

CABINET

Minutes of the Cabinet meeting held at 4.15 p.m. on Wednesday 3 September 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; M M Jones, Lead Member for Children's Services; P J Marfleet, Lead Member for Modernisation and Improvement; 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 M LI Davies, G C Evans

ALSO PRESENT

Chief Executive; Financial Controller, Head of Personnel, Legal Services Manager and Principal Solicitor (Alison Wright).

APOLOGIES

Councillor R W Hughes, Lead Member for Personnel and Business Management.
Alan Evans, Deputy Chief Executive / Corporate Director: Resources, Ian Hearle, County Clerk.

1 URGENT MATTERS

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 12, 14 and 15 of Part 4 of Schedule 12A of the Local Government Act 1972.*

2 PERSONNEL MATTER

The Chief Executive spoke to the report (previously circulated) and appraised Members of the latest position which meant (amongst other things) that no Cabinet member had an interest to declare. Members were also advised that although Councillor R W Hughes was not present, she had been fully consulted and was supportive of the recommendations in the report.

Members raised questions on the report which were responded to by the Chief Executive.

RESOLVED that:

- 1 *the Cabinet agrees the principle of entering a compromise agreement with the officer named in the report*
- 2 *finalisation of the compromise agreement and all associated matters be delegated to the Chief Executive, in consultation with the Chief Finance Officer and Monitoring Officer*
- 3 *the financial implications of the compromise agreement are noted.*

The meeting concluded at 4.40 p.m.

CABINET

Minutes of the Cabinet meeting held at 10.00 a.m. on Tuesday 9 September 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 and Improvement; 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 W L Cowie, G C Evans, G M Kensler and D I Smith

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 County Clerk.

APOLOGIES

There were no apologies.

1 URGENT MATTERS

There were no urgent items.

2 MINUTES

The Minutes of the Cabinet meeting held on 15 July 2008 were submitted.

MATTERS ARISING

Pg. 3 – Resolution 2 of Item 4 – Councillor R W Hughes had suggested at the meeting that there should also be an independent person involved in the Leader's appraisal, and it was agreed to approach the WLGA or IDeA for a representative.

Pg. 7 – Item 14 - Cllr G M Kensler felt that the Minutes did not give a fair reflection of the debate on this item, and in particular the concerns she had expressed about the decision making process and lack of consultation.

RESOLVED that, subject to the above, the Minutes of the meeting held on 15 July 2008 be approved as a correct record and signed by the Leader.

3 MODERNISING EDUCATION ACTON PLAN MONITORING

Councillor H H Evans presented the report for Members to consider the work undertaken to progress the Modernising Education Agenda. He referred Members to point 2.2 of the report and highlighted significant achievements that had been made in developing Partnership Agreements with schools and the establishment of cluster meetings which were proving to be a valuable way of communicating with schools. He referred to the revised reporting procedure agreed by the Modernising Education Board, and as to how the monitoring reports would now focus on the higher level objectives from within the Education Services Action Plan.

Councillor Evans took the opportunity to congratulate pupils and staff on the recent GCSE and A level exam results. Good progress had been made across the board, but there was still a great deal of work to be done, and it was likely to take the term of the current Council to reach the position of being within the top 10 in Wales.

Councillor Evans referred to a meeting of the Independent Recovery Board which he and Officers had recently attended. He reported to the Board that the authority was now taking ownership of its Education Service, and that he was hoping that the Welsh Assembly Government and local Assembly Members would now allow the authority to move forward with modernising and improving education in Denbighshire.

Councillor P A Dobb said that she too was delighted with the recent exam results, but felt the authority had been a little reserved with its publicity in congratulating pupils and staff.

In response, the Chief Executive referred to press releases that had been sent out, and said that although there had been good progress made in most areas, the authority was still behind the welsh average, and therefore a great deal of work was still required over the coming years to improve the results even further.

RESOLVED that Members note the progress achieved to date by the Authority in relation to progressing the recommendations within the Action Plan.

4 YOUTH JUSTICE PLAN 2008-2009

Councillor M M Jones presented the report seeking Members' recommendation to Council to adopt the Conwy / Denbighshire Youth Justice Plan for 2008-2009 which is the final draft intended for submission to the Youth Justice Board. The Board oversees the youth justice system, and works to prevent offending and re-offending by children and young people under the age of 18. The Conwy/Denbighshire Youth Justice Service (YJS) which is geographically located in Colwyn Bay is based within the children and

families service and works collaboratively with colleagues in Social Care, Education and other Young People's services.

Councillor Jones reported on the work of the YJS with the Community Safety Partnership. She referred to the key challenges and agreed objectives which had been set, in particular the need to increase the use of partnerships and community agencies to identify problem areas; invest in the training and support of volunteers and mentors; increase involvement with education providers, and further participation of young people to identify the problems and areas of concern.

Councillor P A Dobb expressed her support for the plan, but referred to the key challenges, and asked how the YJS were intending to recruit volunteers and mentors.

Emma Rathbone, Youth Justice Service Strategic Manager explained that between the two authorities the Service had a considerable amount of volunteers, and that the service was being contacted on a weekly basis by people who wanted to offer their services.

Councillor R W Hughes in her role as Vice-Chair of the Arts Council in Wales reported that it had been identified that this and other plans that involve art activities can help young people, and it was suggested that the Youth Offending Team engage with the Arts Council so that the quality of activities and their sustainability can be agreed.

Emma Rathbone agreed that Art activities are an important method, but not to be used on an ad hoc basis, and that any art activities required planning into the service.

RESOLVED that Cabinet recommends adoption of the Conwy / Denbighshire Youth Justice Plan 2008-2009 to Council.

5 REPRESENTATIVES ON OUTSIDE BODIES

Councillor H H Evans presented the report seeking Members' approval for the various appointments made for Councillors to serve on outside organisations and advised that two meetings had been held with Group Leaders to finalise the nomination list before it was submitted to Cabinet.

Councillor Evans highlighted the importance of Members attending the meetings when summoned, and the need to have a mechanism in place for Members to liaise and feedback to Officers.

An updated version of the list was circulated, and a number of the nominations were discussed.

Councillor E W Williams referred to the Heather and Hillforts Partnership Board, and indicated that Councillor C M Evans was keen to be one of the representatives on the Board as her ward falls within the AONB.

Councillor M M Jones referred to the North Wales Bilingual Forum and questioned whether the authority would still benefit from having a representative on this Forum. She also asked why the Welsh Book Council no longer appeared on the list.

The County Clerk in response said that a number of organisations had been removed from the original list because Members had felt their attendance had not provided any particular added value for the council or the organisations.

The Corporate Director: Social Services and Housing highlighted the importance of having representation on the Voluntary Sector Liaison Group as this was the formal mechanism between the Voluntary Sector and the Council.

Councillor S Frobisher as Lead Member, and Councillor E W Williams both agreed to put their names forward to represent the authority on the Voluntary Sector Liaison Group.

RESOLVED that Cabinet approves the list attached to the report of the nominations to outside bodies further to the following amendments:

- (a) Heather and Hillforts Partnership Board
Councillor C M Evans to be appointed instead of Councillor C. Hughes
- (b) Local Health Board – Councillor P A Dobb as Lead Member
and remaining nominations to be agreed by the Social Services and Housing Scrutiny Committee;
- (c) North Wales Regional Members Waste Group – Councillor E W Williams as Lead Member and the Independent Group to agree their one representative;
- (d) Community Health Council – add Councillor J R Bartley;
- (e) Voluntary Sector Liaison Group – add Councillor S Frobisher as Lead Member and Councillor E W Williams;
- (f) the Corporate Director: Social Services and Housing to write to Independent and Labour Group Leaders to seek further nominations for the Voluntary Sector Liaison Group: two nominations to be provided by the Independent Group and one by the Labour Group;
- (g) County Clerk to provide a list of the organisations which have been removed from the original list, and
- (h) Group Leaders to bring their nominations back to the next Group Leaders meeting.

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

Councillor P A Dobb presented the report for Members to note the forecast outturn position of the Housing Revenue Account (HRA) and Housing Capital Plan for 2008-2009. The latest forecast showed an outturn of £386k with some variance in management costs and increased capital charges. Although Right to Buy Sales had declined, it did not affect the viability of the Business Plan, and the Plan was still on target to achieve the Welsh Housing Quality Standard by 2012.

Councillor P J Marfleet said that it was hardly surprising that Right to Buy sales had declined in the current financial climate, and asked at what point in the future would the Council need to consider the financial model, if the current financial situation did not improve. He also asked whether any opportunities existed to approach WAG for funding.

In response, the Head of Housing Services explained that even if the authority sold no more properties, the plan would not go into deficit for 10 years, and therefore would not have an impact for some time. No opportunities exist for approaching WAG for funding as the Council already receives a subsidy payment of £2.4m per year.

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

7 REVENUE BUDGET AND SUMMARY CAPITAL PLAN 2008-2009

Councillor J Thompson Hill presented the report for Members to note the estimate of the likely outturn figures for the current financial year as detailed in Appendix 1 attached to the report and the summary capital plan performance for 2008-2009 as detailed in Appendices 2 and 3 to the report. Members were also asked to note the current position on the vacancy control procedure. Members were further asked to note the further work in hand to identify savings within the Lifelong Learning Directorate.

Councillor Thompson-Hill advised Members that the forecast overall overspend was £876k, excluding the schools' delegated budgets, and referred Members to the overspend of £947k which faced the Lifelong Learning Directorate. He drew Members attention in particular to the Mentro Allan project in Rhyl which he had flagged up at an earlier Cabinet meeting. There was now likely to be a loss of lottery funding and a potential clawback of £120k, due to the project not meeting its conditions.

He highlighted the importance of containing any overspend from this year within Directorate budgets, so as to avoid reducing already inadequate reserves.

He also reported that all services would be hit to a varying degree by the current increase in fuel and energy costs.

Councillor P J Marfleet said that with a projected overspend of £876k four months into the current financial year, it was essential that the overspend was contained before reaching the six month stage. He also expressed his concern regarding the Mentro Allan project in Rhyl, and asked for details of what had gone wrong with the project, and whether or not the project was retrievable.

Councillor P A Dobb expressed her dismay that 4 months into the financial year, there are still delays in identifying efficiency savings, and asked how the Lifelong Learning Directorate were planning to identify their saving. She also expressed her concern that the school meals service was still overspending 12 months after Cabinet agreed to provide the service with additional funding, and that it was now a priority for Members and Officers to discuss a way forward, whilst still continuing to provide healthy meals at our schools.

In response to Councillor Dobb's comments about the school meals service, Councillor H H Evans said that part of the problem with the deficit in school meals had arisen following the introduction of healthy foods, and that schools were now looking at different options.

Councillor Evans referred to the Community Learning Centres, and expressed his concerns regarding the Project Board which each centre would be setting up. He felt that each Board needed to be coordinated and monitored to ensure that there were no gaps in the process.

Councillor D A J Thomas referred to the Mentro Allan project and asked who was responsible for completing the application form and monitoring the project. He felt that steps needed to be taken to ensure that all externally funded projects are now monitored and reviewed so that any targets are looked at sooner rather than later so as to avoid any possibility of clawback.

In response to concerns raised by Members regarding the overspend in Lifelong Learning, the Interim Corporate Director: Lifelong Learning advised Members that Heads of Service had now come up with options of achieving the efficiency saving by reducing expenditure, without having to reduce services. He agreed that the School Meals Service needed to be looked at, and all options discussed, as it was no longer viable to continue putting more and more money into the service.

He referred to the Mentro Allan project and advised Members that Leisure Services were leading on the project in 05/06 with the involvement of partner agencies to reach the hard to reach groups in Rhyl. Concerns had been expressed by the Lottery Fund as to how the project was being managed, and the funds being spent which had led to the threat of them pulling out of the project. A full investigation into the management of the project is now being looked at and Leisure Services will need to come up with alternative ways of addressing the £120k clawback.

In respect of Blessed Edward Jones High School in Rhyl, the Interim Corporate Director explained that the School had now been asked to produce a two year strategy to demonstrate that they can balance the budget. He also referred to the Community Learning Centres and to the concerns expressed by Councillor H H Evans. He was not aware of any issues, but agreed that there needed to be a tighter management framework in place.

The Corporate Director: Environment welcomed the debate from Councillor P A Dobb in respect of the School Meals service and reported that a report regarding the financial difficulty facing the service was being submitted to the Environment Scrutiny Committee. He advised Cabinet that the service had reached a position where it can no longer balance the competing demands of budget, providing healthy meals and provide a service which meets all of the aspirations from WAG. Different options need to be looked at, and Officers feel that schools have a major part to play in resolving the problems being faced. The Corporate Director also welcomed Councillor Dobb's request to be involved in the scrutiny discussion.

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 together with the report including the current position on the vacancy control procedure. Members further note the work in hand to reduce the overall spend within the Lifelong Learning Directorate.

8 JOINT HEAD OF HIGHWAYS AND INFRASTRUCTURE: CONWY AND DENBIGHSHIRE COUNCILS

Councillor E W Williams presented the report seeking Cabinet approval to progress the appointment of a Joint Head of Highways and Infrastructure for Conwy and Denbighshire County Councils and to enter into an agreement under the Local Authorities (Goods and Services) Act 1970 (As Amended).

Councillor Williams advised Members that the publication of a job advert was imminent, and that the Board was hopeful that an appointment would be made in November. The main office of the new Head of Service would be located at Caledfryn, Denbigh.

He also reported that a bid for funding had been made to WAG under the Making the Connections fund to assist with the organisational change capacity.

Councillors H H Evans and P J Marfleet gave their support to the appointment, and Councillor Marfleet asked the Corporate Director: Environment to thank all of the Officers who had been holding the fort during the absence of a Head of Service, and to commend them on the excellent work they had done during this period.

RESOLVED that Cabinet:

- (i) agree the proposals for a joint Head of Service be approved and the project be progressed with a view to the appointment of the joint HOS at the earliest opportunity
- (ii) agree the Project Board, be authorised to negotiate and complete the terms of the proposed Agreement under the Local Authorities (Goods and Services) Act 1970 (as amended), based on the draft terms set out in this report.
- (iii) agree the eventual move to a joint Committee under the Local Government Act 1972 at the earliest opportunity be supported in principle and which will be the subject of a further report to Cabinet.
- (iv) agree Delegated authority is given to the Corporate Director: Environment in consultation with the Corporate Director: Resources, the County Clerk, the Cabinet Member for Personnel and Business Management and the Cabinet Member for Environment: Sustainable Development to agree the salary and related terms and conditions of employment of the proposed HOS post, with a view to advertising the position in September.

9 CABINET FORWARD WORK PROGRAMME

Councillor R W Hughes presented the Cabinet Forward Work Programme.

RESOLVED that Cabinet note the Cabinet Forward Work Programme with the removal of the Capital Plan and Modernising Education Action Plan Monitoring reports from 30 September 2008..

10 URGENT ITEMS

There were no Urgent Items.

At this juncture (11.25 a.m.) the meeting adjourned for 20 minutes to allow Members to participate in refreshments.

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.

11 DISPOSAL OF PLAS BRONDYFFRYN, YSTRAD ROAD, DENBIGH

Councillor P J Marfleet presented the report seeking Members' agreement to market and sell the Council's freehold interest in the buildings and land of this former school, now vacant and surplus to the Council's requirements (the main building of about 11,800ft² of floor space located on about 2.6 acres (1.052 hectares) of land).

Members discussed the building and various areas of land around the former school, and Councillor E Williams asked that Officers ensure that all options for alternative use of the site be explored.

Members discussed the capital receipt to be generated from the sale, and the Financial Controller explained that originally, any receipt generated from the former school was intended to support the project at Plas Brondyffryn School, but instead the Council was offered a grant from the Welsh Assembly Government on condition that any receipt irrespective of value generated from the sale of the property would be used for Education purposes only.

Councillor G M Kensler asked could arrangements be made to remove the Ysgol Plas Brondyffryn School sign which was still on the gate of the former school.

RESOLVED that Cabinet approve the declaration of Plas Brondyffryn, Ystrad Road, Denbigh as being surplus to Council requirements, as per the plan attached to the report showing the Council's registered title with the site boundary verged in black. Cabinet further approve the sale of Plas Brondyffryn on the open market including by sale in more than one lot if the aggregate sale price results in the highest capital receipt.

12 CONTRACT AWARD MENTAL HEALTH HOMELESS PROJECT

Councillor P A Dobb presented the report seeking Members' agreement to the award of the Supporting People Contract for the 'Mental Health Homeless Project' to Making Space. The project had been identified through consultation with stakeholders and agreed by the Supporting People Planning Group to deliver the support service to 7 individuals who present as homeless and who have mental health support needs, and are not linked to statutory services.

Councillor Dobb reported that the award had been determined by conducting a tender process, and the contract was placed on a website to encourage a wide range of organisations to bid, but no tenders were received to deliver the project at the proposed specification. Following the tender process, the authority was approached by the provider Making Space who was willing to develop the scheme to the same specification. The provider met all the necessary accreditation requirements and the proposal demonstrated good value for money.

RESOLVED that Cabinet agree the award of the 'Denbighshire Mental Health Homeless' contract to Making Space.

13 CAPITAL PLAN 2007-2008 TO 2010-2011

Councillor J Thompson Hill presented the report for Members to note the latest position on the 2008-2009 element of the Capital Plan.

Councillor Thompson-Hill referred to the current projects and reported that all of the Community Learning Centres would be operational by the end of September.

Completion of the Scala was also expected at the end of September with a further completion of the stage and cinema installation in October. It is still anticipated to open before Christmas.

The Ruthin Craft Centre opened on the 26th July, and there had been a number of extremely positive stories in The Times, and as part of a four page article in the weekend supplement of the Daily Telegraph. The Craft Centre will be formally opened on the 6th November.

The new school at Ysgol Clawdd Offa, Prestatyn, following a slight delay of 4 days opened on the 8th September, and Councillor Thompson-Hill paid tribute to all of the staff who came in during the summer holidays to ensure that the school would be ready. Comments from parents at the school had been positive and there were currently 120 pupils on the roll.

Members discussed the various projects which had been approved by CET, and Councillor D I Smith reported, that as a Local Member he was not familiar with the project on Wynnstay Road, Ruthin.

The Corporate Director: Environment assured Councillor Smith that Local Members would be consulted before the project was moved to the next stage.

Councillor R W Hughes asked that Local Members be consulted on all capital bids before they are presented to the Capital Strategy Group, and notified of any bids which are rejected by the Group.

Councillor P J Marfleet explained that the Capital Strategy Group discusses all bids in detail, but the process of involving Local Members at an earlier stage needed to be looked at, and suggested that Local Members be invited to the Group when bids relevant to their ward were being discussed.

The Corporate Director: Environment advised Members that there was likely to be a significant pressure on the budget following the partial collapse of the grade 2 listed bridge over the River Clwyd, and that it was likely that a new bridge would be required. Detailed costs will emerge as further investigations are done following the partial collapse.

RESOLVED that Members:

- (i) *note the latest position on the 2008/09 element of the Capital Plan;*
- (ii) *note the approvals by CET under delegated powers, included in 2.3 of the report for the following projects:*

*Bee and Station
Wynnstay Road, Ruthin
Purchase of Wheelie Bins
Mobile shelving
Foundation Phase Curriculum*

- (iii) *approve the request to reallocate the Financial Support for SME's allocation from the 2008/09 capital bids to extend the current objective 1 scheme as per page 4 and the reallocation of asbestos removal funding.*
- (iv) *approve the request to transfer £21k of the DSO reserves to the vehicle wash at Bodelwyddan in order that the scheme can proceed – as per page 6 of the report*
- (v) *following a verbal update at the meeting on the current position of the two community projects, approve the recommendations.*
- (vi) *Local Members be consulted on capital bids before they are presented to the Capital Strategy Group, and advised of which bids have been rejected*

The meeting concluded at 12.40 p.m.

REPORT TO CABINET

CABINET MEMBER **COUNCILLOR P J MARFLEET Lead Member for
Modernisation and Improvement**

DATE **30 September 2008**

SUBJECT **Improvement Plan 2008-11**

1 DECISION SOUGHT

- 1.1 That Cabinet recommend the draft version of the Improvement Plan to full Council on 21 October for agreement.
- 1.2 That decisions relating to any further amendments prior to publication on the 31 October be delegated to the Chief Executive.

2 REASON FOR SEEKING DECISION

- 2.1 Under the requirements of the Wales Programme for Improvement (WPI) all local authorities in Wales must publish an Improvement Plan by the 31 October each year. The Improvement Plan must report on progress against actions from the previous plan; performance against the national strategic indicators and key local indicators; and must include details on future actions for the Authority.
- 2.2 Last year Denbighshire County Council published a 3 year Improvement Plan in October. The Wales Audit Office in its report on the audit of the Improvement Plan recommended that the links between projects and performance indicators be more explicit, that further detail on risk management be included and that further details on the Councils proposals for efficiency savings be included in the Improvement Plan. These changes have been reflected in a new plan structure.
- 2.3 Lead Members will already be aware of the details contained within this plan as the information has been taken from the Business Plans which have been discussed with Lead Members and have already been taken to the relevant Scrutiny Committee.
- 2.4 The Improvement Plan has been arranged with reference to the themes and objectives of the Community Strategy and explicitly highlights the link between planned actions and Denbighshire's Vision.
- 2.5 It should be noted that the Improvement Plan contained in Appendix 1 is a working draft and will be subject to minor changes between the submission date of this report and the Cabinet meeting. There are some sections or section parts that will not be completed until the version for Council is prepared. Any significant changes will be circulated and explained at the Cabinet meeting.
- 2.6 The sections summarising the Efficiency Strategy and Improvement Agreements are still very draft and cannot be finalised until the information has been confirmed and a final meeting with the Welsh Assembly Government has taken place.

3 POWER TO MAKE THE DECISION

- 3.1 Section 6 of the Local Government Act 1999 obliges each authority to publish an Improvement Plan and the guidance has statutory force under section 6(4) of the Act.

4 RESOURCE IMPLICATIONS

4.1 Cost Implications

The cost implications of the actions and targets in the Improvement Plan should have been identified as part of the business planning process. The costs of achieving the Improvement Plan should therefore be contained within service budgets. The costs of publishing the Improvement Plan are contained within the Strategic Policy Unit's budget and will be minimal as both documents will be published in-house and on Denbighshire's web site. A small support team has been put in place to support the Improvement Board structure.

4.2 Staffing / Accommodation Implications

Projects referred to within the Improvement Plan will have implications for staff and accommodation and these will be identified as part of the project management process. Examples include Support Services Review and WorkSmart.

4.3 I.T. Implications

Projects referred to within the Improvement Plan will have I.T. implications which will be identified as part of the project management process and reflected in the Council's ICT Strategy.

5 RISK ASSESSMENT

5.1 Risks associated with NOT agreeing recommendation(s)

Publishing an Improvement Plan by the 31 October is a statutory requirement. Failure to do so could result in serious implications for the Council's independence, reputation and the financial security of government funding.

5.2 Risks associated with agreeing recommendation(s)

The risks associated with the Improvement Plan are summarised within the Plan itself and detailed in the current Joint Risk Assessment.

6 FINANCIAL CONTROLLER STATEMENT

6.1 The Council has developed a 3 year budget strategy covering the period to 31 March 2010 that includes demonstrating the desire to identify additional resources to develop services in line with the Council's stated priorities and allowing for service pressures, while improving financial reserves and the Council Tax position relative to other authorities. Services have identified within their Business Planning process the resources ideally required to meet the key actions and targets within the Improvement Plan.

6.2 The Council's financial position means that it is unlikely that additional resources can be guaranteed to fund these improvements and service budgets will need to be reviewed to free up resources through efficiency savings.

7 CONSULTATION CARRIED OUT

7.1 The information contained in the Improvement Plan has been taken from Business Plans which have been presented to the relevant scrutiny committee. Each Directorate has a comprehensive business planning process which involves

consulting with service users, management, Councillors and staff.

- 7.2 The Corporate Performance Management Group, CET and MMC have been consulted on the draft document.

8 IMPLICATIONS

8.1 Assessment of Impact on Corporate Priorities

Denbighshire's Improvement Plan is a key strategic document which links to the Councils Priorities. Draft Council Priorities are elaborated as a key component of the Draft Improvement Plan.

8.2 Assessment of impact on the Vision, Community Strategy, Equalities and Sustainability

Denbighshire's Improvement Plan is a key strategic document which links to the County's Vision and supports its aims. The actions and targets in the Improvement Plan ensure that progress is made against the County's Vision and the Council's key aims. The structure of the Improvement Plan explicitly incorporates the objectives of the Community Strategy. The Improvement Plan also focuses on the reduction or elimination of identified corporate and service risks.

Each theme within the Improvement Plan has been assessed against Equality and Sustainability criteria and an Equality and Sustainability Score Card produced as an integral part of the Improvement Plan. In addition the Improvement Plan sets out the Corporate Vision for Sustainability and Equalities.

9 ACTION PLAN

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
Agree Denbighshire's Improvement Plan	Council	21 October 2008
Publish Improvement Plan Summary in County Voice	Head of Strategic Policy	October 2008
Publish Improvement Plan on Denbighshire's website	Head of Strategic Policy	Publish on the Internet by 31 October 2008
Ensure that actions are included in operational plans.	All Corporate Directors and Heads of Service	Ongoing

10 RECOMMENDATIONS

- 10.1 That Cabinet recommend the draft version of the Improvement Plan to full Council on 21 October for agreement.
- 10.2 That decisions relating to any further amendments prior to publication on the 31 October be delegated to the Chief Executive.



CYNGOR

Sir Ddinbych

Denbighshire

COUNTY COUNCIL

Improvement Plan 2008-11

Explanation of Symbols

Performance On Target and Improving	↑
Performance On Target and Static	↔
Performance On Target But Getting Worse	↓
Performance Off Target But Within 5% and Improving	↑
Performance Off Target But Within 5% and Static	↔
Performance Off Target and Within 5% Getting Worse	↓
Performance Off Target But Improving	↑
Performance Off Target and Static	↔
Performance Off Target and Getting Worse	↓
Not Reported	NR
New Indicator	New
Indicator No Longer Collected	NLC
Indicator was included in a Policy Agreement with the Welsh Assembly Government	PR

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Foreword

We are pleased to present Denbighshire County Council's 2008– 2011 Improvement Plan, which provides an update to the three year Improvement Plan we published last year. This plan shows how we performed in 2007/08 and what our main actions will be for the next three years.

Details of our performance against the main themes of the Community Strategy are shown so that you can assess what contribution the Council has made towards achieving Denbighshire's Vision. The plan includes risk management information that assesses our strengths and weaknesses, and targets to show how we intend to improve performance in each area.

We are particularly proud of the progress on last year's priorities and our improved performance against national strategic indicators, which have been highlights among our achievements during 2007-08.

Last year we prioritised:

- Modernising Education and Improving School Buildings
- Improving Roads
- Improving the Cleanliness and Appearance of Our Public Spaces

The Council have made excellent progress against these priorities. A new modern school has been built Ysgol Clawdd Offa in Prestatyn (*p32 of Improvement Plan*) and we are



Cllr Hugh H Evans
Leader



Ian Miller
Chief Executive

on track to reduce the use of temporary accommodation in schools (p34 of Improvement Plan).

Additional capital spend through Prudential Borrowing (funded from increased Council Tax) was used to support priority services as follows:-

	Schools	Highways
2006/7	£1.7m	£2.1m
2007/8	£1m	£2m
2008/9	0	£2m

An extra £800k was also spent on the removal of asbestos in schools and lightning conductors, giving a total of £3.5m for schools and £6.1m for roads in additional capital spend.

Additional investment has also been made in public realm services; projects included £194,000 for improving public toilets. Performance indicators (p44 of Improvement Plan) rate the Authority as a Grade B for its cleanliness index category, making it the seventh highest in Wales. The Council has also increased its enforcement activity, issuing fixed penalties in relation to litter and dog fouling, making for cleaner open spaces within Denbighshire.

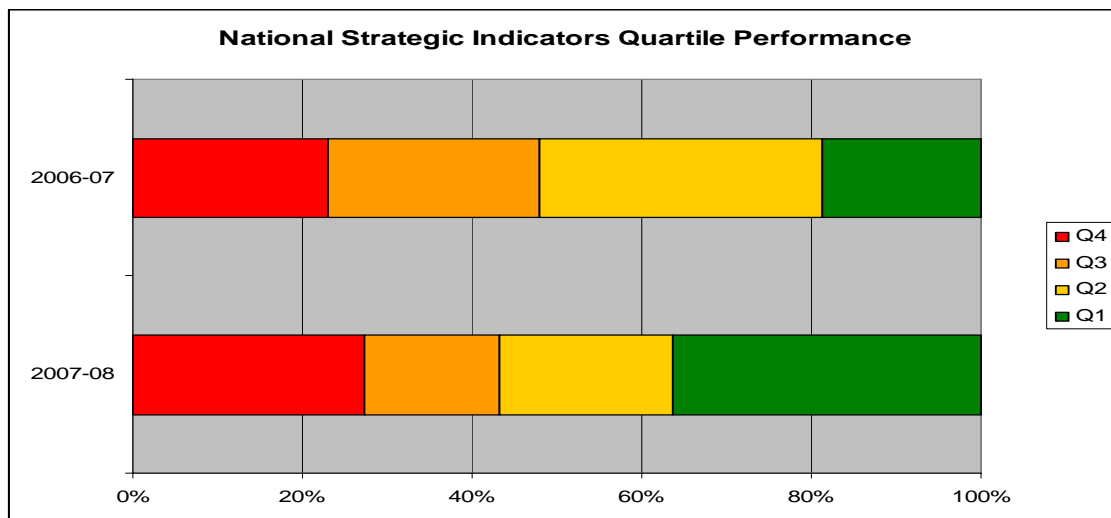
For the coming years we have selected a new set of priorities. Our focus on **Modernising Education** will continue. Our work on roads will be developed to cover **Roads and Flood Defences**. Two new priorities will look at **Responding to Demographic Change** including the impact of longer lifespan and an aging population; and at **Regenerating Our Communities** through six new Local Community Planning Areas.

We hope you find this Improvement Plan to be of interest and we look forward to receiving any feedback you have on it or on any of the services we provide.

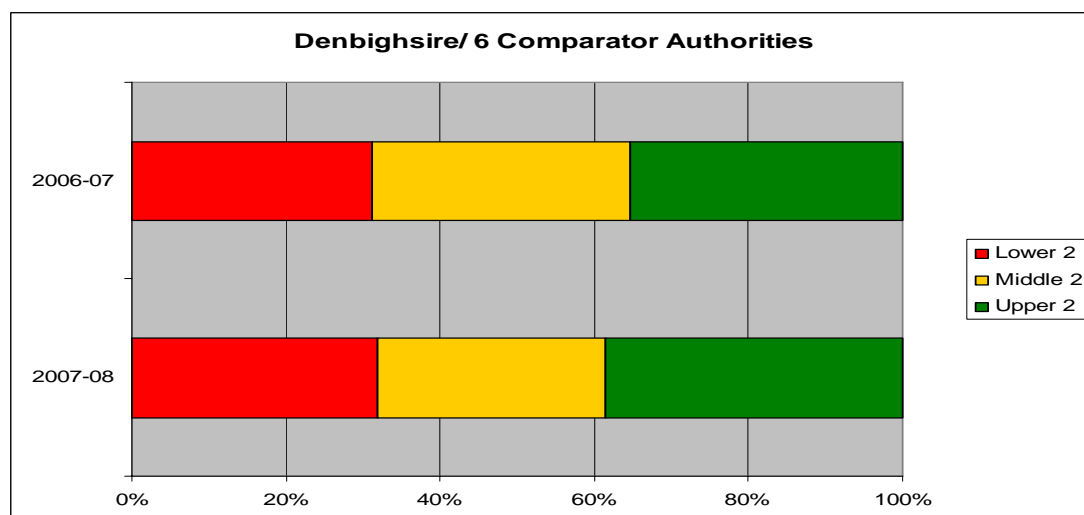
Comparative Performance Summary



This section shows a comparative analysis of Denbighshire County Council's performance against National Strategic Indicators. These are the measures which all Local Authorities in Wales have to report to the Welsh Assembly Government. More detail on each of the indicators can be found in the **Theme** sections below. The first chart shows that Denbighshire has increased the percentage of indicators in the (top performing) upper quartile for Welsh Authorities from 18.75% in 2006-07 to 36.36% in 2007-08.

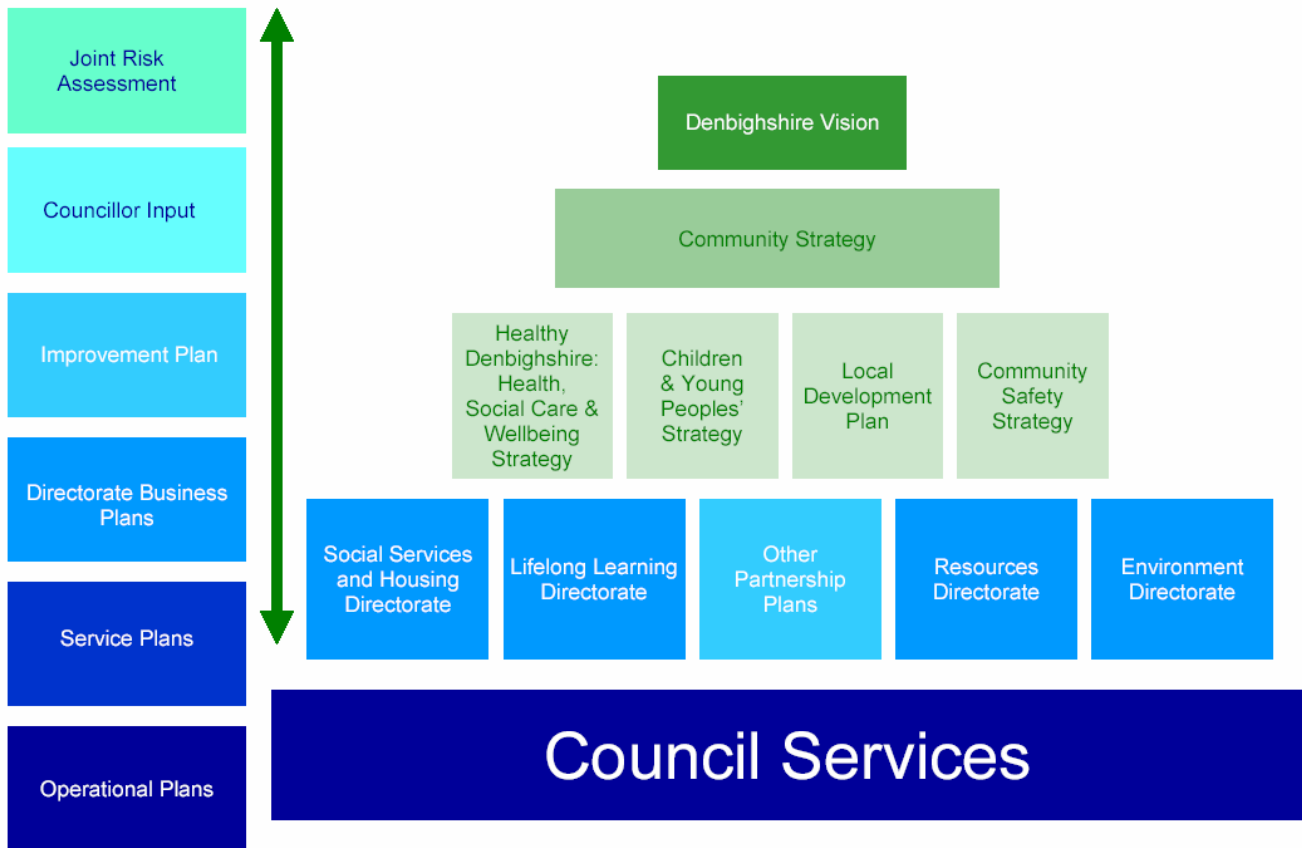


The chart below shows Denbighshire's performance against National Strategic Indicators in comparison with 5 comparator authorities. These have been chosen as the most similar authorities to Denbighshire in terms of population and economic characteristics using the Data Unit Wales Comparator Authorities tool. They are Carmarthenshire, Gwynedd, Isle of Anglesey, Pembrokeshire and Powys. Denbighshire has increased the percentage of indicators where it was in the top 2 of the 6 authorities from 35.4% in 2006-07 to 38.63% in 2007-08.





How We Plan Our Work



Our Partnership Approach

For many years now the Council has understood that the services the people of Denbighshire need and deserve could not be delivered by the Council in isolation. Therefore, we have developed partnerships with other bodies such as North Wales Police, the North Wales Health Trust and Local Health Boards and many other public, private and voluntary sector organisations.

In recent years the National Assembly Government has, through its Making the Connections Agenda, provided a framework to collect the ideas and aspirations of the public and take forward our partnership work. In Denbighshire the Council has taken the lead in developing a visioning document and forming a Local Service Board.

Dynamic, Delightful Different.

Denbighshire's Vision for a Dynamic, Delightful, Different County was agreed in

April 2006 and represents the highest-level strategic plan for the County. The Vision outlines what type of County we want to be in 2025 and guides the decisions we make. The Vision is shared with Partners and to progress the Vision and improve local services, the Local Service Board (LSB) has been formed.

The LSB will be revising the Community Strategy to reflect the Vision. When it has been agreed, the new Community Strategy will outline what the Council and its Partners on the Local Service Board will do to meet the Vision.

In addition to the LSB the Council leads key partnerships for:

- **Health Social Care and Wellbeing**
- **Children and Young People**
- **Regeneration & Sustainable Development**
- **Community Safety**

Denbighshire County Council's Aims, Core Values and Priorities

To support the Council in its work, there are four aims that shape the corporate and service planning of the Council.

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

These aims run through all the actions detailed below and have steered our planning processes and commitment to excellence.

Denbighshire County Councillors and staff are guided in their work by the four values of:

- **Unity**
- **Pride**
- **Respect**
- **Integrity**

These values help shape the character of the services we provide, our interaction with the public and outside organisations and the way we express the voice of the County through the democratic accountability of elected members.

Local Authority Elections took place throughout Wales in 2008 giving the public opportunity to exercise its democratic rights. The new team of Denbighshire Councillors has responded by setting the following priorities for the coming years.

- **Modernising Education**
- **Responding to Demographic Change**
- **Regenerating Our Communities**
- **Roads and Flood Defence**

The Improvement Plan

The document you are currently reading is the 2008 - 2011 Improvement Plan. It brings together all the activities and

services that the Council performs; building on Business Plans developed annually by each of the Councils four Directorates. Directorate Business Plans are built around a number of key objectives, which have been agreed by the Directorate Management Team. These represent key work areas, areas of risk and improvement priorities. More details about individual services' key actions and improvement priorities can be found in Service Business Plans, with fine detail and technical information in Operational Plans.

The Improvement Plan forms a key part of our partnership process by detailing what the Council is doing to work towards achieving the Council's Aims and Priorities, the Vision for Denbighshire, the Community Strategy and other Partnership Plans and Strategies.

Risks

The Improvement Plan responds to risks identified in the Joint Risk Assessment and in the Directorate Business Plans. Each section below includes the key risks and proposed risk reduction measures.

There are many definitions of risk, but the one regularly used in the Council is:

"A risk is any event that may occur that will prevent the Council or any of its services from achieving their objectives or delivering and improving their services."

The Joint Risk Assessment (JRA) is carried out by the Council and its external regulators. Each side identifies and agrees on the Council's key risks and develops a document containing these risks – the Risk Assessment Template (RAT). This document is updated quarterly in line with the Council's Risk Management process and, in the autumn of each year, is used to develop the external regulators' Regulatory Plan of audit and inspection work to be carried out in the Council during the forthcoming

year. The full Joint Risk Assessment is available from www.denbighshire.gov.uk

Regulatory Work

The audit and inspection work to be carried out in the coming year is detailed in the Regulatory Plan. The Regulatory Plan includes the audit and inspection work of all inspectorates including the Wales Audit Office, Estyn, the Social Services Inspectorate for Wales (SSIW) and the Benefit Fraud Inspectorate. Throughout the year the inspectorates carry out the pieces of work identified and produce final audit

and inspection reports with findings and recommendations for the Council. In addition to individual audit reports, the Council receives a Relationship Manager's Annual Letter (RMAL) that sets out the key messages from work undertaken in the previous year. The letter includes a summary of audit and inspection work and progress against improvement plans and draws on published reports of other inspectorates to provide an annual summary.

The RMAL for 2006-07 is available from www.denbighshire.gov.uk

Denbighshire County Council's Priorities



Immediately following the elections of 2008 elected representatives have been working with Council officers to develop priorities based on issues raised by the public during the election and in recent years, risks posed from climate change and changes in the make up of our population and areas in need of improvement.

To deliver its priorities the Council has established a Focused Agenda Board. The Board will oversee and monitor programme boards for each priority which will be led by a Lead Member and either the Chief Executive or a Corporate Director. Programme management is all about shaping and co-ordinating activity to maximise delivery of the overall programme objectives, which will be set by the Focused Agenda Board.

The next section contains a profile for each priority which outlines why we have chosen them to be our priorities.

2008-11

Modernising Education

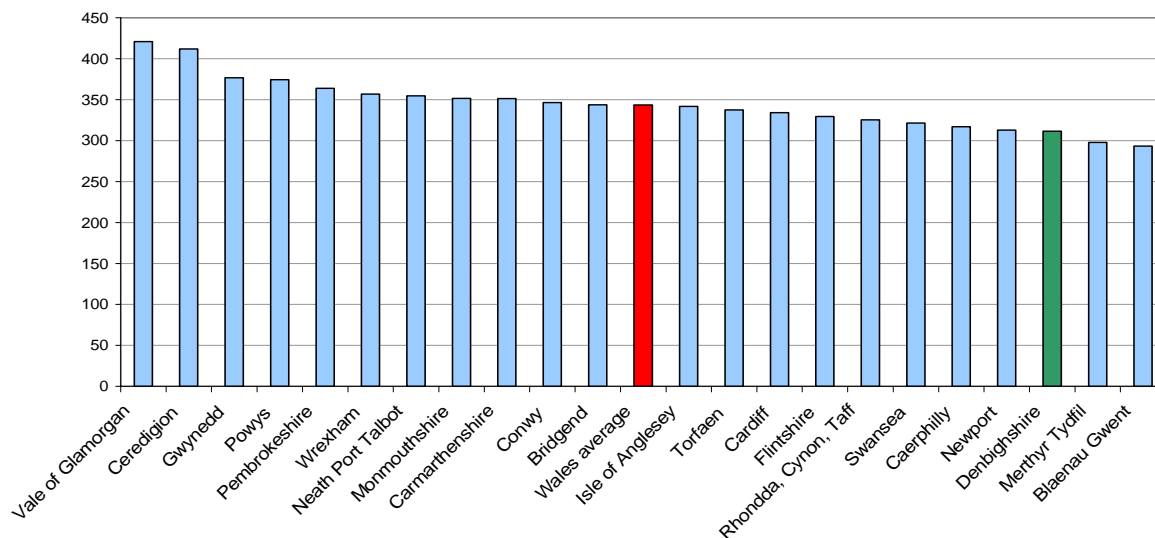
Responding to Demographic Change

Regenerating Our Communities

Roads and Flood Defences

Priority Profile: Modernising Education

The average external qualifications point score for 16 year olds, in learning settings maintained by the local authority - Summer 2007



We have made significant progress in **modernising the education service and schools**, following the critical Estyn report in 2007 and have this year seen improvements in attainment at Key Stage 2, 3, 4 and 5, as well as an increase in pupil attendance. However, there is still a significant way to travel in terms of embedding new approaches and attitudes, sustaining improvements in pupil attainment and ensuring our school buildings are fit for the 21st Century.

