

CABINET

Minutes of the Cabinet meeting held at 10.00 a.m. on Tuesday 3 June 2008 in Conference Room 1, County Hall, Ruthin.

PRESENT

Councillors P A Dobb, Lead Member for Health, Social Care and Wellbeing; H H Evans, Leader and Lead Member for Education; S Frobisher, Lead Member for Communities; R W Hughes, Lead Member for Personnel and Business Management; M M Jones, Lead Member for Children's Services; P J Marfleet, Lead Member for Modernisation; J Thompson Hill, Lead Member for Finance; D A J Thomas, Lead Member for Environment: Regeneration and E W Williams, Lead Member for Environment: Sustainable Development.

Observers: Councillors J Chamberlain Jones; W L Cowie; M LI Davies; C M Evans; G C Evans; C Hughes; D Owens; A G Pennington, S Thomas and C H Williams.

ALSO PRESENT

Chief Executive; Deputy Chief Executive / Corporate Director: Resources, Corporate Director: Environment; Corporate Director: Social Services and Housing; Interim Corporate Director: Lifelong Learning; Financial Controller and the County Clerk.

APOLOGIES

There were no apologies.

ANNOUNCEMENT

Councillor H H Evans welcomed all Members to the first Cabinet meeting of the new Council term. He said it had been a difficult week and he had spent much time in formulating the portfolios. He welcomed Councillors Frobisher and Jones to their first Cabinet as Lead Members and also welcomed Councillor D A J Thomas to Cabinet, saying he was pleased that the Labour Group was now able to fully participate in Cabinet meetings. Although there were bureaucratic processes and financial constraints, it was important for all Members to remember they had been elected to ensure service delivery for the Authority's residents.

Councillor M M Jones congratulated all the children and young people from Denbighshire who had participated in the Urdd Eisteddfod in Conwy the previous week. Councillor Evans endorsed her comments and said that examinations had meant some children had not been able to participate.

1 URGENT MATTERS

There were no Urgent Items.

2 MINUTES

The Minutes of the Cabinet meeting held on 22 April 2008 were submitted.

Present: Councillor P J Marfleet had not been present at the last meeting.

Item 9 Final Report and Recommendations of the Affordable Housing Task Group: First para, second sentence to commence 'He ...'.

Local Development Plan – Third paragraph, final sentence add "in the Pre-Deposit Draft Local Development Plan".

Referring to the recent elections, the Chief Executive expressed his appreciation to ex Councillors E C Edwards, M A German, G M Kensler and G O Rowlands for all their work for the Authority and Cabinet in particular, with 3 of the 4 being senior Councillors having been involved in the Cabinet system from its inception.

RESOLVED that, subject to the above, the minutes of the meeting held on 22 April 2008 be approved as a correct record and signed by the Leader.

3 MODERNISING EDUCATION ACTION PLAN MONITORING

Councillor H H Evans presented the report seeking Members' consideration of the work undertaken to monitor the progress of the Modernising Education Agenda. The Youth Support Service Action Plan would be integrated with monitoring of the LA Action Plan with a planned full re-inspection in 2009 also covering Youth Support Services. Although there was a substantial drop in the reduction of permanent and fixed term exclusions, this would remain in the Action Plan until consistency was achieved. The Authority had now been working for 6 months on the Action Plan and the Modernising Education Board would be considering in detail whether the actions were actually delivering on the recommendations.

The Interim Corporate Director: Lifelong Learning referred to the actions which had not been completed and said this was discussed at the Modernising Education Board and Head of Service was to decide whether further action was required to remedy the situation. The detailed position on activities was at Appendix 2 to the report. Referring to Recommendation 1.5.05, the Interim Corporate Director informed the meeting that the recruitment for the Behaviour Support Service would not go ahead as extension to capacity would now be achieved in another way. Action 2.3.06 had been achieved and 2.3.09 and 2.3.10 were now no longer required. The Youth Service Action Plan had been concluded and would be reported to the Modernising Education Board.

In response to a query from Councillor P J Marfleet regarding provision of school transport and school meals, the Interim Corporate Director: Lifelong Learning said a seminar on the Education and Partnership Agreement would be held on 18.06.2008. The Modernising Education Board would be considering organisational issues but were not tasked to consider school meals. However, school transport provision would form

part of discussions on organisational issues. However, the Chief Executive said it was of concern that the Catering Service was costing more and was not able to provide a cost effective provision particularly in primary schools and said all aspects including teaching, catering and transport must be taken into account in considering organisational issues.

Councillor R W Hughes said it was important that the good practice work on the Action Plan was recorded and made available for use by other Authorities.

Councillor D A J Thomas referred to school governing bodies and said they should be monitored and evaluated. Councillor H H Evans informed Members the role of school governors was included in the Partnership Agreement and said the role would also be expanded. Councillor E W Williams commented that some primary school governors were interested in the way the school worked as part of the community but did not necessarily have wider interest. He agreed a firm policy on school governors be established. Councillor P A Dobb agreed the need to raise standards and felt all school governors should attend compulsory courses in relation to where major problems had been experienced in the past.

RESOLVED that Cabinet, having considered the progress to date against tasks, request that the Modernising Education Board reviews progress against those tasks identified as “Red” or “Amber” in Appendix 2 in advance of the next monthly monitoring report.

4 NORTH WALES REGIONAL WASTE PLAN ~ FIRST REVIEW

The Corporate Director: Environment presented the report seeking Cabinet endorsement of the North Wales Regional Waste Plan 1st Review Core Document and Technical Companion, which together form the North Wales Regional Waste Plan ~ 1st Review. The Plan involved the 6 North Wales Local Authorities, the National Park and also part of Powys. The Plan detailed changes since the 2004 Plan had been agreed and was produced as planning guidance, separate to the provision of a range of waste treatment facilities.

The importance of the Plan was stressed by Councillor P J Marfleet and if was not in place the Authority would face severe financial penalties. Provision of waste facilities was at great cost to Authorities and he suggested a benchmark of the starting point was required.

Councillor E W Williams said the public should be more aware of waste issues and that it was also a job creating industry.

The original idea was a planning process to identify areas which could be zoned. The Plan set out the scale and broad geographic areas for facilities but further work would then be required when potential sites were identified. The Corporate Director: Environment went on to discuss the complex issues of fines and penalties which could

be imposed on the UK by the European Union. This had now been broken down by the Welsh Assembly Government so that each Authority would be fined individually if projects were not delivered. However, he was unsure how individual fines would be issued once a collaborative commitment had been signed.

RESOLVED that Cabinet endorse the North Wales Regional Waste Plan 1st Review.

5 MONITORING PERFORMANCE AGAINST THE AUTHORITY'S KEY PERFORMANCE INDICATORS

The Deputy Chief Executive / Corporate Director: Resources presented the report for Members to note the final performance against the Council's key indicators as provided in the Appendices attached to the report. Cabinet were asked to consider any issue in greater depth as deemed necessary and note the requirement to review the current set of key indicators for 2008-2009 to more adequately reflect the priorities of the new Council.

Lead Members will be expected to have significant input into future reports and it was also felt this was the opportune time to consider whether the right indicators are being used. The Welsh Assembly Government will require the Authority to deliver objectives in line with the Improvement Agreements, which are based on the One Voice Wales report. The Assembly would also be introducing National Minimum Standards and these would be used to measure standards across Wales.

Referring to Appendix 1 to the report, Councillor P A Dobb expressed disappointment with the percentage of staff who had performance appraisals the previous year. An actual of 49.24% was unacceptable and asked whether this was linked either to poor performance or Single Status. The Deputy Chief Executive / Corporate Director: Resources said it was possible there was a link to performance or Single Status but there was an added factor that many staff were not office based.

Councillor J Thompson Hill agreed it was time to re-visit some of the indicators and it was important to ensure the correct indicators were selected for Denbighshire.

Councillor P J Marfleet said there was an urgent need to address the number of days lost due to sickness absence which was high at 11.59 days against a target of 9 days. He was pleased that the number of indicators included in the report had reduced and suggested that the information provided could be of great use. It was important to provide the most recent information available to ensure meaningful outcomes. He would hold discussions on the indicators with individual Cabinet Members.

The Deputy Chief Executive / Corporate Director: Resources agreed to provide a position statement on sickness absence and the number of performance appraisals carried out to the next Cabinet.

It was suggested by Councillor R W Hughes that a rolling review programme be established to consider indicators and that they be linked to Council Priorities, with more use being made of local performance indicators.

Councillor E W Williams referring to Welsh Assembly Government targets, said that if targets were not met because funding was not available from the Assembly this should be evidenced and included. He felt it was important for the Members and the public to understand the indicators and what exactly the figures meant.

The Head of Strategic Policy Unit offered to arrange performance clinics if Members had any areas of particular concern.

RESOLVED that Cabinet note the final Corporate Performance Report and agree to pay particular attention to issues requiring further discussion and/or remedial action, particularly those indicators which are not on target. It was also agreed Members would work with the Strategic Policy Unit to review whether the indicators are still relevant and identify a meaningful set of indicators which reflect the priorities and objectives of the new Council.

6 DELEGATION OF POWERS TO THE CHIEF EXECUTIVE UNDER THE ANIMAL WELFARE ACT 2006

The Chief Executive presented the report seeking Members' agreement to adopt and to delegate to the Chief Executive the enforcement of and the exercise of powers under the Animal Welfare Act 2006. The regulatory functions would be delegated to officers.

It was confirmed that the Authority would not be able to claim costs for looking after animals which had to be kennelled or stabled at the Authority's expense. The Chief Executive agreed to Councillor J Thompson Hill's suggestion that the Welsh Assembly Government be asked to make recompense.

RESOLVED that Members agree that Denbighshire County Council may enforce the requirements of and exercise the powers of a Local Authority under the Animal Welfare Act 2006 and any amending legislation thereto and delegate to the Chief Executive the enforcement of and the exercise of the powers of a Local Authority under the Animal Welfare Act 2006.

7 DELEGATION OF POWERS TO THE CHIEF EXECUTIVE AND AUTHORISATIONS FOR PLANNING AND PUBLIC PROTECTION SERVICES

The Chief Executive presented the report for Cabinet to review and consolidate the delegations and authorisations for the Chief Executive and officers within the Planning and Public Protection Services. Cabinet could only delegate Executive functions which meant non-Executive functions would go to Full Council for approval.

RESOLVED that:

- 1 *In respect of Executive functions arising from the Local Government Act 2000 that Members delegate the power to the Chief Executive Officer to authorise the exercise of the powers and functions detailed in Appendix 1 to the report.*
- 2 *Members confirm that officers are authorised to enforce the statutes detailed in Appendices 2, 3 and 4 to the report, together with Orders or Regulations made thereunder.*
- 3 *Members authorise the Chief Executive Officer to obtain the necessary agreement of the relevant specified bodies to enforce the legislation detailed in Appendix 5.*
- 4 *Members confirm that officers are authorised to enforce the Regulations made in accordance with the European Communities Act 1972 and detailed in Appendix 6 to the report, together with any Orders or Regulations made thereunder.*

8 ESTABLISHMENT OF TASK AND FINISH GROUP TO PREPARE THE DEPOSIT LOCAL DEVELOPMENT PLAN FOR PUBLIC CONSULTATION BY SPRING 2009

The Corporate Director: Environment presented the report seeking Members' agreement to the approach to preparing the consultation draft of the Deposit Local Development Plan (LDP) and that a Member Task and Finish Group be established to enable this.

The Planning Officer explained the need for the Task and Finish Group and said the final LDP was required by 2011, which would also include waste sites. He suggested a smaller group would allow greater discussion of detail on a more informal basis. However, Councillor E W Williams said a small Group would not allow participation by Local Members to be involved in detailed discussion. He suggested the Group be formed with a membership of 10, with all Members being allowed to attend and contribute. The Group should meet as soon as reasonably practicable. Although Councillor P J Marfleet agreed with both the need for a 10 Member Group and transparency with the public he suggested the use of Area Groups rather than the Lead Member selecting the membership. This would mean 2 Members from each Area Members Group along with the Lead Member which would ensure representation across the whole County. Councillor Williams agreed the importance of representation from each part of the Authority with non-Group Members being able to attend. Councillor S Frobisher said the LDP was of great concern to the public and supported the need for a larger Group. Councillor R W Hughes supported Councillor Williams, particularly the need for an open process with Local Member participation.

Councillor S Thomas (Observer) said as the LDP former Chair he supported the need for Local Member participation which should ensure public views being taken into account.

Councillor C H Williams (Observer) expressed his concern regarding the West Cheshire and North East Wales Sub Regional Strategy which included areas of Denbighshire

where it was possible that many houses could be built. It was important that the residents of the County were aware of possible intentions.

Councillor E W Williams said Denbighshire had much in common with neighbouring Authorities. The previous LDP Working Group had agreed Denbighshire should not become a commuter County. He stressed the need for the public to be involved in the process from the start in making decisions on way in which to develop communities.

Councillor Hughes agreed Denbighshire should not become a commuter County and that the Authority must be represented at the West Cheshire meetings to ensure Denbighshire's best interests.

Councillor D A J Thomas supported Members' comments and stressed the need for the public to understand the aims of the LDP.

The Corporate Director: Environment said the LDP process was a huge task and the role of the Spatial Plan was critical in its development. Officers would work on the membership numbers proposed by Cabinet. The Authority had to be mindful of neighbouring areas and the West Cheshire Plan had recognised the proximity of Denbighshire and its effect on their area. The Head of Planning and Public Protection said the LDP Group had worked well to date and thanked Members for their clarity of message in the earlier discussion. It was important the LDP was developed in the timeframe set by the Assembly and to follow on from when the previous Plan finished.

Councillor E W Williams proposed and was seconded by Councillor R W Hughes the membership of the Task and Finish Group remain the same.

RESOLVED that a Task and Finish Group be established by the Lead Member on the basis of the previous Member Working Group (as set out in paragraph 2.7 of the report) to prepare the consultation draft of the Deposit Local Plan.

At this juncture (11.30 a.m.) the meeting adjourned for 10 minutes to allow Members to participate in refreshments.

9 DRAFT RIGHTS OF WAY IMPROVEMENT PLAN

The Corporate Director: Environment presented the report seeking Cabinet approval of the Draft Public Rights of Way Improvement Plan to enable it to go out for statutory and public consultation. The Final Plan would be presented to Cabinet for discussion and approval. The Welsh Assembly Government (WAG) had directed that Plans should be formulated for the whole network of paths, including any improvements to rights of way which would be required. However, Members were asked to note that no funding for improvements was being provided by WAG whilst the Authority only had a small budget which was inadequate for improvements and maintenance of rights of way.

Councillor P A Dobb said she was pleased to see the Draft Plan and suggested if funding had been available in earlier years to produce a definitive map, it would have reduced the amount of Legal resources used.

Councillor J Thompson Hill reminded colleagues that although it was necessary to produce the Plan, there was no statutory obligation to act on any findings. He suggested funding issues were of particular concern to rural Authorities and that WAG should be lobbied through the WLGA for funding to be made available. Councillor E W Williams agreed and asked that any lobbying document include reference to Single Farm Payment funding which WAG was to use for rural issues.

Councillor P J Marfleet said many paths had not been used for many years and suggested the Ramblers' Association be contacted to provide data on those most used. Any expenditure could then be prioritised and allocated to those paths most regularly used.

Cadwyn Clwyd, for example, had been an important contributor to signage and they and others would be contacted regarding the Plan.

Members discussed the production of Cabinet reports which had large plans attached as appendices. It was agreed that large plans would not accompany Cabinet reports in future, with an Executive Summary being included. The full plans would, however, be available to Members upon contacting the relevant department.

RESOLVED that Cabinet agree the Draft Rights of Way Improvement Plan (ROWIP), as submitted, be approved as a basis for consultation and, that following consultation, the Corporate Director: Environment be requested to present the final Rights of Way Improvement Plan to the Cabinet in due course.

Cabinet further agree large plans would not accompany Cabinet reports in future but an Executive Summary would be provided as necessary.

10 HOUSING REVENUE ACCOUNT BUDGET & CAPITAL PLAN PROVISIONAL OUTTURN REPORT 2007-2008

The Corporate Director: Social Services and Housing presented the report for Members to note the provisional outturn position of the Housing Revenue Account (HRA) for the past financial year. She detailed various issues including the small overspend on garage repairs, the reduction in the level of voids to 6% and the reduction in the number of right to buy sales.

Councillor P J Marfleet commended staff on the achievements and asked for detail on any effects of the slow-down in right to buy sales. The Head of Housing Services said a reduction in right to buy sales would have an adverse effect on the housing stock business plan but not as much as originally thought and the business plan remained viable. Councillor D A J Thomas asked for clarification on rent arrears. The Head of

Housing Services said although there was a reduction in the level of voids this was connected to the housing improvement programme and the houses were required for tenants whose homes were undergoing refurbishment. He also detailed the current rent arrears of £248k at the end of March 2008 but reminded Members this had been reduced over the last 6 years.

RESOLVED that Members note the provisional outturn position of the Housing Revenue Account (HRA) for 2007-2008.

11 HOUSING REVENUE ACCOUNT BUDGET AND CAPITAL PLAN UPDATE 2008-2009

The Corporate Director: Social Services and Housing presented the report for Members to note the forecast outturn position of the Housing Revenue Account (H.R.A.) and Housing Capital Plan for 2008/09.

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

12 PROVISIONAL FINAL REVENUE ACCOUNTS PLAN 2007-2008

The Deputy Chief Executive / Corporate Director: Resources presented the report seeking Members' consideration of the provisional final revenue outturn position for 2007/8. It was explained that this was part of the process of finalisation of the annual financial statements. They were therefore still draft and could change. The paper will also be discussed at Council on 24.06.2008 and finalised subject to audit by Corporate Governance Committee on 27.06.2008. Members were also asked to recommend to Council the treatment of reserves, subject to final amendment, as detailed in the report. He congratulated each Directorate for demonstrating financial controls. Members were asked to note the typographical errors on page 3 para 4.12 which should read 31 March 2008 and page 5 para 8.1 should read 31 March 2008.

The Deputy Chief Executive / Corporate Director: Resources urged that financial performance must not be taken in isolation. It was also essential to monitor business performance particularly in light of the difficult financial settlements in coming years. The Welsh Assembly Government settlement would be approximately 2% for the following 2 years with rising inflation. Single Status remained a major risk to the Authority. Approximately £3m would need to be saved each year for at least the next 2 years. A financial recovery strategy needed to be formulated to address the deficit at Blessed Edward Jones High School and the Hyfrydle Children's Home. Costs for provision of school meals was also of concern.

The overall position was of a good financial outturn for 2007-2008. Therefore it was possible to recommend some specific provisions, as outlined in the report, to help protect the Council in the coming years. The available funding was of a "one-off" nature and this dictated how it should be spent.

Many challenges would be faced on adult social services and the Supporting People reserve was being built up. Underspends in Social Services were being carried forward. The small underspends in the Environment Directorate would also be carried forward whilst the underspend in the Resources Directorate would be used to fund financial pressures in 2008-2009. General balances would be in the region of £6m which meant the Authority was near to meeting the Wales Audit Office minimum requirement of 5% of net revenue budget.

The Sustainable Waste Grant (para 4.13) unspent balance could only be spent on Sustainable Waste. Some of the WAG grant for the Single Status pay review would be brought forward to fund part of the pay review whilst the Equal Pay claim was in line with current estimated potential liability.

Councillor H H Evans took the opportunity to thank officers and former Lead Cabinet Members for their work and the provision being made to address future pressures.

The 2% settlement from the Welsh Assembly Government would pose serious problems for the Authority. There would be enormous pressures on both waste management costs and adult social services in particular whilst ICT provision would need to streamline and reduce costs. It was imperative the Authority delivered more effectively.

Councillor J Thompson Hill thanked staff across all Directorates for their work. He agreed the sentiments expressed by the Deputy Chief Executive / Corporate Director: Resources regarding future funding and pressures which would impact on many services. He also stressed the need to ensure reserves continued to be built. Councillor P J Marfleet agreed and said that modernising the Council's staffing structure and service delivery would help ensure future efficiencies and energy use in Council buildings would need improvement.

It was suggested by Councillor E W Williams that innovative ways of funding be explored. He urged caution on balances and reminded colleagues that Denbighshire had started with an enormous debt and the Authority had worked hard to get to the current stable position. He was not a great supporter of large reserves and said that a reorganisation of authorities in Wales at some time in the future would mean that Denbighshire reserves would not then necessarily be spent in the County.

