

CABINET

Minutes of the Cabinet meeting held at 10.00 a.m. on Tuesday 27 January 2009 in Conference Room 1, County Hall, Ruthin.

PRESENT

Councillors P A Dobb, Lead Member for Health, Social Care and Wellbeing; H H Evans, Leader and Lead Member for Education; 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, M LI Davies, G C Evans, R L Feeley, G M Kensler and D I Smith.

ALSO PRESENT

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

APOLOGIES

Councillor S Frobisher, Lead Member for Communities .

Chair: Councillor H H Evans chaired the meeting. He welcomed Hywyn Williams, the new Corporate Director: Lifelong Learning who would be taking up his duties in March 2009 to the meeting.

1 URGENT MATTERS

There were no urgent items.

2 MINUTES OF THE CABINET MEETING 16.12.2008

The Minutes of the Cabinet meeting held on 16 December 2008 were submitted.

Item 11 Revenue Budget Update: Councillor P A Dobb said the report on school meals would be presented to Cabinet in February 2009.

Item 17 Capital Plan: Councillor R W Hughes said as she had not been at the last meeting, queried whether the project management procedure may have failed in relation to the overspend on the Victoria Bridge Refurbishment project. Councillor J

Thompson Hill agreed to provide Councillor Hughes with an explanation of the details of the scheme.

Item 17 Capital Plan: Councillor P J Marfleet, referred to the Telpyn Bridge refurbishment, and said capital approval had been sought for the design costs but work would not be started until weather conditions were favourable.

RESOLVED that, subject to the above, the Minutes of the meeting held on 16 December 2008 be approved as a correct record and signed by the Leader.

3 OVERVIEW STATEMENT FOR THE ESTYN INSPECTION

Councillor H H Evans presented the report for Members to note the work undertaken to date to prepare for the Estyn Inspection in March 2009 and to endorse the overview statement.

The Interim Corporate Director: Lifelong Learning reminded Members the full inspection of the education service, consisting of a team of 10, would be held 16-27 March 2009, with a smaller inspection of the Youth Service. Two documents would be presented to Estyn in the next week, which would contain as much information as possible. The Overview Statement was intended to provide a summary of progress to date / a reference of where the County is. The overview Statement had been designed around the 4 key questions, as outlined in paragraph 2.2 of the report. He emphasised importance of the chapters on the Vision and Strategy for Education and the Use of Resources in particular and the key improvements for children listed in page 9 of the Overview Statement which showed real outcomes. All but 1 of the Estyn Action Plan targets had been achieved.

Councillor P J Marfleet complimented the Interim Corporate Director and the Heads of Service in Education on their work. He asked the Interim Corporate Director: Lifelong Learning for confirmation regarding the Estyn Inspection - was it a new or scheduled inspection. The Interim Corporate Director: Lifelong Learning said the Estyn inspection in March was scheduled.

Councillor R W Hughes also congratulated staff on their work, particularly on Key Stages 3 and 4. She asked that the improvements at Ysgol Tir Morfa also be included.

RESOLVED that Members note the work undertaken to date to prepare for the Estyn Inspection and endorse the Overview Statement.

4 MODERNISING EDUCATION POLICY FRAMEWORK

Councillor H H Evans presented the report for Members to consider and agree the Modernising Education policy framework, to agree to the formation of a Learning Partnership to transform the provider network in Denbighshire to meet the needs of our learners, employers and communities. Members were also asked to agree to receive a report at the Cabinet meeting on 17th February on the outline strategic plan for

Transforming Education and Training Provision in Denbighshire. Members had already discussed the policy framework in detail at the Council meeting the previous week.

Councillor Evans expressed his disappointment at the report appearing in the press in relation to the School Policy Framework and he stressed the Council's commitment to providing a better quality of education for the County's children.

The Head of Policy and Performance, responding to Councillor P A Dobb's query, said schools were being kept up to date of the review process and assured her that Education staff were attending school governors' meetings and were holding seminars. Councillor Dobb suggested a one page update be provided for schools and governors every couple of months. Councillor P J Marfleet agreed communication was vital and suggested the press be given regular briefings on any changes. It was vital that any concerns be addressed at the start.

