom of the first page of the report.

2.2 A list showing the breakdown of starters 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. There is a downward trend again this month, however the cumulative data shows that all Directorates (with the exception of Chief Executive's and County Clerks) have higher sickness levels than the same period in 2006/07.

2.3 The Full Time Equivalent (FTE) numbers and the payments made to employees as described in 2.1 with comparison from 2006/07 and 2007/08, are also attached. (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

Establish't		SS&H				LL				ENV			
		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
Jun	2006	810	738	1.12	5.07	2498	2208	0.82	3.85	950	789	0.72	3.29
Jul		805	738	1.02	4.87	2487	2201	0.67	3.65	946	798	0.69	3.29
Aug		803	737	0.99	4.49	2483	2197	0.60	2.73	950	805	0.72	3.29
Sep		812	747	1.03	4.92	2504	2239	0.50	2.50	958	828	0.62	2.95
Oct		817	753	1.25	5.68	2447	2169	0.93	4.53	960	836	0.84	3.84
Nov		783	712	1.17	5.31	2332	1977	0.91	4.40	953	832	0.85	3.88
Dec		794	717	0.64	3.35	2338	1930	0.69	3.94	960	823	0.85	4.47
Jan	2007	797	717	1.31	5.98	2321	1888	1.04	5.19	958	744	1.27	5.77
Feb		803	721	1.31	6.53	2316	1872	1.01	5.91	958	744	1.23	6.14
Mar		809	729	1.13	5.14	2324	1897	1.04	4.73	959	752	1.19	5.41
Apr		812	710	1.20	6.31	2326	1905	0.66	4.24	948	743	1.02	5.30
May		814	712	1.25	5.96	2324	1902	1.00	5.10	946	738	1.05	5.53
June		823	718	1.41	6.70	2336	1915	0.60	2.89	961	746	1.11	5.31
July		826	720	1.32	6.01	2353	1935	0.78	4.17	967	752	1.22	5.53

Rolling Average

Jun	2006	810	738	1.12	5.07	2498	2208	0.82	3.85	950	789	0.72	3.29
Jul		808	738	1.07	4.97	2493	2204	0.75	3.75	948	793	0.71	3.29
Aug		806	738	1.04	4.81	2489	2202	0.70	3.41	949	797	0.71	3.29
Sep		808	740	1.04	4.84	2493	2211	0.65	3.18	951	805	0.69	3.21
Oct		809	743	1.08	5.01	2484	2203	0.70	3.45	953	811	0.72	3.33
Nov		805	737	1.10	5.06	2459	2165	0.74	3.61	953	815	0.74	3.42
Dec		803	734	1.03	4.81	2441	2131	0.73	3.66	954	816	0.76	3.57
Jan	2007	803	732	1.07	4.96	2426	2101	0.77	3.85	954	807	0.82	3.85
Feb		803	731	1.09	5.13	2414	2076	0.80	4.08	955	800	0.87	4.10
Mar		803	731	1.10	5.13	2405	2058	0.82	4.14	955	795	0.90	4.23
Apr		804	729	1.11	5.24	2398	2044	0.81	4.15	955	790	0.91	4.33
May		805	728	1.12	5.30	2392	2032	0.82	4.23	954	786	0.92	4.43
June		806	726	1.14	5.44	2378	2008	0.80	4.15	955	782	0.95	4.60
July		808	724	1.17	5.53	2367	1985	0.81	4.19	957	779	1.00	4.79