Councillor R W Hughes referred to Blessed Edward Jones High School's overspend and asked that careful consideration be given to how the school used its resources. She urged that the Legal Department had adequate capacity to deliver services.

RESOLVED that Members note the provisional revenue outturn position for the year ended 31 March 2008 and recommend in principle to Full Council and also recommend the broad principle of the provisional movements in reserves and the carrying forward of earmarked balances as detailed in 4.12 and 4.13 above to full Council.

13 REVENUE BUDGET AND SUMMARY CAPITAL PLAN 2008-2009

The Deputy Chief Executive / Corporate Director: Resources presented the report for Members to note the initial estimate of the likely outturn figures for the 2008/09 financial year as detailed in Appendix 1 and note the summary capital plan performance for 2008/09 financial year as detailed in Appendices 2 and 3, and to also note the current position on the vacancy control procedure recently introduced.

Councillor J Thompson Hill said it was important to ensure the budget was carefully monitored throughout the financial year. Councillor P J Marfleet agreed and said early warning systems were required to ensure the budgets were not being overspent.

It was confirmed by the Interim Corporate Director: Lifelong Learning that a proposal and updated action plan regarding under occupancy levels at Hyfrydle Children's Home would be prepared for Cabinet in the autumn and consultation would be ongoing with other agencies. The project group would consider whether the facility could be used by others and the accuracy of financial projections. It was agreed that an update would be provided for the next Cabinet meeting with a final report to be received at Cabinet on 09.09.2008.

RESOLVED that Members note the projected outturn figures for 2008/2009 as detailed in Appendix 1 to the report and note the summary capital plan performance figures for the 2008-2009 financial year as detailed in Appendices 2 and 3 to the report including the current position on the vacancy control procedure recently introduced.

14 ROUTINE REPORTING ON PERSONNEL

The Deputy Chief Executive / Corporate Director: Resources presented the report for Members to note the information on the staff headcount. He would be meeting with the Lead Member to discuss the format of the information provided for future reports. Both sickness absence and performance appraisals would be discussed with the Lead Member and relevant staff.

RESOLVED that Members note the information in the report.

15 CABINET FORWARD WORK PROGRAMME

Councillor H H Evans presented the Cabinet Forward Work Programme.

It was agreed a debate would be held on an informal basis with Cabinet Members regarding future reports to Cabinet.

RESOLVED that Cabinet note the Cabinet Forward Work Programme.

16 URGENT ITEMS

There were no Urgent Items.

PART II

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.

17 CARE ARRANGEMENTS AT RHYL EXTRA CARE HOUSING SCHEME and RELATED ISSUES AT LLYS NANT, PRESTATYN

Councillor P A Dobb and the Corporate Director: Social Services and Housing presented the report seeking Cabinet approval for formal approval to be given for a range of alternative care options to be offered to remaining residents of Llys Nant, to enable the home to close and the extra care housing development to be started by November 2008. Members were also asked to agree that care provision at the Rhyl Extra Care Housing Scheme be delivered through an in-house team redeployed from Llys Nant, Prestatyn.

The risk assessments and cost analysis showed clear benefits of running the care arrangements through an in-house scheme. Day care services would be provided on a temporary basis in Prestatyn until the new scheme was in place. Councillor S Frobisher supported the continuing provision of day care services, particularly in Prestatyn. Members agreed the redeployment of staff be a priority.

RESOLVED that:

- 1 *formal approval be given for a range of alternative care options to be offered to remaining residents of Llys Nant, to enable the home to close and the extra care housing development to be started by November 2008*
- 2 *care arrangements at the Rhyl Extra Care housing scheme are provided by an in-house team for an initial period of 2 years*
- 3 *care staff at Llys Nant are offered redeployment to the Rhyl Extra Care scheme, or other job roles in care, as an alternative to redundancy*
- 4 *every effort is made to redeploy other groups of staff across the County Council so as to minimise costs*
- 5 *consideration be given to tendering for the care arrangements for future extra care schemes, informed by learning from the Rhyl scheme*

18 CAPITAL PLAN 2007-2008 TO 2010-2011

Councillor J Thompson Hill and the Deputy Chief Executive / Corporate Director: Resources presented the report for Members to note the latest position on the 2008/09 element of the Capital Plan.

Councillor Thompson Hill detailed current projects and informed colleagues that the Prestatyn Community Learning Centre was due for completion by 06.06.2008, the Llangollen Centre was due for completion by 20.06.2008 and the Ysgol Brynhyfryd Centre had been completed early and on budget.

The overrun and projected overspend on the Scala project was discussed and further meetings with the contractor would be held regarding these issues. A general manager had been appointed to run and manage the Scala. A meeting would be held with officers from the Welsh Assembly Government in July 2008 to try and secure further funding.

A phased handover of the Craft Centre had commenced and a tenant for the café selected. In response to a query from Councillor P A Dobb regarding the letting of units, the Chief Executive said the new Craft Centre was a difference concept to previous and confirmed the business plan was not dependent on letting units. A Tourist Information Centre access point will be located the Craft Centre, but this would be in a different format to previous.

Members briefly discussed outstanding community projects and it was agreed completion dates for projects be included in future reports.

RESOLVED that Cabinet note the latest position on the 2008/09 element of the Capital Plan.

The meeting concluded at 1.35 p.m.

REPORT TO CABINET

CABINET MEMBER: Councillor H E Evans, Leader of the Council

DATE: 15 July 2008

SUBJECT: MODERNISING EDUCATION ACTION PLAN MONITORING

1 DECISION SOUGHT

1.1 Cabinet is requested to consider the work undertaken to progress the Modernising Education Agenda.

2 REASON FOR SEEKING DECISION

2.1 The Council submitted the Action Plan and associated work plans to Estyn on the 20th December 2007 in response to the July 2007 inspection of Education Services.

2.2 The Action Plan highlighted 8 key aims which were to be implemented by 2010. Appendix 1 to the report provides a summary of current progress against each of these key aims.

2.3 To enable a clear understanding of overall progress the Modernising Education Board has scheduled a mid term review of progress against the main three recommendations. This review will consider future timescales and highlight the potential risk of key objectives from the plan not being progressed within previously agreed timescales. It is anticipated that this review will enable a clearer link to be made of which future actions need to become embedded within the Service Business Process. The findings of this review will be reported to Modernising Education Board on the 23rd July and will impact on future monitoring process.

2.4 The conclusions of this review will need to be considered also in the context of the findings of the Estyn Monitoring visit which took place on the 13th and 14th May. Overall the report of the visit concluded that "Denbighshire has maintained its initial good start to address the recommendations following the Estyn inspection reports" and that the "authority is now better placed to work with schools and partners to begin to deliver better outcomes for pupils and young people"

3 POWER TO MAKE THE DECISION

The Council was required to prepare an Action Plan under Section 39 of the Education Act 1997.

4 COST IMPLICATIONS

4.1 Many of the actions can be delivered by redirecting existing resources to focus more clearly on the schools which need support most and by challenging all

schools to use funding effectively to raise standards. Detailed costings were identified in the work plans and these considerations were taken into account in the budget setting process for 2008/09.

5 FINANCIAL CONTROLLER STATEMENT

The Council has agreed a package of additional resources of £700k as an initial response to the Estyn report. Further bids for additional funding, in addition to the allocation for inflationary impact, of £1.25m have been recommended by Cabinet and were agreed by full Council on 12 February 2008 as part of the overall budget proposals for 2008/9.

6 CONSULTATION CARRIED OUT

- 6.1 The Modernising Education Board considered the basis for the review at their meeting on the 11th June and endorsed the approach to be taken.

7 IMPLICATIONS ON OTHER POLICY AREAS:

7.1 THE VISION

The Council previously agreed to amend its priorities to focus on School and Educational Improvement as a priority.

8 ACTION PLAN

Action	Responsibility	Deadline
To consider the findings of the review of the Estyn Action Plan	Modernising Education Board	23 rd July 2008
To ensure that Service Business Plans include relevant remaining actions from the Estyn Action Plan	Head of Policy and Performance	30 th September 2008

9 RECOMMENDATIONS

That Members note the progress achieved to date by the authority in relation to progressing the recommendations within the Action Plan.

Progress against Key Objectives highlighted in Estyn Action Plan

Key Objective	Progress to Date
<i>1.Improve pupil attainment in all key stages, especially at KS4 so that attainment is within the 'top 10' performing authorities in Wales</i>	Council agreed to allocate additional £50k to support KS4 in particular in improvements from Grade D to C. This has involved additional revision and support assistance across the 8 secondary schools. This work will be evaluated following the GCSE results with a view as to how the lessons can be implemented across the authority. Preliminary results for Key Stages 1 – 3 are expected to show increases in core subject indicator.
<i>2.Reduce permanent and fixed term pupil exclusions from schools to below the Wales average</i>	For the current academic year there has been a decrease in the number of permanent exclusions at both Primary and Secondary level in comparison to the previous two years, with to date no permanent exclusion at Primary level. Although at secondary level there has been an increase in the number of fixed term exclusions the number of days lost has been reduced with shorter exclusions being applied.
<i>3.Improve pupil attendance in primary schools and secondary schools so that attendance is within the top 10 performing authorities in Wales</i>	At both Primary and Secondary level there has been an increase in attendance during the current academic year. As of the end of May the cumulative performance for attendance at Secondary level was 91.13%, above the target of 91%. This compares favourably to the performance of 89.9% for 2006-07 and to the all Wales average of 90.7% for 2006-07. At Primary level attendance for the first two terms overall was 94.2% an improvement on the 2006-07 figures of 93.6% and above the all Wales average of 93.1%.
<i>4.Improve leadership and management based on effective communication with stakeholders, especially councillors and schools, leading to improved performance at all levels</i>	As evidenced in the recent Estyn visit, improvements in leadership and management are continuing to occur. A restructuring of the Lifelong Learning Directorate has been progressed which has enabled a clearer focus to be made on Education issues. A permanent appointment has been made to the post of Head of School Improvement. The development of the Partnership Agreement has led to the development of cluster groups as the main vehicle for dialogue between schools and the local authority. The second round of meetings of the Cluster Groups have just taken place and have included amongst other issues, discussions on school attendance, the review of admissions procedures and the development of the single plan. The Governors Conference held in April 2008 was of great

	benefit in developing important channels of communications between all parties.
<i>5.Implement a robust performance management framework that informs all aspects of our work</i>	<p>Significant progress has been made on developing a clear concise Directorate Plan which details the strategic vision for the Directorate. This is being communicated to staff and will assist the development of service business plans, operational plans and crucially assisting individual members of staff in their annual appraisals with Managers.</p> <p>The Council has also made significant progress in the use of Ffynnon, the performance management system procured by the Welsh Assembly Government for use by local authorities in Wales. The system is now being used by service managers to assess performance in respect of attendance and exclusion. A project plan is being developed to enable attainment data to be assessed using Ffynnon at Primary and Secondary level.</p>
<i>6.Ensure that all plans are monitored, evaluated and on track to deliver</i>	<p>Modernising Education Board has continued to monitor progress against the Estyn Education Services Action Plan on a monthly basis. This role has been expanded to include monitoring of the Youth Support Services Action Plan. To ensure that the Education Plan remains on track to be delivered a review will take place during June and July. This will assist the integration of the monitoring of the action plans into the business planning for the Directorate.</p>
<i>7.Review and refocus funding and resources on priorities</i>	<p>Work is progressing with schools on ensuring that we are able to get the best value for money from the funding available. This work is being progressed with the Schools Budget Forum. The review of fair funding is progressing with a report considered by the Schools Budget Forum on the 20th June. The Forum will also consider in September a review of the delegation of funding to schools and the progression of a three year financial planning strategy.</p>
<i>8.Allocate additional funding, support for schools and increase internal capacity to meet our targets</i>	<p>The Council gave a strong commitment to education as part of the 2008/09 Budget settlement. This included the allocation of an extra £750k for education, over and above the £700k already agreed as the Council's initial response to the Estyn Action Plan. To support future financial years work the mainstream formula review has been completed and a review of SEN funding is ongoing. The final part a review of how we fund the two special schools will commence later in the year. To improve capacity to undertake this work two additional posts have been created, a Senior Schools Officer to increase capacity specifically to schools and a Financial Planning Accountant to implement Estyn action plan R3 activities initially and then to look at new ways of working, medium term financial planning, efficiency savings, utilisation of grants etc.</p>

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR R W HUGHES , LEAD MEMBER FOR PERSONNEL AND BUSINESS MANAGEMENT

DATE: 15 JULY 2008

SUBJECT: PERFORMANCE APPRAISAL SYSTEM FOR THE LEADER OF THE COUNCIL AND CABINET MEMBERS

1 DECISION SOUGHT

1.1 For Members to approve an annual performance appraisal system for the Leader of the Council and all Cabinet Members.

2 REASON FOR SEEKING DECISION

2.1 On 24 January 2006, County Council agreed that the Council should apply for Member Charter status. The Charter aims to provide a broad framework for local planning, self assessment, action and review. It has been created to provide a structure for Member support and development to agreed standards and has a strategic and practical framework covering:-

- ❖ Member support services
- ❖ Constitutional arrangements
- ❖ Member facilities and
- ❖ Member development

2.2 One of the Charter requirements is to have a Member Development Strategy in place and Denbighshire's Learning and Development Strategy was approved by County Council on 19 September 2006 (see appendix 1 to the report). The Strategy sets out the approach that the Authority takes to Member development. It includes:

- ❖ A commitment to undertaking development needs analyses which identify the local and national, collective and individual development needs of all Members
- ❖ A commitment to creating personal development plans for Members within 6 months of their Charter submission
- ❖ A commitment to responding to the development needs of Members identified in their personal support and development interviews

2.3 As part of the commitment to undertaking development needs analyses for Members', officers have drafted a performance appraisal system for Cabinet Members which is based on the WLGA's Member Development Framework (a copy of the appraisal form is attached as Appendix 2 to the report). In order to satisfy the basic requirements of the Charter, the WLGA is happy for the appraisal system to be rolled out to Cabinet Members in the first instance and then cascaded to other Members with Special Responsibility Allowances and eventually to all Members of the Council.

- 2.4 For confidentiality purposes, appraisal files will be held by Central Personnel and can only be accessed with the agreement of the Member and the County Clerk.
- 2.5 In recognition of the increasingly demanding and complex work of cabinet members, it is suggested that all political groups need to be identifying other councilors who may potentially become cabinet members so that additional training can be developed.

3 POWER TO MAKE THE DECISION

Section III of the Local Government Act 1972

4 COST IMPLICATIONS

There are no significant cost implications other than the time of Members in carrying out the appraisals.

5 FINANCIAL CONTROLLER STATEMENT

Costs will need to be contained within the Member Development Budget.

6 CONSULTATION CARRIED OUT

The principles of the Charter including the need for personal development plans for Members, were approved by County Council on 24 January 2006. The Learning and Development Strategy was approved by County Council on 19 September 2006. The proposed system is based on work done by the WLGA.

7 IMPLICATIONS ON OTHER POLICY AREAS:

7.1 THE VISION

The introduction of a performance appraisal system for Cabinet Members will be a positive support mechanism for Members in contributing to the achievement of the vision.

7.2 OTHER POLICY AREAS INCLUDING CORPORATE

The introduction of a performance appraisal system for Cabinet Members will provide a framework for Member development and learning which will assist Members in implementing the Corporate Policies of the Council.

8 ACTION PLAN

- 8.1 Cabinet to approve the appraisal system for Cabinet Members by 15.07.2008
- 8.2 Arrangements to be put in place to undertake the appraisals for Cabinet Members by K Methven, the Learning and Development Manager by 30.09.2008

9 RECOMMENDATIONS

- 9.1 That Cabinet approves an annual performance appraisal system for the Leader of the Council and all Cabinet Members.
- 9.2 That Cabinet recommend the annual performance appraisal for the Leader of the Council be carried out by Chief Executive and four Cabinet members (to be agreed by Cabinet)
- 9.3 That Cabinet recommends that the annual performance appraisal of Cabinet Members be undertaken by the Leader and Corporate Directors who have a significant input into the portfolio.
- 9.4 That Cabinet recommends that Group Leaders are asked to identify other Members who might be interested in cabinet posts, and that their training and development needs are addressed.
- 9.5 That Cabinet reviews the process within 9 months, after 1 round of appraisals has taken place.

Denbighshire County Council



Councillor Learning & Development Strategy

POLICY

To enable Councillors to operate efficiently and effectively in fulfilling their various roles in achieving the Council's aims and objectives, it is the policy of Denbighshire County Council to identify the learning and development needs of the Council, Cabinet, committees and individual Members. These will be met by the provision of suitable development opportunities, including an annual in-house programme of learning and development events within a defined budget. Learning events to be evaluated and adapted to ensure maximum effectiveness.

STRATEGY

To enable the achievement of the Council's Learning and Development Policy for Council Members the strategy is in accordance with best practice. It follows the stages of the Learning Cycle, the principles of Investors in People and is in accordance with the Wales Charter for Member Support and Development.

Role Descriptions

Role descriptions will apply to the Chairman and Vice-Chairman of the Council, Leader of the Council, the Deputy Leader, Cabinet Members, Scrutiny Committee Chairs, Scrutiny Committee members and Elected Members. It is against these that learning and development needs will be identified.

Analysis of Need

The Chief Executive and four Cabinet members will be responsible for carrying out the Leader's performance appraisal.

The Leader of the Council and the Corporate Directors will be responsible for carrying out the Cabinet Members' performance appraisals. The resulting development needs being collated as a Cabinet Development Plan. Any generic needs to be fed back to the Learning and Development Manager to inform the Members' development programme.

The Leader of the Council and the Lead Member for Member Development

The Leader of the Council and the Lead Member for Member Development will be responsible for identifying the learning and development needs of the Council and Cabinet in general, in relation to their functions as complete entities.

The Member Development Group

This consists of the Lead Member for Member Development, the chairs of the four Scrutiny Committees, chair of Planning Committee and the Group Leaders. The Members of the group are responsible for identifying the learning and development needs of their particular committees/groups as they pertain to their specific responsibilities and liaising with officers in the format, content and delivery of suitable development events.

Group Leaders are responsible for carrying out the performance appraisals of the members of their groups and feeding back any generic needs to the Learning and Development Manager to inform the Members' development programme.

Individual Councillors

Each Councillor will be given the opportunity to attend an individual Development Review.

Provision of Learning and Development

An annual programme of in-house events will be developed and submitted to Cabinet each year, based on the following:

- ❖ The information provided by the returned individual training needs analyses.
- ❖ The needs of the full Council as identified by the Leader of the Council and the Cabinet Lead Member for Learning & Development.
- ❖ The needs of each committee as identified by the Member Development Group.
- ❖ The needs as identified by senior officers in relation to their services.

The Member Development Group will amend the programme to address other common needs as identified throughout the year e.g. the introduction of new legislation.

Events will be arranged at the most suitable times and venues to enable maximum accessibility.

Alternative arrangements will be made to address any other learning and development needs of individual Councillors and courses that need to be arranged through external organisations. An appropriate allowance will be made within the budget for such requirements.

A central library will be provided for Councillors that will also act as a learning centre.

Member Support Services

Officer support will be provided for all the Member functions – every committee, panel, forum will have officer support provided.

Scrutiny Committees will have dedicated support from officers who can research independently of the management structure.

Member Facilities

All Members will be provided with adequate access to ICT. Members will be provided with laptops in order to gain access to Internet, email and intranet facilities. An electronic library and Internet facilities will be provided to enable Members to gain access to all agendas and reports for committees

A Members' Room will be provided at County Hall, Ruthin and Russell House, Rhyl where Members can work in privacy and make and receive telephone calls.

Political Groups will be available to book accommodation at County Hall, Ruthin for meetings.

Monitoring and Evaluation

A record will be kept of the attendance at in-house learning and development events for each individual Councillor. The individual should do the recording of other learning and development if they so wish.

The participants, upon completion of each in-house event, will complete an evaluation form. This will be used to adapt future events to ensure their ongoing effectiveness.

The outcomes of development will be discussed in individual Development Reviews.



Denbighshire County Council

Personal Development Plan for Elected Members

It is important that Elected Members have ownership of their own learning and development, and that the learning activities they undertake match their needs and priorities, together with those of the authority.

Members can be supported in exploring their development needs in a personal support and development interview where a Personal Development Plan (PDP) is produced. The requirements of each individual Member can then be taken into account when the authority's Member Development plan is being reviewed.