RESOLVED that Cabinet agree the Modernising Education Policy Framework and the formation of a Learning Partnership. Cabinet also agree to receive a report on the outline strategic bid on the 17th February 2009.

5 CORPORATE EXECUTIVE TEAM QUARTERLY PERFORMANCE REPORT

The Acting Chief Executive presented the report for Members to consider progress against the Corporate Executive Teams' key actions as provided at Appendix 1 to the report and agree further actions as appropriate.

He reminded Members that more than half of the Authority's Performance Indicators were in the top 50% in Wales. The County was maintaining a strong performance and would increasingly focus on achieving its high level of customer service. The Chief Executive appointment was being progressed and he took the opportunity to welcome Hywyn Williams, the new Corporate Director: Lifelong Learning who would take up his post in March 2009.

The Authority was addressing issues raised in the Corporate Governance Inspection, whilst at the same time addressing any service delivery issues.

Councillor P A Dobb said the Bright Ideas staff suggestion scheme should be re-vamped as this would help staff to participate in improving the Authority. Councillor R W Hughes said Corporate Directors should keep Members in the loop where appropriate. She said it was important to keep staff aware of any decisions taken as this affected morale.

RESOLVED that Cabinet notes progress against the Corporate Executive Team's key actions as provided at Appendix 1 and agreed further actions as appropriate.

6 E-COLI PUBLIC INQUIRY UPDATE

Councillor H H Evans presented the report seeking Members' agreement to the recommendations in the report following both the Welsh Assembly Government Chief Medical Officer's (CMO) Review of the food poisoning outbreak that occurred in South Wales during 2005 (referred to as the E-Coli 0157 Outbreak) and the release of the 'Note of Emerging Issues' from Professor Hugh Pennington.

The Principal Environmental Health Officer outlined the wide ranging issues – from food safety inspections to issues relating to food procurement and supply. Councillor P A Dobb said she was pleased to support the introduction in Lifelong Learning of a central monitoring system regarding standards of hygiene within school toilets. Councillor J Thompson Hill reminded Members that capital had been provided to upgrade many school toilets over the past few years.

RESOLVED that Cabinet agree to note the content of the report and agree in principle to the implementation of the recommendations contained in the CMO review. Cabinet support the introduction of a policy for all Denbighshire County Council departments providing food to ensure that suppliers are operating in compliance with food law, support the introduction of a central monitoring system within the Lifelong Learning Directorate to regularly monitor the standards of hygiene within school toilets; support the principle of Lifelong Learning entering into a Service Level Agreement with the Council's Pest Control Team (Planning and Public Protection Service) to provide a full pest control service, including proactive and preventative inspections. Officers will prepare a further report to Cabinet once the final Public Inquiry report is published.

7 CONSULTATION DOCUMENT ON DESTINATION MARKETING AND MANAGEMENT IN WALES

Councillor D A J Thomas presented the report seeking approval of the draft response to the above consultation exercise from DCC to the Welsh Assembly Government by 30 January 2009. Councillor Thomas also provided an additional appendix, which detailed the information following meetings of the Environment Scrutiny Committee and the Tourism Strategy Group.

Councillor R W Hughes stressed the importance of tourism and in particular cultural tourism to the County's economy. All the Local Authorities in Wales were facing budget cuts but the Welsh Assembly also wanted more investment in such things as tourism. Councillor Thomas said the Regeneration and Tourism departments were working together and a further report would be presented to Cabinet.

Councillor P J Marfleet suggested Denbighshire and the Welsh Assembly were missing a great opportunity during the economic turmoil and that holidays abroad would now be 30-40% more expensive. It was important that WAG should have a marketing plan to attract visitors to Wales and that Denbighshire send a clear message to its partners and neighbouring authorities to reap the benefits.

The Head of Tourism, Heritage and Culture when asked, by Councillor H H Evans, about the 9 tourism related strategies requested over the years confirmed that the Authority would be working with the Tourism Partnership to produce a Strategy for North Wales and these previous reports would form part of the strategy. Councillor E W Williams said each strategy should be easily and quickly adapted and that long term planning was needed.