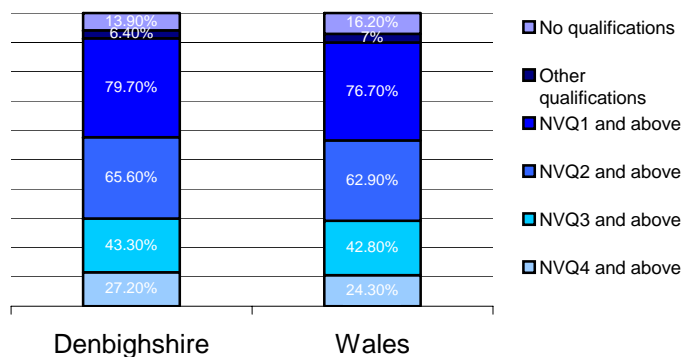
Modernising the provision of education is a key priority and a number of new policies will be subject to extensive public consultation throughout 2008. This agenda has been clearly identified by the Cambridge Education report which was

commissioned by the Council so that we could better understand the strategic challenges facing the county.

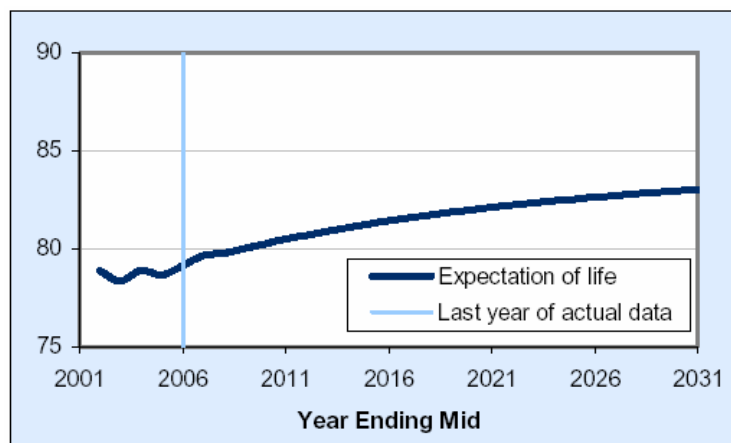
The standard of education and qualifications among our workforce is generally higher than in Wales as a whole. The measures we are currently implementing will ensure that this continues.

Our new **Focused Agenda** structure with its **Modernising Education Board** will provide leadership and direction on this priority ensuring service reform meets our changing needs and that our **Business Planning** processes reflect our chosen priorities. The continuing steps in this process, including three-year performance targets, are outlined in the **Key to Further Improvement** section for each **Theme** below.

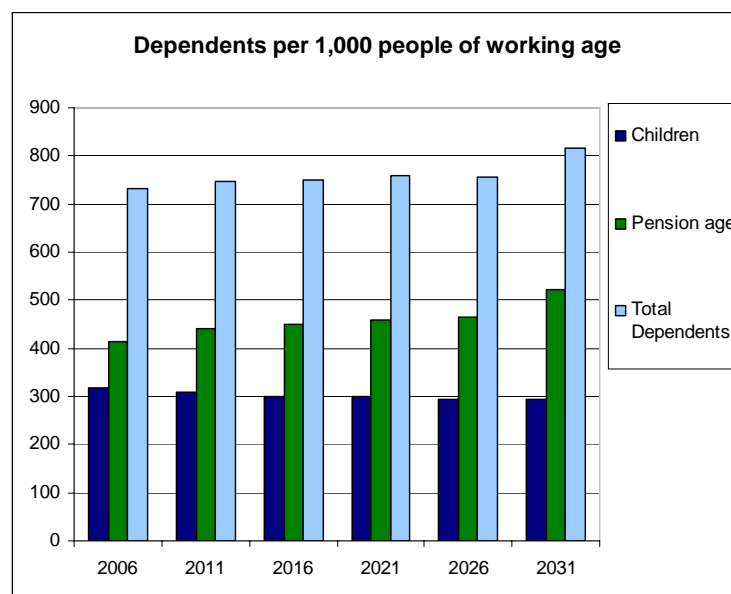
Qualifications in the Working Age Population



Priority Profile: Responding to Demographic Change



In common with many authorities Denbighshire has a **growing elderly population**, with significant percentage increases forecast for people over the age of 85. People with severe learning and other disabilities live longer and need support for many more years than used to be the case. These are inevitable consequences of the trend for people to live longer as a result of improved health care, lifestyle and support. More children are being diagnosed with additional learning needs, and the cost of meeting those needs continues to increase. There are also demographic pressures arising from migration into the county from other parts of the UK, elsewhere in the EU or from further afield (e.g. Philippines). On the other hand, **pupil numbers continue to fall**: although there is predicted to be an increase in primary school pupil numbers from 2011, secondary schools will see a consistent reduction during the period to 2014, with numbers falling by perhaps 11%.

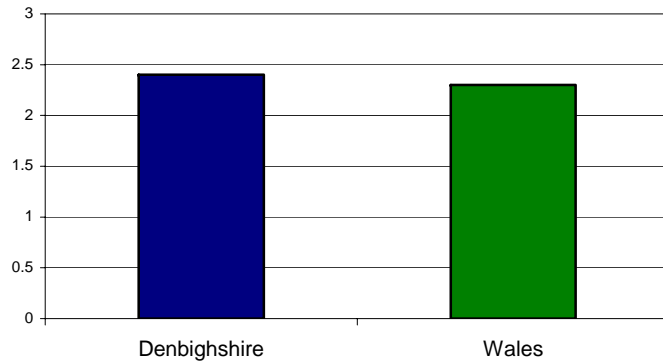


The demographic impacts are felt mainly in **social services** although there can also be effects in other services such as housing, education and benefits administration. When the growing number of people who need social care support is coupled with costs of provision which often can be (very) expensive and/or increase faster than inflation, it is apparent that significant service change is required in order to contain costs.

Our new **Focused Agenda** structure with its **Demographic Change Board** will provide leadership and direction on this priority ensuring service reform meets our changing needs and that our **Business Planning** processes reflect our chosen priorities. The first steps in this process, including three-year performance targets, are outlined in the **Key to Further Improvement** section for each **Theme** below.

Priority Profile: Regenerating Our Communities

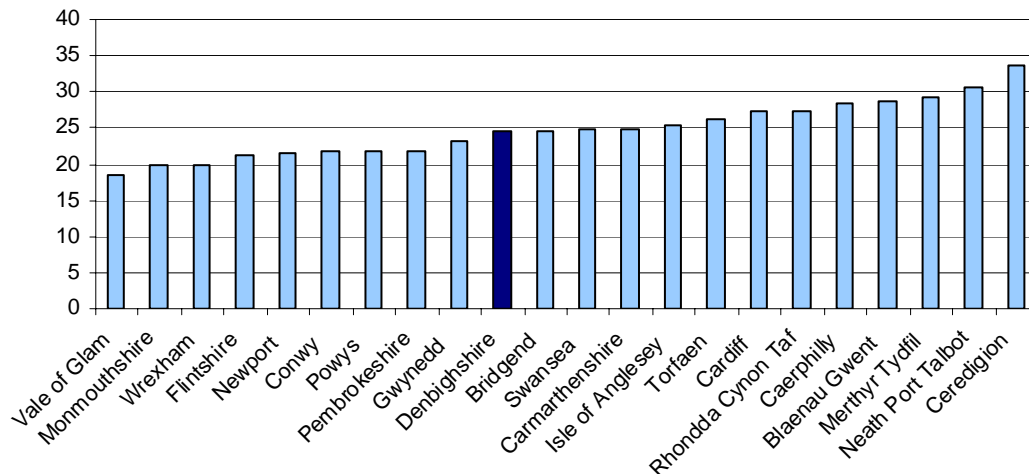
JSA Claimants % of Working Age Population



Deprivation afflicts pockets of the County although much of the County is relatively prosperous in Welsh terms. Three areas of Rhyl are amongst the top 5 most deprived areas in Wales according to the Welsh Index of Multiple Deprivation. Closing the gap between our deprived and communities and the rest of the County, keeping unemployment and economic inactivity rates down and raising income levels are key aspects of this priority.

A further aspect of our priority is tackling the **quality of accommodation**, particularly in some parts of the private rented sector such as houses in multiple occupation. The Council also has a role as a landlord. It has decided to retain its own stock of 3,500 dwellings, and is implementing a capital programme to bring them all up to Welsh Housing Quality Standard by 2012. However the single largest housing problem is **affordability**.

% of Working Age Population Who are Economically Inactive

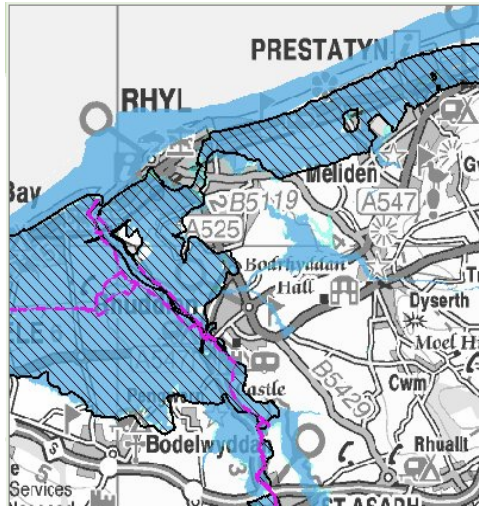


The **instability in the wider economy** and housing market arising from the “credit crunch”, slowing economic growth and increasing energy costs will provide a difficult back drop over the next period. With “peak oil” (the maximum level of oil production) expected in the next 10 years or so, the need for the Council to make itself less dependent on fossil fuels is apparent.

Six new **Local Community Planning Areas** will ensure that priorities reflecting public opinion and needs analysis will be taken forward through special projects. Local Councillors within each area will take responsibility for these.

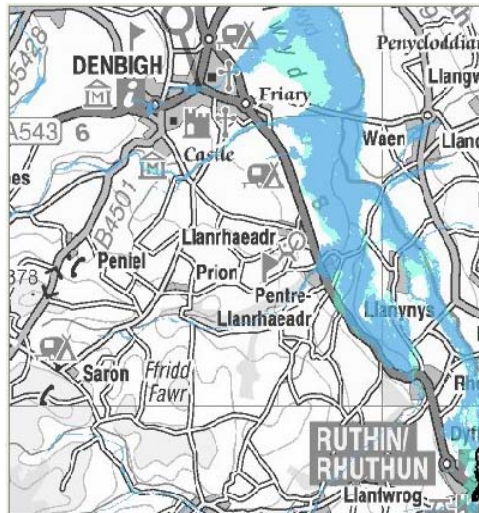
Our new **Focused Agenda** structure with its **Regeneration & Sustainable Development Board** will provide leadership and direction on this priority ensuring service reform meets our changing needs and that our **Business Planning** processes reflect our chosen priorities. The first steps in this process, including three-year performance targets, are outlined in the **Key to Further Improvement** section for each **Theme** below.

Priority Profile: Roads and Flood Defences



Unlike all other assets, we have no choice about the location and need for these assets. The challenge is simply to provide resources to ensure that they are properly maintained and renewed over time. These assets are the responsibility of a single department of the Council in partnership with the Environment Agency and Welsh Water. There is no need for this priority to be supported by a corporate programme board but effective communications between different agencies is crucial.

Our **Highway Asset Management Plan** highlights strengths and weaknesses in current highway management and identifies areas where improvements can be made. It also illustrates a programme of actions which will enable the County to meet both its immediate and long term aims and commitments in the most cost effective way. 'In the Welsh Office Audit Report undertaken in 2007 it was reported that Denbighshire spent £7,670 per kilometre on highway maintenance compared to the Welsh average of £12,458. Whilst this situation has improved significantly since then the backlog created by years of underspending is proving difficult to clear. There have been significant improvements in the condition of the principal road network but as this is only 240 kilometres of the overall 1,480 kilometre total it can be seen that considerable effort and resource is still required to improve the overall picture.'



We commissioned JBA Consulting to produce a **Strategic Flood Consequence Assessment (March 2007)** that identified several risk areas for flooding under three distinct headings.

Tidal Flood Risk (Coastal)

Tidal flood risk affects much of the coastal frontage of Denbighshire including Rhyll and Prestatyn. Risk from tidal flooding also extends up the Clwyd estuary beyond Rhuddlan. The map shows the extent of flooding risk if no flood defences were in place.

Fluvial Flood Risk (Rivers)

Fluvial risk within Denbighshire is focused along the main watercourses of the Clwyd, notably Ruthin, the Elwy, St Asaph and, in the south of the County, Corwen affected by flooding from the River Dee. There have been many recorded fluvial flood events in Denbighshire over the years.

Surface Water Flooding

Flooding from surface water drainage can occur almost anywhere. This did not feature in the detail of the report. However, Denbighshire County Council has compiled a database of known localised flooding issues within the county.

Improving Denbighshire:



Themes

The Improvement Plan takes a thematic approach to our performance, needs and risk analysis and our development of future projects and improvements. In previous years the themes reflected those of the Community Strategy:

- Health, Social Care and Well-Being
- Community Safety
- Lifelong Learning
- Economic Prosperity
- Environment
- Children and Young People

In response to the development of the Health Social Care & Well Being Strategy, the Children and Young Peoples Single Plan and the ongoing development of the new Community Strategy 2009-19 we have revised these themes. The new themes are:

Health, Social Care and Wellbeing

Children & Young People

Regeneration & Environment

Community Safety

Cross-Cutting Issues

Each of these themes operates within the context of the Council's commitment to the Cross-Cutting Issues of **Sustainable Development, Equalities and the Welsh Language**. The next section describes how these have been reflected in the work of each theme and embedded in the work of the Council as whole.

Organisational and Financial Management

Organisational management issues including, customer care, staffing, organisational development, collaboration and partnership working and efficiency are dealt with in the **Dynamic Council** section with financial management information in the **How We Pay for It** section.

Improvement Agreements

This year Denbighshire County Council has agreed 8 Improvement Agreements with the Welsh Assembly Government (WAG). Improvement Agreements, which replace Performance Agreements, provide additional funding for work on special projects that contribute to the shared aims of the Council and WAG.

Sustainable Development Equalities and the Welsh Language



Sustainable Development

Key Risks and Risk Reduction Measures

Risk Description	Risk Reduction Measures
Sustainable development	<ul style="list-style-type: none"> ▪ Updated Sustainable Development Action Plan ▪ Carbon Management Programme

Since the Sustainable Development Plan was agreed in 2007 a number of projects have been taken forward across Council Directorates. The main aim of these projects is to help improve the sustainability of the Council. In order to take the first steps Denbighshire had to apply a definition to Sustainable Development and use that as a foundation to work against. Denbighshire has defined Sustainable Development as:

Sustainable development means that economic, environmental, and social issues must be integral components in all forms of development in Denbighshire. This will ensure that we have a positive impact on people's quality of life now and

in the future, providing a safe and secure county for generations to come.

The adoption of the definition is the first step the Council has taken to positively integrate sustainability into the planning and decision making process.

We have used UK government sustainable development themes to categorise our sustainability actions and ensure that the contributions made by all Council services are recognised. Although the Environment and Regeneration theme has a particular responsibility for many sustainability actions, each thematic section below contains a sustainability report card.

Sustainable Development Theme	General Aim
Achieving a Sustainable Economy	Contribution to a sustainable economy through sustainable outcomes.
Using Sound Science Responsibly	Ensuring policy is developed and implemented on the basis of strong scientific evidence.
Promoting Good Governance	Actively promoting effective, participative systems of governance in all levels of society.
Living within Environmental Limits	Respecting the limits of the planet's environment, resources and biodiversity.

Equalities

Key Risks and Risk Reduction Measures

Risk Description	Risk Reduction Measures
Compliance with equalities & diversity legislation	<ul style="list-style-type: none"> ▪ Revised Race Equality Scheme 2008 -2011 ▪ Reviewed the Integrated Equalities Plan and updated the Action Plan ▪ Six-monthly progress reports against the Equalities Plan ▪ Equalities monitoring ▪ Annual report to the Welsh Language Board ▪ Corporate Equality Officer Group ▪ Regular reports to the Corporate Equalities Group & the Bilingual Forum ▪ Mystery shopping exercise in relation to delivery of services in Welsh ▪ Equalities training

Denbighshire County Council is committed to equality in both employment and service provision. The Council recognises the diverse nature of the County and endeavours to ensure that employees, potential employees, contractors, partners, clients and customers are treated with dignity and respect. The Council opposes all forms of discrimination and undertakes not to discriminate on the grounds of sex, marital status, gender, race, colour, nationality, ethnic origin, language, disability, age, sexual orientation, religion or belief, responsibility for dependents, social or economic status or criminal record.

The Council has produced a Corporate Equalities Plan (2007 -2009) covering race, disability, gender, age, sexual orientation, religion and belief. This document should be read together with the Action Plan which details what we plan to achieve and when.

Equality is not just about meeting a legal obligation; it is also about fairness and good sense, and a moral duty to challenge discrimination. The purpose of the Equality Scheme is to make a commitment to take the needs of everyone into account in everything we do, whether that's providing services, employing people, developing

policies, communicating or consulting. Our challenge is to ensure the equalities agenda is mainstreamed through all of the Councils services.

The revised Community Strategy will be concentrating on a number of key themes which are highlighted in the Vision. Under each theme is a key outcome that we want to achieve and we will make sure equalities is integrated into these themes: Unity, Pride, Respect and Integrity. *"We will celebrate and respect the diversity of our county"*

The Council has a Member led Corporate Equalities Group and a Members Bilingual Group. The purpose of the Corporate Equality Group is to support Council policy, champion equalities and promote commitment to, and implementation of, best practice in relation to current equality legislation. At officer level, equalities is one of the Chief Executive's key responsibilities. Every possible step is taken to ensure the diverse nature of individuals is recognised, and to ensure that they are treated fairly and decisions on service provision and employment are based on objective criteria. The Council has also established an Equalities Officer Group which supports the Equalities Plan ensuring identified actions feed into

departmental and directorate policies, practices and procedures.

The Equality Improvement Framework (EIF)

Denbighshire proposes to use the EIF as a tool in order to meet its legislative obligations and ensure equalities is imbedded in our delivery of Services.

It is designed to work as an assessment tool and covers 11 key areas: Values; Vision; Leadership; Outcomes; Performance Management; Evidence based systems; Self Assessment; Engagement; Challenge; Transparency and Accountability and Capability.

There are 3 levels of development to self-assess against and to set in motion actions for continuous improvement: Improving authority, Achieving authority and Leading authority.

Equality Themes

Equality Theme

Promoting an equality and diversity vision and an understanding of equality and diversity.

Recognising the needs of each of the equality strands.

Improving the quality of services through the application of equality and diversity principles.

Mainstreaming equality and diversity throughout the local authorities business.

Continuous improvement of equality outcomes for local communities.

Responding to local needs and circumstances.

Engagement with stakeholders throughout the improvement process.

The Welsh Language

Denbighshire County Council aims to safeguard and promote the use of the Welsh language throughout Denbighshire through the services it provides, through the partners it works with and through its role as a major employer and contractor within the County.

The Council is committed to the principle that the services it provides to the public are available bilingually. In doing so the Council will ensure it is:

The leadership role involves both confidence and competence in equalities and in relation to the EIF is summarised as involving: overcoming misinformation; being accountable for actions; justifying decisions; monitoring effects and monitoring performance and management and measuring service provision.

The EIF's approach fits in with local service agreements. Its emphasis on stakeholder and community involvement, encouraging its partners and contractors to work with equality in mind, supports the Wales Programme for Improvement's drive for greater accountability.

The Equality Themes derived from the EIF provide a check list against which we have reported our actions and intention for each theme in the sections below.

- a) Offering the public the right to choose which language to use in their dealings with the Council;
- b) Recognising that members of the public can express their views and needs better in their preferred language;
- c) Recognising that enabling the public to use their preferred

language is a matter of good practice, not a concession;

- d) Recognising that denying people the right to use their preferred language could place them at a real disadvantage.

One in four of Denbighshire's population speaks Welsh and the Council has a comprehensive Welsh Language Scheme which sets out how we provide our services in Welsh. (There is a separate Education Welsh Language Scheme for the Authority). The Scheme identifies our obligations in meeting the public face to face, through correspondence, telephone communications, public meetings, websites, publications, signs and notices and in the recruitment and training of staff.

The Council continues to work closely with the Welsh Language Board and will focus this year on ensuring that Welsh language considerations are incorporated into workforce plans and the work of the Children and Young People's Partnership.

Executive responsibility for the Welsh Language Scheme strategically rests directly with the Chief Executive who takes an active and robust interest in our delivery of services through the Welsh language. Following the Council elections in May 2008 the Leader of the Council has taken specific responsibility for the Welsh Language in his portfolio. The proactive role of the Chief Executive and Leader of the Council underpins the importance attached to our Welsh Language Scheme and the championing of the Welsh Language within the Authority.

In delivering services through the Welsh Language the Council has to undertake an assessment of the Council's management of our bilingual skills. The Council has recently adopted a Language Skills Strategy and a Workforce Planning Strategy which will monitor and manage the bilingual skills of staff.

We have reported specific Welsh Language actions and innovations in the Dynamic Council section below.

Health, Social Care and Wellbeing



Community Plan Vision

Denbighshire's Community Strategy outlines the following objectives within this theme:

- Ensure that all our citizens throughout Denbighshire have easy, equitable access to high quality health and social care services.
- Create the necessary support mechanisms for older people and disabled people to continue to live in their own homes and communities.
- Ensure that all children and young persons in Denbighshire, their carers and all who are responsible for their well-being, benefit from the best possible framework of service provision.
- Improve the condition of housing and neighbourhoods that historically have exacerbated physical and mental health problems.
- Ensure provision for homeless people to support them in establishing stable, healthy, fulfilling lives.
- Provide programmes and initiatives to address the full range of factors that impact on health, social care and well-being.
- Ensure housing stock presently owned by the council is brought up to the Welsh Housing Quality Standard.

Our Partnership Approach

Health, Social Care and Wellbeing (HSCWB) is driven in Denbighshire by the HSCWB Partnership Board and the HSCWB Strategy. The Council sit alongside partners from other Public Agencies, Private and Voluntary Sector Organisations and takes a leading role in co-ordinating the work of the Board. The Council is also the leading force in the delivery of Social Care, Housing, Health Improvement and Lifestyle Choice aspects of the Partnership's work through its Social Services & Housing Directorate.

Key Strategic Plan

Healthy Denbighshire – The Health, Social Care & Wellbeing Strategy

Leadership Team

Lead Member for Health, Social Care and Well-being



Cllr Pauline Dobb

Corporate Director for Social Services and Housing



Sally Ellis

Our Promises Delivered

In last year's Improvement Plan we published four priorities aimed at improving health, social care and well-being in Denbighshire. The section below highlights the progress we have made within each of these priority areas. Performance indicators mentioned in the text are produced in full in the tables below.

Housing

A revised Local Housing Strategy 2007-2012 was approved by the Council and submitted to the Welsh Assembly Government in June 2007. Denbighshire received national recognition by winning the 'Providing Housing Choice and Affordability' award at the UK Housing Awards in November 2007. This was the result of a considerable amount of work by staff from Housing, Planning, Legal and Housing Associations – Cymdeithas Tai Clwyd, Pennaf and Wales & West. The Council has agreed that 30% of all new residential developments must be affordable and local performance indicators for the number of new affordable houses and the number for planning permission for affordable housing demonstrate progress towards this. At the same awards ceremony we

were also finalists in the 'Outstanding Achievement in Housing in Wales' category.

2007/08 was the third year of the Improvement Programme in order to meet Welsh Housing Quality Standard 2012. So far:

- over 2,700 council properties have had new windows and doors;
- over 1,000 have received new central heating systems; and
- 580 Council properties have benefited from internal improvements including new bathrooms and kitchens.

Older People

The Council performed well against performance indicators meeting its target for reducing the number of older people looked after in care homes while increasing the number helped to live in their own home. The construction of the extra care housing scheme in Rhyl has provided 59 units which will be available by January 2009. The construction of the scheme in Prestatyn will start before the end of 2008. Planning permission has been obtained for the scheme in Ruthin.

The Draft Telecare Strategy is in the final stages with the production of a Training Strategy. A Telecare Team has been set up and the referral process is in place. A demonstration facility is available to visit by appointment through the HSCWB unit. Six pilot projects are underway and working well, with further pilots being considered. The first 12-month evaluation on the Elderly Mental Health pilot has been carried out successfully.

Two Healthy Living Days to promote the health and well being of older people were held in March and September 2007.

Tackling Homelessness

By the end of December 2007 full homeless applications had reduced to 175 compared to 240 in the same period 2006/07. This is a direct result of the homeless prevention initiative.

The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months has remained at a constant 98% for the period April - Dec 2007.

No homeless families with children were placed in bed and breakfast accommodation except in emergencies during 2007/08.

Health Improvement

Health Challenge Denbighshire was re-launched in April 2008. Eight Health Champions to promote public health have participated in radio advertising throughout the year and £15,000 was allocated to libraries to build a stock of health and wellbeing materials.

In March 2008 Denbighshire hosted over 60 delegates from partner organisations

and Local Authorities across Wales for an Excellence Wales learning Exchange event on the theme *Denbighshire County Council as a health improvement agency*.

The refurbishment of Corwen leisure centre was completed with a 16 station fitness suite installed.

From January 2008 cardiac rehabilitation sessions have been established at Denbigh leisure centre in partnership with Community Cardiac Nurses as part of the GP exercise referral programme.

In partnership with other North Wales Authorities, two full days of 'Sport Spectacular' for people with disabilities to try out a range of different sports in fun sessions, were delivered at Rhyl Leisure Centre, with open access for schools and the general public.

The Sports Development Team has undertaken a programme of promotion of the Sports Council for Wales Community Chest Fund grant scheme at leisure centres. Performance indicators show we have met our targets for increasing the number of users of outdoor and indoor sports and leisure facilities. We have also increased the numbers of people participating in Health Walks.

Denbighshire's integrated mental health service was honoured at a prestigious award ceremony which recognises excellence in public services in Wales. The integrated mental health service is a partnership with the Conwy and Denbighshire NHS Trust and Conwy County Borough Council. The service was commended by Excellence Wales, whose awards aim to improve services for customers by encouraging learning and sharing among Welsh local authorities..

2007-08 Prioritised National Indicators

Indicator	Description	Outturn 2006-07	Wales Average 2006-07	Target 2007-08	Outturn 2007-08	Trend
SCA/002a	The rate of older people (aged 65 or over) helped to live at home per 1,000 population aged 65 or over	77.42	85.72	>80	82.13	↑
SCA/002b	The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over.	31.17	26.45	<31	29.06	↑
SCA/001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	0.72		<2.53 <1.5	1.12	
HHA/0014a	a) Number of Homeless families with children who have used bed and breakfast accommodation during the year except in emergencies					
HHA/001b	The average number of days all homeless households spend in temporary accommodation	105.45	117.86			
HHA/013	% of all potentially homeless households for whom homelessness was prevented for at least 6 months	New		65%	98.8%	↔
LSC/001a	The number of visits to Indoor sports facilities during the year per 1,000 population	7467	7550.63	7500	8480	↑
LSC/001b	The number of visits to Outdoor sports facilities during the year per 1,000 population	2287	830.58	2300	2447	↑
PPN/001bii	The percentage of these high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected/subject to alternative enforcement activity, for Food Hygiene	78%	90.8%	70%	92%	↑
PLA/006	Total number of Affordable Housing units provided within Denbighshire	69	-	26		
PLA/007	The number of new affordable housing units granted planning permission as a percentage of all new housing units granted planning permission during the year	New	-	20%		
	% of licensed HMOs which have received an initial inspection under the Housing Health Safety Rating system	New	-	50%		

2007-08 Priority Local Indicators

Indicator	Description	Outturn 2006-07	Target 2007-08	Outturn 2007-08	Trend
	The number of Homelessness presentations	311	450		
	Number of participants in health walks	6397	5500		

Sustainability Actions

Sustainable Development Theme	Description of Action
Achieving a Sustainable Economy	Housing Strategy Sustainable Impact Assessed
Using Sound Science Responsibly	Telecare Strategy uses technology to help people live at home for longer.
Living Within Environmental Limits	Actions to meet Welsh Housing Quality Standard include installation of more energy efficient heating, windows and doors
Ensuring a Strong, Healthy & Just Society	Homelessness Prevention Initiative, Extra Care Housing, and Telecare Strategy bring forward adaptations to meet the diverse needs of our community

Equality Actions

Equality Theme	Description of Action
Mainstreaming equality and diversity throughout the local authorities business.	Health Social care and Wellbeing Strategy, Housing Strategy and Supporting people have been equality Impact Assessed.
Responding to local needs and circumstances.	Homelessness Prevention Initiative, Extra Care Housing, and Telecare Strategy bring forward adaptations to meet the diverse needs of our community

The Key to Further Improvement

Health Social Care and Wellbeing is evolving in a climate of increasing budgetary pressures brought about by a tight settlement from the Welsh Assembly Government and dramatic demographic changes that increase the number of users of support services as life expectancy increases and medical and technological advances mean more people can live more independently for longer.

The Council has prioritised *Responding to Demographic Change*. Much of the work of in this theme contributes to that priority and will be taken forward under four objectives

- **Improving Our Services**
- **Improving the Way We Work**
- **Improving the Way We Work with Others**

- **Improving the Way We Use Our Resources**

For each of these objectives we have carried out a risk assessment as part of the Joint Risk Assessment between the Council and external regulators. Below

we outline these risk and the actions we will take to meet them, the wider body of work under each of these objectives and the performance indicators that will record our progress against these objectives.

Objectives Risks and Risk Reduction Measures

Risk	Risk Reduction Measures
Improving Our Services	
Changing demographic profile	<ul style="list-style-type: none"> ▪ Extra care development scheme in Rhyl due for completion winter 09 ▪ Funding secured for future schemes in Prestatyn & Ruthin ▪ Commissioning strategies for older people, people with learning disabilities and children
Increasing affordable housing	<ul style="list-style-type: none"> ▪ 30% affordable housing in all new housing developments, subject to certain limitations. ▪ Guidance for Developers/Agents and questionnaire developed ▪ Review of Affordable Housing Supplementary Planning Guidance due Dec 08 ▪ Assess final reports of Local Housing Market Assessments for NE Wales & NW Wales ▪ 14 localised needs surveys undertaken
Increase in Council housing applications outweighing availability	<ul style="list-style-type: none"> ▪ Monitor numbers on waiting list and properties available
WAO Leisure study	<ul style="list-style-type: none"> ▪ Officer to be identified to lead on review
Improving the Way We Work	
Introduction of the Paris system in Spring 2008 with insufficient training and ineffective change management	<ul style="list-style-type: none"> ▪ Draft Training & Support Strategy is currently being developed and will be submitted to the Project Board for approval at the end of June 2008 ▪ Training timetable to be produced ▪ Training manuals for key areas of the system will be developed ▪ Draft Communication Strategy was completed, submitted to and approved by the Project Board on 30 April 2008 ▪ Developing a reporting timetable
Safeguarding people at risk	<ul style="list-style-type: none"> ▪ Safeguarding Unit manager appointed ▪ Child and Vulnerable Protection Training Strategy being implemented
Improving the Way We Work With Others	
Reduction in Supporting People Funding	<ul style="list-style-type: none"> ▪ Control on commitments to new projects, reserving under spend for spend to save projects ▪ Review of projects and services, short term funding only ▪ Cabinet report highlighting future potential financial impact of Supporting People funding loss accepted and built in to 3 year budget assumptions
Improving the Way We Use Our Resources	
Social Services budget pressures	<ul style="list-style-type: none"> ▪ Development of invest to save projects ▪ Tight monitoring of spending ▪ Good use of grant funding ▪ Development of collaboration and joint funding of services ▪ Invest to save review by consultants of budget planning and approach
Transient population	<ul style="list-style-type: none"> ▪ Work required around definition of population ▪ Identified that there may be under funding in adult services & this is being followed through by WAG.

Improving Our Services

Access to Services

We will work with the Health Trust to strengthen the way care services respond in emergencies. Our aim is to ensure that less than 15 people will have their discharge from hospital delayed whilst their care arrangements are put in place.

Range of Services

We will continue to reduce the use of bed and breakfast accommodation for homeless people, and we aim to maintain the current position whereby no homeless families with children use bed and breakfast accommodation, except in emergencies.

We will also continue to improve homelessness services, especially with regard to youth homelessness and prevention.

We will continue to develop Extra Care Housing in Denbighshire. Construction of the Prestatyn development (61 beds) should begin before the end of 2008 and feasibility studies have been completed for Llangollen but the site is not considered viable at this time. The Council will be taking forward work on the project via a feasibility study at sites in Corwen and Denbigh.

Quality of Services

The housing vision for Denbighshire is that "Everyone will have the opportunity to access good quality, affordable housing designed to meet their needs now and in the future, whether they choose to rent or buy a home within Denbighshire". The Council is currently in the third year of its Improvement Programme which is a schedule of improvements being made to its Council housing stock in order to meet Welsh Housing Quality Standard.

We will continue to improve the council's housing stock, and reduce the number of outstanding repairs for council housing. More specifically, outstanding housing repairs will be reduced to below 600 by June 2008.

We will increase the number of affordable properties that are built in Denbighshire

We will implement core standards for customer care and improve our quality assurance processes.

We will work with our partners on recruiting and retaining a well qualified, skilled and flexible workforce for social care.

Improving the Way We Work

Assessment

We will develop opportunities for people to assess their own care needs.

Performance Management

We will continue to improve our performance against key performance indicators. This will be greatly aided by a new IT system for Social Services (PARIS) that will be implemented by December 2008. In addition a single system to monitor and report progress on our improvement actions will allow us to demonstrate progress and identify risks more effectively.

Corporate and Political Support and Scrutiny

We will ensure that the views of service users, carers and tenants are made clear and are considered in our executive and scrutiny arrangements. The effectiveness of member scrutiny and decision making will be assured by an awareness programme for new elected members.

Equality and Diversity

We will launch a framework to monitor equality in terms of access to our services, and a

report on equality data will be produced by October 2008.

Improving the Way We Work with Others

Involving People

We will produce a commissioning strategy for carers and ensure that at least 90% of carers will be offered an assessment of their needs. In addition a Local Tenants Participation Strategy will ensure involvement from tenants.

Promoting Independence and Social Inclusion

In addition to the work to tackle homelessness and to provide extra-

care housing (listed above) we will develop the use of technology to help people live independently. Our aim is that 200 more people will be helped to live at home by using electronic assistive technology.

Planning and Partnerships

We will support people and communities to improve their own health and wellbeing by delivering the 'Healthy Denbighshire' plan including a detailed obesity strategy.

Commissioning and Contracting

In order to ensure that services are provided by the most appropriate provider we will further develop the service level agreements we have with organisations and develop a contract monitoring framework by December 2008

2008-09 Prioritised National Indicators

Indicator	Description	Outturn 2007-08	Target 2008-09	Target 2009-10	Target 2010-11
Improving Our Services					
SCA/001	The rate of delayed transfers of care for social care reasons per 1,000 populations aged 75 or over.	1.12	?	?	?
SPP/ 001i	The average number of units of housing related support, per 1,000 head of population, for each of the following types of housing related support service: i) Floating support	New	591	?	?
SPP/ 001ii	The average number of units of housing related support, per 1,000 head of population, for each of the following types of housing related support service: ii) Direct access	New	17	?	?
SPP/ 001iii	The average number of units of housing related support, per 1,000 head of population, for each of the following types of housing related support service: iii) Temporary accommodation	New	98	?	?
SPP/ 001iv	The average number of units of housing related support, per 1,000 head of population, for each of the following types of housing related support service: iv) Permanent accommodation	New	84	?	?

Indicator	Description	Outturn 2007-08	Target 2008-09	Target 2009-10	Target 2010-11
SPP/ 001v	The average number of units of housing related support, per 1,000 head of population, for each of the following types of housing related support service: v) Sheltered accommodation for older people	New	1328	?	?
SPP/ 001vi	The average number of units of housing related support, per 1,000 head of population, for each of the following types of housing related support service: vi) Community alarm services	New	1488	?	?
HHA/0014b	b) The average number of days all homeless families with children spend in Bed and Breakfast accommodation	New	5	4	3
HHA/002	The average number of working days between homeless presentation and discharge of duty for households found to be statutory homeless	134	150	150	150

Improving the Way We Work with Others

SCA/002a	The rate of older people (aged 65 or over) helped to live at home per 1,000 population aged 65 or over.	82.13	?	?	?
SCA/002b	The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over	29.06	?	?	?
LSC/001a	The number of visits to indoor sports facilities during the year per 1,000 population	7,467	7,500	?	?
LSC/001b	The number of visits to outdoor sports facilities during the year per 1,000 population	2,287	2,300	?	?
PSR/002	The average number of calendar days taken to deliver a Disabled Facilities Grant	352	350	350	350
PSR/006	The average number of calendar days taken to deliver low cost adaptation works in private dwellings where the Disabled Facilities Grant process is not used	99	90	80	70

2008-09 Local Priority Indicators

Indicator	Description	Outturn 2007-08	Target 2008-09	Target 2009-10	Target 2010-11
LPI3.6a	Cost of providing social services to adults by reference to gross cost per week for care homes	?	?	?	?

LPI 3.6b	Cost of providing social services to adults by reference to gross cost per week for homecare	?	?	?	?
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Sustainability Actions

Sustainable Development Theme	Description of Action
Using Sound Science Responsibly	Our Telecare strategy and further use of assistive technologies enable people to remain at home for longer
Promoting Good Governance	Health, Social Care and Wellbeing awareness programme for new elected members
Ensuring a Strong, Healthy & Just Society	Equality monitoring by October 2008-08-05 Actions to tackle homelessness

Equality Actions

Equality Theme	Description of Action
Promoting an equality and diversity vision and an understanding of equality and diversity.	We will launch a framework to monitor equality in terms of access to our services, and a report on equality data will be produced by October 2008.
Responding to local needs and circumstances.	Collaborative work with the Health Trust will ensure a joined up transfer approach takes into account local circumstances
Engagement with stakeholders throughout the improvement process.	Tenants Participation Strategy will ensure local people have a voice in housing and community developments. Carer Needs Assessment ensure that carers concerns are recognised and professional services are amenable to them. People will be enabled to assess their own care needs and personalise the services they receive

Children and Young People



Community Plan Vision

Denbighshire Community Strategy outlines the following objectives within this theme:

- A vibrant learning County, with a strong cultural identity which values diversity and respects the individual.
- An inclusive framework for all, through improved access, progression and quality of learning as described in Learning Country and Learning Pathways 14-19.
- Adaptable and innovative lifelong learning opportunities that harness new technologies for learning in a way that captures community involvement in learning within our schools, libraries, leisure and youth and community centres.

And that Children:

- Enjoy the best possible physical, mental, social and emotional well-being.
- Be provided with and engage in appropriate and effective learning.
- Have an equal and effective voice in a fully engaged Community.

Our Partnership Approach

The Denbighshire Children and Young People's Partnership is made up of representatives of organisations who provide services for children and young people. This includes the Council, schools and other education services, the Youth Service, Careers, health organisations, Social Services, further education, voluntary organisations, the Police and Probation Services.

Many of these services are provided directly by the Council but the Council also has lead responsibility for building supporting and strengthening the partnership.

The work of the Partnership is also increasingly influenced by children and young people forums and by parent forums.

Key Strategic Plan

Children and Young Peoples Single Plan

Leadership Team

**Leader and
Lead Member for Lifelong Learning**



Cllr Hugh H Evans

**Lead Member for Children's Services and
Deputy Lead Member for Lifelong Learning**



Cllr Morfudd Jones

**Lead Member for Health, Social
Care and
Well-being**



Cllr Pauline Dobb

**Corporate Director for Social Services and
Housing**



Sally Ellis

**Interim Corporate Director for Lifelong
Learning**



Mohammed Mehmet

Our Promises Delivered

In last year's Improvement Plan we published five priorities aimed at improving the lives of children and young people. The section below highlights the progress we have made within each of these priority areas. The performance indicators mentioned in the text are reproduced in full in the tables below.

The County's new Children and Young Peoples' Single Plan will provide a strategic lead in all our work. The Council's priority *Modernising Education* gives added resources and vigour to our work.

A Chair of Governors Forum and *Supporting Your Schools* training sessions have ensured the parent, teacher,

religious, community and council representatives on governing bodies have been equipped to play their part.

Improving educational attainment

Improving pupil attainment by raising pupil achievement, increasing attendance and reducing exclusions is a key goal for the Modernising Education agenda. This year has seen the Council make significant improvement in this area. To help improve attendance lesson tracking systems have now been installed at four more schools in Denbighshire: Ysgol Emmanuel; Denbigh High School; Prestatyn High School; and Christchurch School.

Primary school attendance for the academic year 2006/07 was 93.6%, compared to 92.3% in 2005/06. This improvement of 1.3% was the joint best throughout Wales. Provisional figures for the academic year 2007/08 show that this has improved even further to 94.1%. Secondary school attendance in 2007/08 has also improved according to provisional figures, with 91.13% achieved this year compared to 89.9% in 2006/07. This means that provisionally we have met both of the targets that we set ourselves in relation to attendance.

Provisional figures show that we have improved attainment at key stage 2, 3, 4 and 5 and have met the targets we set ourselves. Once the Welsh Assembly Government have published final figures we will be looking at how we have performed in relation to other authorities and setting ourselves challenging but realistic targets to ensure that we are focussed on driving further improvement.

Improving school buildings

The new Ysgol Clawdd Offa opened in September 2008 offering a new and modern learning environment. We promised to review the use of temporary accommodation so that we can reduce its

use by 15% by 2009–10 which equates to the withdrawal of three mobile classrooms each year. We remained on track to achieve this target during 2007/08 as we withdrew one mobile classroom and reached agreement with schools to remove a further three (including two doubles). A Service Asset Management Plan has been developed to assess and prioritise all buildings and maintenance issues.

Improving the life chances of looked after children

The Council has established a Corporate Parenting Forum to Champion the concerns and issues of looked after children. A renewed focus on the education of looked after children has been developed from September 2008 with a Looked After Children's Education Champion appointed. Performance indicators paint a positive picture with the percentage of care plans in place on target and improving while we continue to perform better than the Welsh average for the timeliness of reviews.

We have improved placement choice and quality of provision for looked after children by increasing the numbers of foster carers including carers for teenagers and disabled children. Ten new general foster carers were recruited and two left in 2007/08 taking the total number of general foster carers to 56. Improved support to carers and children and better matching of placements to carers has contributed to a significant improvement in placement stability for children. In this respect, Denbighshire is now in top performance quartile for Wales.

Involving children and young people in decision making

We promised to provide more work experience opportunities at the Council and promote local government careers. During 2007/08 we worked in partnership with Careers Wales to hold "Mock Management" workshops with Rhyl High

School, Ysgol Glan Clwyd, Blessed Edward Jones High School and Prestatyn High School.

Providing learning opportunities and support for children, young people and their families

Our programme of library events enhances and complements the education received in school by providing enrichment opportunities for children and young people, by contributing to higher standards and an improved quality of life, and by supporting most aspects of the curriculum. Over 16,000 children and young people participated in events during 2007/08, which included:

- Over 3,000 children participated in the annual Summer Reading Challenge
- Denbighshire's Writing Squads (with 280 attendances) offered the most talented young creative writers in the county the opportunity to work with top

children's authors and poets to develop their skills.