In preparation for an interview, Members can start to identify their needs by reflecting on their achievements in the past, and planning for what they would like to achieve in the future. They can then identify the skills and knowledge they need to perform their role; reflect on the skills and knowledge they already have and identify if there are any gaps between the two.

The PDP can be reviewed annually, when members will be able to consider the development undertaken in the previous year and take this into account when planning for the future.

Personal Development Plan for Cabinet Members

Name:

Length of Service as a Councillor:

Current Role:

Other current Council role(s) and responsibilities:

Previous roles as an Elected Member:

1	
2	
3	
4	
5	

1	
2	
3	
4	
5	

My strengths are:

(Include your personal ones as well as role skills, knowledge and attributes)

Personal Development Plan for Cabinet Members

Portfolio Areas - progress towards key projects, priorities and objectives over last year

1
2
3
4

Key Objectives

1
2
3

Short Term Priorities for your portfolio (for the next 12-18 months)

1
2
3

Medium and Long Term Priorities for your portfolio (for the next 4 years and to 2025 to support achievement of the Denbighshire Vision)

1
2
3

Joint working with other Lead Members/other agencies

--

Personal Development Plan for Cabinet Members

<p>To help me achieve my objectives as a Cabinet Member, areas that I would like to develop are: (below is an aide-memoire of possible areas please include any others that apply to you under this heading)</p>	<p>Preferred method of development: e.g. course, visit to other authority, peer networking, practical workshops, e-learning, etc.</p>
<p>Portfolio Responsibilities Providing leadership to and working closely with senior officers to develop, agree and implement portfolio strategies. Empowering others to take responsibility, knows when to delegate or provide support. Communicating effectively with officers, other members and service users as appropriate. Achieving goals by maintaining task focus and persisting in the face of setbacks. Monitoring performance and intervening as appropriate to ensure progress. Emphasising a team approach and sharing responsibility for success and failure. Responding positively to feedback, challenge and ideas. Exercising political and strategic awareness and judgement, avoiding getting excessively involved in operational issues. Thinking creatively and accepting change.</p>	

Personal Development Plan for Cabinet Members

Areas for development	How?	Priority	How will I know if this development has been successful?
Areas from those identified that you would like to address this year	Your preferred method of development for this area e.g. seminar	Rate in order of importance	What sort of things would you be expecting to be able to do or do differently as a result of this activity?

Signed:
Cabinet Member

Date:

Signed:
Leader

Date:

REPORT TO CABINET

CABINET MEMBER: Councillor S Frobisher, Lead Member for Communities

DATE: 15th July 2008

SUBJECT: Customer Service Strategy

1 DECISION SOUGHT

1.1. Approval of the Customer Service Strategy.

2 REASON FOR SEEKING DECISION

The Customer Service Strategy focuses on three key components:

- Access to council services
- Delivery of the services requested
- Complaint handling

2.1 Access to Council Services

It is essential that our customers are able to access and request Council services in the manner they prefer whether that be by telephone, face to face or electronically via the website or e-mail.

The Customer Care Service was created in September 2007 and amalgamated a number of methods used by customers to contact the Council – face to face through Cash Offices, electronic via the website and email, and telephone through the Corporate Customer Service Centre and main Council switchboard.

As a result of the creation of the new service, a Customer Service Strategy was produced to provide a framework for customer service to be progressed in a cohesive manner across the Authority.

Draft versions of the strategy were published internally and externally (See section 6 for more information on the consultation process).

As a result of the recent consultation period a number of changes have been made to the original document. The main modifications are as follows:

- Change of the title to Customer Service Strategy (previously entitled the Customer Care Strategy) as new sections on consultation and communication have been incorporated and the remit of the document is now wider.
- A new appendix 'Producing clear and effective information for the public' which incorporates Corporate Identity guidance.

- Amalgamation of the corporate telephone answering policy and voicemail guidance as an appendix.

A summary document is attached (Appendix A). The full version of the strategy and action plan for delivery is available at www.denbighshire.gov.uk/customercare

Performance indicators relating to the customer service standards have been drafted (Appendix B) and are being discussed with the Corporate Performance Management Group in July.

2.2 Delivery of Council Services

The Council's reputation rests on the quality and timeliness of the services it delivers to its customers.

Services which are currently delivered through the Customer Service Centre and recorded on a Customer Relationship Management system. The timescales supplied to customers are specified by the services responsible for their delivery. Adherence to these timescales is monitored and reported to the relevant Heads of Service and the Corporate Executive Team. However services not currently delivered through the Customer Service Centre are not monitored and reported in this manner.

The next stage is to identify where service delivery standards exist in other areas of the Authority and develop standards where they do not currently exist.

2.3 Complaints

The authority's current Customer Feedback Policy has been in operation since 1996. The policy itself is ambiguous, its application inconsistent, and consequently, the authority does not have an effective complaints process. In January 2008, a corporate complaints officer was appointed into the Customer Care Service with the specific remit to review how the authority responds to complaints; and develop, manage, coordinate and maintain an authority wide, customer focussed and responsive complaints procedure.

The policy has been revised in line with guidance from the Public Service Ombudsman for Wales creating a straight-forward, more effective process.

Initial consultation has begun. A key theme to arise from the consultation was the concept of a single authority wide complaints policy. Currently, the authority has three separate complaints policies covering Social Services, schools and corporate. All three policies incorporate separate statutory duties which would need to be encompassed in a single policy.

During consultation the idea of a collective complaints team was proposed, bringing together the corporate complaints officer, plus individual complaints

officers within Social Services, Education and the Youth Service. Further investigation is being done before a recommendation is made.

3 POWER TO MAKE THE DECISION

Section 3 Local Government Act 1999 -Best Value duty to secure continuous improvement.

4 COST IMPLICATIONS

- 4.1 There are no cost implications arising from the introduction of the strategy. It is envisaged that improved customer service will reduce the number of unnecessary repeat contacts into the authority. In addition the promotion of the website to interact with customers will further reduce the cost per interaction with customers, as it is the most cost effective access channel.

5 FINANCIAL CONTROLLER STATEMENT

- 5.1 The development of the Customer Service Strategy is intended to provide a more cost effective way of interacting with the public.

6 CONSULTATION CARRIED OUT

- 6.1 Consultation commenced both internally and externally on 18th February 2008 for a period of 6 weeks. A detailed action plan was produced and a summary of the approach was as follows:

6.2 Internal Consultation

The internal consultation process consisted of:

- Council staff were sent a link to the strategy by email and a copy was posted on both the Official Noticeboard and the General Noticeboard databases.
- Heads of Service were briefed on the strategy at each Directorate's Management Team meeting in February/March.
- The document was discussed at Resources Scrutiny Committee and feedback received.
- The strategy was discussed at the Corporate Executive Team twice, pre and post consultation.
- The strategy was highlighted at the Monthly Management Conference for Heads of Service who were asked to promote the Strategy by providing a briefing to their management teams and cascading the key messages through team meetings.
- The strategy was also advertised in the staff magazine 'Headlines' in order to reach staff without access to a computer.

6.3 External Consultation

The external consultation process consisted of:

- Versions of the strategy and the plain English summary were available bilingually on the Denbighshire website: <http://www.sirddinbych.gov.uk/gofalcwsmer> and <http://www.denbighshire.gov.uk/customercare>
- The strategy was also promoted in County Voice to reach citizens who do not have internet access.
- Hard copies of the draft versions of the strategy and the plain English summary were placed in Libraries, One Stop Shops and Cash Offices with comment sheets in each location for citizens to return any feedback.
- Press releases in February also referred citizens to a copy of the strategy either on the Corporate Website or in a local Council office.

6.4 The majority of feedback received was from Denbighshire County Council staff. All feedback was reviewed and in some cases further discussions took place to gain consensus.

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

7.1 The Customer Service Strategy reflects the themes of the Council's Vision as it affects all aspects of the Council's operations. It will support all of the Council's key strategic plans with the aim of improving and influencing our delivery of services e.g. the Improvement Plan.

8 ACTION PLAN

Action	By Whom	By When
Deliver Customer Service Strategy Action Plan	Catherine Williams	2011
Develop Customer Service Delivery Standards	All services	April 2009

9 RECOMMENDATIONS

9.1 Cabinet to approve the Customer Service Strategy.

9.2 Cabinet to endorse the Customer Service Standards (Appendix A).

Denbighshire Customer Service Strategy Summary 2008-2011

1 Introduction

This is a summary of Denbighshire County Council's first Customer Service Strategy. The strategy outlines what the Council aims to achieve over the next three years. It provides information on the current customer service provision by the Council and how this will be developed to ensure we continue to provide excellent customer service to all citizens.

2 Background

The following is an outline of current customer service provision and the challenges we face.

2.1 Methods of contacting the Council

Currently citizens can contact Denbighshire County Council in a number of ways:

2.1.1 Telephone Contact

The Council launched its Corporate Customer Service Centre in October 2005. The centre is open 8am to 6pm, Monday to Friday. It is staffed by a dedicated bilingual team who answer customer enquiries on a variety of Council services. Only two telephone numbers are publicised: 01824 706100 for Welsh speakers and 01824 706101 for English speakers. The Centre continually meets its service level target, answering 80% of enquiries in 30 seconds. Not all services are currently delivered through the Centre and as a consequence the service delivered to citizens via the telephone is inconsistent across the Council.

2.1.2 Electronic Contact

The Council has a bilingual corporate website: www.sirddinbych.gov.uk & www.denbighshire.gov.uk, which was established in 1997. Citizens can find information on the Council and also request services through the website any time of the day. It is not always easy for citizens to find the information they require. In some cases they cannot request services via the website if the online form does not exist.

In addition, the Council provides a dedicated youth Website: www.difanc.com & www.youthden.com. This is an easily accessible and friendly way for young people to access information relevant to them. The site is still being developed and needs the input of relevant Council services to ensure it covers as wide a range of young peoples issues as possible.

Citizens can also contact the council by email using the main email addresses: canolfangwasanaethcwsmer@sirddinbych.gov.uk &

customerservicecentre@denbighshire.gov.uk which are administered by the Corporate Customer Service Centre. There are many e-mail addresses publicised which can be confusing to citizens and result in enquiries being dealt with inconsistently.

2.1.3 Face to Face Contact

There are a number of locations in Denbighshire where citizens can request services from the Council face to face, through the network of One Stop Shops and Cash Offices. Cash offices have been in existence since the creation of the Council in 1996 whilst the first One Stop Shop was opened in 1997.

We are unable to provide a consistently high level of customer service due to the inappropriate location and layout of some of our face-to-face facilities. We are also currently unable to answer enquiries on all council services due to only having access to a limited number of electronic information resources.

2.1.4 Post

Currently post is directed to the individual officers/sections across the Council. The quality and speed of response is dependant on the officer/section receiving the request.

2.2 Complaints and Customer Feedback

The Council is committed to providing efficient and effective services in a courteous manner but we do not always get it right. We therefore require a robust complaints procedure that will be user friendly and readily available to our customers.

Since 1996, complaints have been administered in accordance with the Council's current feedback policy. The policy could be clearer, and therefore needs to be reviewed and better promoted to make it easier for citizens to understand the process for making a complaint.

2.3 Staff Training and Development

The Council provides two mandatory Customer Focus courses, one for managers and one for staff. There are also a variety of training modules available to all staff via an online e-learning facility which supports customer service. Attendance on these courses and use of the e-learning facilities could be improved.

3 Main Principles

The main principles of the strategy are:

- Providing a choice for citizens, recognising that they have different needs and prefer to contact us in a variety of ways;
- Encouraging citizens to use lower cost methods to contact the Council, such as Corporate Customer Service Centre and the website.

- Ensuring citizens only have to contact the Council once to get an issue addressed;
- Delivering services within timescales promised to customers;
- Making it easy for citizens to contact the Council;
- Promoting the Council's website to answer citizens' enquiries as it is the most cost effective communication method;
- Establishing and maintaining clear, effective and regular channels of communication with all the Council's stakeholders incorporating:
 - Integrity and honesty - we will never knowingly mislead the public on an issue
 - Openness and accessibility - we promote openness and accessibility in our dealing with the public, whilst respecting confidentiality
 - Clarity - All spoken, written and electronic communications will be clear, easily understood, timely, relevant and up to date
- Encouraging a culture of consultation and participation among members, staff and partner agencies.

3.1 Denbighshire's Corporate Customer Service Standards

Regardless of the way that citizens choose to contact the Council, everyone should experience the same level of customer service. Therefore a set of customer service standards have been developed to ensure that we deliver the level of service our citizens expect.

Contacting the Council:

- We will enable citizens to access services in Welsh, English, minority ethnic languages, British Sign Language, large print and Braille.
- We aim to communicate in clear language that is easy to understand.

Telephone calls:

- All telephone calls into the Council will be answered in accordance with the Corporate Telephone Answering Guidance.
- We will answer colleagues' telephones in their absence and attempt to answer customers' enquiries. If this is not possible we will take a message. On receiving the message we will return the call by the end of the following working day.
- Where required, we will telephone a customer to acknowledge a voicemail message by the end of the following working day.
- 80% of telephone calls into the Corporate Customer Service Centre will be answered as soon as possible, within a maximum of 30 seconds.

Website:

- The corporate website will be updated bilingually on a regular basis. Any changes to service delivery will be updated as soon as possible, and at the latest within 2 working days from when the change occurred.

Written Correspondence:

- All e-mails sent to departmental e-mail addresses (e.g. revenues@denbighshire.gov.uk) will be acknowledged by an automated bilingual e-mail response to the sender.
- All e-mails sent to departmental e-mail addresses and letters that require a response will be replied to within 10 working days. Where this is not possible we will provide an update on the enquiry with a revised response date.

Service Delivery:

- Services requested via the Customer Relationship Management System will be delivered within the timescales stipulated to customers.
- We will provide services in accordance with departments' own service delivery standards.

Requests for Information:

- Requests for Information under the various legislation will be dealt with in accordance to the prescribed time-scale, for example Freedom of Information Requests will be acknowledged within 5 working days and responded to within 20 working days.

Complaints:

- In accordance with the Corporate Complaints Policy, all complaints will be acknowledged within 5 working days and responded to as soon as possible, within a maximum of 20 working days. Where this is not possible we will provide an update on the complaint with a revised response date.

Publicity:

- Use every opportunity possible to promote council services, achievements, aims and objectives to stakeholders.
- Encourage greater participation in council-arranged initiatives.

Corporate Publications:

- Ensure all promotional materials are produced, in accordance with corporate policies.
- Ensure that all promotional materials are accessible in a format of the customer's choice, e.g. in hard copy, electronically or in large print, braille etc.

Public events:

- Ensure that the Council is accessible at all major public events.
- Promote council services to all stakeholders.

4 The Way Forward

4.1 Telephone Contact

Over the next 3 years we aim to:

- Deliver more services through the Corporate Customer Service Centre so that it receives the majority of the Council's telephone enquiries.

- Ensure that we have sufficient resources in place to complete enquiries within the timescales provided to citizens.
- Ensure that any disruption to telephone services is minimal and that all information we hold on our citizens is secure.

4.2 Electronic Contact

Over the next 3 years we aim to:

- Promote the Council's corporate website as the main method for citizens to contact the Council.
- Ensure the website is clear and provides relevant information for our citizens.
- Enable citizens to request Council services via the website using on line forms, searches and maps.
- Ensure that any disruption to the website is minimal, information provided by citizens is secure and the website is accessible to everyone.
- Reduce the number of websites and email addresses publicised by the Council so citizens find it easier to communicate with us electronically.

4.3 Face to Face Contact

Over the next 3 years we aim to:

- Provide welcoming and accessible facilities where citizens can make an enquiry to a member of Council staff face to face.
- Provide facilities which enable citizens to communicate with us in over 170 different languages and British Sign language.
- Work with other organisations to provide services on their behalf or from a shared location.

4.4 Postal Contact

In the long-term we aim to:

- Open all postal correspondence from customers centrally (other than those marked as confidential/personal).
- Log all enquiries from customers on the Customer Relationship Management system.
- Scan paper correspondence converting it to electronic format and storing it in a corporate Electronic Document and Records Management System so it can be easily located and accessed by appropriate Council staff when required.

Due to funding constraints it is unlikely that this aim will be fully realised within the timescales of this strategy.

4.5 Complaints and Customer Feedback

Over the next 3 years we aim to:

- Revise and implement a clear complaints policy.
- Ensure we resolve complaints within agreed timescales.
- Monitor customer feedback and complaints and use the information to improve the service we deliver to citizens.

4.6 Staff Training and Development

Over the next 3 years we aim to:

- Provide appropriate customer service training for all staff.

5 Delivering the strategy

In order to deliver the strategy a detailed action plan has been produced and is part of the full strategy document which can be found at www.denbighshire.gov.uk/customercare

This action plan will be monitored by a steering group of senior managers. To ensure citizens are aware of Denbighshire's commitment to its customers and staff are informed of their responsibilities, marketing and communication plans will be created and delivered.

Performance Indicators

TELEPHONE	The percentage of answered telephone calls ¹ .
VOICEMAIL	The number of telephone lines with stored voicemail messages ² .
EMAIL	The percentage of emails sent to departmental email addresses, that require a response, replied to within 10 working days. Where this is not possible we will provide an update on the enquiry with a revised response date.
CRM	The percentage of services requested via the Customer Relationship Management System delivered within the timescales stipulated to customers.
FOI	The percentage of requests for information under the various legislation dealt with in accordance to the prescribed timescale.
WEBSITE	The percentage of content in a service area published live on the website that meet the Local Government Navigation List.
COMPLAINTS	The percentage of all formal complaints acknowledged within 5 working days and responded to within defined timescales. Where this is not possible we will provide an update on the complaint with a revised response date.

¹ This PI may not be measured if the call logger statistics are proved to be inaccurate.

² The exact measurement of this PI is being investigated by ICT.

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR M M JONES, LEAD MEMBER FOR CHILDREN'S SERVICES

DATE: 15TH JULY 2008

SUBJECT: DENBIGHSHIRE SAFEGUARDING CHILDREN BOARD – SERIOUS CASE REVIEW

1 DECISION SOUGHT

To present the executive summary and action plan arising from the serious case review of the 'S' children

2 REASON FOR SEEKING DECISION

To inform Cabinet Members of the arrangements made to monitor the implementation of the action plan.

3 BACKGROUND

3.1 The two children of the 'S' family aged 3 and 5, who lived with their family In Bodelwyddan, were killed by their father, PS on 5th November 2006. Although the children were not well known to Social Services, Mental Health professionals had a long history of involvement with PS who had a diagnosed mental illness since the age of 27.

3.2 The Local Safeguarding Children Boards (Wales) Regulations 2005 require that where abuse or neglect of a child is known or suspected and:

- A child dies; or
- A child sustains a potentially life-threatening injury or serious impairment of health or development
- A child has committed suicide; or
- The child has been killed by a parent with a mental illness

The Local Safeguarding Children Board for the area must conduct a serious case review.

3.3 The purpose of serious case reviews is to identify steps that might be taken to prevent similar deaths or harm occurring and in so doing, to:

- Establish whether there are lessons to be learned from the case about the way in which local professionals and agencies work together to safeguard children;
- Identify clearly what those lessons are, how they will be acted upon and what is expected to change as a result; and as a consequence;
- Improve inter-agency working an better safeguard children; and

- Identify examples of good practice

3.4 Case reviews are not enquiries into how a child died or who is culpable, as that is a matter for the Coroners and Criminal Courts respectively

The Review Process

3.5 On hearing the tragic news of the children's deaths, the Chair of the Denbighshire Safeguarding Children Board (DSCB), Nicola Francis, Head of Children's Services, set up a Panel of senior professionals, drawn from all the agencies who had had involvement with the children and their family, to begin the review process. The first meeting of the Panel took place on 10th November 2006 to plan and scope out the review and to look at how to support and involve family members. Terms of reference were drawn up and agreed and it was also decided at this stage that an independent consultant would be commissioned to produce the Overview Report. A team from Reconstruct Ltd was chosen, as they had the expertise in child protection and mental health to enable them to produce a comprehensive report and identify any lessons to be learned by the agencies involved.

3.6 The Welsh Assembly Government required that the serious case review undertake a full internal review of the professional practice and patient management of PS.

3.7 As a first step, each agency that had contact with the family undertook a case management review and produced their own, single agency report which included a chronology of events. In this case, case management review reports were prepared by Conwy and Denbighshire Mental Health Partnership, Denbighshire LHB, North Wales Police and Probation Services, Denbighshire Children's Services and Denbighshire Lifelong Learning. Each report concluded with key findings and recommendations.

