

CABINET

Minutes of the Cabinet meeting held at 10.00 a.m. on Tuesday 18 November 2008 in Conference Room 1, County Hall, Ruthin.

PRESENT

Councillors H H Evans, Leader and Lead Member for Education; 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 J R Bartley, W L Cowie, G C Evans, R L Feeley; I A Gunning; C Hughes; G M Kensler; D Owens and D I Smith.

ALSO PRESENT

Acting Chief Executive; Corporate Director: Environment; Corporate Director: Social Services and Housing; County Clerk and the Financial Controller.

APOLOGIES

Councillors P A Dobb, Lead Member for Health, Social Care and Wellbeing, S Frobisher, Lead Member for Communities, and M Mehmet, Interim Corporate Director: Lifelong Learning.

1 URGENT MATTERS

There were no urgent items.

2 MINUTES OF THE CABINET MEETING 21.10.2008

The Minutes of the Cabinet meeting held on 21 October 2008 were submitted.

RESOLVED that the Minutes of the meeting held on 21 October 2008 be approved as a correct record and signed by the Leader.

MINUTES OF THE CABINET MEETING 03.11.2008

The Minutes of the Cabinet meeting held on 3 November 2008 were submitted.

RESOLVED that the Minutes of the meeting held on 3 November 2008 be approved as a correct record and signed by the Leader.

3 HYFRYDLE ACTION PLAN

In the absence of the Interim Corporate Director: Lifelong Learning, the Acting Chief Executive presented the report seeking Members' consideration and agreement of the Hyfrydle Action Plan attached to the report and agreement to monitor progress against the Hyfrydle Action Plan via quarterly reports from the Corporate Executive Team. The Plan was the Authority's response to the Estyn / CSSIW joint report and addressed the recommendations in the Roger Rowett & Associates report.

He explained in detail the Recommendation Work Plans 1-7. Work Plan 1 detailed the project management that had been put in place and the training programme to be provided for corporate project management methodology. Work Plan 2 was an extension of Work Plan 1 and detailed the need to have all projects involving external partners preceded by robust contractual arrangements which identified mutual areas of responsibility and delivery. Work Plan 3, the Gateway Review or similar process, to be built into all further major and medium projects (one of the key criticisms of the Authority was not understanding risks or external changes affecting projects). The Work Plan 4 objective was to ensure the County learnt from errors of judgment and would take appropriate action. The Work Plan 5 objective was to establish performance management arrangements for reporting the collective effectiveness of CET as well as the effectiveness of individual Corporate Directors. Work Plans 6 and 7 were for the evaluation of current and new partnerships / collaboration from the Partnership Register and establishing joint training agreements.

The Head of Strategic Policy said projects would involve the relevant Lead Members as part of their portfolio profile.

Councillor R W Hughes queried why the Hyfrydle Action Plan had not been kept as a separate document. She expressed concern about its complexity and the training needs required, and how it would tie in with the methodology already in use. The Acting Chief Executive said the report was the response to the Hyfrydle report.

Councillor P J Marfleet said more coherence was required within the corporate governance framework and this should be applied to every project management scheme in the County. The Acting Chief Executive agreed and said that this Action Plan would be integrated into the Action Plan prepared in response to the Corporate Governance Inspection, but was presented now because the Council had made a commitment to having an Action Plan by November. It was important to ensure all staff signed up to this way of working.

Referring to the Hyfrydle site, the Corporate Director: Social Services & Housing said interesting and imaginative discussions were taking place regarding Hyfrydle and adjacent properties. She said the Directorate was working closely with Lifelong Learning ready for the re-inspection in a few months.

Following receipt of the Corporate Governance Inspection report, organisational improvement would need to come together in one plan, through the Strategic Policy Unit and the Improvement Team. The Corporate Government Inspection report would be discussed at County Council on 25.11.2008.

Councillor G M Kensler commented on the report and said she felt the Financial Controller Statement at paragraph 6.1 did not address paragraph 12.b.4 Estyn / CSSIW comment on the lack of project management and the high turnover of key staff. She urged Members to ensure that any discussions on the school included Gerddi Glasfryn as this was an integral part of the school.

Corporate management methodology was designed to ensure the inevitable changes to project sponsors or staff would not have an adverse effect on projects, although corporate management could not totally guarantee everything it would significantly help to ensure work was done properly. The Acting Chief Executive asked for Members' agreement to add a further resolution, to ensure all action plans are brought to one document to consolidate all action plans.

It was suggested by Councillor C Hughes that a 'bridge builder' was required to work closely with neighbouring authorities to ensure their confidence in working closely with Denbighshire. He commented it was possible that with so many action plans in place that this could deflect from other core services. The Acting Chief Executive agreed it was possible that answering various inspectors and regulators did take much in the way of resources - issues needed to be addressed and services delivered at the same time. Responding to Councillor C Hughes' comment on the need for building bridges with neighbouring authorities, the Corporate Director: Social Services and Housing informed Members that Denbighshire's track record and credibility as partners was held in high esteem by neighbouring Authorities. Councillor E W Williams supported the Corporate Director: Social Services and said if any Members were aware of staff not working collaboratively, they should be asked to evidence this.

RESOLVED that Cabinet agree:

- [1] the Hyfrydle Action Plan as attached at Appendix 1 to the report
- [2] to monitor progress against the Hyfrydle Action Plan via quarterly reports from the Corporate Executive Team
- [3] all different action plans to be brought together into one to ensure simplification.

4 PLANNING POLICY PRIORITIES

Councillor E W Williams presented the report seeking Cabinet agreement to the revised workload priorities for the Planning Policy Team (Planning and Public Protection Service) in order to progress the Local Development Plan (LDP) in accordance with the agreed Delivery Agreement. The proposed arrangements were seen as temporary to allow the Team to focus on preparation of the LDP so that by late 2009 (i.e. in about a year's time) work could commence on other policy areas. He said that commuted sums

would be affected by the prioritisation but this would be considered by Resources Scrutiny in further detail.

Responding to Councillor H H Evans' question on whether some elements of the LDP would be held back as a result of this paper, Councillor Williams said the LDP consultation would go on until the end of 2008. One post had been filled and the new member of staff should be in post in February 2009, until then the consultant would continue to be employed. It was essential to continue with the LDP work.

Aware of the significant downturn in planning applications and fees and building control fees as a result of the credit crunch, Councillor Marfleet asked how this would equate to the workload. Councillor Williams said some consultants had been employed and as the planning application work decreased, the consultants would no longer be required.

The Head of Planning Services stressed the importance of delivering the LDP and said the new and revised Supplementary Planning Guidance Notes work would be carried out as resources became available.

RESOLVED that Cabinet agree the revised workload priorities for the Planning Policy Team in order to progress the Local Development Plan in accordance with the agreed Delivery Agreement.

5 APPROVAL OF PROJECT INITIATION DOCUMENT FOR THE NORTH WALES WASTE TREATMENT PROJECT

Councillor E W Williams presented the report seeking Cabinet approval to the Project Initiation Document for the North Wales Waste Treatment Project. Five North Wales Councils were involved and had been working with the Welsh Assembly Government (WAG) to establish suitable procurement and governance arrangements for the project. The Authority would face enormous landfill charges if the project, to dispose of residual waste which was not recyclable, did not come to fruition.

Councillor J Thompson Hill said the first joint committee meeting had been held. The project would be overseen by the 5 Authorities. The Governance / Project Structure showed the complexity of the project across the 5 Authorities. Each Authority would be contributing £330k a year for 3 years with 3 stage payments of £670k being made available by WAG.

Members discussed in detail the need to ensure robust project management was in place to identify any possible risks in the future. The starting point for each Authority was different and a baseline / par figure was required. The Corporate Director: Environment said there were 2 major elements of risk, the first being whether all partners were genuinely committed to the project. The other significant risk was whether Denbighshire and Wales could afford the waste infrastructure targets set. Members discussed the maximum energy from waste contribution, which could be a significant limitation on the process. The Head of Environmental Services said targets

were still awaited from WAG and that Authorities did not expect to be able to procure energy from waste capacity over 30%. The WAG policy was based on sustainability. Members agreed the importance of challenging producers of waste.

Councillor D Owens' suggested that WAG be asked not to keep changing targets as this was expensive for Authorities. Members agreed the Welsh Local Government Association be asked to raise this at the highest level.

RESOLVED that Cabinet approves the North Wales Waste Partnership's Project Initiation Document.

6 MONITORING PERFORMANCE AGAINST THE AUTHORITY'S KEY PERFORMANCE INDICATORS: QUARTER 2 2008-2009

Councillor P J Marfleet presented the report seeking Members' consideration of performance against the Council's key performance indicators as detailed in the report of performance for the second quarter of 2008/09 (Appendix 1). Cabinet were asked to agree where action needed to be taken in response to current slippage against targets for 2008/09. Appendix 2 provided further detail in relation to those key indicators where performance was currently below target for 2008/09. Cabinet were also asked to note that 2008/09 targets for some of the Social Services performance indicators had been amended since the first quarter report following an officer meeting on 15.10.2008. The amended targets had been underlined and highlighted in bold in Appendix 1.

A Children's Services Performance Clinic was due to be held to discuss changes in their performance targets and which the Chair of Scrutiny would also attend. Members agreed a balanced view for both children, adults and staff was required, particularly in light of the recent death of a child in England from abuse reported in the national news. It was important to ensure realistic and sustainable targets were set. The Corporate Director: Social Services & Housing thanked Councillor Marfleet for drawing attention to children's services and said the current news demonstrated the need for continuous improvement. Denbighshire's performance was better than the average in Wales but the question of whether children were safe would always remain, whether or not targets were met. There was always room for further improvement. A presentation would be given to County Council in January 2009 on child protection in Denbighshire and other agencies would also be asked to participate.

The number of visits to public libraries per 1000 population was discussed, and Members noted the Denbighshire target had been set 31% higher than the Welsh average. Councillor M M Jones agreed to investigate the number of visits figures.

Councillor H H Evans said it was important to continue striving to move indicators from the bottom quartile and said performance clinics was the way forward.

Councillor W L Cowie asked whether the library attendance figures were lower as a result of opening hours being reduced in some libraries. Members agreed Denbighshire

had a good library service but queried whether standards had been set which the Authority could not realistically meet. Councillor R W Hughes reminded colleagues that libraries were not just about books and said it was important that consideration be given to see what other services could be delivered and that this could lead to savings elsewhere in the Authority. It was noted that Lifelong Learning Scrutiny Committee had asked the Principal Librarian to provide a report on any other services which could be delivered from libraries.

The Corporate Director: Environment thanked Councillor G M Kensler for her comments on the improvements in the food safety inspections and said the issue had been considered in detail by Environment Scrutiny Committee. He also informed Councillor Kensler that there were no further resources available for improvements to the rights of way in the County.

The economic prosperity target was queried by Councillor R L Feeley and she suggested the number of empty shops was not reflected in the indicator. She also suggested that car parking charges had an impact on the viability of shops. Councillor E W Williams said he would strive to remove car parking charges in the County but at this time this was not possible. The Head of Strategic Policy agreed to re-visit the economic prosperity indicators and would work with the Service involved to re-consider the targets.

RESOLVED that Cabinet note the Quarterly Performance Report and agree to pay particular attention to issues requiring further discussion and/or remedial action, particularly those indicators which are not currently on target.

At this juncture (11.35 a.m.) the meeting adjourned for 10 minutes to allow Members to participate in refreshments.

7 HOUSING REVENUE ACCOUNT BUDGET & CAPITAL PLAN UPDATE 2008-2009

Councillor H H Evans 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 suggested an in-year revenue surplus of £359k would be generated by the end of the financial year, which was £73k less than originally forecast in February 2008. The rent income forecast had been reduced by £7k.

Details of the following year's subsidy settlement would be available in December 2008 and the Plan would be fully updated and reported to Cabinet in January 2009.

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

8 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 asked to consider the recommendations of the Task and Finish Group set up to review the potential for delivering savings within the Library Service, Pavilions and Culture & Heritage facilities.

An overall forecast overspend of £376k, excluding schools' delegated budgets, was reported. The Lifelong Learning overspend was £695k, with the Social Services & Housing underspend forecast at £9k. The Environment Directorate were also reporting an underspend of £160k, although this was a reduction of £90k from the previous month.

The £100k allocated from the Local Authority Business Growth Incentive (LABGI) was discussed in detail. £20k had been allocated to cover the delay in the review of the operation of the Library Service. This review had been completed by the Task and Finish Group, which had resulted in changes to library opening hours from July 2008. The second area considered was the Strategic Regeneration Area for Rhyl and it was agreed £25k be allocated towards a feasibility study, with the Welsh Assembly Government also providing funding for this. Work had already commenced on drafting a brief for consultants and it was hoped final agreed proposals would lead to the submission of bids for substantial funding from external sources. £25k was needed to support a consultancy aimed at reviewing the management of a number of Denbighshire's heritage assets, Bodelwyddan Castle Trust and the Arts Council would also contribute. Discussions were being held with groups in and around Llangollen over the management and marketing of some of the Council owned assets in the area and a feasibility study would be commissioned which would use the balance of the funding.

An update on the money market investments was given and it was noted that matured investments with foreign banks had been redirected to UK banks, with £8.1m now invested in the HM Treasury deposit account. A £2.5m loan had been prematurely repaid to reduce the amount of cash available for investment. The cut in base rates would have a significant impact on the investment return the Council could achieve, with a 1.5% reduction representing a £600k loss of interest over a year. The Authority could be facing a reduction in investment income of around £1m in 2009-2010.

The Financial Controller said the Authority had fixed rate loans over varying periods. The estimated £1m reduction in investment income was the worse case scenario and was likely to lead to some overspend and it was possible that monies would need to be taken from balances.

Councillor R W Hughes supported the use of the LABGI funding, particularly for the work on heritage assets which was needed to ensure their future viability.

Discussion on the recovery plan for the school formerly in special measures took place and it was noted that further information had been asked for from the school. The Acting Chief Executive reported that the school had provided some comments in response to a letter sent by the Interim Corporate Director: Lifelong Learning and that it was vital that their proposals would lead to balanced books. Councillor Hughes stressed it was important for the school to balance their books as they had been in continuous deficit and the possibility of increasing school numbers was not necessarily the answer to the budget problems.

The Financial Controller, responding to Councillor I A Gunning's query on the Mentro Allan project, said the clawback would be over a 2 year period and was as a result of funding incorrectly spent.

It was suggested by Councillor R L Feeley that a grand plan of assets was required. However, Councillor P J Marfleet said an asset plan was available and the property review would include many different aspects. He agreed a tourism strategy for the County was required to ensure understanding of what the Authority was trying to achieve.

Support was given by Councillor G M Kensler for the funding towards Bodelwyddan Castle and Rhyl Pavilion but she was unsure of the direction being taken by the Llangollen discussions. She also queried the length of time taken to review the Library Service operation. Councillor J Thompson Hill said the elections in May 2008 had delayed the work of the Task and Finish Group, as had the transfer of the Heritage Service to the Environment Directorate. He confirmed that the Authority had not been informed whether the 3 year LABGI scheme would be extended but 2007/8 had been the third and final year.

RESOLVED that Members note the projected outturn figures for 2008-2009 as detailed in Appendix 1 to the report and note the summary capital plan performance figures for the 2008-2009 financial year as detailed in Appendices 2 and 3 to the report including the current position on the vacancy control procedure. Members agreed the recommendations of the LABGI Task and Finish Group detailed in para 4.6 of the report.

9 REVENUE BUDGET 2009-2010 UPDATE

Councillor J Thompson Hill presented the report to advise Members of the progress made to date on delivering the required level of budget savings and the review of potential service pressures in the next financial year, together with the latest indicative figures from the Assembly on the likely settlement for 2010/11. It was anticipated that the final WAG settlement for 2008/9 would be an increase of 3.1%. In order to limit the Council Tax increase to 3%, savings / increases of income of £2.15m would need to be identified.

Budget meetings had been held with services, Corporate Directors and Lead Members and it was clear that severe financial constraints would result from the poor settlement. The Schools' Budget Forum were meeting on 26.11.2008 to discuss savings it would need to bring forward.

The level of increase for revenue purposes for 2010-2011 was likely to be even tighter, possibly at 1.5% against an All Wales average of 2.2%.

RESOLVED that Members note the progress to date regarding the delivery of cost savings / increased income for 2009/10 and the review of service pressures. Members also note the indicative level of WAG settlement for 2010/11 with the resulting impact upon savings targets for future years.

10 ROUTINE REPORTING ON PERSONNEL

Councillor R W Hughes presented the report for Members to note the statistics on Personnel. She informed Members an officer to monitor sickness absence would be in post from 01.12.2008, with a breakdown of the current levels detailed in the report. Figures on appraisal completion were improving and all appraisals would be skim checked for rating errors with 10% of appraisals from each department being given a more in depth analysis.

The Head of Personnel informed Members that although some appraisals had been completed, for varying reasons they had not been entered onto the Trent system. She reminded colleagues that staff who worked say 2 hours a week would still require appraisals.

Councillor P J Marfleet discussed the 5% increase in the staff headcount since August 2008 (3% increase since January 2008) of full time equivalents. He queried whether the vacancy control system had worked. Sick absence figures would also lead to lost production. He suggested these issues be discussed by the Corporate Executive Team. Councillor J Thompson Hill said the vacancy control system had achieved what it had originally set out to do.

The Corporate Director: Environment said 364 permanent posts had been deleted from the Environment structure over a period and the vacancy control process had worked to achieve the required financial balance. He said school escorts, for example, had not received appraisals as the costs would be prohibitive. However, he supported the need for some form of variant to the appraisal system for all those staff who worked few hours. He stressed that officers were not refusing to carry out appraisals and it was important that appropriate appraisals be provided for all staff. Councillor P J Marfleet agreed and suggested the data submitted be considered to see if there was a more meaningful way forward for those staff. Councillor D I Smith agreed performance appraisals were extremely important but suggested the Authority should take a view that someone working less than say 4 hours a week should not be appraised in the same way and that it should also be linked to sickness absence. The Head of Personnel

confirmed that double counting had not taken place – if 2 appraisals had been held they had only been counted as one. Exit interviews were carried out by managers and recorded on the HR system.

Councillor Hughes welcomed Members' interest and support and said the Corporate Executive Team and Personnel Department would be working closely together on personnel issues.

RESOLVED that Members note the information in the report.

11 CABINET FORWARD WORK PROGRAMME

Councillor R W Hughes presented the Cabinet Forward Work Programme.

RESOLVED that Cabinet note the Cabinet Forward Work Programme.

12 URGENT ITEMS

There were no Urgent Items.

PART II

EXCLUSION OF PRESS AND PUBLIC

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

13 CAPITAL PLAN 2008-2009

Councillor J Thompson Hill presented the report for Members to note the latest position on the 2008/09 element of the Capital Plan.

Councillor Thompson Hill detailed the latest position of the Scala Cinema and Arts Centre project and with the additional funding from the Key Fund and the Welsh Assembly Government, it meant that there would be no requirement for the Council to provide additional funds for the project. Completion of minor works at Ysgol Clawdd Offa had been delayed since the main contractor had gone into administration, however, discussions were taking place with the Administrator to ensure all required works were undertaken.

The Heather and Hillforts project continued to develop extremely well. The Welsh Assembly Government had agreed to provide £66k funding towards the cost of a sprinkler system at Ysgol Dinas Bran. Work was continuing to develop the flood defence scheme for the Ocean Plaza development in Rhyl.

Members discussed various issues regarding improvements to school buildings and it was noted that although it had been a priority for the last Council term, it would not be possible to commit to a priority list for school building improvements until the Modernising Education Policy had been approved. It was essential a long term policy was put in place.

In relation to the Scala, Councillor Hughes indicated that the delayed opening would result in a loss of income and this was currently being considered.

The Capital Strategy Group were meeting to begin the process of reviewing bids for projects to commence 2009-2010, this would also include all block allocations. The matrix used by the Group when determining applications also included for Scrutiny Committee to be consulted where relevant. Members were reminded that applications for capital could not all be approved because of the shortage of funds. It was agreed a copy of the file be provided for the Cabinet Members' Room and the Members' Room.

RESOLVED that Members note the latest position on the 2008-2009 element of the Capital Plan.

The meeting concluded at 1.20 p.m.

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR H H Evans, Leader of the Council

DATE: 16 December 2008

SUBJECT: MODERNISING EDUCATION ACTION PLAN MONITORING

1 DECISION SOUGHT

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

2 REASON FOR SEEKING DECISION

2.1 The Council submitted the Action Plan and associated work plans to Estyn on the 20th December 2007 in response to the July 2007 inspection of Education Services. Progress against this action plan has been monitored on a monthly basis by both the Modernising Education Board and the Cabinet to ensure that key activities are delivered.

2.2 Modernising Education Board on 12th November 2008 considered the current position in respect to the implementation of the recommendations. Appendix 1 to the report provides a summary of current overall progress including an assessment of tasks completed as of the 31st October 2008. Appendix 2 details those objectives for which progress against individual elements have been reported as either Red or Amber. From the initial 405 activities to be completed from the work plans which supported the action plan 104 remain to be completed. From these remaining activities, 35 were originally scheduled for completion after the 31st October.

2.3 The final monitoring visit by Estyn took place on the 8th and 9th December 2008. The focus will now fall sharply towards the planning and preparation for the full re-inspection of Education Services and the partial re-inspection of Youth Support Services which is scheduled to take place between the 16th and 27th March 2009.

3 POWER TO MAKE THE DECISION

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

4 RESOURCE IMPLICATIONS

4.1 Cost Implications:

Many of the actions can be delivered by redirecting existing resources to focus more clearly on the schools which need support most and by challenging all schools to use funding effectively to raise standards. Detailed costings were

identified in the work plans and these considerations were taken into account in the budget setting process for 2008/09.

The review of the action plan has identified activities which cannot be delivered within either agreed resources or within agreed timescales. Business Plans for services will need to reflect alternative methods of delivering actions whether it be within amended working practices, or within existing resources and increased timescales.

4.2 Staffing / Accommodation Implications:

The delivery of the action plan has required a change of focus for staff across all Directorates responsible for activities. The need to review the provision of Education accommodation will be considered as part of the wider office accommodation scheduled to be considered by Cabinet as part of its overall work programme.

4.3 IT Implications:

Future IT implications are being considered as part of the accommodation review. IT implications for individual schools will be considered as part of the wider Modernising Education agenda.

5 RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendation/s

Individual risks associated with delivering the action plan are monitored on a regular basis.

5.2 Risks associated with agreeing the recommendation/s

Individual risks associated with delivering the action plan are monitored on a regular basis.

6 FINANCIAL CONTROLLER STATEMENT

The Council has responded to the need to deliver the Estyn Action Plan with additional funding being provided for the service. It is anticipated that revamping activities and using existing funding more cost effectively will mean that the need for further resources to deliver the Estyn response will be minimal. The response to the Modernising Education agenda will form part of the budget setting process for 2009/10 and later years.

7 CONSULTATION CARRIED OUT

The Modernising Education Board considered the current position in respect of the Education Services Action Plan at its meeting on the 12th November.

8 IMPLICATIONS

8.1 Assessment of Impact on Corporate Priorities:

The delivery of the Action Plan will support the Council to deliver the corporate priority of Modernising Education.

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

The prioritisation of Modernising Education will assist the Council to deliver its vision of investing in schools in order to sustain high standards of educational attainment to meet the needs of pupils, the wider community and the economy as outlined in the Council's vision.

9 ACTION PLAN

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
Modernising Education Board to consider progress against the Estyn Action Plan on a monthly basis.	J Curran, Programme Manager – Reports scheduled for Modernising Education Board for 10/12/2008 & 14/1/2009	J. Walley, Head of Planning and Performance – 27/1/2009
To review and report to Cabinet upon the overall progress against the Action Plan as at the end of December 2008	J Curran, Programme Manager - 27/1/2008	J. Walley, Head of Planning and Performance – 27/1/2009

10 RECOMMENDATIONS

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

Action Plan in response to Estyn Inspection Report 2007

Position as at 31st October 2008 - Progress against scheduled dates

Recommendation 1

Progress	Risk
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Recommendation 2

Progress	Risk
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Recommendation 3

Progress	Risk
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Address the issue of poor performance in schools by:

Improve the leadership and management of education at all levels of the authority by:

Improve the use of resources

R1.1 - Identifying the reasons why the overall attainment of pupils, particularly at key stage 4, is low and what needs to be done to improve it	AMBER	GREEN	R2.1 Identifying clearly and addressing systematically, through robust planning and monitoring, the key strategic priorities needed to improve performance at all levels	AMBER	GREEN	R 3.1 - Linking funding priorities within the education budget more closely into strategic and operational planning processes	GREEN	GREEN
R1.2 - Developing, in partnership with schools, a coherent and specific school improvement strategy sharply focused on the priorities needed to raise performance / R1.7 Determining schools' entitlement to support from the Council according to need, and communicating this clearly to schools	AMBER	GREEN	R2.2 - Creating clearer links between operational, service and corporate priorities	AMBER	GREEN	R3.2 - Prioritising resources according to the needs of children, young people and schools	GREEN	GREEN
R1.2a) - Produce a Council five year Prevention & Inclusion Strategy			R2.3 - Consulting and communicating effectively with schools, parents, pupils and other key partners			R3.3 - Evaluating the impact of the use of resources	AMBER	GREEN
R1.3 - Improving overall attendance figures across the authority	AMBER	AMBER	R2.4 - Influencing schools to work in constructive partnership with officers and elected members on agreed improvement strategies to raise performance	GREEN	AMBER	R3.4 - Completing the work on funding formulae for secondary and special schools and the delegation of resources for SEN and behaviour support	GREEN	GREEN
R1.4 - Reducing permanent and fixed term exclusions / R1.5 - Improving the amount of provision and support for children and young people with social, emotional and behavioural difficulties	AMBER	AMBER	R2.5 - Improving relationships and communication between parts of social and education services to successfully implement the Children Act 2004 / R2.5a) - Develop and implement Community Focused Schools and Integrated Support Strategy to deliver holistic support to children, young people and families within their community	AMBER	GREEN	R3.5 - Working openly with schools to improve their understanding of funding decisions and processes	GREEN	GREEN
R1.6 - Rigorously monitoring and challenging the performance of schools through the effective use of data	GREEN	GREEN	R2.6 - Using the scrutiny function to establish clear accountability and challenge robustly officers, members and services who are accountable for raising standards and improving the quality of provision	AMBER	GREEN			

Appendix 2 – Monitoring progress against the Education Services Action Plan – Exception Reporting - 31st October 2008

RECOMMENDATION WORK PLAN: R1.1					
Identifying the reasons why the overall attainment of pupils, particularly at key stage 4, is low and what needs to be done to improve it					
Objectives	Initial Time Scale	Revised Time Scale	Activities Remaining Ref.	Status	Issues / Reason for Delay
Clearly identify barriers to school improvement and put in place strategies to raise the overall attainment of pupils, particularly at KS4	January 2008 Ongoing	November 2008	1.1.4, 1.1.21, 1.1.22, 1.1.23, 1.1.24	Amber	Improvement Strategy is based on the partnership agreement, school categorisation and the level of support provided by the school improvement team and CS
Focus support on core subjects, literacy & numeracy, teaching & learning and accuracy and effectiveness of assessment	Ongoing	April 2009	1.1.7, 1.1.19, 1.1.20, 1.6.05	Amber	Considered amber in respect of need to assess whether system for monitoring teaching and learning is rigorous. Need to review whether what we have planned has actually taken effect
Increase opportunities for young people to engage / achieve through informal / non formal learning in school	January 2008 Ongoing	September 2009	1.1.8, 1.1.9, 1.1.25, 1.1.26, 1.1.27	Amber	Considered amber in respect of "Prepare and submit detailed Convergence funding application – PIF has been submitted to WEFO. Being revised in the light of comments from WEFO and will be re-submitted in the next 3 weeks"
RECOMMENDATION WORK PLAN: R1.2 / 1.7					
Developing, in partnership with schools, a coherent and specific school improvement strategy sharply focused on the priorities needed to raise performance					
Determining schools' entitlement to support from the Council according to need, and communicating this clearly to schools					
A shared self evaluation framework will be established and levels of support will be allocated according to the category in which a school is placed	January 2008 - Ongoing	December 2008	1.2.03, 1.7.03	Amber	Considered amber re complete initial categorisation of schools based on the shared evaluation framework – support category agreed
The highest level of support will be directed to schools causing concern with the expectation that cause for concern will be removed within twelve months because of improved performance	January 2008 ongoing	December 2008	1.2.04, 1.2.07, 1.2.10,	Amber	Considered Amber in respect of need to continue support for schools identified as in need of additional support. Review October 2008 for assessment of effectiveness
RECOMMENDATION WORK PLAN: R1.3					
Improving overall attendance figures across the authority					
There are effective partnership strategies in place between schools, ESW service and other agencies in order to improve attendance	September 2008	November 2008	1.3.03, 1.3.05,	Amber	Considered amber re school governors appointed in all schools for Attendance. Officers have checked with remaining Primary schools – issues raised in September cluster meetings remaining schools will now be contacted individually for the name
RECOMMENDATION WORK PLAN: R1.4/1.5					
Reducing permanent and fixed term exclusions / Improving the amount of provision and support for children and young people with social, emotional and behavioural difficulties					
Establish clear strategy with all schools on interventions to be used to prevent exclusions	February 2008	October 2008	1.4.04,	Amber	Amber re Approx. 80% of schools have a designated governor. Individual approach to be made to those schools who have not yet indicated a name.

Appendix 2 – Monitoring progress against the Education Services Action Plan – Exception Reporting - 31st October 2008

RECOMMENDATION WORK PLAN: R1.6					
Rigorously monitoring and challenging the performance of schools through the effective use of data					
Use data analysis as a sound basis for improvement planning by schools supported by attached school improvement officer	May 2008 Ongoing	October 2008	1.6.02	Amber	Amber re School profiles provide clear indications of trends over time and benchmark performance, including Fischer Family Trust 'B' targets. - Authority programme to develop consistent use of data started by Eryl Evans DH Brynhyfryd- this work is on-going.

Appendix 2 – Monitoring progress against the Education Services Action Plan – Exception Reporting - 31st October 2008

RECOMMENDATION WORK PLAN: R2.1					
Identifying clearly and addressing systematically, through robust planning and monitoring, the key strategic priorities needed to improve performance at all levels					
Objectives	Initial Time Scale	Revised Time Scale	Activities Remaining Ref.	Status	Issues / Reason for Delay
Challenging core performance indicators set in consultation with schools and regularly reviewed for continual improvement	Ongoing	September 2008	2.1.18	Amber	All Directorate KPIs now have targets for the academic year. As verified results are received, targets will be reviewed accordingly. Policy and Performance will now be carrying out an exercise to collate all targets. - expected to be completed during October
RECOMMENDATION WORK PLAN: R2.2					
Creating clearer links between operational, service and corporate priorities					
School development plans and directorate service plans are aligned and there is consistency of service plans across the Directorate	September 2008	September 2008	2.2.5, 2.2.7	Amber	Delay with service plan as it was agreed that it would be useful to have a small staff group who would ensure golden thread runs through all plans. Group has been established to review progress for next years business planning process and the contribution
RECOMMENDATION WORK PLAN: R2.5/2.5a					
Improving relationships and communication between parts of social and education services to successfully implement the Children Act 2004					
Develop and implement Community Focused Schools and Integrated Support Strategy to deliver holistic support to children, young people and families within their community					
Strategic aims and objectives of single plan reflect education and social services targets and outcomes	June 2008	December 2008	2.5.32, 2.5.57	Amber	Amber re Draft Monitoring and Review Framework considered by CYPSP/YPP - On agenda for CYPSP Meeting in January 09 Draft framework developed and being taken to CYPSP as a working example with performance information
Single Plan published and implemented through service operational plans highlighting integrated delivery	October 2008	October 2008	2.5.65,	Amber	Monitoring and review framework finalised - Initial framework in place and forwarded to January agenda of CYPSP with report on progress utilising the framework
RECOMMENDATION WORK PLAN: R2.6					
Using the scrutiny function to establish clear accountability and challenge robustly officers, members and services who are accountable for raising standards and improving the quality of provision					
Training and development for councillors and scrutiny members to clearly establish their role in raising standards and improving provision	January 2008 Ongoing	October 2008	2.6.7	Amber	Amber re The training programme is more ambitious than originally envisaged and will include members, officers and schools, in a coordinated programme. Training on the Ffynnon system has been delayed owing to the introduction of the latest version of the software. Officers are receiving training in November 08 and training for members will follow that.