Starters/Leavers - July 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

Overall Council Position

		CE + CC				RES				TOTAL							
		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	Leavers	Starters	Gross pay	No. of Employments
Establish't																	
Jun	2006	55	51	0.91	4.14	244	224	0.70	3.20	4557	4010	0.84	3.92	31	32	7214945	5365
Jul		54	50	0.63	2.98	256	235	0.49	2.31	4548	4021	0.73	3.70	56	52	7438513	5792
Aug		53	49	0.61	2.79	261	240	0.93	4.21	4550	4028	0.75	3.39	110	29	7236479	5317
Sep		54	50	0.27	1.27	257	236	1.17	5.58	4585	4099	0.66	3.21	44	97	7134722	4985
Oct		52	49	0.73	3.32	258	237	1.23	4.46	4534	4044	0.94	4.39	40	31	7303514	5241
Nov		54	51	0.99	4.52	257	237	1.24	5.62	4379	3809	0.96	4.49	17	37	7387035	5377
Dec		52	48	0.69	3.64	259	239	0.68	3.60	4403	3756	0.71	3.87	47	31	7429681	5405
Jan	2007	53	48	0.95	4.33	262	241	0.86	3.90	4391	3638	1.11	5.30	30	33	7290326	5363
Feb		53	48	1.08	5.40	266	246	0.63	3.15	4396	3631	1.07	5.35	34	31	7367968	5384
Mar		52	47	0.87	3.96	266	246	0.81	3.67	4410	3672	1.04	4.74	33	29	7390026	5383
Apr		53	48	0.97	5.08	267	247	0.63	3.34	4406	3653	0.84	4.88	46	33	7507420	5406
May		54	49	0.84	4.14	265	245	1.01	4.83	4403	3646	1.06	5.23	25	23	7357926	5383
June		53	48	0.83	3.95	270	250	0.87	4.15	4443	3676	1.03	4.95	26	39	7424895	5465
July		53	48	0.57	2.58	272	252	0.84	3.82	4471	3707	0.98	4.81	26	36	7530295	5518
Rolling Average																	
Jun	2006	55	51	0.91	4.14	244	224	0.70	3.20	4557	4010	0.84	3.92	31	32	7214945	5365
Jul		55	50	0.77	3.56	250	230	0.60	2.76	4553	4015	0.79	3.81	44	42	7326729	5579
Aug		54	50	0.72	3.30	254	233	0.71	3.24	4552	4020	0.77	3.67	66	38	7296646	5491
Sep		54	50	0.61	2.80	255	234	0.82	3.83	4560	4040	0.75	3.56	60	53	7256165	5365
Oct		54	50	0.63	2.90	255	234	0.90	3.95	4555	4040	0.78	3.72	56	48	7265635	5340
Nov		54	50	0.69	3.17	256	235	0.96	4.23	4526	4002	0.81	3.85	50	46	7285868	5346
Dec		53	50	0.69	3.24	256	235	0.92	4.14	4508	3967	0.80	3.85	49	44	7306413	5355
Jan	2007	53	49	0.72	3.37	257	236	0.91	4.11	4493	3926	0.84	4.03	47	43	7304402	5356
Feb		53	49	0.76	3.60	258	237	0.88	4.00	4483	3893	0.86	4.18	45	41	7311465	5359
Mar		53	49	0.77	3.64	259	238	0.87	3.97	4475	3871	0.88	4.24	44	40	7319321	5361
Apr		53	49	0.79	3.77	259	239	0.85	3.91	4469	3851	0.88	4.29	44	40	7336421	5365
May		53	49	0.80	3.80	260	239	0.87	3.99	4464	3834	0.89	4.37	43	38	7338213	5367
June		53	49	0.79	3.78	262	241	0.88	4.07	4454	3806	0.91	4.46	42	39	7355709	5375
July		53	49	0.78	3.75	263	243	0.91	4.19	4448	3780	0.93	4.55	40	37	7363357	5352