- 955 children participated in Children's Book Week .
- Over 950 children and adults attended Bookstart sessions which introduce young children and their families to the world of books and libraries, to give them a head start in life. Rhymetime sessions in libraries and community venues in areas of need build up parents' confidence in sharing books and rhymes with their children, and make a positive impact on children's early language and social development.
- In the Timeline project young and old came together in an intergenerational approach to modern history.

In addition the Arts Service ran children's art classes in Y Caban, Plas Newydd every Saturday throughout the season, and Heritage Services ran arts sessions at Ruthin Gaol during the school holidays.

2007-08 Prioritised National Indicators (2006-07 Academic Year)

Indicator	Description	Outturn 2006-07	Wales Average 2006-07	Target 2007-08	Outturn 2007-08	Trend
SCC/001a	The percentage of first placements of looked after children during the year that began with a care plan in place	88.89%	87.75%	90%	90.9%	↑
SCC/001b	For those children looked after whose second review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date	100%	89.2%	100%	94.6%	↓
SCC/004	The percentage of children looked after on 31 March who have had three or more placements during the year.	7.1%	9.6%	< 17%	8.46	↓
EDU/001	Percentage of pupil attendance in secondary schools	89.4%	90.1%	91.2%	89.9%	↑
EDU/002bi	The % of all pupils (including those in LA care) in any LA maintained learning setting, who attain the age of 16 during the school year and	2.64%	2.1%	2.2%	1.64%	↑

Indicator	Description	Outturn 2006-07	Wales Average 2006-07	Target 2007-08	Outturn 2007-08	Trend
	leave full-time education, training or work based learning without an approved external qualification.					
EDU/002bii	The % of pupils in LA care in any LA maintained learning setting, who attain the age of 16 during the school year and leave full-time education, training or work based learning without an approved external qualification.	20	18.09	18.0%	0%	↑
EDU/004	The percentage of pupils eligible for assessment at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment.	58.7%	58.2%	60%	57.4%	↓
EDU/006bi	The percentage of pupils eligible for assessment, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage	18.4%	19.1%	18.5%	19.4%	↑
EDU/006bii	The percentage of pupils eligible for assessment, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage	15.6%	15.7%	16.4%	16.7%	↑
EDU/011	The Average external qualifications point score for 16 year olds, in learning settings maintained by the local authority.	313	New	324	312	↓

2007-08 Priority Local Indicators (2006-07 Academic Year)

Indicator	Description	Outturn 2006-07	Target 2007-08	Outturn 2007-08	Trend
	Number of participant in the programme of library events for children and young people	10,424	13,500	17,425	↑
	Reduction in the use of temporary accommodation by schools		+2%		
	Maintenance carried out to school buildings on the school priority maintenance list	27%/180 projects	25%/8 projects		
	% and number of schools where capital expenditure in excess of £50K has been spent bringing the school building portfolio towards the Assembly's aspiration of 'fit for purpose' by 2010	33%/20 schools	19%/12 schools		

Provisional Figures for 2007-08 Academic Year (2008-09 reporting year)

Indicator	Description	Current Baseline 2006/07	Aug 08 Target	Aug 08 (Provisional)	Trend
Attainment					
	Percentage of KS1 pupils achieving the Core Subject Indicator (CSI)	80.7%	81.7%	80.4%	↓
	Percentage of KS2 pupils achieving the Core Subject Indicator (CSI)	73.2%	74.2%	76.5%	↑
	Percentage of KS3 pupils achieving the Core Subject Indicator (CSI)	57.4%	58.4%	59.4%	↑
	Percentage of KS4 pupils achieving the Core Subject Indicator (CSI)	34.4%	37%	Analysis Ongoing	↑
	Percentage of KS4 pupils achieving 5A* to C	47.1%	49%	52.25%	↑
Attendance and Inclusion					
	Primary attendance 2006/2007	92.3%	93.3%	94.1%	↑
	Secondary attendance 2006/2007	89.9%	91%	91.13%	↑
	Reduction in number of days lost to fixed term exclusions based on WAG data 2005-06 (2006-2007 data not available)	3.5	3.0	Analysis Ongoing	-
	Reduction in number of permanent exclusions based on WAG data 2005-2006 (2006-2007 data not available)	12	10	6	↑

Sustainability Actions

Sustainable Development Theme	Description of Action
Promoting Good Governance	School Councils Denbighshire's Mock Management Board events held with 4 schools. Work to produce complaints procedure for Children and Young People Education for Sustainable Development and Global Citizenship – Quality Circle for Secondary Schools established.
Living within Environmental Limits	Eco schools.
Ensuring a Strong, Healthy & Just Society	Healthy Schools Programme

Equality Actions

Equality Theme	Description of Action
Responding to local needs and circumstances.	Use of Ffynnon to analyse data effectively
Engagement with stakeholders throughout the improvement process.	The Partnership Agreement has been developed in consultation with Headteachers. The Council engaged in workshop with Governors at Annual Governors' Conference to discuss and gather views and opinions on Modernising Education Programme in Denbighshire

The Key to Further Improvement

The Council has prioritised *Modernising Education*. Much of the work in this theme contributes to that priority and will be taken forward under four objectives

- **Modernising the Provision of Education**
- **Improve Leadership and Management of Education**
- **Improve the Use of Resources**
- **Improving pupil attainment**

In addition the wider objectives of the Children and Young People Theme are:

- **Improve Youth Support Services**
- **Improve Children With Disabilities Service**
- **Develop Family Resource Service**

For each of these objectives we have carried out a risk assessment as part of the Joint Risk Assessment between the Council and external regulators. Below we outline these risks and the actions we will take to meet them, the wider body of work under each of these objectives and the performance indicators that will record our progress against these objectives.

Objectives Risks and Risk Reduction Measures

Risk	- Risk Reduction Measures
- Modernising the Provision of Education	
Modernising Education Programme	<ul style="list-style-type: none"> ▪ Policies being written ▪ Informal consultation to take place between 04/09/08 and 01/10/08 ▪ Formal consultation to take place following Cabinet approval ▪ Member induction program carried out & further training sessions to review draft policies organised
- Improve Leadership and Management of Education	
Stability of senior management team	<ul style="list-style-type: none"> ▪ New management structure for Lifelong Learning – partially completed ▪ Permanent appointments to be made at senior level
Estyn re-inspection March 2009	<ul style="list-style-type: none"> ▪ Outstanding Estyn Action Plan actions integrated into Service Business Plans ▪ Officer identified to carry out self evaluation, commencing August 08

Introduction of the Paris system in Spring 2008 with insufficient training and ineffective change management

- Draft Training & Support Strategy is currently being developed and will be submitted to the Project Board for approval at the end of June 2008
- Training timetable to be produced
- Training manuals for key areas of the system will be developed
- Draft Communication Strategy was completed, submitted to and approved by the Project Board on 30 April 2008
- Developing a reporting timetable

▪ Improve the Use of Resources

Management of Education budget

- Review of budgets has improved alignment of budget and priorities
- Review of statutory / non statutory budgets
- Commencement of medium-term financial planning strategy for Schools and Directorate
- Work programme planned for Schools Budget Forum

Financial elements of the Estyn action plan

- Estyn action plan
- Restructure Education finance team
- Increase staff in Education finance team
- Build into senior management accountant work plan
- Loss of Senior Management Accountant (Education) will need to be addressed

▪ Improving pupil attainment

School Performance

Partnership Agreement documents support levels for schools in accordance with clear categories.
Support for schools prioritised, in particular specific scheme developed to aid KS4.
Increased capacity in school improvement.

▪ Youth Support Services

YPP does not commission Youth Council development

- All further options available within existing resources are deployed currently

▪ Children With Disabilities Service

Changing demographic profile

- Ensure compliance with DDA and school travel plans
- Commissioning strategies for older people, people with learning disabilities and children

Services for Children with Disabilities

- Children with Disabilities Improvement Project in progress
- New shared service being established
- Recruitment of staff to the team

▪ Family Resource Service

Support for young people leaving care and young carers

- Care leavers being supported through Work Connections
- Revised policy for financial support agreed

Safeguarding people at risk

- Safeguarding Unit manager appointed
- Child and Vulnerable Protection Training Strategy being implemented

Modernising the provision of education

Modernising education is one of four specific priorities for Denbighshire County Council from 2008-12. Our new Modernising Education Board will ensure that clear and robust policies are in place so that education provision meets the needs of 21st Century Wales. We will be

consulting on this set of policies throughout the autumn and will begin implementation in January 2009.

Improve Leadership and Management of Education

We will make sure that robust performance management is in place so that our operational, service and directorate plans

are monitored, evaluated and remain on track to deliver desired outcomes. Regular reports on attendance, exclusions and attainment will be taken to the Modernising Education Board, Scrutiny Committee and Cabinet. We will be using the new performance management software, Ffynnon so that these reports contain the most relevant information. We will train all Modernising Education Board, Cabinet and Lifelong Learning Scrutiny Members so that they can view reports using Ffynnon.

Improving education is dependent on having highly motivated, highly skilled staff. Part of our strategy to achieve this is to ensure that all staff who work within the Lifelong Learning Directorate receive an annual performance appraisal and that these are linked to our operational, service and directorate plans. We will review the partnership agreement that exists between the Council and schools and will ensure that this is embedded into our everyday work.

Improve the Use of Resources

We need to make the best use of our available resources in order to support school improvement over the next three years. Funding will therefore be linked to specific priorities and resources will be directed at the areas of greatest need. We will develop a methodology so that we can link funding to pupil attainment and will implement the revised funding formula for schools.

Improving pupil attainment

We will continue our work to improve pupil attainment by raising pupil achievement, increasing attendance and reducing exclusions in all our schools. Our specific targets include Denbighshire being in the top 10 performing authorities in Wales for attendance and key stage results by 2010. We will ensure that permanent and fixed-term exclusions from our schools are below the Welsh average by 2010.

Youth Support Services

Our aim is not only to ensure that services meet the needs of our children and young people, but also to increase their participation in the provision of services.

Our new approach to Youth Support Services is driven by the Children and Young Peoples Single Plan. The performance framework, for the single plan, will include a suite of indicators for Youth Support Services. Our new approach operates at a strategic level to co-ordinate services from a variety of voluntary sector groups and public agencies as part of the extending entitlement agenda. This approach will be kick-started in October 2008 with a mapping exercise of existing provision.

Participation and involvement of young people in decision making will be delivered through Local Youth Fora and a Countywide Youth Forum.

We aim: to improve basic skills among children and young people and increase the number of young people gaining accreditation in informal and non-formal learning, to give young people opportunities to improve their social use of the Welsh language and for more youth services to be delivered bi-lingually.

An important route to engagement with young people will be through our improving youth information services including through Youth Den and a special focus on mobile provision in isolated communities in the south of the county.

Children With Disabilities Service

As part of the implementation of our Multi-Agency Children with Disabilities strategy and action plan we are:

- Developing a transition protocol to ensure smooth transition from children's to adult services;
- including mental health services.

- Exploring options for using telecare with Children with Disabilities and their families
- Developing a range of further steps to increase the independence of Children with Disabilities and their families

children services. The timeliness of assessing the needs of young people will be improved so that 95% of initial assessments are completed within 7 working days. We also aim to ensure that 100% of looked after children and children on the child protection register have a social worker.

Family Resource Service

Ultimately we aim to reduce the number of children who need to be looked after by developing and delivering an effective Family Resource Service (FRS). While the FRS develops we will also continue to enhance services to improve the life chances of children via our looked after

We will increase placement choice for all children (including teenagers) and ensure that less than 8% of looked after children have 3 or more placements in any year. We aim to reduce the percentage of looked after children who have to move school to less than 15% during 2008/09.

2008-09 Prioritised National Indicators

Indicator	Description	Outturn 2007-08	Target 2008-09	Target 2009-10	Target 2010-11
Improving Pupil Attainment					
EDU/001	Percentage of pupil attendance in secondary schools	89.9%	91.0%	91.5%^	92.0%
EDU/002bi	The % of all pupils (including those in LA care) in any LA maintained learning setting, who attain the age of 16 during the school year and leave full-time education, training or work based learning without an approved external qualification.	1.6%	2.10%	2.20%	Not Set
EDU/003	The percentage of pupils eligible for assessment at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment.	73.2%	74.2%	75.2%	76.2%
EDU/004	The percentage of pupils eligible for assessment at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment.	57.4%	58.4%	59.4%	60.4%
EDU/007	Percentage of pupil attendance in primary schools	93.6%	93.3%	93.0%	Review in 08/09
Modernising the Provision of Education					
EDU/008a	The number of pupils permanently excluded during the year per 1,000 pupils from Primary Schools	0.14	0.1	0.1	These targets will be set in Sept
EDU/008b	The number of pupils permanently excluded during the year per 1,000 pupils	0.1	1.0	1.0	These targets

Indicator	Description	Outturn 2007-08	Target 2008-09	Target 2009-10	Target 2010-11
	from Secondary School				will be set in Sept
EDU/010a	The percentage of school days lost due to fixed-term exclusions during the year, in primary schools	0.015	0.0	0.0	These targets will be set in Sept
EDU/010b	The percentage of school days lost due to fixed-term exclusions during the year, in secondary schools	0.2118	0.2	0.2	These targets will be set in Sept
EDU/011	The average external qualifications point score for 16 year olds, in learning settings maintained by the local authority.	311.5	332	340	These targets will be set in Sept

Family Resource Service

SCC/001 a	The percentage of first placements of looked after children during the year that began with a care plan in place	90.9			
SCC/001 b	For those children looked after whose second review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date	94.6			

Youth Support Services

To be developed as part of the Children and Young Peoples Single Plan Performance Framework

2008-09 Local Priority Indicators

Indicator	Description	Outturn 2007-08	Target 2008-09	Target 2009-10	Target 2010-11
Improving Pupil Attainment					
	The percentage of pupils eligible for assessment at the end of KS1, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	80.7%	81.7%	82.7%	83.7%
	The percentage KS4 pupils achieving the Core Subject indicator	34.4%	37%	39%	41.3%
	The percentage of KS4 pupils achieving 5A* to C	47.1%	49%	51%	54.1%

Youth Support Services

To be developed as part of the Children and Young Peoples Single Plan Performance Framework

Number of participant in the programme of library events for children and young people	?	13900	14300	?
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Modernising the Provision of Education

Reduction in the use of temporary accommodation by schools	?	-10%	-15%	?
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Family Resource Service

Looked after children have 3 or more placements in any year	?	<8%	?	?
Percentage of looked after children who have to move school to less than 15%	?	<15%	?	?
Percentage of looked after children and children on the child protection register have a social worker	?	100%	?	?
Percentage of initial assessments are completed within 7 working days	?	95%	?	?

Sustainability Actions

Sustainable Development Theme	Description of Action
Using Sound Science Responsibly	Looking at alternative heating sources for schools buildings e.g wood pellets
Promoting Good Governance	<p>Development of School Councils.</p> <p>Development of new procedures for children and young people's complaints.</p> <p>Education for Sustainable Development and Global Citizenship – Quality Circle for Secondary Schools established. It is expected to continue for another year.</p> <p>Funding linked to priorities</p>
Living within Environmental Limits	<p>Eco schools. Sustainable Development Officer working with Secondary schools to look at climate change.</p> <p>Breeam standard buildings.</p>
Ensuring a Strong, Healthy & Just Society	Healthy Schools Project

Equality Actions

Equality Theme	Description of Action
Promoting an equality and diversity vision and an understanding of equality and diversity.	Develop and implement equality framework in line with corporate equality requirements and HSCWB equalities data recording
Recognising the needs of each of the equality strands.	Promote Welsh language awareness through proactive membership of Welsh Champions Group. Develop a new Welsh Language Policy for Education
Mainstreaming equality and diversity throughout the local authorities business.	Modernising Education policies to be impact assessed.
Responding to local needs and circumstances.	Modernising Education programme - extensive consultation to take place throughout autumn term. Use of schools for Community need.
Continuous improvement of equality outcomes for local communities.	Analysing education data to look at outcomes for Looked After Children, children on free school meals, Additional Learning Needs
Engagement with stakeholders throughout the improvement process.	Modernising Education programme. Estyn improvement journey involved stakeholders. Partnership agreement involved headteachers. Governors' workshop held to look at Modernising Education.

Environment and Regeneration



Community Plan Vision

Denbighshire Community Strategy outlines the following objectives within this theme:

- A mature regeneration programme in our most economically deprived areas integrating funding initiatives and partnership arrangements.
- Extensive partnership co-operation between organisations and communities built out of the success of the Objective One Programme.
- Ensure that all our citizens have access to high quality well paid jobs.
- Anchor developments prospering in major sector developments e.g. ICT and initiatives for diversified agricultural sector.
- Achieve progress in the Rhyl Going Forward process, a flagship initiative in tackling the fundamental problems of the town.
- Enhance both cultural tourism through increased promotion of cultural provision and other tourism by emphasising niche markets and quality improvements.
- Ensure all our citizens throughout Denbighshire, particularly those in deprived areas, live in a clean and attractive environment.
- Regenerate and revitalise town centres.
- Achieve an acceptable balance between the built and natural environment to ensure that the natural environment is enhanced and not reduced.
- Accessible play and community facilities.
- A vibrant learning County, with a strong cultural identity which values diversity and respects the individual.

Our Partnership Approach

This year we will establish a Sustainable Development Partnership to bring together a range of Public, Private and Third Sector stakeholders to take forward our Economic Growth Strategy, performance management and development.

This groups supplements the Council's Regenerating Our Communities Programme Board providing fresh perspectives and greater communication, representation and 'buy-in' across all stakeholders.

Key Strategic Plans

Local Development Plan
Economic Growth Strategy

Leadership Team

Lead Member for Regeneration



Cllr David Thomas

Lead Member for Environment and Sustainable Development



Cllr Eryl Williams

Corporate Director of Environment



Iwan Prys Jones

Our Promises Delivered

A great deal of activity has taken place over the last year to improve our environment and strengthen our economy. Our long-term plans are represented in our Local Development Plan, the first draft of which went out for public consultation in June 2008. Our more immediate achievements and initiatives are explained under the priority heading from last years Improvement Plan. The performance indicators mentioned in the text are reproduced in full in the tables below.

Managing Our Waste

Denbighshire continues to perform well in recycling and reusing waste, meeting its targets and rising above last years all Wales average for recycling and re-using waste. Due to the poor summer of 2007, leading to lower than average green waste, our composting target was not achieved.

Chief Executives of 5 North Wales Local Authorities agreed to work on joint procurement of a waste treatment and disposal facility in December 2007. All Authorities have set budgets for procurement costs and an officer group has been formed to take procurement forward, reporting into Strategic Directors/Chief Executives' groups.

The eco-friendly, reusable, jute book bag was launched in April 07 in a partnership venture involving the Children's Information Service and the Library Service as an attractive alternative to the plastic carrier bag.

Green and Clean Public Spaces and Countryside

Our new integrated approach to public spaces has been developed to take into account the different needs of the more densely populated areas in the North of the County and the more rural central and

southern areas. Street cleansing, grounds maintenance and refuse collection have been merged in the centre/south of the County. In the North refuse collection remains separate but street cleansing and grounds maintenance have been merged into three area specific public realm teams. The teams now report to two (North and South) Public Realm Co-ordinators. Key projects have included:

- The second phase of the contract for gum removal and deep cleaning of town centres across the County .
- A new road in Fron Bache Cemetery, Llangollen;
- Work on landscaping the promenade in East Rhyl;
- Creating prime lawned areas in Prestatyn and the planting of over 4000 bulbs in roadside verges throughout the county.
- Extensive improvements/refurbishments have been carried out on the public conveniences at Corwen and in the Children's Village, Rhyl.
- Murals have been painted on graffiti hot spot sites in the Children's Village and on Tynewydd Bridge, Rhyl.
- Replacement of old style litter bins on Prestatyn High Street (11 in number) and in Rhyl (8 in number).
- Ongoing placement of additional litter bins throughout the County.

There has been a lot of hard work and time expended on the Little Tern Colony on the shingle ridge at Gronant Dunes with 160 fledged birds, a record year. The colony was watched by staff and

volunteers for 18 hours a day from 1st May to 20th August and this dedication has made the difference to the colony and bird survival rates.

Despite adverse weather conditions the extra effort put in by DCC staff and volunteers (over 1,000 volunteer hours) resulted in the colony being the most successful in the United Kingdom. Our principal partner, the Countryside Council for Wales, have recognised our achievement by agreeing to fund the project over the next 5 years.

The Clwydian Range Area of Outstanding Natural Beauty (ANOB) Local Geodiversity Action Plan [LGAP] was written, published, widely consulted on and launched.

- **7 new Regionally Important Geological Sites** [RIGS] were documented and notified to landowners & the local authority;
- **4 Earth caches** were developed which encourage people to participate in geology and explore the landscape;
- **10 guided walks** and **6 presentations** to local societies and interested parties took place;
- **'Genius Geology'**, a children's geology club in the summer holidays was oversubscribed.

2007/8 saw the completion of several major erosion projects on the Offa's Dyke National Trail, along with regular maintenance work to keep the path furniture at a National Trail Standard. Erosion control was carried out by the installation of stone steps and pitching on the North side of Foel Fenlli, the re-profiling of a section of the path leading up to Jubilee Tower, Moel Famau and by drainage work at Cynr y Brain to prevent water eroding the path. Six stiles, eleven fingerposts, five way mark posts and four

kissing gates have been installed as part of a rolling maintenance programme along the forty mile length of the path in Denbighshire.

Beautiful wooded areas are a feature of the county, which the Council has sought to protect and extend. We have planted a total of 9 hectares, 5 hectares of new woodland at Glan Morfa, Rhyl (10,000 trees) and a further 3.5 hectares at Coed y Morfa, Prestatyn (7,000 trees). In addition the equivalent of a further half hectare has been planted at various locations in the north area (1070 trees).

Boosting the Local Economy

Our Economic Growth Strategy has been developed during 2007 and arrangements have been made for the Sustainable Development Partnership to steer delivery of the strategy and to report to the Local Strategic Board (LSB).

A matrix of Convergence funding project proposals was approved during 2007 with match funding arrangements being integrated in the Capital Plan.

Improving Roads

In the past year the Highways Maintenance Section has received £2.6 million capital funding which includes a grant of £615,000 from the Welsh Assembly Government. This has allowed us to improve the condition of the network by resurfacing schemes such as Vale 77 Road in Rhyl and Lower Denbigh Road in St. Asaph, with other schemes in Eryrys and Saron about to be carried out. A number of footway improvement works were carried out (mainly in Prestatyn) with drainage works being undertaken at a number of critical locations throughout the county.

Surface dressing was a major focus of these works with large lengths of the A525 and A5104 being treated. Micro

Asphalt took up the remainder of the allocation with the A525 at Brookhouse and the Nant y Garth area being amongst the locations addressed.

Strengthening tourism and promoting Denbighshire

The Area of Outstanding Natural Beauty: Sustainable Tourism Project has been completed, developing the concept of the AONB as a tourism asset and destination. The project has enabled the development of a follow-on project to be funded through the Rural Development Plan. This included the creation of a website for businesses, an exhibition, some promotional materials and an improved photo library to sell the area.

14 workshops designed for tourism businesses to help improve quality and profitability have been held across the County. (co-financed by the European Regional Development Fund, Interreg IIIB Atlantic area). In all, 456 businesses benefited from these workshops

Reducing Deprivation

Work to increase take up of benefit has been taken forward via a pilot project bringing together information and expertise from the Financial Assessment and Pension Service.

Rhyl, which contains 3 of the top 5 most deprived areas in Wales according to the Welsh Index of Multiple Deprivation, was selected as a City Strategy pathfinder in 2007. This is a UK pilot scheme to reduce worklessness. Extensive renovation work is continuing in Edward Henry Street with completion of the project scheduled for June 2008. In addition a Rural Development Partnership has been established to take forward the regeneration of our rural areas.

2007-08 Other Prioritised National Indicators

Indicator	Description	Outturn 2006-07	Wales Average 2006-07	Target 2007-08	Outturn 2007-08	Trend
WMT/001bi	The percentage of municipal waste reused and/or recycled	16.91%	17.91%	17.50%	18.21%	↑
WMT/001bii	The percentage of municipal waste composted or treated biologically in another way.	9.20%	9.75%	12.50%	10.51%	↓
WMT/007	The percentage of municipal waste received at all household waste amenity sites that is reused, recycled or composted	40.32%	50.39%	50.50%	58.83%	↑
STS/005a	Cleanliness Index (Category)	NC	NC	NC	B	-
STS/005b	Cleanliness Index (Percentage)	93.20%	97.10%	93%	92%	↓
THS/001a	Condition of principal (A) roads	24.1	13.35	NLC Replaced by THS/010a	-	
THS/001b	Condition of non-principal/classified roads	24.3	12	NLC Replaced by THS/010b	-	

2007-08 Priority Local Indicators

Indicator	Description	Outturn 2006-07	Target 2007-08	Outturn 2007-08	Trend
Rhyl Going Forward 1	Number hectares developed	New	3.23	3.23	↑
Rhyl Going Forward 2	Number of large sites developed	New	2	2	↑
Rhyl Going Forward 2	Number of jobs accommodated	New	10	8	↑
	Number of (under 25) young people to have taken up the scheme for improving recruitment and retention in Denbighshire Council	49	50	55	↑
	% of modern apprentices who go on to secure permanent employment with the Council				

Sustainability Actions

Sustainable Development Theme	Description of Action
Achieving a Sustainable Economy	See 'Boosting the Local Economy' and Transport Links' above.
Living within Environmental Limits	See 'Managing Our Waste' and Clean, Green Countryside' above

Ensuring a Strong, Healthy & Just Society

See 'Reducing Deprivation' above

Equality Actions

Equality Theme	Description of Action
Responding to local needs and circumstances.	The Rural Development Plan and improved roads and infrastructure help engage isolated communities and improve access to services for everyone regardless of where they live.
Engagement with stakeholders throughout the improvement process.	Rhyl City Strategy, Rhyl PACT and Rhyl Going Forward involve stakeholder extensively in reducing deprivation in Rhyl Environmental Groups local Community Members and the Countryside Council for Wales have been brought together by the Council to improve our natural and inherited environment

The Key to Further Improvement

The Council has prioritised *Regenerating Our Communities* and *Roads and Flood Defences*. Much of the work in this theme contributes to these priorities and will be taken forward under four objectives

- **Increasing Efficiency and Supporting Collaboration and Partnership Working**
- **Achieving Environmental Sustainability**
- **Sustainable Physical Assets and Infrastructure**

- **Promoting Sustainability**
- **Economic**

For each of these objectives we have carried out a risk assessment as part of the Joint Risk Assessment between the Council and external regulators. Below we outline these risks and the actions we will take to meet them, the wider body of work under each of these objectives and the performance indicators that will record our progress against these objectives.

Objectives Risks and Risk Reduction Measures

Risk	Risk Reduction Measures
	- Increasing Efficiency and Supporting Collaboration and Partnership Working
Condition of highways	<ul style="list-style-type: none"> ▪ Surveys carried out annually ▪ Data collected and reported to Head of Service ▪ NAWPI Strategic and Core collected and reported to LGDU ▪ Works programme developed and implemented. Review on-going ▪ Improved capital allocation ▪ Annual WAG investment of £600k ▪ Looking at convergence/Taith funding bids ▪ Transport Grant bid ▪ Analysing sites & identifying areas for schemes to improve ▪ Robust inspection regime in place ▪ Collaboration discussions with Conwy underway

- Achieving Environmental Sustainability

Waste management targets & disposal costs

- Last tranche of green waste collections to be rolled out in Sept 08
- Proceeding with acquisition of St.Asaph for abattoir site for AD plant
- NWWP project preparing for OJEU notice
- CA sites – Cabinet approval to develop in Rhyl

- Sustainable Physical Assets and Infrastructure

Flooding to properties
- alluvial flooding
- coastal flooding

- Set up protocol for land drainage.
- Maintain flooding database
- Co-ordinate gully emptying programme
- Procure grants & instigate flood alleviation/protection schemes
- Develop Shoreline Management Plan with other Estuary stakeholders – feasibility studies under way

Resources for asbestos work

- Completing type II asbestos surveys to all public buildings
- Awareness training
- Asbestos module on IPF made available to all Building Managers
- Carrying out remedial works
- Working to HSE action plan
- Revising asbestos action plan

Monitoring of statutory testing of building services

- Re-tendered servicing packages to tighten up existing procedures
- Investigating system with module for servicing to assist in record keeping & monitoring
- Developing legionella action plan

Size of property portfolio

- Asset challenge process been developed & approved by Cabinet
- Accommodation review

Conditions in some school kitchens

- Client role now inherited by Environmental Services, which has helped risk management
- Capital bid not fully funded.
- Cleaning regimes being reviewed and amended

- Promoting Economic Sustainability

Management of Operator's Licence

- Toolbox talks
- Progressing Tachograph training, awareness, and monitoring
- Trackers in tendering process

Ensuring all relevant business premises checks are carried out

- Provide a balanced approach in terms of education, monitoring and regularisation of premises relating to health & safety.

Progress the Local Development Plan (LDP) in line with the agreed timetable in the Delivery Agreement (as amended)

- Continue with the LDP Working Groups and Lead Member Engagement
- Replace Head of Planning Policy
- Pre-deposit Public Consultation took place in June / July
- Roadshows were well attended

Improvement of private sector housing condition

- Improve housing conditions within the private sector
- In particular seeking to address HMO issues and ensure housing and area renewal grants support and contribute to regeneration initiatives
- To review and implement the policy on grant distribution

Clwyd Leisure financial position

- None identified

Little Theatre, Rhyl lease extension

- None identified

Royal International Pavilion sustainability

- None identified

Rhyl Pavilion Theatre sustainability

- None identified

Ruthin Gaol Archives sustainability

- None identified

Bodelwyddan Castle sustainability

- None identified

Environment Directorate Business Plans, the Sustainable Development Plan and the Economic Growth strategy all contribute to our vision for Regeneration of our Communities, sustaining our environment and improving roads and flood defences.

The following text lists the projects and schemes we intend to carry out to meet these challenges. Tables below show what performance indicators will be used to measure improvement for each of these headings.

Increasing Efficiency and Supporting Collaboration and Partnership Working

The efficiency of our Transport and Infrastructure services will be enhanced through collaboration with Conwy through a joint project board and joint Head of Highways and Transport for the two counties. We are also working with Anglesey, Gwynedd, Conwy and Flintshire to secure long-term agreement on waste treatment facilities.

The Heather and Hillforts Landscape Partnership Scheme brings together 17 partnership organisations from the local authorities, businesses, farming, access, conservation sectors and local community members. The scheme hopes to improve understanding, increase awareness and accessibility, and influence the future management of the special historic and natural heritage of the Clwydian Range and Llantysilio Mountain. The scheme is currently in its 2nd year and all projects will be complete by 2010.

Scala Cinema Prestatyn has been completely reinvented as a major cultural and entertainment destination for North Wales. The project has progressed in partnership with Welsh Assembly Government, Prestatyn Town Council, the Arts Council for Wales, the Foundation for Sport and the Arts and the UK Film

Council. When the new site is opened in November 2008 it will be the first fully digital cinema in Wales.

The benefits of the project include: opportunities for training and learning, particularly in the growth sectors of media and entertainment, excellent facilities for local community groups and businesses, a venue for conferences and exhibitions with knock-on benefits to local businesses, and improvements to the visual appearance of Prestatyn through the redevelopment of a derelict building and the associated reinstatement of the building's historic façade.

Achieving Environmental Sustainability

We are working to reduce carbon emissions and landfilled waste and to increase recycling and composting. We will also be reducing the environmental impact of our transport arrangement through a new unified approach to Schools and Social Services transport and by fulfilling our commitments in the Regional Transport Plan.

The review of the Clwydian Range Area of Outstanding Natural Beauty Management Plan is taking place. The new Management Plan is to be completed by April 2009. Work has progressed on the AONB extension project with 2 consultation events and a report on the special features of the extension area that includes some of Wrexham.

Sustainable Physical Assets and Infrastructure

Flood defences and roads are a council priority and this is being taken forward by a Highway Asset Management Plan and the Strategic Flood Consequence Management Assessment. We will also review our office accommodation arrangements to cut down on

environmental impact and spare capacity. All our buildings are subject to a condition survey and repairs are being prioritised.

The Pre-Deposit draft of the Local Development Plan (currently out to consultation) argues that to meet current and future needs for housing, there needs to be 7,500 new homes built in Denbighshire by 2021. This is about 500 a year, based on past and current trends in population growth and migration. 30 – 50% of all new houses will be affordable to meet local needs. These will be made of sites that already have planning permission (around 1,400 units, underused sites within existing development boundaries around 3,500 units) and additional sites that can accommodate around 2,600 new houses. This housing growth will be matched by the allocation of 50 hectares of employment land across the county.

Promoting Economic Sustainability

Our Economic Growth Strategy is aimed at the regeneration of our communities and recognises a broad range of factors contribute to sustainable economic growth. Improved local services and enhanced quality of life are seen in the Strategy as essential for creating an environment in which economic growth can take place.

There are also areas of more specific cross fertilisation. The Children and Young People theme (above will) play a significant role in upgrading skill levels in the County by better training and educating the new generation of employees and entrepreneurs. Alongside greater co-ordination between Further Education Colleges and Local Authority Sixth-forms, a sectoral approach to skills within work will provide help for small businesses in increasing the skill levels of our current workforce and business base.

Training to fit the workforce for high-technology employment, including extending our expertise in the opto-electrics field, is a priority as is training to enhance the quality of tourism on offer in the county. Improved support for the development of local small and medium businesses in these and other sectors will go hand in hand with the increased skills.

Our aim is to provide a sustainable economic model that is not reliant on large inward investment. Free from the danger of inflexibility that the dominance of a single large employer can create. Crucially this model is appropriate for supporting rural development in addition to the 'A55 corridor' ensuring economic gains are shared across the county.

In order to ensure labour supply to these developing local businesses we will take steps to provide affordable housing and transport infrastructure improvements to encourage young people to stay in the county. At the same time we will develop actions to encourage retirees and those on incapacity benefits to re-enter employment.

Responding to recommendations in the highly positive Wales Audit Office Review of Regeneration in Denbighshire we are extending the scope of our partnership working. Our new Sustainable Development Partnership will take the lead with enhanced partnership structures also being included in existing and ongoing projects. One example is the Rhyl Going Forward Programme Board that will provide wider representation and 'buy-in' to the project as it matures.

The Regeneration of Rhyl continues as a priority. The Rhyl Going Forward Strategy will be extended until 2011 with a new Phase 2 Strategy being produced following consultation with public and private sector stakeholders, including the Rhyl PACT during September 2008.

2008-09 Prioritised National Indicators

Indicator	Description	Outturn 2007-08	Target 2008-09	Target 2009-10	Target 2010-11
Achieving Environmental Sustainability					
WMT/001bi	The percentage of municipal waste reused and/or recycled	18.21%	20%	25%	27%
WMT/001bii	The percentage of municipal waste composted or treated biologically in another way.	10.51%	15%	15%	18%
WMT/002b	The percentage of bio-degradable municipal waste sent to landfill	70.10%	67.5%	57.5%	52.5%
WMT/007	The percentage of municipal waste received at all household waste amenity sites that is reused, recycled or composted	58.83%	54.4%	58.1%	65%
EEF/001a	Percentage change in carbon dioxide emissions in the non domestic public stock	27.6 Increase	2% reduction over previous year	2% reduction over previous year	2% reduction over previous year
STS/005b	Cleanliness Index (Percentage) ¹	92%	93%	93%	93%
Sustainable Physical Assets and Infrastructure					
THS/010a	Condition of principal (A) roads	4.6%	5%	5%	5%
THS/010b	Condition of non-principal/classified roads	12%	12%	11%	10%
CAM/001a	The percentage of the gross internal area of the local authority's buildings in condition categories: i) A - Good ii) B - Satisfactory iii) C - Poor iv) D - Bad	New	Baseline	-	-
CAM/001b	The percentage of the total value of required maintenance for the local authority's buildings assigned to works of priority level: i) 1 - Urgent ii) 2 - Essential iii) 3 - Desirable AMENDED	New	Baseline	-	-
Promoting Economic Sustainability					
PLA/006	The number of new affordable housing units provided during the year as a percentage of all new housing units provided during the year	11.9%	18%	18%	18%

2008-09 Additional Local Indicators

Indicator	Description	Outturn	Target	Target	Target
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¹ Amended

		2007-08	2008-09	2009-10	2010-11
Achieving Environmental Sustainability					
	% of Landfill allowance used (rolling year)	88.6%	90%	93%	96%
	Residual Waste (Kg of waste per household that is not recycled)	244	222	216	210
	% green heating oil in our corporate buildings	20%	30%	25%	30%
	% bio-fuel used by authority vehicles	-	-	-	-
Sustainable Physical Assets and Infrastructure					
	% Stock condition survey completed	50%	95%	100%	100%
Promoting Economic Sustainability					

Sustainability Actions

Sustainable Development Theme	Description of Action
Achieving a Sustainable Economy	See 'Promoting Economic Sustainability ' above
Using Sound Science Responsibly	Environmental Management System. (Detail in Living within Environmental Limits) Carbon Management Programme. (Detail in Living within Environmental Limits)
Living within Environmental Limits	See 'Achieving Environmental Sustainability' above Environmental Management System. The Council is working in partnership with ARENA Network to pilot the implementation the Green Dragon Environmental Management System in County Hall. This has seen the Council make a commitment to continuous environmental improvement, compliance with environmental legislation, pollution prevention and communication of environmental issues. The most important areas of environmental management that the Council is seeking to address focus on energy and water management, waste management, procurement, communication and transport. These are areas where improvement from an environmental performance perspective has been identified. Carbon Management Programme. This programme will structure how Denbighshire will achieve a 60% reduction in carbon dioxide emissions

from the Council estate over the next 10 years. This focus on emissions reductions from the Council estate will ensure that sustainability links closely with asset management in achieving the improvements that will be necessary to sustain emissions reductions for and beyond the duration of the Carbon Management Programme.

Equality Actions

Equality Theme	Description of Action
Mainstreaming equality and diversity throughout the local authorities business.	The Local development Plan has been equality Impact Assessed.



Community Safety

Community Plan Vision

Denbighshire Community Strategy outlines the following objectives within this theme:

- Achieved a significant year-on-year reduction in the level of burglary, vehicle theft and violent crime.
- Ensured that Denbighshire is a safe community in which to live and visit and that the fear of crime is reduced.
- Reduced the misuse of legal drugs (alcohol and tobacco), illegal drugs and volatile substances.
- Reduced the involvement of young people in criminal and anti-social behaviour.
- Reduced number of fires attributable to arson or deliberate ignition.

Community Safety Partnership Action Plan 2008-09

- **Priority Action 1** Reduce the most serious violence, including tackling serious sexual offences and domestic violence
- **Priority action 2** Continue to make progress on serious acquisitive crime through a focus on the issues of greatest priority in each locality and the most harmful offenders – particularly drug misusing offenders
- **Priority action 3** Tackle the crime, disorder and antisocial behaviour issues of greatest importance in each locality, increasing public confidence in the local agencies involved in dealing with these issues
- **Priority action 4** Reduce re-offending through the improved management of offenders
- **Priority Action 5** Substance Misuse
- **Priority Action 6** Raise awareness of terrorism

Our Partnership Approach

Denbighshire Community Safety Partnership delivers the Community Safety agenda, including its own partnership action plan, derived from a joint risk assessment and extensive public consultation.

The Council sit alongside partners from other Public Agencies, Private and Voluntary Sector Organisations and takes a leading role in co-ordinating the work of the Partnership.

The Council is also the leading force in the delivery of enforcement, prevention, and designing-out-crime aspects of the agenda and in compiling and consulting on the Annual Strategic Assessment. The Community Safety Team within the Council's Environment Directorate carries out this work.

Key Risks and Risk Reduction Measures

No significant Risks were identified in the Joint Risk Assessment that related directly to this area.

Key Strategic Plan

Community Safety Strategy

Leadership Team

Lead Member for Communities



Cllr Sharon Frobisher

Corporate Director of Environment



Iwan Prys Jones

Our Promises Delivered

Denbighshire Community Safety Partnership has seen unprecedented success in reducing the amount of crime over recent years. Denbighshire's target over the past 3 years has been to reduce ten specific crimes by 20% compared to the period April 2003 to March 2004. Denbighshire has achieved a massive reduction of 41%. In real terms this equates to nearly 2,700 fewer victims of crime in Denbighshire.

Some of the more direct interventions of the Council have included issuing fixed penalty notices and in strengthening its frontline inspection regime. 49 Fixed penalty notices were issued between February 2007 and February 2008. The Council has also managed to clamp down on unsafe and criminal practices in food hygiene, trading standards and health and safety meeting inspection targets in all these fields. The work has impacted on businesses and landlords across the county ensuring safe working and living environments, safe food and value for money for the communities of Denbighshire. An exception against this backdrop of excellent and improving

performance is off target performance in relation to animal health inspection and enforcement. Resources from this inspection programme were diverted to address national concerns about the potentially very serious Foot and Mouth disease incidents during 2007.

A significant factor in such an improved performance is the increased partnership working, and that many elements of the authority's enforcement and regulatory services have altered their work programmes to take account of Community Safety, and that more activity is intelligence led.

214 clean up sessions took place where offenders improved the environment for local residents under the supervision of the probation service and STARS wardens. We have re-organised our neighbourhood watch programme with extensive community participation. A programme of performances of CRASH, a piece of theatre tackling problems of homelessness, alcohol and drug misuse, has taken place raising awareness of the issues. In addition 7 secondary and 10

primary schools have taken part in the CHOOSE LIFE project.

This performance reinforces the fact that Denbighshire is one of the safest places

in the UK to live, work and visit, but we know that the residents of Denbighshire still have a high fear of crime, and addressing that issue will feature in our priorities for next year.

2007-08 Prioritised National Indicators

Description	Baseline 2003-04	%Reduction Target	% Reduction	Trend
Comparator Crime Indicators				
Criminal Damage	2721	20%	Down 36%	↑
Wounding	1241	15%	Down 43%	↑
Theft from a Vehicle	812	15%	Down 68%	↑
Domestic Burglary	476	40%	Down 63%	↑
Common Assault	468	15%	Up 19%	↓
Theft or Unauthorised Taking of a Vehicle	360	25%	Down 47%	↑
Theft or Unauthorised Taking of a Cycle	174	30%	Down 21%	↑
Vehicle Interference	156	23%	Down 65%	↑
Theft from Person	135	15%	Down 63%	↑
Robbery of Personal Property	55	9%	Down 49%	↑
Total Comparator Crime	6598	20%	Down 41%	↑

Indicator	Description	Outturn 2006-07	Wales Average 2006-07	Target 2007-08	Outturn 2007-08	Trend
PPN/001bi	The percentage of these high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected/subject to alternative enforcement activity for Trading Standards	100%	96.62%	100%	100%	↑
PPN/001bii	The percentage of these high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected/subject to alternative enforcement activity for Food Hygiene	78%	90.8%	70%	92%	↑
PPN/001biii	The percentage of these high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected/subject to alternative enforcement activity for Animal Health	78%	93.23%	90%	47%	↓
PPN/001biv	The percentage of these high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected/subject to alternative enforcement activity for Health and Safety	90%	92.4	100%	100%	↑

2007-08 Priority Local Indicators

Indicator	Description	Outturn 2006-07	Target 2007-08	Outturn 2007-08	Trend
Local	Levels of violent crime	+18%	-5%		
Local	Levels of alcohol related violent crime linked to licensed premise	523	497		
Local	Levels of criminal damage	New	-5%		
Local	Test purchases at and on licensed premises (failure rate)	40%	35%		
Local	% increase in number of positive actions taken by the council	239	+10%		
Local	Number of young people taking pass plus driver training for new drivers	116	+5%		

Sustainability Actions

Sustainable Development Theme	Description of Action
Ensuring a Strong, Healthy & Just Society	All our Community Safety actions listed above are aimed at reducing crime, the fear of crime and tackling unhealthy and anti-social behaviour to build and strong and just society.