Appendix 2 – Monitoring progress against the Education Services Action Plan – Exception Reporting - 31st October 2008

RECOMMENDATION WORK PLAN: R3.3					
Evaluating the impact of the use of resources					
Methodology in place to challenge and review all funding linked to pupil attainment over a three year period (phased in stages)	June 2008	December 2008	R3.3.8, 3.3.9, 3.3.12	Amber	<p>Amber re - Ensure that grant funding is drawn down and maximised to help improve standards. Ensure that grant conditions are known in advance and a plan is in place on how to spend the funding within the relevant timescale. Have contingency plans in place where grant funding cannot be defrayed within the timescale for alternative uses</p> <p>Grants register and the associated conditions of the grants are currently being compiled. This will assist this task and there is no evidence to suggest it will be delayed. However not all grants will be known about (and may never be due to the amount of research that needs to take place)</p> <p>Delay re use best practice from other schools (DCC and other local authorities) to identify how the most effective use of resources can help raise standards. Consider alternative ways to improve standards with funding available e.g. clustering, community use, partnership and collaboration Resources been directed onto fair funding and medium term financial planning strategy which are more priority areas, also it will provide an opportunity to speak to bursars from OLA's - Business case being prepared for a dedicated grants officer</p>

REPORT TO CABINET

CABINET MEMBER **COUNCILLOR H H EVANS, LEADER AND ACTING CHIEF EXECUTIVE**

DATE **16 DECEMBER 2008**

SUBJECT **UPDATE FROM THE FOCUSED AGENDA BOARD**

1 DECISION SOUGHT

- 1.1 That Cabinet notes the progress of the Focused Agenda Board as detailed in Appendices 1 and 2
- 1.2 That subject to any amendments agreed by the Executive, Cabinet recommends to Council:-
- The model for bringing services closer to communities as shown in Appendix 1
 - Refers the model to scrutiny committees so that their observations can be fed back to Council

2 REASON FOR SEEKING DECISION

- 2.1 Denbighshire County Council's Focused Agenda Board is a Member/Officer Board chaired by the Leader of the Council. Members of the Board are the Leader, Lead Member for Modernisation and Improvement, Lead Member for Finance, the Acting Chief Executive and Corporate Directors. The Focused Agenda Board meets monthly and has three main programmes of work which seek to deliver the following outcomes:-
- A structure for Denbighshire County Council which can meet future challenges and support the delivery of the Council's priorities – **Programme One**
 - A Council which bases its services on what local communities need and listens to what local communities want – **Programme Two**
 - A Council which has modernised its education services, regenerated its communities, improved its roads and flood defences and met the challenges created by changes to its population – **Programme Three**

The Appendices to this report provide an update against each of the main programmes outlined above. In summary:-

Programme One

A draft structure for Support Services has been agreed by the Focused Agenda Board for consultation and will be presented to Cabinet in January 2009.

Programme Two

Members are keen to bring services closer to communities and a process which improves community engagement and involves the development of Area Profiles and Area Priorities has been developed and is explained at Appendix 1.

Programme Three

The Focused Agenda Board oversees the work of the three Improvement Boards which have been set up to identify and deliver outcomes against the Council's priorities:-

- Modernising Education
- Responding to Demographic Change
- Regeneration

The priority relating to improving roads and flood defences does not have an Improvement Board but progress against this priority will be monitored by the Focused Agenda Board. Appendix 2 provides an update against the work of the three Improvement Boards.

3 POWER TO MAKE THE DECISION

3.1 Section 13 of the Local Government Act 2000.

4 RESOURCE IMPLICATIONS

4.1 Cost Implications

The revised structure for Support Services should lead to cashable and non cashable efficiencies. In relation to the process, the cost of producing Area Profiles, Area Priorities and the development of the Local Service Board is being met by a grant provided by the Welsh Assembly Government for 08/09 and 09/10. To be most effective each of the six Community Areas should have an officer responsible for that area who will support Area Elected Member Groups and act as a liaison between the Council, its partners, Town and Community Councils and the local community.

A resource has already been identified to support the work of the Focused Agenda Board and supporting Improvement Boards. The projects identified by the process will need to support Denbighshire's Vision and Denbighshire County Council's priorities. Projects which do not support priority areas should not be passed by the quality assurance process. Making progress against priorities may mean that resources will need to be diverted from other areas or the cost of achieving a project will need to be identified as a bid in the budget setting process.

4.2 Staffing / Accommodation Implications

The revised structure for support services will have significant staff and accommodation implications. Achieving services that Denbighshire's citizens want may mean public sector staff having to work in a different way and become more flexible. Each project to support achievement of the Council's priorities will be required to identify staff/accommodation implications as part of the project management approach.

4.3 I.T. Implications

There maybe I.T. implications which will be identified by each project.

5 RISK ASSESSMENT

5.1 Risks associated with NOT agreeing recommendation(s)

A failure to modernise the Authority's structure will increase the risk of the Council not being able to achieve its priorities or meet its efficiency targets. Regulatory reports have also suggested that the Council needs to undergo some transformational change in order to meet future challenges.

This approach to engaging with communities is in line with current strategic thinking at both a national and local level and meets a number of Assembly requirements which

have been put in place in response to reports such as Beecham and Wanless. There is a clear need to put the citizen at the heart of public services and to bring services closer to local communities. There is a reputation risk for the Authority if it does not respond to current initiatives and improve engagement with its local communities. There is also a risk that it will develop services which do not meet local need which in turn will lead to dissatisfaction.

5.2 Risks associated with agreeing recommendation(s)

The recommendations outlined above will require significant change and Members and senior management will need to be signed up to the approach and provide clarity, leadership, commitment and enthusiasm to others. The approach in relation to Programmes Two and Three also requires Members and senior management to take a more strategic view and to oversee the delivery of projects rather than become involved in their operation. There is a risk the process will not produce real outcomes for citizens if it lacks the required commitment and capacity to plan strategically for a sustainable future.

6 FINANCIAL CONTROLLER STATEMENT

- 6.1 Any cost implications resulting from this process will need to be identified for discussion as part of the budget setting exercise. It is anticipated that the workings of the groups will lead to the identification of budget savings resulting from process and structural reviews.

7 CONSULTATION CARRIED OUT

- 7.1 The draft structure for support services has been discussed and agreed by the Corporate Executive Team and the Focused Agenda Board for consultation.

The process in relation to bringing services closer to communities was initiated by the Leader and acting Chief Executive. It was amended following discussions with the Director of Environment and officers from the Strategic Policy Unit and Development Services before being presented to CET and the Focused Agenda Board where it was agreed.

8 IMPLICATIONS

8.1 Assessment of Impact on Corporate Priorities

The draft structure for support services should support the delivery of the corporate priorities.

Any proposed projects for the Improvement Boards will be quality assured by the Focused Agenda Lead Officer Group to ensure they support achievement against the corporate priorities and are achievable. Projects agreed by the Focused Agenda Board should therefore, support the Council's corporate priorities.

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

The corporate priorities support Denbighshire's vision and projects will be quality assured and impact assessed using the Council's Impact Assessment Tool which assesses the impact of any strategy, policy or project on the equalities and sustainability agenda.

9 ACTION PLAN

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
Draft structure for Support Services for consultation and consultation paper	Iwan Prys Jones Mid December	Focused Agenda Board Monthly
Draft structure for Support Services presented to Cabinet and out for consultation	Iwan Prys Jones Cabinet – January 2008	Focused Agenda Board Monthly
Consultation on Support Services Structure completed and structure agreed by Cabinet for implementation	Iwan Prys Jones 24 March 2009	Focused Agenda Board Monthly
Complete Area Profiles	Head of Strategic Policy February 2009	Focused Agenda Board December
Produce key points from community engagement work by area	Head of Strategic Policy January 2009	Focused Agenda Board Monthly
Produce draft area priorities based on area profiles and key points from community engagement	Head of Strategic Policy March 2009	Focused Agenda Board Monthly

10 RECOMMENDATIONS

- 10.1 That Cabinet notes the progress of the Focused Agenda Board as detailed in Appendices 1 and 2
- 10.2 That subject to any amendments agreed by the Executive, Cabinet recommends to Council:-
- The model for bringing services closer to communities as shown in Appendix 1
 - Refers the model to scrutiny committees so that their observations can be fed back to Council

Update from the Focused Agenda Board

Programme Two - Bringing Services Closer to Communities

1.0 The Importance of Engaging with Local Communities

It is a key principle of the revised Welsh Assembly Government's Community Strategy Guidance that services should be planned and provided which meet the needs of local communities. Denbighshire's elected Members are also clear that they want the Council to provide services which people want and need and to involve local citizens more in decision-making processes.

The development of Denbighshire's new Community Strategy which is the responsibility of Denbighshire's Local Service Board, provides an opportunity to revise existing arrangements and consider the needs and aspirations of communities in each of the following six areas:-

- 1 Rhyl
- 2 Prestatyn/Meliden
- 3 Dee Valley
- 4 Ruthin
- 5 Denbigh
- 6 A55 Corridor

A map showing the six areas is provided at Annex I to this report.

2.0 Why Change from Four to Six Geographical Areas?

The Dee Valley, Ruthin, Denbigh and the A55 Corridor would replace the current areas known as Central and South. Area Elected Member groups have met in these areas for the past few years to discuss local issues. However the Rhyl Area Elected Member Group (which meets jointly with Rhyl Town Council) and Prestatyn/Meliden Area Elected Members Group have proved more relevant to Members than those in other areas.

It is therefore proposed that the areas of Rhyl and Prestatyn/Meliden will remain unchanged and continue to build on the strong foundations already laid.

In order to combat the concerns about the existing Southern area it is proposed that this be divided in two. One part being an area reflecting the distinctive character of the Dee Valley, combining rural areas with twin urban centres of Corwen and Llangollen. The other part would be an area stretching east and south from the urban centre of Ruthin encompassing rural areas of Llanarmon-yn-Ial/Llandegla, Llanbedr Dyffryn Clwyd/Llangynhafal, Efenectyd and Llanfair Dyffryn Clwyd/Gwyddelwern.

Under these proposals the Central area would also be divided. One part would be an area around Denbigh and the adjoining wards of Llanrhaeadr-yng-Nghinmeirch, and Llandyrnog (Henllan would of course also be in this area).

The final area provisionally entitled the A55 Corridor is designed to reflect the importance of the transport, communication and employment opportunities particularly afforded to those areas closest to the main highway. The character of this area is expected to be greatly influenced by the preferred development options in the Local Development Plan. This area would encompass the smaller urban centres and villages of Bodelwyddan, Rhuddlan, Dyserth, and St Asaph along with Trefnant (including Cefn Meiriadog) and Tremeirchion, (Including Rhualt, Cwm, Waen and Bodfari).

The boundaries of each of these areas have been built up from small areas devised by the Office for National Statistics known as Lower Level Super Output Areas (LSOAs) and fit within existing wards¹.

It is proposed that each of these areas should be known as Community Areas e.g. Rhyl Community Area, Prestatyn/Meliden Community Area etc.

Each Community Area would have an Area Profile, Area Elected Member Group and Community Network.

3.0 Area Profiles

An Area Profile helps providers of public service focus on people and place, and identify priorities that cut across service boundaries.

Area Profiles are useful to:

- help local public service providers to identify where improvement is most needed locally;
- make publicly available a summary of data and information on the quality of life and local services; and
- aid public service providers to concentrate strategically on those areas that most need support.

The incorporation of wards within the six planned areas allows democratic accountability as well as access to all the data and service information reported at ward level under the current arrangements.

For this reason, it is proposed that Area Profiles should be developed which will help local service providers identify where improvement is most needed locally.

¹ The exception is the Lower Level Super Output Area known as Rhuddlan 1 which is predominantly in the Rhuddlan Ward, has been wholly incorporated in the A55 Corridor Area but which traverses the south side of Rhyl and intrudes across the Rhyl East and Rhyl South West Ward boundaries.

Area Profiles will be built up using existing information from the Council and partners, statistical information and information from surveys with town and community councils and feedback from community networks and Denbighshire's Citizens' Panel.

A report on Assets and Resources appropriate to or geographically located in each of the six local areas will provide further information that will identify potential for the collaborative use of resources. The current project on community uses of school buildings commissioned by the Lifelong Learning Directorate will feed into this.

In addition to the detailed Area Profile a summary document with a more public focus will also be produced. An example of an Area Profile Summary is provided at Annex II to this report.

4.0 Area Elected Member Groups

Area Elected Members Groups would meet every quarter in each of the six Community Areas to discuss local issues.

5.0 Community Networks

Community networks are being developed in each of the six Community Areas where members of the public can attend events to discuss issues in relation to public services in their area. Six meetings took place in November which were attended by the Leader, Acting Chief Executive and the Lead Member for Communities. A section entitled 'Views from Communities' is currently being developed on the Council internet. This section will provide feedback on the issues raised at these events by Community Area and provide information about future events and the Citizens' Panel etc.

A survey has also been carried out with town and community councils which asked for their views on the key issues in their area. A Community Engagement Plan is being developed for the Council and Denbighshire's Local Service Board which will seek to streamline community engagement and reduce duplication across the public sector.

6.0 How will the Information be Utilised?

The information produced for each of the six Community Areas will be used to identify area priorities. These area priorities will form the basis of the Community Strategy and will provide a framework against which the Council and its partners can identify citizen-centred outcomes and a programme of relevant projects.

The Council's Focused Agenda Board will provide the leadership and structure which will allow proposed Council projects to be tested for 'sanity, legality and deliverability' and for agreed projects to be effectively monitored and remedial action taken when problems arise. This model will be mirrored for partnership projects by Denbighshire's Local Service Board and its

strategic partnerships – Health Social Care and Well-Being, Community Safety and Children and Young People.

The relationship between the six Community Areas, the Focused Agenda Board and the Local Service Board is shown in Annex III to this report.

Although the process may appear bureaucratic, it will evolve so that there is a greater clarity about what public services are trying to achieve for local people which will ultimately reduce duplication of activity and result in greater efficiencies within the overall public service system. Whatever is done must result in added public value and more modern public services which can meet the needs of our future generations.

The proposed model will ‘bring services closer to communities’.

Suggested New Areas: Illustrative Map



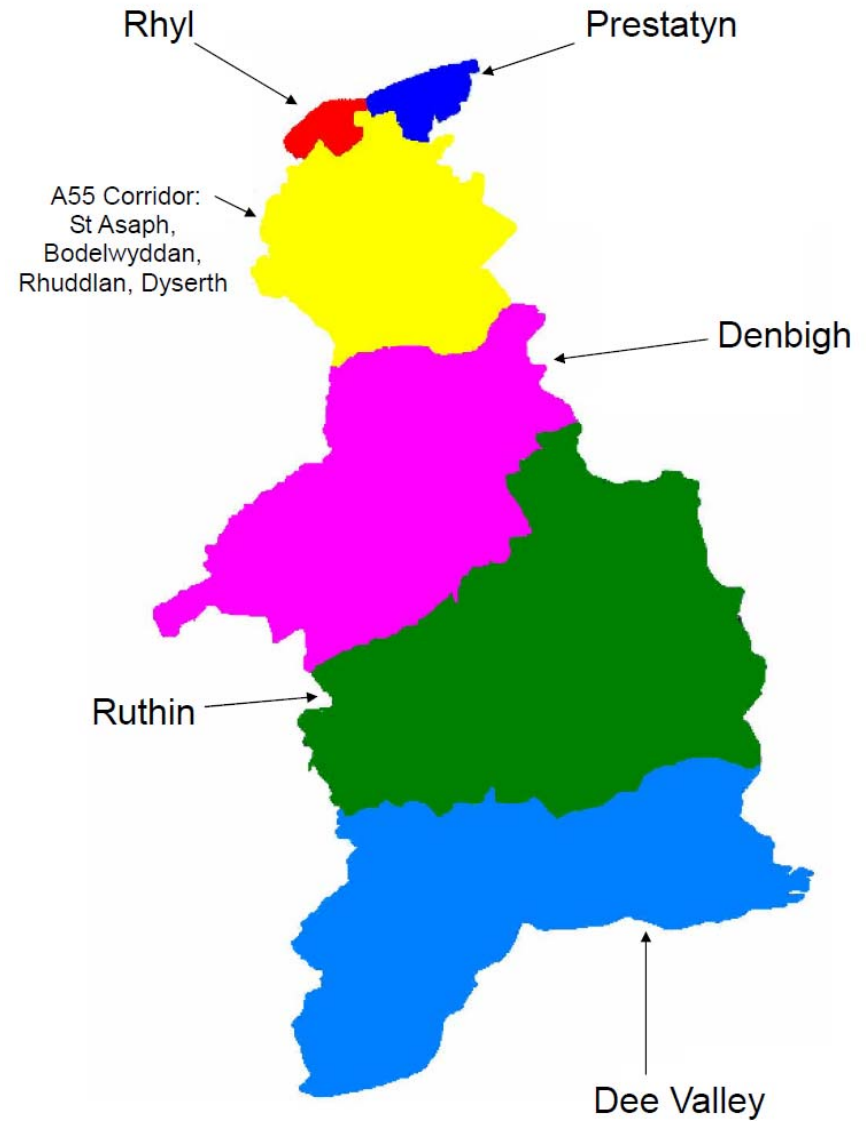


CYNGOR

Sir Ddinbych

Denbighshire

COUNTY COUNCIL



Area Profile Summary

Denbigh

Links with Council Priorities

1. Demographic Change

Denbigh areas dependency ratio (the rate of children and people of retirement age per 1000 people of working age) is low compared to other areas of the County and has reduced between 2001 and the latest available figures in 2007.

2. Regenerating Our Communities

The Denbigh Upper and Henllan neighbourhoods scored significantly highly in the Wales Index of Deprivation with other data sets also showing gaps between these areas and the rest of the County; particularly in relation to employment, education and skills and health data.

3. Modernising Education

Secondary School absence rates appear to be a priority.

N.B. Awaiting further information on school age attainment.

4. Roads and Flood Defences- (awaiting detailed information)

Denbigh does/does not contain site(s) that have been prioritised for flood defence activity.
XYZ road maintenance projects have been scheduled in the Denbigh area.

Key Issues For Denbigh

1. Social/ Affordable Housing with particular focus on Denbigh Upper and Henllan
2. Education and Skills with particular focus on Denbigh Upper and Henllan
3. Health: in particular Cancer Rates
4. Secondary School Absence Rates
5. Violent Crime

People

Population Estimate

14051

Gender Breakdown

Females 50.7% and Males 49.3%

Age Profile

Aged 0-15	19.2%
Aged 16-29	15.9%
Aged 30-44	19.7%
Aged 45-64 (Males), 45-59 (Females)	24.2%
Aged 65 + (Males), 60+ (Females)	21.0%

Dependants per 1000 People of Working Age

664.416

Knowledge of Welsh

Understands spoken Welsh only	11%
Speaks but neither reads nor writes Welsh	6%
Speaks and reads but cannot write Welsh	3%
Speaks, reads and writes Welsh	34%
Other combination of skills	4%
No knowledge of Welsh	42%

Country of Origin

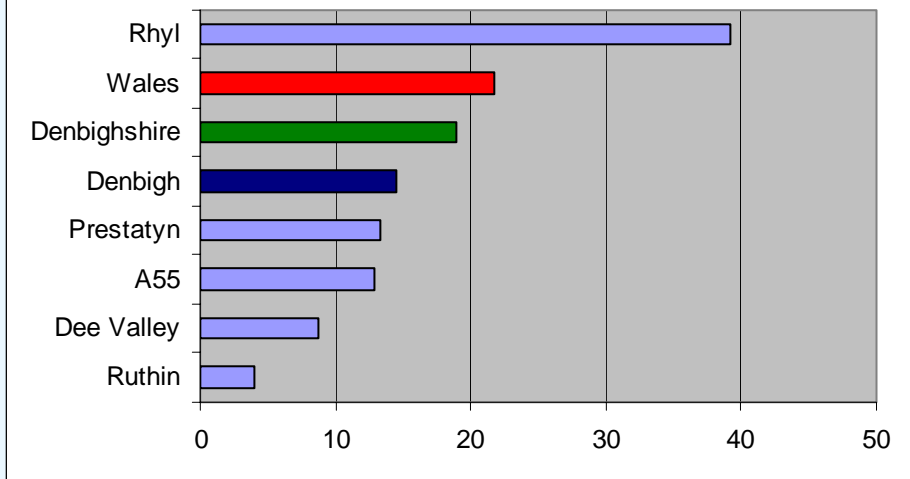
People born in England	24.6%
People born in Scotland	1.1%
People born in Wales	72.0%
People born in Northern Ireland	0.3%
People born in Republic of Ireland	0.3%
People born in other EU Countries	0.5%
People born elsewhere	1.3%

Ethnic Profile

White: British	97.53%
White: Irish	0.51%
White: Other White	1.16%
Mixed: White and Black Caribbean	0.09%
Mixed: White and Black African	0.07%
Mixed: White and Asian	0.07%
Mixed: Other Mixed	0.11%
Asian or Asian British: Indian	0.04%
Black or Black British: Caribbean	0.04%
Black or Black British: African	0.05%
Black or Black British: Other Black	0.02%
Chinese or other ethnic group: Chinese	0.15%
Chinese or other ethnic group: Other ethnic group	0.15%
People identifying themselves as Welsh	19.05%

Health Social Care and Wellbeing

Average Health Deprivation Score



Whilst Denbigh's average Health Deprivation score is the second highest of the 6 areas it is below the County and Wales averages. However, in common with Rhyl and the A55 Corridor areas, the Denbigh area does have a Cancer Incidence rate above the above the Wales average.

Levels of Incapacity Benefits claimants have been consistently higher than the Wales and County rates between 2001 and 2007 with the exception of a dip in 2006.

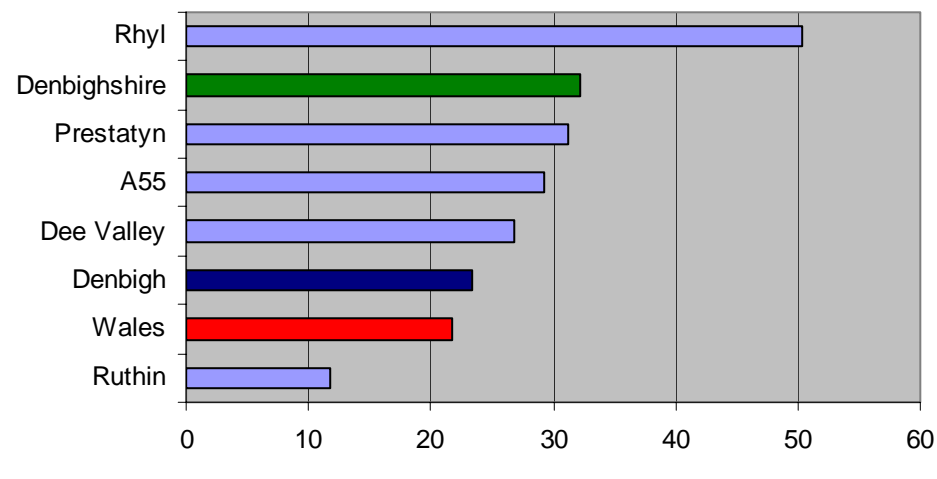
Levels of carers claiming benefits rose above the Wales and County levels during 2003 and in 2007. Levels of Disability Benefits are broadly consistent with the Wales level.

The Denbigh area has a lower percentage of unpaid carers than the Wales and Denbighshire levels.

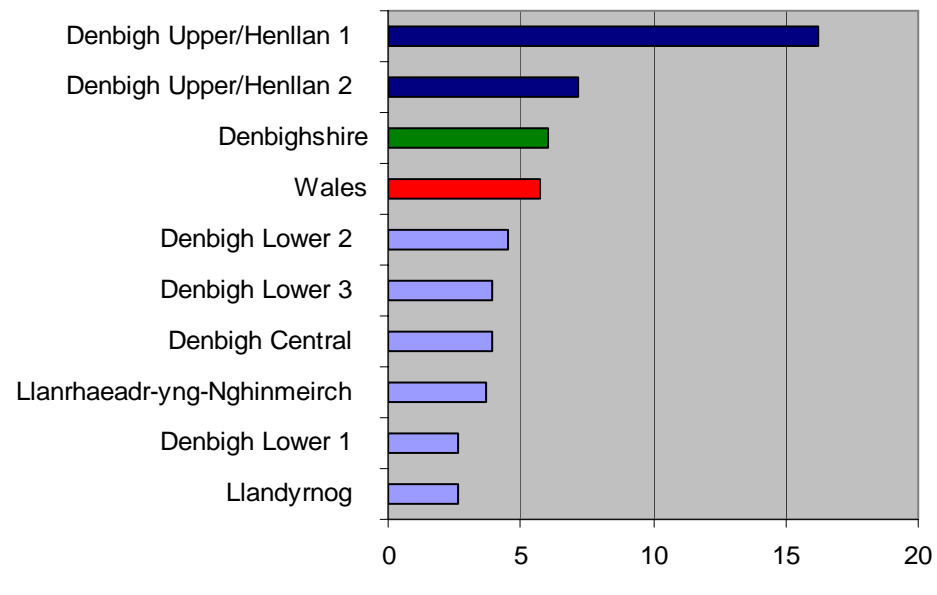
Whilst the Denbigh area performs well in terms of Housing Deprivation, compared with the rest of the County, it still has higher levels of Housing Deprivation than the Wales average.

Denbigh Upper and Henllan have particularly high levels of Housing Deprivation significantly above both the Wales and County average. This is chiefly due to above average levels of Overcrowding in Denbigh Upper and Henllan.

Average Housing Deprivation Score

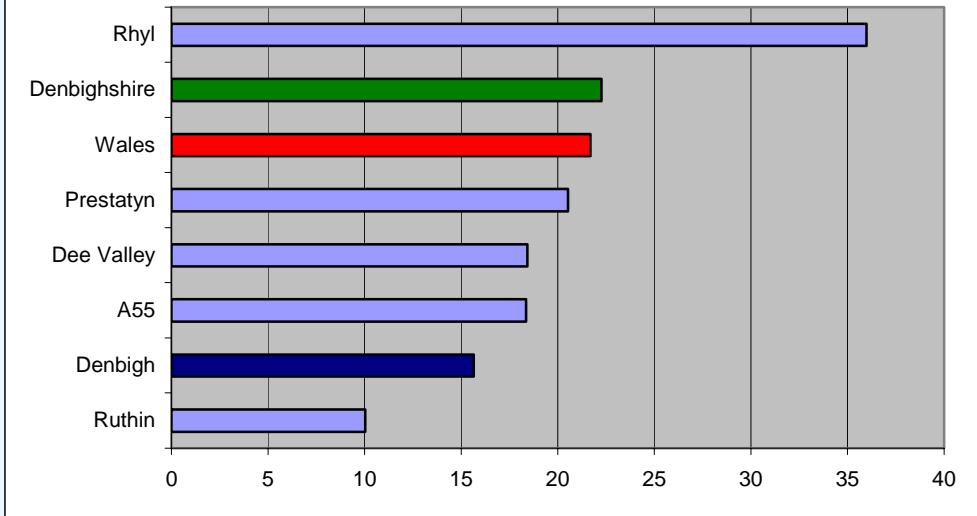


Overcrowding within Denbigh Area



Children and Young People

WIMD 2008 Child Index



The Denbigh area has a low level of Child Deprivation compared to other areas of the County and scores below the Wales average. Denbigh Upper and Hellan do, however, score more highly than the County and Wales average for Child Deprivation.

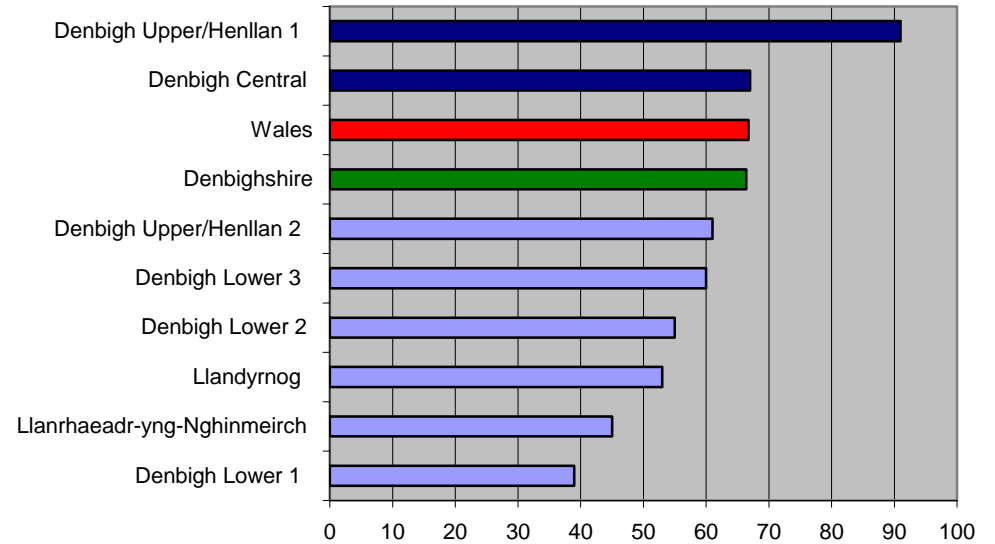
Denbigh area has lower levels of lone parents claiming income related benefits than either the County or Wales Levels.

Awaiting geographical calculations for latest school age data

With the exception of the outlying villages within Llanrhaeadr-yng-Nghinmerch and Llandyrnog Wards, the Denbigh area has higher secondary school absence rates than the Wales average although this is still below the County average.

Absence rates in primary schools are below the Wales and County averages with the exception of a part of Denbigh Upper and Henllan.

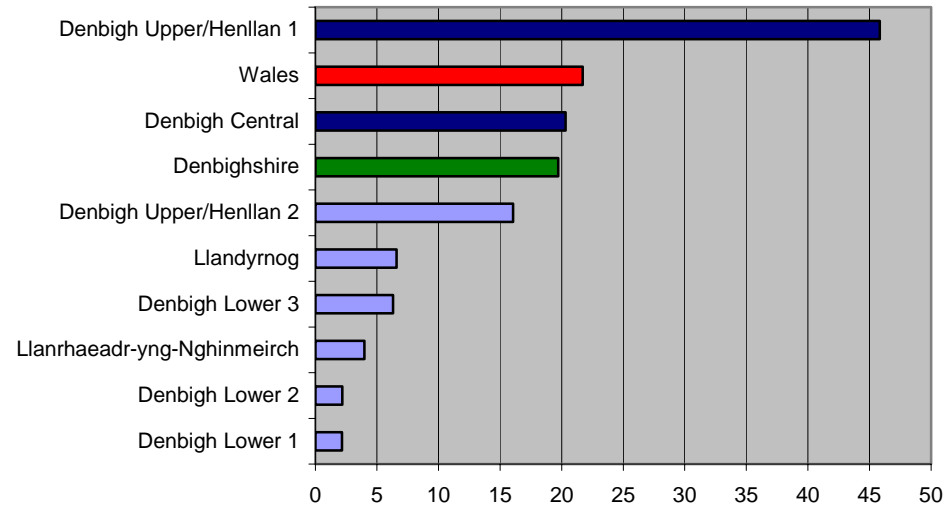
18-19 Not in higher education



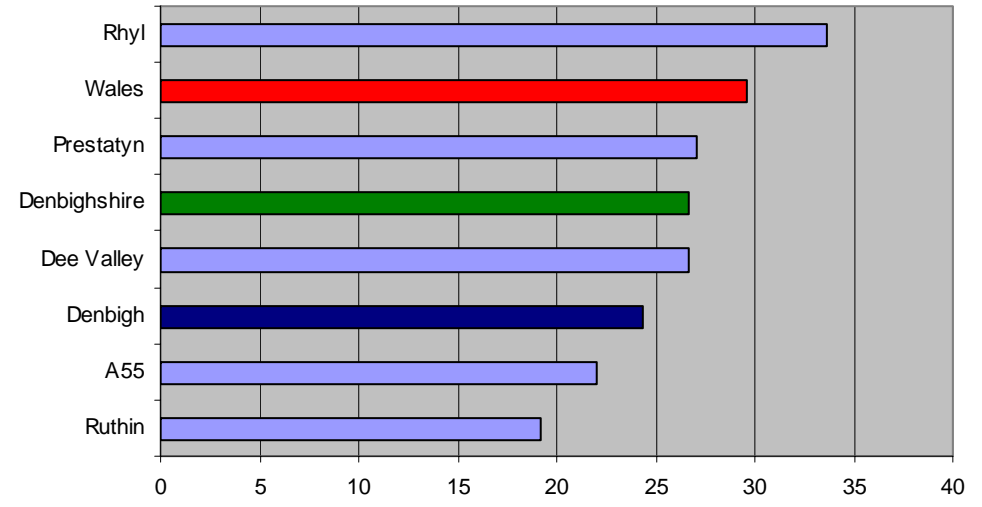
Denbigh performs well in terms of percentage of young people age 18-19 entering higher education significantly exceeding the Wales average (within the County second only to the Ruthin Area). However, a part of Denbigh Upper and Henllan and Denbigh Central perform worse than the Wales and County Levels.