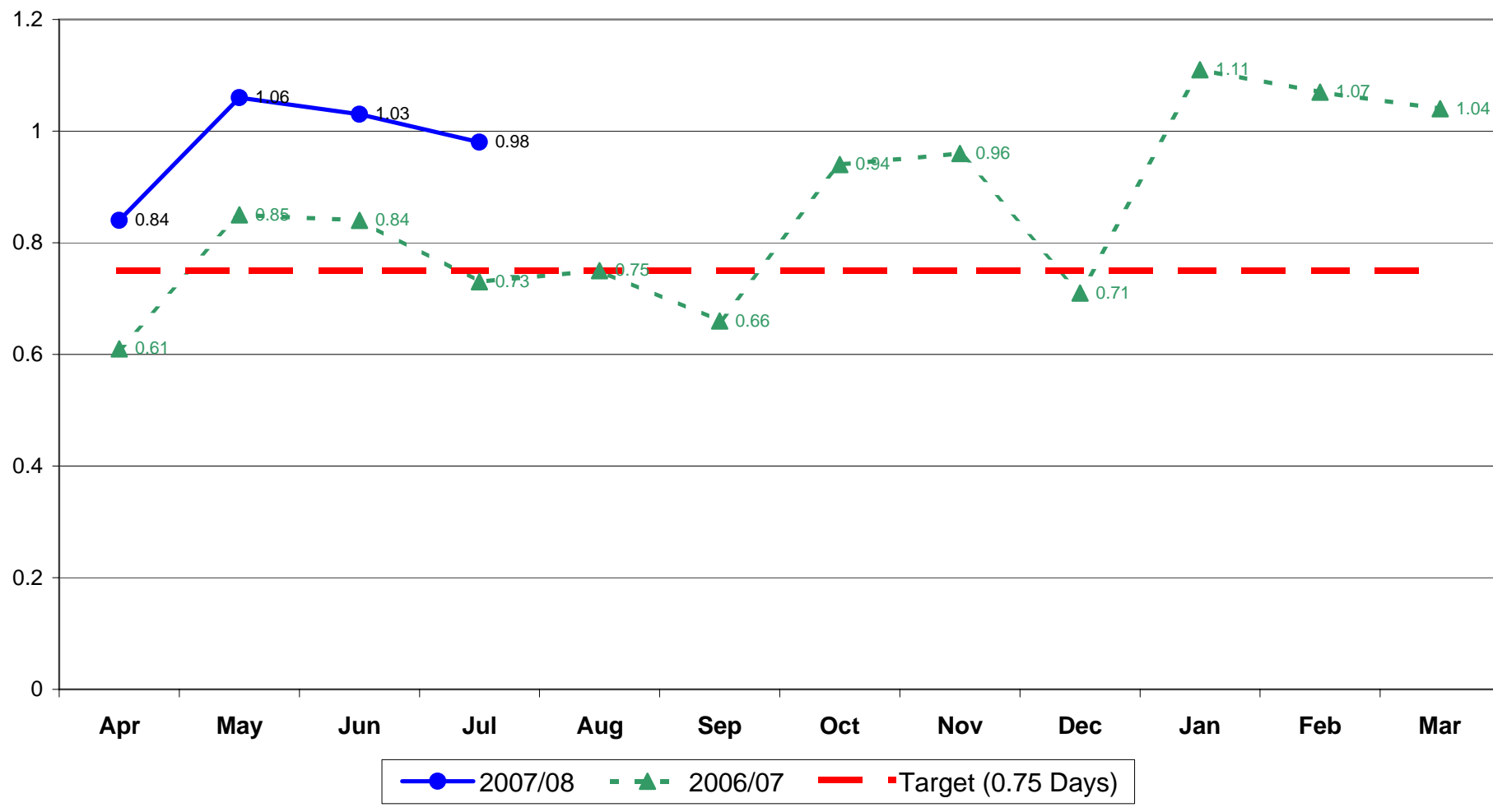
Leavers for July 2007

Leavers	Total
Age Retirement	1
Ill Health Retirement	1
Ill Health Termination/Dismissal	1
Dismissal - Disciplinary/Capability	1
Redundancy	1
End of Fixed Term Contract	1
Pay, Benefits & Conditions	1
Training & Career Development	2
Other - Please Specify	4
Deceased	1
Resignation - Another Post Outside DCC	5
Resignation - Personal	3
Retirement	4