Equality Actions

Equality Theme	Description of Action
Promoting an equality and diversity vision and an understanding of equality and diversity.	Community Safety Team members to receive (if not already) training on diversity (Race, Gender, Disability).
Responding to local needs and circumstances.	Neighbourhood Watch reorganisation.
Engagement with stakeholders throughout the improvement process.	Broad representation on Community Safety Partnership

The Key to Further Improvement

The Community Safety Section will focus on reducing the fear of crime and increasing reassurance within the county and its residents. Over the next 3 years (2008-2011), the British Crime Survey will be asking 'Are the Local Authority and police service working effectively and in partnership to tackle crime and disorder, anti social behaviour and other behaviour adversely affecting the environment'. This sentence sums up quite succinctly the role of the Community Safety Section over the next year and for the future.

The following text lists the projects and schemes we intend to carry out to meet these challenges. Tables below show what performance indicators will be used to measure improvement for each of these headings.

Visible Crimes, Inspection and Enforcement

A key priority of the Environment Directorate is the use of enforcement powers to protect the natural and built environment. These powers tackle some of the most visible crimes and community safety risks contributing to reduced fear of crime and increased trust and satisfaction with neighbourhoods, workplaces, facilities and services.

Over the next year, attention will be directed at increasing the number of prosecutions (including fixed penalties) for environmental crime (Litter, Dog fouling, Graffiti). This type of crime is highly visible and has an immediate impact on people's perception of a neighbourhood or locality. Health and safety, trading standards and some types of anti-social behaviour will also be dealt with under this enforcement heading. Addressing these crimes in a high profile way will bring visible improvements

to residents and deter casual offenders. These gains will be brought about by increased inspections and an increase in the number of authorised officers who are able to issue fixed penalty notices.

More Effective Reporting

In the context of partnership working effective reporting is essential to ensure that the appropriate agency responds to public concerns as they arise. The Local Authority is developing greater awareness of its role in tackling anti-social behaviour (this includes a number of functions of the authority as landlord). More effective reporting will ensure an increase in the number of reports of anti-social behaviour reported to the authority, while reducing the number of reports of anti-social behaviour reported to North Wales Police

In addition, the efforts to combat domestic violence are focusing on raising confidence amongst victims including actions to ensure instances of domestic violence are reported

whilst reducing the number of repeat domestic violence crimes.

Visible Prevention and Awareness

The Safe Communities Section will deliver improvements in its preventative work among young people through:

- Increasing visits by young people to Danger Point.
- Choose Life (and or Mock trials) in Schools.

We will also deliver on awareness raising activities in our work force and in the wider community through:

- Increasing the number of persons receiving Substance Misuse Training
- Increasing the number of Safer Homes Surveys.
- The enforcement actions above will act as a deterrent, also contributing to Visible Prevention.

2008-09 Prioritised National Indicators

Indicator	Description	Outturn 2007-08	Target 2008-09	Target 2009-10	Target 2010-11
Visible Crimes and Enforcement					
PPN/001 bii	The percentage of these high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected/subject to alternative enforcement activity, for Food Hygiene	92%	90%	95%	100%
PPN/001 biii	The percentage of these high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected/subject to alternative enforcement activity, for Animal Health	47%	70%	80%	80%

2008-09 Local Indicators

Indicator	Description	Outturn 2007-08	Target 2008-09	Target 2009-10	Target 2010-11
Visible Crimes and Enforcement					

L/CS001	Increase number of prosecutions (including fixed penalties) for Environmental Crime (Litter, Dog fouling, Graffiti). Number of Notices issued	NR	20% Increase	To be determined by Annual Assessment
L/CS002	Increase the number of authorised officers who are able to issue fixed penalty notices	NR	20% Increase	
More Effective Reporting				
L/CS003	Increase the number of reports of anti social behaviour reported to the authority	NR	20% Increase	To be determined by Annual Assessment
L/CS004	Reduce Number of Reports of anti social behaviour reported to North Wales Police	NR	5% Reduction	
L/CS005	Number of Repeat Domestic Violence Crimes	NR	5% Reduction	
L/CS006	Increase the number of reported instances of Domestic violence	NR	5% Reduction	
L/CS007	Crimes at licensed premises	NR	5% Reduction	
L/CS008	Reduce Number of Young Victims	NR	5% Reduction	
Visible Prevention and Awareness				
L/CS009	Visits by young people to Danger point	NR	1000	To be determined by Annual Assessment
L/CS010	Choose Life (and or Mock trials) in Secondary Schools	NR	100%	
L/CS011	Increase Number of Persons receiving substance Misuse Training	NR	5% Increase	

Sustainability Actions

Sustainable Development Theme	Description of Action
Ensuring a Strong, Healthy & Just Society	All our Community Safety actions listed above are aimed at reducing crime, the fear of crime and tackling unhealthy and anti-social behaviour to build and strong and just society.

Equality Actions

Equality Theme	Description of Action
Promoting an equality and diversity vision and an understanding of equality and diversity.	Community Safety Team members to receive (if not already) training on diversity (Race, Gender, Disability) during the course of 2008-09

Equality Theme	Description of Action
Recognising the needs of each of the equality strands.	<p data-bbox="639 248 1177 282">Actions to Reduce Domestic Violence</p> <p data-bbox="639 286 1362 353">Actions to Reduce the number of Young Victims of Crime</p>
Continuous improvement of equality outcomes for local communities.	<p data-bbox="639 376 1353 450">Enhancing our response to domestic violence and further developing services for victims</p>



Dynamic Council

Denbighshire's Aims and Core Values

To support the Council in its work, there are four aims which shape the corporate and service planning of the Council.

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

Denbighshire County Councillors and staff are guided in their work by the four values of:

- Unity
- Pride
- Respect
- Integrity

Our Partnership Approach

In each of the thematic blocks above, the Council's approach of working in partnership with outside agencies and other local authorities has been described. Internally this spirit of partnership for effective service delivery and mutual benefit abounds.

Elected members and staff work together at all levels to deliver for Denbighshire, driven on by our motto:

*Unwn I Wneud Da!
We Unite to do Good!*

Leadership Team

Lead Member for Personnel and Business Management



Cllr Rhiannon Hughes

Lead Member for Modernisation and Improvement



Cllr Paul Marfleet

Corporate Director for Resources



Alan Evans

Our Promises Delivered

The Resources Directorate contains most of the corporate functions of the organisation and therefore plays a vital role in ensuring that the organisation is fit for purpose. Many of the services provided by the Resources Directorate are internally focussed with the aim of supporting the organisation to improve the way in which services are planned and delivered to the public.

Customer Care

In August 2007, a Customer Care service was created. This brought together the Customer Service Centre, management of the corporate and youth websites, complaints and cash offices into one service.

Denbighshire's first Customer Care Strategy provides direction for the service. The strategy is available at www.denbighshire.gov.uk

A key development is a single consistent system for managing our interaction with the public and other customers. All one stop shops now have access to the Customer Relationship Management system.

The Council's new website was launched in October 2007. The website achieved transactional status in a recent review by Society of Information Technology Management Denbighshire is one of only four Welsh Authorities to have achieved this.

Direct public involvement in the budget process has been championed in the past year. A budget consultation roadshow was held during October and visited towns and villages across the County. Over 200 people filled out the questionnaire which was also made available on the website.

Efficiency

The Council has recognised major challenges in meeting performance indicator targets for efficiency and has spent the last year revising and developing its systems. To govern the efficiency work of the Council we have developed a single Efficiency Strategy. The Strategy has been monitored monthly by the Change Management Board and quarterly by Cabinet. In addition a Capital Strategy Group now appraises all capital projects to ensure quality and consistency of approach.

A new project management team has been constructed to provide project support and co-ordination and to run an authority wide programme of project management training courses.

Collaboration and Partnership working

The Council continues to play its leadership and facilitation role throughout partnership structures in the County. Strengthening the capacity of partnerships and ensuring council services are fit for the future extension of collaborative and partnership work has been a priority. A training session on strategic risk assessment took place with the Local Service Board facilitated by the Welsh Local Government Association. This session aimed to support Board Members in the priority setting process in the run up to the new Community Strategy drafting process.

Within the Council guidance for working in collaboration and partnership has been produced.

Organisational Development

A Corporate workforce plan was produced in March 2008.

The Strategic Policy Unit has led the production of several high level plans for the whole authority over the last year. These include the Integrated Equalities Plan; the Sustainable Development Action Plan, the Improvement Plan and the Efficiency Strategy.

A performance improvement handbook was produced to help in the production of Directorate and Service plans and will be reviewed when the pan-Wales performance management software 'Ffynnon' is up and running.

Internal audit have focused on further development of risk management processes, achieving the CIPFA audit standards and agreeing a partnership

arrangement with the Countryside Council for Wales.

Equalities

The Equalities Plan was agreed by full Council in June 2007. Employee information checks were carried out in August and September which make up the baseline information for our employee equality monitoring.

The Impact Assessment Tool for high level strategies has been developed to assess equality and sustainability impacts. Strategies are assessed at the quarterly IMPACT network meeting and strategies assessed include the Health, Social Care and Wellbeing Strategy, the Housing Strategy, the Equalities Plan, Supporting People Strategy and the Local Development Plan.

Key Awards

- Corporate Health Standard Silver Award.
- Investors in People (IIP) Status.
- Our website was awarded transactional status in the annual Society of IT Managers (SOCITM) assessment.*
- Level two Green Dragon award for Environmental Sustainability

2007-08 Other Prioritised National Indicators

Indicator	Description	Outturn 2006-07	Wales Average 2006-07	Target 2007/08	Outturn 2007-08	Trend
CHR/C/002	The number of working days/shifts per full time equivalent local authority employee lost due to sickness absence	10 days	11.32	9 days	11.56 days	↓

2007-08 Priority Local Indicators

Indicator	Description	Outturn 2006-07	Target 2007/08	Outturn 2007-08	Trend
L/SPU/003ai	Council efficiency savings Resulting from Procurement	NC	£451K	£150K	↔
L/CHR/00?	% of staff receiving an annual performance appraisal (Corporate)	45.67%	100%	49.24%	↑

Sustainability Actions

Sustainable Development Theme	Description of Action
Achieving a Sustainable Economy/ Using Sound Science Responsibly	<p>Sustainable Procurement</p> <p>The Corporate Procurement Strategy has incorporated the key elements of sustainable procurement. The strategy is expected to be signed off in May 2008 once the formal consultation phase is complete. A number of e-tendering projects have been piloted through the system. There have been positive results in the form of reduced paper use and postage in the tendering process. These also have associated direct and indirect environmental and financial benefits through contributing to reduced resource use and transportation needs.</p>

Equality Actions

Equality Theme	Description of Action
Promoting an equality and diversity vision and an understanding of equality and diversity.	The Equalities Strategy and Action Plan
Recognising the needs of each of the equality strands.	The Equalities Strategy and Action Plan
Improving the quality of services through the application of equality and diversity principles.	The Equalities Strategy and Action Plan
Mainstreaming equality and diversity throughout the local authorities business.	The Equalities Strategy and Action Plan
Continuous improvement of equality outcomes for local communities.	The Equalities Strategy and Action Plan
Responding to local needs and circumstances.	The Equalities Strategy and Action Plan
Engagement with stakeholders throughout the improvement process.	The Equalities Strategy and Action Plan

The Key to Further Improvement

The Council's review of Support Services will mean major changes for staff and services. This is why we have planned our reforms to customer facing services to be up and running prior to the review to ensure excellent

interaction with the public and eliminating any potential negative impact from our backroom changes.

- **Focusing on Our Customers**

- **Making the most efficient use of our resources**
- **Supporting Collaboration and Partnership working**
- **Developing our staff and improving the way the organisation works**
- **Ensuring everyone is able to access and benefit from our services**
- **Providing Sustainable Services and Minimising Environmental Impact**

For each of these objectives we have carried out a risk assessment as part of the Joint Risk Assessment between the Council and external regulators. Below we outline these risks and the actions we will take to meet them, the wider body of work under each of these objectives and the performance indicators that will record our progress against these objectives.

Objectives Risks and Risk Reduction Measures

Risk	Risk Reduction Measures
Focusing on Our Customers	
Continuation of key services in the event of a systems failure, incident or other emergency.	<ul style="list-style-type: none"> ▪ All services requested to complete business impact analysis by 31/03/08. Nearly all received. ▪ HIAS to pursue outstanding BCPs and set up risk management/BCP group to analyse and prioritise services.
Making the most efficient use of our resources	
Integration of the Council's strategic planning processes, including service & financial planning and achievement of outcomes from partnership working.	<ul style="list-style-type: none"> ▪ Monthly meetings with the Corporate Strategic Planning Group ▪ Regular meetings of the IMPACT Network and assessment of key strategies ▪ Developing processes for ensuring greater integration between business and financial planning ▪ New version of Ffynnon out in Sept - project plan produced
Supporting Collaboration and Partnership working	
Reputation risk e.g. <ul style="list-style-type: none"> - external regulators reports - WAG - AMs/MPs - public and businesses - HSE - potential partners 	<ul style="list-style-type: none"> ▪ Corporate Governance assessment project ▪ Apply such methodology in other areas ▪ Proactive communication/ relationship building strategy ▪ Explore using senior official on Local Service Board/ministers on Spatial Plan to improve relationship with WAG ▪ Proactive relationship with external regulators
Organisational risk <ul style="list-style-type: none"> - collaboration - reorganisation 	<ul style="list-style-type: none"> ▪ Active participants in Regional Partnership Board and other vehicles for collaboration ▪ Initiated discussions with Conwy CBC ▪ Participation in existing projects e.g. Paris, Penalty Processing Partnership, Adult Mental Health ▪ Need to link collaboration with priority areas ▪ Partnership protocol
Developing our staff and improving the way the organisation works	

Recruitment & retention of qualified & experienced staff	<ul style="list-style-type: none"> ▪ Succession planning for key posts ▪ Career development ▪ Training & development ▪ New ways of working e.g. .work-life balance ▪ Skills transfers ▪ Corporate person specifications ▪ Workforce development planning ▪ Recruitment strategy to be developed ▪ Potential for collaboration
Maintenance of buildings & facilities	<ul style="list-style-type: none"> ▪ Condition surveys in progress ▪ Regular reporting ▪ Carrying out required maintenance for all buildings assigned to works of priority level 2 subject to funding ▪ New capital scheme prioritisation process focuses on need to spend on urgent & priority areas. ▪ School asset management plans
Single Status implementation	<ul style="list-style-type: none"> ▪ Pay model & package developed & agreed by Council ▪ Letters to staff ▪ Await outcome of TU ballot
Management of sickness absence	<ul style="list-style-type: none"> ▪ Standard absence reports produced monthly ▪ Substantial progress made with the accuracy and type of information provided to managers ▪ Sickness Absence Framework ▪ Initial stress audit completed ▪ Monitoring application of Sickness Absence Policy ▪ Social Services specific project on reducing sickness absence
Improving leadership & culture to deliver quality services	<ul style="list-style-type: none"> ▪ Developing succession planning ▪ Performance appraisal provides opportunity to staff to discuss career aspirations ▪ Development of workforce plans for each department ▪ Leadership & management development programme linked to behaviours and competencies ▪ Achieved IIP status in Leadership & Management
HR system implementation	<ul style="list-style-type: none"> ▪ Monthly checks from HR to payroll ▪ Weekly double checking on data integrity. ▪ New version implemented ▪ Several standard reports available to personnel and managers ▪ Project Manager recruited to commence mid-Sept 08
Compliance with Health & safety legislation	<ul style="list-style-type: none"> ▪ Improve H&S processes ▪ Training & education ▪ Develop procedures ▪ Corporate Health Strategy – Silver award ▪ Driver checks & training ▪ Schools instructed to use only approved contractors ▪ Completion of HSE initiatives

Ensuring everyone is able to access and benefit from our services

See Equalities section on page?

Providing Sustainable Services and Minimising Environmental Impact

Mobile technology, flexible working, home working	<ul style="list-style-type: none"> ▪ Outline business case produced for “Worksmart” project and approved ▪ “Worksmart” project resourced – two staff appointed and capital budget allocated ▪ Project team operational
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Improving information management, including implementation of EDRM

- Review information management within DCC
- Develop a staff training programme for information management issues with a designated training budget
- Develop an escalation policy for information request
- Review data sharing practices
- Conduct an information audit to identify vital records
- Capital funding application for mobile racking
- Review staffing levels within records management
- Appoint an electronic records manager to be responsible for managing the EDRM system
- Consider centralising the information governance function, and recognise it as a core business function

Focusing on Our Customers

The development of a single Customer Care Service has been a major step forward for the County and its service users. The service is developing a corporate approach to our interaction with the public. This will be directed by: Customer Care Strategy, Complaints Policy Review; Consultation Strategy; and Communication Strategy, each of which will be applicable across all services. In addition, new complaints procedures will be implemented building on existing separate systems.

Making the most efficient use of our resources

In 2007/08 we made efficiency gains to the value of £1.101 million. The Council's Efficiency Strategy outlines a further £1.2million of efficiency saving over the next year. Some major contributions are listed under the How We Pay for It section below. A new procurement strategy is being developed to ensure a consistent high standard and rigorous procedures ensure value for money across council services. Extended e-sourcing electronic procurement systems and online transactions through the PROACTIS system will not only make the system easier to use but will contribute to the sustainability agenda through reducing paperwork. However, efficiency is not just about saving money. The innovations described throughout this plan are all geared towards achieving quality

outcomes from increasingly limited resources.

Supporting Collaboration and Partnership working

The Council, as the conduit for democratic expression, takes a leadership role in all statutory partnerships, which bring together service providers throughout the county. This year Denbighshire will be renewing its Community Strategy. This will provide an opportunity for the public, community and voluntary groups, public sector agencies and private sector bodies to help shape the future direction of the county over the next ten years. The Community Strategy will build extensively on the strategic partnerships already in place and their key statutory documents. Healthy Denbighshire, The Children and Young People's Partnership, Regeneration Strategy Partnership and Community Safety Partnership will all contribute with work co-ordinated by the Council's Strategic Policy Unit.

In addition to this vast project, the regular interaction between the Partnerships will be maintained through the Corporate Strategic Planning Group, which brings together the Lead Officers from each of the partnerships.

Developing our staff and improving the way the organisation works

The review of Support Services that will be taking place during 2008-09 is expected to recommend significant structural changes. In addition the Council will be ensuring that Service and Directorate Business plans include staff training programmes and that all staff receive a performance appraisal. The new TRENT information management system will be a major step forward. This will hold staff information enhancing the human resources function benefiting staff and managers. We are aiming to build on our Investor in People status by developing services that enable us to attain additional awards in Leadership and Management and Recruitment.

Ensuring everyone is able to access and benefit from our services

We will publish an annual report and six monthly progress reports on the actions identified in the Equalities Plan. The key to our approach is gathering knowledge, responding to gaps in provision and building on best practice and the advice of local communities. Accordingly we will annually record and monitor the age, gender, ethnicity, nationality, sexuality, disability, religion and caring responsibilities of our staff using the Corporate Equality and Diversity monitoring form. This will ensure we have a good knowledge base to respond to equality issues in our own workforce. We will also record and monitor (twice a year) how many staff complete the mandatory Equalities e-learning modules package on disability, race and gender, to assess the readiness of our staff to rise to equality and access challenges as they arise.

Where problems do occur we will monitor and record complaints and ensure services record them by equality strands where relevant. Twice a year the Customer Contact Centre and key front line services will conduct a monitoring exercise using the Corporate monitoring

form and Web based SNAP survey to ascertain who accesses the Council's services in relation to age, race, disability, gender, sexual orientation, religion and belief, caring responsibilities. Alongside this we will interview Heads of Service twice a year to find out what actions are currently taking place and what good practice can be shared between departments. All new policies and procedures will be Equality Impact Assessed

These processes will ensure that any systematic or institutionalised equalities problems are overcome, leading to best practice in future.

Two way communication is key to equality and access and we are committed to continually to improve the Equality and Diversity webpage on Denbighshire County Council's website to provide information and advice on all equality issues.

This sits alongside the development of further work with local partners and relevant organisations in order to meet our specific duties in relation to the Race, Disability and Gender Equality Schemes.

We will continue to annually achieve the "two ticks" disability award for recruiting disabled staff and are currently working towards the Recruitment and Selection Investors in People award.

Welsh Language Actions

- We will undertake a 'mystery shopper' exercise in relation to the delivery of our services through the Welsh Language.
- We will deliver an action plan following the Welsh Language Board risk assessment and our own self-assessments.
- We will introduce a new complaints procedure which will also identify complaints in respect of services delivered through the Welsh Language.
- We will continue to mainstream the Welsh Language in all of our functions.
- We will continue to produce Annual Reports to the Welsh Language Board with Action Plans.

Providing Sustainable Services and Minimising Environmental Impact

The Council has an ambitious vision for sustainable development and environmental stability with actions highlighted in the Sustainability Score Card in each thematic section of this plan. In addition a number of Corporate Actions will enable us to further this vision.

Our Review of the Sustainable Development Action Plan will ensure continuous progression of the sustainable development agenda. Projects already identified include:

- A recycling scheme at County Hall (Ruthin) and Caledfryn (Denbigh) so that paper and plastic can be recycled
- Development of an Electronic Document Records Management System
- Promoting links to a car sharing database application as a resource to enable staff the opportunity to reduce the environmental impact of their travelling

The Council has been recognised for its progress in these areas being awarded 2 of the Green Dragon Environmental Standard.

2008-09 Prioritised National Indicators

Indicator	Description	Outturn 2007-08	Target 2008-09	Target 2009-10	Target 2010-11
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Dynamic Council

Focussing on Our Customers

BNF/004	Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims and change events.	New	15 days	15 days	15 days
BNF/005	The number of changes of circumstances which affect customers' entitlement to Housing Benefit (HB) or Council Tax Benefit (CTB) within the year.	New	845 per 1,000 caseload	845 per 1,000 caseload	845 per 1,000 caseload

Making the Most Efficient Use of Our Resources

CFH/007	The percentage of Council Tax due for the financial year which was received by the authority	98.2%	97.5%	97.5%	97.5%
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Developing Our Staff and Improving the Way the Organisation Works

CHR/002	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	11.59	11	10.5	10
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2008-09 Local Priority Indicators

Indicator	Description	Outturn 2007-08	Target 2008-09	Target 2009-10	Target 2010-11
Focusing on Our Customers					
L/CCC/001	% of calls answered within 30 seconds	81.6%	82%	82%	82%
L/CCC/002	Web – Percentage increase in web visitors per year	New	15%	10%	
Making the Most Efficient Use of Our Resources					
L/SPU/003a	Council efficiency savings	£1.101 million	£1.2 million	To be set	-
L/SPU/003ai	Council efficiency savings Resulting from Procurement	£150,000	To be set	To be set	-
L/CHR/00?	% of staff receiving an annual performance appraisal (Corporate)	49.24%	100%	100%	100%
Developing Our Staff and Improving the Way the Organisation Works					
L/CHR/00?	% of departmental business plans which include a training plan.	75%	100%	100%	100%
Ensuring Everyone is Able to Access and Benefit From Our Services					
L/CHR/00?	% of staff who have completed 7 equalities e-learning modules (excluding teachers)	2.59%			
Providing Sustainable Services and Minimising Environmental Impact					
L/CAM/00?	Carbon Reduction Commitment % Reduction	New	5%	10%	15%

Sustainability Actions

Sustainable Development Theme	Description of Action
Using Sound Science Responsibly	Green Dragon Project Electronic Document Records management System
Promoting Good Governance	Sustainable Development Plan
Living within Environmental Limits	Green Dragon Project Town Hall Recycling Project

Equality Actions

Equality Theme	Description of Action
Promoting an equality and diversity vision and an understanding of equality and diversity.	Improve the Equality and Diversity webpage on Denbighshire County Council's website to provide information and advice on all Equality issues.

Equality Theme	Description of Action
Recognising the needs of each of the equality strands.	We will monitor and record complaints and ensure services record them by Equality strands where relevant.
Improving the quality of services through the application of equality and diversity principles.	<p>We will record and monitor twice a year how many staff complete the mandatory Equalities e-learning modules package on disability, race and gender.</p> <p>Annually record and monitor the age, gender, ethnicity, nationality, sexuality, disability, religion and caring responsibilities of our staff using the Corporate Equality and Diversity monitoring form.</p>
Mainstreaming equality and diversity throughout the local authorities business.	<p>All new Policies and procedures will be Equality Impact Assessed</p> <p>Twice a year the Customer Contact Centre and key front line services will conduct a monitoring exercise using the Corporate monitoring form and Web based SNAP survey to ascertain who accesses the Council's services in relation to age, race, disability, gender, sexual orientation, religion and belief, caring responsibilities.</p> <p>Interview Heads of Service twice a year to find out what actions are currently taking place and what good practice can be shared between departments.</p>
Continuous improvement of equality outcomes for local communities.	<p>We will publish a six monthly progress report on the actions identified in the Equalities Plan.</p> <p>We will publish an Annual Report on the Equality Plan and actions.</p> <p>We will continue to annually achieve the "two ticks" disability award for recruiting disabled staff and are currently working towards the Recruitment and Selection Investors in People award.</p>
Responding to local needs and circumstances.	Work with and involve local partners and relevant organisations in order to meet our specific duties in relation to the Race, Disability and Gender Equality Schemes.
Engagement with stakeholders throughout the improvement process.	Work with and involve local partners and relevant organisations in order to meet our specific duties in relation to the Race, Disability and Gender Equality Schemes.



How We Pay For It

Leadership Team

Lead Member for Finance



Cllr Julian Thompson-Hill

Corporate Director for Resources



Alan Evans

Key Risks and Risk Reduction Measures

Risk	Risk Reduction Measures
Level of funding/resources	<ul style="list-style-type: none"> ▪ Priorities for Council ▪ Financial strategy being developed to underpin priorities ▪ Programme boards to drive change and priorities ▪ Efficiency strategy
Increasing energy & utility costs	<ul style="list-style-type: none"> ▪ Carbon Management Strategy received in draft format ▪ Energy efficiency projects due to commence Oct 08 ▪ Energy efficiency advice distributed electronically to all staff at regular intervals ▪ Programme of training for caretakers ▪ Report being prepared to Env't Scrutiny putting forward a proposal that would allow Fleet to introduce bio-diesel at varying 'strengths' up to 30% ▪ Social Services promotion of cycling & walking ▪ Promotion of shared transport ▪ Promotion of hot-desking & home working
Efficient & effective use of resources	<ul style="list-style-type: none"> ▪ Collaboration across North Wales authorities being developed ▪ Regular review and reporting of budgets to Cabinet ▪ Central Finance more involved ▪ Restructured Finance ▪ Collaboration on procurement contracts

In September 2007, the three directorate finance teams were merged with the central finance team to provide one financial management support team for the whole Council. This was achieved 2 months ahead of target with no disruption to the service provided to departments. Since then, some work has been moved to other departments to allow more focus on the core function of financial management

Financial Performance

The Revenue Budget (2007/08)

The County Council has set a gross revenue budget for 2008/09 of £254.3m. This compares to the 2007/08 budget of £245.4m. The Council aims to generate £89.3m in fees, charges, housing rents, specific grants and other income, leaving a net revenue budget of £165m to be met

from the Welsh Assembly Government and Council Tax payers. This compares with the 2007/08 targets of £85.8m with £159.6m to be met from the Welsh Assembly Government and Council Tax payers.

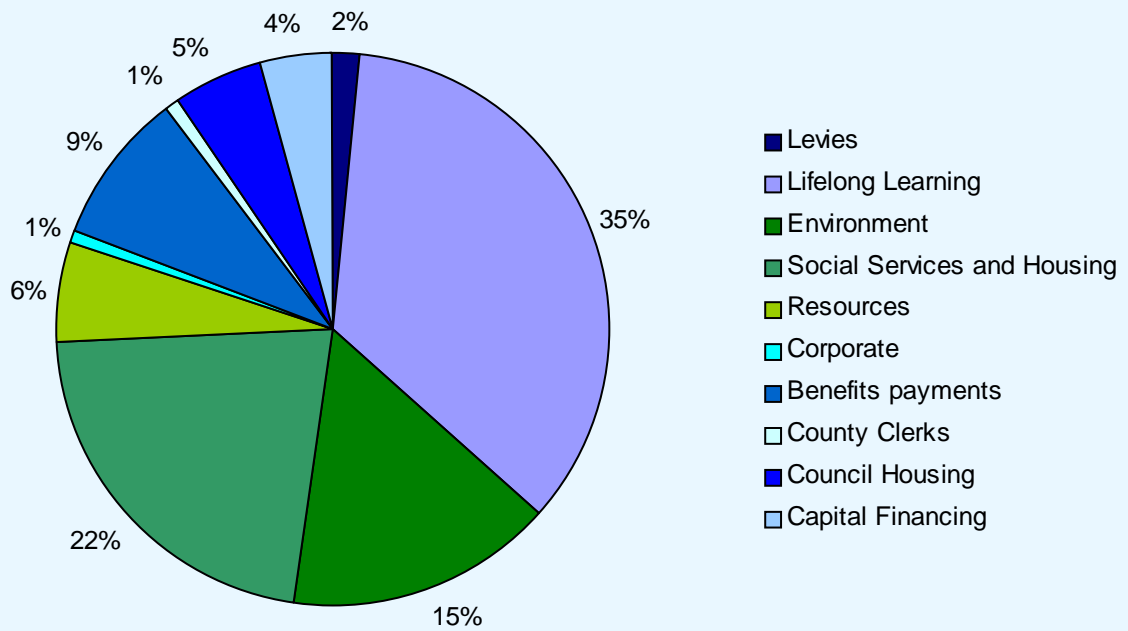
The Council spends its budget on a large number of services within each of the four Directorates:

- Lifelong Learning
- Environment
- Social Services & Housing
- Resources

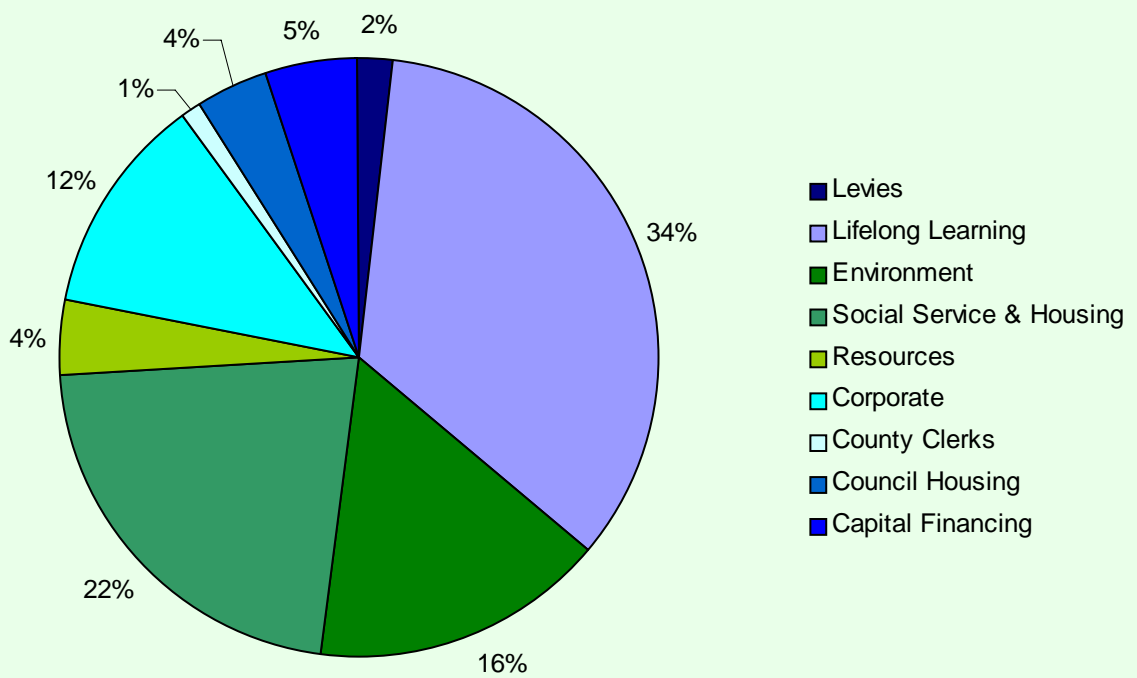
There is also a central budget for County Clerk's, Corporate, Benefits (Council Tax and Housing), Levies and Capital Financing.

The Council also owns and manages around 3,500 dwellings. The budget for this is not included in the Social Services and Housing Directorate's budget and is shown separately in the budget

Gross Revenue Budget 2008/09

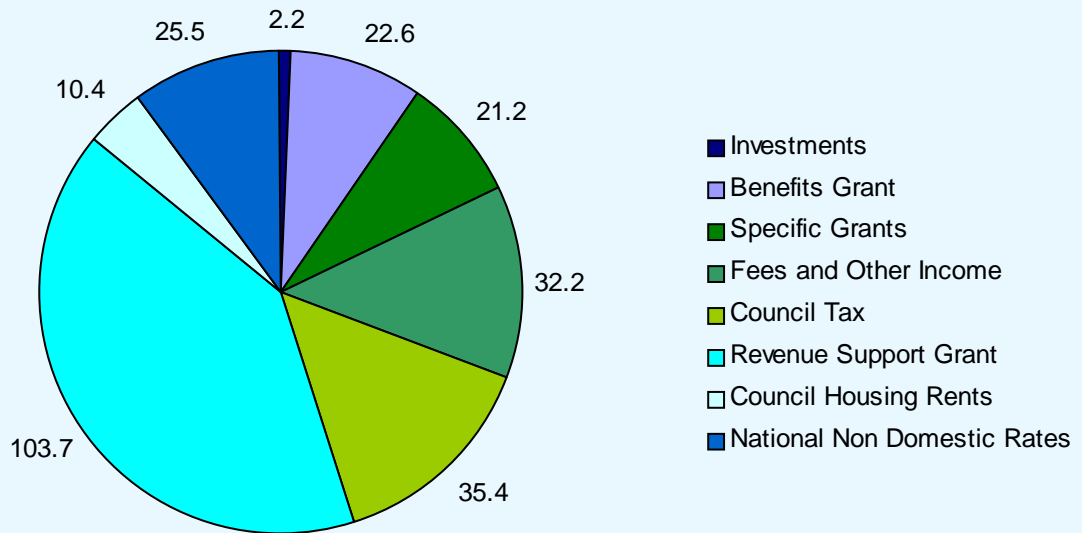


Gross Revenue Budget 2007/08



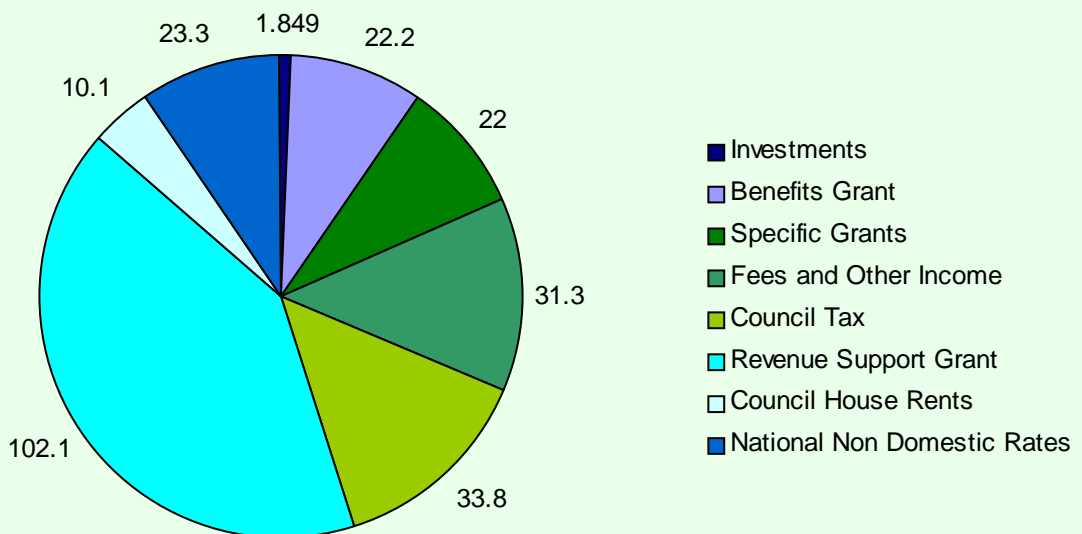
Revenue Funding 2008/09

£m



Revenue Funding 2007/08

£m



Net Budget

Budget 2008/09	£165,028,000
Budget 2007/08	£159,579,000

The Net budget is what the Council had to fund from Council Tax, Business Rates and the Revenue Support Grant. The calculations take into account

(i) Inflation

An allowance has been made to cover inflation for pay awards, price increases and income. There have been significant inflationary pressures on fuel and energy costs.

(ii) Balances

The Council has built up general balances to £6.798m at 31 March 2007, as well as a prudent level of specific reserves. There is no budgeted contribution to balances this year.

(iii) Efficiencies

As part of the Welsh Assembly Government's 'Making the Connections' efficiency agenda, WAG has top-sliced 1% from the Council's funding. This is approximately £1.5m. It is assumed that the Council will be able to absorb this loss through more efficient practices, such as better procurement, collaborative working and the increased use of technology without any effect on services.

Each Directorate was set targets for efficiency savings. These savings are in addition to other cash savings to offset budget pressures.

Council Tax 2007/08-2008/09

Members agreed a Council Tax increase of 3.5% in 2007/08 and 3.3% increase in 2008/09.

Council Tax payable for each property band for services provided by Denbighshire County Council are detailed below:

Tax Band Council	Tax 2006/07	Council Tax 2007/08	Council Tax 2008/09
A	£587.99	£608.69	£628.90
B	£685.99	£710.14	£733.72
C	£783.99	£811.59	£838.53
D	£881.99	£913.04	£943.35
E	£1,077.98	£1,115.94	£1,152.98
F	£1,273.99	£1,318.84	£1,362.62
G	£1,469.98	£1,521.73	£1,572.25
H	£1,763.98	£1,826.08	£1,886.70
I	£2,057.97	£2,130.43	£2,201.15

Housing

The Council has two roles in housing. The first is a statutory role to address homelessness in the County. The second is as the landlord of the Council's housing stock of approximately 3,500 dwellings. While the homelessness budget is included in the Council's general fund, the housing stock has to be budgeted for separately. The budget for the housing stock is held in the Housing Revenue Account (HRA). By law this must be kept completely separate from other services. Council Tax cannot be used to fund any HRA expenditure, nor can housing rents be used for anything other than housing services. This year it will spend £12.975m compared with £10.1m in 2007/08. The 2008/09 figure includes £3.5m financing capital expenditure (CERA). It is funded by housing rents of £9.924m in 2008/09 compared with £9.6m 2007/08, garage rents of £0.151m in 2008/09 compared with £0.1m in 2007/08 and other small funding sources of £0.332m in 2008/09 compared with £0.4m in 2007/08.