Environment and Regeneration 1

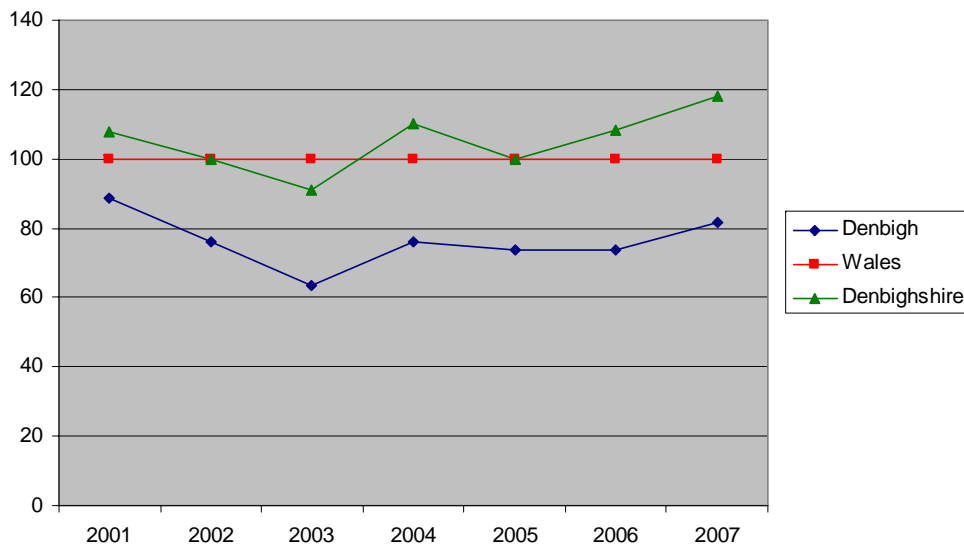
Employment Deprivation



No Qualifications



JSA Claimants Indexed Wales = 100



In the Denbigh area as a whole, unemployment and income related benefits have been at a level consistent with or below the Wales average. An exception is high levels of unemployment and income related benefits in a part of Denbigh Upper and Henllan and Denbigh Central. These have contributed to a high Wales Index of Deprivation Score for these areas.

The workforce in Denbigh has a range of qualifications. Significantly the percentage of working age population with no qualifications for the area as a whole is below the Wales and County level. However, a part of Denbigh Upper and Henllan contains a disproportionate amount of these. This contributes to a poor score for Denbigh Upper and Henllan in the Education domain or the WIMD.

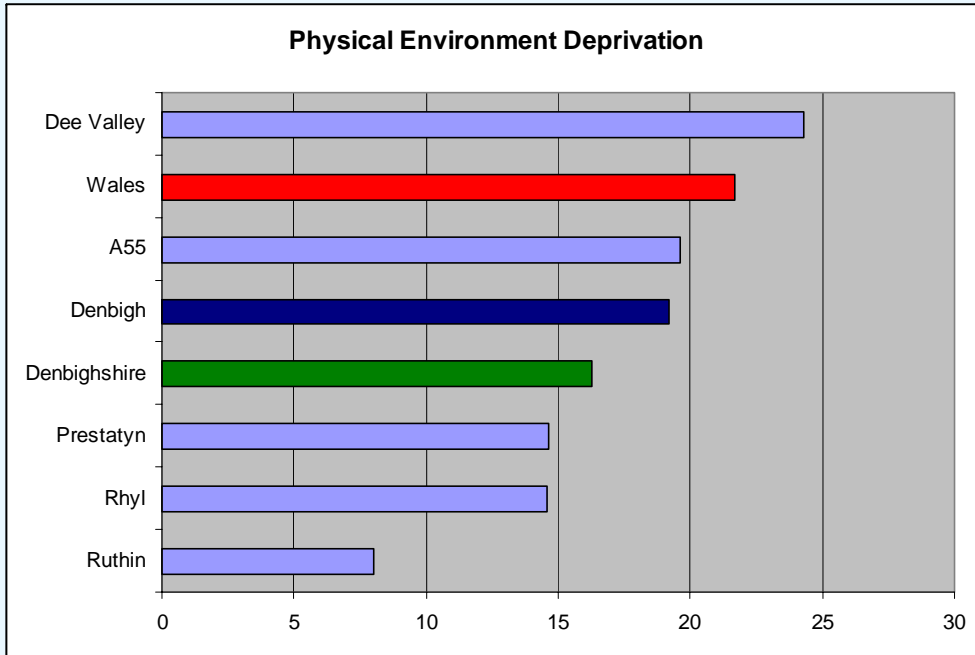
The number of unfilled Jobcentre vacancies in the Denbigh area has recently fallen from a peak of 286 in September 2006 to just 80 in September 2007.

At the time of the 2001 Census the economic activity figures showed that the Denbigh area was second only to the Ruthin area in terms of percentages in employment with 60.4% employees, 12.3% self employed and 4.5% unemployed.

Environment and Regeneration 2

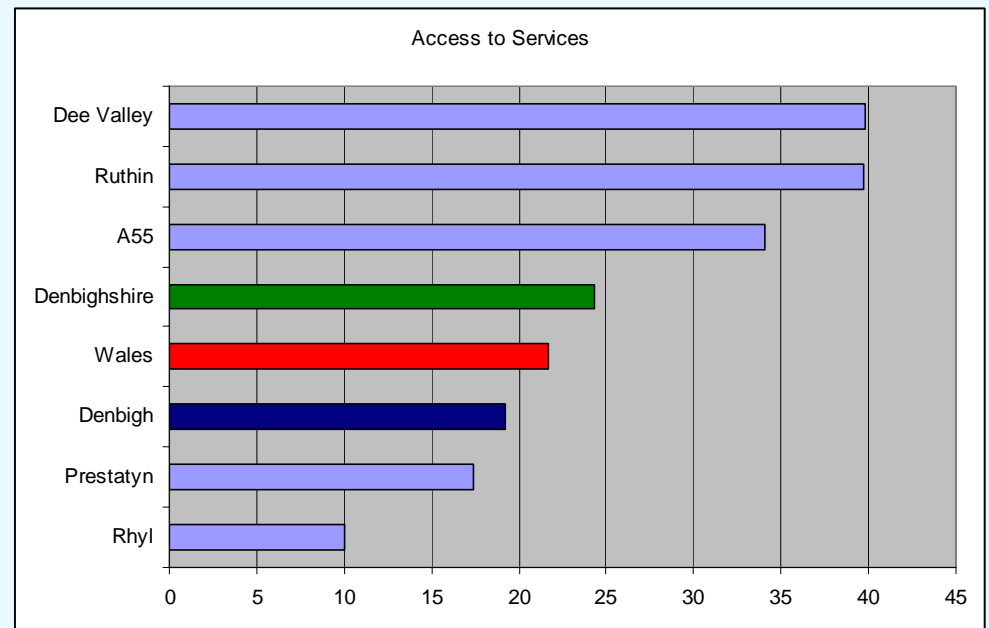
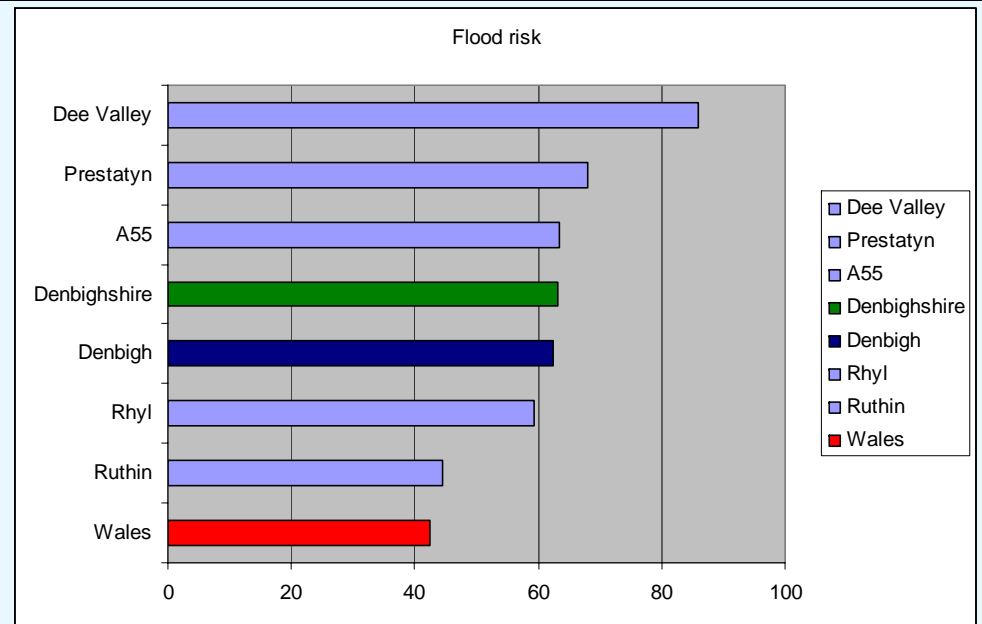
Key sectors of the economy for the Denbigh area from the employment perspective include Health and Social Care that accounted for 23% of the workforce in 2001. Wholesale & Retail trade and motor vehicle repair sector accounted for 14% of the workforce with 13% in Manufacturing.

Agriculture is also of major significance to the area accounting a high proportion of the self employed and accounted for between a quarter and one third of all VAT registered businesses in March 2007. Property and Business Services is the next largest sector. The number of VAT registered businesses has increased consistently over the three years from 2005-2007.

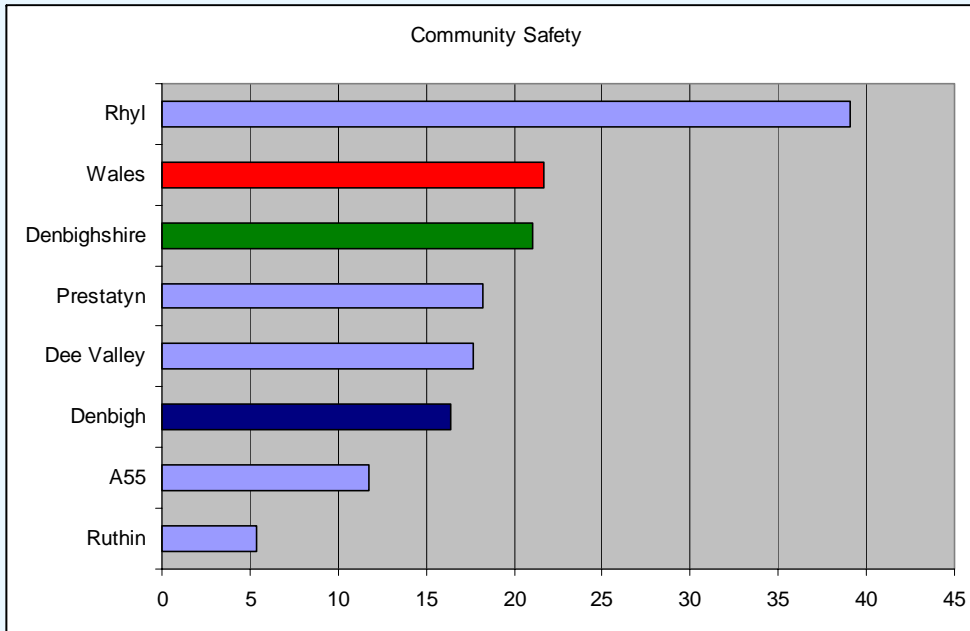


The importance of Denbigh as a local urban centre has been demonstrated in the below average levels of deprivation in relation to access to services as a whole.

The Denbigh area has a lower level of flooding risk than the County average. A higher level of Air Emissions had an impact on the Denbigh area's overall score for Physical Deprivation pushing it beyond the County average although it remains below the Wales score.

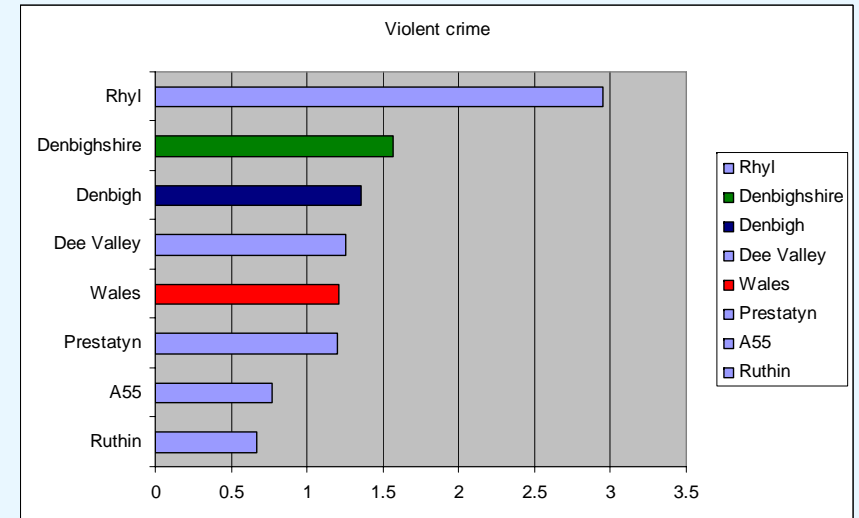


Community Safety



The Denbigh Area suffers relatively low levels of Community Safety related deprivation scoring lower than the County and Wales Averages. This trend is reflected across a number of categories of crime.

An exception to this otherwise positive picture is the relatively high levels of violent crime above the Wales average and second only to Rhyl within the County.



Recorded Crime

Ward	Apr07-Nov07	Apr08-Nov08	% change	change +/-
Denbigh Central	122	203	66	81
Denbigh Lower	57	93	63	36
Denbigh Upper Henllan	119	125	5	6
Llandyrnog	24	30	25	6
Llanrhaeadr-yng-Nghinmeirch	9	24	167	15
Grand Total	331	475	44	144

Recorded Disorder

Ward	Jun07-Nov07	Jun08-Nov08	% change	change +/-
DENBIGH CENTRAL	176	240	36	64
DENBIGH LOWER	111	87	-22	-24
DENBIGH UPPER HENLLAN	181	172	-5	-9
LLANDYRNOG	30	40	33	10
LLANRHAEADR-YNG-NGHINMEIRCH	18	10	-44	-8
Grand Total	516	549	6	33

In common with other towns a high proportion of crime and disorder is focused around the town centre area affecting the scores for Denbigh Central. Denbigh Upper and Henllan also suffer from higher levels of crime and disorder compared with other part of Denbighshire. When compared with other areas in Wales, however, Crime and Disorder in Denbigh is low.

Over the last year both recorded crime and disorder levels have increased within the Denbigh area although levels of disorder show a mixed picture with improvement in some wards.

Update from the Focused Agenda Board

Programme Three – Achieving Denbighshire County Council’s Priorities

1.0 Modernising Education

The Modernising Education Board continues to meet twice a month. The Board at its first meeting in the month continues to review progress against the Estyn Action Plans for Education and the Youth Support Service. In addition to this role the Board reviews issues which impact on the three strands arising from the Estyn inspection report, improving pupil attainment, leadership and management and the use of resources. Particular issues debated by the Board during November include the national comparative data on attendance and performance at Key Stage 4, the main findings from the Key Stage 4 core subject survey undertaken by Curriculum Support and the provision of support services for schools.

2.0 Demographic Change

A paper was presented to the Focused Agenda Board on the 18 November 2008 which provided details of the membership of the Lead Officer Group and Demographic Change Improvement Board. The report also identified some possible outcomes and outcome measures and mapped out some programmes in relation to current and anticipated workstreams.

The Lead Officer Group met on the 27 November and this was followed by a meeting of the Board on the 2 December. The Board agreed that the focus of the work should be:-

- Older People – who need care
- Well-Being of Communities
- Learning Disability

The Lead Officer Group is scheduled to meet again on the 30 January and the Board the first week of February. The Board agreed that high level outcomes in relation to the three areas should be developed by the Lead Officer Group for discussion at the next Board meeting.

3.0 Regeneration

A report was presented to the Focused Agenda Board on the 18 November which provided initial proposals in relation to membership of the Regeneration Improvement Board and the Lead Officer Group. The report also proposed areas of activity, strategic projects and possible outcomes.

The first meeting of the Regeneration Improvement Board took place on the 8 December and two main aims were agreed:-

- To regenerate disadvantaged neighbourhoods so that people living there can take advantage of job opportunities and improve their quality of life
- To make Denbighshire a County with a growing economy, where opportunity for all parts of society to take advantage of this exists.

A preliminary work programme was also agreed for the next two to three months.

REPORT TO CABINET

CABINET MEMBER ACTING CHIEF EXECUTIVE – ALAN EVANS

DATE 16 DECEMBER 2008

SUBJECT CORPORATE EXECUTIVE TEAM – PERFORMANCE REPORT

1 DECISION SOUGHT

1.1 That Cabinet consider progress against the Corporate Executive Teams' key actions as provided at Appendix 1 and agree further actions as appropriate.

2 REASON FOR SEEKING A DECISION

2.1 Following receipt of a number of regulatory reports, including the Corporate Governance Report, and the appointment of the Acting Chief Executive, the Corporate Executive Team (CET) worked together to agree some key issues which it was felt required immediate attention. These related to:-

- Staffing, particularly raising staff morale
- Improving the Council's reputation and both its internal and external communications
- Responding effectively to the Corporate Governance Inspection and other regulatory work
- The Council's budget, particularly in the context of longer term financial planning
- Achieving the Council's priorities and supporting the work of the Focused Agenda Board and Improvement Boards
- Ensuring the Authority runs effectively and efficiently

Additionally, Recommendation 1 of the Corporate Governance Inspection report states that the Council should "put in place performance management arrangements that ensure reporting of the collective effectiveness of CET as well as the effectiveness of individuals". This is the first performance report from CET which is based on issues which the team have agreed they have collective responsibility for addressing. The actions are currently based on issues which need to be dealt with urgently, but it is recognised that there is a clear need for the report to become more strategic and outcome focused over time.

Members will note that significant progress has been made over a relatively short period of time. The Corporate Executive Team is working effectively together and progress has been made in all areas.

3 POWER TO MAKE THE DECISION

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

Government Act 1999.

4 RESOURCE IMPLICATIONS

4.1 Cost Implications

There are cost implications to some of the actions although some actions, such as the support services review, should lead to cashable efficiencies. Individual actions have not yet been costed.

4.2 Staffing / Accommodation Implications

Some actions have significant staffing/accommodation implications.

4.3 I.T. Implications

There maybe I.T. implications which will be identified by the projects associated with each action.

5 RISK ASSESSMENT

5.1 Risks associated with NOT agreeing recommendation(s)

There are significant risks associated with not progressing the issues identified by the Corporate Executive Team.

5.2 Risks associated with agreeing recommendation(s)

There are no risks identified.

6 FINANCIAL CONTROLLER STATEMENT

6.1 The cost of recruiting the new Chief Executive should be contained within the budget concerned. The cost of recruiting the new Corporate Director along with other interim management and related costs are reported regularly to Cabinet as part of the budget monitoring report. The costs of Single Status have been reported regularly to members as negotiations have progressed. Any further cost implications from this exercise will need to be identified along with a funding source. Several actions have the potential to deliver efficiency savings in the medium term.

7 CONSULTATION CARRIED OUT

7.1 The key issues identified by the Corporate Executive Team have been discussed and agreed with the Leader and the subject of a verbal report to Council by the Acting Chief Executive.

8 IMPLICATIONS

8.1 Assessment of Impact on Corporate Priorities

Resolving the key issues identified by the CET will support achievement of the

Council's priorities.

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

The actions proposed will have a positive impact and put the Council in a stronger position to deliver the County's Vision and Community Strategy and to take account at a strategic level of equalities and sustainability issues.

9 **ACTION PLAN**

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
CET to progress actions and provide monthly updates to Cabinet	Acting Chief Executive Monthly	CET Weekly
CET to work with Cabinet Members to progress actions	Corporate Executive Team Ongoing	CET Weekly

10 **RECOMMENDATIONS**

- 10.1 That Cabinet consider progress against the Corporate Executive Teams' key actions as provided at Appendix 1 and agree further actions as appropriate.



Corporate Executive Team Performance Report

* **Note:** although some Key Actions have an individual lead in terms of delivery, CET has collective responsibility for driving forward all of these Key Actions:

CET Priorities for Action	Key Actions	Lead for Delivery *	Progress to Date
1. Staffing Issues	Appointment of New Chief Executive	Alan Evans	<ul style="list-style-type: none"> Membership of Appointment Panel almost finalised SOLACE to be approached to assist Members to develop job description and person specification. Job details to be finalised early in 2009. Process likely to take 6 to 9 months. Final appointment will be made by full Council.
	Appointment of Corporate Director of Lifelong Learning	Mohammed Mehmet	<ul style="list-style-type: none"> Closing date for applications was 7th November. Mohammed Mehmet, together with Gatenby Sanderson, will be conducting initial interviews. Following shortlisting, final selection will take place on 15th & 16th December.
	Single Status	Sally Ellis	<ul style="list-style-type: none"> Since results of the Pay and Grading Review were announced in April, Trade Unions and Management have continued to meet to review the package. A number of improvements have been made to the Single Status Package, which now needs to be equality proofed by National Trade Unions. Hoped that agreement will be given by early January. The Council will write to all employees shortly after and hold roadshows throughout the County. Trade unions are aiming to hold the Single Status ballot at the end of January. If the package is accepted by staff, then implementation will begin immediately after the ballot results are announced. Implementation will be staged over a number of months. Draft staff bulletin produced. Due to go out week beginning 8th December. The schools re-assessment process which introduces the workload agreement is now complete, except for one school. The result of this has increased the costs of implementation of Single Status and work is currently being undertaken to identify the element of costs associated with the "workload agreement".

CET Priorities for Action	Key Actions	Lead for Delivery *	Progress to Date
	Developing CET leadership and collective performance	CET	<ul style="list-style-type: none"> • Collective responsibility for the delivery of a number of corporate challenges has been agreed. Progress against collective challenges to be reported to Cabinet monthly via quarterly performance reports for Corporate Directors and monthly report on collective CET performance. • Cabinet and CET Awayday organised for 11th December 2008 - programme to be confirmed. • Monthly programme agreed to discuss strategic issues – with external facilitators.
	Transition from long term interims in Lifelong Learning to permanent appointees	Mohammed Mehmet	<ul style="list-style-type: none"> • Lead officer for Inclusion currently being recruited.
	Review staffing requirements for efficient & effective running of authority	CET	<ul style="list-style-type: none"> • Draft Voluntary Redundancy Scheme has been produced • Focused Agenda Board's Terms of Reference include modernising the Authority to ensure it can meet future challenges • Support Services Review – details below
	Support Services Review	Iwan Prys-Jones	<ul style="list-style-type: none"> • A draft structure for Support Services has been agreed by the Focused Agenda Board for consultation and will be presented to Cabinet in January 2009

CET Priorities for Action	Key Actions	Lead for Delivery *	Progress to Date
2. Communication and reputation	Communicating Current Events to Members and Staff	CET	<ul style="list-style-type: none"> • Weekly CET brief posted on the Official & General Notice Boards, and link circulated by email to all staff. Future briefs will include a section from the Leader and be sent to Members • Daily 'Press Digest' sent to Members • Staff roadshows with the Leader and Acting Chief Executive arranged • Visits to staff by the Leader and Acting Chief Executive arranged
	Customer Service Focus	CET	<ul style="list-style-type: none"> • Customer Service Strategy 2008-11 published. • Customer Care Service working with the Performance Managers in each Directorate to gain baseline data on new Corporate Customer Care Standards so achievable corporate targets can be set for 09/10. • Service delivery standards/timescales for the Authority to be created and made available to the public, so customers know when to expect a service to be delivered. Temporary funding allocated (and recruitment process started) for this piece of work. • Complaints procedure & policy is being reviewed, with the 3 policies currently used being amalgamated. Business case being created for a single team, and new complaints software module being implemented in the Customer Relationship Management system to record/manage complaints. New policy will be introduced, with a big PR campaign, in April 2009.
	Building relationships with WAO and other regulators	CET	<ul style="list-style-type: none"> • Regular meetings between the Acting CEO and the WAO have been arranged
	Improving External Political Relationships	CET	<ul style="list-style-type: none"> • Development of Public Affairs Strategy. • Acting Chief Executive has met individually with several Directors within the WLGA and WAG to help understand how Denbighshire County Council is perceived.
	Improving Relationships with Partners	CET	<ul style="list-style-type: none"> • Meetings arranged between Leader, Acting CEO and all key partners • Conference with key partners being arranged for February 2009

CET Priorities for Action	Key Actions	Lead for Delivery *	Progress to Date
3. Responding to the Corporate Governance Inspection and regulatory work	Corporate Governance Action Plan	Alan Evans	<ul style="list-style-type: none"> • Special weekly meetings are taking place with MMC to develop the Action Plan which is being developed by a small team of officers. • Package of support currently being negotiated with the WLGA. • Corporate Governance Committee to monitor progress against the Corporate Governance Action Plan monthly
	Responding to Hyfrydle Reports	Mohammed Mehmet	<ul style="list-style-type: none"> • Action Plan agreed by Cabinet on 18th November • Action Plan being monitored by Lead CET members & CET collectively • Incorporate Hyfrydle Action Plan into the Corporate Action Plan
	Preparing for Estyn re-inspection & Youth Support Services monitoring	Mohammed Mehmet	<ul style="list-style-type: none"> • Re-inspection planned for March 2009 • Monitoring of Youth Support Services will form part of Estyn's ongoing monitoring during 2008 and early 2009
	Responding to other regulatory work	CET	<ul style="list-style-type: none"> • Internal process for responding to regulatory reports formalised, to include: <ul style="list-style-type: none"> ○ MMC to allocate Lead Officer responsible for ensuring progress against recommendations; ○ Corporate Governance Committee to allocate Lead Member responsible for ensuring progress against recommendations; ○ Corporate Governance Committee to allocate Scrutiny Committee responsible for monitoring progress against recommendations. • Joint Protocol developed with WAO for carrying out Audit & Inspection Work. • Strategic Policy Unit responsible for co-ordinating Audit & Inspection Work.
	Agree regulatory activity for coming year	Alan Evans	<ul style="list-style-type: none"> • Meeting on 15th December with WAO, CSSIW & Estyn to agree the Joint Risk Assessment which the auditors will use to decide which inspections and audits to carry out for the coming year.

CET Priorities for Action	Key Actions	Lead for Delivery *	Progress to Date
4. Budget	Budget 2009/10	CET	<ul style="list-style-type: none"> Budget work to be finalised by February 2009.
	Medium Term Financial Plan (MTFP)	CET	<ul style="list-style-type: none"> The MTFP covers the period 2008/09 to 2011/12 and forms part of the Council's planning process. The purpose of the MTFP is to provide a review of the Council's overall financial position for 2008/09, a clear plan for 2009/10 and an overview of the prospects for 2010/11 and 2011/12. MTFP will be developed alongside the budget for 2009/10. MTFP update paper to be discussed at Cabinet and CET awayday on 11 December.
	Efficiency Strategy	CET	<ul style="list-style-type: none"> CET has acknowledged that a more corporate and strategic approach to efficiencies needs to be developed It is proposed that the monthly budget monitoring report be revised to include progress on delivering the proposals included in the Efficiency Action Plan. Currently progress is reported separately in a quarterly report. To be discussed as part of the MTFP update paper at Cabinet and CET awayday on 11 December.

CET Priorities for Action	Key Actions	Lead for Delivery *	Progress to Date
5. Focused Agenda Board	Focused Agenda Board	Alan Evans	<ul style="list-style-type: none"> An update of the work of the Focused Agenda Board is the subject of a separate report to Cabinet.
	Modernising Education Board	Mohammed Mehmet	<ul style="list-style-type: none"> Board meets fortnightly and is making an impact in terms of improving education and helping to prepare the Council for the Estyn re-inspection
	Regeneration Board	Iwan Prys-Jones	<ul style="list-style-type: none"> The first Regeneration Board meeting took place on the 8 December 2008. Two main aims were agreed:- (1) To regenerate disadvantaged neighbourhoods so that people living there can take advantage of job opportunities and improve their quality of life and (2) to make Denbighshire a County with a growing economy, where opportunity for all parts of society to take advantage of this exists. A preliminary work programme was also agreed for the next two to three months
	Demographic Change Board	Sally Ellis	<ul style="list-style-type: none"> 1st Officers meeting held at end of November. 1st Board Meeting held 2nd Dec. Project proposal to be revised in January to identify work streams etc.
	Improve Community Engagement and Develop Area Profiles	CET	<ul style="list-style-type: none"> A Community Engagement Plan is being developed Community Forums: 6 held during November, with approximately 150 citizens participating. Anticipated that numbers will increase as the programme of events becomes more established. Also looking at ways of engaging with existing groups. Citizens Panels Development of area profiles to be used to provide Information Boards and will be completed by December 2008
	Local Service Board and thematic Partnerships	CET	<ul style="list-style-type: none"> The first draft of the LSB's Local Delivery Agreement will be discussed at the meeting on the 18 December. Meetings with key partners have been arranged with the Leader and Acting Chief Executive.

CET Priorities for Action	Key Actions	Lead for Delivery *	Progress to Date
6. Ensuring the Authority runs effectively and efficiently	To identify and effectively manage the Council's strategic and high risks	CET	<ul style="list-style-type: none"> • Strategic risks have been identified and CET will ensure these are reflected in the business and financial planning process • Risks will be agreed with the external regulators and reflected in the Joint Risk Assessment Template
	Ensure achievement of the Councils Improvement Agreements	CET	<ul style="list-style-type: none"> • Have formally submitted the Agreements to WAG and WAO • WAO has confirmed that they "meet current requirements in that they are consistent with improvement priorities". • Awaiting confirmation from WAG that the Minister for Social Justice and Local Government is satisfied to sign the Agreements • Internal process developed for services to bid for additional funding required to achieve targets within the agreements

REPORT TO CABINET

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

**COUNCILLOR SHARON FROBISHER, LEAD MEMBER
COMMUNITIES**

DATE: 16th December 2008

**SUBJECT: DCC/CCCB PLANNING & PUBLIC PROTECTION
COLLABORATION**

1 DECISION SOUGHT

1.1 To gain agreement/authority from Cabinet to progress work that would enable more formal collaborative arrangements across a wide range of “regulatory” functions between Regulatory Services in Conwy County Borough Council (CCBC) and Planning and Public Protection Services in Denbighshire County Council.

2 REASON FOR SEEKING DECISION

2.1 Formal support and direction from Cabinet is required prior to further work being undertaken by Officers and Lead Members in progressing the collaboration project.

2.2 If Cabinet support the general principles of what is being proposed, along with suggestions for how the project might proceed then Officers and Lead Members will progress matters with a view to bringing a more detailed report back to Cabinet in March next year.

2.3 If Cabinet do not support the principles of what is being proposed then further abortive work can be avoided at this stage as the project will not be progressed.

3 BACKGROUND INFORMATION

3.1 Conwy County Borough Council and Denbighshire County Council have already achieved an Excellence in Wales Award for the joint working arrangement between the 2 Authorities in relation to the Licensing function, which is managed by the Head of Regulatory Services (CCBC) and the Head of Planning and Public Protection Services (DCC). It has brought several benefits to each authority, both in terms of service improvements, cashable savings and national recognition that both Authorities are responding positively to the collaboration agenda.

3.2 Recently, authority was gained in both CCBC and DCC for a Joint Community Safety Manager to be employed, and the post is soon to be advertised. Community Safety being a function also managed by the Head of Regulatory Services (CCBC) and Head of Planning and Public Protection (DCC). The agreement to proceed with a joint manager being authorised by DCC Cabinet on 30th September this year.

3.3 The Head of Regulatory Services (Phil Rafferty - CCBC) and the Head of Planning and Public Protection (Graham Boase – DCC) have discussed what the next logical steps might be in connection with further areas of collaborative working across the service areas for which they have management responsibility.

3.4 The areas of responsibility are as follows:
Head of Planning & Public Protection (DCC)
Development Control & Planning Compliance (excluding Conservation)
Building Control
Local Land Charges
Community Safety
Licensing
Trading Standards
Animal Welfare
Environment Protection (Pollution & Public Health)
Food Safety and Health & Safety at work
Housing Enforcement
Housing & Area Renewals
Panning Policy (e.g. LDP)

3.5 Head of Regulatory Service (CCBC)
Development Control & Planning Compliance (including Conservation)
Building Control
Local Land Charges
Community Safety
Licensing
Trading Standards
Animal Welfare
Environment Protection
Food Safety and Health & Safety at work
Housing Enforcement
Registration (Births, Deaths & Marriages)
Homeless Options Support Team
CCTV

3.6 As can be seen there is much that is common in terms of the line management responsibilities. Those functions in *italics* in the above list are not common to both Heads of Services.