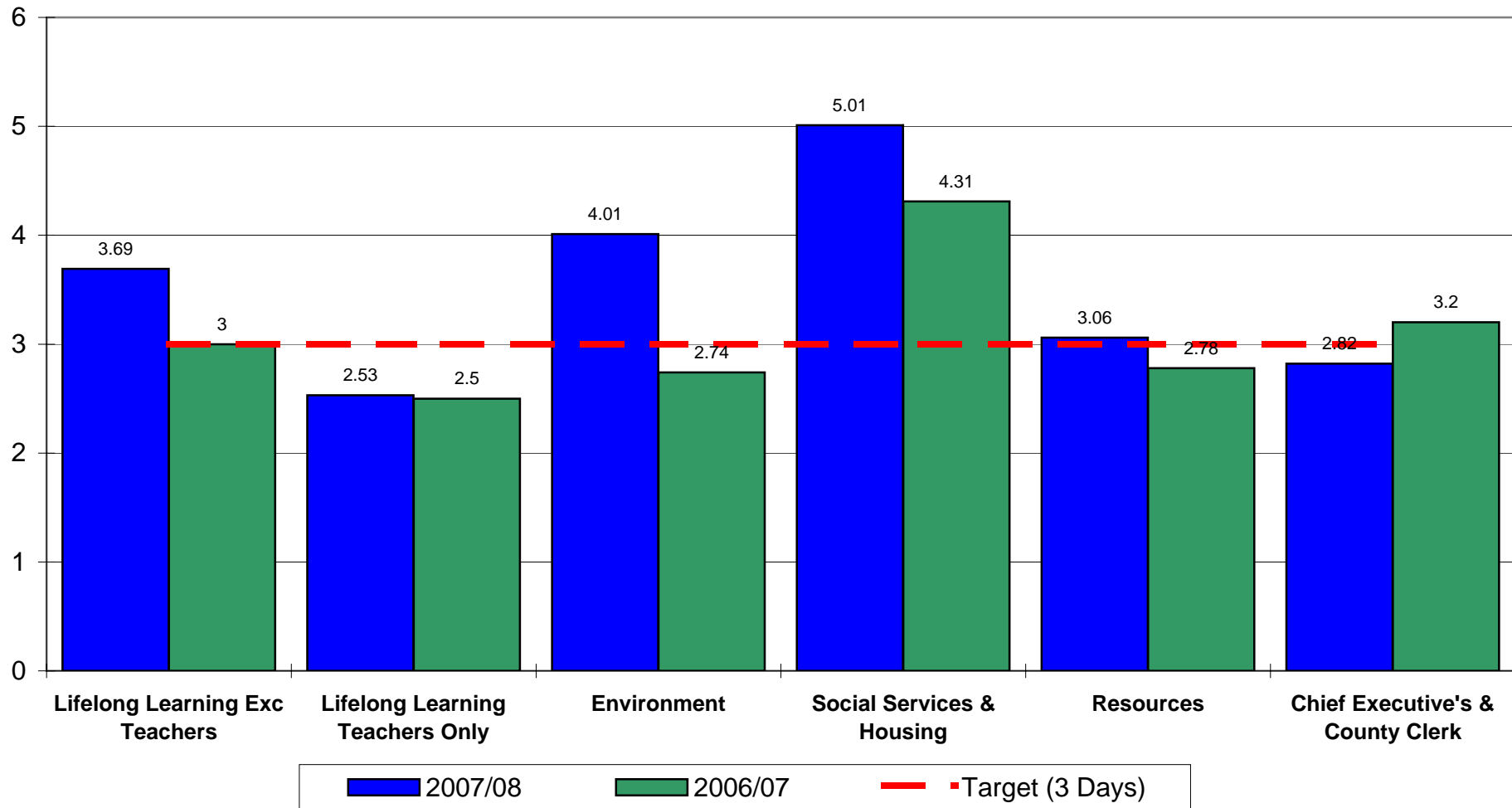
Starters

Joining Date	Position	Directorate	Service	Dept	Location
23/07/2007	M & E Modern Apprentice	Environment	Development Services	Property	Caledfryn
02/07/2007	Caledfryn Caretaker	Environment	Development Services	Property	Caledfryn
23/07/2007	Part Time CCTV Monitoring Warden	Environment	Environmental Services	Sign Shop, Street Lighting, Safety &	Kinmel Park Depot
23/07/2007	Part Time CCTV Monitoring Warden	Environment	Environmental Services	Sign Shop, Street Lighting, Safety &	Kinmel Park Depot
23/07/2007	Part Time CCTV Monitoring Warden	Environment	Environmental Services	Sign Shop, Street Lighting, Safety &	Kinmel Park Depot
23/07/2007	Part Time CCTV Monitoring Warden	Environment	Environmental Services	Sign Shop, Street Lighting, Safety &	Kinmel Park Depot
23/07/2007	Planning Compliance Officer - Temp	Environment	Planning & Public Protection	Development Control & Planning Cd	Ruthin
30/07/2007	Planning Compliance Officer	Environment	Planning & Public Protection	Development Control & Planning Cd	Ruthin
16/07/2007	Summer Placement Student	Environment	Transport & Infrastructure	Asset & Policy Management	Denbigh
16/07/2007	Technician - Highways	Environment	Transport & Infrastructure	Bridges, Structures & Major Projects	Caledfryn
30/07/2007	Clerical Assistant Summer Placement	Environment	Transport & Infrastructure	Passenger Transport	Denbigh
09/07/2007	Corporate Communications Manager	Lifelong Learning	Corporate Communications		County Hall
02/07/2007	Pe & School Sport Co-Ordinator	Lifelong Learning	Education	Inclusive Learning	Denbigh - Middle Lane
03/07/2007	Play Worker	Lifelong Learning	Education	Youth Service	Yr Hen Garchar
03/07/2007	Play Worker	Lifelong Learning	Education	Youth Service	Yr Hen Garchar
02/07/2007	Clerical Assistant	Lifelong Learning	Schools	Primary Schools	