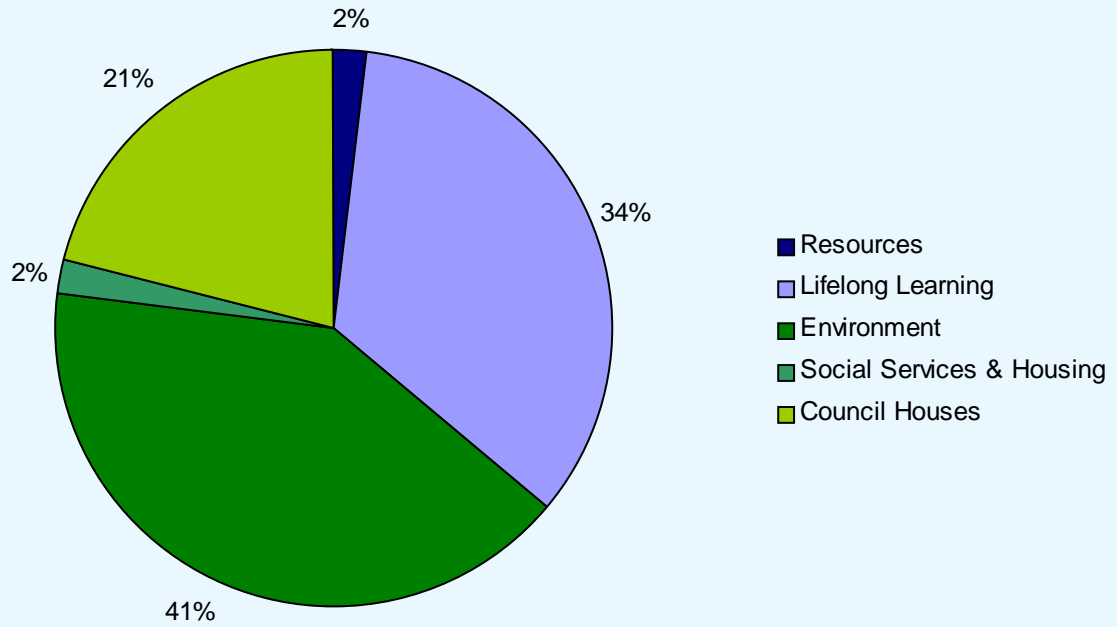
Capital Plan 2007/08

The Council has to account for its investment in its fixed assets separately from the day to day running of the

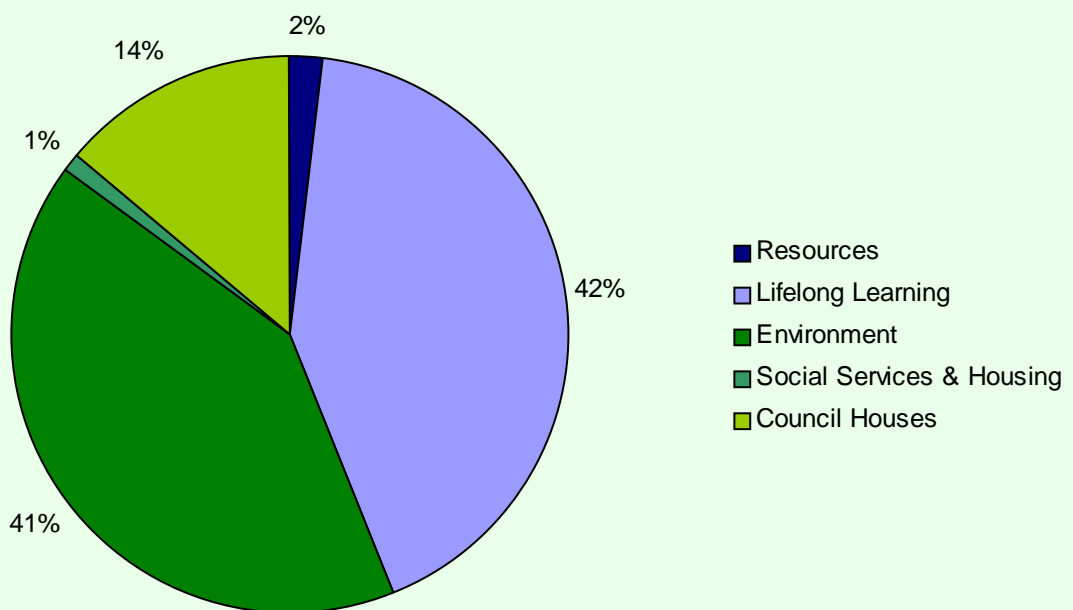
organisation. Capital projects include schemes such as the improvement of highways, refurbishment of buildings, purchase of major IT equipment, purchase of vehicles etc. Each year it produces a three-year capital plan that details where it is likely to spend its funds. The Capital Plan for 2007/08 to 2009/10 was agreed by Council at its meeting of 17 April 2007. For 2007/08 the Council has revised its capital

prioritisation process. This will ensure that all projects to be funded from the capital plan will have been fully appraised and scored against the Council's stated objectives and priorities. Total expenditure of £31m on general fund services, plus £7.9m on Housing Revenue Account Schemes, is expected to be incurred in 2008/09, split as follows:

Capital Expenditure 2008/09

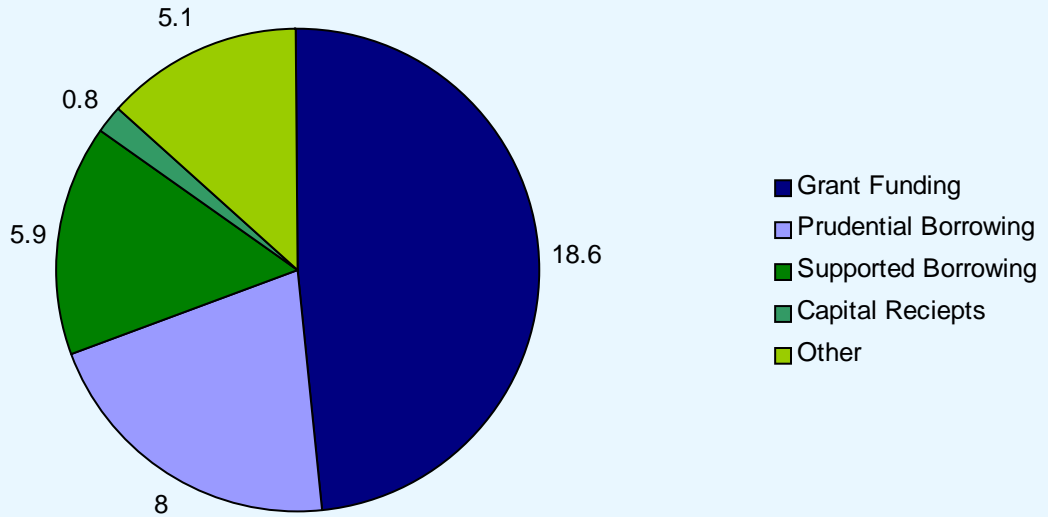


Capital Expenditure 2007/08



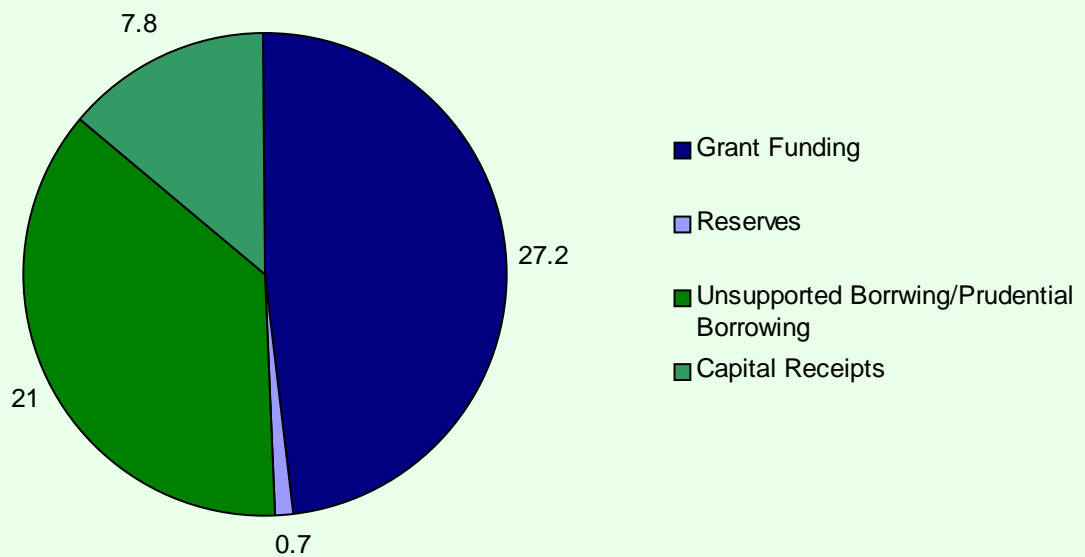
Capital Funding 2008/09

£m



Capital Funding 2007/08

£m



Conclusion

The Council continues to adapt to an environment that is constantly changing and deal with the additional requirements placed on it through new legislation and initiatives. This causes significant financial pressure and means that officers and members have

to continually seek efficiencies and savings while delivering the best possible services. The Government's efficiency agenda and a general tightening on public expenditure mean that this will continue for some time.

Efficiency Strategy Summary Table

Action	Target
Corporate	
Revenues Project – Final Report and Recommendations to Regional Partnership Board	Project Plan to Regional Partnership Board
Customer Contact Service Centre – Roll Out	April 2009
Regional Shared Transactional Support Services	
North Wales Procurement Unit – Delivery of Savings	£80,000 annual savings
Professional Shared Services	Service resilience etc
Corporate Procurement Savings	£300k for 08/09 from corporate projects
Corporate - PROACTIS	£250k per annum from 2009/2010
Corporate - more effective procurement of agency staff	£270k per annum
Corporate - more effective procurement of PCs and laptops	£55k per annually
Corporate -continue to improve absence management as detailed in the Absence Management Framework	Corporate overall annual target of £100k
Resources - improved sickness absence management	9 days per annum
Corporate - modernise our business processes through business process analysis as detailed in DCC's ICT Strategy	Target to be agreed following initial review
Improve project management by:- producing a guide to managing construction and non construction projects	Contributes to procurement efficiency targets
Implement a peer review process where services need to improve	
Resources and County Clerks – reduction in staff travel	10% = £10k for 08/09
Produce a Sustainable Travel Plan	Will contribute to 10% travel savings above
Increased fees from Bailiff service	£30k
Customer Care – processing fee from extension of parking fines scheme	£12k
Central Personnel Savings	£12k
Provide hot desk areas in all main Council buildings	Will contribute to £1m target to reduce buildings
Complete e-working throughout the Council	Will contribute to £1m target to reduce buildings

Action	Target
Corporate – Carry out a review of the organisation’s structure	
Resources Directorate – reduced staffing costs	£106k
Lifelong Learning Directorate	
Professional Shared Services – Joint working with other local authorities in the employment of a Mobility Officer	£3k
Review of the use of administration staff (temporary and permanent) with a view to rationalising staff and avoiding duplication	£16k
Freezing and not replacing Partnerships Managers post – work to be absorbed by other staff	£47k
A range of water saving initiatives in Leisure Centres including installation of water inverters/controllers to pool pumps to reduce flow during pre-determined times such as overnight	£5k
Leisure vehicles reduction	£6k
Lifelong Learning – reduction in staff travel	Across the Directorate £16k made up of: P&I and Libraries £8k SD £7k P&P £1k
Lifelong Learning Vacancy Savings	Across the Directorate made up of: P&I and Libraries £60
LEA Initiatives budget reduction (contingency budget). Not previously managed for any specific purpose	£39k
Reduction in Music Tuition budget, efficiency savings realised with no impact on the service	£8k
Corporate Communications staff costs efficiencies	£2k
Strategy & Resources section restructure	£8k
Deletion of vacant post at Rhyl Library – Senior Librarian	£30k
Environment Directorate	
1. Regional Waste Management Solution. The next stage will be to issue European Union Procurement notices	Implementation April 2015
2. Implement the recommendations contained within the Potential of Further Integration of Transport Services report	Estimated savings from merging SEN and Social Service procurement - £20k per annum
3. Environment and Resources - more effective procurement for capital construction	Apply lessons of review to streamline preparation, project management and procurement
4. Implement the actions identified in the carbon reduction strategy and reduce carbon emissions in non-housing Council buildings by 60% by 2018	2% annual reduction in energy consumption equivalent to approx £41k
5. Environment – reduction in staff travel	10% reduction £38k for

Action	Target
	2008/09
6. To carry out a review of service delivery to identify surplus assets to reduce the Council's liabilities	£2m in capital receipts during next 4 years
7. Environment – e-working and continued property rationalisation Complete Caledfryn e-working pilot	£50k for 09/10



Llywodraeth Cynulliad Cymru
Welsh Assembly Government



Cyngor Sir Ddinbych
Denbighshire County Council

Performance Agreements 2007-08

Assembly Government Theme: Improving Health

Indicator	Description	Outturn 2006-07	Wales Average 2006-07	Target 2007-08	Outturn 2007- 08	Trend
SCA/002a	The rate of older people (aged 65 or over) helped to live at home per 1,000 population aged 65 or over	77.42	85.72	>85	82.13	↑
SCA/002b	The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over.	31.17	26.45	<31	29.06	↑
SCA/001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over					
	Number of participants in health walks	6397	N/A	5500		
SCC/001a	The percentage of first placements of looked after children during the year that began with a care plan in place	88.89%	87.75%	90%	90.9%	↑
SCC/001b	For those children looked after whose second review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date	100%	89.2%	100%	94.6%	↓
SCC/004	The percentage of children looked after on 31 March who have had three or more placements during the year.	7.1%	9.6%	< 17%	NLC	-

Assembly Government Theme: Strong Safe Communities

Indicator	Description	Outturn 2006-07	Wales Average 2006-07	Target 2007-08	Outturn 2007-08	Trend
	Total number of Affordable Housing units provided within Denbighshire	69	N/A	26		
HHA/0014a	a) Number of Homeless families with children who have used bed and breakfast accommodation during the year except in emergencies					
HHA/001b	The average number of days all homeless households spend in temporary accommodation	105.45	117.86			
EEF/002a	Percentage reduction in carbon dioxide emissions in the non domestic public building stock					
EEF/001bii	Percentage change in carbon dioxide emissions in the housing stock	6.75	6.93			

Assembly Government Theme: Helping More People Into Jobs

Indicator	Description	Outturn 2006-07	Wales Average 2006-07	Target 2007-08	Outturn 2007-08	Trend
EDU/001	Percentage of pupil attendance in secondary schools	89.4%	90.1%	91.2%	89.9%	↑
EDU/002bi	The % of all pupils (including those in LA care) in any LA maintained learning setting, who attain the age of 16 during the school year and leave full-time education, training or work based learning without an approved external qualification.	2.64%	2.1%	2.2%	1.64%	↑
EDU/002bii	The % of pupils in LA care in any LA maintained learning setting, who attain the age of 16 during the school year and leave full-time education, training or work based learning without an approved external qualification.	20	18.09	18.0%	-	-

Assembly Government Theme: Creating Jobs and Skills

Indicator	Description	Outturn 2006-07	Wales Average 2006-07	Target 2007-08	Outturn 2007-08	Trend
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L/CHR/00?	Number of (under 25s) young people to have taken up the scheme for improving recruitment and retention in Denbighshire	30	N/A	35	55	↑
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Assembly Government Theme: Fundamental Themes

Indicator	Description	Outturn 2006-07	Wales Average 2006-07	Target 2007-08	Outturn 2007-08	Trend
L/SPU/004	The percentage of senior management positions filled by women	42.6%	N/A	43%	44.19%	↑



Llywodraeth Cynulliad Cymru
Welsh Assembly Government



Cyngor Sir Ddinbych
Denbighshire County Council

Improvement Agreements 2008-10

Assembly Government Theme:
A Prosperous, Cultural and Diverse Society

Name of Agreement: Supporting local businesses

Rationale:

There is a high priority for regeneration in our town centres through supporting local businesses. Although Rhyl has a lot of funding directed at it, other smaller towns are not in that same focus area. They also are not eligible under Rural Development initiatives.

What would additional resources be used for:

Employing one officer to work with the business community and deliver the improvement programme; developing a shop front grant scheme; and joint marketing and regeneration projects with the business community and town council.

Risks:

If we do not focus on other towns, we will run the risk of losing key businesses from local communities. Lack of community within the town centres could be related to increased crime and disorder and anti-social behaviour. Residents will become disengaged from their town centre, leaving them disinterested in taking responsibility for their community. This has a direct effect on areas being classified as deprived.

Evidence:

Year 1 – Strategy development
Year 2 – Pilot projects for Denbigh and Prestatyn
Year 3 – Roll out to all towns in the County

Evidence based on surveys of towns and the distribution of businesses.
Collection of rent from business premises owned by the council.

Assembly Government Theme: Sustainable Communities

Name of Agreement: Reducing our Carbon Footprint

Rationale:

The Council has agreed a commitment to reduce the carbon emissions from council owned office buildings by 60% by 2018. This 10 year carbon reduction commitment reflects that which is detailed in the Climate Change Bill.

In order to achieve this outcome the Council is producing a Carbon Management Strategy that will set the direction we will need to take and the projects that will make a key contribution to this commitment.

What would additional resources be used for:

Any additional resources received will be used to implement projects specifically focused on creating sustainable improvements within the Council's estate to reduce carbon emissions. This aim will be to use these additional resources to enable a self financing situation to be realised so the programme can continue indefinitely.

Considering opportunities for improvement to the fabric of the buildings, the energy sources used in the buildings, and reduction in energy demand.

Risks:

The current risks are associated with financial pressures from energy pricing, fossil fuel security (peak oil production), increasing energy demand of buildings, and the Carbon Reduction Commitment (Carbon Budgeting) in the Climate Change Bill.

Evidence:

The Strategy

- The creation of a robust strategy with clear direction and established roles to focus projects designed to reduce our carbon footprint.
- *This will be the focus for **year 1** of the project.*

The Performance Indicators

- Carbon emissions from energy consumption for each of the council owned office buildings. This will be for individual buildings and the council carbon footprint as a whole.
- Link projects to specific buildings to track their influence on the desired outcome (carbon reduction).
- *Establishing the performance management framework will also be done in **year 1** of the project. We will seek to achieve the reduction targets as noted in the strategy beginning **year 2** of the project once works are underway. This will continue into **year 3** and beyond.*

Reporting

- The aim is to use ffynnon to performance manage the carbon footprint of the council owned estate. This is to ensure that a robust performance management framework is in place with detailed monitoring and reporting to show the direction of change.

Assembly Government Theme:
A Healthy, Fair and Just Society - Children

Name of Agreement: Improving Educational Attainment

<p>Rationale:</p>	<p>Improving educational attainment is a key strategic objective for Denbighshire. The Estyn inspection of the local authority was extremely critical of education services within the County and highlighted significant weaknesses in education performance. Following the Estyn inspection, education and improving educational attainment has been set as a priority. One of the Lifelong Learning directorate goals is: "Improve pupil attainment by raising pupil achievement, increasing attendance and reducing exclusions."</p>
<p>What would additional resources be used for:</p>	
<p>Risks:</p>	<p>That performance in education does not see improvement</p>
<p>Evidence:</p>	<ul style="list-style-type: none"> • Estyn inspection report findings (March 2009) • % attendance in secondary schools • % attendance in primary schools • The percentage of pupils eligible for assessment at the end of KS1, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment • The percentage of pupils eligible for assessment at the end of KS2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment • The percentage of pupils eligible for assessment at the end of KS3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment • The percentage KS4 pupils achieving the Core Subject indicator • The percentage of KS4 pupils achieving 5A* to C • The percentage of all pupils in any local authority maintained learning setting, who attain the age of 16 during the school year and leave full-time education, training or work based learning without an approved external qualification • The average external qualifications point score for 16 year olds, in learning settings maintained by the local authority

**Assembly Government Theme:
A Healthy, Fair and Just Society - Children**

Name of Agreement: Provision of Care

<p>Rationale:</p>	<p>The CSSIW have identified core areas of service provision and activity which, if not addressed, can combine and lead to the conditions which amount to serious concern arising in children’s social services. A number of these areas relate to the provision of care.</p> <p>The CSSIW have set challenging performance targets and it is proposed that an agreement is sought which relates to improvement in these core areas. Compliance with these areas will form an integral part of the annual evaluation of Social Services and inspections.</p>
<p>What would additional resources be used for:</p>	<p>To secure performance improvement investment is needed to further refine and strengthen our processes and systems for checking validating and escalating performance, and to continue a programme of engagement aimed at developing ownership of performance management at an operational level including coaching and mentoring with a view to ensuring compliance.</p>
<p>Risks:</p>	<p>Failure to develop and extend performance in these core areas will render risks in relation to the outcome of annual evaluation and inspection of Social Services.</p>
<p>Evidence:</p>	<ul style="list-style-type: none"> • The percentage of referrals during the year on which a decision was made within 1 working day. • The percentage of initial assessments carried out within 7 working days • The average time taken to complete initial assessments that took longer than 7 working days to complete • The percentage of required core assessments carried out within 35 working days; • The average time taken to complete those required core assessment that took longer than 35 days. • The percentage of initial assessments that took place during the year where there is evidence that the child has been seen by the social worker • The percentage of initial assessments that took place during the year where there is evidence that the child has been seen alone by the social worker • The percentage of open cases of <ul style="list-style-type: none"> ○ Children on the child protection register; ○ Children looked after, and ○ Children in need <p>Who,</p> <ul style="list-style-type: none"> ○ Have an allocated social worker or, ○ Are allocated to someone other than a social worker where this child is receiving a service in accordance with her/his assessment or plan.

Assembly Government Theme:
A Prosperous, Cultural and Diverse Society

Name of Agreement: Learning Pathways – widening opportunities and increasing the participation of 14-19 year olds in education and training

Rationale:

To widen opportunities and increase the participation of 14-19 year olds in education and training to:

- Meet the needs of learners and other stakeholders
- Raise standards of achievement in young people of all abilities
- Provide high quality personal and learning support including work focused experiences
- Enhance the quality of life in Denbighshire by providing as wide a range of opportunities for young people to be involved in their own communities

What would additional resources be used for:

To support and sustain an improved level of provision including a full range of vocational courses for all young people regardless of ability, together with an appropriate level of personal, learning and careers support

Risks:

Failure to complete the implementation plans for 2009 and 2010, and failure to sustain developments beyond that.

Evidence:

1. Establishment of a local area curriculum for 14 year old learners in North Denbighshire comprising 28 Level 2 options choices of which a minimum of 5 are vocational and drawn from at least 3 of the 5 domains of learning in 2009, and 30 level 2 options in 2010

PI

% of young people offered the full local area curriculum (28 subjects including 5 vocational options) in 2009
 (30 subjects including 5 vocational options) in 2010

2. Establishment of a local area curriculum for 14 year old learners in the Vale of Clwyd comprising 28 Level 2 options choices of which a minimum of 5 are vocational and drawn from at least 3 of the 5 domains of learning in 2009, and 30 level 2 options in 2010

PI

% of young people offered the full local area curriculum (28 subjects including 5 vocational options) in 2009
 (30 subjects including 5 vocational options) in 2010

3. Establishment of a local area curriculum for 14 year old learners in the Dee Valley comprising 28 Level 2 options choices of which a minimum of 5 are vocational and drawn from at least 3 of the 5 domains of learning in 2009, and 30 level 2 options in 2010

PI

% of young people offered the full local area curriculum (28 subjects including 5 vocational options) in 2009
 (30 subjects including 5 vocational options) in 2010

Other PI to be applied to all young people or at targeted schools/clusters

4. % of young people accessing learning coach support
5. % of those young people on Project 11 (excluded from mainstream education) accessing full time courses
6. % of young people continuing at 16+ in further education at school or college or training
7. % of those young people who become NEET at 16
8. Pupil Attitude to Self and School (PASS) survey completed for all 14-19 learners in education and training
9. % attendance in Secondary schools at at KS 3, 4 and 5.
10. % retention rates at 14+, 16+
11. Attainment at 16, 17 and 18 years
12. Number of (under 25s) young people to have taken up the Modern Apprentice scheme and National Graduate Development Programme with the Council.
13. % of modern apprentices who go on to secure permanent employment with the Council.

**Assembly Government Theme:
Sustainable Communities**

Name of Agreement: Housing Matters

Rationale:

Homelessness prevention and support and improving the timeliness of repairs are 2 key issues for the Directorate. The timeliness of repairs is an issue that has been highlighted as a significant issue for people contacting the authority's call centre.

What would additional resources be used for:

Funding would enable the continuation of Homelessness services. The services have helped secured excellent performance but this is at risk if funding isn't secured.

Risks:

The ability to continue to provide a robust homelessness service when be at risk. This is at a time of increasing risk of people becoming homeless.

Evidence:

HLS\010

The average number of calendar days taken to complete:

- a) Emergency repairs
- b) Urgent repairs
- c) Non-urgent repair

HHA/0809/NEW2

The average number of days that all homeless households spent in:

- a) Bed and Breakfast accommodation
- b) Other forms of temporary accommodation

HHA/013

The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months

Assembly Government Theme:
A Healthy, Fair and Just Society - Adults

Name of Agreement: Helped to Live in the Community

Rationale:

The demographic profile for Denbighshire will lead to an increasing number of people requiring social care services over the next 3 years. It is imperative that support is provided to enable people to live as independently as possible within the community and to reduce the need for high dependency care packages. It is proposed that an agreement is centred on supporting people (potentially aged 18-64) to live in the community.

What would additional resources be used for:

To support people within the community with a particular focus on helping people to live as independently as possible

Risks:

Any agreement would need to centre on the cumulative number of people helped. The national PI's focus on people helped on a specific census date. This measurement works against an approach of people being provided short term help and support to achieve independence i.e. if independence is achieved they will not be on the books on census date and will not count for the PI! Any agreement will need to reflect our strategic intent to promote independence and count all those helped during the year.

Evidence:

Work is currently being undertaken to gather baseline data so that performance measures can be targeted to areas where improvement is needed and can be realistically achieved within the timeframe of the agreement.

Assembly Government Theme:
A Healthy, Fair and Just Society - Adults

Name of Agreement: Provision of Facilities at Home

Rationale:

The approval and provision of home adaptations for disabled residents is a shared outcome between Social Services and Environment. It has been the focus of attention for the public, and is very emotive when dealing with the care of an individual who cannot reside at home because the adaptations have not been approved/completed.

What would additional resources be used for:

To ensure that the adaptations are completed as quickly as possible.

Risks:

If improvement in outcome is achieved: That there will be an influx of housing need if the grants are approved quickly and the works required mean that families need to be temporarily housed.

If no improvement in outcome is achieved: That there will be individuals requiring long term care in facilities rather than being at home with their families.

Evidence:

PSR/002 – Average number of calendar days taken to deliver a Disabled Facilities Grant

PSR/006 – Average number of calendar days taken to deliver low cost adaptation works in private dwellings where the Disabled Facilities Grant process is not used.

Performance On Target and Improving	↑
Performance On Target and Static	↔
Performance On Target But Getting Worse	↓
Performance Off Target But Within 5% and Improving	↑
Performance Off Target But Within 5% and Static	↔
Performance Off Target and Within 5% Getting Worse	↓
Performance Off Target But Improving	↑
Performance Off Target and Static	↔
Performance Off Target and Getting Worse	↓
Not Reported	NR
New Indicator	New
Indicator No Longer Collected	NLC

Appendix A.

Performance and Targets: National Strategic Indicators

Indicator	Description	Outturn 2006-07	Target 2007-08	Outturn 2007-08	Wales 2007-08	Target 2008-09	Target 2009-10	Target 2010-11	Trend
National Strategic Indicators									
EDU/001	Percentage of pupil attendance in secondary schools	89.4%	91.2%%	89.87%	90.65%	91%	91.5%	92%	↑
EDU/002ai	The number of pupils (including those in local authority care) in any local authority maintained learning setting, who attain the age of 16 during the school year and leave full-time education, training or work based learning without an approved external qualification	36	-	24	667	-	-	-	-
EDU/002bi	The percentage of all pupils (including those in local authority care) in any local authority maintained learning setting, who attain the age of 16 during the school year and leave full-time education, training or work based learning without an approved external qualification	2.64%	2.2%	1.64	1.73%	2.10%	2.20%	Not Set	↑
EDU/002aii	The number of pupils in local authority care in any local authority maintained learning setting, who attain the age of 16 during the school year and leave full-time education,	2	-	*	51	2	-	-	-

Indicator	Description	Outturn 2006-07	Target 2007-08	Outturn 2007-08	Wales 2007-08	Target 2008-09	Target 2009-10	Target 2010-11	Trend
National Strategic Indicators									
	training or work based learning without an approved external qualification								
EDU/002bii	The percentage of pupils in local authority care in any local authority maintained learning setting, who attain the age of 16 during the school year and leave full-time education, training or work based learning without an approved external qualification	20%	18.0%	0	14.04%	-	-	-	↑
EDU/003	The percentage of pupils eligible for assessment at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	71.27	74.2%	73.21	74.27%	74.2%	75.2%	76.2%	↑
EDU/004	The percentage of pupils eligible for assessment at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	58.7%	60%	57.4	56.83%	58.4%	59.4%	60.4%	↓
EDU/006ai	The number of pupils eligible for assessment, in schools maintained by the local	215	-	214	6782	-	-	-	-

Indicator	Description	Outturn 2006-07	Target 2007-08	Outturn 2007-08	Wales 2007-08	Target 2008-09	Target 2009-10	Target 2010-11	Trend
National Strategic Indicators									
	authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 2								
EDU/006bi	The percentage of pupils eligible for assessment, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 2	18.4%	18.5%	19.37%	19.48%	18.7%	-	-	↑
EDU/006aii	The number of pupils eligible for assessment, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3	218	-	233	5614	-	-	-	-
EDU/006bii	The percentage of pupils eligible for assessment, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3	15.6%	16.4%	16.74%	15.28%	16.6%	-	-	↑
EDU/011	The average external qualifications point score for 16 year olds, in learning settings maintained by the local authority	313	324	312	342.39	332	340	These Targets will be set in September	↓

Indicator	Description	Outturn 2006-07	Target 2007-08	Outturn 2007-08	Wales 2007-08	Target 2008-09	Target 2009-10	Target 2010-11	Trend
National Strategic Indicators									
SCA/001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	0.7206	<2.53	1.12	7.00567	<1.5	<1.5	<1.5	↓
SCA/002 a	The rate of older people (aged 65 or over) helped to live at home per 1,000 population aged 65 or over	77.42	>85	82.13	88.6232	85	85	85	↑
SCA/002 b	The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over	31.17	<31	29.06	24.31	<30	<30	<30	↑
SCC/001 a	The percentage of first placements of looked after children during the year that began with a care plan in place	88.89%	90%	90.9	91.86944	95%	95%	95%	↑
SCC/001 b	For those children looked after whose second review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date	100%	100%	94.6	91.70594	100%	100%	100%	↓
SCC/002	The percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12	17.7083	10.0	23	14.43203	<15	<15	<15	↓

Indicator	Description	Outturn 2006-07	Target 2007-08	Outturn 2007-08	Wales 2007-08	Target 2008-09	Target 2009-10	Target 2010-11	Trend
National Strategic Indicators									
	months to 31 March								
SPP/001 i	The average number of units of housing related support, per 1,000 head of population, for floating support	New	New	6.1	3.186285				
SPP/001 ii	The average number of units of housing related support, per 1,000 head of population, for direct access	New	New	0.2	0.254228				
SPP/001 iii	The average number of units of housing related support, per 1,000 head of population, for temporary accommodation	New	New	0.9	0.582298				
SPP/001 iv	The average number of units of housing related support, per 1,000 head of population, for permanent accommodation	New	New	0.9	0.881033				
SPP/001 v	The average number of units of housing related support, per 1,000 head of population, for sheltered accommodation for older people	New	New	13.7	8.715586				
SPP/001 vi	The average number of units of housing related support, per 1,000 head of population, for community alarm services	New	New	15.5	9.57268				
HHA/001a		0	25	*	417	NLC Replaced by HHA/014			-
	The number of homeless families with children who have used bed and breakfast								

Indicator	Description	Outturn 2006-07	Target 2007-08	Outturn 2007-08	Wales 2007-08	Target 2008-09	Target 2009-10	Target 2010-11	Trend
National Strategic Indicators									
	accommodation during the year, except in emergencies								
HHA/001b	The average number of days all homeless households spend in temporary accommodation	105.45	120	99	169.2053				↑
HHA/002	The average number of working days between homeless presentation and discharge of duty for households found to be statutorily homeless	137.7	120	134	148.9071	150	150	150	↑
WMT/001 ai	The total tonnage of municipal waste reused and/or recycled by the local authority	8371.598	-	8801	353661	-	-	-	-
WMT/001 bi	The percentage of municipal waste reused and/or recycled	16.91%	17.50%	18.21%	20.63%	20%	25%	27%	↑
WMT/001 aii	The total tonnage of municipal waste composted or treated biologically in another way by the local authority	4555.57	-	5081	191444	-	-	-	-
WMT/001 bii	The percentage of municipal waste composted or treated biologically in another way	9.20%	12.50%	10.51	11.17041	15%	15%	18%	↑
WMT/002 a	The total tonnage of bio-degradable municipal waste sent to landfill by the authority	23165	-	21524	681373	-	-	-	-

Indicator	Description	Outturn 2006-07	Target 2007-08	Outturn 2007-08	Wales 2007-08	Target 2008-09	Target 2009-10	Target 2010-11	Trend
National Strategic Indicators									
WMT/002 b	The percentage of bio-degradable municipal waste sent to landfill	69.4	75	69.4	62.22619	67.5	57.5	52.5	↔
THS/010a	Condition of principal (A) roads	New	New	4.560475	4.440474	5%	5%	5%	New
THS/010b	Condition of non-principal/ classified roads	New	New	11.95621	7.461207	12%	11%	10%	New
PPN/001 ai	The number of high risk businesses liable to a programmed inspection or alternative enforcement activity during the year for Trading Standards	11	14	13	1272	25	-	-	↑
PPN/001 aii	The number of high risk businesses liable to a programmed inspection or alternative enforcement activity during the year for Food Hygiene	528	543	379	12092	-	-	-	↓
PPN/001 aiii	The number of high risk businesses liable to a programmed inspection or alternative enforcement activity during the year for Animal Health	67	64	64	794	-	-	-	↓
PPN/001 aiv	The number of high risk businesses liable to a programmed inspection or alternative enforcement activity during the year for Health and Safety	12	25	13	345	-	-	-	↑

Indicator	Description	Outturn 2006-07	Target 2007-08	Outturn 2007-08	Wales 2007-08	Target 2008-09	Target 2009-10	Target 2010-11	Trend
National Strategic Indicators									
PPN/001 bi	The percentage of these high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected/subject to alternative enforcement activity, for Trading Standards	100%	100%	100%	97.64%	100%	100%	100%	↔
PPN/001 bii	The percentage of these high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected/subject to alternative enforcement activity, for Food Hygiene	78%	70%	92%	98.83%	90%	95%	100%	↑
PPN/001 biii	The percentage of these high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected/subject to alternative enforcement activity, for Animal Health	78%	90%	47%	93.82%	75%	80%	80%	↓
PPN/001 biv	The percentage of these high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected/subject to alternative enforcement activity, for Health and Safety	90%	100%	100%	99.71%	100%	100%	100%	↑
EEF/001 a	Percentage change in carbon dioxide emissions in the non domestic public stock	16.97	-	-	-	NLC Replaced with EEF/002			-

Indicator	Description	Outturn 2006-07	Target 2007-08	Outturn 2007-08	Wales 2007-08	Target 2008-09	Target 2009-10	Target 2010-11	Trend
National Strategic Indicators									
EEF/001 bi	Percentage change in energy use in the housing stock	9.07	-	-	-				-
EEF/001 bii	Percentage change in carbon dioxide emissions in the housing stock	6.75	-	-	-				-
BNF/001 a	Housing Benefit security: The number of claimants visited, per 1,000 caseload	334.39	-	-	-		-		-
BNF/001 b	Housing Benefit security: The number of fraud investigators employed per 1,000 caseload	0.21	0.25	0.31	0.2526				↑
BNF/001 c	Housing Benefit security: The number of fraud investigations per 1,000 caseload	23.98	25	39.36	32.41824				↑
BNF/001 d	Housing Benefit security: The number of prosecutions and sanctions per 1,000 caseload	4.56	4	10.2	6.220953				↑
BNF/002 a	Speed of processing: Average time for processing new claims	30.51	32	23.69	25.44136				↑
BNF/002 b	Speed of processing: Average time for processing notification of changes of circumstances	7.73	9	6.02	10.60764				↑
BNF/003 a	Accuracy of processing: The percentage of cases for which the calculation of the amount of benefit due was correct on the basis of the information available for the decision for a	96.4	98	97.2	98.29969				↑

Indicator	Description	Outturn 2006-07	Target 2007-08	Outturn 2007-08	Wales 2007-08	Target 2008-09	Target 2009-10	Target 2010-11	Trend
National Strategic Indicators									
	sample of cases checked post decision								
BNF/003 bi	Accuracy of processing: The amount of Housing Benefit overpayments recovered during the year as a percentage of the total amount of Housing Benefit overpayments identified during the year	90.13	92	90.78	72.54579				↑
BNF/003 bii	Accuracy of processing: The amount of Housing Benefit overpayments recovered during the year as a percentage of the total amount of Housing Benefit overpayment debt outstanding at the start of the year plus the total amount of Housing Benefit overpayments identified during the year	33.23	32	36.52	27.22352				↑
BNF/003 biii	Accuracy of processing: The amount of Housing Benefit overpayments written off during the year as a percentage of the total amount of Housing Benefit overpayment debt outstanding at the start of the year plus the total amount of Housing Benefit overpayments	2.15	3	2.29	4.233085				↓

Indicator	Description	Outturn 2006-07	Target 2007- 08	Outturn 2007-08	Wales 2007- 08	Target 2008-09	Target 2009-10	Target 2010-11	Trend
National Strategic Indicators									
	identified during the year.								

Appendix B

Performance: Prioritised National Indicators 2007-08

Indicator	Description	Outturn 2006-07	Wales Average 2006-07	Target 2007-08	Outturn 2007-08	Trend
Health, Social care and Wellbeing						
SCA/002a	The rate of older people (aged 65 or over) helped to live at home per 1,000 population aged 65 or over	77.42	85.72	>80	82.13	↑
SCA/002b	The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over.	31.17	26.45	<31	29.06	↑
SCA/001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	0.72	9.486	<1.5	1.12	↓
HHA/014a	a) Number of Homeless families with children who have used bed and breakfast accommodation during the year except in emergencies	New	New	New	New	New
HHA/014b	The average number of days all homeless households spend in temporary accommodation	New	New	New	New	New
HHA/013	% of all potentially homeless households for whom homelessness was prevented for at least 6 months	New	New	65%	98.8%	↔
LSC/001a	The number of visits to Indoor sports facilities during the year per 1,000 population	7467	7550.63	7500	8480	↑
LSC/001b	The number of visits to Outdoor sports facilities during the year per 1,000 population	2287	830.58	2300	2447	↑
PPN/001bii	The percentage of these high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected/subject to alternative enforcement activity, for Food Hygiene	78%	90.8%	70%	92%	↑

Indicator	Description	Outturn 2006-07	Wales Average 2006-07	Target 2007-08	Outturn 2007-08	Trend
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Health, Social care and Wellbeing

SCA/002a	The rate of older people (aged 65 or over) helped to live at home per 1,000 population aged 65 or over	77.42	85.72	>85	82.13	↑
SCA/002b	The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over.	31.17	26.45	<31	29.06	↑
SCA/001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	0.72	9.486	<1.5	1.12	↓
LSC/001a	The number of visits to Indoor sports facilities during the year per 1,000 population	7467	7550.63	7500	8480	↑
LSC/001b	The number of visits to Outdoor sports facilities during the year per 1,000 population	2287	830.58	2300	2447	↑
PPN/001bii	The percentage of these high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected/subject to alternative enforcement activity, for Food Hygiene	78%	90.8%	70%	92%	↑

Indicator	Description	Outturn 2006-07	Wales Average 2006-07	Target 2007-08	Outturn 2007-08	Trend
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Children and Young People

SCC/001a	The percentage of first placements of looked after children during the year that began with a care plan in place	88.89%	87.75%	90%	90.9%	↑
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Indicator	Description	Outturn 2006-07	Wales Average 2006-07	Target 2007-08	Outturn 2007-08	Trend
Children and Young People						
SCC/001b	For those children looked after whose second review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date	100%	89.2%	100%	94.6%	↓
SCC/004	The percentage of children looked after on 31 March who have had three or more placements during the year.	7.1%	9.6%	< 17%	NLC	-
EDU/001	Percentage of pupil attendance in secondary schools	89.4%	90.1%	91.2%	89.9%	↑
EDU/002bi	The % of all pupils (including those in LA care) in any LA maintained learning setting, who attain the age of 16 during the school year and leave full-time education, training or work based learning without an approved external qualification.	2.64%	2.1%	2.2%	1.64%	↑
EDU/002bii	The % of pupils in LA care in any LA maintained learning setting, who attain the age of 16 during the school year and leave full-time education, training or work based learning without an approved external qualification.	20	18.09	18.0%	0%	↑
EDU/004	The percentage of pupils eligible for assessment at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment.	58.7%	58.2%	60%	57.4%	↓
EDU/006bi	The percentage of pupils eligible for assessment, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage	18.4%	19.1%	18.5%	19.4%	↑
EDU/006bii	The percentage of pupils eligible for assessment, in schools maintained by the local authority,	15.6%	15.7%	16.4%	16.7%	↑

Indicator	Description	Outturn 2006-07	Wales Average 2006-07	Target 2007-08	Outturn 2007-08	Trend
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Children and Young People

	receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage					
EDU/011	The average external qualifications point score for 16 year olds, in learning settings maintained by the local authority.	313	New	324	312	↓

Indicator	Description	Outturn 2006-07	Wales Average 2006-07	Target 2007-08	Outturn 2007-08	Trend
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Regeneration and Environment

WMT/001bi	The percentage of municipal waste reused and/or recycled	16.91%	17.91%	17.50%	18.21%	↑
WMT/001bii	The percentage of municipal waste composted or treated biologically in another way.	9.20%	9.75%	12.50%	10.51%	↓
WMT/007	The percentage of municipal waste received at all household waste amenity sites that is reused, recycled or composted	40.32%	50.39%	50.50%	58.83%	↑
STS/005a	Cleanliness Index (Category)	NC	NC	NC	B	-
STS/005b	Cleanliness Index (Percentage)	93.20%	97.10%	93%	92%	↓
THS/001a	Condition of principal (A) roads	24.1	13.35	NLC Replaced by THS/010a		-
THS/001b	Condition of non-principal/classified roads	24.3	12	NLC Replaced by THS/010a		-

Indicator	Description	Outturn 2006-07	Wales Average 2006-07	Target 2007-08	Outturn 2007-08	Trend
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Community Safety

PPN/001bi	The percentage of these high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected/subject to alternative enforcement activity for Trading Standards	100%	96.62%	100%	100%	↑
PPN/001bii	The percentage of these high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected/subject to alternative enforcement activity for Food Hygiene	78%	90.8%	70%	92%	↑
PPN/001biii	The percentage of these high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected/subject to alternative enforcement activity for Animal Health	78%	93.23%	90%	47%	↓
PPN/001biv	The percentage of these high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected/subject to alternative enforcement activity for Health and Safety	90%	92.4	100%	100%	↑

Indicator	Description	Outturn 2006-07	Wales Average 2006-07	Target 200708	Outturn 2007-08	Trend
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Dynamic Council

CHR/C/002	The number of working days/shifts per full time equivalent local authority employee lost due to sickness absence	10 days	11.32	9 days	11.56 days	↓
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Appendix C

Targets: Prioritised National Indicators 2008-09

Indicator	Description	Outturn 2007-08	Target 2008-09	Target 2009-10	Target 2010-11
Health Social Care and Wellbeing					
Improving Our Services					
SCA/001	The rate of delayed transfers of care for social care reasons per 1,000 populations aged 75 or over.	1.12	<1.50	<1.50	<1.50
SPP/ 001i	The average number of units of housing related support, per 1,000 head of population, for each of the following types of housing related support service: i) Floating support	New	591	591	591
SPP/ 001ii	The average number of units of housing related support, per 1,000 head of population, for each of the following types of housing related support service: ii) Direct access	New	17	17	17
SPP/ 001iii	The average number of units of housing related support, per 1,000 head of population, for each of the following types of housing related support service: iii) Temporary accommodation	New	98	98	98
SPP/ 001iv	The average number of units of housing related support, per 1,000 head of population, for each of the following types of housing related support service: iv) Permanent accommodation	New	84	84	84
SPP/ 001v	The average number of units of housing related support, per 1,000 head of population, for each of the following types of housing related support service:	New	1328	1328	1328

Indicator	Description	Outturn 2007-08	Target 2008-09	Target 2009-10	Target 2010-11
Health Social Care and Wellbeing					
	v) Sheltered accommodation for older people				
SPP/ 001vi	The average number of units of housing related support, per 1,000 head of population, for each of the following types of housing related support service: vi) Community alarm services	New	1488	1488	1488
HHA/014b	b) The average number of days all homeless families with children spend in Bed and Breakfast accommodation	New	5	4	3
HHA/002	The average number of working days between homeless presentation and discharge of duty for households found to be statutory homeless	134	150	150	150
Improving the Way We Work with Others					
SCA/002a	The rate of older people (aged 65 or over) helped to live at home per 1,000 population aged 65 or over.	82.13	?	?	?
SCA/002b	The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over	29.06	?	?	?
LSC/001a	The number of visits to Indoor sports facilities during the year per 1,000 population	7,467	7,500	7,500	7,500
LSC/001b	The number of visits to Outdoor sports facilities during the year per 1,000 population	2,287	2,300	2,300	2,300

Indicator	Description	Outturn 2007-08	Target 2008-09	Target 2009-10	Target 2010-11
Children and Young People					
Improving Pupil Attainment					
EDU/001	Percentage of pupil attendance in secondary schools	89.9%	91.0%	91.5%^	92.0%
EDU/002bi	The % of all pupils (including those in LA care) in any LA maintained learning setting, who attain the age of 16 during the school year and leave full-time education, training or work based learning without an approved external qualification.	1.6%	2.10%	2.20%	Not Set
EDU/003	The percentage of pupils eligible for assessment at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment.	73.2%	74.2%	75.2%	76.2%
EDU/004	The percentage of pupils eligible for assessment at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment.	57.4%	58.4%	59.4%	60.4%
EDU/007	Percentage of pupil attendance in primary schools	93.6%	93.3%	93.0%	Review in 08/09
Modernising the Provision of Education					
EDU/008a	The number of pupils permanently excluded during the year per 1,000 pupils from Primary Schools	0.14	0.1	0.1	These targets will be set in Sept
EDU/008b	The number of pupils permanently excluded during the year per 1,000 pupils from Secondary School	0.1	1.0	1.0	These targets will be set in Sept
EDU/010a	The percentage of school days lost due to fixed-term exclusions during the year, in primary schools	0.015	0.0	0.0	These targets will be set in Sept
EDU/010b	The percentage of school days lost due to fixed-term	0.2118	0.2	0.2	These targets

Indicator	Description	Outturn 2007-08	Target 2008-09	Target 2009-10	Target 2010-11
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Children and Young People

	exclusions during the year, in secondary schools				will be set in Sept
EDU/011	The average external qualifications point score for 16 year olds, in learning settings maintained by the local authority.	311.5	332	340	These targets will be set in Sept

Family Resource Service

SCC/001 a	The percentage of first placements of looked after children during the year that began with a care plan in place	90.9	?	?	?
SCC/001 b	For those children looked after whose second review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date	94.6	?	?	?