Councillor R L Feeley referred to Tourist Information Centres and said these should be one of the Authority's most important assets. It was important to make assets pay rather than being a burden.

RESOLVED that Cabinet endorses the draft response (attached to the report at Appendix 1) as the official response of DCC and further considers the full summary of cross Wales responses in due course.

8 PARKING CHARGES 2009-2010

Councillor E W Williams presented the report for Members to consider and agree the recommendations of the Environment and Regeneration Scrutiny Committee Working Group and agree changes to parking tariffs for 2009/10. However, he expressed his concern regarding the proposed increase in charges and referred to various discussions held in the meantime.

Councillor Williams reported that objections were raised at the proposed 10p charge for 20 minutes parking was not long enough and that parity across the Authority was sought. A charge of 10p for 30 minutes parking would affect the budget by approximately £20k. He suggested that 5 free parking days, not 3 days be implemented. He supported the proposed introduction of all Councillors paying for parking and felt that staff parking was a personnel issue.

Councillor P A Dobb explained she could not support increases in charges in the Ruthin area in particular, where there was a high percentage of older people living and was a rural area which meant that people had to park their cars when visiting the town. She felt the suggestion to increase parking permits by 50% was outrageous, in particular the increase to £35 for the over 60s and £65 for others. She felt that perhaps increasing the number of free parking days would realistically only benefit those from outside the area and not the residents. Councillor Dobb suggested that further work was required and could not support the report as presented.

The report was welcomed by Councillor J Thompson Hill and he expressed support for the tariffs being the same across the County. He supported the suggestion that all Councillors should pay for parking and the introduction of a 10p band. However, free parking times would be appreciated by all the towns. Members were asked to note that the Denbighshire permit charge was the lowest in Wales.

Councillor M M Jones said the some members of the public complained that Councillors and staff had free parking whilst residents and visitors had to pay. It was important to encourage visitors to the County's towns.

Councillor E W Williams again suggested 5 free parking days and that tourism should be promoted by having more events in the towns across the County and that the Authority should work closely with the Town and Community Councils to encourage tourism promotion. Many businesses suggest that the level of business rates cause more problems than the cost of parking. He suggested the Authority should be working towards gaining the 25% business rate refund which could be passed on to businesses.

Councillor P J Marfleet discussed the cost of motoring in general, the cost of parking outside the County and suggested the cost of parking was small. It was a significant source of income for the County and if the income was not available it would mean further increases in Council Tax.

Councillor D A J Thomas welcomed the suggestion of parity throughout the Authority but felt the short stay over 3 hours at £7.00 was too high.

The Corporate Director: Environment reported a mature and quality debate in the working group with suggestions of a 10p short term parking, 3/5 free parking days. Referring to the £7.00 charge in short stay car parks, he said this was to encourage turnover of cars.

It was suggested by Councillor R L Feeley that supermarkets and out-of-town parks flourished because of the free parking. She agreed with Councillor P A Dobb that the increases were too high and suggested 20p for an hour, 50p for 2 hours and £1 for 3 hours could be more acceptable to the public. A compromise was required on the increase in parking permit charges.

Councillor D I Smith reminded Members that Rhyl and Ruthin for example were so completely different and that further consideration had to be given to the increases. He felt that 20 minutes for 10p was not long enough. Councillor G M Kensler agreed with Councillor Smith and said parity and simplification of the system was required. However, she said when Denbigh had the same ratio of parking spaces per head of population as elsewhere and had CCTV, then would be the time to charge the same as in Rhyl for example. She reminded Members that parking fees were a traffic control measure, not for revenue raising. Wrexham, for example, had found that many people were parking in residential areas following increases in charges. Councillor J R Bartley felt increases would have an affect on Denbigh and asked whether there would still be free parking after 5.00 p.m.

Councillor H H Evans said he had not supported parking charge increases in the past but at the same time understood its importance as income for the Authority. He felt Members could not make a firm judgement on whether the last increases had a detrimental effect on businesses. He asked what further cuts the Authority would have to find if there were no increases in parking charges. The Corporate Director:

Environment stated that significant cuts in other services would have to be made and it would create more pressure to deliver a balanced budget. The Acting Chief Executive agreed with the Corporate Director and reminded Members that if further consideration was to be given to the proposed increase in parking charges, it would mean having to find further savings across the Directorates.