4 PROPOSED POSSIBLE COLLABORATION

4.1 The Head of Regulatory Service (CCBC) and Head of Planning and Public Protection (DCC) are both positive about potential collaboration and have continued to have detailed discussions on how to progress matters. Given their background, qualifications and general experience they have concluded that they could compliment each other by each one taking on the management of specific functions across both Counties in the following way:

4.2 Head of Planning & Public Protection (DCC)
Development Control & Planning Compliance (DCC & CCBC)
Building Control (DCC & CCBC)
Local Land Charges (DCC & CCBC)
Planning Policy (DCC)
Housing & Area Renewals (DCC)

4.3 Head of Regulatory Service (CCBC)
Licensing (CCBC & DCC - Joint Team already)
Trading Standards (CCBC & DCC)
Environmental Protection (CCBC & DCC)
Food Safety and Health & Safety at work (CCBC & DCC)

Housing Enforcement (CCBC & DCC)
Community Safety (CCBC & DCC - Joint Team already)
Homeless Options Support Team (CCBC)
CCTV (CCBC)
Registration (Births, Deaths & Marriages) (CCBC)

- 4.4** Both Heads of Service would retain their existing titles and current employment status.
- 4.5** The Head of Regulatory Service (CCBC) would have day to day management responsibility for the above functions, but would report to the Head of Planning and Public Protection (DCC) as far as they related to DCC functions. Therefore the Head of Planning and Public Protection (DCC) would retain overall control/responsibility for the “development/local land charges” functions as well as the “public protection” functions as far as they related to DCC.
- 4.6** The Head of Planning and Public Protection (DCC) would have day to day management responsibility for the above functions, but would report to the Head of Regulatory Service (CCBC) as far as they related to CCBC functions. Therefore the Head of Regulatory Service (CCBC) would retain overall control/responsibility for the “public protection” functions as well as the “development/local land charges” functions as far as they related to CCBC.
- 4.7** To assist both Heads of Service and to monitor/manage their performance it is proposed that they jointly report to a Management Board. The Management Board to consist of:
- Corporate Director Environment (DCC)
 - Corporate Director Resources (CCBC)
 - Lead Member Environment & Sustainable Development (DCC)
 - Lead Member Communities (DCC)
 - Corporate Regulatory Portfolio Member (CCBC)
 - Corporate Modernisation Portfolio Member (CCBC)
- 4.8** If the recommendations of the report are agreed it is proposed to establish a “Shadow” Management Board to establish the aims and objectives of the project and the proposed Draft Service Level Agreement.
- 4.9** If the project progresses to implementation it is envisaged that the Management Board would:
- Ensure provision of service across both Authorities is in accordance with the Service Level Agreement.
 - Monitor performance management information and progress against the identified/agreed aims and objectives of the project.
 - Evaluate the project at agreed timescales/milestones with a view to promoting implementation of collaborative working across all “common” areas of service delivery under the management of both Head of Service (this could include promoting further common areas of management).
 - Evaluate efficiency savings put forward by the two Heads of Service.
 - Ensure general support for the project from other key areas (e.g. IT, Personnel etc).

5 PROPOSED POSSIBLE OUTCOMES OF COLLABORATION

- 5.1** It is recognised that in the short term what is being proposed simply transfers responsibility for day to day management of various functions from one Head of Service in one Authority to another Head of Service in another Authority and will bring no immediate cashable savings.
- 5.2** It is the view of Senior Management and relevant Lead/Corporate Members however that the proposal will bring about immediate efficiencies in service delivery (i.e. non cashable) as it will allow the Heads of Service to focus on discreet areas of service delivery across both Counties. This should create shared experiences and delivery of pockets of best practice across a range of service areas within both Counties.
- 5.3** In the medium term cashable savings and efficiencies will be found through joint working, including for example; procurement of a single consultant to work across both Counties which would previously have been done by the two contracts resulting in unnecessary duplication, similarly taking the opportunity to create “joint” posts as and when they arise. The example of the joint Licensing Manager has created confidence that such arrangements can be implemented for the benefit of all.
- 5.4** In the longer term further cashable savings and efficiencies will be found by the managed merger of certain functions/responsibilities to create single teams, managed by a single team leader providing a service to both Counties. Again the example of Licensing has demonstrated that once a single joint manager has been appointed the next logical and indeed natural step is the merging of the teams into a single team. This is also what is already being proposed through the managed merger of the Community Safety Teams in both Authorities.
- 5.5** In conclusion the entire aim of the project is to achieve several efficiency savings (cashable and non-cashable);
- Better use of resources
 - Assessment of accommodation
 - Joint Policies
 - Joint Training
 - Review of IT solutions
 - More consistent approach across Conwy and Denbighshire will benefit service users
- 5.6** This innovative approach to Collaborative Working will further reinforce the relationship between CCBC and DCC and it will secure a better direction to resources to meet local priorities/problems. It will also assist in improving the effectiveness of each respective service within both CCBC and DCC.
- 5.7** This project will further develop the close working relationship that exists between Senior Management and Lead Members of both Authorities also the two respective Heads of Service will be able to provide mutual support to one on another from a management perspective, in taking this project forward.
- 5.8** Following a recent informal meeting between Senior Management of CCBC and DCC, together with relevant Lead/Corporate Members from both Authorities to discuss/consider the potential for further collaboration as discussed above it was agreed that it should be pursued on a more formal basis by reporting the issues to the respective Cabinets of both Authorities to establish if there is in principle support to take the project further.

6 POWER TO MAKE THE DECISION

6.1 There are 2 ways of proving joint service arrangements via collaboration:

- i) Agreement under the Local Government Goods & Service Act 1972 (as amended)
- ii) Joint Committee under the Local Government Act 1972

6.2 The nature of the proposed collaboration with Heads of Service in effect reporting to each other within the context of an overseeing Management Board suggests that the Joint Committee approach is the most appropriate. It would also provide clear reporting lines and accountabilities, as well as allowing flexibility in the development of closer operational and budgetary collaboration between the Council's two service areas.

7 RESOURCE IMPLICATIONS

7.1 Cost Implications:

At this stage there are no proposed changes that would cause an additional cost implication to existing budget provision, with the exception of a minor upgrading in the salary of the Head of Planning and Public Protection (DCC) so as to ensure equal pay with the Head of Regulatory Services (CCBC).

7.2 One of the primary objectives of joint working is to generate savings and any operational realignment required to realise such savings will be referred in the first instance to the Management Board for consideration and subsequently to Cabinet if considered necessary by the Management Board and/or relevant Lead Members.

8 Staffing / Accommodation Implications:

8.1 None of any significance. It is envisaged that the Head of Planning and Public Protection (DCC) will require a "hot desk" in CCBC's Civic Office in Colwyn Bay and that "hot desks" will be required in the relevant DCC's offices for the Head of Regulatory Services (CCBC).

9 IT Implications:

9.1 None of any significance. The two Heads of Service from each Authority will require access to each others email system and relevant Software packages.

10 RISK ASSESSMENT

Risks associated with not agreeing the recommendation/s

10.1 An opportunity to progress genuine collaboration with our neighbouring authority at an operational level will be missed.

10.2 The proposed collaboration has the potential to bring service delivery across both Council's closer together, bringing with it economies of scale that can deliver a range of substantial, long term efficiencies, including cashable and none cashable savings, improved service delivery, greater career development opportunities etc.

10.3 Risks associated with agreeing the recommendation/s

- 10.4** At this stage there is very little risk given that further work will need to be done, including reporting back to Cabinet in March next year for a formal decision on whether to implement the proposed collaboration.
- 10.5** Should the recommendations in the report be approved then further work will be carried out on the issue of risks, including the establishment of a Risk Register which will be reported back to Cabinet in more detail as part of the follow up report to be presented in March next year.
- 10.6** If matters are progressed then the Risk Register will be kept under review as part of the project, and the Management Board will ensure that where appropriate, identified risks are managed, in order to ensure the success of this project in achieving its aims and objectives.

11 FINANCIAL CONTROLLER STATEMENT

- 11.1** Collaboration is one of the areas recommended in the Assembly's Making the Connections strategy for delivering improved efficiency in service delivery. Improvements include both service improvements and cash savings. Council's have an annual target for cashable savings that is top sliced by the Assembly from its annual financial support. For Denbighshire this sum is £1.2m with a further sum of about £300k expected to be delivered from non cash gains.

12 CONSULTATION CARRIED OUT

- 12.1** Consultation has been carried out informally with relevant Lead Corporate Members in both DCC and CCBC.
- 12.2** Lead Members, Corporate Director Environment and Head of Planning & Public Protection from DCC have informally met with counterparts from CCBC to discuss potential for further collaboration between the two service areas.
- 12.3** Informal communication has been carried out with Planning and Public Protection staff advising them that informal discussions have taken place and that this report was to be presented to Cabinet.
- 12.4** Informal discussions have also taken place between the Head of Planning and Public Protection and Directorate Personnel Officers and Corporate Financial Officers.
- 12.5** For the next stage if supported by Cabinet it is proposed that a full communication plan will be developed, in which all relevant consultees will be identified.

13 IMPLICATIONS

13.1 Assessment of Impact on Corporate Priorities:

By promoting collaboration the recommendations in the report will contribute positively to all the Council's priorities.

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

By promoting collaboration the recommendations in the report will assist in achieving the Council's Vision and Community Strategy and will comply with the Council's Equalities and Sustainability Plan

14 ACTION PLAN

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
Both Heads of Service to meet to progress Project in accordance with recommendations by both Cabinets	G Boase (DCC) & P Rafferty (CCBC)/Late January 2009	Corporate Director Environment (DCC) & Corporate Director Resources (CCBC)/Mid January 2009
Both Heads of Service to present Project and SLA to Shadow Management Board	G Boase (DCC) & P Rafferty (CCBC)/Mid Feb 2009	Shadow Management Board/Mid Feb 2009
Joint DCC/CCBC report for both Cabinets with recommendation to implement Project and SLA	G Boase (DCC) & P Rafferty (CCBC)/March 2009	Corporate Director Environment (DCC) & Corporate Director Resources (CCBC)/Early March 2009

15 RECOMMENDATIONS

- 15.1** That authority is given to the Head of Regulatory Services (CCBC) and Head of Public Protection and Planning Services (DCC), to initiate a Project aimed at evaluating and delivering joint working between Regulatory Services (CCBC) and Planning and Public Protection Services (DCC) and that the Project be reported to the Shadow Management Board.
- 15.2** That authority is provided to the Head of Regulatory Services (CCBC) and Head of Planning and Public Protection (DCC) to establish a Draft Service Level Agreement, in consultation with Legal Services in both Authorities to demonstrate how the arrangement between the 2 Authorities may be formalised, and that the Draft Service Level Agreement be reported to the Shadow Management Board.
- 15.3** That the membership of the Shadow Management Board be confirmed as Cabinet Member for Corporate and Regulatory Services (CCBC), Cabinet Member for Corporate Modernisation (CCBC), Corporate Director of Resources (CCBC), Lead Member for Communities (DCC), Lead Member for the Environment and Sustainable Development (DCC) and Corporate Director of Environment (DCC).
- 15.4** That a further detailed report on the conclusions of the Shadow Management Board on both the Project Plan and the Service Level Agreement be presented to Cabinet in March next year.

REPORT TO CABINET

**CABINET MEMBER: COUNCILLOR D A J THOMAS, LEAD MEMBER
ENVIRONMENT: REGENERATION**

DATE: 16 December 2008

SUBJECT: Denbighshire Biodiversity Duty Action Plan

1 DECISION SOUGHT

1.1 To seek Council's approval of Denbighshire's Action Plan to implement the new local authority Biodiversity Duty required under the Natural Environment and Rural Communities (NERC) Act 2006.

2 REASON FOR SEEKING DECISION

2.1 From October 2006 all local authorities and public bodies including Community and Town Councils in England and Wales must, in exercising their functions, have regard to the purpose of conserving biodiversity (section 40(1) of the NERC Act 2006). This also includes restoring and enhancing species populations and habitats as well as protecting them. DEFRA and the Welsh Assembly have issued specific guidance on compliance with the new legislation and how the new duty should be integrated into local authority services and activities.

2.2 This new Duty is in addition to the existing local authority statutory responsibilities to protect designated sites, habitats and species under the Wildlife and Countryside Act 1981, the Countryside and Rights of Way Act 2000 and the Habitats Regulations 1994 (amended 2007). Denbighshire County Council, as a competent authority, is responsible for their own and others compliance under these Regulations.

2.3 The Local Biodiversity Action Plan (LBAP) for Denbighshire lists those habitats and species under threat or declining in the county and in need of priority conservation action. These include the NERC Act section 42 list of habitats and species of principal importance in Wales. In implementing the Biodiversity Duty, the Council is required to demonstrate how these biodiversity priorities can be safeguarded and restored. In this way local authorities can make a significant contribution to the Wales Environment Strategy target to halt the loss of biodiversity by 2010, and to the UK's response to climate change.

2.4 Local authorities have a key part to play in protecting and enhancing biodiversity through their role in developing and influencing local policies and strategies, planning and development control, owning and managing their estates, procurement, education, awareness-raising and advisory functions. To be effective, biodiversity conservation must be integrated into the wide range of local authority activities, functions and services, making it an integral part of policy and decision-making. In many cases this will require a culture change so that biodiversity is not just seen as an environmental issue, but a core component of

sustainable development and beneficial to tourism, economic development, health promotion and local quality of life.

- 2.5 The Action Plan (Appendix 1 to this report) is consistent with the published guidance and highlights the key areas within the Council where opportunities exist and where action is most needed in order to comply with the new legislation. Local authorities will only be able to fulfill the new duty if other council services consider how their activities affect biodiversity, can produce conservation gains, or contribute to delivery of the Council's LBAP.

3 POWER TO MAKE THE DECISION

- 3.1 Section 2, Local Government Act 2000; power to promote the social, economic and environmental well being of the area. The Natural Environment and Rural Communities Act 2006 places a duty on local authorities to conserve biodiversity. The Biodiversity Duty Action Plan sets out the priority actions for the Authority to comply with the Act and implement the duty.

4 RESOURCE IMPLICATIONS

- 4.1 **Cost Implications:** Welsh Assembly Government and the Wales Biodiversity Partnership expect local authorities to provide sufficient nature conservation and biodiversity resources to ensure compliance with and enforcement of both the NERC Act Biodiversity Duty and the amended Habitat Regulations. They recommend that each LA should employ a full time ecologist and biodiversity officer to deliver the minimum requirements of these statutory duties). The Authority employs a part time County Ecologist and a full time Biodiversity Officer, the salary of which is grant aided from a key partner. Some additional costs are expected from implementation of the Biodiversity Duty. These extra costs include increasing the capacity of the part time County Ecologist and providing some security of funding for the Biodiversity Post where there is a current gap in the grant aid. These costs are in the region of £21K.

There will also be time cost implications with increased workload expected from within the organisation.

However, often, small-scale action can help deliver multiple benefits for biodiversity. The majority of the proposed actions depend on their integration into other Council services which will only be achieved through increased awareness-raising amongst other Council staff and members to consider biodiversity implications in respect of their duties and functions. This will have implications for member and staff training and development programmes. However, it is anticipated that much of this will be achieved through existing training budgets and through assistance and advice from the biodiversity team in Countryside Service to develop best practice.

4.2 **Staffing / Accommodation Implications:**

Apart from continuity of core staff and the need to increase their capacity to deliver implementation of the Biodiversity Duty Action Plan and ensure compliance with various wildlife legislation, there are no additional staff or accommodation implications. There are also no anticipated additional staffing requirements for other services in the Council.

4.3 IT Implications: There should be no significant changes to existing IT support.

5 RISK ASSESSMENT

Risks associated with not agreeing the recommendation/s: The Council has already put in place some of the requests and biodiversity standards set by Welsh Assembly Government and their advisers the Wales Biodiversity Partnership (WBP). These include a Council Biodiversity Champion in place and compliance with biodiversity duty as a set item for Cabinet and Council reports. In addition current actions already taking place include accounts taken by Planning and Highways to incorporate biodiversity into decision-making and to mitigate effects, the management for habitats and species on county-owned land, the implementation of biodiversity projects in partnership with other organisations, and awareness-raising activities. Many of these activities can be carried out at minimal cost to the authority.

The WBP also provide support mechanisms to achieve best practice, including checklists and guidance to achieve compliance. A recent meeting with the Minister for the Environment, Sustainability and Housing has endorsed this approach. There are proposals for review visits in order to monitor local authority compliance in respect of the new duty against the set standards for local government good practice under the Biodiversity duty.

If the Plan was not implemented, there is an increased risk of non-compliance with the requirements of the Biodiversity Duty and Habitat Regulations and other wildlife-related legislation to protect species and habitats. This could lead to; PR damage, significant legal costs, time consuming and unconstructive workloads, judicial reviews and in extreme cases the Welsh Assembly Government, Countryside Council for Wales or the Welsh Police Force could intervene, with potentially high cost implications and criminal convictions.

5.2 Risks associated with agreeing the recommendation/s

There are no direct risks associated with the implementation of the Biodiversity Duty and Habitat Regulations. There are concerns associated with the capacity of staff to adequately deal with the expected increased workload.

6 FINANCIAL CONTROLLER STATEMENT

6.1 It is disappointing that the Assembly have once again decided not to fund the costs resulting from an additional responsibility for local authorities. WLGA had thought that there was an agreement in place with WAG for all new responsibilities to come with adequate funding, but this agreement seems to have lapsed. Careful monitoring of any increase in service to comply with the regulations will be necessary to ensure costs can be contained within the current service budget.

7 CONSULTATION CARRIED OUT

7.1 The action plan has been drawn up as a consultative draft document to enable us to seek the views of a wide range of interested parties prior to it being finalised.

The Denbighshire Biodiversity Partnership (which has a wide ranging membership of statutory and voluntary organisations) has been consulted, together with a number of service departments (e.g. Development Services, Planning, Environment Services, Transportation and Highways, Policy Unit, Education, etc). In addition, the views of the Council's Biodiversity Champion have also been sought.

- 7.1 The Environment and Lifelong Learning Scrutiny Committees also considered and endorsed the amended Biodiversity Duty Action Plan and supported implementation of the Plan.

8 IMPLICATIONS

- 8.1 **Assessment of Impact on Corporate Priorities:** The Biodiversity Duty Action Plan is consistent with the adopted Denbighshire Local Biodiversity Action Plan 'Our Future with Wildlife'. The new Biodiversity Duty will have implications for the development or review of the Council's other plans and strategies, including the LDP, Economic Development Strategy, and recently approved Environmental Policy. Individual Service Business/Operational Plans should also consider biodiversity objectives.

- 8.2 **Assessment of impact on the Vision, Community Strategy, Equalities and Sustainability:** Conserving and enhancing biodiversity is fully compliant with the Vision for Denbighshire as an ideal place to live because 'we will respect and maintain our natural environment', and 'we will celebrate and respect the diversity of the county'. The need to protect and enhance wildlife and biodiversity is also supported by the Community Strategy. Biodiversity is a core component of sustainability.

9 ACTION PLAN

The Biodiversity Duty Action Plan is attached as Appendix 1 to this report.

10. RECOMMENDATION

That Cabinet approves and supports Denbighshire's Action Plan to implement the new local authority Biodiversity Duty required under the Natural Environment and Rural Communities (NERC) Act 2006.

Contact Officers:

Head of Countryside Service (Tel 01824, 708228)

County Ecologist (Tel 01824 708263)

Action Plan to implement Local Authority Biodiversity Duty under the Natural Environment and Rural Communities (NERC) Act 2006 within Denbighshire

The purpose of this Action Plan is to explain how the Council can comply with the NERC Biodiversity Duty and achieve best practice. The new duty under section 40(1) of the Act requires local authorities, in exercising their functions, to have regard to the purpose of conserving biodiversity. This also includes restoring and enhancing species populations and habitats as well as protecting them. In particular, habitats and species of principal importance in the UK and Wales (s42 list) must be taken into account. The Denbighshire Local Biodiversity Action Plan (LBAP) is essential to achieving this.

The Action Plan to implement the Duty across the authority follows recently published Defra guidance to LA's on how to integrate biodiversity conservation into a wide range of LA activities, functions and services. Additional guidance from the Wales Biodiversity Partnership (WBP) and Welsh Assembly Government has also been incorporated. The Action Plan also highlights LA responsibilities under other UK legislation (section 25 Wildlife and Countryside Act 1981 (as amended)) and the Habitats Regulations 1994 (as amended) implementing European law to protect designated sites, habitats and species. Under these Regulations the Council, as a competent authority, is also required to undertake Appropriate Assessments of proposals affecting European 'Natura 2000' sites.

Key areas within the authority where opportunities exist to comply with the Biodiversity Duty and where priority action is required are highlighted below.

1) Denbighshire Local Biodiversity Action Pan (LBAP)

Denbighshire's Local Biodiversity Action Plan (LBAP) has been developed through a local partnership between the Council and other organisations, and has been endorsed by the Council. The LBAP enables the Council to contribute to the UK Biodiversity Action Plan by focusing on local priorities. EU, UK and Wales targets for habitats and species under threat or declining can only be achieved through the delivery of the LBAP, which also provides the framework for implementing the NERC Act Biodiversity Duty. The Council has overall responsibility for co-ordinating the Denbighshire LBAP with support and advice from the local Partnership.

ACTION

1.1 Continue to support the Local Biodiversity Partnership and provide co-ordination of the LBAP.

1.2 Encourage and support biodiversity action on a regional scale including the publication of action plans.

1.3 Continue to provide sufficient resources in accordance with WBP and WAG guidelines to ensure compliance with and enforcement of the amended Habitats Regulations and the NERC Act Biodiversity Duty. In particular,

continue to support the full time Biodiversity Officer post to ensure that the LBAP is implemented and to support the Council to comply with the new Duty.

2) Local Policies, Plans and Strategies

LA's are able to have regard to biodiversity conservation through the wide range of Council policies, plans and strategies that are produced (for example, Local Development Plan, Economic Development Strategy, Property and Housing Strategy, Sustainable Tourism Strategy, Community Strategy) as well as in the County's Vision Statement and the range of Service and Departmental Business Plans. The following measures are needed to make biodiversity an integral part of policy and decision-making.

ACTION

2.1 Ensure consideration is given to integrating biodiversity objectives into the various Council policies, plans and strategies through early discussion and consultation processes, taking account of the need to reduce impacts and also provide gains for wildlife.

2.2 Ensure that Business Plans and Council projects and proposals, including grant-aided schemes, take account of biodiversity.

3) Local Development Plan/Development Control

The planning system through the Development Plan and Development Control process has a key role to play in protecting biodiversity locally and in meeting national and local biodiversity actions and targets for habitats and species. The new Local Development Plan (LDP) with objectives to accommodate higher rates of growth in the county will bring significant pressures on wildlife and the environment. The new Duty requires that both protective and enhancement policies and allocations for biodiversity and protected habitats and species should be incorporated into the LDP. In this way, biodiversity considerations will support sustainable development in the area. The Council has a key role to play in contributing to the objectives of the Welsh Assembly Government's Environment Strategy for Wales, in particular, to halt the loss of habitats and species in the UK by 2010 and assist their recovery. LA's also have an important role in contributing to the UK's efforts to reduce the effects of climate change, for example, through encouraging sustainable flood management through tree planting and protection of natural floodplains and coastlines, the sustainable management of woods and peat bogs, and the safeguard of natural links between habitats so that species are able to migrate in response to climate change.

ACTION

3.1 Ensure that biodiversity conservation is taken fully into account in the LDP, DC and other consent procedures such as building regulations, following guidance in the draft Planning Policy Wales TAN 5 (Nature Conservation) and interim planning advice on climate change. Ensure full compliance with European and UK legislation.

3.2 Produce updated Supplementary Planning Guidance on Protected Species and Biodiversity to guide planners and developers.

3.3 Secure effective conditions and obligations, and adequate commuted sums, for mitigation, enhancement and compensation measures (for example, habitat restoration on mineral sites, creation of new ponds, retaining linear features, protection of wetland through flood defences).

3.4 Monitor the success of planning conditions and obligations in delivering long term biodiversity targets, and ensure such sites are not subject to subsequent threats or proposals.

3.5 Ensure short and long term regulation and enforcement of conditions and obligations.

3.6 Maintain and update the register of non-statutory Wildlife Sites.

3.7 Maintain connectivity of habitats and recognise potential wildlife value of brownfield sites.

4) Council-Owned Land and Buildings

Local authorities can contribute to biodiversity conservation through the direct management for wildlife on their own land and buildings and through the decisions they make regarding use of chemicals, water, compost, invasive species. The key areas within the Council's estate where action is required in order to fulfil obligations under the various biodiversity-related legislation including the Habitats Regulations are highlighted below.

(A) Countryside Sites

Countryside Sites are managed by the Countryside Service for the benefit of local people, visitors, schools, community groups and wildlife. They also enable volunteers to become involved in local action. They include designated Sites of Special Scientific Interest (SSSI's) and European 'Natura 2000' sites (ie Special Areas of Conservation). 3 Countryside Sites have been designated as Local Nature Reserves. Many of them represent some of the most important sites in the county for wildlife and can make a significant contribution to the delivery of actions and targets in national and local Biodiversity Action Plans. The Clwydian Range AONB Management Plan and the Heather and Hillforts Project which include areas outside the Council's ownership also have a role in delivering biodiversity objectives.

ACTION

4.A1 Agree action required to ensure features of SSSI's within the Council's ownership are in favourable or recovering condition by 2010.

4.A2 Produce and implement biodiversity statements or management plans on all other Countryside Sites, in order to protect and enhance conditions for priority habitats and species.

4.A3 Ensure all Countryside Service activities, projects and plans take account of biodiversity-related legislation.

4.A4 Control the introduction and spread of invasive alien species on all Council-owned land.

(B) Parks and Open Spaces

Within urban and rural areas and countryside around towns, there are a variety of pockets of 'green open space' owned by the Council from local parks and gardens,

sports grounds, cemeteries, school grounds and garden allotments to recreational sites (such as Marine Lake, beaches and sand dunes), small commons, green lanes, hedges, disused railway lines and river and canal corridors. Together they form a valuable network of green open space, which when linked up can provide valuable corridors and migration routes for wildlife. If managed sympathetically, they can provide important habitats for wildlife, as well as offering opportunities for people to get closer to nature, with resulting benefits for health and well-being. Wildlife considerations can also help the Council achieve a Green Flag Award, a national standard for parks and green spaces.

ACTION

4.B1 Look at ways to improve the management of 'green open spaces' for wildlife and produce guidelines (for example, less intensive grass cutting, native planting, avoidance of use of invasive plant species, reduced herbicide and pesticide use). In the latter context, action will also be taken to encourage garden centres and other outlets to restrict the sale of invasive plant species, to support action at a national level to control their use and sale and to raise awareness amongst the general public.

4.B2 Identify areas of green space around main towns which can be linked up for public enjoyment and biodiversity.

4.B3 Produce interpretation explaining management and benefits and involve public where possible.

(C) Council Buildings

Buildings can provide important nesting sites for birds and roosting sites for bats. Bats roost in such places as loft spaces, under ridge tiles and in crevices, and are particularly vulnerable when maintenance works are being carried out or during conversion or extension works to existing buildings. Biodiversity can contribute to achieving various certification schemes, for example, 'BREEAM', enabling local authorities to demonstrate that their buildings meet recognised environmental standards.

ACTION

4.C1 Ensure that improvements, conversions and extensions to Council buildings take full account of wildlife legislation.

4.C2 Consider ways to increase the value of new buildings for biodiversity at the early design stage.

4.C3 For new developments consider techniques such as Sustainable Urban Drainage Schemes or Green roofs.

(D) Council Farms

Local authorities have a key role to play in encouraging tenants to enhance the management of land for biodiversity through their tenancy agreements, or to enter sites into agri-environment funded schemes. Often small scale measures can be implemented with maximum benefits to wildlife, with minimal impact on the farming operation. EU legislation already requires farms receiving Single farm payments to provide minimum environmental benefits (cross-compliance), but additional measures are needed to comply with the Biodiversity Duty.

ACTION

4.D1 Encourage farm tenants to maintain and enhance habitats on the farm, and to implement wildlife-friendly practices to encourage species under threat.

4.D2 Undertake farm surveys and prepare farm biodiversity plans and guidance on farm management practices to enhance priority habitats and species, where tenancies are to change, to form part of next tenancy agreement.

(E) Council Woodlands and Trees

Ideally, Council woodlands are brought under sustainable management to secure their long-term future. The Forestry Commission's Better Woodlands for Wales grant scheme aims to secure the long-term sustainable management of woodlands and the planting up of new areas and gaps. Trees provide important habitats for a wide range of species including roosting bats and nesting birds. Works on trees and scrub must have regard to bird nesting periods and bat breeding and hibernation sites.

ACTION

4.E1 Prepare FC Better Woodlands for Wales Plans for Council-owned woods and new woodland areas where appropriate.

4.E2 Ensure trees requiring felling or pruning are first assessed for presence of bats, and measures taken to avoid harm or disturbance.

4.E3 Avoid sensitive bird nesting periods when carrying out works on trees and scrub.

5) Transport and Highways

Bridges, culverts and other structures can support protected species and other wildlife. Roadside verges are often the last remaining areas of unimproved grassland. If managed sympathetically, they can contribute significantly to biodiversity, and act as corridors linking other habitats.

ACTION

5.1 When carrying out improvements to roads and associated structures, assess whether protected or priority habitats and species would be affected and provide adequate mitigation and compensation.

5.2 Consider what measures can be taken to reduce otter and badger road kills (for example, provision of otter ledges and tunnels, provision of uninterrupted dry riverbanks when constructing new river crossings).

5.3 Implement modifications to the verge cutting regime to allow wildlife to flourish, without compromising public safety.

5.4 Encourage use of Sustainable Urban Drainage Systems as the preferred method of addressing surface water management issues.

5.5 Aim to enhance the local environment when creating new cycleways.

6) Tourism and Recreation

Biodiversity is increasingly seen as an important asset to tourism and local economies, and in the promotion of visitors to the local area through, for example, local distinctiveness initiatives and promotion of wildlife-rich areas.

ACTION

6.1 Encourage green tourism.

6.2 Link tourism benefits to biodiversity action.

6.3 Assist businesses to gain awards for integrating biodiversity conservation on their sites.

7) Education, Advice and Awareness Raising

Local authorities have an important role in promoting understanding and awareness of biodiversity issues through involvement with schools, communities and general public, and by encouraging land managers, businesses and other organisations to act in ways that benefit conservation. The Council will also need to increase awareness amongst Council staff and elected members of its duties under the NERC Act and Habitats Regulations.

ACTION

7.1 Involve the schools, local community and general public in environmental projects and events. Visit schools and community groups to talk about biodiversity issues.

7.2 Assist schools with developing wildlife areas within school grounds; encourage the formation of eco-schools.

7.3 Provide the general public with information and interpretation on biodiversity.

7.4 Provide training courses for Council staff and elected members on the Biodiversity Duty, Habitats Regulations and other wildlife legislation to develop best practice.

7.5 Support the role of Biodiversity Champion in developing best practice for implementing the Biodiversity Duty throughout the authority.

7.6 Provide regular training on Habitats Regulations and biodiversity duty working practices for all relevant staff including Planning and Building Control Officers, design team members and site managers.

8) Databases

The Local Records Centre (LRC) known as Cofnod has recently been set up to collate and maintain up to date records on environmental data from a wide range of sources. As such Cofnod has an important role in supporting the requirement of local authorities to have a sound database on habitats and species in order to ensure informed decision-making, and to monitor the delivery of actions and targets in the LBAP.

ACTION

8.1 Support the LRC Cofnod in their role as holders of good quality data on biodiversity.

8.2 Develop a service level agreement with Cofnod to provide biodiversity data for this area to Denbighshire County Council.

8.3 Work with voluntary organisations to collect species data.

Sources of Information:

- 1) Our Future with Wildlife. Denbighshire's Local Biodiversity Action Plan.
- 2) Guidance for LA's on Implementing the Biodiversity Duty. Defra. 2007.
- 3) Wales Biodiversity Framework. Wales Biodiversity Partnership and WAG (see Annex H – regarding minimum required staff for LA to co-ordinate LBAP and fulfil Biodiversity Duty).
- 4) ALGE Document 'Increasing the Momentum'.
- 5) Biodiversity Checklists for LA's, and Endorsement document. WBP

REPORT TO CABINET

CABINET MEMBER: Cllr P A Dobb, Lead Member for Health, Social Care & Well Being

DATE: 16th December 2008

SUBJECT: Affordable Housing

1 DECISION SOUGHT

- 1.1 That Members note the debate in Wales on Affordable Housing and the Essex Review and its implementation.
- 1.2 That Members note the current information on Affordable Housing initiatives and issues in Denbighshire, and that a further report to full Council is also currently being prepared. That report proposes new interim arrangements for delivering affordable housing through the planning system, pending the completion of a review of the Council's affordable housing supplementary planning guidance.
- 1.3 That Members agree to the establishment of a renewed Affordable Housing Working Party.
- 1.4 That Members approve the revised "Affordable Housing Solutions" delivery statement.

2 REASON FOR SEEKING DECISION

- 2.1 The Welsh Assembly Government has commissioned a Task and Finish Group Report on Affordable Housing led by Sue Essex, former Cabinet Minister. A background report on the work of the group was presented to the WLGA Council on 28th September (copy enclosed as Appendix 1) and gives a good overview of its impact especially on Local Government. A major seminar held in Cardiff on 18th September was addressed by Sue Essex as well as other members of the group; by Jocelyn Davies, Deputy Minister for Housing; and by Leighton Andrews, Deputy Minister for Regeneration. The main messages were that better partnership working was required with more flexible funding arrangements to encourage every opportunity to develop more affordable housing.
- 2.2 Five Workstream Groups are being established to take forward the Essex recommendations. As a WLGA Adviser, Paul Quirk has been asked to sit on the Finance Workstream Group. Of particular interest is the review of the Housing Revenue Account Subsidy system and possible building again in the future by Councils. There appears to be serious intent to use the Essex report as the basis of an expanded focus on housing but it remains to be seen whether this is converted into programmes and financial support.