3.8 Contact was made with the children's family at an early stage in the process. The family were very clear that they wished to be fully involved in the review process and were involved and consulted throughout. They also saw the Overview Report in its draft stages and made comments throughout.

3.9 Based on the information contained in the agency reviews and further interviews with professionals and the family, findings were drawn together by Reconstruct and presented in an Overview Report - this is not publicly available. A shorter, Summary Report was also prepared for wider dissemination and is available to the public. This is attached as Appendix 1.

Findings of the Review

3.10 The main findings of the Review were that the children's deaths could not have been predicted or prevented. The children were not at risk of significant harm until immediately before their deaths. The Review did however conclude that there were lessons to be learned by the agencies involved. The authors of the Review report identified a wide body of research showing

that children living with a parent with a severe mental illness will face some difficulties. They concluded that children's needs should be included in the reviews of parents who have severe mental illness problems and that there should have been more contact between those professionals working with adults and those responsible for children. Whilst there was a North Wales Multi-Agency protocol, 'Working with Families where a Parent/carer has Severe Mental Health Difficulties' in existence at the time of the children's death's, the protocol was not widely known or used and needed to be reviewed. This protocol has now been re-drafted by Reconstruct and is out for consultation. The Protocol, once finalised, will form the basis of multi-agency training.

4 COST IMPLICATIONS

- 4.1 Denbighshire Local Safeguarding Children Board has its own budget, established from contributions from partner agencies. Payment to Reconstruct Ltd will be from this budget. There will be no cost resulting from additional training as the Local Safeguarding Children Board Training group is self-financing.

5 FINANCIAL CONTROLLER STATEMENT

- 5.1 The findings of the serious case review and agree the proposed arrangements for monitoring the implementation of the action plan.

6 CONSULTATION CARRIED OUT

- 6.1 All relevant partner agencies contributed to the final Overview Report and were consulted at each stage. The family were involved and consulted throughout.

7 IMPLICATIONS ON OTHER POLICY AREAS:

7.1 THE VISION

Safeguarding vulnerable children and adults is highlighted in the Council's Vision.

7.2 OTHER POLICY AREAS INCLUDING CORPORATE

The Local Safeguarding Children Board is the main statutory body for co-ordinating and ensuring the effectiveness of work undertaken by partner agencies for the purposes of safeguarding and promoting the welfare of children in the area.

8 ACTION PLAN

- 8.1 The serious case review is due to be presented to the North Wales Safeguarding Children Forum in July. This body is responsible for developing, issuing and reviewing all regional procedures in respect of safeguarding children for the five LSCB's in North Wales. It is also possible that the protocol referred to earlier will

be adapted/developed on an All Wales basis and incorporated into the All Wales Child Protection procedures.

- 8.1.1 Denbighshire and Conwy now have a joint Safeguarding Children Board. The report and action plan (see Appendix 2) will be presented to this new board in September. The Conwy and Denbighshire Safeguarding Children Board will be responsible for monitoring the joint agency action plan and the agency specific action plans.

Many of the recommendations identified during the review process relate to promoting closer working relationships between Adult Mental Health Services and services for children e.g. primary health, schools and social services (see Appendix 2 – agency action plans). It was a point of note in this case that no referrals were made to Children's Services after 2001.

9 RECOMMENDATIONS

- 9.1 That Members note the findings of the serious case review and agree the proposed arrangements for monitoring the implementation of the action plan.

Report by: Nicola Francis, Head of Children and Family Services



SERIOUS CASE REVIEW

Executive Summary

Child CS- DoB 29.10.01

Child AS -DoB 15.11.02

Date of Death 5.11.06

Report produced by Reconstruct Ltd
Barry Raynes
Steve Chamberlain
Dr. Clare Smith
Jim Wild

19th March 2008

1. Introduction

Child CS and Child AS, who lived in Denbighshire, were killed on 5th November 2006 by their father, PS. PS has been described by his family and by professionals familiar with him as a "loving and doting father". PS had a well documented history of mental illness and received extensive services for a number of years.

The authors' conclusions are that the deaths could not have been predicted or prevented, but that there are lessons to be learnt.

2. Purpose of a Serious Case Review

Under section 32(2) of the Children Act 2004, a Local Safeguarding children Board is to have such functions as the Assembly may prescribe by regulations, which may in particular include functions of review and investigation. The Local Safeguarding Children Boards (Wales) Regulations 2005 require that where abuse or neglect of a child is known or suspected and:

- a child dies; or
- a child sustains a potentially life-threatening injury or serious and permanent impairment of health or development, this may include cases where a child has been subjected to particularly serious sexual abuse.

The Local Safeguarding Children Board for the area must conduct a serious case review.

Additionally, LSCBs should always undertake a serious case review where:

- a child has committed suicide; or
- the child has been killed by a parent with a mental illness.

The purpose of serious case reviews carried out under this guidance is to identify steps that might be taken to prevent a similar death or harm occurring and in so doing, to:

- establish whether there are lessons to be learned from the case about the way in which local professionals and agencies work together to safeguard children;
- identify clearly what those lessons are, how they will be acted upon, and what is expected to change as a result; and as a consequence;
- improve inter-agency working to better safeguard children; and
- identify examples of good practice.

3. The story in brief

The children's mother SG and PS had been together for a number of years. Both SG and PS came from caring and supportive families. PS had regular contact with his mother, his sister, and his brother and his wife. The children had regular contact with these family members and SG's mother. The relationship between SG and PS began to break down in 2005 and they separated but by late 2006 PS and SG were again living together with the children. On the night of 5th November 2006 SG left the children with PS. He smothered them the same evening.

4. The review process

The review is based upon single agency reports, a joint chronology, a series of interviews with staff and family members and three serious case review panel meetings. It has been overseen by the Denbighshire Safeguarding Children's Board.

5. Professional involvement

There were a number of professionals involved with the family. Two GPs, Health Visitors and, near the end of their lives, teachers, working with SG and the children; and Psychiatrists, CPNs and nurses working with PS. The involvement of the mental health professionals was intense but only one, a CPN, included the children and the mother in her work. Communication between the mental health professionals was good as was communication between children's professionals. However there was very little contact between adult and children's professionals.

Adult professionals saw their responsibility towards the children as being limited to a consideration of whether the children were at risk of significant harm, or not, rather than thinking about their general needs. The authors concluded that the children were not at risk of significant harm, until immediately before their deaths, but that there is research and evidence to show that children living with a parent with a severe mental illness will face some difficulties. The authors have therefore concluded that children's needs should be included in the reviews of parents who have severe mental illness problems and that there should have been more contact between adult professionals and health workers.

The authors were concerned that despite the fact that a protocol existed about communication between adult mental health and children's professionals the local team were unaware of its existence. The authors were also concerned that the protocol was flawed in some areas.

After the children were murdered contact between the adult mental health professionals and the family stopped. This caused added distress to the family. The authors will be producing a draft protocol for use in these situations.

The authors concluded that the work carried out with the adult members of the family was, by and large, thoughtful, sensitive and caring.

6. Analysis

Identifying parents who may kill their children is probably beyond our present knowledge. From a literature review, commissioned by the authors and completed by Jim Wild, from Nottingham Trent University, it is clear that PS fitted some of the criteria for men who might kill; his devotion to the children, his lack of social contacts, his comments that he "lives for his children", could all, with hindsight, be seen as pointers to the eventual tragedy. And yet, if every parent who showed these characteristics was considered a risk, social services departments would be overwhelmed with referrals.

All the professionals and family members involved accept that PS had difficulty in expressing his feelings about his illness, and that he was sometimes in denial and "hard to engage". He did not express any thoughts about harming his children to his family, and it seems unlikely therefore that he would have said anything to professionals.

7. Conclusion

A serious case review can be a distressing experience for everyone, but especially the family involved. We have tried to involve all relevant family members in the review, and have gone back to them to check our understanding of events. Many points of detail would not have emerged without their help, and in turn we hope that we have answered their questions. We have tried to investigate their areas of concern as well as the questions raised by the single agency reports.

We hold no individual to blame for the deaths of the children. We believe the responsibility for their deaths lies wholly with PS, although we recognise that his illness and his intense feelings towards the children contributed to his actions.

We hope and believe the recommendations in this report will be implemented and will improve the lives of other children living with parents with severe mental illness. But we must face the fact that the lives of Child CS and Child AS would probably not have been saved even if the practices that we now recommend had already been in place.

8. Recommendations

	Recommendation	Who responsible	Timeline
1.	Introduce the domains from the Assessment Framework to assessments for the Community Mental Health Team. <ul style="list-style-type: none"> ▪ Redraft assessment framework ▪ Implement in team 	Reconstruct Reconstruct Julie Mountford	June 2008 June 2008 December 2008
2.	Redraft the existing North Wales Multi-agency Protocol for working with children and families experiencing serious mental health illness, reducing it's length and including information on consent and the assessment framework. This to be issued across North Wales	Reconstruct North Wales Safeguarding children Forum	June 2008 September 2008
3.	Devise a procedure and a guide for writing a letter, to ensure that there is sympathetic contact between helping agencies and families in the event of a death	Reconstruct	June 2008
4.	Ensure that reports and case notes in the Community Mental Health Team are typed	Julie Mountford	December 2008
5.	A member of the Conwy & Denbighshire LSCB will be designated as the nominated (reciprocal) link with the Conwy & Denbighshire Adult Mental Health Partnership	Nicola Francis and Neil Ayling	June 2008
6.	Each agency to review their training strategy in the light of this review and to submit to the Conwy & Denbighshire LSCB	Each agency:- North Wales Police Denbighshire Children's Services Denbighshire Education Service Conwy &	December 2008

		Denbighshire NHS Trust (including Adult Mental Health Partnership) North Wales Probation	
7.	The Welsh Assembly Government to issue guidance in respect of the independent investigation of adverse events in mental health services concerning the death of a child to relevant agencies. Working Together under the Children Act 2004 to be revised accordingly.	Welsh Assembly Government	As soon as practicable

9. The Authors

Reconstruct is a company providing consultancy, training and children's services. It was commissioned to complete the inquiry and produce this report. The process followed was as recommended in *Safeguarding Children: Working Together Under the Children Act 2004* (WAG 2006) – hereafter *Working Together*. The work began in August 2007 and was completed in March 2008.



SERIOUS CASE REVIEW

Agency Action Plans

Appendix 2

	Recommendation	Who responsible	Timeline
1.	<p>Introduce the domains from the Assessment Framework to assessments for the Community Mental Health Team.</p> <ul style="list-style-type: none"> ▪ Redraft assessment framework ▪ Implement in team 	<p>Reconstruct</p> <p>Reconstruct Julie Mountford</p>	<p>June 2008</p> <p>June 2008 December 2008</p>
2.	<p>Redraft the existing North Wales Multi-agency Protocol for working with children and families experiencing serious mental health illness, reducing it's length and including information on consent and the assessment framework.</p> <p>This to be issued across North Wales</p>	<p>Reconstruct</p> <p>North Wales Safeguarding children Forum</p>	<p>June 2008</p> <p>September 2008</p>
3.	<p>Devise a procedure and a guide for writing a letter, to ensure that there is sympathetic contact between helping agencies and families in the event of a death</p>	<p>Reconstruct</p>	<p>June 2008</p>
4.	<p>Ensure that reports and case notes in the Community Mental Health Team are typed</p>	<p>Julie Mountford</p>	<p>December 2008</p>
5.	<p>A member of the Conwy & Denbighshire LSCB will be designated as the nominated (reciprocal) link with the Conwy & Denbighshire Adult Mental Health Partnership</p>	<p>Nicola Francis and Neil Ayling</p>	<p>June 2008</p>
6.	<p>Each agency to review their training strategy in the light of this review and to submit to the Conwy & Denbighshire LSCB</p>	<p>Each agency:- North Wales Police Denbighshire Children's Services Denbighshire Education Service Conwy & Denbighshire NHS Trust (including Adult Mental Health Partnership) North Wales Probation</p>	<p>December 2008</p>
7.	<p>The Welsh Assembly Government to issue guidance in respect of the independent investigation of adverse events in mental health services concerning the death of a child to relevant agencies. Working Together under the Children Act 2004 to be revised accordingly.</p>	<p>Welsh Assembly Government</p>	<p>As soon as practicable</p>

Appendix 2

<p>2. Multi agency care planning meetings should include attendance by professionals providing services for the children and ensure all information from primary care is shared with secondary care with the appropriate consent.</p> <p>3. An assessment using the Common Assessment Framework should be completed by the midwife and or health visitor with all families before the birth of their first child.</p> <p>4. Where children live in families and complex needs are identified a supplementary record should be opened by the health visitor until such time it is established there are no concerns in respect to the health and development of the children.</p>	<p>The trust will highlight the protocol at Level 2 training</p> <p>As recommendation 1 Trust will undertake an audit of care planning meetings</p> <p>Conwy and Denbighshire NHS Trust have revised the records to facilitate assessment using the domains from Assessment Framework Where applicable a CAF to be completed in accordance with the national implementation in Wales All Wales midwifery records are currently being developed and this should be incorporated in this new documentation. All Wales Midwifery records group need to be the lead.</p> <p>During the completion of the review a new system of record keeping has been introduced by Conwy & Denbighshire NHS Trust therefore this recommendation is no longer applicable All clients now have records in addition to Parent Held Child Record</p>	<p>To be confirmed</p> <p>Dependent on National timescales for implementation of CAF</p> <p>No longer required</p>
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Denbighshire LEA

Recommendation	Who responsible	Timeline
<p>1. Closer working arrangements with organisations to safeguard and protect children, an integrated approach by organisations, to share information. The guidance provided in the "Safeguarding Children Working Together Under the Children Act 2004" document provides the basis for this work to be undertaken by organisations.</p>	<p>Wayne Wheatley Safeguarding Officer Sylvia Jones Head of Partnership and Inclusion</p>	<p>12 mths to work with schools and officers to ensure structures are in place to share concerns with agencies and where necessary make referrals.</p>

North Wales Police

Recommendation	Who responsible	Timeline
<p>1. The North Wales Police Family Protection Units have been, or are in the process of being, re-named Public Protection Units. Therefore Child Protection Policy needs updating to reflect this fact.</p>	<p>DCI Pete Gaffey</p>	<p>August 2008</p>
<p>2. Child Protection Policy to be slightly amended and to make specific reference to the fact that if a person has attempted suicide and officers dealing with the incident become</p>	<p>DCI Pete Gaffey</p>	<p>Completed</p>

aware that this person has children then a CID 16 will be submitted.		
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Denbighshire Children & Family Services

Recommendation	Who responsible	Timeline
1. Review the North Wales multi-agency protocol for working with parents who have a serious mental illness	North Wales safeguarding Children Forum	September 2008
2. The Protocol once reviewed, to form the basis of multi-agency training, to include Adult Social Care Services and Adult Mental Health Services, focussing on mental health, child protection and information sharing. Generally, there needs to be more training for Adult Services in child protection to move away from the view that child protection is largely the remit of the Police and Children's Services. Equally, child care Social Workers need a firmer grounding in mental health issues and their potential impact on parenting.	This recommendation will be taken to the Serious case Review group	
3. Audit of Children's Services training would be useful in establishing a baseline of what training in parental mental health and parenting capacity has taken place and where the gaps/needs may be. A similar audit in Adult Services should identify child protection training needs.	Mark Southworth for Children's Services	August 2008
4. Adult Mental Health Services should also be briefed and receive training on the Assessment Framework (Core Assessments) and the Common Assessment Framework (CAF), so that they have a clear understanding of the assessment processes used in Children's Services and are able to contribute.	This recommendation will be taken to the Serious Case Review Group	
5. A key role of the Local Safeguarding Children Board (LSCB) is to ensure that properly co-ordinated and effective policies and working practices are in place to protect children. To ensure links and oversight by the LSCB in cases where there is a mental health component, this review recommends that the membership of the LSCB should include a senior manager from Adult Mental Health Services and a representative from that service should sit on the LSCB Training group.	This recommendation will be taken to the Serious Case Review Group	
6. Points 7.1 to 7.5 above relate to matters specific to this particular case. However, any agency review gives the wider opportunity to review and improve general practice. At this point it would be useful to review the framework developed and established as a result of the Climbie enquiry to assess whether any changes to processes need to be made, for example, in the management of cases during periods of staff absence, in ensuring chronologies are on file and in the recording of case file information	Children's Services Management Team	Implement revised Quality Assurance framework – April 1 st 2008

North Wales Probation Service

Recommendation	Who responsible	Timeline
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None		
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Denbighshire County Council Housing Department

Recommendation	Who responsible	Timeline
None		

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR M M JONES, LEAD MEMBER FOR CHILDREN AND YOUNG PEOPLE

DATE: 15 JULY 2008

SUBJECT: DENBIGHSHIRE CHILDREN AND YOUNG PEOPLE'S PLAN

1 DECISION SOUGHT

- 1.1** That Members recommend adoption of the Denbighshire Children and Young People's Plan (CYPP) to Council.

(Full copies of the Plan are available from the Partnership Support Team or by e-mail from lisa.leece@denbighshire.gov.uk)

2 REASON FOR SEEKING DECISION

2.1 Background

2.1.1 The development of a Single Plan for Children and Young People is a new requirement under the Children Act 2004 and the Children and Young People's Plan (Wales) Regulations 2007. The Plan supersedes a raft of previous statutory planning requirements, for example the Single Education Plan, the (Social Services) Children's Services Plan, the Young People's Partnership Strategy and the Children First Management Plan.

2.1.2 The Assembly Government has adopted the UN Convention on the Rights of the Child as the basis for all its work for children and young people. This is expressed in 7 core aims, that all children and young people

- have a flying start in life
- have a comprehensive range of education and learning opportunities
- enjoy the best possible health and are free from abuse, victimisation and exploitation
- have access to play, leisure, sporting and cultural activities
- are listened to, treated with respect and have their race and cultural identity recognised
- have a safe home and community which supports physical and emotional wellbeing
- are not disadvantaged by poverty

The Denbighshire CYPP is the local strategic statement setting out how the local authority, with its partners, intends to improve the lives of children and young

people, using the 7 core aims as a framework. It is not intended to be a compilation of all pre-existing or current operational plans. Operational plans will provide the detail which is not in the CYPP though.

The focus of the Plan is, as far as possible, on impact and improving outcomes.

- 2.1.3 The CYPP is a 3 year strategic plan which has to be developed and owned by the Children and Young People's Partnership. This partnership is one of the key statutory strategic partnerships (the others being the Health, Social Care and Wellbeing Partnership and the Community Safety Partnership) in which the local authority is required to participate. They link to the Local Service Board and are means for the local authority to deliver on agendas which require collaboration across sectors.
- 2.1.4 In accordance with guidance, the Children and Young People's Partnership includes representation from Lifelong Learning, schools, FE, Social Services, Housing, Health organisations, Police, Probation, Youth Offending Team and the voluntary sector. The Partnership is led by the local authority- especially through the Lead Member for Children and Young People and the Lead Director for Children and Young People, but leadership is also expected from other public sector organisations, particularly health, who also have to appoint lead executives and non executives under the Children Act 2004.
- 2.1.5 The membership reflects the fact that few improved incomes for children and young people can be delivered by organisations working in isolation. Integrating services, working jointly, co-locating staff, jointly commissioning services (ie agreeing together what services we need and funding them jointly), pooling budgets are all methods that need to be used to join up services better for children and young people. The Plan uses most of these methods, though there is still considerable room for further development.

2.2 Process of developing the CYPP in Denbighshire

2.2.1 The key features of development of the Plan have been

- Driven through a "Single Plan Task and Finish Group" comprising policy and performance staff across sectors
- a thorough needs assessment and identification of "emerging priorities"
- a disciplined approach to the number of final priorities, the numbers of which have been reduced through extensive consultation
- development of an on-line service map/directory
- formal linkage of the process with Estyn Action Plans (LEA and Youth Support Services)
- use of meetings of "Key Decision Makers" to provide steer- in particular that the Plan should be about where partners acting together can

particularly add value/make a difference, and “no new industry in performance indicators (PIs)”

- attractive awareness raising and consultation materials, with particular attention paid to hearing the views of children and young people
- a system of action plans, outcome measures and targets through which we can hold partners to account
- the beginnings of costing of the plan- though this is complex
- recognition that we should gather evidence of impact in other ways than collecting quantitative data eg case studies

2.3 The priorities

2.3.1 The following are the priorities identified within the Plan. Each Core Aim section within the Plan identifies PIs, outcome measures or key milestones that will be used to measure progress against the priorities. Behind each priority there will be a specific action/work plan, though we are trying to build on the Estyn action planning experience by ensuring that, in the main, actions in work plans are, or become, quickly mainstreamed.