09/07/2007	Assistant Caretaker	Lifelong Learning	Schools	Secondary Schools	Ysgol Glan Clwyd
02/07/2007	Data Input Clerk	Lifelong Learning	Schools	Secondary Schools	Blessed Edward Jones R.C High School
02/07/2007	Learning Support Assistant	Lifelong Learning	Schools	Secondary Schools	Rhyl High School
02/07/2007	Cleaner	Lifelong Learning	Schools	Secondary Schools	Ysgol Brynhyfryd
16/07/2007	Receptionist	Lifelong Learning	Schools	Secondary Schools	Rhyl High School
16/07/2007	Receptionist/Administrative Assistant	Lifelong Learning	Schools	Special Schools	
23/07/2007	Summer Placement Student	Lifelong Learning	Strategy & Resources	Financial Services	Ruthin
16/07/2007	Summer Placement Student	Resources	Finance	Benefits	Russell House
02/07/2007	Project Manager	Resources	Finance	Management Accounting	Ruthin
02/07/2007	Technical Support Analyst	Resources	ICT	Networks & Operations	
16/07/2007	Senior Administrative Assistant - WDT	Social Services & Housing	Adult Services	PMSU	Ty Nant
16/07/2007	Administration Assistant SAT 3 - Temp	Social Services & Housing	Adult Services	PMSU	Ty Nant
16/07/2007	Internship	Social Services & Housing	Adult Services	PMSU	Russell House
02/07/2007	Administration Assistant	Social Services & Housing	Adult Services	Provider Unit	Ty Nant
01/07/2007	Board Member	Social Services & Housing	Adult Services	Provider Unit	Ty Nant
01/07/2007	Board Member	Social Services & Housing	Adult Services	Provider Unit	Ty Nant
01/07/2007	Board Member	Social Services & Housing	Adult Services	Provider Unit	Ty Nant
30/07/2007	Business Systems Assistant - Temp	Social Services & Housing	Business Support & Developm	Performance Management & Suppo	Ty Nant
23/07/2007	Internship	Social Services & Housing	Children's Services	Operational Service	Russell House
09/07/2007	Affordable Housing Officer	Social Services & Housing	Housing Services	Housing Strategy	Rhyl