- 2.3 WAG is also intending to issue consultation papers on a revised National Housing Strategy for Wales, and a National Supporting People Strategy, but these have been delayed. A separate consultation on a Ten Year Homelessness Plan has recently been issued. A further consultation has recently been issued on the reintroduction of funding for the Homebuy option of part home ownership. All of these will eventually allow a wider review of national policies and build on priorities in the Essex Review.
- 2.4 An earlier consultation on a requirement for Councils to produce Affordable Housing Delivery Plans closed on 30th September. Denbighshire's response was that robust Affordable Housing policies were already in place. Whilst these could always be reviewed and amended, there was no need for further consultation and a formal new plan – especially as WAG had a general policy to reduce the number of statutory plans. The outcome of the consultation and any new draft guidance is awaited.
- 2.5 Denbighshire along with other authorities did support the idea of an Affordable Housing “statement” setting out in clear terms what each Council was seeking to achieve. A further draft of such a statement “Affordable Solutions” has been produced (copy attached as Appendix 2) for consideration and approval.
- 2.6 Alongside the provision of additional Affordable Housing is the need to provide housing advice to people on the options which are available – in some cases this can be advice for those facing homelessness, in others it is about help for those seeking to get their first home. An external review of Housing Advice and funding for voluntary organisations was completed earlier in this year and recommended concentrating resources on those services directly related to advice rather than support or research. Following a report to Social Services and Housing Scrutiny Committee, a Task and Finish Group of officers and members is to be established to reconfigure Housing Advice Services.
- 2.7 All of this is being considered at a time when the financial ‘credit crunch’ is having a major impact on the housing market. Falling house prices could benefit some people seeking affordable housing. However the lack of availability of mortgages and credit is slowing the market in total and causing problems for those in negative equity or with debt issues. As total developments slow, those in the proportion allocated for affordable housing also reduce. It becomes all the more important to act flexibly to take advantage of all opportunities which arise. In particular there is a move to supporting more solutions for renting rather than low cost home ownership. In light of current fluctuations within the housing market, a report is being prepared for Council proposing interim arrangements for delivering affordable housing through the planning system, pending the completion of a review of the Council's affordable housing Supplementary Planning Guidance in late 2009.
- 2.8 WAG has now announced that it will provide additional capital funding and may bring forward future funding to take advantage of current opportunities and support the market. It will be important to be ready to make best use of this but also ensure that it supports strategically important schemes.

- 2.9 It is therefore proposed to establish a revised Affordable Housing Working Group to monitor the rapidly changing position and to recommend alterations to policy and promote schemes. It would be appropriate for the group to report regularly to the Regeneration Programme Board and on specific issues to the other Council Priority Programme Boards, as well as to Cabinet and Council.
- 2.10 Membership of the Affordable Housing Working Group to be nominated by the Lead Member for Health Social Care and Well Being.

3 POWER TO MAKE THE DECISION

- 3.1 Local Government Act 2003 – Part VII gives the Council general powers to produce the Local Housing Strategy and associated policies.

4 RESOURCE IMPLICATIONS

4.1 Cost Implications:

Revenue funding for the staffing involved in Affordable Housing issues depends partly upon grant aid and support from partner organisations. An urgent review of the budget position for 2009 / 10 will be required to ensure that the areas of work being given priority can continue. Implications of a possible reduction in commuted sums which support capital and revenue budgets will also have to be considered.

4.2 Staffing / Accommodation Implications:

The budgets for homelessness will have to be kept under review as the issues of repossessions and debts increase. Reconfiguration of the Housing Advice Service will affect grants to voluntary organisations.

4.3 IT Implications:

None

5 RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendation/s

Inability to respond flexibly to changes in financial circumstances affecting the provision of Affordable Housing.

5.2 Risks associated with agreeing the recommendation/s

Need to ensure that policy on Affordable Housing is delivered flexibly but controlled in accordance with corporate priorities.

6 FINANCIAL CONTROLLER STATEMENT

The implications of the issues detailed in the report will need to be considered as part of the final deliberations on the budget setting for next financial year. Capital proposals are regularly reviewed by the Capital Strategy group for recommendation to Cabinet and full Council.

7 CONSULTATION CARRIED OUT

The current Affordable Housing Policies have been developed after wide consultation as part of the Local Housing Strategy (LHS). The Annual Forum on the LHS met on 4th November to consider the draft action plan for the next year. It was well attended by members of the Council and by a range of stakeholders. Social Services and Housing Scrutiny Committee considered the issues raised in this report at their meeting on 6th November and supported the proposed recommendations.

8 IMPLICATIONS

8.1 Assessment of Impact on Corporate Priorities:

The Affordable Housing Working Group will develop a work programme based on the LHS Action Plan revised to take account of changes at national and local level, and the impact on Regeneration and Financial Inclusion.

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

Access to Affordable Housing is a critical issue affecting the economic, social and cultural wellbeing of the county. The issue was highlighted in the Council's Vision for 2025. Linking the Housing Working Party through the Regeneration Programme Board will ensure that it forms part of work on the Council's priorities.

9 ACTION PLAN

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
Establish Housing Working Party	Housing Strategy Manager – 31.03.09	Lead Member 31.03.09
Further report on Essex Review	Head of Housing Services – 31.03.09	Lead Member 31.03.09

10 RECOMMENDATIONS

- 10.1 That Members note the debate in Wales on Affordable Housing and the Essex Review and its implementation.
- 10.2 That Members note the current information on Affordable Housing initiatives and issues in Denbighshire, and that a further report to Council is also currently being

prepared. The report proposes new interim arrangements for delivering affordable housing through the planning system, pending the completion of a review of the council's affordable housing supplementary planning guidance.

- 10.3 That Members agree to the establishment of a renewed Affordable Housing Working Party.
- 10.4 That Members approve the revised "Affordable Housing Solutions" delivery statement.

WLGA Council Item 5

28th September 2008

Essex Report on Affordable Housing

Purpose

1. The Essex Report on 'Affordable Housing in Wales' (June 2008) has the potential to make fundamental changes to the housing sector in Wales. The purpose of this paper is to outline the key messages of the Report, update the Council on plans to take forward the recommendations and consider the implications for Local Government.

Background

2. In the context of the One Wales housing commitments the Deputy Minister for Housing established a Task and Finish Group, to explore the barriers and opportunities presented by the Assembly Governments priority to deliver significantly more affordable homes in Wales by 2011. The review team was led by Sue Essex who along with Dr Robert Smith and Peter Williams reported to the Minister in June 2008.

3. The initial focus of the review was on the regulatory regime for the Registered Social Landlord (RSL) sector and the potential for RSL's to be given greater freedoms and the potential to deliver more affordable homes. However, as the review got underway it became increasingly evident that the credit crunch, failing housing and financial markets and a drastic cut back in housing development had serious implications for Wales. This led to the Task and Finish group undertaking a much more comprehensive review of opportunities for increasing the supply of affordable housing.

4. The report contains 43 broad recommendations that have implications for the key players – Local Government, the Welsh Assembly Government and the RSL sector. Crucially the report calls for a change in relationships between the stakeholders with the Welsh Assembly Government becoming more focused on providing strategic direction and 'engaged leadership', Local Government providing community leadership and identifying local priorities, RSL's having more freedom to deliver and the private sector acting as funder, developer and landlord. It stresses that ' this new way of working needs a clear vision and a partnership approach with key organisations and agencies based on trust, transparency, mutual respect and clarity of role's' (p85) The Essex report makes it very clear that the scale of the task is considerable and change needs to happen urgently

Current Housing Context

5. Housing and financial markets are very complex and dynamic, and the task of meeting housing need in the current context is therefore extremely challenging. Housing markets across Wales will differ but there are some common themes in the current housing and financial market slowdown:

- there is serious lack of mortgage liquidity with many potential buyers being unable to access finance and purchase, even though prices are becoming more 'affordable'

- a slow down in housing demand depresses prices, fuelling a further reduction in demand as potential purchasers wait for prices to drop further. The Nationwide Building Society (08.09.08) has predicted that the process of market 'correction' is likely to reduce house prices by a further 25% over the next 2 years

- increasing numbers of owners are moving into negative equity

- the cost of borrowing is increasingly contributing to a significant rise in mortgage repossessions, now up 22% in Wales compared with last year

- private developers are mothballing development as housing demand shrinks and land values drop This is having a significant impact on the numbers of affordable homes that can be delivered through the planning system and will make the target of 6,500 additional affordable homes increasingly difficult to deliver.

- competition for rented accommodation, particularly social housing is increasing rapidly

6. It is commonly accepted that the financial and housing drivers of the current situation are largely global, and there is no quick fix. However the Essex Report makes it clear that action needs to be taken at a local and at an all Wales level that could better position Wales to address the difficulties and make the most of the opportunities. The report sign posts the direction of travel:

- Local and National government need to be better informed, to ensure they can provide leadership, plan effectively and make effective use of resources to address need

- the key stakeholders need to work collaboratively, proactively and with urgency

- the Welsh Assembly Government must focus on strategic activity, build capacity and provide 'engaged leadership'

- Local Government must build housing strategic and enabling capacity and corporate commitment to address the affordable housing challenge

- Regulation of the RSL sector must to be improved, focus on finance and governance and become more risk based

- every opportunity must to be explored to lever in finance to increase the supply of affordable housing.

7. The Essex Review provides a framework for the key stakeholders to develop a strategic, coherent and ambitious programme of change for housing in Wales. Fortythree recommendations have been identified by the Essex Review, some

initiatives can be progressed quickly, while others will require more long term structural change and will take longer.

Action underway

8. Some recommendations have been identified by the Assembly as immediate priorities, and are being progressed. These include:

- a **mortgage rescue scheme** that offers households facing repossession and at risk of homelessness the opportunity to sell all or part of the equity of their property to a Housing Association. The scheme is funded with an initial £5m from the Social Housing Grant programme.

- A **network of 10 Rural Housing Enablers** jointly funded for 3 years by Local Authorities, their RSL partners and £150K p.a. from the Welsh Assembly Government.

- **Restructuring of the Assembly Housing Division** with changes at the top of the division and comprehensive restructuring aimed to focus activity on strategic work.

Future Implementation of the Essex Review recommendations

9. The Welsh Assembly Government, in consultation with the WLGA and Community Housing Cymru (CHC) has agreed a framework for taking forward the remaining recommendations of the Essex Report. The task has been allocated to five workstreams which will start work in September and all will include representation from the WLGA.

Affordable Housing Delivery led by WLGA

Existing properties led by WAG

Performance and Monitoring led by CHC

Regulation led by WAG

Finance led by WAG

10. Strategic direction will be provided by a board chaired by the Deputy Minister for Housing and including the WLGA spokesperson for Environment, sustainability and Housing, Cllr Aled Roberts and the Chair of Community Housing Cymru, Ian Williams. Steve Thomas, WLGA Chief Executive, will sit on a programme board that will co ordinate the work of the 5 workstreams. A stakeholder group of other interested organisations will be established as a sounding board.

Implications of the Essex Report for Local Government

11. The Essex Report signals the need for a change in the relationships between the key players and the need to ensure that all are fit for purpose. The 43 recommendations cover considerable ground and potentially have far reaching implications for Local Government.

12. The need to strengthen the Local Authority Strategic Housing Function

The central importance of the Local Authority strategic housing role is acknowledged and the report underlines the importance of Corporate ownership and the need to build Local Government housing strategic capacity.

The report proposes changes to the arrangements for distributing Social Housing Grant (SHG) including a 3 year rolling programme, distribution of SHG largely on the basis of housing need, Local Authorities being responsible for setting priorities and RSL's for delivering those priorities. These welcome changes can only take place if Authorities have a well resourced housing strategic capacity in place.

The report recommends that Local Government performance monitoring and scrutiny of this strategic activity is strengthened and that structures and mechanisms are put in place to facilitate collaboration of partners and cross sector/ cross boundary working in order to effectively address the need for affordable housing.

13. Improved alignment of the planning system

The Report recommends that the Assembly reviews the planning system to examine whether rural exception site policy could be applied across Wales and how Authorities could introduce supplementary planning guidance to amend thresholds and quotas

14. Changes to the Regulatory framework for RSL's

The Essex Review is highly critical of the regulation of RSL's by the Assembly Government. This is identified as an area of high risk and a matter for urgent attention. A more risk based approach to regulation is proposed alongside increased powers of a new regulatory board for Wales with robust intervention powers. It is proposed that the WLGA is represented on the board though no decision has yet been made on this. These proposed changes are becoming increasingly important as the stock transfer process moves an increasing proportion of social tenancies into the ownership of RSL's.

Changes to the regulatory framework have recently been introduced in England which have separated investment from regulation and have created a new regulator, the Tenants services Authority (TSA). Local housing Authorities in England will in time be subject to regulation by the TSA.

15. Increased financial freedoms for the RSL sector

The RSL sector is seeking increased financial freedom to facilitate cross subsidy of affordable housing and regeneration activities (this includes the freedom to pursue more commercial activities such as build for sale) and a review of the rent regime that will allow RSL's to link rents more closely to the market. This proposed shift in the operations of RSL's will inevitably involve increased risk taking by the sector.

16. Purchase of existing properties by RSL's

It is proposed that RSL's are given powers to purchase existing properties that can meet identified strategic housing need. This measure would allow SHG to be used to purchase properties on the market that could provide affordable housing to meet local need.

17. Release of publicly owned land under the Assembly Governments Land Protocol

Urgent action is recommended to address the financial and capacity issues within the Assembly that are preventing available sites from coming forward for development.

18. Housing Finance and available investment

A key area to be addressed by the review is the need to explore the opportunities for increasing the investment in affordable housing. This will include considering:

- * the review of HRA subsidy currently underway in the Treasury
- * Local Housing Companies
- * prudential borrowing
- * the potential for Local Government to provide mortgages
- * European Funds
- * exploring additional support through the European Investment Bank

Conclusion

19. The Essex Report proposes a number of important and challenging changes that aim to maximise opportunities for increasing the number of affordable homes in Wales.

There is general consensus that urgent actions are required at what is an extremely difficult financial time which is having major impacts in the housing market. The WLGA, CHC and WAG have agreed to work closely together in considering the way forward that builds on and clarifies existing roles and ensures that each plays its part in addressing the current issues. While some immediate actions have already been undertaken, many other changes will take time to consider and develop in detail that bring the 'step change' needed to ensure the challenges we currently face are addressed and the number of affordable homes available across all parts of Wales is significantly increased.

Recommendations:

20. Members are asked to:

20.1 Note and comment on the contents of this report;

20.2 Endorse the approach as set out above in considering the recommendations of the Essex Review; and

20.3 Receive further updates as progress is made and proposals for change are developed to achieve the aim of increasing the number of affordable homes across Wales.

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AFFORDABLE SOLUTIONS - SUMMARY OF AFFORDABLE HOUSING POLICIES IN DENBIGHSHIRE (2008-11)



DRAFT – 2nd December 2008

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1. EXECUTIVE SUMMARY

- This document provides an overview of the County's Affordable Housing Policies and has been produced in accordance with Welsh Assembly Government (WAG) guidance. WAG requires all Local Authorities set targets for and publish a clear statement as to how they intend to develop affordable housing within their area for the period 2007 - 2011. Statements must be submitted to WAG by March 2009 (Draft Affordable Housing Delivery Plan Guidance – 2008).
- For the purposes of this statement, Denbighshire has defined affordable housing as “housing of a high standard designed for those whose incomes generally deny them the opportunity to purchase or rent suitable housing on the open market as a result of the relationship between income and market price”. This includes people on lower incomes, first time buyers and those with more specialist housing needs
- Denbighshire has a very ambitious and successful Affordable Housing Strategy. In November 2007 the strategy received national recognition in winning the ‘Providing Housing Choice and Affordability’ category at the UK Housing Awards. The strategy has also been recognised as an example of good practice by the Chartered Institute of Housing, Housemark and Welsh Assembly Government
- Our affordable housing policies have been developed with regard to a wide range of other key initiatives/policy documents including One Wales; Denbighshire's Community Strategy; Denbighshire's Vision for 2025; the Unitary Development Plan and the emerging Local Development Plan
- Denbighshire's affordable housing policies are underpinned by a robust needs analysis. A demonstrable ongoing need for affordable housing exists having been evidenced through the 2004 Fordham's Housing Needs survey; two Local Housing Market Assessments; and local housing waiting lists
- Our approach to affordable housing centres on partnership working, the main mechanism for which is through the local multi-agency Affordable Housing Liaison Group (DAHLG). Group members include the local RSLs; Rural Housing Enabler: Council Officers (Housing Strategy, Planning Policy, Development Control) and private sector representatives
- A wide range of projects and resources have been developed to provide affordable housing. These include developing Supplementary Planning Guidance (SPG) on affordable housing; the use of section 106 planning obligations; private finance contributions from developers; WAG's Social Housing Grant programme; Empty Homes Strategy; and Rural Housing Enabler project. In July 2007 the county also recruited a full time Affordable Housing Officer to support the development of affordable housing
- As a direct result of the county's affordable housing strategy, 31 affordable housing units were completed during 2007/08. **A target has been set to deliver a further 266 units in 2008 - 2011.**

2. INTRODUCTION

What is the purpose of this document?

- 2.1 This document provides key information on the County's affordable housing policies. It provides an overview of the various approaches being undertaken by Denbighshire County Council to provide affordable housing. The Welsh Assembly Government (WAG) have made it a statutory requirement to produce a clear statement of how a Local Authority intends to improve the delivery of affordable housing as part of their strategic housing and planning functions. They also require all Local Authorities to set targets for the number of affordable housing units to be delivered within their area for the period 2007 - 2011. Statements must be submitted to WAG by March 2009 (Draft Affordable Housing Delivery Plan Guidance 2008).

What are our key policies in relation to affordable housing?

- 2.2 These include:

- Affordable Housing Supplementary Planning Guidance.

This can be accessed via <http://planning.denbighshire.gov.uk/portal> - select "affordable housing" from the left hand column

- Local Housing Strategy

This provides a strategic overview of the local housing system in Denbighshire and can be accessed via www.denbighshire.gov.uk - use the search engine in the top right corner to search for "local housing strategy"

- Basic guidelines for affordable housing

This is a more practical guide aimed at developers and agents but useful for anyone with an interest in affordable housing. This can be accessed via <http://planning.denbighshire.gov.uk/portal> - just select "affordable housing" from the left hand column

What are the main components of this summary document?

- 2.3 This document is divided into two key parts as per the Local Housing Strategy:

- **Main text** - contains background information and highlights key elements of our affordable housing policies
- **Appendix A** - contains the Affordable Housing Operational Plan. This highlights ongoing actions and affordable housing target dates
- **Appendix B** - contains the Affordable Housing Operational Plan. This highlights completed actions and dates
- **Appendix C** - contains details of the adopted Denbighshire Local Connections Policy

3. WHAT IS AFFORDABLE HOUSING?

3.1 For the purposes of this statement, Denbighshire has defined affordable housing as “housing of a high standard designed for those whose incomes generally deny them the opportunity to purchase or rent suitable housing on the open market as a result of the relationship between income and market price”. This definition has been taken from our 2005 Supplementary Planning Guidance (SPG) on Affordable Housing. As part of its affordable housing policies, the council seeks to help those people on lower incomes; first time buyers; those with more specialist housing needs and older people.

3.2 The SPG sets out a clear order for tenure preference when developing affordable housing with the county:

(i) Social Rented housing

This option involves a Registered Social Landlord (RSL) using private finance and Social Housing Grant (SHG) from WAG to provide a rented property at a benchmark rent. This is the most affordable and accessible option available. The option of neutral tenure is increasingly being offered to allow tenants the flexibility to purchase part of the property in the future. At present there are three RSLs operating within the county, these being Cymdeithas Tai Clwyd, Pennaf and Wales & West Housing Association.

(ii) Shared Ownership

The local RSLs have developed twelve new shared ownership properties within the County during 2006/08. This allows purchasers to minimise their initial housing costs by only buying a percentage of a property and paying rent on the remainder. This means that a potential purchaser, who could not afford to buy a property outright, could buy 50% of the property and pay rent on the other 50%. Pennaf and Cymdeithas Tai Clwyd currently operate schemes within the County.

RSLs have also formerly operated the national Homebuy scheme on behalf of WAG. Homebuy was designed to assist people to purchase a property of their choice on the open market. If a potential purchaser could not afford to buy a property outright, they could purchase up to 50% of the property, with the RSL holding the other 50%. Denbighshire are currently in the process of developing a similar portable discount scheme based upon Homebuy principles.

(iii) Discounted Low Cost Home Ownership (LCHO)

As part of its affordable housing policy, the council has negotiated discounts of up to 58% off the market value of new homes to make them affordable to local people. Initial sale prices are calculated using local income data, with discounts also being applied when properties are later sold on. The total value of discounts negotiated to date is worth in excess of £2 million. Applicants for all properties sold as part of our Affordable Housing Strategy, regardless of the scheme they use, are taken from the county’s affordable housing register administered by Cymdeithas Tai Clwyd.

(iv) Affordable private rented housing

Properties are made available to rent at levels above RSL rent levels (Housing Association) but below market rents. The option of developing sub market rented housing is available to developers as part of the County's affordable housing policy. No units of this type have been developed to date and methods of making this option more attractive to developers will be investigated as part of the review of our affordable housing policies.

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4. WHAT ARE THE KEY POLICIES AND EVIDENCE BASE FOR AFFORDABLE HOUSING?

Denbighshire's affordable housing policies have been developed with regard to both national and local policies. In addition to which an extensive local evidence base has also been established

4.1 Key national policies and reports

4.1.1 The One Wales agreement provides a key commitment to increasing the supply of affordable housing within Wales by at least 6,500 homes between 2007/8 to 2010/11.

4.1.2 Other key reports and documents include:

- Essex report (June 2008) - this was an independent review of affordable housing which was commissioned by the Deputy Minister in October 2007. Its aim was to explore possible mechanisms for delivering one of the Government's main priorities with a "programme of change" to address the shortage of affordable housing in Wales. (June 2008)
- Joseph Rowntree Foundation (June 2008) - this report details the conclusions of the JRF Commission on Rural Housing in Wales. It highlights the issues of affordability, homelessness and the need for social housing across Wales
- Better Homes for People of Wales (2001) - this is Wales' first formal National Housing Strategy outlining a vision for the future of Welsh housing and providing a policy framework to facilitate action at the local level. This strategy is currently under review
- Technical Advice Note 2 – affordable housing (June 2006) – this guidance provides advice on securing affordable housing through the planning system

4.2 The local policy framework for affordable housing

4.2.1 Unitary Development Plan 1996-2011 (adopted in July 2002)

The UDP provides the main framework for the county's affordable housing policies including:

- **Policy HSG 10** – where there is a demonstrable need for affordable housing for local needs within development boundaries, such need will be a material planning consideration to be taken into account by the council in assessing housing proposals. Where such need exists the council will seek to negotiate an element of affordable housing in suitable or appropriate housing schemes within development boundaries

- **Policy HSG 11** – affordable housing development for local needs in rural areas will be permitted in exceptional circumstances adjoining main village and village development boundaries provided that:
 - No feasible or suitable alternative sites exist within the development boundary
 - It forms a logical extension of the development boundary
 - Evidence exists of a demonstrable need
 - It would not form an intrusive feature or create traffic or access problems
 - The siting, layout, scale, design, density and materials are sympathetic and appropriate to the size and character of settlement and reflects local needs
 - Satisfactory arrangements are made to ensure dwellings are retained as affordable housing for local needs in perpetuity
 - Sites outside the development boundary or where no boundary exists must provide 100% affordable housing. Two such departure sites are currently being considered by the council

4.2.2 **Local Development Plan 2006-2021 (pre-deposit 2008)**

The Pre-deposit Local Development Plan (LDP) under went public consultation in June 2008 and sets out the key policies and major areas of change proposed in the county. The Deposit LDP (consultation expected in summer 2009) will include detailed policies and site allocations. Key elements include:

- Affordable housing as a key priority for the LDP
- Provisional targets for affordable housing across the county
- The Pre-deposit LDP proposes that all planning sites should make a financial or on-site contribution towards affordable housing (currently this only applies to new residential developments of 3 dwellings and more, or sites of 0.1 hectares and more whichever is applicable), with differing thresholds for urban and rural areas

4.2.3 **Supplementary Planning Guidance (SPG) on Affordable Housing (2005)**

Developed within the UDP framework, the council introduced Supplementary Planning Guidance (SPG) in 2005, which provided greater policy detail for developing affordable housing. Key elements included:

- Introducing a challenging affordable housing threshold for all new residential planning sites. Affordable housing must be provided on all new developments of 3 dwellings and more, or sites of 0.1 hectares and more (whichever is applicable)

- 30% of all housing on new residential sites that meet the threshold, must be affordable (unless an evidenced development appraisal stating otherwise can be provided)
- The 30% requirement is based upon an assumed density of 30 properties per hectare. If the proposed site density is greater, the 30% requirement will be applied to that higher density
- In descending order the council's stated tenure preference for affordable housing is social rented, discounted for sale, shared ownership and private affordable rented
- Affordable properties have to meet minimum spatial standards depending on the type of tenure
- Section 106 legal agreements are utilised to secure the affordable housing and this includes the local connections policy. This prioritises local people using a range of criteria including residence, previous residence and employment. Details are contained in **Appendix C**
- Guidelines have been produced alongside the Supplementary Planning Guidance to assist developers providing affordable housing. Submission of affordable housing questionnaires along with pre-application discussions are encouraged

4.2.4 **Annual Housing Land availability study (2007)**

The housing land availability study is updated on an annual basis. Key elements within the 2007 study include:

- The county has a 6.3 year supply of land available for housing (which exceeds the requirements set out in Planning Policy Wales and TAN 1 – Joint Housing Land Availability Studies - 2005). The study only includes sites that can accommodate development of 10 or more units
- Approximately 26% of future dwellings are projected to be affordable (including sites with or without Planning Permission)
- The results of the 2008 study are in the process of being agreed with WAG

4.3 **The local needs evidence base for affordable housing**

4.3.1 **NE Wales Local Housing Market Assessment (2008)**

GVA Grimley Ltd. was commissioned by Denbighshire, Flintshire and Wrexham to undertake a joint Local Housing Market Assessment across these areas in late 2007. The purpose of the study was to inform the authorities emerging Local Housing Strategies and Local Development Plans. Key findings of the report included:

- Average house prices within NE Wales increased from £74,753 in 2001 to £155,032 in 2006
- Despite recent price falls, the average house price in Denbighshire has still risen by over 160% in the last 8 years (source: Land Registry). This still makes it very difficult for first time buyers to access the market unless they have a significant deposit
- A substantial need for affordable housing was identified across Denbighshire, Flintshire and Wrexham, due to the existing significant undersupply of affordable housing
- The issue of affordable housing is affecting increasing numbers of households. Using median income figures and lower quartile house prices the average affordability ratio for Denbighshire is 4.7. All 30 wards in Denbighshire have affordability ratios above 3.5; 27 wards with 4.25 or more; and 12 wards having ratios of 5 or more. Ratios above 4.25 are considered as being very high and will prevent many first time buyers from accessing the market. Rural areas face particularly adverse affordability issues
- Housing requirement in Denbighshire of 425 homes per year – WAG are releasing updated population and housing forecast figures shortly and this is expected to show an increase
- Demand for affordable housing within Denbighshire is likely to remain at the forefront of the policy agenda with 59% of all new households are likely to require affordable housing
- There is a high level of demand for specialist housing within Denbighshire to assist vulnerable people, whose needs are not being met by the private sector

4.3.2 North Wales Local Housing Market Assessment (2008)

- These is a partnership approach involving Denbighshire, Conwy, Gwynedd, Anglesey Local Authorities, Snowdonia National Park and Bangor university to examine housing markets on a regional basis
- Key outcomes included:
 - Key drivers identified for housing markets include:
 - Demographic change reflecting the relationship between natural change in resident populations offset by net migration into the area
 - The effects of out migration and the ageing structure of the local population
 - The move towards increasing number of single households and the pressure this places on housing supply
 - The economy of the area being vulnerable to a number of changes and will receive European convergence funding support for the coming years. Predictions about the changes in local economic sectors will impact the

vigour of some local housing markets. Demographic change is also affecting the working age population

- There are a number of major challenges facing housing markets in the study area – these revolve around issues of affordability, supply and future health of the economy. They include issues about the culture of the planning system and its ability to deliver the necessary changes in the local markets
- The LHMA process will continue over the next two years and is being updated using a range of data resources including Hometrack
- Sub-groups of the North Wales Local Housing market Assessment have been established to examine specific issues including developing a Gypsy and traveller Accommodation Assessment and examining affordability issues

4.3.3 Denbighshire's Housing Need Assessment (2004)

This robust assessment was carried out by Fordham Research in 2004. The main findings included:

- There are very high levels of housing need. These are comparable to South East England and significantly beyond the current available supply
- There is a need to develop 645 new affordable homes every year for the next 5 years (2004 onwards)
- There are particular hotspots of housing need in Rhyl, Prestatyn and Denbigh
- A significant proportion of households contain a person or persons with specific accommodation needs (19.1%), i.e. they require purpose built or adapted specialist accommodation.