Core Aim 1

Early learning, health and wellbeing for all children 0 – 7 years

Partnership priorities:

- develop multi-agency teams to support families with pre-school children including development of parenting skills, and evaluate the Flying Start programme to identify impact and consider future developments
- roll out the Foundation Phase

Core Aim 2

Improved attendance and attainment at school

Partnership priorities:

- partnership support for attendance (reducing medical absences, supporting young carers etc),
- partnership support for attainment
- pilot systematic approach to support for vulnerable children initially in one locality, ensuring effective implementation of the Common Assessment Framework

Ensuring every young person has the skills for further education and employment

Partnership priorities:

- Increasing accreditation in formal and non formal settings

- Increasing participation rates in education or learning after the age of 16 with particular focus on young people not in education, employment or training (NEETS) and other vulnerable groups
- Providing guidance, support, training and learning opportunities to increase employability and career options for young people in Denbighshire

Core Aim 3

Help to have healthy lives and to exercise more

Partnership priorities:

- Improve healthy eating and exercise to reduce the risk and incidence of obesity
- reduce childhood injuries, focusing on children under 11
- increase community based sexual health services for young people

Good support for children who need extra help

Partnership priorities:

- improve services for disabled children and their families and establish multi-agency integrated services
- improve access to emotional health and CAMHs services

Core Aim 4

Better play and sports opportunities and the transport to get there

Partnership priorities:

- Implement the Denbighshire Play Strategy
- Develop action plan from results of Transport Survey

Core Aim 5

Partnership priorities:

More opportunities for children and young people to have their say

- Support for School Councils
- Develop and implement an action plan from the Participation Strategy
- Develop youth forums/parliaments
- Develop actions within the Youth Support Services Action plan relating to participation and cultural diversity

Core Aim 6

More safe, sustainable and affordable homes

Partnership priorities:

- develop a range of practical initiatives - extension of information and advice, ways to use Social Housing Grant, work with private landlords to extend access

to affordable housing, use Shelter's new Housemate pack with children and young people

- build on work of Young People's Housing Panel, establish Young People and Housing Group, collate needs information

Feeling safe at home, at school and in the community

Partnership priorities:

- Further actions to address bullying
- support for the Community Safety Partnership and Local Safeguarding Children Board's work on domestic abuse, accident prevention, young people as offenders and as victims of crime, safeguarding

Core Aim 7

Help those affected by severe and persistent poverty

Partnership priorities: Reduce the hurdles and barriers to benefit take-up including free school meals

Deliver multi-agency schemes to support parents on low incomes into work

Working together better

Partnership priorities:

- development of Youthden and linked websites as information resources for cyp, parents and professionals
- scheduled locality meetings to develop local collaboration and networks (initially focusing on Youth Support Services)
- co-location of staff across agencies wherever possible
- workforce work programme- training catalogue, training programme, profiling of workforce (likely regional collaboration)
- mapping the future likely ethnic, cultural, age and gender make-up of Denbighshire to enable the development of appropriate services and support
- joint commissioning
- service integration- adoption, disabled children

3 POWER TO MAKE THE DECISION

Children Act 2004 and the Children and Young People's Plan (Wales) Regulations 2007.

4 COST IMPLICATIONS

As far as possible, the Plan identifies where specific investments are being made to deliver against priorities in the Plan. In addition, the Partnership will be reallocating Cymorth grant during 2008/09 (currently £1.6m per year) for the years 2009/11 and this will be primarily driven by the priorities in the Single Plan and the Youth Support

Services Action Plan. HSCWB and Community Safety Partnership resources are also contributing to funding priorities in the Plan. The Partnership will continue to identify external funding opportunities which can contribute to taking the Plan forward. Fully identifying cost implications is complex, however, as many actions will be taken forward as part of the job roles of existing staff. A significant aspect of the Plan, also, is concerned with collaborative working- making better use of the resources we do have, for example through service integration, better information sharing, joint training. These are particularly important against the background of significant pressures in public sector spending.

5 FINANCIAL CONTROLLER STATEMENT

Costs in connection with the development of the issues detailed in the Plan will need careful monitoring to ensure they are contained within the available funding. Continuing to work closely with the Senior Management Accountant will be key to this requirement.

6 CONSULTATION CARRIED OUT

6.1 There has been extensive consultation at different stages of Plan development over the last year, and a range of materials developed (posters, Powerpoint presentations, different plan versions) to make consultation effective for a range of audiences. This has included consultation

- With children and young people in Denbighshire schools- with the assistance of the Barnardos participation worker and supported by members of the Partnership Team
- With children and young people through partners' own sessions
- With parents and carers through schools' PTAs
- colleagues in Youth Service and Barnardos have carried out Easter School Council events
- press releases in County Voice and the coastal media package
- workshops on more detailed issues identified as priorities within the draft plan eg housing and young people, child poverty actions
- CYPP partners, County Councillors and Town and Community Councils through feedback forms sent with the draft Single Plan
- Linking to HSCWB and other partnership websites and information points
- Partners' consultations within their own organisations

Consultation responses currently represent the views of over 200 people, both individual children and young people and professional groups.

The top six priorities for children and young people completing the "informal" consultation sheets have been:

- help us to have healthy lives and to exercise more
- we need to feel safe at home, at school and in our community

- early learning, health and wellbeing for all children 0 – 7 years
- new exciting and alternative lessons and learning choices
- better play and sports areas and transport to get there
- support children who need extra help

Those completing formal consultation questionnaires have voted fairly evenly across potential priority areas. They have also been positive about a) the proposed Vision b) the clarity and readability of the Plan.

No additional major priority areas have been suggested for inclusion.

Following their monitoring visit, Estyn said that:

“The process in preparing the CYPP has been generally effective. A wide range of partners contributed to the development of the draft CYPP. The draft plan is well structured and identifies clear priorities under each of its seven core aims. However, the local authority needs to work with its partners to ensure that all services understand how the priorities in the CYPP will be resourced. The draft CYPP does not clearly identify the amount of resources that will be required to deliver the plan. In addition, it does not make clear the links between the plan and education service delivery....”

We have tried to address this in the plan attached.

The consultation has broadly confirmed the priorities suggested in the draft. The draft Plan has been changed in a number of respects, though, to reflect the outcome of the consultation, particularly the wording of priorities, and the emphasis within particular priorities.

7 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

Delivering services for children and young people affects all aspects of the Council’s work and that of major partners in the public, private and voluntary sector. The wellbeing of children affects their prospects as adults; they are Denbighshire’s future.

8 ACTION PLAN

Action	Timescale
Plan adopted by partners and CYPSP/YPP	July 2008
Required attachments to Plan finalised	July/August 2008
Plan published	September 2008
Plan subject to regular monitoring and review	Quarterly monitoring; annual review
New plan developed	April 2011

9 RECOMMENDATIONS

9.1 That Cabinet recommends adoption of the Denbighshire CYPP to Council.

REPORT TO CABINET

CABINET MEMBER: Councillor E W Williams Lead Member for Environment:
Sustainable Development

DATE: 15 July 2008

SUBJECT: Denbighshire's Northern Recycling Park

1. Decision Sought

To confirm the Council's position in relation to its proposed northern recycling park.

2. Reason for Seeking Decision

- 2.1 On 26 June 2007 cabinet supported the principle of "replacing the six existing civic amenity sites with improved recycling parks", and recognised and accepted that this strategy would necessitate the closure of several existing facilities.
- 2.2 The June 07 report provided a detailed explanation of why change was necessary, including; strategic reasons, efficiency and cost-effectiveness reasons, environmental reasons, and disability / discrimination reasons. Since then, the body responsible for regulating civic amenity sites (the Environment Agency) have reaffirmed their view that the council's existing facilities in Rhyl and Prestatyn are below the acceptable standards. (see Appendix Four).
- 2.3 The June 07 cabinet resolution gave approval for "the development of a new recycling park in the Rhuddlan area, together with the closure of the old Rhyl and Prestatyn CA sites when the existing contract runs out in April 2009".
- 2.4 Unfortunately, the proposed location of the new recycling park will now have to be changed, due to statutory objections from the Environment Agency, in relation to flood risks at the favoured Rhuddlan site. The best available option is now considered to be to site the facility in Marsh road in Rhyl, close to the existing civic amenity site.
- 2.5 Although the distance from Prestatyn to Rhyl is marginally less than the distance from Prestatyn to Rhuddlan; travel times are likely to be slightly longer. In these circumstances, it is considered necessary to secure cabinet's approval for the proposed change of location.

3. Power to Make the Decision

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

4. Cost and staffing Implications

- 4.1 Infrastructure costs, management costs, licensing costs, staffing costs, and any other operational costs, will not be known until the new contract is let (to run from April 2009). It is not possible to produce a final estimate of these costs until a new specification document has been produced. However, the new arrangements are likely to utilise similar levels of labour as the present arrangements, and they should operate more efficiently, so it is not envisaged that there will be a major increase in revenue spending. The major requirement is for capital investment.

- 4.2 The necessary capital funding has already been set-aside as part of the council's normal capital allocation procedures. The aim will now be to develop the best facility possible within the existing capital allocation.

5. Financial Controller statement

- 5.1 The cost of providing a new CA site in the North of the County was the subject of a match funding capital bid for 2007/8. The Capital Strategy group recommended that the funding be provided and full Council agreed the funding as part of the overall capital plan for the current year on 17 April. The Capital Strategy group have reviewed an amended bid for resources for the Marsh Road site and recommend switching the funding agreed for the Rhuddlan scheme to the amended scheme.
- 5.2 The revenue position will need to be considered as part of the budget setting process for 2008/9 however it is unlikely that additional revenue resources can be made available in light of the poor Assembly settlement for the next few years.

6. Consultation Carried Out

- 6.1 In September 2005 Cabinet approved a report outlining the way that the council's Waste Management Strategy was to be developed. Item 3.6 (Appendix One) of the report stated: "The council currently operates six recycling parks (civic amenity sites). The infrastructure at these sites is generally poor, and the layouts are not particularly efficient for recycling. Officers believe that they should be replaced with up to three, higher quality sites. This question is due to be considered by a working group set up by the Environment Scrutiny Committee".
- 6.2 The topic was initially considered at Environment Scrutiny working group meetings, and was subsequently the subject of a report to full Environment Scrutiny on 5 April 2007. The Committee reaffirmed its support for the council's waste management strategy, including the aim of replacing the six existing civic amenity (CA) sites with three improved sites. The committee also recognised and accepted that this will have to be a phased process and that the order in which the new sites are to be provided will be determined according to the predicted benefits that are likely to be obtained. The minutes are included as Appendix Two.
- 6.3 The topic was also discussed at the Environmental Services member development day held on 16 April 2007. Once again, the implications of the proposed strategy were discussed and members expressed their support for what was being proposed. Members were taken to an example of a modern recycling park (Greenfield in Flintshire).
- 6.4 Officers have consulted with neighbouring authorities and peer groups, in order to assess the likely effects of the policies that are being proposed.
- 6.5 Meetings were held with Prestatyn & Meliden members on 11 June 2007, and the Rhyl Elected Member Group on June 2007. The outcomes were described in the previous cabinet report (June 2007).
- 6.6 Northern members were consulted in June 2008, and a list of the comments received are included in Appendix Three.
- 6.7 The revised location was discussed at the Rhyl elected members group on 25 June 2008.

7. Implications on Other Policy Areas

7.1 The Vision

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

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

7.2 Other policy areas including corporate

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

8. Action plan

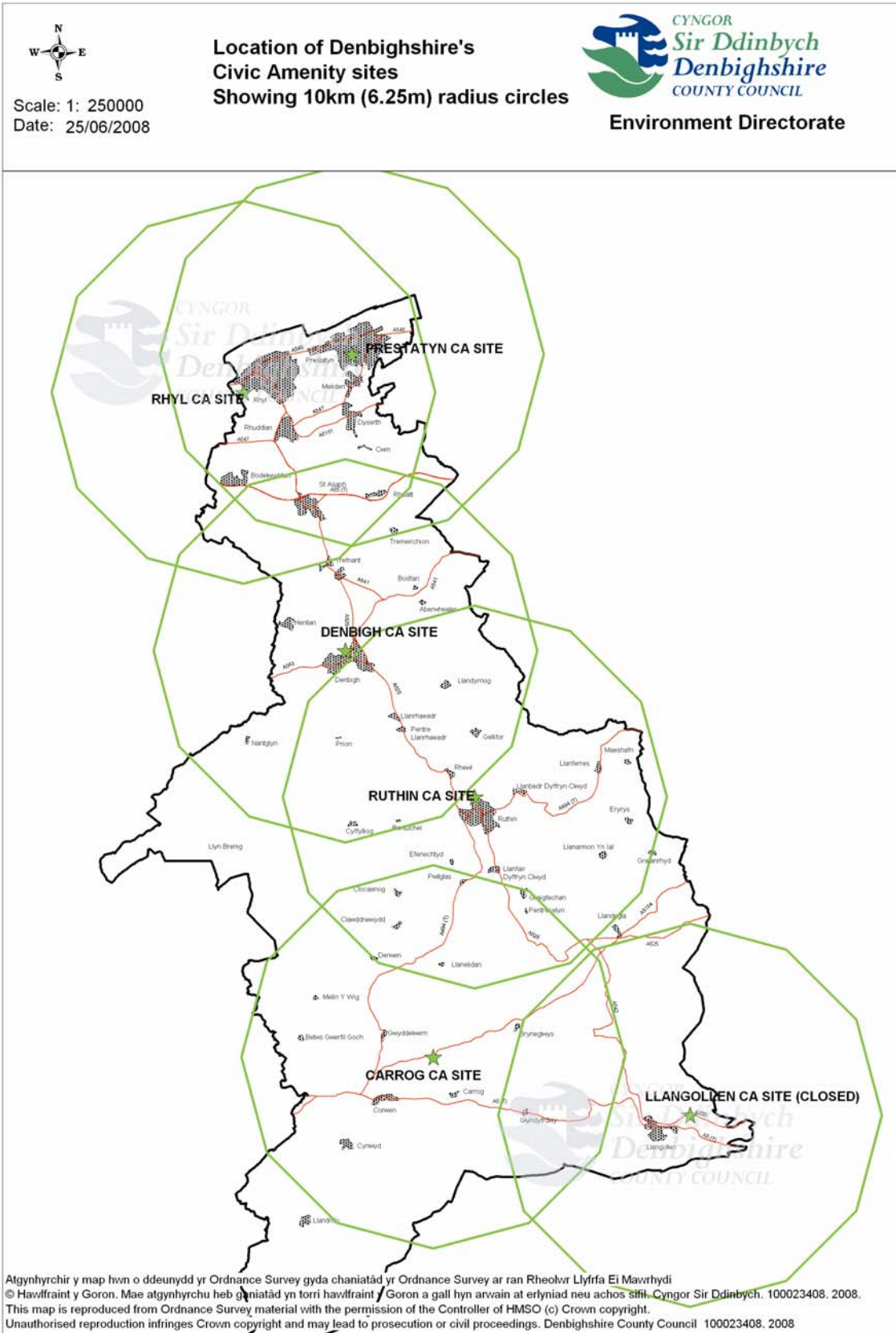
	Action	Responsibility	By when
1	Finalise plans for new facility (north of county)	S.Parker /A.Roberts	08 / 2008
2	Obtain necessary planning permission and EA consents	As above	09 / 2008
3	Construction of new facility (north of county)	As above	up to 05/09
4	Start using the new facility (north of county)	As above	05/2009
5	Closure of old facilities (north of county)	As above	06/2009

9. Recommendations

9.1 That the existing Cabinet "approval for the development a new recycling park in the Rhuddlan area" (extract from the June 2007 cabinet recommendations) should now be superseded with the phrase "approval for the development of a new recycling park in the Marsh Road area of Rhyl".

9.2 That in all other respect the Council's policy remain unaltered

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



APPENDIX TWO – Extract from Minutes of Environment Scrutiny committee 04/2007

6. DENBIGHSHIRE'S RECYCLING PARK STRATEGY

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

RESOLVED – that the Environment Scrutiny Committee:-

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

APPENDIX THREE - schedule of comments received during consultation period

All ward members from Trefnant / Tremerchion northwards were consulted on this report.

Member comments / questions	Response Provided
<p>Cllr Meirick Ll. Davies: Is there a need to take another look at the recycling park and its location? Is Rhyl the best place ? Rhuddlan was the most central to the 2 bigger towns. We should discuss the location of the new site again for it to be more central.</p>	<p>You are correct that Rhuddlan would have been a better location. Unfortunately, the site we put forward was deemed to be unsuitable by the Environment Agency We only chose Rhuddlan after looking at around 20 different sites across the north, so the pre-selection work has already been done.</p> <p>There are a number of practical things to consider, including:</p> <ul style="list-style-type: none"> ○ we do not have enough money to purchase any 'high value' land. ○ there are no industrial estates in the Rhuddlan area ○ most of the agricultural land around Rhuddlan is on the coastal flood plane and is therefore ruled out <p>It is also important to note that the distance from Prestatyn to the Rhyl site is actually marginally less than the distance to the previously proposed Rhuddlan site, although I accept that it will probably take longer to get there.</p>
<p>Councillor Dewi Owens: How much collaboration is done between Conwy and Denbighshire on this issue ?</p>	<ul style="list-style-type: none"> ○ We work very closely with Conwy on waste issues. We already share facilities and we have signed-up to two joint projects. ○ However, Conwy only have two CA sites for the whole of their county - so there is no spare capacity that could be used to cater for Denbighshire residents. Their closest site is far too small and couldn't be extended. ○ We are also co-operating with Wrexham CBC - and have just proposed joint use of a facility that would service the residents of Llangollen ○ Flintshire's nearest site is at Greenfield, which is probably too far away to be of any use to DCC residents. ○ We are also pressing WAG to allow council's to 'pool' their targets. This might help with cross-border initiatives such as this.
<p>Ian Gunning: I would like to know if we have considered linking up with Conwy re new recycling sites in particular the one on the Rhuddlan to Abergele road currently being managed by Thorncliffe I believe, would this be an option?</p>	<ul style="list-style-type: none"> ○ We work very closely with Conwy CBC, and we already share a number of facilities. Unfortunately Conwy only have two recycling parks for the whole of their county, and this means the one in Abergele is already operating close to full capacity. It certainly couldn't cope with the additional material that would be coming in from Rhyl and Prestatyn. ○ The Thorncliffe site and the Conwy site are two separate facilities. Thorncliffes are an independent waste management company, who are fully utilising their own site for their own operations. . ○ Denbighshire, already use Thorncliffe's to segregate and recycle some of the municipal waste that we collect. The waste is delivered there in wagons, but this is done as a commercial operation.

Appendix three cont.

In June 2008, DCC members were also consulted on the council's overall waste management strategy (prior to the July 2008 Environment and Regeneration Scrutiny committee meeting), so any relevant comments from that consultation have also been included, in the interest of completeness.