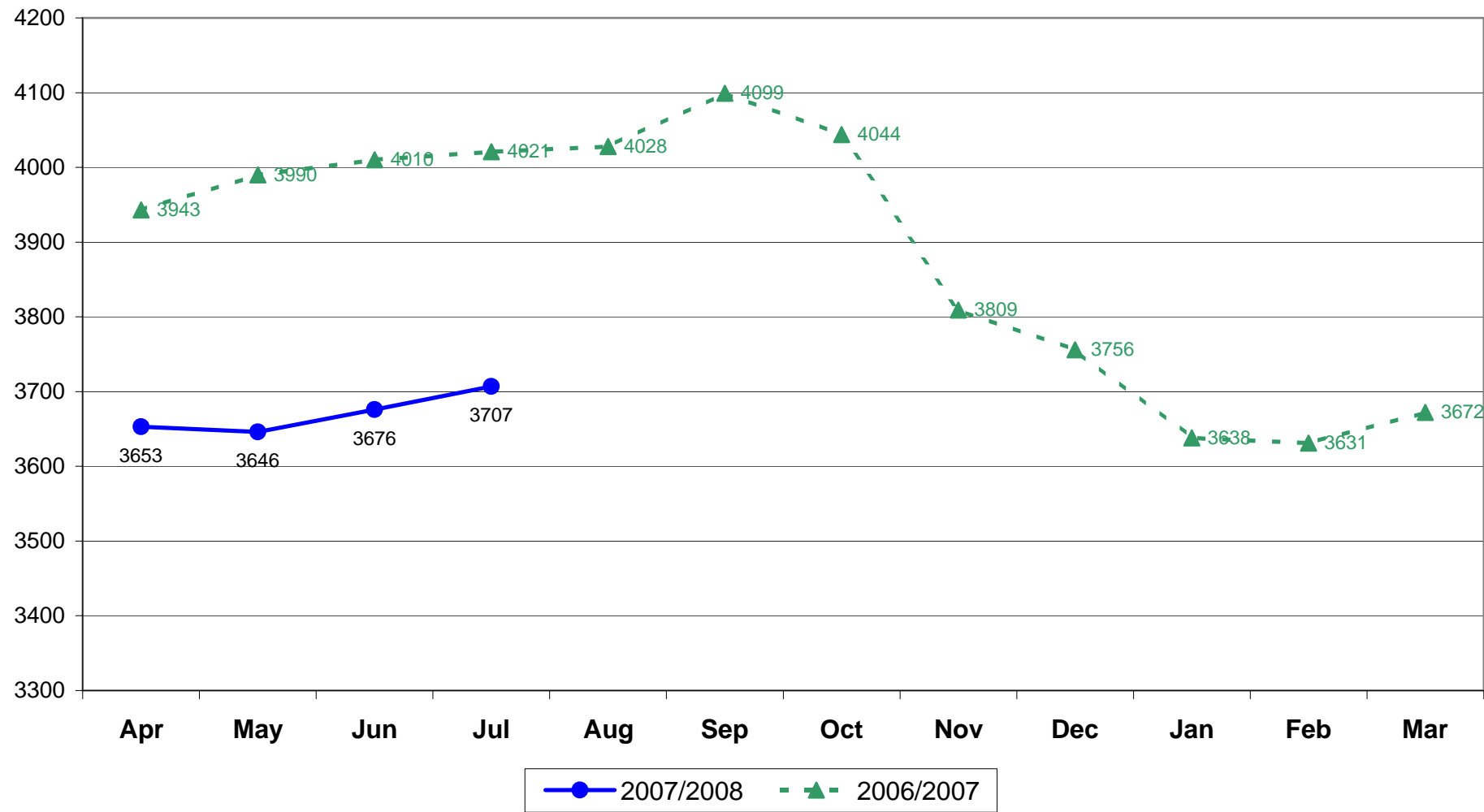
Denbighshire County Council Average Number of Days Lost per Employee July 2007