4.3.4 Current housing waiting list data

The main findings of a recent review of the county's housing waiting lists identified that:

- There are approximately 7,000 applicants on local Council and RSL waiting lists for rented accommodation. Housing need hotspots include Denbigh, Dyserth, Llangollen, Prestatyn, Rhuddlan, Rhyl, Ruthin, and St. Asaph
- As of October 2008 there were over 130 applicants on the county's Low Cost Homeownership Register who require discounted for sale or shared ownership housing. Hotspots identified include Denbigh, Llangollen, Prestatyn, Rhyl, Ruthin and St. Asaph. Further work to promote the register is being carried out
- This information is used to prioritise where to direct resources in terms of areas, tenure type and property size

4.3.5 **Rural Housing Enabler surveys**

As of October 2008, eighteen surveys of rural communities have revealed:

- 242 households have been identified as being in housing need
- Of the need identified – 45% are single people, 35% couples and 20% families
- The highest levels of need were identified in Llanbedr DC, Llandyrnog and Llangollen

4.3.6 **Affordable housing has been identified as a key strategic issue by Denbighshire residents and members**

- Affordable housing was identified as the number one housing priority within the Local Housing Strategy for 2007 – 2012
- Public consultation for the County's Vision for 2025 identified a lack of affordable housing as a crucial issue to be addressed
- The Council established an Affordable Housing Task Group (Councillors and housing/planning staff), to review the contribution that the council could make to affordable housing
- Affordable housing was the second most important issue highlighted in a survey of issues raised by electors to Councillors during the recent local elections (Denbighshire Strategic Policy Unit - May 2008)

5. HOW ARE WE PROVIDING AFFORDABLE HOUSING?

Affordable housing is being provided through a wide variety of different methods:

5.1 The Council's affordable housing policy

- Details of the council's policies are outlined in **Section 4.2**. Policies are contained within the adopted Unitary Development Plan and Supplementary Planning Guidance on Affordable Housing
- The main delivery vehicle for affordable housing within the county is the multi-agency Affordable Housing Liaison Group (DAHLG). This group considers all new planning sites and affordable housing initiatives. Group members include the local RSLs; Rural Housing Enabler: Council Officers (Housing Strategy, Planning Policy, Development Control, and Access Officer) and private sector representatives
- An Affordable Housing Working Party containing a range of Elected Members was originally developed to feed into the affordable housing policy development process. Denbighshire County Council Cabinet will decide in December 2008 on whether to re-establish this group to review, monitor and recommend changes to policy in terms of affordable housing

5.2 Social Housing Grant (SHG) programme

- The county have been highly successfully in attracting SHG funding from WAG to develop new social rented accommodation
- The county secured a total SHG allocation of £8.8m for 2006/08, 60% higher than previous years' allocations; and £11m for 2008/10
- Working in conjunction with our RSL partners, 46 properties were developed in 2005/06; 50 properties in 2006/07 and 13 properties in 2007/8 through the Social Housing Grant programme
- Key projects currently underway include a 59 unit, mixed tenure extra care scheme on West Parade, Rhyl; 4 dispersed units for substance and alcohol misuse; and several adapted bungalows

5.3 Empty Homes Project

- There are approximately 1,880 empty homes in Denbighshire (Private Sector Stock Condition Survey 2008)
- This innovative joint project has been launched between North Wales Housing Association (NWAHA) and Denbighshire County Council. The project's aim is to produce an Empty Homes Strategy by March 2009 and turn vacant empty properties into quality, affordable accommodation

- NWAHA are providing the revenue funding for the project, whilst capital funding will be provided through a range of sources including loans and commuted sums provided in-lieu of on site affordable provision

5.4 Rhyl West – Interim Planning Guidance (Draft)

- This emerging policy document will apply to future residential development within Rhyl West and parts of Rhyl East. Rhyl West has been identified as the most deprived area in Wales (Welsh index of multiple deprivation 2008)
- The policy will remove the obligation for new developments, within this area, to make a contribution towards affordable housing and other community benefits. Schemes will instead make a financial contribution towards a community regeneration fund.
- It is anticipated, however, that bids could be submitted to this fund, to bring empty homes back into use

5.5 Rural housing Enabler (RHE)

- This is a multi-agency project involving Cymdeithas Tai Clwyd, Denbighshire County Council, Snowdonia National Park, WAG and Conwy County Borough Council aimed at increasing the delivery of affordable housing in rural areas
- Eighteen localised needs surveys have been undertaken to date
- Planning permission to develop three houses has also been recently granted on a departure site close to Llangollen

5.6 Public Sector land

- There is currently an ongoing review of potentially surplus land within the council's Housing Revenue Account
- Current council policy upon non Housing Revenue Account land is to sell such sites for best value. The council's affordable housing policy would subsequently apply.
- The council's Estates, Planning and Housing departments have been working with the NHS and Department of Economy and Transport (formerly the Welsh Development Agency), to bring forward sites for development. This includes a recent joint venture between the council and WDA/DET to develop a large residential site at Glasdir, Ruthin
- A review of Forestry Commission land within the county was recently conducted but failed to identify any sites suitable for residential development. This was due to sites being either too remote, access was poor or they were located in areas of limited housing need

5.7 Section 106 planning obligations

- Section 106 legal agreements have been used to secure affordable housing as part of residential planning permissions since 2004. A local residency requirement is also applied to all affordable properties secured in this way
- In certain exceptional circumstances the council's SPG on affordable housing, allows for commuted sum payments to be made in lieu of on-site affordable housing provision. The council are currently developing various projects to utilise such sums, including bringing empty homes back into use and offering portable discounts to first time buyers

5.8 Specialist housing provision

A range of specialised accommodation is provided in the following ways:

- Learning disabilities prioritise projects for SHG and other funding sources, e.g. commuted sums
- Extra Care officers project manage the provision of extra care and telecare
- All requests for specialist housing needs including those from ethnic minorities are considered by the Specialised Housing Group. This prioritises applicants and provide information to Housing Strategy to feed into the Social Housing Grant bids and in-year bids for existing accommodation
- A Commissioning Strategy Action Plan for Physical and Sensory Impairment Services with specific reference to accommodation access is being developed

6. WHAT PROGRESS HAVE OUR AFFORDABLE HOUSING POLICIES MADE?

Our affordable housing policies have been hugely successful as outlined below:

- A Mortgage Rescue Scheme was launched in April 2005, in conjunction with Cymdeithas Tai Clwyd to prevent homelessness amongst homeowners who face their property being repossessed.
- The first new property to be built as part of a section 106 agreement, a result of the county's affordable housing SPG, was completed in Ruthin in May 2006
- A joint Low Cost Homeownership register was launched in July 2006 in partnership with the three local Registered Social Landlords - Cymdeithas Tai Clwyd, Pennaf and Wales & West. Over 130 applicants have registered for vacancies across the County. Community Housing Cymru has recently recognised this project as an excellent example of partnership working
- 69 affordable housing units were completed in 2006/7, 80% more than 2004/5. This was also the first year that we have seen a net gain in our affordable stock, over those sold, since 1981
- In November 2007 our affordable housing strategy received national recognition in winning the 'Providing Housing Choice and Affordability' category at the UK Housing Awards. In addition it has previously been recognised as an example of good practice by the Chartered Institute of Housing, Housemark and the Welsh Assembly Government
- Between April 2006 and March 2008, over £2 million in private finance was contributed by developers towards affordable housing to supplement the SHG programme
- 264 affordable housing units currently have planning permission or are pending completion of section 106 agreements
- Affordable housing has been developed in many small rural villages, hamlets and towns where local people had previously been priced out of the market. Schemes include Llandrillo, Llandyrnog, Llangollen, Ruthin and Denbigh
- Two departure sites are currently being developed to provide 12 affordable houses in Ruthin and Pentredwr, Llangollen
- We have developed various guidance documents on affordable housing. This includes an affordable housing questionnaire, to be submitted with all new residential planning applications; basic guidelines for developers; detailed Supplementary Planning Guidance; and this Affordable Solutions summary
- The Rural Housing Enabler (RHE) has undertaken eighteen localised needs surveys which have informed the need, tenure and type of housing to be provided as part of various housing developments
- Detailed Operational Plans noting all new proposed and completed affordable housing actions are contained in **Appendix A and B**

7. AFFORDABLE HOUSING DELIVERY TARGET

The following affordable housing delivery targets, and actions contained within the detailed Operational Plans in **Appendix A and B**, will be monitored through the following mechanisms:

- Update reports to the council's Social Services & Housing Scrutiny and Cabinet
- The county's multi-agency Denbighshire Affordable Housing Liaison Group (DAHLG)
- Annual review of the Operational Plans by the council's Housing Strategy team in conjunction with key local partners
- The county's annual Local Housing Strategy consultation day or other appropriate mechanism

Where targets are not achieved, corrective action will be proposed through the above fora to ensure that performance exceeds or closely matches the targets.

All targets are subject to house starts and securing capital funding from both public and private sources. The county's proposed affordable housing delivery targets for 2007/11 are detailed in the table below:

Affordable housing mechanism	2007/8	2008/9	2009/10	2010/11	TOTAL
RSL schemes (SHG funding)	10	68	11	131	220
Departure sites (SHG funding)	0	0	0	3	3
Mortgage rescue (SHG funding)	3	4	0	0	7
Empty homes (SHG funding)	0	0	0	5	5
Empty homes (council/private funding)	0	0	10	15	25
LCHO (s106 private funding)	18	8	4	4	34
Other (council funding)	0	0	3	0	3
Total	31	80	28	158	297

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STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
<p>AFFORDABLE HOUSING, SUSTAINABILITY AND WELSH CULTURE</p> <p>To increase the supply of affordable accommodation throughout the County in accordance with housing need.</p> <p>Working with local communities to preserve the Welsh Culture and ensure developments are sustainable.</p>	<p>1. To negotiate an element of affordable housing on all new sites.</p>	<p>The council has a policy to seek in the order of 30% affordable housing on all new housing planning applications.</p> <p>The first property to be built as part of the council's affordable housing policy was completed on 10th May 2006.</p> <p>As at 31st March 2008, as part of the county's affordable housing strategy:</p> <ul style="list-style-type: none"> - 245 affordable units have outstanding planning permission. - 49 new low cost home ownership (LCHO) and rented units have been completed without the use of public funding. - £476k in commuted sums have been received. 	<p>To attract additional investment in affordable housing to supplement the council's Social Housing Grant programme.</p> <p>Investment for 2008/09 to be equivalent to 20% of SHG programme.</p> <p>To develop 80 affordable housing units during 2008/09.</p>	<p>On target.</p> <p>On target.</p>	<p>Denbighshire County Council (Housing Services, Planning, Legal Services, Social Services, Supporting People, Private Sector Renewal, Access Officer, Equalities Officer),</p> <p>County Councillors,</p> <p>Town/Community Councils,</p> <p>Registered Social Landlords,</p> <p>Private Developers and Builders,</p> <p>DET,</p> <p>Welsh Assembly Government,</p>

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STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	<p>2. Review Denbighshire County Council's Affordable Housing Supplementary Planning Guidance (SPG).</p> <p>(AMENDED ACTION)</p>	<p>The council in conjunction with other key partners have undertaken Local Housing Market Assessments (LHMAs) in both North East and North West Wales. The assessment outcomes will inform a review of DCC's affordable housing SPG. The SPG will also need to take account of the newly emerging Local Development Plan (LDP).</p> <p>A review of the SPG commenced in April 2008 and is due to be completed by October 2009. The original target date of December 2008 was amended, due to delays in completing the North East Market Assessment and the need to comply with new Welsh Assembly Government directives in relation to affordable housing.</p> <p>A progress report originally scheduled for June 2008, upon the local connections policy which applies to all new affordable housing developments, has also been delayed due to local elections and for new committee arrangements to be formalised.</p>	<p>Complete review by December 2009.</p> <p>Formally adopt SPG by Dec. 2009.</p> <p>Progress update for members by Feb. 2009</p>	<p>Review commenced in April 2008.</p> <p>On target.</p> <p>On target.</p>	<p>Local Strategy Board, Community Groups, Residents/Tenants, Voluntary Agencies, Welsh Language Board, Snowdonia National Park, Menter Iaitht, Rural housing enabler, Bangor university,</p>

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STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	<p>3. Review the existing housing land allocation as part of the LDP (which will replace the current Unitary Development Plan)</p>	<p>Affordable housing requirements in both rural and urban areas will be considered as part of the LDP process.</p> <p>The Pre-deposit LDP was published for public consultation in June 2008.</p> <p>The Deposit LDP will be published for public consultation in Spring 2009.</p> <p>Final adoption date for the LDP has been amended from 2010 to late 2011. The amendment has been necessary due to carrying out greater consultation than was originally planned in the early stages of the Pre-deposit LDP.</p>	<p>LDP adoption by late 2011.</p>	<p>On target.</p>	<p>Older People, Disabled People, Families, Young People, Black and Ethnic Minority and Other Relevant Groups,</p> <p>Private landlords,</p> <p>North Wales Local Authorities.</p>
	<p>4. To maximise the supply of affordable housing through the Social Housing Grant (SHG) programme.</p>	<p>Denbighshire's recently secured a total SHG allocation of £7.5m for 2009/10. £5.4m of this has been granted to build two extra care housing schemes for older people in Prestatyn and Ruthin.</p> <p>The council is awaiting further guidance from WAG on bidding for the next round of SHG for 2010/11.</p>	<p>Develop 72 properties using SHG during 2008/09.</p> <p>Develop 4 units for people with substance and alcohol misuse issues by Mar. 2009.</p>	<p>On target.</p> <p>On target.</p>	

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STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	5. To develop an Empty Homes Strategy for the County.	<p>The Private Sector Housing Condition survey (2008) estimated there are 1,880 empty properties across Denbighshire.</p> <p>An innovative project to tackle this issue was launched in March 2008, between North Wales Housing Association and Denbighshire County Council. NWAHA will fund a new Empty Homes Officer post and the council will provide capital funding through commuted sums, grants and other sources.</p> <p>The new officer has started their post in July 2008.</p>	<p>Develop an Empty Homes Strategy by March 2009.</p> <p>Bring 30 affordable empty homes into use by March 2011.</p>	<p>On target.</p> <p>On target.</p>	

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STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	6. To establish housing initiatives within rural areas through the Rural Housing Enabler (RHE) project.	<p>The Rural Housing Enabler pilot project was established in Dec. 2005.</p> <p>The project was placed on hold May 2007 due to the post becoming vacant and issues over future funding. Funding to support the position for a further four years has now been secured through a partnership of Cymdeithas Tai Clwyd, WAG, Snowdonia National Park, DCC and Conwy CBC.</p> <p>The new officer started their post in August 2008. Officer will focus on working with communities with an established housing need and have demonstrated a commitment to developing units on the ground.</p>	<p>Recruit RHE by August 2008.</p> <p>Project targets are currently being devised.</p>	<p>Commenced post in August 2008.</p> <p>Ongoing.</p>	
	7. To develop a range of extra care sheltered housing projects for older people.	<p>£4.2m of WAG funding has been secured to build a 59 unit, mixed tenure scheme on West Parade, Rhyl. This joint project between Pennaf and DCC commenced on site in July 2006.</p> <p>In August 2007 the council successfully secured £5.4m for 2009/10 to develop further extra care schemes in Prestatyn and Ruthin.</p> <p>The Prestatyn scheme is being developed with Wales & West and the Local Health Board utilising £3.8 million of SHG. The Ruthin project is being developed by Cymdeithas Tai Clwyd and the Local Health Board utilising £1.6 million of SHG.</p>	<p>Complete Rhyl extra care scheme by Dec. 2008.</p> <p>Develop a 24 bed extra care housing scheme in Ruthin by 2010.</p> <p>Develop a 61 bed extra care housing scheme in Prestatyn by 2010.</p>	<p>Due in January 2009.</p> <p>On target.</p> <p>On target.</p>	

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STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	8. To pilot a scheme to reduce under-occupation within former council houses in rural areas.	<p>The council are considering undertaking a survey of the housing needs of older people living in ex-council houses in rural areas. Llanbedr DC is currently being considered as a pilot area for this project.</p> <p>Any scheme would assess the feasibility of buying back former council houses to allow older householders to purchase accommodation more appropriate to their needs within the local area.</p> <p>Preliminary investigations commenced in November 2008.</p>	Completed project by December 2009.	On target.	

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STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	9. To develop suitable accommodation for disabled people whose needs cannot be met within their existing accommodation.	<p>All new schemes built by RSLs using Social Housing Grant must meet lifetime homes standards.</p> <p>In 2007/8 SHG funding was secured to acquire and adapt properties in St Asaph and Trefnant, for which two priority applicants from the county's adapted waiting list have already been identified.</p>	St Asaph and Trefnant to complete by March. 2009.	On target.	
	10. To develop a housing options website.	<p>In March 2007, DCC were successful in securing funding from WAG to develop a housing options website. This project is being developed in conjunction with local RSL's and will be a "one stop shop" for housing options information and will link into employment opportunities. Once established the project will be rolled out to include other partners.</p> <p>The original target date for completion has been amended from June 2008 due to delays within the procurement process.</p>	<p>Develop a housing options website within Denbighshire by Mar. 2009.</p> <p>Extend the website to incorporate other partners by Mar. 2010.</p>	<p>On target.</p> <p>On target.</p>	

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STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	11. To develop an Affordable Housing Delivery Plan (AHDP).	<p>The One Wales coalition agreement set a target to increase the supply of affordable homes in Wales by at least 6,500 over the four year period to 2010/11. WAG are currently consulting upon the introduction of AHDPs, that will outline how LAs to intend deliver affordable housing within their area.</p> <p>The development of the plan is an interim measure until affordable housing is fully integrated into the emerging LDP.</p> <p>A draft statement of affordable housing policies was developed in October 2008.</p>	Develop an AHDP by March 2009.	On target.	
	12. To promote and publicise affordable housing within rural areas of the county	<p>Affordable housing is being promoted through community open days/evenings, Affordable Housing Roadshows, posters, press releases and information on how to get on the affordable housing ladder.</p> <p>LDP consultations will also be utilised to help target rural areas. Further promotional measures will be developed once the Rural Housing Enabler is in post (see action 1.5).</p> <p>As of June 2008, 75 applicants from rural areas (areas outside Corwen, Denbigh, St. Asaph, Prestatyn, Rhuddlan and Rhyl) were registered upon the county's Low Cost Home Ownership list.</p>	<p>Register 125 applications from people living in rural areas by June 2009.</p> <p>Increase the number of all applicants registered on the list to 250 by Dec. 2008.</p>	<p>On target.</p> <p>On target.</p>	

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STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	13. To review existing council land holdings for potential disposals for affordable housing	<p>Current corporate asset management policy is that all surplus council owned land is sold for full market value. Proposals to make this policy more flexible will be investigated. Housing Revenue Account land is already sold for less than market value.</p> <p>Target date amended due to Deposit LDP being delayed until spring 2009 (see action 1.3).</p>	Identify potential council owned AH candidate sites as part of LDP process by April 2009.	On target.	
	14. To review the role and function of the Affordable Housing Liaison Group (AHLG)	<p>The AHLG comprises representatives from the council's planning, development control and housing departments; local Registered Social Landlords; the rural housing enabler; and the private sector.</p> <p>Established in September 2004, this group has been the primary delivery vehicle for developing AH within the county. There is now a requirement to review the strategic role of the group and more closely monitor outcomes.</p>	Review the strategic role of the AHLG by Jan. 2009.	On target.	
	15. To identify exception sites with potential for housing development	<p>Pending approval of candidate sites for the Local Development Plan, the county are currently examining 2 proposals for exception/departure sites that have been brought forward by local land agents.</p> <p>These are sites that have not been designated for residential development within the LDP, but could be developed for 100% affordable housing.</p>	In conjunction with the Rural Enabler, develop 3 affordable housing exception sites by Dec. 2010.	On target.	

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STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	<p>16. To develop a cost floor matrix for RSLs developing shared ownership on section 106 sites.</p>	<p>Denbighshire County Council are currently developing a methodology that will allow RSLs to agree a common price with developers, to develop shared ownership, on s106 sites.</p> <p>Target amended to coincide with the development of specialised task and finish sub-group(s) of the Affordable Housing Liaison Group. Preliminary discussions of the topic were commenced in early 2008.</p>	<p>Develop shared ownership matrix by Dec 2008.</p>	<p>On target.</p>	
	<p>17. To investigate the possibility of reviewing security standards for affordable homes.</p>	<p>The council are examining the possibility of working with the Crime Reduction Manager to review all new proposed affordable housing schemes.</p> <p>This may include developers providing security statements as part of their planning application submissions.</p> <p>A meeting was held with the Crime Reduction Manager in September 2008. A report will be develop in relation to this project.</p>	<p>Pilot project to be developed with UNDOD by Dec. 2008.</p>	<p>On target.</p>	

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STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	18. To develop a range of Section 106 templates for affordable housing.	<p>Developing a range of section 106 templates for various affordable housing tenures will reduce the length of time taken to carry schemes forward.</p> <p>An unsuccessful bid to employ a s106 obligations officer (post would be mainly self-financing) was made as part of the council's 2008/09 budgetary process.</p> <p>A funding bid to WAG, as part of the Social Housing Management Grant process, will be made later this year.</p>	<p>Develop s106 templates by June 2008.</p> <p>Submit funding bid to WAG for a s106 officer by Dec. 2008</p>	<p>On target.</p> <p>On target.</p>	

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STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	19. To investigate the possibility of reviewing security standards for affordable homes	<p>The council are examining the possibility of working with the Crime Reduction Manager to review all new proposed affordable housing schemes.</p> <p>This may include developers providing security statements as part of their planning application submissions.</p> <p>A meeting with North Wales Police was held in September 2008 and a report will be developed.</p>	<p>Pilot project to be developed with UNDOD by Sept. 2008.</p> <p>Develop report by Dec. 2008.</p>	<p>On target.</p> <p>On target.</p>	
	20. To develop an exemplar scheme to promote sustainable housing	<p>A successful SHG bid has secured funding to develop three houses on a rural departure site in Pentredwr.</p> <p>A preliminary application has been made for grant funding to include various energy efficiency measures such as ground source heating and wind turbines. If successful the scheme would be used as an example of good practice to promote the county's emerging Affordable Warmth Strategy.</p> <p>A project team including local residents will be established in late 2008 to consider all design issues and energy efficiency options for the scheme.</p>	Develop a housing scheme in Pentredwr by Dec. 2010	On target.	

Appendix B - Affordable solutions - completed actions - Operational Plan 2004/8

STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
<p>1.</p> <p>AFFORDABLE HOUSING, SUSTAINABILITY AND WELSH CULTURE</p> <p>To increase the supply of new affordable accommodation throughout the County in accordance with housing need.</p> <p>Working with local communities to preserve the Welsh Culture and ensure developments are sustainable.</p>	<p>1. To negotiate an element of affordable housing on all new sites.</p>	<p>The first property to be built as part of the council's affordable housing policy was completed on 10th May 2006. The property a two bed terrace house in Ruthin was developed through Cymdeithas Tai Clwyd. It was sold to local residents at a discount of 43.5% off the open market value.</p> <p>Target shortfall for affordable units in 2005/6 was due to delays in completing units on a range of sites.</p> <p>The delay in recruiting the Affordable Housing Officer was due to the post being readvertised using a wider range of publications to attract a greater number of quality applicants.</p>	<p>To attract additional investment in affordable housing to supplement the council's Social Housing Grant programme. Investment to be equivalent to 20% of SHG programme.</p> <p>To develop 52 affordable units in 2005/06; 60 units in 2006/7 and 26 units during 2007/08.</p> <p>To recruit an Affordable Housing Officer by June 2008.</p>	<p>£769,328 of additional investment in 2007/8. Equates to 24.7% of SHG programme.</p> <p>46 units developed in 2005/06; 69 in 2006/07 and 31 in 2007/8.</p> <p>Affordable Housing Officer recruited July 2007.</p>	<p>Denbighshire County Council (Housing Services, Planning, Legal Services, Social Services, Supporting People, Private Sector Renewal, Access Officer, Equalities Officer),</p> <p>County Councillors,</p> <p>Town/Community Councils,</p> <p>Registered Social Landlords,</p> <p>Private Developers and Builders,</p> <p>DET,</p> <p>Welsh Assembly Government,</p>

Appendix B - Affordable solutions - completed actions - Operational Plan 2004/8

STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	<p>2. To formalise Denbighshire County Council's policy on affordable housing through the production of new supplementary planning guidance.</p>	<p>Interim affordable housing guidance was introduced in late 2004. This was formalised through the production of the affordable housing SPG.</p> <p>Draft guidelines and questionnaire developed for inclusion with all new planning applications.</p> <p>Review of the commuted sum policy was prioritised because this element was needed as part of wider affordable housing policies.</p>	<p>Formally adopt affordable housing SPG by May 2005.</p> <p>Guidelines and questionnaire by Oct.2006.</p> <p>Review commuted sum procedure by July 2007.</p>	<p>Completed in July 2005.</p> <p>Completed in August 2006.</p> <p>Completed in Feb. 2007.</p>	<p>Local Strategy Board,</p> <p>Community Groups,</p> <p>Residents/Tenants,</p> <p>Voluntary Agencies,</p> <p>Welsh Language Board,</p> <p>Snowdonia National Park,</p>
	<p>3. Review Denbighshire County Council's housing supplementary planning guidance</p>	<p>The North East Wales Housing Market Assessment was completed by GVA Grimley in March 2008. The final report was delayed by the request for further data analysis and redrafting of final report.</p> <p>The North West Wales Housing Market Assessment has produced a baseline report for consultation in March 2008.</p> <p>Progress details upon the SPG review are contained within action 1.2 of the current LHS action plan.</p>	<p>Complete NE Wales LHMA by May 2007.</p> <p>Complete initial stages of NW Wales LHMA by June 2007.</p>	<p>Completed in March 2008.</p> <p>Initial stages completed in June 2007.</p>	<p>Menter Iaitht,</p> <p>Rural housing enabler,</p> <p>Bangor university,</p>

Appendix B - Affordable solutions - completed actions - Operational Plan 2004/8

STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	4. Review the existing housing land allocation within the LDP (which will replace the current Unitary Development Plan)	The Pre-deposit LDP was published for public consultation in June 2008. The consultation period was until 1st August 2008.	Develop pre-deposit LDP by June 2008.	Completed in June 2008.	Older People, Disabled People, Families, Young People, Black and Ethnic Minority and Other Relevant Groups, Private landlords, North Wales Local Authorities.
	5. To review the allocation of Social Housing Grant (SHG) to maximise the use of resources.	139 affordable housing units were granted planning permission & £214k negotiated in commuted sums between April 2005 and March 2006. As of end of March 2008, 245 affordable units have outstanding planning permission and £476k in commuted sums have been received.	Review DCC bidding process for SHG by April 2005.	New policy approved in July 2007	
	6. To maximise the supply of affordable housing through the Social Housing Grant programme.	WAG 3 year rolling SHG programme is now in place. Denbighshire's total SHG allocation was £7.5m for 2009/10, of this £5.4m has been granted to build two extra care housing schemes for older people in Prestatyn and Ruthin. This allocation is significantly higher than in previous years - £2.8m for 2005/6 and £8.8m for 2006/8. Number of SHG completions fell short of target because of delays on a number of Section 106 sites.	Develop 52 properties using SHG during 2005/6; 55 in 2006/7; and 15 in 2007/8.	46 properties were developed in 2005/06; 50 in 2006/07 and 13 in 2007/8.	

Appendix B - Affordable solutions - completed actions - Operational Plan 2004/8

STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	7. To establish a Rural Housing Enabler project.	<p>A jointly funded project was established in Nov. 2004 in conjunction with Cymdeithas Tai Clwyd, Conwy CBC and Snowdonia National Park Authority.</p> <p>Seventeen housing need surveys were completed by Nov. 2008.</p> <p>Planning Permission for 3 affordable properties in Pentredwr was granted in November 2007 as a result of this project work with the local community. Planning permission was delayed as it needed to be considered by Planning Committee and Full Council.</p> <p>Rural Housing Enabler post was filled in August 2008 following confirmation of WAG's contribution towards funding. A national network of Rural Housing Enablers has been established.</p>	<p>Appoint RHE by Dec. 2005.</p> <p>Undertake 9 needs surveys by Nov. 2008.</p> <p>Grant Planning Permission for Pentredwr by June 2007.</p>	<p>Completed in Nov. 2005.</p> <p>17 surveys completed by Nov. 2008.</p> <p>Planning Permission granted in November 2007.</p>	
	8. To evaluate schemes to limit the effect of the Right to Buy (RTB) and the repurchase of properties.	<p>The council's Legal department has now included a restrictive resale covenant on all RTB purchases.</p> <p>It requires properties resold in rural areas, to be offered to residents/people who have lived/worked within the area for a minimum of three years.</p>	Include restrictive clause in all new RTB sales by June 2005.	Completed June 2005.	

Appendix B - Affordable solutions - completed actions - Operational Plan 2004/8

STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	9. To review the county's existing low cost home ownership scheme.	<p>A decision was made by DCC to support the Homebuy programme as the principle vehicle for grant funded low cost home ownership until 2008.</p> <p>WAG funding of £1m for Homebuy has been secured for 2006/08. As of May 2008, Homebuy will only be considered for mortgage rescue and WAG will be issuing a statement to clarify the situation.</p>	Undertake review of Homebuy by March 2006.	Completed Sept 2005.	

Appendix B - Affordable solutions - completed actions - Operational Plan 2004/8

STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	10. To investigate developing a register of interest in low cost home ownership.	Cymdeithas Tai Clwyd agreed to develop the register in conjunction with the council and other RSLs. A database and common application forms have now been established. 166 applications have been registered to date.	Develop LCHO register by July 2006.	Scheme launched in July 2006.	
	11. To utilise annual conferences and Area Partnerships to monitor/evaluate the Local Housing Strategy.	First annual LHS conference took place in Ruthin in October 2005. Over 80 delegates attended as part of consultation process to develop the 2006/07 LHS action plan. Second annual LHS conference took place in Henllan in November 2006. Over 90 delegates attended. No annual conference was held in 2007 because of extensive consultation undertaken in developing the revised LHS. Third annual LHS conference was held in Denbigh in November 2008. Over 75 delegates attended.	First annual conference to be held by Oct. 2005. Second annual conference to be held by Oct. 2006. Third annual conference to be held by Dec. 2008.	Conference held on 20th Oct. 2005. Conference held on 29th Nov. 2006. Conference held on 4th Nov. 2008.	

Appendix B - Affordable solutions - completed actions - Operational Plan 2004/8

STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	<p>12. To develop suitable accommodation for disabled people whose needs cannot be met within their existing accommodation.</p>	<p>During 2004/05 five adapted units on SE Rhyl were granted planning permission.</p> <p>Four new fully accessible units were developed for rent through Pennaf and Tai Clwyd during 2006/07.</p> <p>A further unit has been granted planning permission in Tynewydd Road, Rhyl.</p> <p>Two further properties, purchased in March 2008 using SHG, are currently being adapted to meet the occupants' specific requirements.</p>	<p>To develop two wheelchair accessible units for rent on West Parade, Rhyl by Jun 2006.</p> <p>To develop two adapted bungalows for rent in Llandrillo by Mar 2007.</p>	<p>Completed Dec. 2006.</p> <p>Completed Aug. 2006.</p>	
	<p>13. To review the council's contribution towards the development of affordable housing within the county.</p>	<p>In May 2007 DCC's Cabinet agreed to establish a member task group to review the contribution that the council could make towards increasing the supply of affordable housing within the county.</p> <p>The group reviewed current practice and made recommendations upon further actions that can be taken.</p> <p>A final report was submitted to Cabinet by April 2008. Outstanding recommendations upon specific actions will be considered by the council, in a series of further reports over the coming twelve months.</p>	<p>Submit recommendations from the group to Cabinet by Feb. 2008.</p>	<p>Completed April 2008.</p>	

Appendix B - Affordable solutions - completed actions - Operational Plan 2004/8

STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	14. To develop affordable housing targets for all parts of the county	<p>Housing needs vary across the County. Targets will reflect variations in local housing need/demand.</p> <p>Provisional list of affordable housing targets has been fed into the LDP process.</p>	Develop local AH briefings to inform LDP process by Jan 2008.	Provisional figures submitted to Planning Policy in Dec. 2007.	
	15. To establish a preferred partner matrix to pre-select an RSL partner when developing council owned land.	<p>Three Registered Social Landlords currently have development status within Denbighshire. There is now a requirement to develop a transparent methodology, to select the most appropriate partner when developing affordable housing on council land.</p> <p>Original target amended from June 2008 due to delays in establishing a sub-group of the AHLG (see action 1.14). The sub-group met in September 2008 and agreed the way forward. The RSLs will submitted proposals for sites they are interested in.</p>	Develop a pre-selection preferred partner matrix for RSLs by Sept. 2008.	Completed in September 2008.	

Appendix B - Affordable solutions - completed actions - Operational Plan 2004/8

STRATEGIC OBJECTIVE	ACTION	PROJECT UPDATE	TARGET	COMPLETION	RESOURCE & PARTNERS
	<p>16. To undertake a review of potentially surplus Housing Revenue Account land owned by DCC Housing Services.</p>	<p>The council have undertaken a review of all garage sites and surplus Housing Revenue Account (HRA) land.</p> <p>Suitable developments sites are be considered, in conjunction with RSL partners, for developing new affordable housing. Meeting held in September to discuss sites and RSLs are submitting proposals for sites across Denbighshire.</p>	<p>Review completed by August 2008.</p>	<p>Completed.</p>	
	<p>17. To promote and publicise affordable housing within the county.</p>	<p>A wide range of methods have been utilised including website pages, press releases, newsletter articles and information posters, to increase the public's awareness of affordable housing opportunities.</p> <p>Denbighshire Council Council and partners won a UK Housing Award in November 2007 for affordable housing policies, in the "Providing Housing Choice and Affordability" category.</p> <p>A poster campaign has been launched to promote affordable housing generally and to increase numbers on the Low Cost Homeownership list.</p>	<p>Nominate AH policy for UK Housing Awards by July 2007.</p> <p>Redevelop DCC affordable housing web pages by Sept. 2007</p> <p>Launch poster campaign for the county's LCHO register by Jan. 2008.</p>	<p>Won UK Housing Award in Nov. 2007. Affordable pages updated by Sept. 2007.</p> <p>Campaign commenced in Oct. 2007 (ongoing).</p>	

APPENDIX C - LOCAL CONNECTIONS POLICY FOR AFFORDABLE HOUSING

Where the provision of Affordable Housing is to be provided through granting planning permission and a Section 106 agreement (or similar) is required to ensure that the household meets all 3 of the following criteria : -

- is an eligible affordable household
- comprises a household in unsatisfactory accommodation
- comprises a household with a genuine or strong local connection

the definition and criteria to qualify under the local connections test is set out below-

Local connection

At least one of the following tests or criteria must be met to establish a strong or genuine local connection above: -

- (i) A household must have lived/resided as its **PRINCIPAL RESIDENCE** continuously in the locality for 5 years
- (ii) A household must have previously lived/resided as its **PRINCIPAL RESIDENCE** continuously in the locality for 5 years and wishes to move back
- (iii) the household has worked continuously in the locality for at least 5 years – or retired from work in the locality within the last 2 years following continuous work in the locality for at least 5 years
- (iv) a household which has vacated tied accommodation as its principal residence and which has lived or worked in the locality for minimum of 5 years
- (v) a household containing a key worker who works in the locality and wishes to live in the locality – no qualifying period is necessary
- (vi) where the household/person is moving into the area to look after a close relative/friend who (i) qualifies as above and (ii) is in need of substantial care and attention.

Set out below are relevant definitions of terms used and the relationship between the planning policies and housing policies/allocations

Relationship to housing policies and definitions

This is the Local Connections Policy for affordable housing. The policy applies where the provision of affordable housing is supported by the granting of planning permission with a Section 106 agreement (or similar).

Definitions of the key terms are set out below as well as how the planning policy/criteria relate to housing policies.

1 Housing policy

The above conditions establish eligibility criteria under planning policy. Once a household is accepted as being eligible then they could be considered for any suitable vacancy under housing policies. Priority between eligible applicants will be decided in the following order:

1.1 Suitable in terms of property size

1.2 Eligibility Criteria – based on local connections policy criteria (i) – (vi) above taken in priority sequence

1.3 Date order of application

A Low Cost Homeownership registers exists for those seeking shared ownership or low cost homeownership in Denbighshire. This is a multi-agency partnership between Cymdeithas Tai Clwyd, Pennaf, Wales & West and Denbighshire County Council and is administered by Cymdeithas Tai Clwyd (0845 2303140).