Member comments / questions	Response Provided
<p>Cllr. Bobby Feeley As I read it, in the extract you have sent, Civic Amenity sites, such as Ruthin, may be under threat. I am of the opinion that it will not help to encourage people to recycle if they have to travel miles, all be it to a bigger more impressive site. Ruthin Civic Amenity site is well used by the community and, although I agree it could do with being bigger, I do not think it should be miles away, I would strongly resist any such move. I will be making further comments in due course.</p>	<p>(same response to both members)</p> <ul style="list-style-type: none"> ○ I am not sure whether you are aware of this, but Cabinet has already approved the basic principle of reducing the number of CA sites. ○ Cabinet did this because it recognised that the existing sites are far too small to cater for the increased recycling capacity that the council needs to provide if we are to hit WAG's specified percentage recycling targets. ○ The cost of developing a recycling park is typically around £1M - plus any land acquisition costs that might be required. This means that the council cannot afford to commission six new recycling parks (one for each of the old CA sites). ○ The option of continuing to use the old CA sites (in their current configurations) is not a viable one either, because (if we do) we will fail to achieve the recycling rates that have been specified by WAG. ○ With the new regime (fewer better sites), the total carbon footprint will be far lower than it is with the existing set-up. That is because the carbon reductions due to the improved recycling rates far outweigh any increases due to extra vehicle mileage. ○
<p>Councillor David Smith I am concerned regarding the proposed amalgamation of amenity sites in central Denbighshire i.e. Ruthin and Denbigh. Even with "full" doorstep recycling as proposed by 209/10 there will still be waste that can not be recycled other than at an amenity site e.g. rubble, furniture, white goods etc. During the Summer months the present 2 weekly collection of garden waste is inadequate as the size of the green bin is limiting. The carbon footprint would also be increased with cars having to travel further to deposit the waste not collected by weekly/fortnightly collections. Ruthin and Denbigh are large and the sites are well used I am opposed to any suggestion that the Ruthin or Denbigh sites are joined together in one site.</p>	

APPENDIX FOUR - copy of confirmation letter from the Environment Agency

Jim Espley
Denbighshire County Council
Environmental Services
Kinmel Park Depot
Bodelwyddan
Denbighshire
LL18 5UX

Ein cyf/Our ref: EAWML/37063
Eich cyf/Your ref:
190608EARecycParks

Dyddiad/Date: 24 June 2008

Dear Jim

RE: Prestatyn, Rhyl & Corwen Civic Amenity Sites

Thank you for your letter dated 19th June 2008. With regards to the above 3 sites that are run on behalf of Denbighshire County Council, I have enclosed full non-compliance reports of the sites since 2005. As I am sure you are aware, since 2005, there has been a significant effort from yourselves and Environment Agency Wales to try and bring the sites up to a modern standard.

In this time, the permit conditions that are implemented as standard on these types of sites, and the level of Environmental Protection that is expected from them has surpassed that which the infrastructure of the above sites are able to adequately deliver. These sites are currently operating under a series of risk assessments and on the understanding that they are short-term measures until new suitable locations are found for the development of new facilities.

In terms of current compliance, the measures that have been put in place have been viewed very much as short-term solutions towards compliance. Should it become apparent that these short term solutions are no longer working, or there is no progress in the development of new sites that can comply fully with modern permit conditions, then the Agency may be forced to review its position.

Yours sincerely

Paula Reynolds
Environment Management Team Leader

Llinell uniongyrchol/Direct dial 01244 894507
Ffacs uniongyrchol/Direct fax 01244 550144
E-bost uniongyrchol/Direct e-mail paula.reynolds@environment-agency.gov.uk

REPORT TO CABINET

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

DATE: 15th July 2008

SUBJECT: Housing Revenue Account Budget & Capital Plan Update Report 2008 / 2009

1 DECISION SOUGHT

Members note the forecast outturn position of the Housing Revenue Account (H.R.A.) and Housing Capital Plan for 2008/09.

2 REASON FOR SEEKING DECISION

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

3 POWER TO MAKE THE DECISION

Housing Act 1985 Part II.

4 COST IMPLICATIONS

Housing Revenue Budget 2008/09

- The latest forecast for the HRA shows that an in-year revenue surplus of £379k should be generated by the end of the financial year, which is £52k less than forecast in the original budget set in February 2008.
- As part of a review of non-HRA housing services, approximately £20k of costs have been transferred to the HRA. In addition, recent clarification of the rules around the leased property subsidy have allowed for 4 properties previously accounted for in the council funded homeless budget to be included in the HRA. The net impact to the HRA of the transfer is, because of the subsidy system, a gain of £10k.
- Redundancy payments of £17k have been added to the Supervision & Management costs that were not included in the original budget.
- The capital charge for the year is higher than originally planned because the capital plan has exceeded expectations toward the end of 2007-08 which affects the borrowing charge in 2008-09 and because the amount of capital funded by CERA has been reduced.
- Income in total should be better than originally forecast: with some minor movements between dwelling and leased rent income. Void levels on dwellings are currently less than 1% - against an estimate of 1.5%. Garage

rents though will be lower than budgeted because voids are much higher than planned.

- Investment interest should be higher than planned as interest rate forecasts have improved and year-end balances will be higher than originally forecast as the CERA transfer is being reduced.

Housing Stock Business Plan (HSBP)

- The provisional outturn is broadly in line with the expectations built into the HSBP.
- There were no 'Right to Buy' sales in June and therefore the council housing stock remains at 3,471. The HSBP assumed there would be 15 RTB sales in 2008/09. If the market remains stagnant and the sales target is not achieved, sensitivity tests on the Plan shows that it will remain viable in the medium term. Housing Revenue budget settlements (Determinations) have been generous in the last 3 years and this, coupled with rising sales vales, compensated for the decline in RT B sales.

Housing Capital Plan

- Achievements to the end of June on the major contracts are as follows (the figures quoted in brackets are those that were reported to the end of April 2008):

Major Refurbishments	461 completions (394)
Windows contract	2,801 properties completed (2,798)
Heating contract	1,203 properties completed (1,152)

- The plan has been amended from the original budget forecast to account for contract stage payments and retention payments that will be made in 2008/09, rather than 2007-08.
- The windows contract is now complete and the heating contract should be completed by the end of July.
- An allowance has been made in the plan for urgent electrical safety works to be completed on properties within the major refurbishment programme (required by the Health & Safety Executive). The works cost approximately £100 per property to install new isolation switches. It is likely that such works will, in future, be required on all of the council's housing stock.
- The CERA transfer proposed in the budget will be kept under review throughout the year. Should HRA surpluses improve, then the CERA could be increased to reduce borrowing costs.

Summary

- The forecast outturn for 2008/09 does not adversely affect the Council's Housing Stock Business Plan.

- The amendments made to the HRA budget this month have increased expenditure but have only a minor impact on the overall HRA balances and therefore the Business Plan.
- The inclusion of additional leased properties has a net benefit to the HRA and helps reduce the pressure on council funded homeless budgets.
- The HRA Capital Plan continues to progress well with windows and heating contracts almost complete. The considerable backlog of disabled facility grant works continues to be cleared.
- The increase in capital works in 2007/08 and the planned £8m spend in 2008/09 should help ensure that the Welsh Housing Quality Standard is achieved by 2012.
- The decline in RTB sales does not affect the viability of the Business Plan but will be kept under review.
- The HRA and capital plan position as reported does not have any additional staffing implications.

5 FINANCIAL CONTROLLER STATEMENT

The forecast HRA outturn for 2008/09 will ensure that balances are in-line with Housing Stock Business Plan expectations. The impact of the decline in RTB sales should continue to be monitored but currently does not affect the viability of the Business Plan.

6 CONSULTATION CARRIED OUT

Cabinet agreed the HRA capital and revenue budget in February 2008.

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

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

8 ACTION PLAN

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

9 RECOMMENDATIONS

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

Housing Revenue Account ~ 2008/09 Budget

<u>2007/08</u> Actual Outturn £	<u>June 2008</u>	Original Budget £	<u>2008/9</u> Forecast Out-turn £	Variance to Budget £
<u>EXPENDITURE</u>				
1,609,150	Supervision & Management - General	1,563,283	1,606,710	-43,427
251,603	Supervision & Management - Special	268,573	265,161	3,412
145,498	Welfare Services	142,552	145,545	-2,993
306,194	Homelessness - Leased Properties	402,000	380,672	21,328
0	Rents	0	0	0
2,576,310	Repairs and Maintenance	2,640,199	2,652,668	-12,469
4,888,755	Total Housing Management	5,016,607	5,050,756	-34,149
0	Rent Rebates	0	0	0
1,448,188	Item 8 Capital Charges	1,881,000	1,983,779	-102,779
0	CERA	3,500,000	3,000,000	500,000
0	Rent Rebate Subsidy Limitation	140,000	125,000	15,000
2,826,904	Subsidy	2,413,000	2,899,987	-486,987
12,513	Provision for Bad Debts	25,000	25,000	0
9,176,360	Total Expenditure	12,975,607	13,084,522	-74,766
<u>INCOME</u>				
9,570,607	Rents (net of voids)	9,924,222	9,949,195	24,973
189,918	Leased Rents	236,808	224,296	-12,512
143,453	Garages	150,952	138,809	-12,143
199,587	Interest on Balances & RTB Mortgages	95,000	151,201	56,201
10,103,565	Total Income	10,406,982	10,463,501	56,519
Surplus / Deficit (-) for the Year				
927,205	General Balances	931,375	378,980	-518,247
0	Earmarked Balances	-3,500,000	-3,000,000	500,000
2,779,531	Balance as at start of year ~ General	3,706,736	3,706,736	0
3,706,736	Balance as at end of year ~ General	1,138,111	1,085,716	-52,396

Appendix 2

HRA Capital Plan Update 2008/09
June 2008

Actual 2007/08 £	Description	Approved Schemes £	Actual at End June £	Forecast Outturn £
363,377	Environmental Improvement Works	440,000	97,451	440,000
56,654	2005/06 Major Improvements – All Groups	0	1,000	100,000
5,660,688	2006/07 Major Improvements – All Groups	6,735,000	1,080,249	6,735,000
2,552,468	Windows Replacement	100,000	93,299	200,000
831,900	Central Heating Contract	100,000	231,839	350,000
550,040	DFG - Council Properties *	400,000	66,422	500,000
10,015,127	Total	7,890,000	1,570,259	8,325,000

2007/08 £	HRA Capital Plan Financed By:	Original £	Forecast £
2,400,000	Major Repairs Allowance Grant	2,400,000	2,400,000
483,000	Useable Capital Receipts	297,000	279,000
7,132,127	Prudential Borrowing	1,693,000	2,646,000
0	CERA	3,500,000	3,000,000
10,015,127	Total	7,890,000	8,325,000

REPORT TO CABINET

REPORT BY: Councillor J. Thompson-Hill,
Lead Member for Finance

DATE: 15 July 2008

SUBJECT: Revenue Budget and Summary Capital Plan 2008/09

1. DECISION SOUGHT

- 1.1 To note the estimate of the likely outturn figures for the current financial year as detailed in the attached Appendix 1.
- 1.2 To also note the summary capital plan performance for the 2008/09 financial year as detailed in the attached Appendices 2 and 3.
- 1.3 To note the current position on the vacancy control procedure.
- 1.4 To consider the proposal to implement the deferred Library service savings.

2. REASON FOR SEEKING DECISION

- 2.1 To advise members of the initial indications of budget performance in light of the need to deliver the Council's agreed budget strategy for the current financial year and avoid reducing already inadequate reserves.

3. POWER TO MAKE THE DECISION

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

4. COST IMPLICATIONS

- 4.1 This report details Service's initial projections for the current financial year. It is still early in the financial year for firm projections to be made but some pressures are already evident.

Appendix 1 details a forecast overall overspend of £720k, excluding the schools' delegated budgets. This figure is made up of pressures within the Education and Social Services and Housing directorates partly offset by Corporate savings.

i) Lifelong Learning is forecasting an over spend of £352k mainly due to:

a) the ongoing under occupancy position at the Hyfrydle Childrens Home on the Plas Brondyffryn school site, £150k,

b) the failure to identify efficiency savings from 2007/8, £93k,

c) and the assumed cost on continuing with the current interim management arrangements, £100k.

d) *it is not currently possible to estimate the impact of the other pressures encountered in 2007/8 namely the increasing losses incurred by the School Meals service and the position of the school formerly in special measures, Blessed Edward Jones. Work is currently in hand to firm up the position in these areas.*

e) *it is also unclear exactly how the revenue costs of the Community Learning Centres, over and above external resources, are to be funded. Work is currently in hand to clarify the position.*

ii) **Social Services & Housing** is forecasting an overspend of £506k mainly due to;

a) *Growth in demand for services for people with learning and other disabilities due to demographic factors and the trading position of Cefndy Enterprises.*

b) *Pressures on the Homelessness service due to increasing numbers of referrals.*

c) *The service identified a number of areas for cost reduction in a report to the Social Services & Housing Scrutiny Committee in February in response to the inadequate WAG settlement for these pressures. Work is continuing to clarify these cost reductions.*

4.3 Details are also included in Appendix 1 of Directorates' progress in achieving the required efficiency and other savings. Members will recall that Council agreed to defer the implementation of some of the savings proposals within the Library service until September when the matter would have been considered by the Task & Finish group set up to recommend future spend to save proposals within the Cultural and Library services funded from one off LABGI grant. The head Librarian reported to the group that he felt the savings offered were the most cost effective options for finding savings in the service and would have only a marginal impact on users. The Task & Finish Group accepted this view. While the group has yet to report on its full findings on these matters it is proposed that the savings in the Library service that were deferred should now go ahead.

4.4 Appendix 2 shows a **capital plan summary** and Appendix 3 shows capital expenditure split by Directorate priority.

4.5 Capital expenditure at the end of June is **£5.2m**. Full details of the Capital Plan are contained in a separate report in part two of the agenda.

4.6 Appendix 4 provides the current position on the vacancy control procedure introduced as part of the budget setting exercise for 2008/9.

5. FINANCIAL CONTROLLER STATEMENT

5.1 Directorates need to exercise tight control over their revenue expenditure to ensure they are able to remain within their budgets. The first call on underspends brought forward from last financial year will of course be any pressures in the current year.

5.2 The situation regarding the financial impact from the opening of the residential unit Hyfrydle, on the Ysgol Plas Brondyffryn site is still under review. Urgent action is currently being considered to ensure the Council's financial interests are protected while always recognising the interests of the young people involved.

- 5.3 It is reassuring to note that the school formally in special measures has now been removed from this status. The outturn position for last year for the school suggests it has improved budgetary control.
- 5.4 A continuing area for concern is the worsening financial position of the school meals service where the agreed level of temporary additional subsidy, £150k, proved to be inadequate in the last financial year.
- 5.5 The funding arrangements for the Community Learning Centres need to be resolved quickly to avoid a further pressure situation developing.

6. CONSULTATION CARRIED OUT

- 6.1 Lead Cabinet members need to consult with Heads of Service during the financial year to agree necessary remedial actions to contain pressures as they occur.

7. IMPLICATIONS ON OTHER POLICY AREAS

The Vision

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

Other Policy Areas Including Corporate

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

8. ACTION PLAN

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

9. RECOMMENDATION

- 9.1 To note the projected outturn figures for 2008/09 as detailed in the attached Appendix 1.
- 9.2 To also note the summary capital plan performance figures for 2008/09 financial year as detailed in the attached Appendices 2 and 3.
- 9.3 That Members note the current position in connection with the vacancy control procedure.
- 9.4 That Members agree to implement the deferred Library savings proposals.

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2008/09
SUMMARY POSITION AS AT END June 2008**

Directorate	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Previous report
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Lifelong Learning (excluding schools delegated)	20,707	-6,953	13,754	21,059	-6,953	14,106	352	0	352	250
Environment	51,882	-21,804	30,078	51,882	-21,804	30,078	0	0	0	0
Social Services & Housing	56,154	-17,441	38,713	58,399	-19,180	39,219	2,245	-1,739	506	845
County Clerk	1,975	-403	1,572	1,975	-403	1,572	0	0	0	0
Resources	10,542	-3,105	7,437	10,542	-3,105	7,437	0	0	0	0
Corporate, Miscellaneous & Benefits	28,986	-23,764	5,222	29,036	-23,764	5,272	50	0	50	0
Total All Services	170,246	-73,470	96,776	172,893	-75,209	97,684	2,647	-1,739	908	1,095
Capital Financing Charges savings & additional Investment Income net of contributions to specific provisions			10,673			10,485			-188	0
Precepts & Levies			4,347			4,347			0	0
Contribution to balances/reserves			570			570			0	0
			112,366			113,086			720	1,095

Note:

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

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2008/09
LIFELONG LEARNING
SUMMARY POSITION AS AT END June 2008

	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Previous report
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Individual School Budgets	58,105	-5,443	52,662	61,783	-8,688	53,095	3,678	-3,245	433	0
Partnership & Inclusion	9,687	-5,231	4,456	9,846	-5,231	4,615	159	0	159	150
School Development	7,231	-1,202	6,029	7,324	-1,202	6,122	93	0	93	0
Policy & Performance	1,345	-292	1,053	1,445	-292	1,153	100	0	100	100
Libraries	2,444	-228	2,216	2,444	-228	2,216	0	0	0	0
	20,707	-6,953	13,754	21,059	-6,953	14,106	352	0	352	250
Total Lifelong Learning	78,812	-12,396	66,416	82,842	-15,641	67,201	4,030	-3,245	785	250

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2008/09
LIFELONG LEARNING DIRECTORATE

	Current Month	Previous Month
	£000s	£000s
<p><u>INDIVIDUAL SCHOOLS BUDGET</u> 31.03.08 will reduce to £1,594k during 2008/09. It is important to note, however, that projections for 2008/09 have only been completed for approximately half of the schools at this stage, and the other half of predicted balances are based on the balance brought forward from 2007/08 plus balances from indicative budgets. More projections will be completed shortly now that closedown of accounts for 2007/08 has been completed, and governing bodies will be deciding on staffing issues for September</p>	433	0
<p><u>POLICY & PERFORMANCE</u> Costs associated with interim director</p>	100	100
<p><u>SCHOOL DEVELOPMENT</u> Unachievable efficiency savings relating to 2007/08 that were also not achieved in that year. Work is ongoing within the Directorate to reduce these but at this point in the year, no alternative savings have yet been identified.</p>	93	0
<p><u>PARTNERSHIPS AND INCLUSION</u> Ysgol Plas Brondyffryn - based on 6 pupils residing for 2008-09 Professional fees associated with an unforeseen investigation</p>	150 9	150
TOTAL	785	250

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2008/09
LIFELONG LEARNING DIRECTORATE**

Progress with delivery of savings assumptions built into 2008/9 Budget

1. Savings targets agreed, (see report to Council 12 February for details)

	£000
a) Efficiency savings	167
b) Other savings	79
c) Vacancy control	120 (see separate sheet for details of position to date)

2. Progress with delivery of savings.

All savings are on target to be delivered apart from the following:

a) Efficiency savings.	£000	Alternative savings identified
i) Freezing of Partnerships post (grant funded)	47	alternative core funding sought to be diverted to the grant
b) Other savings		
i) Vacancy Control	34	Yet to be identified

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2008/09
ENVIRONMENT DIRECTORATE
SUMMARY POSITION AS AT END June 2008

	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Previous report £000s
DEVELOPMENT SERVICES	9,236	-5,279	3,957	9,236	-5,279	3,957	0	0	0	
TRANSPORT & INFRASTRUCTURE	13,842	-4,453	9,389	13,842	-4,453	9,389	0	0	0	
PLANNING & PUBLIC PROTECTION	4,334	-1,916	2,418	4,334	-1,916	2,418	0	0	0	
DIRECTOR & SUPPORT	1,288	-237	1,051	1,288	-237	1,051	0	0	0	
ENVIRONMENTAL SERVICES	17,199	-7,279	9,920	17,199	-7,279	9,920	0	0	0	
COUNTRYSIDE, CULTURE & TOURISM	5,983	-2,640	3,343	5,983	-2,640	3,343				
Total Environment	51,882	-21,804	30,078	51,882	-21,804	30,078	0	0	0	0

Potential Pressures

The substantial increases in fuel prices is likely to place significant cost burdens on the School/Public Transport budgets as well as other front line services such as Waste Collection, highways maintenance, street cleansing etc.

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2008/09
ENVIRONMENT - EFFICIENCY SAVINGS
SUMMARY POSITION AS AT END June 2008**

Progress with delivery of savings assumptions built into 2008/9 Budget

1. Savings targets agreed, (see report to Council 12 February for details)

£000

- a) Efficiency savings
- b) Other savings
- c) Vacancy contro (see separate sheet for details of position to date)

2. Progress with delivery of savings.

All savings are on target to be delivered apart from the following;

a) Efficiency savings.