Following further discussion, Councillor E W Williams suggested 10p for 30 minutes and suggested that a separate vote be taken on the increase in parking permits. It was agreed to amend Appendix 2 Up to 30 minutes for 10p for both short and long stay. Both Councillors J Thompson Hill and P J Marfleet suggested that the parking permit levels remain as per the report.

It was agreed to amend the third recommendation with a further report to Cabinet in 2 months on any proposals to introduce charges for staff parking and that all Councillors pay for a permit from 01.04.2009.

RESOLVED that Members:

- 1 *considered the recommendations of the Environment and Regeneration Scrutiny Committee Working Group and approve the changes to the tariff structure as amended above*

Parking Tariff Proposals 2009/10

Short Stay			Long Stay	
Up to 30 mins	10p		Up to 30 mins	10p
Up to 1 hour	50p		Up to 1 hour	50p
Up to 3 hours	£1.00		Up to 3 hours	£1.00
Over 3 hours	£7.00		Over 3 hours	£3.50
Seasonal/Beach Car Parks, Rhyl Underground and Skytower Car Parks, and On-street parking on Rhyl Promenade				
Summer			Winter	
Up to 1 hour	£1.00		Up to 1 hour	50p
Up to 3 hours	£2.00		Up to 3 hours	£1.00
Over 3 hours	£4.50		Over 3 hours	£3.50
Parking Permits				
Quarterly	£30		Annual - Beaches	£55
Half-yearly	£55		Annual Over 60's - Beach	£30
Annually	£100			
2 Year	£185			
Over 60's	£55			

- 2 *approve the principle of 5 free parking days to be allocated in agreement with the town or community councils, noting that this is an increase over the figure agreed by the working group*
- 3 *note that officers will investigate the introduction of charges for staff at Council offices. Officers will also investigate the withdrawal of the free parking permit currently provided to Councillors and present a further paper to Cabinet in March 2009.*

At this juncture (11.45 a.m.) the meeting adjourned for 10 minutes to allow Members to participate in refreshments.

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

Councillor P A Dobb presented the report for Members to note the forecast outturn position of the Housing Revenue Account (HRA) and Housing Capital Plan for 2008-2009. The latest forecast suggested an in-year revenue surplus of £287k would be generated by the end of the financial year, which was £144k less than originally forecast in February 2008.

Staff employed to deal with the administration of right to buy had now been assigned to other duties, as only one sale had been completed.

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

10 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.

It was confirmed by the Financial Controller that sufficient one-off savings had been identified in the current financial year to cover the Mentro Allan project. He went on to refer to the money market investments update, said the Authority's strategy was to invest in UK banks and the Treasury and any money invested abroad would be re-invested in the UK at the end of its term. As the Bank of England had again reduced the base rate, it could lead to a potential £1m shortfall in the Authority's investment income.

Councillor P J Marfleet reminded Members that some expenditure had to be made such as the robust inspection programme for swimming pools as any cuts to such programme could have a serious affect. Work would need to be carried out on the agricultural estate regarding nitrate compliance, particularly on dairy farms. He asked whether the Authority was taking every opportunity to reduce costs whenever possible. The Corporate Director: Environment confirmed that temporary Planning Officers would not have their contracts renewed if there was insufficient work for them, he also assured Members that a rigorous approach was taken by the Environment Directorate to vacancy control.

Councillor D A J Thomas referred to the possible clawback on the Mentro Allan project and said external funders applied a monitoring and evaluation process. He asked whether there was a safeguard that any new projects were kept on target and that problems would not come to light at a late stage in any project. The Financial Controlled confirmed that service managers should be aware of any conditions and necessary compliance. The Mentro Allan project was an exception and details of any possible clawback were awaited.

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.

11 REVENUE BUDGET 2009-2010 UPDATE

Councillor J Thompson Hill presented the report to seek Members' support for the budget proposals for 2009/10 as shown in the appendices attached to the report, after taking into account the views of Scrutiny Committee Members together with the views expressed by those Members that attended the Budget Seminar and recommend accordingly to full Council. Members were asked to recommend the resulting 3% increase in the level of Council Tax for 2009-10 to full Council. Members were asked to note the need for significant further efficiency savings and cost reductions in future financial years, as a result of the likely poor settlements from the Welsh Assembly Government.