Youth Support Services

To be developed as part of the Children and Young Peoples Single Plan Performance Framework

Indicator	Description	Outturn 2007-08	Target 2008-09	Target 2009-10	Target 2010-11
Regeneration and Environment					
Achieving Environmental Sustainability					
WMT/001bi	The percentage of municipal waste reused and/or recycled	18.21%	20%	25%	27%
WMT/001bii	The percentage of municipal waste composted or treated biologically in another way.	10.51%	15%	15%	18%
WMT/002b	The percentage of bio-degradable municipal waste sent to landfill	70.10%	67.5%	57.5%	52.5%
WMT/007	The percentage of municipal waste received at all household waste amenity sites that is reused, recycled or composted	58.83%	54.4%	58.1%	65%
EEF/001a	Percentage change in carbon dioxide emissions in the non domestic public stock	27.6 Increase	2% reduction over previous year	2% reduction over previous year	2% reduction over previous year
STS/005b	Cleanliness Index (Percentage) ²	92%	93%	93%	93%
Sustainable Physical Assets and Infrastructure					
PSR/002	The average number of calendar days taken to deliver a Disabled Facilities Grant	352	350	350	350
PSR/006	The average number of calendar days taken to deliver low cost adaptation works in private dwellings where the Disabled Facilities Grant process is not used	99	90	80	70
THS/001a	Condition of principal (A) roads	4.6%	5%	5%	5%
THS/001b	Condition of non-principal/classified roads	12%	12%	11%	10%
CAM/001a	The percentage of the gross internal area of the local authority's buildings in condition categories: i) A - Good	New	Baseline	-	-

² Amended

Indicator	Description	Outturn 2007-08	Target 2008-09	Target 2009-10	Target 2010-11
Regeneration and Environment					
	ii) B - Satisfactory iii) C - Poor iv) D - Bad				
CAM/001b	The percentage of the total value of required maintenance for the local authority's buildings assigned to works of priority level: i) 1 - Urgent ii) 2 - Essential iii) 3 - Desirable AMENDED	New	Baseline	-	-
Promoting Economic Sustainability					
PLA/006	The number of new affordable housing units provided during the year as a percentage of all new housing units provided during the year	11.9%	18%	18%	18%

Indicator	Description	Outturn 2007-08	Target 2008-09	Target 2009-10	Target 2010-11
Community Safety					
Visible Crimes Inspection and Enforcement					
PPN/001bii	The percentage of these high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected/subject to alternative enforcement activity for Food Hygiene	92%	90%	95%	100%
PPN/001biii	The percentage of these high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected/subject to alternative enforcement activity for Animal Health	47%	70%	80%	80%
PPN/001biv	The percentage of these high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected/subject to alternative enforcement activity for Health and Safety	100%	100%	100%	100%

Indicator	Description	Outturn 2007-08	Target 2008-09	Target 2009-10	Target 2010-11
Dynamic Council					
Focussing on Our Customers					
BNF/004	Time taken to process Housing Benefit (HB) and Council Tax Benefit (CTB) new claims and change events.	New	15 days	15 days	15 days
BNF/005	The number of changes of circumstances which affect customers' entitlement to Housing Benefit (HB) or Council Tax Benefit (CTB) within the year.	New	845 per 1,000 caseload	845 per 1,000 caseload	845 per 1,000 caseload
Making the Most Efficient Use of Our Resources					
CFH/007	The percentage of Council Tax due for the financial year which was received by the authority	98.2%	97.5%	97.5%	97.5%
Developing Our Staff and Improving the Way the Organisation Works					
CHR/002	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	11.59	11	10.5	10

Appendix D

Performance: Local Indicators 2007-08

Indicator	Description	Outturn 2006-07	Target 2007-08	Outturn 2007-08	Trend
Health Social care and Wellbeing					
	The number of new affordable housing units granted planning permission during the year	New	20%		
	% of licensed HMOs which have received an initial inspection under the Housing Health Safety Rating system	New	50%		
	The number of Homelessness presentations	311	450		
	Number of participants in health walks	6397	5500		
	Total number of Affordable Housing units provided within Denbighshire	69	26	31	↑

Indicator	Description	Outturn 2006-07	Target 2007-08	Outturn 2007-08	Trend
Children and Young People					
	Number of participant in the programme of library events for children and young people	10424	13500	17425	↑
	Reduction in the use of temporary accommodation by schools	New	+2%		
	Maintenance carried out to school buildings on the school priority maintenance list	27%/180 projects	25%/8 projects		
	% and number of schools where capital expenditure in excess of £50K has been spent bringing the school building portfolio towards the Assembly's aspiration of 'fit for purpose' by 2010	33%/20 schools	19%/12 schools		

Indicator	Description	Outturn 2006-07	Target 2007-08	Outturn 2007-08	Trend
Regeneration and Environment					
Rhyl Going Forward 1	No hectares developed	New	3.23	3.23	↑
Rhyl Going Forward 2	No of large sites developed	New	2	2	↑
Rhyl Going Forward 2	No of jobs accommodated	New	10	8	↑
	Number of (under 25) young people to have taken up the scheme for improving recruitment and retention in Denbighshire Council	49	50	55	↑
	% of modern apprentices who go on to secure permanent employment with the Council	New	60%	98.18%	↑

Indicator	Description	Outturn 2006-07	Target 2007-08	Outturn 2007-08	Trend
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Community Safety

	Levels of violent crime	+18%	-5%		
	Levels of alcohol related violent crime linked to licensed premise	523	497		
	Levels of criminal damage	New	-5%		
	Test purchases at and on licensed premises (failure rate)	40%	35%		
	% increase in number of positive actions taken by the council	239	+10%		
	Number of young people taking pass plus driver training for new drivers	116	+5%		

Indicator	Description	Outturn 2006-07	Target 2007/08	Outturn 2007-08	Trend
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Dynamic Council

L/SPU/003ai	Council efficiency savings Resulting from Procurement	NC	£451K	£150K	↔
L/CHR/00?	% of staff receiving an annual performance appraisal (Corporate)	45.67%	100%	49.24%	↑

Appendix E

Targets: Local Indicators 2008-09

Indicator	Description	Outturn 2007-08	Target 2008-09	Target 2009-10	Target 2010-11
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Health, Social Care and Wellbeing

LPI3.6a	Cost of providing social services to adults by reference to gross cost per week for Care Homes	?	?	?	?
LPI 3.6b	Cost of providing social services to adults by reference to gross cost per week for homecare	?	?	?	?

Indicator	Description	Outturn 2007-08	Target 2008-09	Target 2009-10	Target 2010-11
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Children and Young People

Improving Pupil Attainment

	The percentage of pupils eligible for assessment at the end of KS1, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	80.7%	81.7%	82.7%	83.7%
	The percentage KS4 pupils achieving the Core Subject indicator	34.4%	37%	39%	41.3%
	The percentage of KS4 pupils achieving 5A* to C	47.1%	49%	51%	54.1%

Youth Support Services

To be developed as part of the Children and Young Peoples Single Plan Performance Framework

	Number of participant in the programme of library events for children and young people	17425	13900	14300	-
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Indicator	Description	Outturn 2007-08	Target 2008-09	Target 2009-10	Target 2010-11
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Children and Young People

Modernising the Provision of Education

	Reduction in the use of temporary accommodation by schools	?	-10%	-15%	?
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Family Resource Service

	Looked after children have 3 or more placements in any year	?	<8%	?	?
	Percentage of looked after children who have to move school to less than 15%	?	<15%	?	?
	Percentage of looked after children and children on the child protection register have a social worker	?	100%	?	?
	Percentage of initial assessments are completed within 7 working days	?	95%	?	?

Indicator	Description	Outturn 2007-08	Target 2008-09	Target 2009-10	Target 2010-11
Regeneration and Environment					
Achieving Environmental Sustainability					
	% of Landfill allowance used (rolling year)	88.6%	90%	93%	96%
	Residual Waste (Kg of waste per household that is not recycled)	244	222	216	210
	% green heating oil in our corporate buildings	20%	30%	25%	30%
	% bio-fuel used by authority vehicles	-	-	-	-
Sustainable Physical Assets and Infrastructure					
	% Stock condition survey completed	50%	95%	100%	100%
Promoting Economic Sustainability					
Local	Number of businesses assisted in one year including those approved for a grant	280	>280	>300	>320
Local	Number of jobs created/supported through regeneration schemes	49.5	398	To be set	To be set

Indicator	Description	Outturn 2007-08	Target 2008-09	Target 2009-10	Target 2010-11
Community Safety					
Visible Crimes and Enforcement					
L/	Increase number of prosecutions (including fixed penalties) for Environmental Crime. (Litter, Dog fouling, Graffiti) Number of Notices issued	NC	20% Increase	To be determined by Annual Assessment	
L/	Increase the number of authorised officers who are able to issue fixed penalty notices	NC	20% Increase		
More Effective Reporting					
L/	Increase the number of reports of anti social behaviour reported to the authority	NC	20% Increase	To be determined by Annual Assessment	
L/	Reduce Number of Reports of anti social behaviour reported to North Wales Police	NC	5% Reduction		
L/	Number of Repeat Domestic Violence Crimes	NC	5% Reduction		
L/	Increase the number of reported instances of Domestic violence	NC			
Visible Prevention and Awareness					
L/	Visits by young people to Danger point	NC	1000	To be determined by Annual Assessment	
L/	Choose Life (and or Mock trials) in Secondary Schools	NC	100%		
L/	Increase Number of Persons receiving substance Misuse Training	NC	5% Increase		

Indicator	Description	Outturn 2007-08	Target 2008-09	Target 2009-10	Target 2010-11
Dynamic Council					
Focussing on Our Customers					
L/CCC/001	% of calls answered within 30 seconds	New	81.6%	82%	82%
L/CCC/002	Web – Percentage increase in web visitors per year	New	15%	10%	10%
Making the Most Efficient Use of Our Resources					
L/SPU/003a	Council efficiency savings	£1.101 million	£1.2 million	To be set	To be set
L/SPU/003ai	Council efficiency savings Resulting from Procurement	£150,000	To be set	To be set	To be set
L/CHR/004	% of staff receiving an annual performance appraisal (Corporate)	49.24%	100%	100%	100%
Developing Our Staff and Improving the Way the Organisation Works					
L/CHR/001	% of departmental business plans which include a training plan.	75%	100%	100%	100%
Ensuring Everyone is Able to Access and Benefit From Our Services					
L/CHR/002	% of staff who have completed equalities e-learning modules in Race Disability and Gender (excluding teachers)	New	30%	45%	50%
Providing Sustainable Services and Minimising Environmental Impact					
L/CAM/001	Carbon Reduction Commitment % Reduction	New	5%	10%	15%

Appendix F. Comparative National Strategic Indicator Assessment

Indicator	Description	Outturn 2007-08	Wales 2007-08	Upper Quartile	Average	Lower Quartile	Above Welsh Average	In the Top Quartile
EDU/001	Percentage of pupil attendance in secondary schools	89.87	90.65723	91.275	90.73	90.14	X	X
EDU/002ai	The number of pupils (including those in local authority care) in any local authority maintained learning setting, who attain the age of 16 during the school year and leave full-time education, training or work based learning without an approved external qualification	24	667	13.75	21	44	X	X
EDU/002bi	The percentage of all pupils (including those in local authority care) in any local authority maintained learning setting, who attain the age of 16 during the school year and leave full-time education, training or work based learning without an approved external qualification	1.64	1.731748	1.075	1.49	2.165	✓	X
EDU/002aii	The number of pupils in local authority care in any local authority maintained learning setting, who attain the age of 16 during the school year and leave full-time education, training or work based learning without an approved external qualification	-	51	-	-	-	-	-
EDU/002bii	The percentage of pupils in local authority care in any local authority maintained learning setting, who attain the age of 16 during the school year and leave full-time education, training or work based learning without an approved external qualification	0	14.04959	0	11.805	17.7425	✓	✓
EDU/003	The percentage of pupils eligible for assessment at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	73.21	74.27496	77.06	73.52	71.6425	✓	X

Indicator	Description	Outturn 2007- 08	Wales 2007- 08	Upper Quartile	Average	Lower Quartile	Above Welsh Average	In the Top Quartile
EDU/004	The percentage of pupils eligible for assessment at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	57.4	56.83953	60.6275	57.475	53.7075	✓	✗
EDU/006ai	The number of pupils eligible for assessment, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 2	214	6782	342.25	216	98.75	✗	✗
EDU/006bi	The percentage of pupils eligible for assessment, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 2	19.37	19.48907	19.0275	11.14	7.795	✗	✓
EDU/006aii	The number of pupils eligible for assessment, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3	233	5614	293	177.5	97.75	✗	✗
EDU/006bii	The percentage of pupils eligible for assessment, in schools maintained by the local authority, receiving a Teacher Assessment in Welsh (first language) at the end of Key Stage 3	16.74	15.28243	16.055	9.515	5.4775	✓	✓
EDU/011	The average external qualifications point score for 16 year olds, in learning settings maintained by the local authority	312	342.3945	357.25	343	323	✗	✗
SCA/001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	1.12	7.00567	1.5125	3.88	8.2125	✓	✓
SCA/002 a	The rate of older people (aged 65 or over) helped to live at home per 1,000 population aged 65 or over	82.13	88.6232	106.445	82.64	72.7875	✗	✗
SCA/002 b	The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over	29.06	24.31994	23.5325	24.975	26.0275	✗	✗

Indicator	Description	Outturn 2007-08	Wales 2007-08	Upper Quartile	Average	Lower Quartile	Above Welsh Average	In the Top Quartile
SCC/001 a	The percentage of first placements of looked after children during the year that began with a care plan in place	90.9	91.86944	100	97.75	92.525	X	X
SCC/001 b	For those children looked after whose second review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date	94.6	91.70594	99.675	94.5	87.525	✓	X
SCC/002	The percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March	23	14.43203	7.525	14.4	17.875	X	X
SPP/001 i	The average number of units of housing related support, per 1,000 head of population, for floating support	6.1	3.186285	3.6	2.75	1.925	✓	✓
SPP/001 ii	The average number of units of housing related support, per 1,000 head of population, for direct access	0.2	0.254228	0.3	0.2	0.1	X	X
SPP/001 iii	The average number of units of housing related support, per 1,000 head of population, for temporary accommodation	0.9	0.582298	0.6	0.4	0.3	✓	✓
SPP/001 iv	The average number of units of housing related support, per 1,000 head of population, for permanent accommodation	0.9	0.881033	1.175	0.85	0.525	✓	X
SPP/001 v	The average number of units of housing related support, per 1,000 head of population, for sheltered accommodation for older people	13.7	8.715586	11.125	7.8	5.125	✓	✓
SPP/001 vi	The average number of units of housing related support, per 1,000 head of population, for community alarm services	15.5	9.57268	15.125	9.75	3.725	✓	✓

Indicator	Description	Outturn 2007-08	Wales 2007-08	Upper Quartile	Average	Lower Quartile	Above Welsh Average	In the Top Quartile
HHA/001a	The number of homeless families with children who have used bed and breakfast accommodation during the year, except in emergencies	*	417	5.25	13	30.75	✓	✓
HHA/001b	The average number of days all homeless households spend in temporary accommodation	99	169.2053	55.75	92.5	144.25	✓	✗
HHA/002	The average number of working days between homeless presentation and discharge of duty for households found to be statutorily homeless	134	148.9071	67	95.5	162.5	✓	✗
WMT/001 ai	The total tonnage of municipal waste reused and/or recycled by the local authority	8801	353661	18439.5	16288	11243.25	✗	✗
WMT/001 bi	The percentage of municipal waste reused and/or recycled	18.21	20.63547	22.1425	20.535	18.355	✗	✗
WMT/001 aii	The total tonnage of municipal waste composted or treated biologically in another way by the local authority	5081	191444	10929.5	7938.5	6198.25	✗	✗
WMT/001 bii	The percentage of municipal waste composted or treated biologically in another way	10.51	11.17041	14.0125	10.31	7.785	✗	✗
WMT/002 a	The total tonnage of bio-degradable municipal waste sent to landfill by the authority	21524	681373	21074	27507	35516.75	✗	✗
WMT/002 b	The percentage of bio-degradable municipal waste sent to landfill	69.4	62.22619	58.9375	63.045	67.995	✗	✗
THS/010a	Condition of principal (A) roads	4.560475	4.440474	2.621322	3.830188	5.441473	✗	✗

Indicator	Description	Outturn 2007-08	Wales 2007-08	Upper Quartile	Average	Lower Quartile	Above Welsh Average	In the Top Quartile
THS/010b	Condition of non-principal/ classified roads	11.95621	7.461207	4.683508	7.375201	9.56912	X	X
PPN/001 ai	The number of high risk businesses liable to a programmed inspection or alternative enforcement activity during the year for Trading Standards	13	1272	76.5	51.5	32	X	X
PPN/001 aii	The number of high risk businesses liable to a programmed inspection or alternative enforcement activity during the year for Food Hygiene	379	12092	729.25	471	362.5	X	X
PPN/001 aiii	The number of high risk businesses liable to a programmed inspection or alternative enforcement activity during the year for Animal Health	64	794	43.5	15	4.75	X	X
PPN/001 aiv	The number of high risk businesses liable to a programmed inspection or alternative enforcement activity during the year for Health and Safety	13	345	17	11	5	X	X
PPN/001 bi	The percentage of these high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected/subject to alternative enforcement activity, for Trading Standards	100	97.64151	100	100	97.75	✓	✓
PPN/001 bii	The percentage of these high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected/subject to alternative enforcement activity, for Food Hygiene	92	98.83404	100	100	99	X	X
PPN/001 biii	The percentage of these high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected/subject to alternative enforcement activity, for Animal Health	47	93.82872	100	100	96.25	X	X
PPN/001 biv	The percentage of these high risk businesses that were liable to a programmed inspection or alternative inspection activity that were inspected/subject to alternative enforcement activity, for Health and Safety	100	99.71014	100	100	100	✓	✓

Indicator	Description	Outturn 2007-08	Wales 2007-08	Upper Quartile	Average	Lower Quartile	Above Welsh Average	In the Top Quartile
EEF/001 a	Percentage change in carbon dioxide emissions in the non domestic public stock	-27.65	-1.60705	8.5575	4.85	-0.51	X	X
EEF/001 bi	Percentage change in energy use in the housing stock	10.79	9.385878	12.94	9.87	2.92	✓	X
EEF/001 bii	Percentage change in carbon dioxide emissions in the housing stock	8.02	7.994416	11.86	8.02	2.88	✓	X
BNF/001 a	Housing Benefit security: The number of claimants visited, per 1,000 caseload	0	#DIV/0!				X	X
BNF/001 b	Housing Benefit security: The number of fraud investigators employed per 1,000 caseload	0.31	0.2526	0.32792	0.245	0.2025	✓	X
BNF/001 c	Housing Benefit security: The number of fraud investigations per 1,000 caseload	39.36	32.41824	41.745	33.04	25.8525	✓	X
BNF/001 d	Housing Benefit security: The number of prosecutions and sanctions per 1,000 caseload	10.2	6.220953	7.175	5.715	4.5525	✓	✓
BNF/002 a	Speed of processing: Average time for processing new claims	23.69	25.44136	22.68	26.46	28.79	✓	X
BNF/002 b	Speed of processing: Average time for processing notification of changes of circumstances	6.02	10.60764	7.675	8.87	12.5475	✓	✓
BNF/003 a	Accuracy of processing: The percentage of cases for which the calculation of the amount of benefit due was correct on the basis of the information available for the decision for a sample of cases checked post decision	97.2	98.29969	99.4	98.4	97.7	X	X
BNF/003 bi	Accuracy of processing: The amount of Housing Benefit overpayments recovered during the year as a percentage of the total amount of Housing Benefit	90.78	72.54579	80.59	75.355	66.2675	✓	✓

Indicator	Description	Outturn 2007- 08	Wales 2007- 08	Upper Quartile	Average	Lower Quartile	Above Welsh Average	In the Top Quartile
	overpayments identified during the year							
BNF/003 bii	Accuracy of processing: The amount of Housing Benefit overpayments recovered during the year as a percentage of the total amount of Housing Benefit overpayment debt outstanding at the start of the year plus the total amount of Housing Benefit overpayments identified during the year	36.52	27.22352	33.6625	29.82	27.6675	✓	✓
BNF/003 biii	Accuracy of processing: The amount of Housing Benefit overpayments written off during the year as a percentage of the total amount of Housing Benefit overpayment debt outstanding at the start of the year plus the total amount of Housing Benefit overpayments identified during the year.	2.29	4.233085	2.3275	3.415	5.17	✓	✓

REPORT TO CABINET

FROM: ALAN EVANS, CORPORATE DIRECTOR: RESOURCES

DATE: 30 September 2008

SUBJECT: ANNUAL TREASURY REPORT 2007/08

1 DECISION SOUGHT

In accordance with the Policy, Cabinet is asked to approve this report on treasury activities undertaken in 2007/08, which is attached as an appendix.

2 REASON FOR SEEKING DECISION

The main purpose of this report is to update members on the performance of the treasury management function of the Council and to update members on Prudential Indicators. However, due to the current turmoil in the finance markets, the report also gives members an update on recent developments

Review of 2007/08

The CIPFA code of practice on Treasury Management requires a creation and maintenance of a Treasury Management Policy statement which sets out the policy and objectives of the Councils Treasury Management activities. The policy requires that an annual strategy to be produced.

Denbighshire County Council's Treasury Management Strategy 2007/08 was approved by Council on 27 February 2007. This document states that Cabinet will receive a report on its investment activity as part of its Annual Treasury Report (to be produced by 30 September following the financial year end).

During the year the Council made over £2.2m from its investments, exceeding its target rate of return. The Council also reduced the average interest rate it pays on its debts by 0.23%. The attached report gives more details of these and an overview of the economic background for the year.

During the year the Treasury changed its rules on borrowing. The Council borrows all of its money from the Treasury and the change has had a profound effect on the Council's ability to refinance its debt. The change has effectively introduced a penalty for the early repayment of debt and means the Council can no longer take advantage of interest rate changes to reduce the amount of interest it pays on its debt. In previous years the Council has been able to make savings of in excess of £240k by refinancing. This will no longer be possible.

Update on Current Position

It is difficult to overstate the unprecedented turmoil in the current financial markets. Losses in the banking sector are being measured in hundreds of billions of dollars and they are likely to reach in excess of \$1 trillion before we return to anything like normality.

Last September Northern Rock went to edge of collapse before being bailed out by the UK government. Its situation was brought on by the fact it relied heavily on borrowing from other banks and once problems started it was highly exposed. But the last few weeks have seen some of the biggest names in the banking world disappear.

- In America three of the top five investment banks – Lehman Bros, Merrill Lynch and Bear Stearns have either gone bankrupt or been taken over with the remaining two applying to the US Government to change their status to allow access to emergency US Government loans.
- The two largest mortgage finance companies in America, nicknamed Freddie Mac and Fannie Mae, with mortgage investments of \$6 trillion were effectively taken over by the US Government because of mounting problems.
- AIG, the world's largest insurer has also been effectively been taken over by the US Government at a cost of \$85 billion.
- The US Treasury has put forward plans to set up a new organisation that will buy the bad debts from the banking sector to return some confidence to the market. This will cost the US taxpayer a further \$700 billion and take US government borrowing over \$11 trillion and towards 80% of its GDP.
- In the UK as well as the nationalisation of Northern Rock, we've seen the take over of HBoS by Lloyds TSB and the purchase of Cheshire and Derbyshire Building Societies by the Nationwide. The Alliance and Leicester are likely to be bought by Santander (the Spanish bank that owns Abbey)

Across the world stock markets are significantly down, driven by banking losses. In many cases banks have lost 80% of their share value in the last year and the problems are not yet over.

Impact on the Council

The massive investment made by the US Treasury will severely limit public expenditure for the coming years. This, coupled with the job losses already underway in the private sector is having a big effect on the US economy. In the UK it is a similar if smaller scale story. Reducing employment in the private sector plus the effects of bailing out Northern Rock mean the Government is likely to breach its public sector borrowing target and will have no choice but to begin to cut expenditure or raise taxes.

Any cut in expenditure will eventually filter through to the Council as a worse settlement and any increase in taxation will make it all the more difficult for the Council to consider Council Tax rises of any significance.

This turmoil has made decisions on borrowing and investment very difficult. If the largest institutions in the world have had problems choosing where to invest excess cash becomes more risky.

The Council is advised by Sector, a treasury management consultancy company that keeps close watch on the markets and advises of any changes. Following Sector's advice, the Council has very clear investment criteria that are presented to members on an annual basis.

After the problems associated with Northern Rock, the Council tightened its criteria further to exclude smaller, weaker organisations and now invests the majority of its funds with only the largest financial organisations.

The Council has also invested more funds on a short term basis to ensure it is able to access funds quickly in the event of problems. The graphs in Appendices 3 and 4 show, as at mid September, who the Council had invested with and how long it would be before investments mature.

The turmoil has produced one significant benefit for the Council. At any time when risk increases so does reward. As part of the UK government, the Council has been able to borrow money at very low rates and investment returns are higher than would be expected. This means that over the last 2 financial years the Council has made savings in interest costs and increases in investment income that have allowed other services to avoid having to make savings.

As some levels of normality begin to return to the market, next financial year is likely to see a reduction in the rates of return that can be obtained from investments and a relative increase in the costs of borrowing. This means that the investments budget will not be able to contribute to the savings target in the way it has recently.

3 POWER TO MAKE THE DECISION

The Local Authorities (Capital Finance and Accounting) (Wales) Regulations 2003 (made under the Local Government Act 2003) contain a regulation (regulation 19) relying on the power in section 15(1) (b) of the Local Government Act 2003. It requires local authorities to have regard to the Chartered Institute of Public Finance and Accountancy's Code of Practice on Treasury Management 2001 which determines the requirement for the Cabinet to receive an annual report on treasury activities for the previous financial year.

4 RESOURCE IMPLICATIONS

4.1 Cost implications

There are no direct cost implications.

4.2 Staffing / accommodation implications

None.

4.3 IT Implications

None.

5 RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendations

None

5.2 Risks associated with agreeing the recommendations

Treasury management activities carry an element of inherent risk. The Council has adopted a strategy and a set of Treasury Management Practices that attempt to minimise this risk. There are no risks associated with agreeing the recommendations in this report.

6 FINANCIAL CONTROLLER STATEMENT

It is a requirement under the terms of Denbighshire County Council's Treasury Policy Statement for members to be advised of the Treasury activities undertaken in the preceding financial year.

7 CONSULTATION CARRIED OUT

Not applicable

8 IMPLICATIONS

8.1 Assessment of impact on corporate priorities

Good investment and borrowing decisions allow additional resources to be directed to other Council services.

8.2 Assessment of impact on the Vision, Community Strategy, Equalities and Sustainability

None directly

9 ACTION PLAN

The Council's treasury management activities are closely monitored by the Principal Management Accountant and a further update will be presented to Council in February.

10 RECOMMENDATIONS

Cabinet is asked to approve the Annual Treasury Report for 2007/08.

DENBIGHSHIRE COUNTY COUNCIL

***ANNUAL TREASURY REPORT
2007/08***

**Alan Evans
Corporate Director - Resources**

CONTENTS

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VIII	Investment Outturn for 2007/08
IX	Debt Rescheduling

GLOSSARY - Useful guide to Treasury Management Terms and Acronyms

AEI	Average Earnings Index – a measure of the increase in wages
APR	Annual Percentage Rate
Bank of England	UK’s Central Bank
Bank Rate	Bank of England Interest Rate (also known as Base Rate)
CPI	Consumer Price Inflation – a measure of the increase in prices
DMO	Debt Management Office – issuer of gilts on behalf of HM Treasury
Fed. Rate	United States Interest Rate (equivalent to the UK’s bank or base rate)
FSA	Financial Services Authority- the UK financial watchdog
GDP	Gross Domestic Product – a measure of financial output of the UK
Gilts	investments issued by UK Government which pay a fixed cash payment to the holder
LIBID	London Interbank Bid Rate - International rate that banks lend to other banks
LIBOR	London Interbank Offer Rate – International rate that banks borrow from other banks (the most widely used benchmark or reference for short term interest rates)
Longer – term Interest rates	More than 12 month’s duration – based on PWLB rates
PWLB	Public Works Loan Board – a Government department that lends money to Public Sector Organisations
MPC	Monetary Policy Committee - the committee of the Bank of England that sets the Bank Rate
RPI	Retail Price Index – a measure of the increase in prices
Shorter term Interest rate	Less than 1 year’s duration – variable rate (base rate)

Introduction and Background

The Chartered Institute of Public Finance and Accountancy's Code of Practice on Treasury Management 2001 was adopted by this Council in March 2002 and this Council fully complies with its requirements. The primary requirements of the Code are the: -

1. Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities
2. Creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives.
3. Receipt by the Cabinet / Council of an annual strategy report for the year ahead and an annual review report of the previous year.
4. Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.

Treasury management in this context is defined as:

“The management of the local authority's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

I. Summary Treasury Position

Borrowing

The Council's general loan debt position increased during the year:

- We had external debt at the start of the year of £116.402m and this increased to £134.145m at 31 March 2008, a net increase of £17.743m.
- All external debt at 31 March 2008 was held with the Public Works Loan Board (P.W.L.B.) and all loans were on a fixed interest basis.
- Annual interest charges amounted to £7.524m, the average rate being 6.21%, a reduction of 0.23% from last year's 6.44%.

Investments

During the year, the Council's investments were as follows:

- We had an average balance of £39.33m invested at any one time
- We achieved an average rate of return of 5.69%. This is 0.11% over our benchmark of 5.58% and is equivalent to an additional income of £43.3k.
- We earned total gross interest of £2,239k.
- We had total year-end investments of £38.3m comprising

	£m
Reserves	11
Balances	13
Unspent capital resources	8
Other	6.3
Total	38.3

A summarised analysis of the portfolio position, including temporary investments is presented in Appendix 1.

II. Performance Measurement

One of the key changes in the revision of the Code was the formal introduction of performance measurement relating to investments, debt and capital financing activities. Whilst investment performance criteria have been well developed and universally accepted, debt performance indicators continue to be a more problematic area with the traditional average portfolio rate of interest acting as the main guide (although this can be misleading) as incorporated in the table in Appendix 1.

III. The Strategy for 2007/08

Denbighshire employs a firm of treasury advisers – Sector – that support the Council in carrying out investments and borrowing. Denbighshire's treasury strategy for 2007/08 was based on Sector's view of the rate of growth of GDP in the UK economy continuing to be steady at trend during 2007/08. Bank Rate was expected to remain steady at 5% until the final quarter of the year when it would fall to 4.75%. This was predicated on CPI being at target on the two year horizon, that wage growth was below the MPC's threshold of 4.5%, that GDP trend growth would be higher due to inward migration and that the US economy would ease in 2007. Risks to the upside would include house prices continuing to rise, wage pressures rising in response to inflationary pressures and utility prices continuing higher.

The effect on interest rates for the UK was therefore expected to be as follows:

- ❖ **Shorter-term interest rates** - The "average" City view anticipated that trend growth in the UK, US and EU would eventually lead to a decrease in U.K. Bank Rate from 5.00% to 4.75% by the end of March 2008.
- ❖ **Longer-term interest rates** - The view on longer-term fixed interest rates, 50 years, was that they would remain static around the 4.25% for the whole of the year. The 25 year rate would also remain flat around 4.50%.

The agreed strategy put to Council in February 2007, based on the above forecast, was:

- The Council's investment priorities were the security of capital and liquidity of its investments and to aim to achieve the optimum return on its investments commensurate with proper levels of security and liquidity.
- The Council continued to make temporary, short-term investments with reference to core balance and cash flow requirements and the outlook for short-term interest rates (up to 12 months).
- Against this background, caution was again adopted with the 2007/08 treasury operations. The Corporate Director – Resources monitored the

interest rate market and adopted a pragmatic approach to any changing circumstances, reporting any decisions to Cabinet at the next available opportunity.

IV. The Economy in 2007/08

Shorter-term interest rates – Bank Rate started 2007/08 at 5.25% with expectations that there would be further increases in rates. This was reflected in a positive interbank money market curve. A further increase in rates to 5.5% duly occurred on 10th May 2007 but not before the Governor of the Bank of England had written a letter to the Chancellor in April explaining why CPI had risen to 1% or more above the official CPI inflation target of 2%. The Bank of England's Inflation Report issued in May showed inflation would be above target at the two year horizon. Another rise was delivered on 5th July when Bank Rate rose to 5.75% and the markets, including Sector, fully expected Bank Rate to increase again. One year interbank was priced at over 6%, GDP growth was continuing to strengthen and the housing market was still robust. The August Inflation Report showed Bank Rate needed to rise to 6% to keep inflation at target in two years time.

August, as it turned out, was the peak of interest rates as what has become known as 'the credit crunch' hit the markets and the global economy. The crunch originated in the US through the sub-prime housing market. Although originating in the US, world wide investors, particularly banks, had invested in packages of sub-prime loans, attracted by the higher yields offered. Fears arose that a large number of these investments would turn out to be worthless and this in turn would lead to bankruptcies amongst the banking sector.

As a result of these fears, and the ensuing reluctance of banks to lend to each other, the Federal Reserve Bank injected \$38bn of liquidity into the markets on 9th August. The ECB followed suit but the Bank of England stood on the sidelines only making cash available at a penal rate of 1% above Bank Rate. On 17th August the Federal Reserve cut interest rates by 50 bp to 5.25%. On 20th August Sector revised its interest rate view to reflect a downside risk to its forecast. The dislocation in the markets continued throughout the summer until on 14th September it was announced that the Bank of England had provided billions of pounds of financial support to Northern Rock. Northern Rock had been affected by the drying up of the wholesale money markets which provided 80% of its funding. On 17th September the Chancellor announced a Government guarantee for all deposits held at the stricken bank. A day later the Federal Reserve cut US rates by a further 50bp although oil rose to \$80 a barrel and continued to climb reaching a peak, briefly, of \$100pb in November.

On 24th September Sector revised its interest rate forecast with 5.75% now the peak in rates. At its October meeting the MPC declined to cut Bank Rate, being concerned about the inflation outlook. UK data continued to be robust during the autumn although CPI dropped to 1.8% in September. 3 month LIBID still remained well above Bank Rate. On 31st October the Federal Reserve cut rates yet again to 4.50% and the following day they added \$41bn of reserves in an attempt to free up the markets. The MPC eventually cut Bank Rate on 6th December to 5.50% as concerns about the economy and the credit crunch mounted. On 10th December both UBS and Capital

Economics revised their interest rate forecasts down sharply. A day later the Federal Reserve cut rates again, this time by 25 bp.

2008 was ushered in with major fears about the global economy. Stock markets fell sharply and government bond yields fell. On 22nd January the Federal Reserve cut rates, this time by a massive 0.75bp to 3.5%, and once more on 30th January to 3%. The MPC followed suit in February cutting Bank Rate by 25 bp to 5.25%. On 18th February it was announced that the Government would nationalize Northern Rock. In late February and March the markets seized up again, forcing concerted liquidity intervention by the world's central banks, initially to little avail. The UK budget brought increased debt issuance, but little else, pushing gilt yields up sharply at the front end and driving PWLB rates up. On 14th March US investment bank Bear Stearns had to be bailed out by the Federal Reserve, culminating in a takeover by JP Morgan. The year ended with the money markets anxious and nervous and 3 month cash 75bp above bank rate.

Longer-term interest rates – The PWLB 45-50 year rate started the year at 4.45 and fell to a low of 4.38% in March 2008. The high point, of which there were several, for 45-50 year was 4.90% before finishing the year at 4.42%. The volatility in yields was a direct reflection of the massive turnaround in interest rate sentiment brought about by the sub-prime crisis in the US. A radical change to the PWLB rate structure was introduced by the DMO on 1st November when they moved to single basis point moves in their rates and introduced a separate repayment rate at the same time, at a level significantly below the rate at which they would lend new money.

V. Borrowing and Investment Rates in 2007/08

12-month bid rates: One year LIBID was on a rising trend until September 2007. Initially the increase was due to the interest rate outlook and the expectation that the MPC would need to increase rates to counter inflation. The sub-prime crisis then took over as lenders became nervous about lending for longer periods. The one year rate reached a level of over 6.5% in September 2007 before easing back down to just over 5.5% by the end of the calendar year. In 2008 interest rate expectations veered towards cuts in rates again and so the one year moved down to 5.1%. Following the February Bank Rate cut and Inflation Report it edged back up again to 5.4% and continued higher to 5.8% in March as interbank markets seized up again.

Longer-term interest rates – The PWLB 45-50 year rate started the year at 4.45% (25 year at 4.65%) and fell to a low of 4.38% in March 2008 (25 year low was 4.45% January). The high point, of which there were several, for 45-50 year was 4.90% (25-30 year had several highs of 5.15% in June/July 2007) before finishing the year at 4.42% (25-30 year 4.60%). The volatility in yields was a direct reflection of the massive turnaround in interest rate sentiment brought about by the sub-prime issue in the US.

A radical change to the PWLB rate structure was introduced by the DMO on 1st November when they moved to single basis point moves in their rates and, at the same time, introduced a separate repayment rate at a level significantly

below the rate at which they would lend new money. It has effectively introduced a penalty for early repayment of debt. This has had a profound effect on the Council's ability to refinance its debt and take advantage of changes in interest rates to reduce its interest payments.

VI. Borrowing Outturn for 2007/08

As comparative performance indicators, average PWLB maturity loan interest rates for 2007/08 were:

1 year	5.18%
9.5 - 10 year	5.07%
25 - 30 year	4.74%
49.5 - 50 year	4.60%
1 month GBR variable	5.71%

The Council undertook new borrowing of £18m during 2007/08 at the following rates:

£4,000,000	46 years	4.50%
£6,000,000	35 years	4.49%
£4,000,000	30 years	4.44%
£4,000,000	2 years	4.14%

The Council also rescheduled debt of £3.5m at the following rate:

£3,500,000	45.5 years	4.50%
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As highlighted in Section 1 above the average debt portfolio rate has moved over the course of the year from 6.44% to 6.21%.

VII. Compliance with Treasury Limits and Prudential Indicators

During the financial year the Council operated within the treasury limits and Prudential Indicators set out in the Council's Treasury Policy Statement and Treasury Management Strategy for 2007/08. The outturn for the Prudential Indicators is shown in Appendix 2.

VIII. Investment Outturn for 2007/08

The Council manages its investments in-house and invests with the institutions listed in the Council's approved lending list. The Council has invested over a range of periods from overnight up to 2 years, dependent on the Council's cash flows, its interest rate view and the interest rates on offer.

The Council took advantage of opportunities to lengthen the term of its investment portfolio by placing various deposits for up to 2 years in

accordance with advice received from the Council's treasury advisers, Sector, as rates changed at various times during the year.

Detailed below is the result of the investment strategy undertaken by the Council.

	Average Investment Balance	Average Deal Size	Average Term	Average Rate of Return	Benchmark Return *
2007/08	£39.33m	£2.7m	146 days	5.69%	5.58%
2006/07	£37.94m	£2.7m	100 days	4.87%	4.84%

- The benchmark for internally managed funds is the average 7-day LIBID (London Interbank Bid) rate (uncompounded) sourced from the Financial Times.

No institutions in which investments were made showed any difficulty in repaying investments and interest in full during the year.

IX. Debt Rescheduling

As part of its ongoing efficiency review of service expenditure, the Council took advantage of an opportunity to reschedule a proportion of debt.

In August 2007, the Council rescheduled £3.5m (3% of the total £134m debt portfolio). Five loans with an average interest rate of 10.53% were replaced by one loan at 4.50%. This created ongoing annual savings of approximately £211k in financing costs. This also yielded an early repayment premium of £642k and this is written off to the accounts over 46 years.