	£000	Alternative savings identified
i)	xxxxxx	
ii)	xxxxxx	
iii)	xxxxxx	

b) Other savings

i)	xxxxxxx
ii)	xxxxxxxx

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2008/09
SOCIAL SERVICES AND HOUSING
SUMMARY POSITION AS AT END June 2008

	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Previous report
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Children Services	9,088	-542	8,546	9,695	-1,056	8,639	607	-514	93	51
Adult Services	36,765	-9,168	27,597	38,282	-9,780	28,502	1,517	-612	905	1,319
Business Support & Development	2,713	-431	2,282	2,835	-419	2,416	122	12	134	105
Cymorth Grant	1,653	-1,610	43	1,653	-1,610	43	0	0	0	0
Supporting People Grant	4,350	-4,350	0	4,350	-4,350	0	0	0	0	0
Underspend Brought Forward	0	0	0	0	-765	-765	0	-765	-765	-767
Sub Total Social Services	54,569	-16,101	38,468	56,815	-17,980	38,835	2,246	-1,879	367	708
Non HRA Housing	1,585	-1,340	245	1,584	-1,200	384	-1	140	139	137
Underspend Brought Forward	0	0	0	0	0	0	0	0	0	0
Directorate Total	56,154	-17,441	38,713	58,399	-19,180	39,219	2,245	-1,739	506	845

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2008/09
SOCIAL SERVICES AND HOUSING DIRECTORATE

Comments	Current Month	Previous Month
	£000s	£000
CHILDREN'S SERVICES The main pressure area are the specialist placement budgets which are expected to overspend by £271k. This is partially offset by the in house fostering service - under spend circa £1142k.	93	51
	93	51
ADULT SERVICES Learning Disabilities The growth in demand on this service is already faster than WAG projections published last year and is a growing budget pressure. The main pressure areas are in community living (£143k) and residential placements (£348k).	491	555
Mental Illness The main budget pressures are Residential, Nursing and Homecare spend. The outturn has increased by £80k here. This is because under Section 117 of the Mental Health Act 1983 and subsequent court rulings, clients who have contributed to their care by way of benefits are entitled to be refunded in full plus interest.	220	127
Older People Provider - Residential homes remain the main budget pressure (£108k over spend) Purchasing - The Community Care budget is predicted to offset the residential overspend and is expected to show a final under spend of £110k. Outturn projections are based on 07/08 spend plus 4.5% to cover the cost of fee increases and a 1.95% uplift for expected client increases (based on client increase in 07/08)	-11	324
PDSI Community Care spend is the main budget pressure (£215k). Direct payment are also forecast to be over budget (£57k) and Carers' Services (£16k)	254	224
Performance Management & Commissioning A combined under spend of £156k is predicted due to various factors including expected receivership income circa £60k (this is the assumed minimum and could improve as the year progresses). The remainder is due to slippage on staffing budgets and extra grant income / budget allocation.	-156	-15
Other Adult Services It is assumed that the Fairer Charging Grant continues at the same level as 2007/08. However the remaining charging policy income is based on ability to pay and can be volatile. Therefore we have to assume budgeted income will be met but not exceeded.	-34	-40
Joint Working & Older People Strategy This consists solely of grant funding which is planned to be fully spent.	-2	-3
Cefndy Enterprises Cefndy is under increasing pressure from raw material suppliers with the costs expected to equate to over 60% of sales for 2008/09, an increase of 3% from 07/08. This equates to a cost implication of £90k on sales of £3m.	143	147
TOTAL ADULT SERVICES	905	1,319
Business Support & Development Predicted overspend mainly due to costs associated within Directorate costs such as the various supplies budgets throughout establishments	134	105
	134	105
Cymorth Grant All expenditure relating to the Cymorth grant has to be spent in year.	0	0
Supporting People Grant The under spend for SP is projected to be £700k, based on the expected grant settlement (still awaiting confirmation). £190k relates to projects that are being commissioned part way through the year and the remainder relates to money set aside, by the Planning Group, to fund short term projects and future cuts. As reported to cabinet, in 2006/07, any under spends at year end will be transferred to reserves, to offset future cuts.	0	0
Underspend Brought Forward 2007/08	-765	-767
HOUSING The main pressure area is the non HRA Homelessness element of the Housing budget which is predicted as showing a £123k over spend in 08/09 (£153k over spent in 07/08).	139	137
Underspend Brought Forward 2007/08	0	0
	506	845

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2008/09
SOCIAL SERVICES & HOUSING**

Progress with delivery of savings assumptions built into 2008/9 Budget

1. Savings targets agreed, (see report to Council 12 February for details)

	£000
a) Efficiency savings	567
b) Other savings	108
c) Vacancy control	150 (see separate sheet)

2. Progress with delivery of savings.

All savings are on target to be delivered apart from the following:

a) Efficiency savings.	£000	Alternative savings identified
i) Restructure of day care provision not achievable	37	Alternative savings to be identified, work ongoing
ii) Telecare savings problematic, will achieve £35k - £50k	70	Shortfall to be identified, work ongoing
iii) Reduction in costs of placements for children not achieved	78	Alternative savings to be found in reduction of agency staff Work ongoing
b) Other savings		
i) Vacancy Control	25	To be addressed, work ongoing

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2008/09
RESOURCES, COUNTY CLERK, CORPORATE & MISCELLANEOUS
SUMMARY POSITION AS AT END June 2008

	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Previous report
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
County Clerks	1,864	-403	1,461	1,864	-403	1,461	0	0	0	80
Translation	111	0	111	111	0	111	0	0	0	
Resources Directorate										
Finance	5,188	-2,125	3,063	5,188	-2,125	3,063	0	0	0	0
Policy Unit	391	0	391	391	0	391	0	0	0	0
Audit	444	-87	357	444	-87	357	0	0	0	0
I.T	2,393	-439	1,954	2,393	-439	1,954	0	0	0	0
Personnel	1,431	-284	1,147	1,431	-284	1,147	0	0	0	0
Project Management	26	0	26	26	0	26	0	0	0	0
Customer Care	669	-170	499	669	-170	499	0	0	0	0
						0	0	0	0	0
Total	10,542	-3,105	7,437	10,542	-3,105	7,437	0	0	0	0
Corporate and Miscellaneous	6,392	-1,133	5,259	6,442	-1,133	5,309	50	0	50	0
Benefits	22,594	-22,631	-37	22,594	-22,631	-37	0	0	0	0
Total	41,503	-27,272	14,231			14,170	50	0	50	80
Capital Fin Charges savings and increased Investment Income	10,673		10,673	10,485	0	10,485	-188	0	-188	0
			0			0	0	0	0	0
Contribution to balances/reserves	570		570	570		570	0	0	0	0

Note : Corporate Costs - Pension costs from LGR and later efficiency exercises running ahead of budget. +£50k
Revised estimate of costs of loan interest and provisions for loan repayments net of invest income from cash balances. -£188k.

SOCIAL SERVICES AND HEALTH - EFFICIENCY SAVINGS SUMMARY POSITION AS AT END June 2008

Progress with delivery of savings assumptions built into 2008/9 Budget

1. Savings targets agreed, (see report to Council 12 February for details)

£000

- a) Efficiency savings
- b) Other savings
- c) Vacancy cont (see separate sheet for details of position to date)

2. Progress with delivery of savings.

All savings are on target to be delivered apart from the following:

a) Efficiency savings.

	£000	Alternative savings identified
i)	xxxxxxx	
ii)	xxxxxxx	
iii)	xxxxxxx	

b) Other savings

i)	xxxxxxxxx
ii)	xxxxxxxxx

Denbighshire County Council - Capital Plan 2007/08 - 2010/11

APPENDIX 2

Position as at May 2008

		2007/8	2008/9	2009/10	2010/11
		£000s	£000s	£000s	£000s
Capital Funding:					
1	General Funding:				
	Unhypothcated Supported Borrowing	1,117	8,979	5,896	5,896
	General Capital Grant	3,519	1,908	1,962	2,018
	General Capital Receipts	3,232	12		
	Earmarked Capital Receipts	3,021	1,855	0	0
		10,889	12,754	7,858	7,914
2	Prudential Borrowing	6,663	6,542	15	0
3	Reserves and Contributions	866	1,690	110	91
4	Specific Grants	20,560	14,109	1,551	397
	Total Finance	38,978	35,095	9,534	8,402
	Total Estimated Payments	-38,978	-34,095	-2,541	-974
	Contingency	0	-1,000	-1,000	-1,000
	Unallocated Reserve	0	0	-110	0
	Surplus/ -Insufficient Resources	0	0	5,883	6,428

Capital Expenditure By Directorate

	2008/9	2008/9	2009/10	2010/11
	Spend to end May	Estimated programme	Estimated programme	Estimated programme
	£000	£000	£000	£000
Environment	1,200	18,911	60	0
Lifelong Learning	1,501	13,371	2,245	724
Resources	149	1,056	0	0
Social Services and Housing	35	757	236	250
Total	2,885	34,095	2,541	974

(Estimated spend to 30 June £5.2m)

Capital Expenditure by Council Priority

	2008/9	2008/9	2009/10	2010/11
	Spend to end May	Estimated programme	Estimated programme	Estimated programme
	£000	£000	£000	£000
School Improvement	144	7,833	1,372	0
Highways	84	6,947	0	0
Public Realm	0	2,300	60	0
Total	228	17,080	1,432	0

As part of the 08/09 revenue budget, the Council agreed to fund the borrowing costs of additional Prudential Borrowing. The table below shows how the funds were allocated and forecast expenditure

Additional Prudential Borrowing

	2008/09	2008/09
	Spend to end May	Estimated programme
	£000	£000
School Improvement		0
Highways	84	2,000
Health & Safety		0
Total	0	2,000

UPDATE ON IMPACT OF VACANCY CONTROL**Appendix 4****Directorate LIFELONG LEARNING (target saving 2008/9 £82k on going)**

<u>Service</u>	Detail of vacant posts	Post Frozen	Post temp frozen	Post to be filled	Potential savings 2008/9		Impact upon services
					In year £	On going £	
Policy & Performance	Admin post		1		28,000		0 Will be undertaking an Admin posts Review
Youth Service	Session Workers		2		30,000		0 No youth work in some areas of the County - service to be provided by vol sector.
Total Lifelong Learning Directorate					58,000	0	
Balance to identify/contribution to 2009/10 target (School Development)					34,000		

Directorate RESOURCES (target saving 2008/9 £100k on going)

<u>Service</u>	Detail of vacant posts	Post Frozen	Post temp frozen	Post to be filled	Potential savings 2008/9		Impact upon services
					In year £	On going £	
FINANCE	Revenues & Benefits	1	0	4	10,000	20,000	No major impact on service delivery.
PERSONNEL	Training post & admin	1	0.5	0	0	15,000	
POLICY UNIT	Policy Officers	1	0	2	10,000	30,000	2 posts filled through secondment
ICT	IT posts	1	5	1	100,000	25,000	Potial increased response times
Total Resources Directorate		<u>4</u>	<u>5.5</u>	<u>7</u>	<u>120,000</u>	<u>90,000</u>	
Balance to identify/contribution to 2009/10 target						<u>10,000</u>	

<u>Directorate</u>	SOCIAL SERVICES & HOUSING	(Target saving £125k on going)						Impact upon services
	Detail of vacant posts	Post Frozen	Post temp frozen	Post to be filled	Potential savings 2008/9 In year	On going		
<u>Service Adults</u>	QA Admin .25 hours	0.25				11,458		Less QA activity
	QA Officer .5	0.5				18,725		Less QA activity
	Blue badge assistant	0.5				9,670		
	Welfare Rights	1				30,000		monitoring impact
	Laundress Awelon - 18.5 hrs			0.5				
	Care Assistant - Awelon - 19.5 hrs			0.5		10,379		Savings from frozen post Dec- March
Children BSD	Recruitment officer		1			26,741		monitoring impact
	MIS Admin	1				8,848		monitoring impact
	Directorate admin	1				9,639		
TOTAL						125,460		
Balance to identify/contribution to 2009/10 target						460		

In future months there will be savings from the use of grant funding for posts within Business Support and Development MIS and Staff Development
there may be savings from redundancies/redeployment in Adult Services

<u>Directorate</u>	Environment							Impact upon services
	Detail of vacant posts	Post Frozen	Post temp frozen	Post to be filled	Potential savings 2008/9 In year	On going		
					£	£		
<u>Service.....</u>	-							
Development Services	Asset Challenge Officer			X	4,254	4,254		
Tourism, Heritage & Culture	Llangollen Pavillion CEO		X		30,000	0		
Transport and Infrastructure	Highways Development Control Manager	X			52,111	52,111		
	Senior Engineer (Contracts)	X			25,801	25,801		

	Technical Assistant - Streetworks			X		
	Engineer/Technician - Traffic & Transportation			X		
	Head of Service		X		0	10,000
	Technician/Engineer		X		28,280	28,280
Planning And Public Protection Services						
	Trainee Building Control Officer		X		8,000	8,000 Savings from mini restructure Savings utilised to support falling income levels
	Land Charges Admin Officer x 2		X		0	0
	Mod App - Housing and Area Renewals		X		0	0 Post funded from capital budget Work not being done pending restructuring - may need to employ consultants in short term
	Contaminated Land Officer			X		Causing pressure on existing staff - workload increasing
	Licensing Administration Officer		X		18,912	18,912
	Development Control & Planning Compliance Manager		X		18,685	18,685 Performance suffering due to vacancy - position on hold pending mini restructure Risk of not achieving targets for LDP, staff workload not sustainable
	Policy , Research & Information Manager		X		45,000	45,000
	Pollution & Scientific Services Manager (EH)		X		25,000	15,000 Restructuring pending
	Food Safety		X		30,000	10,000 Restructuring pending
Finance and Performance						
	Admin Assistant - Passenger Transport		X		1,000	0 Covered part-time by agency, to be reviewed for peak period in Aug/Sep Currently covered by prt time support from other part of team
	Support Services Officer		X		0	0
Environmental Services						
	Cemetery Admin Officer		X		13,000	13,000 More pressure on existing staff - which means that agency cover may be required during any periods of sickness or to cover for holidays.
	Grounds Maintenance Supervisor		X		7,496	7,496 No impact - same or better service will be achieved via better management.
	Highways Supervisor x 2		X		56,545	65,969 Same or better service should be obtained via better management and control.

364,084

322,508

NOTE :The Directorate strategy is aiming to roll all of 07/08 underspend, together with in year savings because of staff turnover, into a fund for future redundancy and pension backfunding costs. This will be balanced to ensure the target for 08/09 for budget and 'cash' savings are achieve

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR R W HUGHES, LEAD MEMBER FOR PERSONNEL AND BUSINESS MANAGEMENT

DATE: 15th July 2008

SUBJECT: ROUTINE REPORTING ON PERSONNEL

1 DECISION SOUGHT

For Members to note the enclosed report on Personnel Statistics.

2 REASON FOR SEEKING DECISION

2.1. In May 08 the number of actual staff employed has reduced to 4525 this equates to 3769 full time equivalents (FTE) which is the same as the previous month. In May there were 24 new starters to DCC spread across all Directorates. There were 49 leavers again spread across all Directorates, 12 of which left for positions outside of DCC, with 9 declining to specify why they had left, other reasons included personal reasons, age retirement, end of fixed term contracts, redeployment, redundancy and one dismissal.

		Number of staff	FTEs
Jan	2008	4582	3793
Feb		4581	3790
Mar		4563	3777
April		4540	3769
May		4525	3769

2.2 Graphs showing the corporate sickness absence position since April 2007 are attached (appendix A). Last years data has been left on the graphs so a monthly comparison can be made. There has been a downward turn in sickness levels this month, with sickness levels slightly lower than May 07. The target for 08/09 remains at an average of 9 days lost per employee per year or 0.75 days per month, May's figure of 0.98 days per month exceeds this target. All Directorates with the exception of Chief Execs and County Clerks and Environment have recorded higher levels of sickness than the same period last year, with Social Services and LLL excluding schools significantly higher. The two other graphs show the "actual" number of days lost and "short term verses long term" sickness absence. In Resources, Environment and LLL schools short term and long term sickness are at similar levels. Chief Exec's and County Clerks and Social Services are showing particularly high levels of long term sickness, with LLL excluding schools showing the opposite with high numbers of short term sickness.

In order to try and reduce sickness absence some analysis of the Sickness data from 07/08 has been undertaken and a number of "hotspot" areas identified, which will be addressed. Briefing sessions are also being set up for all 80 Social

Services managers to go through the Sickness Absence Framework to ensure it is being used correctly. Following on from that individual team managers in Adult Services are going to hold action planning meetings to go through specific problem areas.

It should be noted that the Sickness Absence Framework has not been agreed for schools which makes providing advice and guidance for both teachers and schools based staff extremely difficult.

2.3 Completion rates for Performance Appraisals for 07/08 remain a concern (as detailed in appendix B) with only 44.92% of staff having an appraisal. The target for completion is 100% of eligible staff. There are a number of possible contributing factors which are explained below:

- Recording of completed appraisals – Initially we were not able to record completion of performance appraisals on the Trent HR system so managers were asked to keep their own recording system – this did not always happen which made the gathering of statistics problematic. In early 2007/08 when Trent was able to collate this information managers were asked to start recording their appraisal scores on the HR system – again this has not necessarily happened despite managers being told that only data from the HR system would be used to collate statistics on performance appraisal completion rates. Currently there is very little checking and monitoring by Heads of Service, Directorate or Central Personnel teams to ensure appraisals are completed. It is intended to introduce a quality assurance programme which will not only ensure consistency across the authority but ensure that managers are reminded that appraisals are overdue.
- The other difficulty with reporting on appraisal data is that staff are due appraisals at different times of the year so accurate reporting can only take place at the end of that year. It is the intention to move to a 4 month window (March to June) where appraisals are completed for staff who have objectives which fall out of the business planning process, for all other staff, appraisal times could be scheduled for naturally quieter times in their business cycle. However this may take 18 months to two years to fully come inline for some staff due to the current timing of their appraisals.
- It should also be noted that when groups of staff move from either one service or Directorate to another this will have an impact on the percentages reported for that service. For example the recent moves from LLL to Environment.
- There has been some confusion over which staff are classed as “eligible” with different Directorates using different criteria. As of this month this has been resolved by creating a field in Trent which categorises which groups of staff are not eligible for example those on maternity leave.
- The aim of the current appraisal form was to give every member of staff an individual performance appraisal this was so that the council could recognize good performance and tackle poor performance.

The current form was developed by external consultants and a corporate working group in 05 / 06 and was intended to be used for all staff. However feedback from some Directorates suggest that for staff who work very few hours the form is too complicated. The previous PDR system had a "team" form which some services have asked for again. However it would not be possible to undertake an individual performance appraisal using a "team" form. Some Directorates within the Council have large numbers of staff who work only one or two hours a day and there is a feeling amongst some managers that it is not cost effective for these groups of staff to have a performance appraisal in the current format. However the current form is adaptable and can be tailored to suit the situation.

- There is an urgent need to review the processes and recording of data from LLL for both sickness absence and performance appraisals in particular. Only 16% of LLL excluding schools received an appraisal last year. Teachers are excluded from these statistics as they have their own systems, however schools based non-teaching should follow the DCC appraisal process – we do not currently collect any data on this and therefore do not know if they are having appraisals.

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.