2 Definitions

2.1 Affordable housing is defined as housing of a high standard designed for those whose incomes generally deny them the opportunity to purchase or rent suitable housing on the open market as a result of the relationship between income and market price - Denbighshire County Council Affordable Housing Supplementary Planning Policy

2.2 Unsatisfactory accommodation can be any of the following:

Age, condition or unfitness which cannot be made satisfactory at reasonable

cost

Unsuitable for adaptation, improvement or change at reasonable cost

Too small or too large for current/expected needs

Sharing accommodation with family or others

Rented accommodation where the household wishes to buy or rent an affordable property

- 2.3 The locality is the town or community council area in which the application has been made.

Where no eligible household exists the locality is to extend to the adjoining town or community councils. Where no eligible household exists in adjoining areas, then the search will extend progressively outward by 5 miles radii until such an eligible household is identified and secured

- 2.4 Time Measurement

Five years are to be measured from the date of intended occupation of the dwelling.

- 2.5 Whether someone is a Key Worker will be considered on the merits of the case, but in general terms, is someone whose job makes a significant contribution to the social, economic or environmental vitality of the locality.

REPORT TO CABINET

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

DATE: 16th December 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 £371k should be generated by the end of the financial year, which is £61k less than forecast in the original budget set in February 2008.
- There has been a minor reduction of £20k in overall revenue expenditure since the end of October. There has been minor movement on most budget lines but the most significant is a reduction of £27k in planned repairs and maintenance expenditure, with less spend on void properties being the main change.
- The latest rent income forecast has changed only by a few hundred pounds from last month based actual rents received so far. Overall, rent income is forecast to be £33k higher than planned. Interest on balances will be higher than the budget but less the £150k forecast earlier in the year because of the drop in interest rates.

- Right to Buy sales have been reduced to 6 for 2008/09. There has only been one completed sale so far but there are still current applications in the system. The forecast has therefore remained at 4 for the year.

4.2 Cost Implications - Housing Stock Business Plan (HSBP)

- The HSBP is kept under regular review. While the reduction in sales causes some concern in the long term, it should be compensated by other areas of the Plan exceeding expectations. If for example the increases in management and maintenance allowances in the housing subsidy settlement are similar to previous years, it would more than compensate for the fall in sales.
- Details of next year's subsidy settlement will be available in December and the Plan will be fully updated and presented to Cabinet in January.

4.3 Cost Implications Housing Capital Plan

- As previously reported, the windows and heating contracts have both now completed. The major refurbishment contract is continuing with 686 properties now completed (624 last month). This means that in total, 938 properties have had major improvements completed. This is of course in addition to the recently completed windows and heating contracts.
- 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 council is still on target to achieve the Welsh Housing Quality Standard by 2012.
- Along with the HSBP, the capital plan will be fully reviewed as part of the 2009/10 budget setting exercise once the subsidy determination is received from the Assembly.

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 and capital plan should be reviewed in January. The implications of next year's subsidy settlement will have a significant impact on the long term viability of the Business Plan.

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 8 - November 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	1,637,657	-74,374
251,603	Supervision & Management - Special	268,573	269,801	-1,228
145,498	Welfare Services	142,552	144,785	-2,233
306,194	Homelessness - Leased Properties	402,000	394,102	7,898
0	Rents	0	0	0
2,576,310	Repairs and Maintenance	2,640,199	2,616,769	23,429
4,888,755	Total Housing Management	5,016,607	5,063,114	-46,507
0	Rent Rebates	0	0	0
1,448,188	Item 8 Capital Charges	1,881,000	1,988,652	-107,652
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	13,096,065	-120,458
<u>INCOME</u>				
9,570,607	Rents (net of voids)	9,924,222	9,953,284	29,062
189,918	Leased Rents	236,808	251,934	15,126
143,453	Garages	150,952	139,638	-11,314
199,587	Interest on Balances & Other Income	95,000	121,430	26,430
10,103,565	Total Income	10,406,982	10,466,285	59,303
Surplus / Deficit (-) for the Year				
927,205	General Balances	931,375	370,220	-561,155
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	1,076,956	-61,155

Appendix 2

HRA Capital Plan Update 2008/09				
<u>Month 8</u>				
Actual 2007/08 £	Description	Approved Schemes £	Actual at End Nov £	Forecast Outturn £
363,377	Environmental Improvement Works	440,000	157,177	235,000
56,654	2005/06 Major Improvements – All Groups	0	53,217	112,000
5,660,688	2006/07 Major Improvements – All Groups	6,735,000	4,369,706	6,960,656
2,552,468	Windows Replacement	100,000	202,075	205,000
831,900	Central Heating Contract	100,000	376,781	422,000
550,040	DFG - Council Properties	400,000	301,257	500,000
10,015,127	Total	7,890,000	5,460,214	8,434,656
2007/08 £	HRA Capital Plan Financed By:	Original £		Forecast £
2,400,000	Major Repairs Allowance Grant	2,400,000		2,400,000
483,000	Useable Capital Receipts	297,000		112,000
7,132,127	Prudential Borrowing	1,693,000		2,922,656
0	CERA	3,500,000		3,000,000
10,015,127	Total	7,890,000		8,434,656

REPORT TO CABINET

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

DATE: 16 December 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 recent agreement of Customs to the Council's bid for a VAT refund as detailed in paragraph 4.5.

2. REASON FOR SEEKING DECISION

- 2.1 To advise Members of the latest estimated position on the budget performance for the year together with the recent refund of VAT relating to the pre Local Government Reorganisation period and an update of the Council's cash investments on the Money Market. Members should note that as the vacancy control process has delivered the savings targets set for the year that it is no longer felt necessary to report the detail of savings made. 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. Appendix 1 details a forecast overall overspend of £389k, excluding the schools' delegated budgets. This figure is £23k more than the figure reported for last month and demonstrates a levelling of the pressures. The sum is made up of pressures within the Lifelong Learning directorate partly offset by savings in Environment, Social Services and Corporate areas.

***i) Lifelong Learning** is forecasting an over spend of £695k 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 assumed cost associated with the current interim management arrangements, including the interim director and chief officer and other additional costs, are £220k. Further costs will be incurred from the recruitment of the new Corporate director and the need to extend the interim head of service's contract to cover the period of the Estyn re-inspection. The degree to which these costs can be contained within the relevant budget is uncertain and the final cost of interim arrangements may increase.
- c) 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 current overspend level in the future.
- d) the potential clawback of £120k of Big Lottery Fund Grants for the Mentro Allan project will be covered by underspends within the Leisure service over the current and next financial years.

The financial position of Blessed Edward Jones 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 accepted.

***ii) Social Services & Housing directorate** is now forecasting an underspend of £74k. This is an improvement of £65k on last month, mainly due to reductions in placements and improved income.*

***iii) Environment directorate** is forecasting an underspend of £82k. This is a reduction of £78k from last month and is mainly due to;*

- a) the income generated from the Car Parking, Building Control, Land Charges and Development Control functions continue to fall alarmingly. Based upon current year end projections the budget pressure is £257K on Development Control, £112K on Building Control, £61K on Car Parks and £45K on Land Charges.

4.2 It is likely that all services will experience cost pressures resulting from the recent increases in energy costs. Recent significant falls in the cost of crude oil are now reflected at the pumps. This should ease the pressure on school transport and highway maintenance contractors to a degree. Premises costs are expected to rise during the winter period as energy cost increases begin to impact.

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

4.4 Capital expenditure at the end of October is £18.9m against a plan of £36m.

4.5 VAT refund

The Council was recently approached by a firm of VAT specialists about the potential for the Council to reclaim VAT for the period 1990 to 1996 for 'live public performances'. The firm offered to build up the claim from information the Council held and process the claim through Customs on a 'no win no fee' basis. The firm had found a loophole in VAT regulations and would not, of course, offer to share the process with potential clients. A claim was submitted for performances at the Pavilion Theatre, Rhyl and Theatr Clwyd, Mold on behalf of the Clwyd successor authorities, for this period. Customs have agreed the claims and DCC will receive £379k for the Pavilion performances and £142k for our share of the Theatr Clwyd performances.

A claim for back dated interest on these sums has also been agreed by Customs. This sum will go part way to covering the reduced level of investment income resulting from the recent changes to investment policy and reducing investment returns in the current and next financial years.

Members will recall the decision at the last Cabinet meeting to invest some of the additional LABGI resources in consultancies that had the potential to deliver large scale funding for major regeneration projects around the County but with particular reference to the coastal region. Members may wish to earmark an element of the VAT refund in a similar way for regeneration schemes. This could include match funding for the potential major schemes resulting from the consultancies or smaller scale, more short term projects.

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 Blessed Edward Jones High School governors have produced a recovery plan for consideration by the Council's officers. The plan will need to demonstrate that the school can operate within the delegated budget over a maximum of the next 2 financial years. This plan is being reviewed currently but early indications suggest that further work is necessary to clearly demonstrate a viable position.
- 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.
- 6.6 The grant clawback on the Mentro Allan project at £120k is planned to be covered from service savings 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.

6.8 MONEY MARKET INVESTMENTS UPDATE

The Council has taken a number of steps to protect itself during the current period of uncertainty within the banking sector:

- Further opportunities for debt repayment are being monitored closely but the premiums which the Council would have to pay to repay debt have been too excessive to date to justify such action.
- The Council is investing short term cash with the HM Treasury deposit account on a regular basis in order to ensure the security of its investment funds.

The Council still has investments with foreign-owned banks, but as these mature they are being redirected into UK or Treasury investments. These actions will reduce the risk to the Council but cannot entirely remove them.

On 4 December, the Bank of England announced a 1.0% cut in base rates from 3.0% to 2.0%. Forecasts suggest rates may drop by a further 1.0% during 09/10. This has had a significant impact on the investment return the Council will be able to achieve on its remaining investments. A 1.0% reduction represents about a £400k loss of interest in a full year. This is on top of the move to less risky, lower interest investments that was already underway. However, the Council has invested £7.5m for 1 year at an average rate of 4.0% with highly credit rated UK banks in an attempt to fix a proportion of its investments at a higher rate during the dip in interest rates.

Realistically, the Council is facing a reduction in investment income of up to £1m for 09/10. While officers will attempt to mitigate this, it is unlikely it can be fully contained within existing budgets.

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 VAT refund from pre Local Government Reorganisation, the use of the back dated interest to supplement lost investment income and agree to earmark the VAT refund sum for investment in future regeneration projects.

APPENDIX 1

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

Directorate	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
Lifelong Learning (excluding schools delegated)	20,668	-6,955	13,713	21,363	-6,955	14,408	695	0	695	695
Environment	51,556	-21,511	30,045	51,109	-21,146	29,963	-447	365	-82	-160
Social Services & Housing	55,961	-17,243	38,718	58,600	-19,956	38,644	2,639	-2,713	-74	-9
County Clerk	1,975	-403	1,572	1,975	-403	1,572	0	0	0	0
Resources	10,777	-3,121	7,656	10,777	-3,121	7,656	0	0	0	0
Corporate, Miscellaneous & Benefits	31,142	-26,046	5,096	31,192	-26,046	5,146	50	0	50	50
Total All Services	172,079	-75,279	96,800	175,016	-77,627	97,389	2,937	-2,348	589	576
Capital Financing Charges savings & additional Investment Income net of contributions to specific provisions			10,649			10,349			-200	-200
Precepts & Levies			4,347			4,347			0	0
Contribution to balances/reserves			570			570			0	0
			112,366			112,655			389	376

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 November 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	61,877	-8,479	53,398	3,772	-3,036	736	884
Partnership & Inclusion	9,847	-5,421	4,426	10,221	-5,421	4,800	374	0	374	374
School Development	6,978	-1,292	5,686	6,978	-1,292	5,686	0	0	0	0
Policy & Performance	1,407	-85	1,322	1,728	-85	1,643	321	0	321	321
Libraries	2,436	-157	2,279	2,436	-157	2,279	0	0	0	0
Total excluding schools	20,668	-6,955	13,713	21,363	-6,955	14,408	695	0	695	695

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

	Current Month £000s	Previous Month £000s
<p><u>INDIVIDUAL SCHOOLS BUDGET</u></p> <p>Following updates during November, projections would indicate that school balances of £1,953k as at 31.03.08 will reduce to £1,217k during 2008/2009. This is an increase in expenditure of £103k since the last report in October. There are several reasons for this change, these include : Balances for SEN at High Schools are now included; Dinas Bran have reduced their exp'd by £105k, Glan Clwyd by £38k, Rhos St by £22k, whereas Y Parc have increased their exp'd by £39k. The estimated balance figure for St Brigid's has been amended to zero as the school budget is topped up from other internal funds within the school. However, if this funding was not available then currently the cumulative deficit for the Primary school would be £19k and for the Secondary £21k.</p>		
	736	884
<p><u>POLICY & PERFORMANCE</u></p> <p>Costs associated with the Interim Management arrangements</p> <p>School Meals Subsidy</p>	220 101	220 101
<p><u>PARTNERSHIPS & INCLUSION</u></p> <p>Costs associated with the closure of Hyfrydle Children's Home.</p>	374	374
TOTAL excluding schools	695	695

**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 November 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)	9,017	-5,102	3,915	9,045	-5,094	3,951	28	8	36	62
TRANSPORT & INFRASTRUCTURE (see note 2)	13,850	-4,453	9,397	13,849	-4,392	9,457	-1	61	60	23
PLANNING & PUBLIC PROTECTION (see notes 2&3)	4,272	-1,867	2,405	4,164	-1,591	2,573	-108	276	168	181
DIRECTOR & SUPPORT (see note 4)	1,358	-237	1,121	1,228	-237	991	-130	0	-130	-201
ENVIRONMENTAL SERVICES (see note 5)	17,197	-7,279	9,918	16,974	-7,279	9,695	-223	0	-223	-223
TOURISM, CULTURE & COUNTRYSIDE (see note 6)	5,862	-2,573	3,289	5,849	-2,553	3,296	-13	20	7	-2
Total Environment	51,556	-21,511	30,045	51,109	-21,146	29,963	-447	365	-82	-160

Potential Pressures

Pressures on the Agricultural Estates, Allotments and Health and Safety budgets within the Building Group.

The income generated from the Car Parking, Building Control, Land Charges and Development Control functions continue to fall alarmingly. Based upon current year end projections the budget pressure is £257K on Development Control, £112K on Building Control, £61K on Car Parks and £45K on Land Charges.

In the event of severe weather during the remaining months it is possible that the winter maintenance budget will be insufficient to cover the costs although there is a winter maintenance reserve that can be utilised (current balance £273K) if necessary.

The animal welfare case in Llandegla is estimated to create a £42K pressure on the Trading Standards budget in 08/09. The total cost of the case over 2 financial years is projected to cost circa £100K.

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 £73K will be spent in the current financial year. Clearly any underspend in 08/09 will need be utilised towards offsetting the significant income pressures as detailed in 2 above. The resultant additional waste procurement costs to be incurred in 09/10 will need to be funded from the Sustainable Waste Management Reserve and/or from any final 08/09 overall Directorate underspend carried forward.

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2008/09
ENVIRONMENT - EFFICIENCY SAVINGS
SUMMARY POSITION AS AT END November 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
b) Other savings	92
c) Vacancy control	178

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 has achieved most of the required efficiency savings. Work is on-going to ensure that in 08/09 the balance will be found from alternative savings from within the overall theatre budget.

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 November 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	9,061	-529	8,532	10,654	-2,023	8,631	1,593	-1,494	99	92
Underspend b/f					-150	-150	0	-150	-150	-150
Adult Services	36,506	-8,909	27,597	37,408	-9,423	27,985	902	-514	388	476
Underspend b/f					-615	-615	0	-615	-615	-615
Business Support & Development	2,773	-504	2,269	2,985	-588	2,397	212	-84	128	112
Cymorth Grant	1,673	-1,611	62	1,673	-1,611	62	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	54,376	-15,903	38,473	57,083	-18,760	38,323	2,707	-2,857	-150	-85
Non HRA Housing	1,585	-1,340	245	1,517	-1,196	321	-68	144	76	76
Underspend Brought Forward	0	0	0	0	0	0	0	0	0	0
Directorate Total	55,961	-17,243	38,718	58,600	-19,956	38,644	2,639	-2,713	-74	-9

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

<u>Comments</u>	Current Month	Previous Month
	£000s	£000s
SOCIAL SERVICES		
CHILDREN'S SERVICES		
The main pressure area is the specialist placement budget which is expected to over spend by £364k. The overspend on the specialist placement budget is partially offset by the in-house fostering service (under spend £107k)	99	92
Under spend Brought Forward 2007/08	-150	-150
ADULT SERVICES		
Learning Disabilities		
The growth in actual demand has exceeded projections in recent years. The main pressure area is residential placements (£271k). Work is continuing to ensure the maximisation of joint funding from the NHS.	385	385
Mental Illness		
The main budget pressures remain in Residential, Nursing and Home care.	253	251
Older People		
Provider - Residential Homes remain the main budget pressure though this is forecast to be only £26k overspent and may improve further now that Llys Nant has closed. Purchasing - The final position for the service is expected to be £175k under spent which is an increase in the under spend of £39k from the previous month. The main factors being a reduction in forecast spend for direct payments and further savings within staffing budgets.	-334	-299
PDSI		
Community Care spend is the main budget pressure (£262k over).	307	305
Performance Management & Commissioning		
A combined under spend of £237k is predicted due to various factors, including additional receivership income of £80k (this is the assumed minimum and could improve). The remainder is due to vacancy control on staffing budgets and additional grant income.	-237	-227
Other Adult Services		
Previous outturn forecasts have assumed that the income from WAG re the Fairer Charging Grant continues at the same level as 2007/08, but this could now be £33k higher based on the first half year claim. The remaining charging policy income is based on ability to pay and can be volatile, but with 8 months bills having been raised to date, it is	-98	-48
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.	114	111
Under spend Brought Forward 2007/08	-615	-615
TOTAL ADULT SERVICES	-227	-139
Business Support & Development		
The increase in the predicted over spend of £16k is mainly due to additional rental costs, though these are in dispute. The bulk of the overall pressure relates to the implementation of PARIS and increased accommodation and support costs throughout the Directorate.	128	112
	128	112
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
	0	0
HOUSING		
The Housing budget is estimated to be £79k overspent in 08/09. Positive budget management has resulted in the budget pressure being almost halved from the original position reported in May but the budget remains a constant pressure - particularly the volatile homelessness budget.	76	76
	76	76
TOTAL HOUSING	76	76
TOTAL SOCIAL SERVICES & HOUSING	-74	-9

**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,	68	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 November 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	1,814	-403	1,411	-50	0	-50	0	2
Translation	111	0	111	161	0	161	50	0	50	0	3
Resources Directorate											
Finance	5,187	-2,125	3,062	5,187	-2,125	3,062	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	1,557	-284	1,273	1,557	-284	1,273	0	0	0	0	
Project Management	75	0	75	75	0	75	0	0	0	0	
Customer Care	803	-170	633	803	-170	633	0	0	0	0	
						0	0	0	0	0	
Total	10,777	-3,121	7,656	10,777	-3,121	7,656	0	0	0	0	
Corporate and Miscellaneous	6,248	-1,115	5,133	6,298	-1,115	5,183	50	0	50	50	1
Benefits	24,894	-24,931	-37	24,894	-24,931	-37	0	0	0	0	
Total	43,894	-29,570	14,324			14,374	0	0	0	50	
Capital Fin Charges	10,549		10,549	10,349	0	10,349	-200	0	-200	-200	
			0			0	0	0	0	0	
Contribution to balances/reserves	570		570	570		570	0	0	0	0	

1 Corporate Costs - Pension costs from LGR and later efficiency exercises running ahead of budget. +£50k

2 Planned savings in salary costs due to delays in staff recruitment & maternity leave cover

3 Underlying pressure - increased demand for this service

**RESOURCES DIRECTORATE, COUNTY CLERK & CORPORATE SAVINGS
SUMMARY POSITION AS AT END November 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 control	241

2. Progress with delivery of savings.

All savings are on target to be delivered

Denbighshire County Council - Capital Plan 2007/08 - 2010/11
Position as at November

APPENDIX 2

		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	1,930	1,931	2,018	2,018
	General Capital Receipts	45			
	Earmarked Capital Receipts	1,826	0	0	0
		12,758	7,849	7,914	7,914
2	Prudential Borrowing	6,525	15	0	0
3	Reserves and Contributions	1,596	110	0	0
4	Specific Grants	16,210	1,484	488	0
	Total Finance	37,089	9,458	8,402	7,914
	Total Estimated Payments	-36,089	-2,474	-974	0
	Contingency	-1,000	-1,000	-1,000	-1,000
	Unallocated Reserve	0	-110	0	0
	Surplus/ -Insufficient Resources	0	5,874	6,428	6,914

Capital Expenditure By Directorate

	2008/9	2008/9	2009/10	2010/11
	Spend to November	Estimated programme	Estimated programme	Estimated programme
	£000	£000	£000	£000
Environment	12,289	25,194	60	0
Lifelong Learning	5,784	8,946	1,552	180
Resources	351	1,065	0	0
Social Services and Housing	534	884	169	250
Total	18,958	36,089	1,781	430

Capital Expenditure by Council Priority

	2008/9	2008/9	2009/10	2010/11
	Spend to November	Estimated programme	Estimated programme	Estimated programme
	£000	£000	£000	£000
School Improvement	2,500	7,833	1,372	0
Highways	1,487	7,152	0	0
Public Realm	1,470	2,942	60	0
Total	5,457	17,927	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 November	Estimated programme
	£000	£000
Highways	1,487	2,000
Total	1,487	2,000

REPORT TO CABINET

CABINET MEMBER: Councillor J. Thompson-Hill, Lead Member for Finance

DATE: 16 December 2008

SUBJECT: REVENUE BUDGET 2009/10 UPDATE

1 DECISION SOUGHT

To advise Members of the detail of the Assembly's final settlement for next financial year together with the progress made to date on delivering the required level of budget savings and the review of potential service pressures next financial year.

2 REASON FOR SEEKING DECISION

2.1 The Assembly announced the final settlement details for Councils in 2009/10 on 10 December. The figures show a small increase over the provisional settlement details released in October. The level of increase in support at 3.6% is better than had been assumed in the last report as a result of further favourable data changes.

2.2 The draft budget position has for sometime assumed a minimum provision for funding pressures likely to be experienced by services next year, namely;

	£k
1. Final year of phased increase in the delegated secondary school budgets	290
2. Modernising Education costs (the Schools Budget Forum will consider the level of efficiency savings in school delegated budgets that can be offered to fund the initial programme of building works required, see para 2.4)	
3. Landfill Tax increase	250
4. Impact of demographic pressures on Social Services	500
5. ICT developments to improve overall authority performance	200
6. Increased capacity of Legal Services	50
7. Prudential Borrowing costs to fund £4m of capital spend on Highways and Flood Defence improvements	350

(Items 1, 2, 4 & 7 all support the Council's agreed priorities)

Council has also recently agreed to fund the revised costs of the Single Status proposals and a further sum of £300k has therefore been added to the pressures column. A number of additional potential risks/pressures in the next financial year are beginning to become clear. These are discussed in paragraph 2.7.

- 2.3 Inflation assumptions built into the figures are based on tight assumptions, namely 3% overall, and will require services to exercise great care with spending proposals to ensure pressures are minimised.
- 2.4 Officers have been considering the potential for delivering savings for some months and proposals have been reviewed at a series of meetings. The proposals have now been refined but with some still requiring further consideration. The latest list of proposed savings is detailed in appendix 2. The initial meeting of the Schools Budget Forum to consider the school's budget position for next year took place on 26 November. Members of the Forum have agreed to consider with all Headteachers the potential for schools to deliver sufficient efficiency savings to fund a programme of capital works funded through prudential borrowing to begin the process of delivering the Modernising Education agenda. A further meeting will receive a report back from the schools with their proposals. It is likely that savings proposals will be offered on a phased basis over 3 years. This would fit with the likely capital spend profile for the investment needed to deliver the initial stages.
- 2.5 Members are reminded that with savings set at the level shown in the report, some of the proposals will be unpopular, but the Council must agree a robust and deliverable budget by the end of February each year and be mindful of the need to deliver a higher level of savings in future years.
- 2.6 The latest position is shown in appendix 1 and, taking account of the final WAG settlement, the current inflation and pressures assumptions, together with the savings proposals to date, the level of increase in Council Tax would be 0.5%. If members are minded to retain the original proposal of a 3% increase the result would be a sum of £880k available to be earmarked to fund further likely pressures and dampen any unsupported savings proposals.
- 2.7 Several issues are currently emerging as follows;
- a) following the publicity around the tragic case of Baby P referrals to Children's Services have increased. This pressure on capacity together with any recommended changes to practice may result in the Council needing to increase spending in this service area.
 - b) the Assembly is looking to bring forward capital spending plans and possibly increase capital resources for Councils to provide a stimulus to the building sector. This may have an impact upon capacity to deliver with resulting revenue implications. A separate report on the agenda refers specifically to the Affordable Housing position.
 - c) members have been advised in a Part 2 report of potential costs for the Council resulting from Section 106 and other issues at the former North Wales hospital.
 - d) the budgeted level of income from fees and charges is likely to come under pressure from the current recession, as is the budgeted level of spend on Homelessness.

e) there are ongoing issues for the Education service from Rhyl High School and Blessed Edward Jones School, the increased level of losses on the school meals service and the residual costs of the Hyfrydle facility.

f) members have expressed concerns about the proposal to cease publication of County Voice. Resources Scrutiny Committee resolved to recommend a reduction in the number of issues to 4 per year. The saving proposal would reduce by £100k if recommendation is accepted.

It is therefore recommended that members consider retaining a 3% Council Tax increase target and retain the resulting £880k spare resources as a contingency against the additional pressures. Work will continue on identifying the likely resources needed for these areas and a further report will be made to the next Cabinet meeting.

- 2.8 The final level of Council Tax increase will be a major concern for Members especially as Denbighshire already levies the highest level of Council Tax of all the North Wales authorities despite receiving the second highest level of Assembly funding per head of population. An increase of 3% for next year would be below the current level of inflation although this is expected to fall and also below the likely level of increase in retirement pension. This assumption may have to rise if the target level of savings cannot be delivered. As mentioned previously the Assembly has reserve powers to cap any increase at 5%.
- 2.9 As reported previously the position on the indicative settlement figures for 2010/11 is even tighter than for next year. The indicative level of increase in WAG support for revenue purposes has been advised as 1.8% against an All Wales average of 2.2%. The actual settlement for 2010/11 will take account of a number of factors making a reasonable assessment of the final position extremely difficult. The indicative increase of 1.8% has been assumed currently, together with £425k of funding moving into the settlement from specific grants. **This produces a minimum target saving for 2010/11 of nearly £3.5m at an assumed Council Tax increase of 3%.** This sort of level of savings requirement is likely to continue for several years.
- 2.10 The final Capital settlement for next financial year is a small reduction from the provisional and therefore the previously reported concerns over the reduction in support remain.

3 POWER TO MAKE THE DECISION

Section 151 of the Local Government Act 1972
Local Government Act 1992
Part 1 of the Local Government Act 2003

4 RESOURCES IMPLICATIONS

4.1 Cost Implications

The updated details of the budget proposals are shown in appendix 1.

4.2 Staffing / Accommodation Implications

Some of the finally agreed savings proposals are likely to have an impact upon staffing levels and the requirement for office accommodation.

4.3 IT Implications

The need to implement some improvements to the ITC network and systems to deliver improved costs effectiveness is recognised within the proposals for additional resources for services.

5 RISK ASSESSMENT

5.1 Risks Associated with not Agreeing the Recommendation/s

The danger of not being able to agree a robust and deliverable budget for 2009/10 within the statutory timescale, i.e. end February 2009.

5.2 Risks Associated with Agreeing the Recommendation/s

Requirement to review and reduce the operating costs of all services including priority and statutory areas.

6 FINACIAL CONTROLLER STATEMENT

6.1 The budget setting process for 2009/10 is proving to be extremely difficult. It is unlikely that priority and statutory services can be exempted from a thorough review of cost effectiveness and the potential to make savings.

6.2 It is also clear that some savings will mean a reduction in the level or quality of service to the public.

6.3 The prospects for future years are estimated to be even tighter and work needs to continue on reviewing the cost effectiveness of all services and seeking cost reductions.

7 CONSULTATION CARRIED OUT

Updates have been provided to MMC, CET, Cabinet, Scrutiny Committees and full Council on a regular basis. Now the final settlement has been released consultation and discussion need to be brought to a conclusion.

8 IMPLICATIONS

8.1 Assessment of Impact on Corporate Priorities:

It is important that the budget that is prepared for 2009-2010 and following years ensures that financial resources are focused on the agreed Council Priorities.

The level of saving required is such that all areas of service will need to be reviewed to improve cost effectiveness.

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

Careful targeting of savings to non priority and non statutory services would appear inevitable, if priorities are to receive some measure of protection.

9 ACTION PLAN

ACTION	RESPONSIBLE OFFICER /DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED AND MONITORED BY / DATE TO BE MONITORED
Directorate meetings	December R Parry	Ongoing basis – CET
CET discussions	December R Parry	Ongoing basis – CET
Cabinet / Scrutiny Committee meetings	January R Parry	Ongoing basis – CET
Council meeting to agree final budget	February 2009 R Parry	CET

10 RECOMMENDATION

10.1 That Members note the final WAG settlement figures for 2009/10.

10.2 That Members note the progress to date regarding the delivery of cost savings/increased income for 2009/10 and the review of service pressures.

10.3 That Members retain the 3% target increase in Council Tax for 2009/10 and earmark the resulting unallocated resources for the issues identified in paragraph 2.7.

DENBIGHSHIRE COUNTY COUNCIL			APPENDIX 1						
Budget 2009/10 to 2010/11			2009/10						
	-1-	-2-	-3-	-4-	-5-	-6-	-7-		
	Net		Committed	Service	Target	Projected	%		
	Budget	Inflation	Changes	Pressure	Savings	Budget	Increase		
	2008/9	2009/10	2009/10	2009/10	2009/10	2009/10			
	£k	£k	£k	£k	£k	£k	£k	%	
Lifelong Learning - Schools budgets	52,662	1,477		290 (1)	tba	54,429	3.36		
- Other Education	13,778	447		153 (2&3)	-38	14,340	4.08		
- Libraries & Leisure	4,630	138	-20		-135	4,613	-0.37		
- Corporate services	359	5			-142	222	-38.16		
Environment	22,335	664	-98	250 (4)	-611	22,540	0.92		
- Culture, tourism & heritage	2,704	65			-20	2,749	1.66		
Social Services & Housing	38,718	1,175		500 (5)	-601	39,792	2.77		
Resources	7,482	220	-50	200 (6)	-204	7,648	2.22		
County Clerk	1,774	37		50 (7)		1,861	4.90		
	144,442	4,228	-168	1,443	-1,751	148,194	2.60		
Corporate	3,760	274	-80		-378	3,576	-4.89		
- Corp Performance grant	-313	0	313			0			
Fire/Sea Fisheries levies	4,347	160	0			4,507	3.68		
Capital Finance/Interest received	10,649	0		350 (8)	-60	10,939	2.72		
Contingency for Single Status *	1,573	0		300 (9)		1,873	19.07		
CONTINGENCY for Further Pressures	0			880 (10)		880			
Contribution to Reserves	570	0	0			570	0.00		
Further Efficiency Savings *							0.00		
	165,028	4,662	65	2,973	-2,189	170,539	3.34		
2. Level of Funding									
W A G funding	129,125	4,550		153		133,828	3.64		
Deprivation grant	169	0				169	0.00		
Use of reserves	50					50	0.00		
LABGI	248		-248			0	-100.00		
	129,592	4,550	-248	153	0	134,047			
Council Tax yield	35,436	112	313	2,820	-2,189	36,492	2.98		
	165,028	4,662	65	2,973	-2,189	170,539	3.34		
* Note : to be apportioned over service budgets	ASSUMPTIONS/IMPACTS								
	Increased Council Tax collection requirement						2.98%		
	Revenue Support Grant						3.64%		
	Business Rate						3.64%		
							£k		
	1. Final year of phased increase for Secondary Schools						290		
	2. Impact of Cambridge review (inc Prud Borrowing)						tba		
	3. Change in School Transport criteria (WA) (WAG funded)						153		
	4. Landfill Tax increase						250		
	5. Demographic pressures						500		
	6. ITC services pressures (inc Prud Borrowing)						200		
	7. Increase Legal services capacity						50		
	8. Prudential Borrowing for Highways & Flood Defence.						350		
	9. Increased provision for Single Status						300		
	10. Contingency for Further Pressures						880		

			2010/11				
	-1-	-2-	-3-	-4-	-5-	-6-	
	Projected Budget 2009/10	Inflation 3% 2010/11	Committed Changes 2010/11	Service Pressure & Growth	Projected Budget 2010/11	% Increase	
	£k	£k	£k	£k	£k	%	
Lifelong Learning - Schools budgets	54,429	1,633	384 (6)	0	56,446	3.71	
- Other Education	14,340	430		tba (1)	14,770	3.00	
- Culture & Leisure	4,613	138			4,751	3.00	
- Corporate services	222	7			229	3.00	
Environment	22,540	676		500 (2)	23,716	5.22	
- Culture, tourism & heritage	2,749	82			2,831	3.00	
Social Services & Housing	39,792	1,194	41 (6)	850 (3)	41,877	5.24	
Resources	7,648	229			7,877	3.00	
County Clerk	1,861	56		50 (4)	1,967	5.69	
	148,194	4,446	425	1,400	154,465	4.23	
Corporate	3,576	107			3,683	3.00	
Fire/Sea Fisheries levies	4,507	180			4,687	4.00	
Capital Finance/Interest received	10,939	0		350 (5)	11,289	3.20	
Contingency for Single Status *	1,873	0	0		1,873	0.00	
CONTINGENCY for Further Pressures	880				880		
Contribution to Reserves	570	0			570	0.00	
Further Efficiency Savings *			0		0	0.00	
	170,539	4,732	425	1,750	177,448	4.05	
2. Level of Funding							
W A G funding	133,828	2,401	425		136,654	2.11	
Deprivation grant	169				169	0.00	
Use of reserves	50				50	0.00	
LABGI	0				0	0.00	
	134,047	2,401	425	0	136,873	2.11	
Council Tax yield	36,492	2,331	0	1,750	40,573	11.18	
	170,539	4,732	425	1,750	177,448	4.05	
ASSUMPTIONS/IMPACTS							
Increased Council Tax collection requirement					11.18%		
Revenue Support Grant					2.11%		
Business Rate					2.11%		
					£k		
1. Impact of Cambridge review (inc Prud Borrowing)					tba		
2 a) . Landfill Tax increase					250		
2. b). Waste Management					250		
3 a). Reduced Supporting People grant					350		
3. b) Demographic pressures					500		
4. Increase Legal services capacity					50		
5. Prudential Borrowing for Highways & Flood Defence.					350		
6. Transfer of resources from Specific Grants					425		
SAVINGS TARGETS TO DELIVER LOWER COUNCIL TAX							
					£k		
2% Increase in C/Tax					3,860		
2.5% increase					3,680		
3% increase					3,500		
3.5% increase					3,325		
4% increase					3,150		
4.5% increase					2,970		
5% increase i.e. CAP					2,780		

APPENDIX 2

LIFELONG LEARNING DIRECTORATE - SAVINGS PROPOSALS 2009/10

Proposal	Effective date	2009/10 savings	2010/11 additional savings	2011/12 additional savings	Set up costs	Lead Manager
		£k	£k		£k	
Library review		0	65294		0	Arwyn Jones
<i>Withdrawal of Mobile Library Service</i>		12,000	31,645		0	Arwyn Jones
Early retirement costs to cease		6,000	6,000		0	Arwyn Jones
One Stop Shop review		0	21,747		0	Arwyn Jones
General Administrative Efficiency Leisure Services		30,000	0		0	Catherine Simpson
Closure of Cae Ddol Paddling Pool		7,079	0		0	Dave Lloyd
Reduction of planting at Botanical Gardens		5,000	0		0	Dave Lloyd
Relocation expences to cease -School Development		7,213	0		0	Julian Malloy
Relocation expences to cease -Policy and Performance		21,785	0		0	Jackie Walley
Remove presence from Denbigh and Flint Show		3,000	0		0	Jackie Walley
<i>Discontinue the production of County Voice</i>		142,151	0		0	Gareth Watson
Leisure Services review of management & support		81,000	147,069	144,454	0	Catherine Simpson
Total		315,228	271,755	144,454	0	

Note - 3 items in 2009/10 in italics are still under consideration.