	Loan/ Investment Interest	Debt/ Investments Outstanding 1 Apr 07	Loans/ Investments Raised 2007/08	Loans/ Investments Repaid 2007/08	Debt/ Investments Outstanding 31 Mar 08		Gross Interest 2007/08	Average Rate 2007/08		Average Rate 2006/07
		£ 000s	£ 000s	£ 000s	£ 000s	No.	£ 000s	%		%
Loan Debt:										
P.W.L.B.	Fixed	116,402	21,500	3,757	134,145		7,524	6.21		6.44
Temporary Loans	Fixed	116,402 0	21,500 3,700	3,757 3,700	134,145 0	82	7,524 2	6.21 5.98		6.44 5.32
Total Debt		116,402	25,200	7,457	134,145	82	7,526	6.21		6.44
Investments	Fixed	29,000	271,936	262,636	38,300	14	2,239	5.69		4.87

APPENDIX 2: PRUDENTIAL INDICATORS

CAPITAL PRUDENTIAL INDICATORS	2006/07	2007/08	2007/08
	£'000	£'000	£'000
	actual	original	actual outturn
Capital Expenditure			
Non – HRA	37,884	39,509	38,978
HRA	6,210	9,727	10,133
TOTAL	44,094	49,236	49,111
Ratio of financing costs to net revenue stream			
Non – HRA	6.60%	5.79%	5.73%
HRA	10.22%	13.89%	12.60%
Net borrowing requirement			
brought forward 1 April	0	0	0
carried forward 31 March	0	0	0
in year borrowing requirement	1,080	15,000	18,000
Capital Financing Requirement as at 31 March			
Non – HRA	113,679	119,370	116,059
HRA (applies only to housing authorities)	12,851	18,660	18,962
TOTAL	126,530	138,030	135,021
Annual change in Cap. Financing Requirement			
Non – HRA	8,332	5,691	2,380
HRA	2,105	5,809	6,111
TOTAL	10,437	11,500	8,491
Incremental impact of capital investment decisions	£ p	£ p	£ p
Increase in council tax (band D) per annum	10.78	9.46	9.33
Increase in average housing rent per week	5.05*	2.02*	2.14*

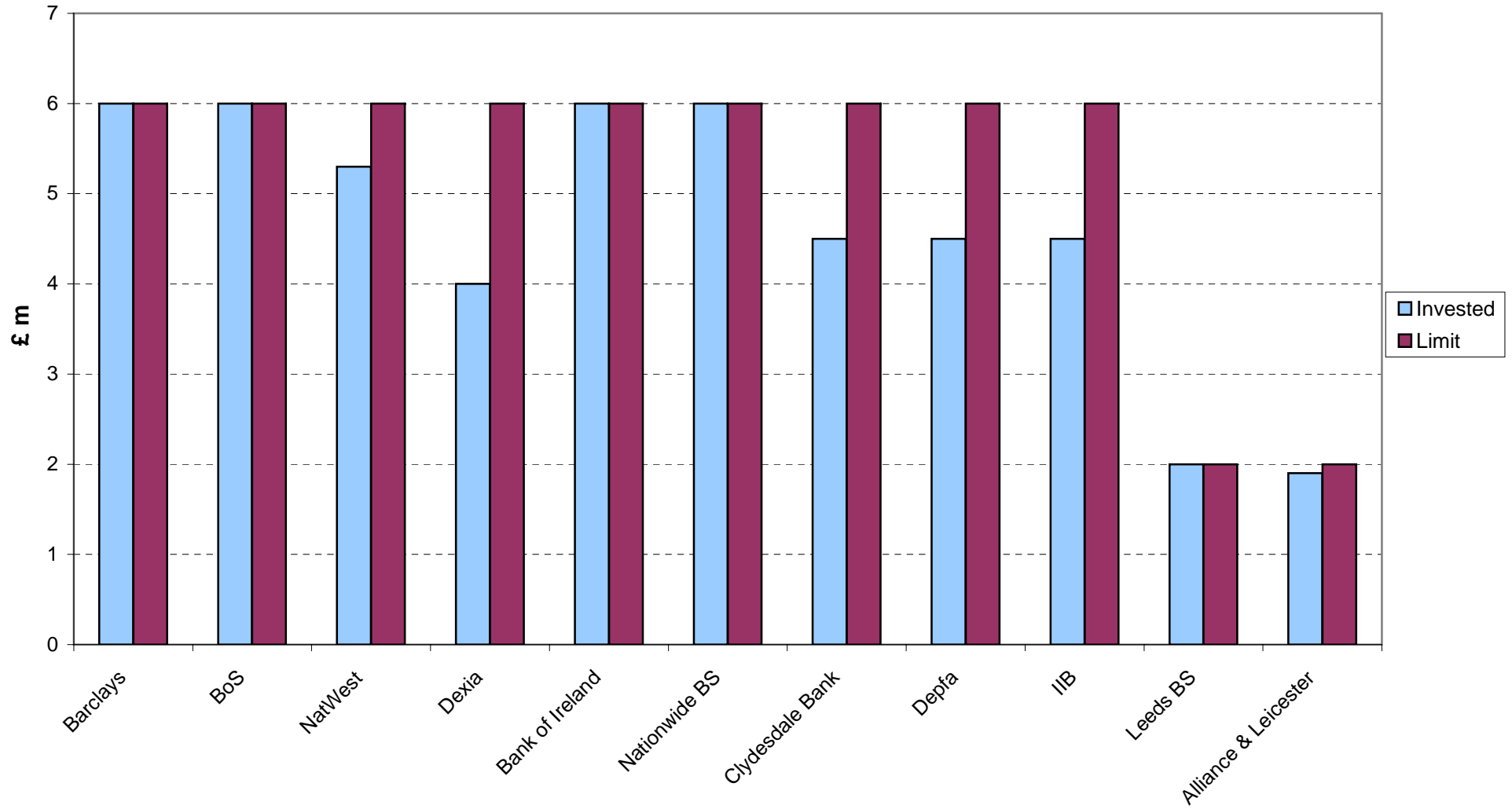
***The basis for calculating the incremental impact has changed to comply with best practice guidance**

TREASURY MANAGEMENT PRUDENTIAL INDICATORS	2006/07	2007/08	2007/08
	£'000	£'000	£'000
	actual	original	final
Authorised limit for external debt -			
Borrowing	131,000	145,000	145,000
other long term liabilities			
TOTAL	131,000	145,000	145,000
Operational boundary for external debt -			
Borrowing	126,000	140,000	140,000
other long term liabilities			
TOTAL	126,000	140,000	140,000
Upper limit for fixed interest rate exposure	100%	100%	100%
Upper limit for variable rate exposure	0%	25%	25%
Upper limit for total principal sums invested for over 364 days	3,000	3,000	3,000

Maturity structure of fixed rate borrowing during 2007/08	Upper limit	Lower limit	Actual Profile
under 12 months	5%	0%	0.13%
12 months and within 24 months	5%	0%	3.09%
24 months and within 5 years	20%	0%	0.97%
5 years and within 10 years	30%	0%	6.59%
10 years and above	100%	0%	89.22%

Counterparty Exposure

Appendix 3



Time Limits for Counterparties

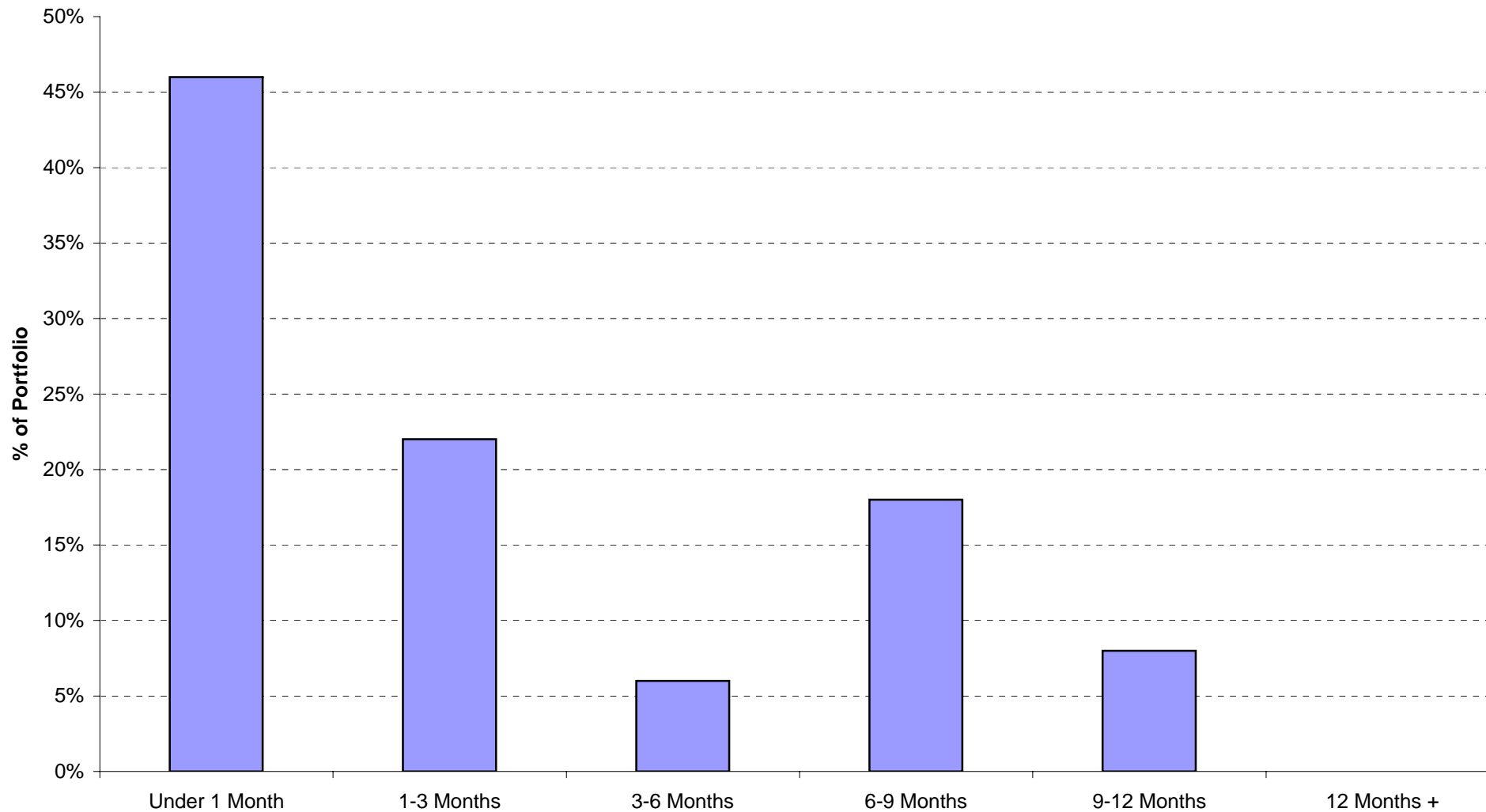
Appendix 3 cont.

This shows how long we can invest with each organisation shown on the graph on the previous page

Barclays	Between 1and 5 years
BoS	Between 1and 5 years
NatWest	Between 1and 5 years
Dexia	Between 1and 5 years
Bank of Ireland	Between 1and 2 years
Nationwide BS	Between 1and 2 years
Clydesdale Bank	Between 1and 2 years
Depfa	Between 1and 2 years
IIB	1 year
Leeds BS	3 months
Alliance & Leicester	3 months

Investment Maturity Profile

Appendix 4



REPORT TO CABINET

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

DATE: 30TH SEPTEMBER 2008

SUBJECT: Denbighshire Carers' Strategy

1 DECISION SOUGHT

For Cabinet to approve and endorse the key priorities for further developing services for Carers in Denbighshire.

The full strategy document and summary document are located on the Denbighshire Information Site or may be obtained from Carys Williams, Carers' Commissioning Officer.

2 REASON FOR SEEKING DECISION

The Denbighshire Carers Strategy builds on the two previous Carers Strategies in Denbighshire (2001 and 2005-08), and sets out key priorities for supporting Carers over the next three years. The purpose of the Strategy is to improve and develop sustainable and appropriate services and support to known Carers, and to reach out and identify those Carers who are 'hidden' from services. It reflects a commitment by social care, health and voluntary sector partners to improve the support services offered to Carers over the next three years.

Carers, and those working to support Carers have been central to the development of the key priorities for the Strategy which have been set against outcomes for Carers set within the Kings Fund Carers Compass. These are:

- Information
- Recognition, Health and Well Being
- A life of their own, with quality services for the Carer and cared for person.
- Time off from their caring role
- Emotional Support
- Training and Support to Care
- Financial Security
- A voice for Carers

A number of key priorities have been highlighted against each of the outcomes, and the next stage in the implementation of the Strategy will be the development of a detailed action plan.

Whilst the Carers Strategy considers the issues affecting young Carers and parent Carers, it recognizes that the development of services for these two groups of Carers cannot be considered in isolation, and must be developed in conjunction with Children's Services and the voluntary sector. This will require the input of appropriate officers within Children's Services, and a separate action plan will be developed to address the key priorities identified in regard to these two groups of Carers.

Although the Strategy makes specific reference to the involvement of other departments such as Children's Services and Education, it is important for all directorates within the Local Authority to recognise the extent and diversity of Carers' needs. They should consider the impact of policy and service developments against the Carers Compass Outcomes and the key priorities highlighted in the Strategy.

Implementation of the Strategy: The Denbighshire Carers Strategy Group was set up in 2000 to progress and monitor services for Carers in consultation with Carers and Carer related organizations. This is a multi-agency group which has always been well supported by the voluntary sector who have provided an important and much valued link with Carers from all client groups. It is proposed that this Group should be the lead group for implementing the Strategy, producing a detailed action plan, and monitoring the progress of the Strategy.

3 POWER TO MAKE THE DECISION

The Carers (Recognition and Services Act) 1995 placed a statutory duty on social services departments to take a Carer's needs into consideration when deciding what support to provide to the cared for person. The Carers & Disabled Children's Act 2000 further extended Local Authorities' power to supply services directly to Carers following assessment. The Carers (Equal Opportunities) Act 2004 placed a duty on local authorities to inform Carers of their right to an assessment.

The Strategy supports the requirements of these Acts.

4 RESOURCE IMPLICATIONS

4.1 Cost Implications:

The development of the key priorities will need to be managed within current resources. However, some key priorities are around looking at opportunities to improve access to existing services and will therefore be cost neutral. The Mental Health Carers Grant is currently providing funds for developing some of the key priorities in the Strategy. It is likely that the Grant will be subsumed within the Revenue Support Grant from April 2009, therefore it is hoped that these monies can be passported to Adult Social Care budget to continue funding Carers services.

4.2 Staffing / Accommodation Implications:

The Carers Commissioning Officer post has been responsible for the development of the new Strategy, and will lead on progressing its priorities.

4.3 IT Implications:

There are no IT implications in relation to implementation of the Strategy

5 RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendation/s

The risks associated with not approving the new Carers Strategy is that there will be no formal driver for improving and developing services for Carers in Denbighshire. At a time when Carers issues are high on the national political agenda, and there is an ever

increasing awareness of these issues amongst the public, and health and social care providers, it is imperative that Denbighshire looks at effective ways of improving support for Carers.

The risks of not improving support to Carers will result in Carers not having their needs adequately met. As a result they may become increasingly isolated by their caring roles, and may develop health problems as a direct impact of caring. Without support, they may suffer loss of confidence and self esteem, and may be unable to engage in community activities and opportunities to improve their own health and well being.

5.2 Risks associated with agreeing the recommendation/s

The main risks of agreeing with the recommendations are that the identification of increased numbers of Carers in Denbighshire will place an increased demand on services, and demand may outstrip capacity. However, if Carers are not identified and provided with support, then there is a risk that 'hidden' Carers will emerge at times of crisis, when they (and the person they care for) will require far greater input and support from services. Therefore, providing support at the early stages of caring can ultimately reduce the pressures on services later on in the caring role, and often enable the Carer to continue caring for longer. However, if demands on services reached a level that threatened the sustainability of those services, then consideration would need to be given to reviewing the eligibility criteria applied to Carers.

6 FINANCIAL CONTROLLER STATEMENT

The ongoing investment in support for carers is welcome. If support can be offered that defers or avoids greater reliance upon statutory services then there are obvious financial benefits. The transfer of the Mental Health Carers' Grant into the RSG will be considered once detailed have been received from the Assembly. The costs of the strategy must be contained within available resources.

7 CONSULTATION CARRIED OUT

For the purpose of developing this Strategy, information has been pulled together about the needs of Carers, the services that currently exist to support Carers, and the resources available to fund these services.

Carers, and those working to support Carers, have been involved in developing the Strategy in various ways including:

- A Carers Strategy Stakeholder Day
- Consultations with Young Carers
- A Carers Questionnaire
- A Stakeholder Questionnaire (for people who work with Carers, including health and social care professionals and voluntary sector organisations).
- The Denbighshire Carers Strategy Group
- A Carers Strategy Reference Group

8 IMPLICATIONS

8.1 Assessment of Impact on Corporate Priorities: none

8.2 Assessment of impact on the Vision, Community Strategy, Equalities and Sustainability:

There are numerous key priorities within the Strategy that will support the realization of Denbighshire's Vision (vulnerable children and adults will be safeguarded), the Community Strategy, Equalities and Sustainability.

These include:

- Improving the provision of information, including the development of a Carers website linked to the Healthy Denbighshire site.
- Improving processes for assessments of Carers' needs, and greater peace of mind for Carers with the development of a Carers' Emergency Scheme.
- Improving the availability of more flexible short term breaks.
- Promoting the use of Telecare technology to support Carers.
- Identifying opportunities for Carers to access life long learning opportunities.

9 ACTION PLAN

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
Consultation on draft Strategy and Summary documents	Carers Commissioning Officer May – June 2008	
Finalised Strategy Document and Summary submitted to Scrutiny for endorsement	Carers Commissioning Officer 11 September 2008	
Finalised Strategy Document and Summary submitted to Cabinet for approval	Carers Commissioning Officer 30 September 2008	

10 RECOMMENDATIONS

That Cabinet approves the Denbighshire Carers Strategy as the driver for further developing support and services for Carers in Denbighshire.

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR E W WILLIAMS, LEAD MEMBER FOR ENVIRONMENT: SUSTAINABLE DEVELOPMENT

DATE: 30 SEPTEMBER 2008

SUBJECT: DENBIGHSHIRE RIGHTS OF WAY IMPROVEMENT PLAN

1 DECISION SOUGHT

The Cabinet consider and approve the Denbighshire Rights of Way Improvement Plan (RoWIP) for submission to the Welsh Assembly. (The Draft Plan has earlier been considered by Cabinet and a copy will be placed in the Members' Room or may be from the Highways Information Manager.)

2 REASON FOR SEEKING DECISION

Under the Countryside and Rights of Way (CROW) Act 2000, this Council is required to produce and approve a RoWIP for the County by November 2007. Although delayed by resource issues, this Council along with a number of others has been granted an extension of period until the end of September 2008.

Responses to the consultation process and discussion with the Local Access Forum (LAF), have formed the basis of the final draft of the ROWIP. The Draft has been amended in response to the comments received. In particular comments from the Welsh Assembly, British Horse Society and landowner bodies have identified some areas where we have since made improvements.

The ROWIP follows statutory guidance given by the Welsh Assembly Government to Local Highway Authorities and the Countryside Council for Wales on preparing the plan. The guidance states RoWIPs are the prime means by which local highway authorities should identify, prioritise and plan for improvements to their local rights of way network. The Plan should be used to plan strategically for: The development, better management and promotion of their existing local rights of way. The Plan consists of two main parts: Firstly, an assessment of the current state of Countryside access within the County, and how this meets the needs of users and landowners; This stage was completed at the end of 2007. Secondly: a Statement of Action which sets out the proposals for future improvements. This is detailed in the document.

The ROWIP is focused by the themes that we found most matched the sentiment of the feedback both from the preliminary consultation and using the experienced officers knowledge. The four primary themes and priorities: Resolving the Backlog in Maintenance; Improving maintenance and management; Reducing restrictions for those with limited mobility: Improving opportunities for Cyclists and Horse Riders. There are three secondary themes: Improving Access to Open Country and Coast: Information and Health initiatives: Enhancing Tourism opportunities from access.

We were able to classify the Council's service into five specific groups of activity.

These help define how the Rights of Way and Countryside Services operate to deliver any element of its service. Within each of these groups we have identified a series of actions. These are either required of us by statute, or will meet the most common aspirations that were identified of our service users during the initial assessment for the plan. These actions would substantially improve access to the countryside or the ability of the public to make better use of what we already have. The Statement of Action at section 5 tabulates these actions, also indicating to which theme or priority they relate, and who potential partners might be in the funding or delivering the actions. It is this Statement of Action that will provide the strategic framework for future work on the Rights of Way network over the next 10 years. The work will be delivered through annual work plans and in Appendix 1 we have set out a working example of what the annual work plan should look like.

Although the ROWIP will be a bidding document for resources to deliver the program, it is unlikely that additional resources of staff or finance will be found in the first year or so of its life, and that existing staff will be stretched to deliver these proposals. Clearly, statutory work – as highlighted in the Statement of Action tables – must continue to be given the highest priority. Nevertheless, it is important that the momentum generated by the production of the ROWIP is not lost, and that a variety of initiatives are pursued. The Welsh Assembly has set aside £1.7 million to the local authorities for this year to support RoWIP work and intends to continue this funding for at least a further two years. Denbighshire's allocation will be £69,000, although there are conditions we have to meet before being able to claim this money.

The ROWIP is a strategic document with a long life. It is intended that it will provide the basis for an annual work program based upon evolving priorities and resourcing. In this way, both those longer term aspirations and shorter term service delivery can provide coherent and transparent improvements to the rights of way network within the County.

3 POWER TO MAKE THE DECISION :

Countryside and Rights of Way Act 2000.

4 RESOURCE IMPLICATIONS

4.1 Cost Implications:

The production of the RoWIP has been met from existing resources although some additional un-hypothecated funding was added to the SSA by the Welsh Assembly to contribute to the cost of implementing the CROW Act. Much of its objectives relate to how we currently deliver our service and what improvements can be made, these mostly will be delivered from within the current budget. The RoWIP is a strategic document and its delivery will be spread over a ten year period. Some of the proposed possible actions will require additional resources. The delivery of the Plan is not, however, statutory and many of the improvement works will be eligible for grant funding from a variety of sources. The County is already being offered additional funding by the WAG towards delivering the RoWIP, £69,000 in 2008-9 and some of the proposed work has already been put

forward for consideration of funding under the Regional Transport Plan and those being made available under EU Convergence.

4.2 Staffing / Accommodation Implications:

Some requirement for additional staff has been identified, but only if funding becomes available and mostly to pursue short term projects. It is considered that these staff will be part field based and can be accommodated within existing space. Greater collaboration between internal units and external bodies may also assist in this aspect.

4.3 IT Implications:

Existing systems will manage any additional information generated from the report. Some projects will use IT to improve delivery of service and dissemination of Council information to users and extend opportunities to deliver services on-line. These resources will need to be met from funding associated with any such project.

5 RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendation/s:

Primarily the County will have failed to comply to a statutory obligation under CROW Act 2000 to have a RoWIP in place by November 2007.

The loss of £69,000 of funding this year from WAG specifically given to address criticism of an earlier WAG decision by the Local Access Fora of Wales that it had declined to help the Councils delivering this statutory document. The funding is likely to continue for at least 2 further years.

5.2 Risks associated with agreeing the recommendation/s:

There is no statutory duty to deliver the action plan, but if we fail to attempt to do so, even if only by utilising the available budget and resources we have, then the stakeholder community, who have been involved though consultation, may become disillusioned with the way the Authority delivers services including statutory duties. Nationwide there has been an expectation that RoWIP's will create a platform for meaningful improvement in access to the countryside.

6 FINANCIAL CONTROLLER STATEMENT

The level of activity resulting from the improvement plan will be restricted by the availability of special funding from WAG. Further sums would be unlikely to be available as additional resources from the Council in the light of the level of WAG settlements in the next few years.

7 CONSULTATION CARRIED OUT

An initial general public consultation to help assess the public's experience and expectation of the service was sent to every household in the County via a double page insert in the 'County Voice'. A more specialist questionnaire was distributed via path user groups and our web site reaching users across a wider area than the County since many users are not resident in Denbighshire. The RoWIP Statement of Action was created from analysing the results of the Assessment. The report of the Assessment was presented to the three portfolio Members with responsibilities that included the subject matter and after their agreement was

placed on public deposit for comment. The Draft RoWIP was presented to Cabinet for approval to commence public consultation. The plan has been submitted to various statutory consultees, user and landowner groups as well as the public. It has been presented to Environment Scrutiny and we have worked closely with the Council's statutory LAF. At its meeting on the 2nd September 2008, the LAF considered the document and comments arising from the consultation along with our intentions for dealing with those responses. The forum's full support for the plan with the changes to be made in this document was given in that meeting.

The consultation was undertaken with a bilingual draft. On completion of the process a Bilingual copy of the plan will be made available for the public.

8 IMPLICATIONS

8.1 Assessment of Impact on Corporate Priorities:

Public Rights of Ways are part of the County's highways network and subject to similar statutory duties to maintain with a backlog or repair required. This strategy will provide for better management of the network to address this backlog. Delivering the strategy will require increased cooperative working between departments and will lead to efficiency improvements.

8.2 Assessment of impact on the Vision, Community Strategy, Equalities and Sustainability:

The RoWIP will help the Council to deliver on its Vision of a delightful and different Denbighshire by contributing to encouraging local residents to access the countryside for recreation and improving health and in so doing along with increasing visits from out of county users adding to the economic prosperity of our rural communities. This matches aspirations that are made in the community strategy and delivers measures to improve access for excluded groups and promoting sustainability.

9 ACTION PLAN

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
To have the approved document presented to the Welsh Assembly Government	Adrian Walls 1/10/2008	Tim Towers 2/10/2008
To have the plan translated and placed on public deposit and Council web site	Adrian Walls 30/10/2008	Tim Towers 30/10/2008

10 RECOMMENDATIONS

- 1) The Cabinet approves the Rights of Way Improvement Plan
- 2) That the Denbighshire RoWIP be submitted to the Welsh Assembly Government

REPORT TO CABINET

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

DATE: 30 September 2008

SUBJECT: Dee Valley Recycling Facilities

1. Decision Sought

To confirm the mitigation measures that are to be taken as a result of the loss of civic amenity site provision in the Dee Valley.

2. Reason for Seeking Decision

- 2.1 Prior to 2007, two civic amenity sites were available in the Dee Valley; one in Llangollen, and one in Carrog. The Carrog civic amenity site is currently managed by SITA on behalf of the council under a contract that expires at the end of March 2009, and the Llangollen civic amenity site was closed down in 2007 for health and safety reasons.
- 2.2 When the Llangollen site was closed prematurely, it was considered to be appropriate to put some interim arrangements in place, i.e. waiving the £3 bulky item charge for Llangollen residents, and arranging for a weekly collection of green waste from the Pavilion car park. Denbighshire officers also wrote to Wrexham CBC seeking permission for Llangollen residents to (officially) use the Plas Madoc site in Ruabon. In the meantime; Llangollen residents were re-directed to the Carrog site
- 2.3 Unfortunately, the infrastructure at the Carrog site is below the minimum acceptable standards for a waste management facility, and the Environment Agency (EA) has now written to the council confirming this. The EA have agreed to hold-back from any enforcement actions in relation to the site, but only for the duration of the current contract.
- 2.4 Knowing this; in October 2007 officers applied for a capital allocation in order to develop an alternative CA site in the Dee Valley, but the bid was not approved by members. This means that the replacement provision will have to be funded from revenue budgets alone.
- 2.5 Wrexham CBC have responded to Denbighshire's request, stating that the Plas Madoc site is due to be temporarily closed as part of a significant refurbishment, programme.
- 2.6 In the light of the above circumstances, and the likely ongoing delay in securing the use of Plas Madoc, it is now considered to be necessary to put into place revised arrangements, that will include the withdrawal of the waiver on the £3 bulky item charge.
- 2.7 The interim solution being proposed is one that has worked very effectively in North Yorkshire, whereby; on predetermined days of the month, the council sends a 'mini-fleet' of three vehicles to a pre-determined waste collection point.
- 2.8 One vehicle collects green waste, one collects bulky items, and one collects residual waste. The green waste is all composted, and the bulky items are recycled (as far as practicable). When combined with the improved kerbside recycling that is now being rolled-out in the Dee Valley, these arrangements should provide a reasonable level of service delivery.

- 2.9 It is important that people do not need to consult a calendar to know when the vehicles will be on site. As an initial trial, it is therefore being suggested that the 'mini-fleet' would be in Llangollen (probably the Pavilion car park) on (say) the first and third Saturdays of the month, and in Corwen on (say) the second and fourth Saturdays of the month. This would provide sufficient capacity to cope with the tonnages that have historically been produced, and would mirror the types of arrangement that have worked well in North Yorkshire.
- 2.10 The time spent on site would be assessed and adjusted according to utilisation. The aim will be to maximise efficiency, but without causing queues to develop. During the summer months, there is likely to be a higher level of green waste production, and an increased frequency of green waste collection may be therefore be justified, particularly in Llangollen.
- 2.11 As indicated above; a primary aim is still to secure use of the Plas Madoc site, and if/when this happens, the interim arrangements in Llangollen will cease.
- 2.12 The arrangements in Corwen will continue indefinitely.

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. Resource Implications

4.1 Cost Implications

- a) There will be an increase in levels of overtime payments that need to be made, and minor operating costs for vehicle fleets, including fuel. Waste charges will not be significantly affected.
- b) The contract payments currently made to SITA (for the Carrog site) will cease in April 2009.

The overtime payments are expected to be higher than the contract savings that are made, resulting in a net cost increase of around £15,000 per year. However, the exact figure will be dependent upon that actual hours that are worked

4.2 Staffing / Accommodation Implications:

None (the service will be provided via the existing workforce)

4.3 I.T. Implications

None

5. Risk Assessment

- 5.1 The risks associated with not agreeing to the recommendations are;
- a) customer dissatisfaction
 - b) increased use of the bulky collection system, which might be more expensive in the long run
 - c) the possibility of increased fly-tipping (although this is not considered to be a significant risk)

6. Financial Controller statement

- 6.1 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.

7. Consultation Carried Out

- 7.1 Local members have all been consulted, and the results are included as Appendix One.
- 7.2 The topic was also explained to the Dee valley Town and Community Council cluster group meeting held in Llangollen on 23 July 2008
- 7.3 The topic was discussed and the Environment and Regeneration Scrutiny committee on 10 July 2008

8. Implications

8.1 Impact on Corporate Priorities

The effect of escalating waste costs, will have consequences for all departments of the council.

8.2 Impact on the vision, Community strategy, equalities and sustainability

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”.

9. Action plan

Action	Responsibility & timescale	Review Date
Confirm initial operational details	J.Espley – Jan 09	Ongoing
Arrange for necessary publicity (incl. CRM liaison)	J.Espley - Feb 09	March 09
Monitor levels of activity & adjust service levels accordingly	J.Espley – Apr 09	Ongoing

10. Recommendations

- 10.1 Members agree to a ‘two times per month’ manned waste collection service being instigated at Corwen and Llangollen, as a mitigation measure following the loss of civic amenity site provision in the Dee Valley.
- 10.2 Members agree to the service commencing in April 2009, when the existing Carrog CA site closes
- 10.3 Members agree that the Head of Service had the delegated authority to increase the stated levels of service provision in relation to green waste during the summer months

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

APPENDIX ONE - Results of consultation with local members

Question and/or comment	Response
What are the proposed levels of service going to be in Carrog / Corwen ? (Cllr.L.Morris)	The arrangements were explained – i.e. as per the contents of this report.
The level of service within the Dee Valley will be lower than the service levels provided in the remainder of the county (Cllr. C.Williams at Env.Scrutiny July-08)	It was accepted that this would be the case. However, the tonnages of waste at the proposed northern recycling park would be approximately 20 times the tonnages arising in the Dee valley, and the levels of expenditure required to develop a new Dee Valley CA site could not therefore not be justified.
Cllrs. L.Morris & R.Hughes asked whether extra green waste provision could be made during the summer months	This has been catered for in the report under para 2.10. The demand for additional service will vary according to circumstances, e.g. when Easter falls etc., so the report is not prescriptive about which months would be affected. However, extra provision will be made.
Cllr.H.Evans accepted the financial reasons why a new site could not be provided, but asked for any gaps in service provision to be filled by more bring sites and the like.	Further bring site might be possible, however this would help with recycling rather than bulky waste items etc. The roll out of the new kerbside 'twin sack' system should help with the public relations aspect of the changes, and the bulky waste kerbside collection service will remain as before.
Cllr.Huw Jones felt that the change was unfortunate, but accepted that the situation had been forced upon the Council by the EA's stance in relation to Carrog.	As above

REPORT TO CABINET

**CABINET MEMBER: COUNCILLOR E W WILLIAMS LEAD MEMBER
ENVIRONMENT: SUSTAINABLE DEVELOPMENT**

DATE: 30th September 2008

**SUBJECT: EXEMPTION TO TENDERING: LOCAL BUS SERVICE
IMPROVEMENTS**

1. DECISION SOUGHT

- 1.1. To seek Cabinet approval for an exemption to tender for improvements to the timetable of the existing bus service between Denbigh, Ruthin and Wrexham; and the purchase of three brand new, accessible buses for the route.

2. REASON FOR SEEKING DECISION

- 2.1. Under Rural Development Funding, the Welsh Assembly Government has awarded some £600,000 for improvements to the bus route between (Rhyl-) Denbigh-Ruthin-Wrexham, operated by GHA Coaches Ltd. Full details of the improvements this should bring are given in the Appendix to this report. The funding is for some 2½ years only and time is now of the essence in expending this grant. The grant seeks to improve the service from five/six buses per day to hourly and to purchase three brand new accessible buses to replace the substandard conventional vehicles currently used.
- 2.2. The daytime service operates commercially and aside from a small minority of journeys principally at school/college times, there is no direct subsidy from the County Council. As a consequence, an exemption to tender is sought for daytime timetable improvements because of the commercial nature of the service. The Council cannot tender a service that will weaken revenue from a commercial service.
- 2.3. The funding also includes an element towards improvements on the tendered service between Ruthin and Mold.

3. POWER TO MAKE THE DECISION

- 3.1. Contract Procurement Regulation Pr 10.1(A)
- 3.2. The Public Contracts Regulations 2006, Si No 5, Part 1 – 6(1) (B)
- 3.3. S.92 Transport Act 1985 lays a duty on authorities to consider the interests of providers who already operate public transport in an area.
- 3.4. S.106 Transport Act 1985 gives powers to local authorities to make grants towards for the purchase of vehicles to assist disabled people.

RESOURCE IMPLICATIONS

4.1 Cost Implications:

The c.£600,000 from Rural Development Funding is in addition to the Council's contribution to buses on this corridor. Therefore, there is no cost implication for the Council as total cost comes from the Rural Development Fund.

4.2 Staffing / Accommodation Implications:

There are no staff cost or accommodation implications.

4.3 IT Implications:

None.

5 RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendation/s

The Council misses an opportunity to spend a considerable grant in upgrading a bus corridor's timetable and vehicles. The Council would not see the potential impacts of economic generation and reduced car use on a bus corridor likely to grow significantly.

5.2 Risks associated with agreeing the recommendation/s

Loss of investment in brand new vehicles should the operator cease to trade. The legal agreement between the Council and operator needs to reflect this risk of the operator ceasing trading. The GHA Coaches Ltd business is now of a size that means it is a major participant in commercial and subsidised services across North Wales. There will be an examination of GHA Coaches Ltd finances before entering into an agreement.

6 FINANCIAL CONTROLLER STATEMENT

The proposal is in line with the Council's CPRs. Costs in connection with this matter will need to be contained within the special funding available.

7 CONSULTATION CARRIED OUT

The improvements have been considered by the Rural Transport Forum. This report was circulated to Procurement and Legal and support the report.

8 IMPLICATIONS

8.1 Assessment of Impact on Corporate Priorities:

The funding bid supports the Council's priority regarding regeneration. The bid envisages an increase in inward tourism to Ruthin and Denbigh (and Rhyl) from

the Wrexham and Mold (and Chester) areas, as well as offering an alternative to the car for Denbighshire residents visiting Wrexham.

8.2 Assessment of impact on the Vision, Community Strategy, Equalities and Sustainability:

The funding bid considered such as contributing towards a more sustainable environment by offering a considerably improved alternative to the car, along a key bus corridor, including between Denbigh and Ruthin and to Wrexham.

9 ACTION PLAN

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
Agreement of timetable and vehicle specifications with operator. Consultation with other commercial operator.	Peter Daniels Date depends upon new build availability. The timetable element can be introduced earlier (aiming for December 2008) subject to operator and Traffic Commissioner agreement, and necessary formal agreements in place	Mike Hitchings February 2009/One year after timetable in place
Financial Assessment of GHA Coaches Ltd	Peter Daniels Prior to entering agreement	Mike Hitchings February 2009
Legal agreement	Peter Daniels October/November 2008	Jane Kennedy January 2009

10 RECOMMENDATIONS

That Cabinet approves the exemption to tending for the improvements outlined in this report for the (Rhyl-) Denbigh-Ruthin-Wrexham bus corridor.

Rural Development Funding (Rhyl-) Denbigh-Ruthin-Wrexham

- a. The funding of some £600,000 is for 2½ years.
- b. The bid foresees improvements to bus services during the daytime and on Sundays. Funding is such that it might additionally be available for an evening service, something likely to be of more benefit to Denbighshire residents (e.g. to and from Coleg Llysfasi).
- c. The Sunday and evening services can be subject to tender in the usual way, because there are no bus services south east of Ruthin at these times.
- d. The daytime service should increase from five/six buses a day to an hourly service. Payments shall be made monthly to cover additional operator costs. An exemption to tender is sought for daytime timetable improvements because the operator (GHA Coaches Ltd) runs this service commercially, currently without subsidy from the County Council.
- e. Additionally, the bid sees the introduction of three brand new, modern, accessible single deck buses, to replace the current mix of minibuses and conventional single decks. All current vehicles are older and inaccessible to disabled people and parents with buggies. Vehicle purchase will be by way of a one-off grant.
- f. The vehicles will be owned and operated by GHA Coaches Ltd, thereby relieving the Council of any maintenance, disposal or residual value issues.
- g. There shall be a legally binding agreement for the daytime service/vehicles purchased, to ensure:
 - The maintenance of the timetable/level of service over the 2½ years of funding, together with the extent of acceptable changes allowable over the following 2½ years, agreed as far as possible in advance.
 - An acceptable exit strategy should the investment prove unsatisfactory, to recover grant money in proportion to length of time remaining.
 - The optimum vehicle type; their liveries; and the retention of such vehicles on the route (unless otherwise mutually agreed). The vehicles will be owned and operated by GHA Coaches.
 - Recognition for the Council's input in terms of funding and time.
 - The sums recoverable should there be unforeseen changes e.g. breaches of agreement.
 - Acceptable use of vehicle on corridors or services on other services (only with DCC agreement).
- h. The (Rhyl-) Denbigh-Ruthin-Wrexham bus corridor is one that the County Council has fostered over the years. Some 20 years ago, the erstwhile Crosville Motor Services operated on Mondays and Saturdays only. Just over 10 years ago, this included an additional day's operation, and a better service from Llandegla to Ruthin. The service became Mondays to Saturdays under contract about eight years ago, with numbers travelling increasing such that the current enhancements to five/six buses was introduced in April 2007, on a commercial basis.
- i. Additionally, the bid also sees improvements to the service from Ruthin to and from Mold/Chester. This may be achievable by varying an existing contract, though part-tendering remains an option.

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR S FROBISHER LEAD MEMBER FOR COMMUNITIES

DATE: 30th September 2008

SUBJECT: JOINT WORKING ARRANGEMENTS – CONWY AND DENBIGHSHIRE COMMUNITY SAFETY PARTNERSHIPS

1 DECISION SOUGHT

See attached joint report prepared by the Council's Head of Planning & Public Protection and Conwy CBC' Head of Regulatory Services;

1. To proceed with the appointment of a Joint Community Safety Manager.
2. To establish a single Community Safety Team
3. To establish the post of a Joint Enforcement Operations Manager

2 REASON FOR SEEKING DECISION

See attached report

3 POWER TO MAKE THE DECISION

Agreement under the Local Government Goods & Services Act 1972 (as amended)

4 RESOURCE IMPLICATIONS

4.1 Cost Implications:

The costs will be covered equally by each Authority's Revenue Budgets for the Service and where appropriate through relevant Community Safety grant money.

There will be no additional revenue costs to Denbighshire County Council and all associated costs will be met with an existing Service budget.

4.2 Staffing / Accommodation Implications:

The Council's current Community Safety Manager will transfer to the Joint Enforcement Operations Manager's post.

There will be no implications to existing accommodation arrangements.

4.3 IT Implications:

None

5 RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendation/s

The two existing Community Safety Partnership Teams will continue to operate as separate entities resulting in inefficiencies.

Lack of focused effort by the various partners to tackling strategic Community Safety issues that are common to both Authorities.

5.2 Risks associated with agreeing the recommendation/s

Loss of Staff from one Community Safety Partnership Team to the other when trying to fill vacancies.

Lack of co-ordinated management response in relation to enforcement/regulatory issues facing both authorities and associated partners.

6 FINANCIAL CONTROLLER STATEMENT

This form of collaborative working is an important element of the drive to deliver efficiency savings at a time of poor WAG funding settlements. The process of putting arrangements in place will need to follow the 'Partnership & Collaboration Procedure Rules' agreed by Full Council on 8 April. The timely involvement of all relevant officers as per the new procedure is key to delivering a successful outcome.

7 CONSULTATION CARRIED OUT

Relevant Lead Members in Denbighshire and Conwy
Relevant Senior Managers in Denbighshire and Conwy
North Wales Police
Community Safety Strategic Steering Group
Home Office
Staff within both Community Safety Teams

8 IMPLICATIONS

8.1 Assessment of Impact on Corporate Priorities:

By promoting a focused cross border management of the Community Safety Partnership the proposal will contribute positively to all the Council's priorities.

8.2 Assessment of impact on the Vision, Community Strategy, Equalities and Sustainability:

This is a key project that will assist in achieving the Council's Vision, Community Strategy and will comply with the Council's Equalities and Sustainability Plans.

9 ACTION PLAN

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
Appendix 1 Report to be presented to Conwy CBC's Cabinet	Phil Rafferty and Graham H Boase 23 September 2008	Phil Rafferty and Graham H Boase 1 October 2008
Advertise for Joint Community Safety Manager	Phil Rafferty and Graham Boase 7 October 2008	Phil Rafferty and Graham Boase 14 October 2008
Transfer Denbighshire CC's Community Safety Manager to new Joint Enforcement Operations	Graham H Boase and Phil Rafferty – to coincide with appointment of Joint	Graham H Boase and Phil Rafferty 31 October 2008

Manager	Community Safety Manager	
Establish single Community Safety Team	New Joint Community Safety Manager	Management Board November 2008
Establish Management Board	Graham H Boase and Phil Rafferty 1 October 2008	Councillor S Frobisher 31 October 2008

10 RECOMMENDATIONS

The recommendations contained at 3.1 – 3.5 in the attached report be agreed.

REPORT TO:	Community Safety Strategic Steering Group (for information only) – 1. Conwy County Borough Council 2. Denbighshire County Council. Partnership Scrutiny Committee - Conwy County Borough Council Cabinet – 1. Conwy County Borough Council 2. Denbighshire County Council
DATE:	TBC 2008
LEAD OFFICERS:	Bethan Jones Acting Chief Executive – Conwy County Borough Council Iwan Prys-Jones Corporate Director Environment Denbighshire County Council
CONTACT OFFICERS:	Phil Rafferty Head of Regulatory Services – CCBC Graham Boase Head of Planning and Public Protection – DCC
SUBJECT:	Joint Working Arrangements - Conwy and Denbighshire Community Safety Partnerships

1. PURPOSE OF THE REPORT

The purpose of this report is to gain agreement/authority to;

1. To proceed with the appointment of a Joint Community Safety Manager (employee of CCBC),
2. To establish a single Community Safety Team, and
3. To establish the post of a Joint Enforcement Operations Manager (employee of DCC).

2. EXECUTIVE SUMMARY

Following a request from Principal Scrutiny (CCBC) to consider the options for the amalgamation of Conwy and Denbighshire Community Safety Partnerships, on 17 January 2008, a report together with relevant project management documentation was presented to Cabinet (CCBC) concerning the potential of establishing joint working arrangements of the Community Safety Partnerships of Conwy and Denbighshire.

Cabinet resolved through the Councils Project Management Framework, to establish a project team to investigate the potential benefits.

Although the majority of the work had been completed by the Project Team, following meetings with Senior Management of Conwy and Denbighshire in March 2008, in light of the pending elections, it was thought prudent to delay the project being reported to Members until the elections had been concluded.

This delay has worked in favour of the project, as difficult decisions concerning the management structure in place within both partnerships would have had to be resolved, but recently as a result of an officer taking up an offer of employment elsewhere, this has provided an opportunity to progress this.

Recently Senior Management from both Authorities discussed the opportunity, the Project generally and how the joint working arrangements might be progressed.

Agreement was reached on several areas, including a Joint Manager and it was decided that this report should be presented to inform and gain approval for Management to progress this project.

3. RECOMMENDATION(S)

- 3.1 The proposals for the joint working arrangements of the Community Safety Partnership be endorsed by Cabinet so that matters can be progressed.
- 3.2 That delegated authority be given to the Head of Regulatory Services, in consultation with Personnel to agree the salary and related terms and conditions of employment of the proposed **Joint Community Safety Manager**.
- 3.3 That delegated authority be given to the Head of Public Protection and Planning Services, in consultation with Personnel to agree the salary and related terms and conditions of employment of the proposed **Joint Enforcement Operations Manager**.
- 3.4 That delegated authority is provided to the Head of Regulatory Services (CCBC) and Head of Planning and Public Protection (DCC) to establish a Service Level

Agreement, in consultation with legal services, to enable Joint Working Arrangements to commence [on a date to be confirmed].

- 3.5 That the membership of the Management Board be confirmed as Cabinet Member for Corporate and Regulatory Services (CCBC), Head Of Regulatory Services (CCBC), Cabinet Member for Communities (DCC) and Head of Public Protection and Planning Services (DCC).

4. BACKGROUND INFORMATION

4.1 Community Safety Joint Working Project

After gaining Member [Conwy and Denbighshire] approval to establish a Project to consider the benefits of formalising joint working and establishing a single resource to serve the Community Safety Partnerships of Conwy and Denbighshire, the Project Team covered several areas of work, which included;

- To develop options for a joint partnership function
 - To consider options for joint resources
 - To consider options for joint accommodation
 - To review the roles required to support the partnership(s).