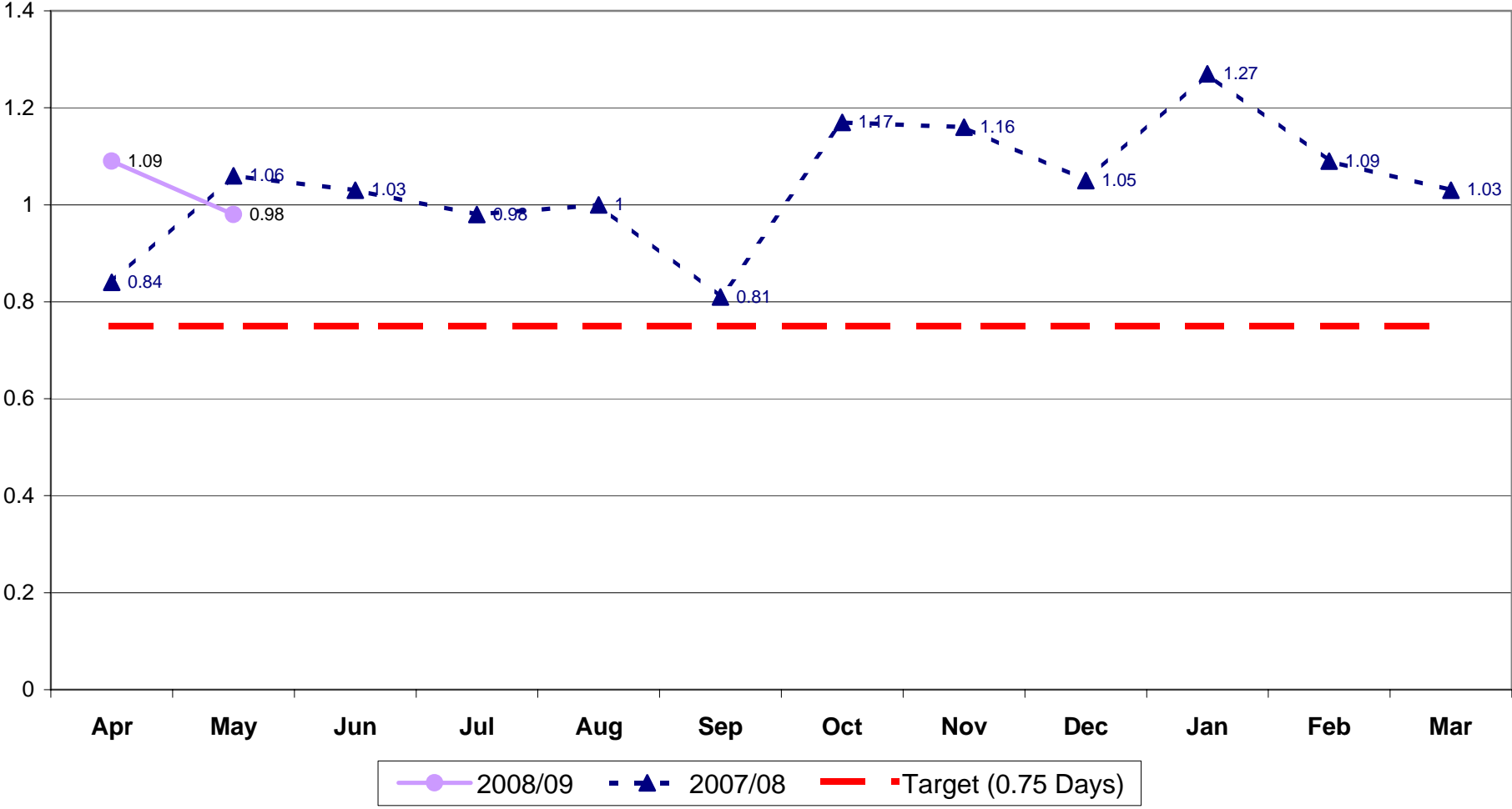
8 ACTION PLAN

ACTION	BY WHOM	BY WHEN
Introduction of quality assurance programme	G Humphreys	30.09.2008
First report	G Humphreys	31.10.2008
Review of current Performance Appraisal form to identify possible simpler approach	G Humphreys	30.09.2008
Review of overall Performance Appraisal methodology	L Atkin	31.03.2009

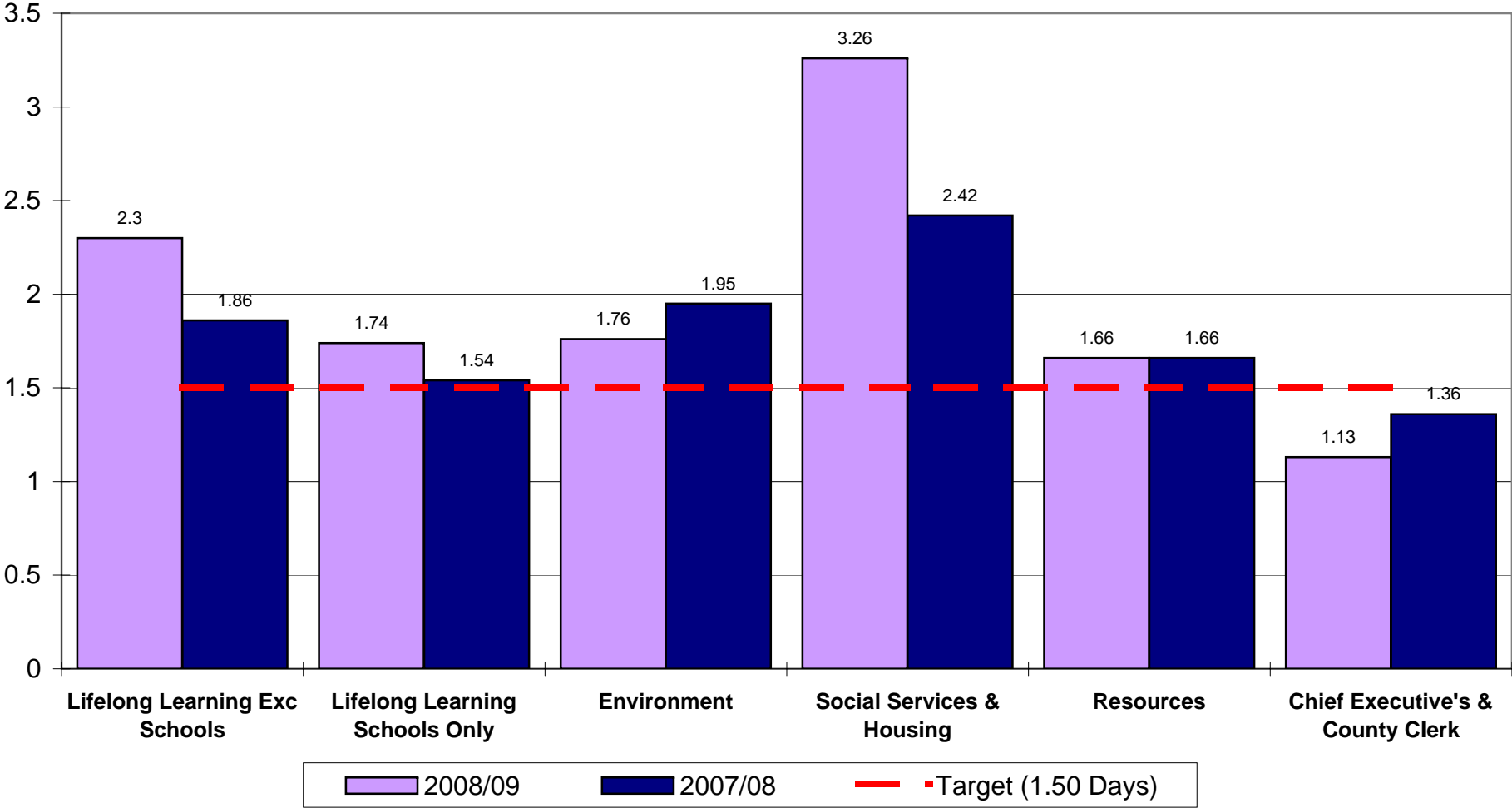
9 RECOMMENDATIONS

- 9.1. Members note the information considered in this report and identify issues which future reports should focus upon.

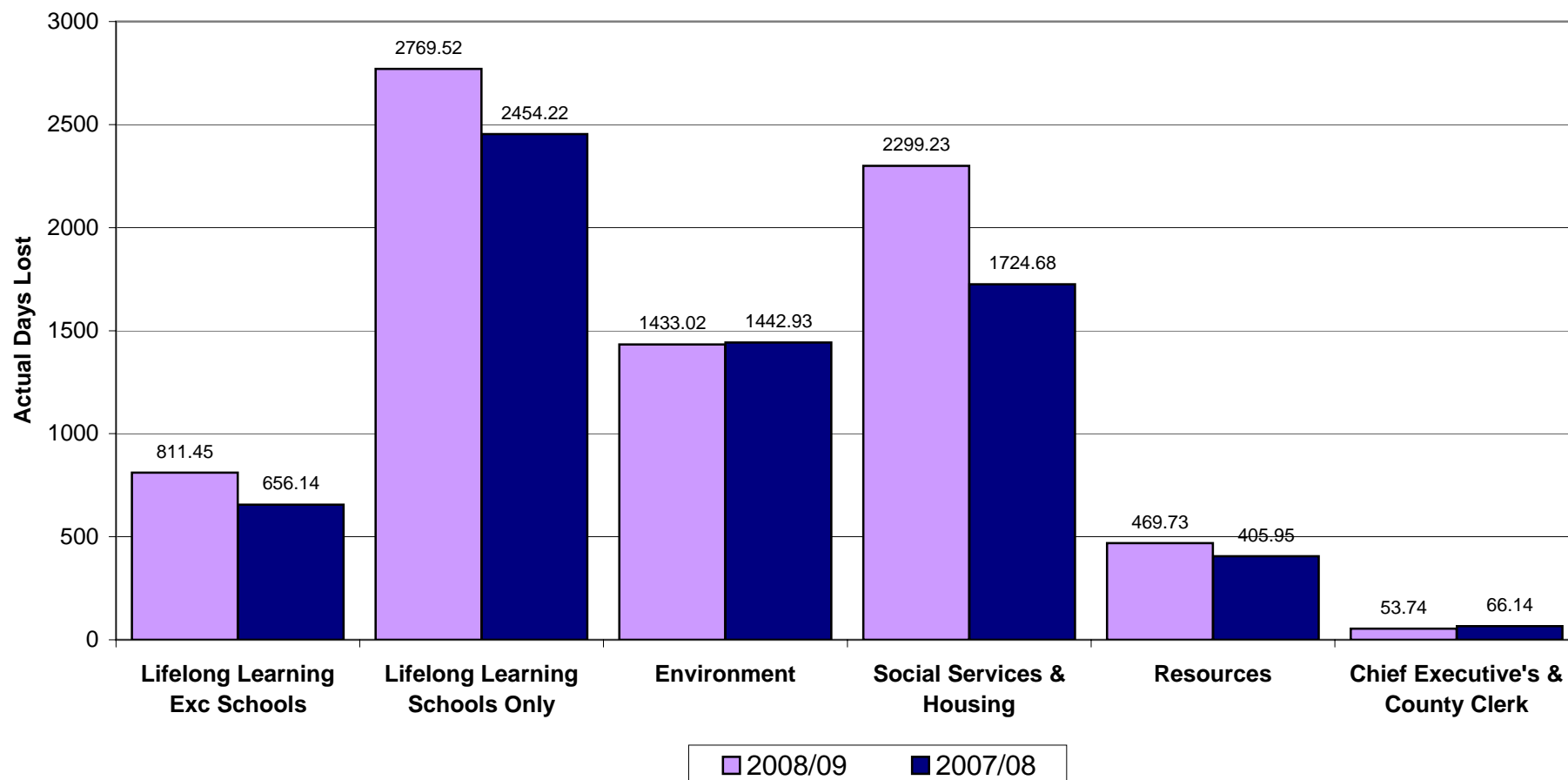
Denbighshire County Council Average Number of Days Lost per Employee May 2008



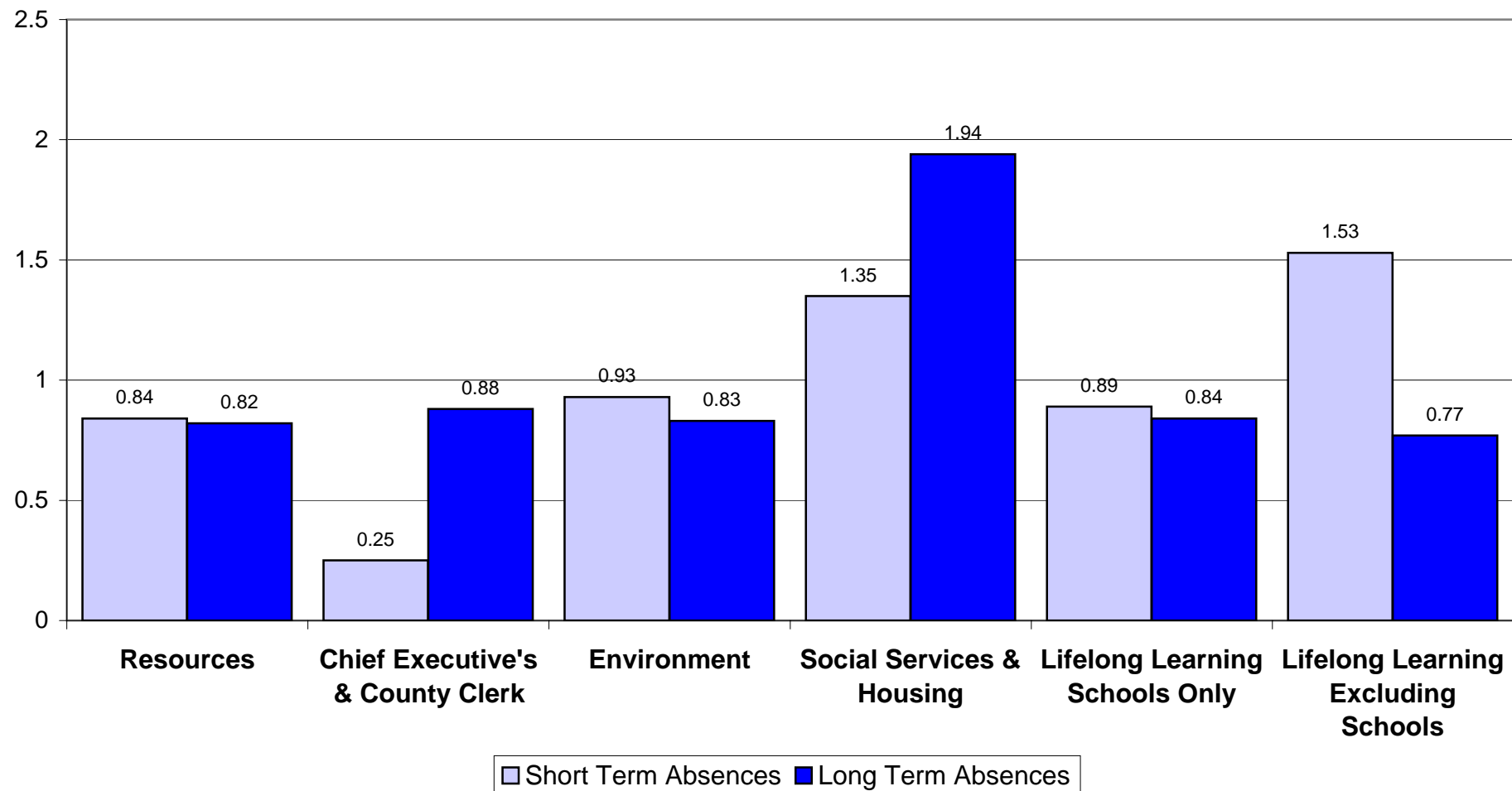
Denbighshire County Council Average Number of Days Lost per Directorate Cumulative April 2008- May 2008



Denbighshire County Council
Actual Number of Days Lost per Directorate
April 2008 - May 2008



DENBIGHSHIRE COUNTY COUNCIL
Short Term Absence v Long Term Absence
April 2008 - May 2008



SERVICE	June 16th to 20th 2008	Number of Agency Staff		Over 6 mths FT/PT	
		Full Time	Part Time		
LIFELONG LEARNING					
COUNTRYSIDE & LEISURE		nil			
TOURISM, HERITAGE AND CULTURE		nil	1		0.4 to June 08 shared post with Environment Nant Clwyd Y Dre
SCHOOL IMPROVEMENT		Nil	1	1	Awaiting outcome of move of SI staff to Trem Clwyd - HoS to look at structure of Department
PARTNERSHIPS & INCLUSION		2			
POLICY & PERFORMANCE		nil			
CORPORATE COMMUNICATIONS		nil			
CORPORATE DIRECTOR		1			
CHIEF EXECUTIVES DEPARTMENT					
COUNTY CLERKS		nil	1		20hrs covering long-term sickness
RESOURCES					
AUDIT		nil			
PERSONNEL		nil			
ICT		nil			
CUSTOMER CARE		nil			
FINANCE		nil			
ENVIRONMENT					
DEVELOPMENT SERVICES					
MANAGEMENT		nil	1	1 p/t	Principal Property Manager
NANTCLWYD HOUSE		nil	1	1 p/t	Caretaker
CONSERVATION		nil	1	nil	Senior Conservation Officer
BUILDING SERVICES		6	3	6f/t 3p/t	Building Surveyors, M & E Engineering Surveyors, Architectural Technicians/Assistants, Clerk of Works and Admin
DESIGN AND DEVELOPMENT		11	1	9 f/t, 1p/t	Surveyors - M&E, Building, QS
VALUATION & PROPERTY		1			Maternity leave
ENVIRONMENTAL SERVICES		27	2	6	Mainly engaged on public realm, refuse and grounds maintenance. Seasonal staff now being utilised
FINANCE AND PERFORMANCE		nil			
PLANNING AND PUBLIC PROTECTION					
POLLUTION		0			Agency Staff finished
FOOD & H&S TEAM		1		1	1 long term Agency staff covering for a number of vacancies
HOUSING ENFORCEMENT		1	1	1	Paid for from Performance Improvement Grant. Most efficient use of resources given temp. nature of funding
ADMIN		2			Cover for long term vacancies and secondments to support specific functions elsewhere in the Service
BUILDING CONTROL		1			Cover due to number of vacancies
DEVELOPMENT CONTROL		0			Agency staff finished, long term sickness absences returned
TRANSPORT AND INFRASTRUCTURE		5	2	5	Technical engineers working on projects
PASSENGER TRANSPORT		0	1		PT 0.6
SOCIAL SERVICES & HOUSING					
HOUSING		2	0	1	1 Secretary covering Maternity Leave, now just over 6 months. 1 covering basic admin/reception
ADULT SERVICES		15	1	4	'Mental Illness 1 (grant), 1 LD. 1 S.People admin. 1 Cymorth Admin. Admin 5.5, OP 1SW, First Contact 2, 2 HSCWB (grant), 1 OT Admin.
BUSINESS SUPPORT & DEVELOPMENT		0		0	
CHILDRENS' SERVICES		12	4	3 (part time) (10 full time)	1 Team Manager, 1 Safeguarding and Reviewing Officer (21 hours), 8 Social Workers (2 part time), 2 Family Support Workers (covering long term sickness which is being managed), 3 Personal Advisors, 1part time Administrators

As per previous Cabinet reports - Children's Services have been unable to attract Senior, experienced Social Work staff to Social Services and are, therefore, 'growing our own.' This is part of a planned strategy and experienced Agency staff have been utilised in order for Children's Services to deliver fully on its improvement plan and transform key performance indicator (KPI) performance. Some Agency staff are to deliver a targeted piece of work and are, therefore, only on a temporary basis, ie. reducing the number of 'Children Looked After'. Some of the Family Support Workers are covering long term sickness, which is being managed, and the Personal Advisor is covering the findings of a recent judicial review against Caerphilly, pending the development of a service and permanent recruitment of such advisors.

87	21	
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**CABINET
FORWARD WORK PROGRAMME**

9 SEPTEMBER 2008	
Revenue Budget Monitoring Report 2008-2009	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
Routine Reporting on Personnel	Councillor R W Hughes L Atkin / G Humphreys
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Modernising Education Action Plan Monitoring	Councillor H H Evans J Curran
Denbighshire and Conwy Youth Justice Plan - to seek ratification of the new Denbighshire and Conwy Youth Justice Plan	Councillor M M Jones Nicola Francis / Emma Rathbone
Monitoring Performance Against the Authority's Key Performance Indicators	Councillor P J Marfleet J Williams
52 Week Residential Service Hyfrydle Children's Home	Councillor H H Evans C Macleod
Declaration of Building Surplus to Requirements	Councillor P J Marfleet G Evans / D Mathews
Office Accommodation	Councillor P J Marfleet G Evans / D Mathews
30 SEPTEMBER 2008	
Revenue Budget Monitoring Report 2008-2009	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
Routine Reporting on Personnel	Councillor R W Hughes L Atkin / G Humphreys
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Modernising Education Action Plan Monitoring	Councillor H H Evans J Curran
DCC Improvement Plan 2008-2011	Councillor P J Marfleet J Williams / D Morgan
Application for Grant of a Lease for the Scala	Councillor P J Marfleet D Mathews / Catrin Jones / Alan Jones
21 OCTOBER 2008	
Revenue Budget Monitoring Report 2008-2009	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
Routine Reporting on Personnel	Councillor R W Hughes L Atkin / G Humphreys
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Modernising Education Action Plan Monitoring	Councillor H H Evans J Curran
Modernising Education – Cambridge + approval of draft policies re schools for consultation	Councillor H H Evans M Mehmet - R Snelling
Monitoring the Actions Agreed by Cabinet	Councillor H H Evans J Williams
Charging for Post 16 School Transport	Councillor E W Williams J Walley

18 NOVEMBER 2008	
Revenue Budget Monitoring Report 2008-2009	Councillor J Thompson Hill R Parry
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16 DECEMBER 2008	
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27 JANUARY 2009	
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24 MARCH 2009	
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28 APRIL 2009	
Revenue Budget Monitoring Report 2008-2009	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
Routine Reporting on Personnel	Councillor R W Hughes L Atkin / G Humphreys
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Joint Denbighshire and Conwy Safeguarding Children Board (SCB) – Annual Update	Councillor M M Jones N Ayling
26 MAY 2009	