ENVIRONMENT DIRECTORATE - SAVINGS PROPOSALS 2009/10

Proposal	Effective date	09/10 savings	10/11 additional savings	Set up costs	Lead Manager
		£	£	£	
Car parking income including reinstating the £100k previously removed, another £100k from other opportunities. Also look at options in relation to on-street parking. Look at outsourcing off-street parking. Review charging for staff car parks.	Apr-09	250,000	50,000	0	Mike Hitchings
Post 16 education related transport. Reduce cost through charging or removal of service. Possible costs associated with charging particularly if needs assessed	Sep-09	0	125,000	30,000	LLL/Peter Daniels
Property rationalisation - can any savings be found for 09/10 from Worksmart project in conjunction with office accommodation review. Half year savings in 09/10 from Middle Lane and Henllan. Possible savings from May 2010 from Nant Hall Road and Ty Nant/Fronfraith ?	Oct-09	10,000 (H)	100,000 from ML, H 60 from NHR, TN/F		Mike Hitchings/Gareth Evans
Reduce level of funding for Environmental Services non statutory services :					Steve Parker

i) Close 4 public conveniences and reduce operation of further PC to summer only	Apr-09	6,000	0	0	Steve Parker
ii) Stop sand clearance from September to April	Apr-09	20,000	0	0	Steve Parker
iii) Reduce verge cutting allowing verges to revert back to nature where safe	Apr-09	20,000			Steve Parker
iv) Reduce cemetery grass cutting and maintenance by 50%	Apr-09	25,000		10,000?	Steve Parker
v) Street Cleansing - reduction in frequency and review of zoning	Apr-09	60,000		20,000 ?	Steve Parker
vi) Stop all summer bedding plants - flower beds/rose beds etc (including staff costs)	Apr-09	50,000		20,000 ?	Steve Parker
vii) Remove winter bedding plants (including staff costs)	Apr-09	30,000		10,000?	Steve Parker
viii) Stop hanging baskets and planters	Apr-09	25,000		10,000 ?	Steve Parker
Heritage assets:					Paul Murphy
i) Bodelwyddan Trust - review current arrangements and consider alternative heritage trust arrangements.	Apr-09				Paul Murphy

ii) Identify savings in the Culture and Heritage portfolio - it is possible that it will not be financially viable to retain all current facilities. Phased approach to be developed	Apr-09				Paul Murphy
Reduce Arts service to sustainable levels by reviewing provision following a full review	Apr-09	20,000			Paul Murphy
Clwyd Leisure arrangements. Note also requirement to remove CLL from DCC financial payments	Apr-09				Paul Murphy
Contaminated Land - reduction in operational element of budget	Apr-09	20,000			Graham Boase
Stop weedspraying - non-statutory function	Apr-09	29,000			Tim Towers
Reduce verge grasscutting from two cuts to one per annum - non-statutory function	Apr-09	59,000			Tim Towers
Review of structures and staffing in Development Services arising from changes in externally funded projects	Apr-09	17,000			Gareth Eavns

Valuation and Estates/County Building Group/Design and Development - review benefits of collaboration / externalisation. Ongoing discussions with Conwy, Wrexham and Gwynedd are producing options for potential collaboration.					Gareth Evans/Iwan Prys Jones/Mike Hitchings
Street lighting - reduced lighting hours. Target: to offset additional utility costs. No budget savings unless inflation increase fully provided. Review in hand.		0	0	0	Steve Parker
Rationalisation of School and Social Services transport. Joint tendering work being undertaken but further drive needed to achieve proper rationalisation.	Apr-09				IPJ/SE/PD
		631,000	175,000	30,000	

SAVINGS PROPOSALS 2009/10 & BEYOND. (TARGET £3.5M p.a.)

Proposal	Effective date	09/10 savings	10/11 additional savings	Set up costs	Lead Manager
		£k	£k	£k	
SOCIAL SERVICES AND HOUSING					
1 Review of residential care provision alongside extra care housing developments	Apr-09	0	150	0	NA
2 Childrens Information Services £150k		0	0	0	NF
3 Reconfigure day care provsion of north of the county in conjunction with extra care housing developments	Apr-09	50	100	20	NA
4 HHS collaboration - achieve efficiencies from the collaborative approach using CHC funding with combination of some care costs being transferred to health and also the development of preventative schemes to prevent pressure growing further	Apr-09	200	200	0	NA
5 NHS collaboration - use of CHC funding in Childrens Services. The Council's contribution to specialist placement package costs should be reduced and replaced by CHC funding	Apr-09	200	200	0	NF
6 Support given to agencies such as CAB, Benefits Agency, charities such as Rhyl West Young Peoples, West Rhyl Adventure Playground - reduce duplication of activity	Apr-09	0	0	0	NA

7	Voluntary sector - any opportunities to rationalise? Proposal to remove inflation from grants in 09.10	Apr-09	21	0		NA
8	Learning Disabilities - work opportunities Review of current position and explore greater role for private sector/social enterprise funding and more regional collaboration		30	50		NA/RH
9	Housing Non-HRA identified that some costs can be legitimately charged to HRA	Apr-09	0	0		PQ
10	Looking for innovative ways of funding homelessness - could anything be outsourced?		0	0		PQ
11	Ultimate option to reduce staffing in Housing Strategy Team		0	0	0	PQ
6	Adult Care - looking for £400k savings in staffing at present by changing how things are done, against a backdrop of increased demand for services	Apr-09	100	100	0	NA
7	Telecare offers cost saving opportunities		0	0	0	NA
8	Learning disabilities - close Henllan and develop facility with RSL and the NHS	Apr-09	0	30	0	NA/RH
9	PARIS - resource hungry - provides more information but no short term savings expected		0	0		RH
	Total		601	830	20	

SAVINGS PROPOSALS 2009/10 & BEYOND.

Proposal	Effective date	09/10 savings	10/11 additional savings	Set up costs	Lead Manager
		£k	£k	£k	
CORPORATE					
1 Procurement savings emerging from the North Wales Procurement Partnership particularly in relation to £200m of spend on social care and highways & property maintenance. Service managers involved in preparation of spec. tender details & evaluation etc.		200	250	0	RP
2 Review of Support Services - Personnel, Policy Units, Performance Management, Complaints, etc as per Support Services proposals through FAB. To include impact on Office Accom. & ICT.	Apr-09	0	0		AE
4 Consider closing one Registrar's Office or reorganising how the service is provided					IH
5 Collaboration agenda - particularly Conwy increased opportunities of joint working.					AE
7 Review provision of cash offices through introduction of cash payment kiosks etc	Apr-09	20	20		AE
9 IT procurement contracts	Apr-09	0	0		PW
10 Amalgamation of financial assessment teams and Welfare Rights into Benefits	Apr-09	20	20		RP KJ

11	Identify how much union activity has cost DCC in last year including UNISON post and seek reduction in costs	Apr-09	0	0		Linda Atkin
12	Review use of consultants					AE
15	Review terms and conditions of employment eg mileage allowances	Apr-10				Linda Atkin
16	Remove essential car user allowance	Apr-10	0	(upto 500k)	Subject to negotiation 250k)	Linda Atkin
17	Increase court costs / liabilities					Ken Jones
21	Agency staffing procurement project	Apr-09	100	0		Linda Atkin
22	Annual spend on Investigations - cheaper to employ own member of staff	Apr-09	40			Linda Atkin
23	Integration of HR and payroll - staff savings	Apr-10	0	30		RP
24	Review HR policies, re sickness,					Linda Atkin
25	Staff restructuring in Accountancy - one less and one retirement	Apr-09	40	0		Paul McGrady
26	Capital financing budget - benefit for the time being from favourable investment rates					Paul McGrady
27	Pay salaries at end of month - offers cash flow savings		60			Linda Atkin
28	Internal Audit - one less member of staff	Apr-09	35	0	30	Ivan Butler

29	Collaboration - one audit team across North Wales	Apr-10	0	0		Alan Evans
30	IT - improved integration of systems - proactis, worksmart, EDRMS. Legacy systems to be addressed.					Peter Wickes
31	Remove voice megastream lines	Oct-08	52	0		Peter Wickes
32	Savings on voice calls from contract renegotiation	Oct-08	30	0		Peter Wickes
33	Rationalisation of buildings - closure of a building saves datalink costs of ?? Also there is a need to maximise use of sites with 100 Mb links					Peter Wickes / Gareth Evans
34	PC procurement - raise again the issue of PC replacement - need a rolling programme, maintenance will not be provided for PCs more than 4 years old					Peter Wickes
42	HR restructure		45		40	Linda Atkin
TOTAL			642	320	30	

REPORT TO CABINET

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

DATE: 18th November 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 November 08 the number of actual staff employed has decreased to 4596 this equates to 3890 full time equivalents (FTE) which is a decrease from the previous month. In November there were 29 new starters to DCC, across all Directorates. There were 32 leavers spread across all Directorates, 4 of which left for positions outside of DCC, with 7 declining to specify why they had left, other reasons included personal reasons, end of fixed term contracts, redundancy and two 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
September		4607	3907
October		4610	3916
November		4596	3890

It should be noted that the number of staff and the number of starters and leavers will never correlate this is because starters and leavers equate to number of employments rather than actual people. It should also be noted that the data is only accurate on the day the report is run as new data is added to the system on a daily basis.

2.2 Growth in Headcount

Concern was raised at the last Cabinet about the increase in employee numbers since Jan 08, below is a summary of that information.

Between January 08 and October 08 there has been an increase in headcount. This can be explained as follows:

Social Services –	decrease in headcount
Environment –	increase in headcount due to the transfer of 89 staff from LLL
Resources & County Clerks -	increase of 9
LLL excluding schools -	decrease of 89 staff due to transfer of staff to from environment
LLL schools -	Increase of approx 100 staff due to a new school opening and the introduction of the new Foundation Phase.

Although many new posts have been recruited into for example LLL excluding schools have recruited into 44 new posts this has not increased their headcount as other posts have not been filled or have been deleted. The same can be said for other directorates where new posts have been recruited into but some existing posts have been deleted. Likewise some of the new posts are grant funded but many of these have replaced other grant funded posts. So although there has been significant recruitment activity it has been controlled by the “vacancy” control process. Details of the 9 posts for Resources & County clerks can be found in appendix a, along with the historical data for the past 5 years.

Directorate	Actuals Headcount				
	Jan-08	Feb-08	Mar-08	Apr-08	May-08
Chief Executives & County Clerks	53	55	54	54	53
Environment	950	951	953	940	1024
Lifelong Learning	2429	2421	2413	2424	2330
Resources	308	308	300	301	303
Social Services and Housing	815	811	805	799	797

Directorate	Actuals Headcount				
	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08
Chief Executives & County Clerks	53	54	53	54	54
Environment	1020	1018	1013	1032	1029
Lifelong Learning	2358	2362	2279	2468	2474
Resources	310	316	312	314	316
Social Services and Housing	785	790	784	789	786

2.3 Graphs showing the corporate sickness absence position since April 2007 are contained within appendix b. There has been a decrease in sickness levels this month, with the average number of days lost per employee at 1.23 however this still remains higher than for the same period last year and is well above the target of 0.92 days lost per employee. This month Resources, County Clerks & Chief Executives and LLL (Schools only) recorded lower levels of sickness than the required target, with Environment and LLL (excl Schools) recording higher levels and Social Services recording levels significantly above target, although Social Services levels are lower than they recorded for the same period last year.

Monthly (November 08)	Days Lost Per Employee	Target
DCC	1.23	0.92
CE	0.46	0.92
RES	0.75	0.92
ENV	1.28	0.92
SS	1.48	0.92
LLL	1.21	0.92
LLL excl schools	1.41	0.92
Schools Only	1.16	0.92

Cumulative (April - Nov 08)	Days Lost Per Employee	Target
DCC	7.80	7.33
CE	3.46	7.33
RES	6.28	7.33
ENV	8.35	7.33
SS	11.16	7.33
LLL	6.75	7.33
LLL excl schools	8.19	7.33
Schools Only	6.45	7.33

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.

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.

Reasons for increase in Headcount for Resources & County Clerks from Jan 08 to Oct 08

County Clerks has gone up by 1 - a new Solicitor post.

Resources has gone up by 8:

Temp Senior finance officer to cover Maternity, and the following new posts :

Temp Personnel Officer - Absence Management

Temp Personnel Admin – Single Status

Temp Project Manager - Trent

Revenues Support Officer

Student finance Clerical Officer

Compliance Support officer

Project Manager

Reasons for increase in headcount from March 03 to March 08

Resources Directorate & County Clerks

The increase of approximately 34 additional FTEs in Resources & County Clerks has been due to increases in staffing in the following areas:

1. Council Tax where we now employ our own Bailiffs.
2. Personnel - Increase in staff due to Single Status and in Occupational Health and H&S because of legislation requirements and an increase in driver training.
3. Corporate Modern Apprentices are also included in Resources headcount but are employed throughout the council.
4. Project Management a newly formed section whose staff work on projects throughout the authority.
5. Customer Care newly formed section where staff from other Directorates have transferred in. Centralisation of Finance.

Social Services & Housing Directorate

The increase of approximately 150 additional FTEs in Social Services and Housing has been due to increases in staffing in the following areas:

1. Increase in grant funded posts in a variety of areas such as Community Development and CYP Framework Partnerships.
2. New initiatives such as Supporting People for example introduction of Housing Support Assistants.
3. Increased partnership working with Health which has resulted in the creation a lot of joint funded occupational therapy/reablement posts.
4. Welfare Rights additional funding in certain areas such as Macmillan, Housing, HBR project.
5. The newly formed HSCWB unit.

Environment Directorate

The increase of approximately 95 additional FTEs in Environment has been due to increases in staffing in the following areas:

1. Parking Services following the decriminalisation of on street parking DCC assumed responsibility for enforcement of parking regulations on the highway in addition to car parks, additional posts include permanent and seasonal parking attendants, admin and management staff.
2. CCTV an increase in demand for this service.
3. Community Safety transferred to Environment.
4. Grounds Maintenance former Sodexho contract transferred to DCC under TUPE.
5. Street Lighting contract transferred to DCC under TUPE.
6. Economic Regeneration /Business Support includes temporary externally funded posts (Objective 1) in Business Support and Regeneration, areas include Rhyl Going Forward, Rhyl/Athy Project, Town Marketing and associated admin support.
7. Waste Management - Waste strategy managers, and public realm enforcement officers.
8. Passenger Transport new requirement to monitor transport contracts.
9. Road Safety Unit - Safer speeds (externally funded) pedestrian skills coordinator and pedestrian skills trainers.
10. Coastal Facilities transfer to Environment.
11. Relief pools have fluctuating numbers of relief staff in several areas including school catering, cleaning, school crossing patrol, pedestrian skills trainers and school escorts.
12. Seasonal posts include public conveniences, parking attendants and winter maintenance drivers.
13. Housing Enforcement have temporary externally funded posts due to increased workload because of legislative changes.
14. Animal Health unit increase due to additional and continuing licensing and animal health requirements following foot and mouth outbreak, externally funded by DEFRA.
15. Licensing increased workload due to changes in legislation, and enforcement initiatives.
16. Building Services have new requirements for the surveyor/management of asbestos, and new health and safety requirements which resulted in additional architectural technicians and trainees who replaced of agency workers.

Lifelong Learning Directorate

The increase of approximately 300 additional FTEs in Lifelong Learning has been due to increases in staffing in the following areas:

1. Workload Agreement in schools in September 2004 which Introduced a change to roles and responsibilities of school-based employees. All administrative tasks previously performed by the teaching staff were devolved to non-teaching employees and teachers are allowed 10% of their teaching

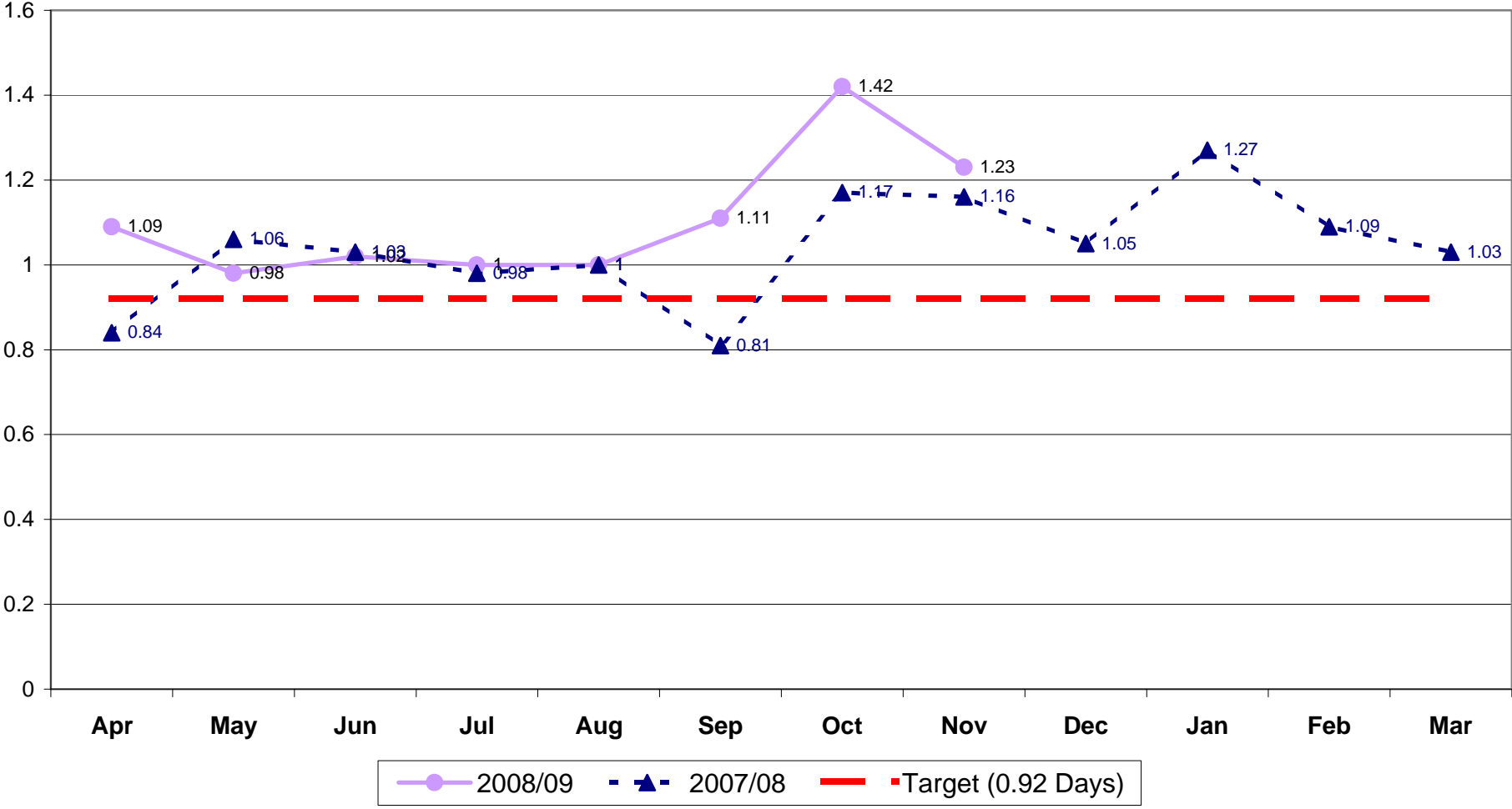
time out of the classroom for Planning & Preparation. This has led to an increase in numbers of teaching assistants, Learning Support Assistants, and the introduction of new roles such as Cover Supervisors and Exam Invigilators.

2. Personnel - increase in staff to deliver the Fair Funding agreement to schools.
3. Increase in Grant funded posts in Tourism, Libraries, Leisure & CYP.
4. Tourism Unit staff transferred from Environment Directorate.
5. Tim Data – gradual expansion of the service.

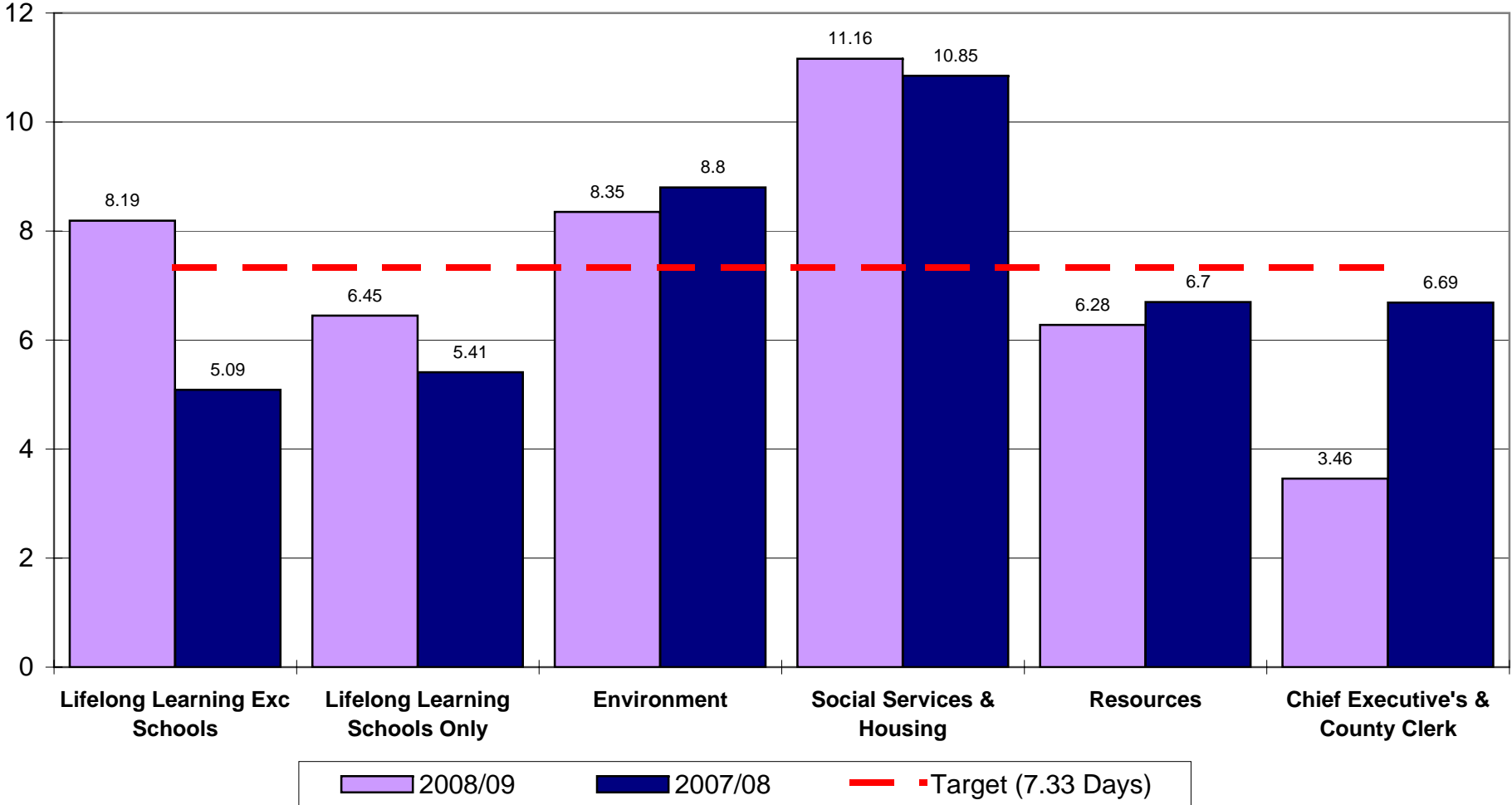
Please note that the above information is not exhaustive and

- although the above are new posts in some cases they may be instead of an old post i.e. resources have been redirected.
- There are also variations because of seasonal fluctuations in demand for some services.
- There are large pools of relief staff in some front line areas

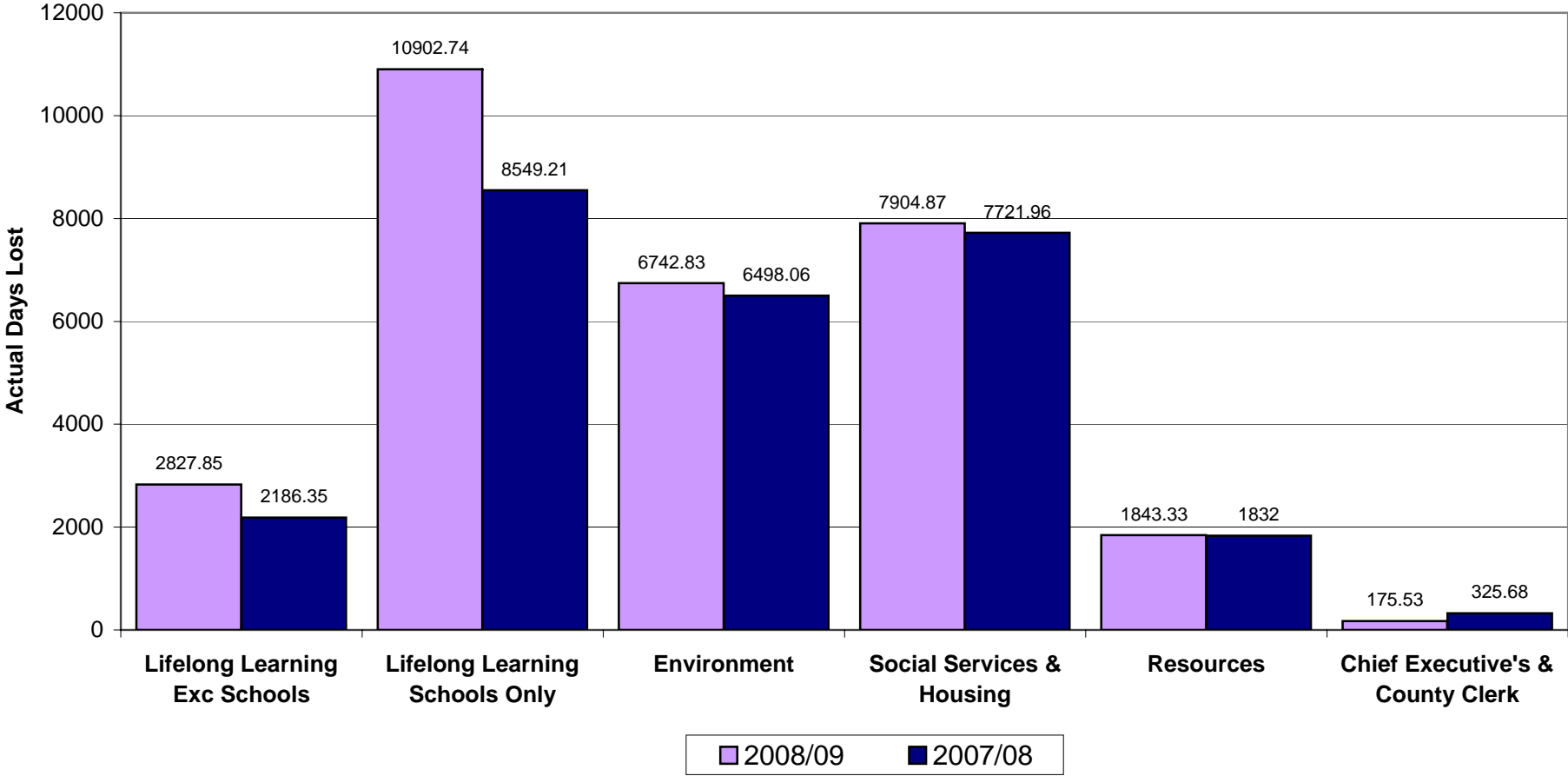
Denbighshire County Council Average Number of Days Lost per Employee November 2008



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



DenbighshireCounty Council Actual Number of Days Lost per Directorate April 2008 - November 2008



CABINET: FORWARD WORK PROGRAMME

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
Routine Reporting on Personnel	Councillor R W Hughes L Atkin / G Humphreys
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
E-Coli Report	Councillor S Frobisher G Boase
Application for Grant of a Lease for the Scala	Councillor P J Marfleet D Mathews / Catrin Jones / Alan Jones
LDP Preferred Strategy Consultation Strategy	Councillor E W Williams M Savage
27 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
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 Policy Framework – Consultation Results	Councillor H H Evans M Mehmet – J Walley
Charging for Post 16 School Transport	Councillor E W Williams H Griffin
Additional HMO Licensing	Councillor E W Williams Manon Thomas
Consultation document on Tourism marketing areas and management structures strategic issues	Councillor D A J Thomas P Murphy
Fees and Charges for Adult Social Care	Councillor P A Dobb A Hughes Jones
17 FEBRUARY 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
Routine Reporting on Personnel	Councillor R W Hughes L Atkin / G Humphreys
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Quarterly Performance Report	Councillor P J Marfleet J Williams

DCC / CCCB Planning & P P Collaboration Detailed Agreement	Councillor E W Williams G H Boase
24 MARCH 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
Modernising Education Action Plan Monitoring	Councillor H H Evans J Curran
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	
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
Quarterly Performance Report	Councillor P J Marfleet J Williams
Modernising Education Action Plan Monitoring	Councillor H H Evans J Curran

CABINET: DELEGATED DECISIONS

NOVEMBER 2008	
Authorisation of Sundry Debtor Write Offs	Councillor J Thompson Hill K Jones
DECEMBER 2008	
Special Guardianship	Councillor M M Jones David Hynes
Procurement of Vehicle Trackers	Councillor E W Williams Brian Evans / Graham Taylor
To authorise the procurement of three second hand refuse collection vehicles	Councillor E W Williams / Councillor J Thompson Hill – S Parker

JANUARY 2009	
FEBRUARY 2009	
Homeless 24 Hour High Level Temporary Supported Housing Project	Councillor P A Dobb Gary Major
MARCH 2009	
Approval of the social care workforce development bid to the Welsh Assembly.	Councillor P A Dobb R Hayes
APRIL 2009	