- To consider options for joint accountability arrangements
 - Financial Management
 - Governance arrangements

- To redefine the Community Safety objectives and to incorporate them into Home Office requirements for a new 3 year strategy

- To provide cost efficiencies
 - cashable
 - non cashable

4.2 PROJECT UPDATE - Current Position

Albeit that much of the work of the project team had dealt with the objectives of the project, it would be fair to say that there were tensions concerning management of the function, co-location and indeed the risks associated with a reduction in performance and general management of finances.

The question around line management responsibility was simply borne out of the fact that both Partnerships had line management in place, both Managers were performing well, and in order to achieve single management position, a competitive process would have had to be followed. The concerns were clear; there was a reluctance to interfere with what was/is clearly successful.

In addition, line management in Denbighshire has an enforcement capacity which was not compatible with the structure and operation of the CSP in Conwy.

Following the recent decision of the Community Safety Officer in Conwy to accept an offer of employment elsewhere, this created an opportunity for Senior Management to consider options around this project further.

It has been agreed; subject to Member approval that a Joint Manager be established and that Conwy would be the host employer for this post (the recruitment process would be competitive).

It has also been agreed; subject to Member approval that the Community Safety and Enforcement Manager of Denbighshire, would be 'slotted in' to the post of Enforcement Operations Manager and in this case Denbighshire would be the host employer.

The recent success of both partnerships is clear, with significant reductions in negotiated performance targets and much of this success has been achieved in connection with enforcement operations.

Joint Community Safety Manager

By implementing this change to the management arrangements, the Joint Manager would be able to concentrate on strategic issues, delivering on issues connected with the Community Safety Strategy, monitoring performance and improving joint working with other partnerships (Health and Well Being, Children and Young Persons).

The Manager would also have responsibility of developing the joint working arrangements of the Community Safety Partnership with the aim of achieving a formal merger.

Enforcement Operations Manager

It is envisaged that the Enforcement Operations Manager, coupled together with other joint working arrangements being considered at present between Regulatory Services (CCBC) and Planning and Public Protection (DCC) would build on the good work that has taken place thus far.

This role would work across both Counties primarily engaged with directing and coordinating cross border enforcement operations.

This would clearly reinforce and establish a much more consistent and robust approach across both Counties, which will mean in the context of any targets set from an enforcement perspective, that there would be a clear direction so as to ensure the continued success of both Partnerships.

It would enhance the collaborative working arrangements and would improve the effectiveness and consistency of regulatory matters across both CCBC and DCC.

4.3 PROJECT UPDATE - Accommodation and Resources

Denbighshire have recently relocated support elements of the Community Safety Team to St Asaph, and Conwy's officers are located at the Civic Offices.

Accommodation (Denbighshire)

When considering the options concerning accommodation, it should be noted that Denbighshire have an agreement with North Wales Police in relation to accommodation at the Police Headquarters at St Asaph.

The office space is sufficient to accommodate a joint Community Safety Team. This agreement is for a period of 2/3 years and rent is in the region of £600.00 per desk space per year, so for a team of ten, a rental charge of £6,000.00 would apply.

There will be capital expenditure required concerning IT and communication networks, office furniture etc. At the time of writing this report, it is unclear what the full extent of these costs might be.

Accommodation (Conwy)

The Civic Offices at Colwyn Bay has sufficient office space available to accommodate a joint Community Safety Team, as such there would be no rental charge and any capital expenditure would be limited to IT networks.

The question of accommodation, the actual structure of the Community Safety Team and Cost Efficiencies, would be the subject of a subsequent report from the Joint Manager to the Management Board.

On appointment of the joint manager, there will be an expectation that they will manage the two teams at the two sites, until a full option appraisal has been considered by the Management Board.

4.4 PROJECT UPDATE - Accountability

It is clear that the management of finances should remain with the responsible authority. At this stage there is no intention to merge the financial aspects; there will be no change to existing arrangements. There will however, be an expectation for the Joint Manager to produce an informative report concerning an overview of financial management, in preparedness for the formal merger.

Governance arrangements around performance have been explored, and a decision has been reached by management at this stage that the existing scrutiny arrangements should remain in place, until the formal merger takes place, at which point, joint scrutiny arrangements will be further considered.

4.5 PROJECT UPDATE - Formal Merger

It is worthy of note that in order to achieve a full merger between Conwy and Denbighshire in respect of the Community Safety Partnership, that it would necessitate an application to the Home Office, to overcome legislative requirements and approvals.

With this borne in mind, it has been determined that it would be in the interest of both Conwy and Denbighshire to establish a single resource that would service both partnerships. This resource would be managed by the Joint Manager, and that a review of the procedures and processes that exist within each partnership, would take place, with the primary objective of establishing a single approach, that would be more efficient and effective, and that when each authority were satisfied with progress, that an application be submitted to achieve a formal merger.

Given that both authorities have recently established priorities as part of a new three year strategy, albeit they are similar in meaning, it would seem appropriate that the timescale to achieve a joint merger will be that three year period.

4.6 SERVICE LEVEL AGREEMENT - Future arrangements

The Membership of the existing Project and Quality Assurance Teams will be retained, the Joint Manager will assume the role of Project Manager when the post is filled, and the Membership of the Project Board, (which will also act as the Management Board) will comprise of the relevant Cabinet Member from each of the two Authorities, the Head of Regulatory Services (CCBC) and Head of Planning and Public Protection (DCC)

The previously agreed project plan, objectives, and risk register will form the basis of the required forward work programme, including a business process review of all policies and practices/procedures.

The Project Board in considering the most appropriate way forward have concluded that, the joint post should be appointed under a Service Level Agreement.

It is anticipated, subject to necessary agreement by each Council, that the Joint Manager post will be advertised in late September, and that the recruitment process might take a number of months.

Given that the Community Safety Officer in Conwy leaves the post in early September, steps are being taken to provide cover for this post by way of Secondment. Existing line management arrangements in DCC will remain the same until the recruitment process has been concluded.

Informal agreements are already in place concerning the sharing of existing resources, for example;

- The Substance Misuse Officer (CCBC – Host employer)
- The Substance Misuse Support Officer is presently funded by DCC,
- The Community Safety Officer (DCC – Host employer)

These informal commitments will be resolved and confirmed when the Service Level Agreement is finalised.

The exact content of the Service Level Agreement is being developed by Head of Regulatory Services (CCBC) and Head of Planning and Public Protection (DCC), in consultation with legal services of CCBC and DCC. It will make reference specifically to the following matters;

Role of the Joint Community Safety Manager

- The Joint Manager shall be known as the Community Safety Manager (Conwy and Denbighshire).
- The Community Safety Manager (Conwy and Denbighshire) will have responsibility for day to day management of the Community Safety Partnership functions and will report directly to Head of Regulatory Services (CCBC) and Head of Planning and Public Protection Services (DCC).

Role of the Joint Enforcement Operations Manager

- The Enforcement Operations Manager will have responsibility to assist in improving the enforcement regime, by establishing a forward work programme, that makes for a more effective and efficient regulatory framework within CCBC and DCC.
- The Enforcement Operations Manager will also be responsible ensuring delivery against any strategic direction set by the Community Safety Partnership and will report directly to the Head of Planning and Public Protection Services (DCC) and Head of Regulatory Services (CCBC).

Management Board

The Management Board will;

- Ensure service delivery is in accordance with the Agreement

- Monitor Performance/Financial Management Information.
- Receive reports on the work of the Joint Enforcement Operations Manager.
- Provide advice to the Community Safety Manager (Conwy and Denbighshire) on relevant corporate policy/issues/priorities of the respective Authorities.
- Assist the Community Safety Manager (Conwy and Denbighshire) in reviewing and determining the policy in regard to the work of the Partnerships.
- Ensure support from respective Cabinets and Councils for further development of collaborative working between the partnerships.

Staffing

The staffing structure required to deliver the services shall be reviewed by the Community Safety Manager (Conwy and Denbighshire) in consultation with the Management Board. At the commencement of the Agreement:

- Each Authority will retain its existing staff number, structure and staff budget for the Services
- The staff will continue to be employed by each Authority under their existing terms and conditions and corporate HR policies.
- The staff will continue to operate from their current base(s)

Any proposed changes to structure / accommodation will be determined by the Management Board.

Members are requested to note that informal agreements are already in place concerning the sharing of existing resources, for example;

- The Substance Misuse Officer (CCBC – Host employer)
- The Substance Misuse Support Officer - presently funded by DCC,
- The Community Safety Officer (DCC – Host employer)

These informal commitments will be resolved and confirmed when the Service Level Agreement is finalised.

Operations

In respect of the operation of the Services, at the commencement of the Agreement:

- The operational budgets for each Service in each Authority shall be as agreed independently by each Authority.
- The financial management and control of the operational budgets shall be in accordance with each respective Authority's Financial Regulations and its Constitution in general.
- The Contract Standing Orders of each Authority shall continue to apply to the respective associated works and service contracts

The operational budgets of both Authorities will over time be reviewed by the Community Safety Manager (Conwy and Denbighshire) in consultation with the Management Board, in order to provide efficiency savings.

Agreement Term and Termination

The agreement shall be for 5 years. The Agreement may be terminated on 1 April in any year by either of the Authorities giving to the other at least one years' notice in writing.

4.3 Financial Implications

The costs concerning the post of the Joint Manager (CCBC – Host Employer), the role of Enforcement Operations Manager (DCC – Host Employer) will be met equally from existing revenue budget of both CCBC and DCC.

The roles and responsibilities of both positions will be confirmed and the level of salary will be evaluated in due course.

The arrangements in place with the Substance Misuse Officer, and costs attributed to other supporting roles, will again be met equally from each authority, and as there are no proposed changes at this point, there will be no additional cost implication.

4.4 Welsh Assembly Government (WAG) - Making the Connections

Informal discussions have taken place with a representative of WAG, and consideration is being given to the submission of a bid to obtain funding to support this initiative. No further details are available to report at the time of writing this report.

5. CONSULTATION

The work of the project team so far has led to consultation taking place with many relevant stakeholders, including the Police Authority, Local Health Board etc

The relevant Cabinet Members of CCBC and DCC have been involved in the Project.

Staff in the Community Safety Teams of each Authority has been informed of the development of the project by way of a number of team meetings.

Strategic Steering Group – CCBC / DCC

This report is to be presented to Cabinet.

Partnership Scrutiny in CCBC

This report is to be presented to Partnership Scrutiny.

Cabinet in CCBC / DCC

This report is to be presented to Cabinet.

6. CORPORATE SUPPORT/COMMENTS

Both Members and Senior Management of both CCBC and DCC are in support of this project.

7. RISK

The project has a risk register, which will be kept under review. The Management Board will ensure that where appropriate, identified risks are managed and will ensure equality in service provision.

8. DRIVERS AND IMPLICATIONS

8.1 Links to Corporate Priorities/Plan –

Making the Connections and the efficiency agenda

8.2 Assessment of impact on the Community Strategy, Equalities and Sustainability

None identified

9. REASON(S) FOR RECOMMENDATION(S)

The benefits of employing a Community Safety Manager (Conwy and Denbighshire) will eventually lead to a single team delivering (in the short to

medium term) a service to the two partnerships of Conwy and Denbighshire. This proposal makes better use of resources, and will provide several efficiency savings, both cashable and non-cashable.

By establishing the post of Enforcement Operations Manager, this will assist in improving the effectiveness of the regulatory regimes within both Conwy and Denbighshire, which will provide better direction to resources to meet local priorities/problems.

10. SENIOR EXECUTIVE TEAM (S.E.T.) COMMENTS

SET support the recommendations.

BACKGROUND PAPERS	LOCATION	WEBSITE INFO.

REPORT TO CABINET

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

DATE: 30th September 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 RESOURCE IMPLICATIONS

4.1 Cost Implications - Housing Revenue Budget 2008/09

- The latest forecast for the HRA shows that an in-year revenue surplus of £394k should be generated by the end of the financial year, which is £39k less than forecast in the original budget set in February 2008.
- There has been very little movement in revenue expenditure since the end of July (net movement of £7k over all services).
- The rent income forecast has been improved from last month by £12k to account for the estimated reduction in Right to Buy (RTB) sales from fifteen to six. This, plus analysis based on actual activity to date, suggests that income overall (dwellings and leased) will be £52k higher than the original budget forecast.

4.2 Cost Implications - Housing Stock Business Plan (HSBP)

- The HSBP is kept under regular review and has recently been updated. There has only been one RTB sale so far this year. The council's housing stock is 3,470.

- The reduction in forecast RTB sales should be compensated by other areas of the Plan exceeding expectations – particularly the allowances in the subsidy for increases in management and maintenance costs.

4.3 Cost Implications Housing Capital Plan

- Achievements to the end of August on the major contracts are as follows (the figure quoted in brackets is the number reported to the end of July 2008):

Major Refurbishments	543 completions (498)
Window s contract	2,801 contract completed
Heating contract	1,253 contract completed

- The plan has been amended from the original budget forecast to account for contract stage payments and retention payments that have been made in 2008/09, rather than 2007-08.
- The windows contract was completed in June and the heating contract was completed in August. A review of the financial performance of these contracts will be included in the next cabinet report.

5 RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendation

There would be a reduction in financial control and ability to influence the current HRA budget and the longer term future of the Housing Stock Business Plan.

5.2 Risks associated with agreeing the recommendation

No risk in agreeing the recommendation however there are risks involved with the delivery of the Housing Stock Business Plan (sales, capital costs, etc.) that must be continually reviewed.

6 FINANCIAL CONTROLLER STATEMENT

The forecast HRA outturn for 2008/09 will ensure that balances are in-line with Housing Stock Business Plan expectations. The Housing Stock Business Plan should continue to be closely monitored and the possible long-term implications assessed.

7 CONSULTATION CARRIED OUT

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

8 IMPLICATIONS – COUNCIL PRIORITIES & 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.

9 ACTION PLAN

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

10 RECOMMENDATION

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>Period 5 - August 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	1,633,764	-70,481
251,603	Supervision & Management - Special	268,573	261,661	6,912
145,498	Welfare Services	142,552	145,379	-2,827
306,194	Homelessness - Leased Properties	402,000	391,862	10,138
0	Rents	0	0	0
2,576,310	Repairs and Maintenance	2,640,199	2,649,618	-9,419
4,888,755	Total Housing Management	5,016,607	5,082,283	-65,677
0	Rent Rebates	0	0	0
1,448,188	Item 8 Capital Charges	1,881,000	1,985,166	-104,166
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	2,894,299	-481,299
12,513	Provision for Bad Debts	25,000	25,000	0
9,176,360	Total Expenditure	12,975,607	13,111,748	-136,142
<u>INCOME</u>				
9,570,607	Rents (net of voids)	9,924,222	9,962,121	37,899
189,918	Leased Rents	236,808	251,053	14,245
143,453	Garages	150,952	140,234	-10,718
199,587	Interest on Balances & Other Income	95,000	151,201	56,201
10,103,565	Total Income	10,406,982	10,504,609	97,627
Surplus / Deficit (-) for the Year				
927,205	General Balances	931,375	392,861	-538,514
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	1,099,597	-38,514

Appendix 2

HRA Capital Plan Update 2008/09

Month 5

Description	Approved Schemes £	Actual at End Aug £	Forecast Outturn £
Environmental Improvement Works	440,000	121,320	440,000
2005/06 Major Improvements – All Groups	0	51,697	100,000
2006/07 Major Improvements – All Groups	6,735,000	2,592,922	6,735,000
Windows Replacement	100,000	171,647	200,000
Central Heating Contract	100,000	361,353	422,000
DFG - Council Properties *	400,000	202,057	500,000
Total	7,890,000	3,500,995	8,397,000

HRA Capital Plan Financed By:	Original £	Forecast £
Major Repairs Allowance Grant	2,400,000	2,400,000
Useable Capital Receipts	297,000	112,000
Prudential Borrowing	1,693,000	2,885,000
CERA	3,500,000	3,000,000
Total	7,890,000	8,397,000

REPORT TO CABINET

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

DATE: 30 September 2008

SUBJECT: Revenue Budget and Summary Capital Plan 2008/09

1. DECISION SOUGHT

- 1.1 To note the latest projected 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 In light of the potential outturn position detailed in appendix 1 that members note the further work that is in hand to identify savings within the Lifelong Learning Directorate.

2. REASON FOR SEEKING DECISION

- 2.1 To advise members of the latest estimated position on the budget performance for the year. In view of the very poor Assembly settlements that will be received over the next few financial years there is a pressing 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 latest projections for the current financial year. The likely position on several pressure areas is beginning to become clearer. Appendix 1 details a forecast overall overspend of £627k, excluding the schools' delegated budgets. This figure is made up of pressures within the Lifelong Learning and Social Services and Housing directorates partly offset by Corporate savings.

i) Lifelong Learning is forecasting an over spend of £752k mainly due to:

- a) the costs associated with the operation and closure of the Hyfrydle Childrens Home on the Plas Brondyffryn school site are £374k,
- b) the delay in identifying efficiency savings from 2007/8, although work undertaken so far has reduced this forecast overspend from £93k to £18k.

- c) the assumed cost associated with the current interim management arrangements, including the interim director and chief officer and other additional costs, are £250k.
- d) the increasing losses incurred by the School Meals service above the £150k provided for within the budget could reach £101k, however further options for delivery are being considered and will be presented to members shortly. If accepted these should reduce the forecast overspend.
- e) the likely loss of Lottery funding and potential clawback in connection with the Mentro Allan project in Rhyl is £120k, however this will now be paid back over two years. £60k will be repaid this year, with a further £60k repaid next year. This year's repayment will be met by the sale of equipment purchased with the original grant and can therefore now be contained within existing budgets.

It is currently 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.

The financial position of the High School formerly in special measures will also require careful monitoring. The Council's rules on school's operating with negative balances on their delegated budget require the school to produce a recovery plan that shows the position improving over no more than 2 years. The school has submitted a plan and this is being reviewed before it can be recommended for acceptance by the Council.

*ii) **Social Services & Housing** is forecasting an overspend of £275k. This is a reduction of £102k on last month, mainly due to reductions in placements and improved income. Pressures remain in;*

- 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. Some of these are beginning to feature in the projections.
- d) The Assembly have announced additional Continuing Health Care funding for the current year. This will be shared between Councils and the Health Service in Wales. The exact sum to be made available for the authority and the extent to which it can be used to fund demographic pressures, will be confirmed when negotiations with Health are completed.

4.3 It is likely that all services will experience cost pressures resulting from the recent increases in fuel and energy costs. Despite significant falls in the cost of crude oil, this has not yet been passed on to fuel customers for a variety of reasons. This will be most prevalent in school transport costs as contractors seek to pass on fuel increases, highway maintenance as the cost of tarmac is impacted upon and premises costs as energy costs rise during the winter period.

- 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 August is £10.1m. Full details of the Capital Plan will be reported to members next month.
- 4.6 Appendix 4 provides the current position on the vacancy control procedure introduced as part on the budget setting exercise for 2008/9.

5. RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendations.

Risk of service overspends not being contained within the overall Council budget with the resulting reduction to Reserves & Balances and pressure continuing into future years.

5.2 Risks associated with agreeing the recommendations.

Potential for impact upon service levels and quality with possibility of negative impact upon the Council's public image.

6. FINANCIAL CONTROLLER STATEMENT

- 6.1 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 together with underspends in the current year, will of course be any pressures in the current year.
- 6.2 The closure of the residential unit Hyfrydle, on the Ysgol Plas Brondyffryn site will cap the Council's liabilities this year and in the future. Action is currently being considered to ensure the facilities are brought into alternate use in the medium term.
- 6.3 It is reassuring to note that the school formally in special measures has now been removed from this status. The recovery plan produced by the governors will need to demonstrate that the school can operate within the delegated budget over a maximum of the following 2 financial years. This plan will need to be reviewed and agreed by the Council.
- 6.4 A continuing area for concern is the worsening financial position of the school meals service where the agreed level of temporary additional subsidy, £150k, will be inadequate in the current financial year. A proposal to address this should be presented to members shortly.
- 6.5 The funding arrangements for the Community Learning Centres need to be resolved quickly to avoid a further pressure situation developing.
- 6.6 The likely grant clawback on the Mentro Allan project at up to £120k is a major disappointment and although this can now be paid back over two years action will need to be agreed to ensure the impact can be contained within the Directorate overall budget.

- 6.7 Officers are involved in detailed negotiations with the Health Service to ensure that the Council receives a fair share of the additional W.A.G. Continuing Health Care funding.

7. CONSULTATION CARRIED OUT

- 7.1 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.

8. IMPLICATIONS ON OTHER POLICY AREAS

The Vision

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

Other Policy Areas Including Corporate

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

9. ACTION PLAN

- 9.1 All departments undertake regular budget monitoring to identify savings and efficiencies.
- 9.2 Officers within Lifelong Learning and Finance directorates are working to reduce the level of pressures and identify other offsetting savings to bring overall spend in line with the directorate budget.

10. RECOMMENDATION

- 10.1 To note the projected outturn figures for 2008/09 as detailed in the attached Appendix 1.
- 10.2 To also note the summary capital plan performance figures for 2008/09 financial year as detailed in the attached Appendices 2 and 3.
- 10.3 That Members note the current position in connection with the vacancy control procedure.
- 10.4 That Members also note the work in hand to reduce overall spend within the Lifelong Learning Directorate.

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2008/09
SUMMARY POSITION AS AT END August 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	21,459	-6,953	14,506	752	0	752	947
Environment	51,590	-21,512	30,078	51,148	-21,320	29,828	-442	192	-250	-298
Social Services & Housing	56,226	-17,515	38,711	58,630	-19,644	38,986	2,404	-2,129	275	377
County Clerk	1,975	-403	1,572	1,975	-403	1,572	0	0	0	0
Resources	10,558	-3,121	7,437	10,558	-3,121	7,437	0	0	0	0
Corporate, Miscellaneous & Benefits	28,986	-23,764	5,222	29,036	-23,764	5,272	50	0	50	50
Total All Services	170,042	-73,268	96,774	172,806	-75,205	97,601	2,764	-1,937	827	1,076
Capital Financing Charges savings & additional Investment Income net of contributions to specific provisions			10,673			10,473			-200	-188
Precepts & Levies			4,347			4,347			0	0
Contribution to balances/reserves			570			570			0	0
			112,364			112,991			627	888

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 August 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	61,580	-8,479	53,101	3,475	-3,036	439	439
Partnership & Inclusion	9,687	-5,231	4,456	10,070	-5,231	4,839	383	0	383	503
School Development	7,231	-1,202	6,029	7,249	-1,202	6,047	18	0	18	93
Policy & Performance	1,345	-292	1,053	1,696	-292	1,404	351	0	351	351
Libraries	2,444	-228	2,216	2,444	-228	2,216	0	0	0	0
Total excluding schools	20,707	-6,953	13,754	21,459	-6,953	14,506	752	0	752	947

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

	Current Month £000s	Previous Month £000s
<u>INDIVIDUAL SCHOOLS BUDGET</u>		
Following updates during August, projections would indicate that school balances of £2,027k as at 31.03.08 will reduce to £1,588k during 2008/09. This is an increase in expenditure of £6k since the last report. Very few projections have been completed this month as schools have been off during the summer break		
	439	433
<u>POLICY & PERFORMANCE</u>		
Costs associated with the Interim Management arrangements	250	250
School Meals Subsidy	101	101
<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, some alternative savings have been identified		
	18	93
<u>PARTNERSHIPS & INCLUSION</u>		
Cost associated with the closure of Hyfrydle Children's Home	374	374
Professional fees associated with an unforeseen investigation	9	9
Clawback of Mentro Allan Grant as not met grant conditions - The £120k will now be paid back over two years	0	120
TOTAL excluding schools	752	947

**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	92 (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 August 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 (see note 1)	9,107	-5,200	3,907	9,164	-5,170	3,994	57	30	87	18
TRANSPORT & INFRASTRUCTURE (see note 2)	13,850	-4,453	9,397	13,835	-4,423	9,412	-15	30	15	16
PLANNING & PUBLIC PROTECTION (see notes 2&3)	4,310	-1,875	2,435	4,320	-1,765	2,555	10	110	120	65
DIRECTOR & SUPPORT (see note 4)	1,318	-237	1,081	1,078	-237	841	-240	0	-240	-147
ENVIRONMENTAL SERVICES (see note 5)	17,199	-7,279	9,920	16,949	-7,279	9,670	-250	0	-250	-250
COUNTRYSIDE, CULTURE & TOURISM (see note 6)	5,806	-2,468	3,338	5,802	-2,446	3,356	-4	22	18	0
Total Environment	51,590	-21,512	30,078	51,148	-21,320	29,828	-442	192	-250	-298

Potential Pressures

Pressures on the Building Services and Health and Safety budgets within the building group. In addition pressures on the coastal facilities income targets as there are vacant units at the Childrens Village in Rhyl.

Presently the income generated from the Car Parking, Building Control, Land Charges and Development Control functions are significantly down on profiled budget and also when compared with the same period last year. The latter 3 services are clearly linked to the current downturn in the housing market which shows no signs of immediate recovery.

The animal welfare case in Llandegla is estimated to create a £42k pressure of the trading standards budget in 08/09

All savings on staffing from delays in filling vacant posts have been removed from services and accumulated in a central budget controlled by the Director. These savings will be required to offset pressures as they arise during the year.

An additional £300K budget in 08/09 was given to Environmental Services to finance DCC's share of the procurement costs of a residual waste disposal facility. Latest events indicate that the procurement process will slip and that only £50K will be spent in the current financial year and that £250K needs to be rolled forward into 09/10. The reason for the delay is that DCC can only move at the same speed as the North Wales Consortium (led by FCC) moves forward.

Pressures on the Rhyl Pavilion Theatre

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2008/09
ENVIRONMENT - EFFICIENCY SAVINGS
SUMMARY POSITION AS AT END August 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	359 (£277k plus £82k from LL)
b) Other savings	92 (£40k plus £52k from LL)
c) Vacancy contr.....	178 (£148k plus £30k from LL)

2. Progress with delivery of savings.

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

a) Efficiency savings.

- i) Street Lighting - stop night time inspections (£7k). Subsequently agreed not desirable from H & S viewpoint. Will be replaced by other efficiencies within Street Lighting budget.
- ii) Rhyl Pavilion Theatre - reduced funding and changes in programming policy (£45k). The Theatre manager is currently working on proposals with the aim of achieving these savings.
- iii) Restructure of THC (£14k) - discussions still ongoing with the relevant parties

b) Other savings

- i) Public Conveniences - closure of old Golf Rd toilets (£5k) - unlikely to achieve this so replaced by an alternative saving within PC budget.
- ii) Reduced Beach Lifeguard service (£25k) - only partly achieved. Will need to be accommodated within existing budget.
- iii) Historic Houses of denbighshire £5k - will need to be replaced by an alternative saving.

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2008/09
SOCIAL SERVICES AND HOUSING
SUMMARY POSITION AS AT END August 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	9,092	-542	8,550	10,121	-1,469	8,652	1,029	-927	102	145
Underspend b/f					-150	-150	0	-150	-150	-150
Adult Services	36,765	-9,168	27,597	37,985	-9,668	28,317	1,220	-500	720	787
Underspend b/f					-615	-615	0	-615	-615	-615
Business Support & Development	2,773	-504	2,269	2,965	-587	2,378	192	-83	109	109
Cymorth Grant	1,648	-1,611	37	1,648	-1,611	37	0	0	0	0
Supporting People Grant	4,363	-4,350	13	4,363	-4,350	13	0	0	0	0
Sub Total Social Services	54,641	-16,175	38,466	57,082	-18,450	38,632	2,441	-2,275	166	276
Non HRA Housing	1,585	-1,340	245	1,548	-1,194	354	-37	146	109	101
Underspend Brought Forward	0	0	0	0	0	0	0	0	0	0
Directorate Total	56,226	-17,515	38,711	58,630	-19,644	38,986	2,404	-2,129	275	377

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

<u>Comments</u>	Current Month	Previous Month
	£000s	£000s
<u>SOCIAL SERVICES</u>		
CHILDREN'S SERVICES		
The main pressure area is the specialist placement budget which is expected to over spend by £346k. This has decreased by £20k since the previous outturn due to the movement of a child to a less costly placement. The overspend on the specialist placement budget is partially offset by the in-house fostering service (under spend circa £206k). The further movement from last month is due to vacancy savings.	102	145
Under spend Brought Forward 2007/08	-150	-150
ADULT SERVICES		
Learning Disabilities		
The growth in demand has increased faster than WAG projections in recent years. The main pressure area is residential placements (£326k). Work is continuing to ensure the maximisation of joint funding from the NHS.	499	510
Mental Illness		
The main budget pressures remain in Residential, Nursing and Home care. The outturn has increased by £55k here. However the outturn for Llys Marchan has improved by £62k due to in part to an increase in income.	241	258
Older People		
Provider - Residential Homes remain the main budget pressure. Forecast outturn has increased by £5k to reflect kitchen refurbishment costs at Hafan Deg as catering facilities at Llys Nant cease. Purchasing - The final position for the service is expected to be £244k under spent which equates to an increase in the under spend of £46k from the previous month. The main factors are reduced spend on Carers Services for older people (£26k) and the impact of a vacancy control process on staffing.	-251	-213
PDSI		
Community Care spend is the main budget pressure (£244k over). This is a slight improvement on last month of £10k. Direct payments are also forecast to be over budget (£98k) as are Carers' Services (£42k).	339	355
Performance Management & Commissioning		
A combined under spend of £202k is predicted due to various factors, including additional receivership income circa £60k (this is the assumed minimum and could improve). The remainder is due to vacancy control on staffing budgets and additional grant income.	-202	-201
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 it is assumed budgeted income will be met but not exceeded at this stage.	-13	-23
Joint Working & Older People Strategy		
This consists solely of grant funding which is planned to be fully spent. The £2k under spend relates to the budget provision which will remain unspent.	-2	-2
Cefndy Healthcare		
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. However, the 08/09 outturn is expected to show an improvement of £100k on the final position in 07/08.	109	104
Under spend Brought Forward 2007/08	-615	-615
TOTAL ADULT SERVICES	105	173
Business Support & Development		
Predicted over spend is mainly due to pressures on various supplies budgets throughout establishments and offices. The forecast is based on activity in the first quarter of the year and could improve as action is taken to reduce costs.	109	108
	109	108
Cymorth Grant		
All expenditure relating to the Cymorth grant has to be spent in year.	0	0
	0	0
Supporting People		
It is assumed that all the recurrent SP under spend will be taken to reserves. The balance of the reserve is currently £1.9m. The SP strategy is currently being revised as the latest proposals around the future of the grant are being considered. Still awaiting confirmation of 2008/09 grant amounts.	0	0
HOUSING		
The Homelessness budget is estimated to be £92k overspent in 08/09 (£109k in 07/08). There are also now pressures in Housing Strategy and Welfare. Steps taken have brought the overspend down from £150k reported in April.	109	101
TOTAL HOUSING	109	101
TOTAL SOCIAL SERVICES & HOUSING	275	377

**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) Reduced travel costs	25
d) Vacancy control	125 (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	37	Restructure of day care provision not achievable Alternative savings to be identified, work ongoing
ii) Telecare savings,	70	Telecare savings problematic in achieving £68k Will achieve £35k - £50k for the year Shortfall to be identified, work ongoing
iii) Reduction in costs of placements for children	78	Reduction in costs of placements for children not achievable Alternative savings to be found in reduction of agency staff Work ongoing

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2008/09
RESOURCES, COUNTY CLERK, CORPORATE & MISCELLANEOUS
SUMMARY POSITION AS AT END August 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	0
Translation	111	0	111	111	0	111	0	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	460	-103	357	460	-103	357	0	0	0	0
I.T	2,304	-439	1,865	2,304	-439	1,865	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	758	-170	588	758	-170	588	0	0	0	0
						0	0	0	0	0
Total	10,558	-3,121	7,437	10,558	-3,121	7,437	0	0	0	0
Corporate and Miscellaneous	6,392	-1,133	5,259	6,442	-1,133	5,309	50	0	50	50
Benefits	22,594	-22,631	-37	22,594	-22,631	-37	0	0	0	0
Total	41,519	-27,288	14,231			14,281	50	0	50	50
Capital Fin Charges	10,673		10,673	10,473	0	10,473	-200	0	-200	-200
			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. -£200k.

**RESOURCES DIRECTORATE, COUNTY CLERK & CORPORATE SAVINGS
SUMMARY POSITION AS AT END August 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	180
b) Other savings	34
c) Vacancy cont	241

2. Progress with delivery of savings.

All savings are on target to be delivered

Denbighshire County Council - Capital Plan 2008/09 - 20011/12

APPENDIX 2

Position as at Mid August

		2008/9	2009/10	2010/11	2011/12
		£000s	£000s	£000s	£000s
Capital Funding:					
1	General Funding:				
	Unhypothcated Supported Borrowing	8,957	5,918	5,896	5,896
	General Capital Grant	1,908	1,962	2,018	2,018
	General Capital Receipts	12			
	Earmarked Capital Receipts	1,855	0	0	0
		12,732	7,880	7,914	7,914
2	Prudential Borrowing	6,542	15	0	0
3	Reserves and Contributions	1,932	110	0	0
4	Specific Grants	15,467	1,490	488	0
	Total Finance	36,673	9,495	8,402	7,914
	Total Estimated Payments	-35,673	-2,502	-974	0
	Contingency	-1,000	-1,000	-1,000	-1,000
	Unallocated Reserve	0	-110	0	0
	Surplus/ -Insufficient Resources	0	5,883	6,428	6,914

Capital Expenditure By Directorate

	2008/9	2008/9	2009/10	2010/11
	Spend to Mid August	Estimated programme	Estimated programme	Estimated programme
	£000	£000	£000	£000
Environment	6,651	24,945	60	0
Lifelong Learning	3,107	8,937	1,552	180
Resources	232	1,034	22	0
Social Services and Housing	123	757	175	250
Total	10,113	35,673	1,809	430

Capital Expenditure by Council Priority

	2008/9	2008/9	2009/10	2010/11
	Spend to Mid August	Estimated programme	Estimated programme	Estimated programme
	£000	£000	£000	£000
School Improvement	250	7,833	1,372	0
Highways	705	7,152	0	0
Public Realm	0	2,710	60	0
Total	955	17,695	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 Mid August	Estimated programme
	£000	£000
School Improvement		0
Highways	705	2,000
Health & Safety		0
Total	705	2,000

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

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

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

	vacant posts	Frozen	temp frozen	be filled	In year £	On going £	
<u>Service</u>							
FINANCE	Revenues & Benefits	1	0	3	10,000	20,000	No major impact on service delivery.
PERSONNEL	Training post & admin	1	0.5	0	10,000	15,000	
POLICY UNIT	Policy Officers	1	0	2	10,000	30,000	2 posts filled through secondment
ICT	IT posts	1	5	1	90,000	35,000	Potial increased response times
Total Resources Directorate		<u>4</u>	<u>5.5</u>	<u>6</u>	<u>120,000</u>	<u>100,000</u>	
Balance to identify/contribution to 2009/10 target					0	<u>0</u>	

SOCIAL SERVICES & HOUSING

(Target saving £125k 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	
<u>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			
<u>Children BSD</u>	Care Assistant - Awelon - 19.5 hrs			0.5	10,379		Savings from frozen post Dec- March
	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>	<u>Environment</u>	Post Frozen	Post temp frozen	Post to be filled	Potential savings 2008/9		Impact upon services
<u>Service.....</u>	Detail of vacant posts				In year	On going	
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
	Policy , Research & Information Manager		X	45,000	45,000	Risk of not achieving targets for LDP, staff workload not sustainable
	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
	Support Services Officer		X	0	0	Currently covered by prt time support from other part of team
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 achieved.

REPORT TO CABINET

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

DATE: 30th September 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 June 08 the number of actual staff employed has reduced to 4476 this equates to 3786 full time equivalents (FTE) which is a slight increase from the previous month. In June there were 34 new starters to DCC spread across all Directorates. There were 32 leavers again spread across all Directorates, 7 of which left for positions outside of DCC, with 8 declining to specify why they had left, other reasons included personal reasons, age retirement, end of fixed term contracts, redeployment, redundancy and four ill health terminations /dismissals.

		Number of staff	FTEs
Jan	2008	4582	3793
Feb		4581	3790
Mar		4563	3777
April		4540	3769
May		4525	3769
June		4476	3786
July		4490	3806
August		4398	3730

In July 08 the number of actual staff employed has increased to 4490 this equates to 3806 full time equivalents (FTE) which is an increase from the previous month. In July there were 24 new starters to DCC spread across all Directorates. There were 35 leavers again spread across all Directorates, 13 of which left for positions outside of DCC, with 3 declining to specify why they had left, other reasons included personal reasons, age retirement, end of fixed term contracts, redeployment, redundancy and two ill health terminations /dismissals.

In August 08 the number of actual staff employed has reduced to 4398 this equates to 3730 full time equivalents (FTE) which is a decrease from the

previous month. It should be noted however that this figure is likely to increase in September when the new school year starts. In August there were 22 new starters to DCC spread across all Directorates. There were 117 leavers, 80 of which were from Schools. Overall, 17 left for positions outside of DCC, with 29 declining to specify why they had left, other reasons included personal reasons, age retirement, end of fixed term contracts, redeployment, redundancy and two ill health terminations /dismissal.

- 2.3 Completed Performance Appraisals for 01/04/07 to 31/08/08 are currently at 56% this figure will improve and an up to date figure will be reported verbally at Cabinet. The current breakdown is included below:

Percentage of Completed Performance Appraisals - Period 01/04/2007 - 31/08/2008

Chief Exc's & County Clerks

Department	Number of Employees	Number of Employees Eligible	No. of Appraisals	% complete	Overall % for Directorate
Chief Exec's	3	3	2	66.67%	95.92%
County Clerk's Legal	21	18	18	100.00%	
County Clerk's Admin	31	28	27	96.43%	
Totals	55	49	47	95.92%	

Resources

Department	Number of Employees	Number of Employees Eligible	No. of Appraisals	% complete	Overall % for Directorate
Central Personnel	31	25	21	84.00%	81.51%
Customer Care	32	27	21	77.78%	
Finance	174	128	94	73.44%	
ICT	46	45	45	100.00%	
Internal Audit	11	9	9	100.00%	
Strategic Policy Unit	11	4	4	100.00%	
Totals	305	238	194	81.51%	

Environment

Department	Number of Employees	Number of Employees Eligible	No. of Appraisals	% complete	Overall % for Directorate
Directorate	2	2	2	100.00%	40.84%
Development Services	76	73	61	83.56%	
Finance & Performance	128	115	53	46.09%	
Environmental Services	552	462	132	28.57%	
Transport & Infrastructure	71	63	41	65.08%	
Tourism, Culture & Countryside	86	69	7	10.14%	
Planning & Public Protection	108	100	65	65.00%	
Totals	1023	884	361	40.84%	

Social Services & Housing

Department	Number of Employees	Number of Employees Eligible	No. of Appraisals	% complete	Overall % for Directorate
Adults	536	438	342	78.08%	79.62%
Children's Services	108	80	63	78.75%	
Children & YP Partnerships	4	2	2	100.00%	
Business Support	44	34	34	100.00%	
Housing	92	77	63	81.82%	
Directorate	2	2	1	50.00%	
Totals	786	633	505	79.78%	

Life Long Learning

Department	Number of Employees	Number of Employees Eligible	No. of Appraisals	% complete	Overall % for Directorate
Records Management	4	4	3	75.00%	30.30%
Archives	3	1	1	100.00%	
Heritage	2	1	0	0.00%	
Library & Information services	79	73	61	83.56%	
Partnership & Inclusion	238	191	22	11.52%	
Policy & Performance	24	18	14	77.78%	
School Improvement	79	73	9	12.33%	
Directorate	2	2	0	0.00%	
Totals	431	363	110	30.30%	

Totals

Total Employees	Total No. of Appraisals	Overall % of Completed Appraisals
2167	1217	56.16%

Work is continuing on improving the accuracy of the performance appraisal data which has been influenced by departments moving from one directorate to another, data input onto the HR system, and the use of Performance Appraisal form itself.

2.4 Update on Action Plan –

- A Quality Assurance procedure has been written for performance appraisals and will be consulted upon in October 08.
- An assessment of the current Performance Appraisal form has taken place and work is underway to identify a simpler approach, this will be completed in October 08 when it will go out for consultation.

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.

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.

AGENDA ITEM NO: 13**CABINET: FORWARD WORK PROGRAMME**

21 OCTOBER 2008	
Revenue Budget Monitoring Report 2008-2009	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
2009-2010 Budget Update	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 – J Walley
Monitoring the Actions Agreed by Cabinet	Councillor H H Evans J Williams
North Wales Prison	Councillor H H Evans I R Miller
Charging for Post 16 School Transport	Councillor E W Williams H Griffin
Local Development Plan Timetable	Councillor E W Williams J Cawley
Regulatory Enforcement and Sanctions Act	Councillor S Frobisher G Sumner
Corporate Procurement Strategy Approval	Councillor J Thompson Hill A Staples
Tendering for Learning Disability Community Living Schemes – Part II	Councillor P A Dobb Neil Ayling / Alison Heaton
Denbighshire Supporting People Operational Plan	Councillor P A Dobb Jenny Elliott
Declaration of Land Surplus to Requirements – Llys Nant Prestatyn	Councillor P J Marfleet D Mathews / E Woods / Helena Thomas / Emily Jones Davies
Application for Grant of a Leads for the Scala	Councillor P J Marfleet D Mathews / Catrin Jones / Alan Jones
18 NOVEMBER 2008	
Revenue Budget Monitoring Report 2008-2009	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
2009-2010 Budget Update	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
Regulatory Enforcement and Sanctions Bill	Councillor S Frobisher G Sumner
Tesco Planning Application Revised Delegation Scheme	Councillor E W Williams Paul Meade
Biodiversity Duty	Councillor D A J Thomas Huw Rees
North Wales Waste Partnership – Approval of Project Initiation Document	Councillor E W Williams S Parker

Refuse Vehicle Procurement	Councillor E W Williams Graham Taylor
2 Year Framework Agreement for Purchase of Sub Compact Riding and Compact Sweepers	Councillor E W Williams Graham Taylor
16 DECEMBER 2008	
Revenue Budget Monitoring Report 2008-2009	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
2009-2010 Budget Update	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 policies re schools for consultation	Councillor H H Evans M Mehmet – J Walley
Award of contract for the Management of Denbighshire's Recycling Parks	Councillor E W Williams S Parker
13 JANUARY 2009	
Revenue Budget Monitoring Report 2008-2009	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
2009-2010 Budget Update	Councillor J Thompson Hill R Parry
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Housing Revenue Account Budget	Councillor P A Dobb P Quirk
27 JANUARY 2009	
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17 FEBRUARY 2009	
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2009-2010 Budget Update	Councillor J Thompson Hill R Parry

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24 MARCH 2009	
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Housing Revenue Account Budget	Councillor P A Dobb P Quirk
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	

CABINET: DELEGATED DECISIONS

OCTOBER 2008	
Award for a contract for an LD Community Living Contract in North Denbighshire	Councillor P A Dobb Alison Heaton
Request for an exemption from the Councils Standing Orders in respect of Highway Inventory Collection	Councillor E W Williams B Cook
Smoking Policy for Foster Carers	Councillor M M Jones David Hynes
NOVEMBER 2008	
DECEMBER 2008	
Special Guardianship	Councillor M M Jones David Hynes
JANUARY 2009	
FEBRUARY 2009	
MARCH 2009	

Approval of the social care workforce development bid to the Welsh Assembly.	Councillor P A Dobb R Hayes
APRIL 2009	