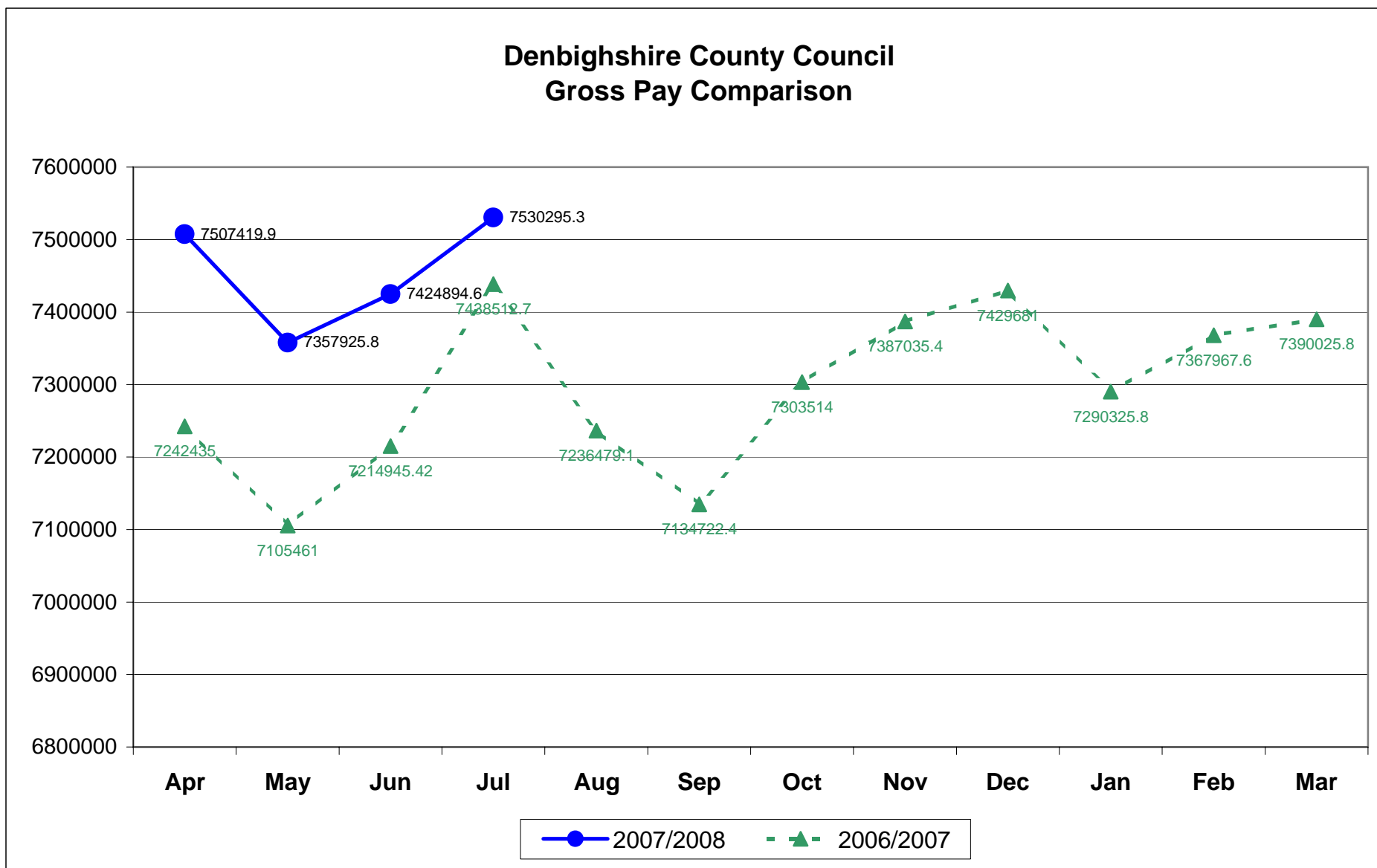


Denbighshire County Council Average Number of Days Lost per Directorate Cumulative April - July 2007



Denbighshire County Council FTE Comparison





**CABINET
FORWARD WORK PROGRAMME**

REPORT TITLE	REPORT LEAD MEMBER / AUTHOR
25 SEPTEMBER 2007	
Revenue Budget Monitoring Report 2007-2008	Councillor G O Rowlands R Parry
Capital Plan	Councillor G O Rowlands R Parry
Routine Reporting on Personnel	Councillor S A Davies L Atkin
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Section 33 Agreement – Community Occupational Therapy Service Development of a Section 33 Partnership Agreement for Integrated Provision between Denbighshire County Council, Conwy & Denbighshire NHS Trust and Denbighshire Local Health Board under the provision of Section 33 of the National Health Service (Wales) Act 2006.	Councillor P A Dobb S Ellis / Mel Evans
Rural Development Plan Local Development Strategy for Rural Denbighshire	Councillor R W Hughes M Dixon
OCTOBER 2007	
Revenue Budget Monitoring Report 2007-2008	Councillor G O Rowlands R Parry
Capital Plan	Councillor G O Rowlands R Parry
Routine Reporting on Personnel	Councillor S A Davies L Atkin
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Clwyd Leisure Joint Study	Councillor S Roberts T Hughes
Rhyl Post 16 Education	Councillor D Owens H W Griffiths
West Rhyl Regeneration Strategy – Clarification Note PCN	Councillor E W Williams M Pender
NOVEMBER 2007	
Revenue Budget Monitoring Report 2007-2008	Councillor G O Rowlands R Parry
Capital Plan	Councillor G O Rowlands R Parry
Routine Reporting on Personnel	Councillor S A Davies L Atkin
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Modernising Education: Report and Feedback	Councillor D Owens H W Griffiths
Corporate Consultation	Councillor S A Davies J Williams
DECEMBER 2007	
Revenue Budget Monitoring Report 2007-2008	Councillor G O Rowlands R Parry
Capital Plan	Councillor G O Rowlands

REPORT TITLE	REPORT LEAD MEMBER / AUTHOR
	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
Pontcysyllte Aqueduct and Llangollen Canal World Heritage Site	Councillor S Roberts T Hughes
15 JANUARY 2008	
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
29 JANUARY 2008	
Health, Social Care & Well-being (HSCWB) Strategy 2008/11	Councillor P A Dobb Melanie Evans