The budget pressures were detailed whilst the 7 further issues currently emerging as pressures had not yet been fully costed but a contingency sum had been set aside which would cover some of the costs of those issues.

The savings proposals had been reviewed and although the budget settlement at 3.6% was a little better than originally anticipated, it would still require savings of £2.2m.

The Scrutiny Committee reviews and suggestions were considered. It was felt that an increase of no more than 3% Council Tax should be worked to but this would mean having to find about £3.5m savings in 2010-11. However, in future Local Authority budgets could flatline or decrease. Although the proposals took account of the WAG settlement, inflation costed and uncoded pressures it had not yet been possible to provide resources to develop the Council's agreed Priorities within the proposed Council Tax increase of 3%.

Discussion followed on the Improvement Agreement funding, where the Welsh Assembly had allowed funding of £1m to be returned as targets had been met. Members asked whether this was an on-going expectation. The Financial Controller confirmed that in future the element of grant at risk was that which had not been achieved by a particular service. Councillor P J Marfleet said it was essential to monitor performance against the business plan to cover any risks. Members discussed the closure of the mobile library service and agreed there was an alternative in place, i.e. the housebound service. The closure of the service would allow the publication of County Voice 4 times a year.

Councillor E W Williams referred to recent comments in the press and said that where possible the Authority had listened to the community regarding some of the proposed necessary cuts and he now hoped that the press and politicians would support the County.

Councillor H H Evans referred to the lack of information on possible savings on some of the heritage assets. Councillor J Thompson Hill informed Members that it was unlikely savings would be achieved until 2010/11 when the review of current arrangements and assets would have been completed. He reminded colleagues that Priorities had been identified, through the Improvement Boards, and that specific outcomes from the Priorities had to be achieved with funding put in place. It was possible a disinvestment strategy would be needed in some services to ensure funding of the Priority areas.

Councillor D A J Thomas thanked the Scrutiny Committees for their work and he welcomed the removal of some of the proposed budget cuts. He asked for assurance that if areas such as grounds maintenance became a concern, that funding would be found to ensure those concerns could be addressed. He asked that consideration be given to the possible move of the Botanical Gardens from the Lifelong Learning Directorate to the Environment Directorate. Councillor J Thompson Hill confirmed that sand would be cleared from highways if there were problems or it was affecting the drainage system.

RESOLVED that Members agree the budget proposals for 2009/10 after taking into account the views of Scrutiny Committees as shown in para 2.4 of the report and recommend accordingly to full Council and recommend the resulting 3% increase in Council Tax for 2009-10. Members note the need for significant further efficiency savings and cost reductions/cuts in future financial years, in the light of the poor settlement from the Welsh Assembly Government. Members also note the procedure necessary to develop the Council's agreed priorities as detailed in paragraph 5.4. Members agree the allocation of Improvement Agreement funding as detailed in Appendix 3.

12 ROUTINE REPORTING ON PERSONNEL

The Acting Chief Executive presented the report for Members to note the statistics on Personnel.

The report to the February Cabinet would include more detail on sickness and absences.

Expressions of interest in the Efficiency Programme had been received from 211 staff and discussions would now take place with the Head of Service for those staff to agree a way forward with those staff who meet the criteria being issued with figures. It was agreed that relevant staff be kept informed during the process.

RESOLVED that Members note the information in the report.

13 CABINET FORWARD WORK PROGRAMME

The Acting Chief Executive presented the Cabinet Forward Work Programme. Members noted that the report on the Financial Viability of Denbighshire's School Meals Service would be presented to Cabinet in February 2009.

RESOLVED that Cabinet note the Cabinet Forward Work Programme, as amended.

14 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.

15 DRAFT CORPORATE GOVERNANCE ACTION PLAN

Councillor H H Evans presented the report for Cabinet to agree a timetable for the development of a strategic direction for the Authority which will enable the delivery of the longer term changes required to address the corporate governance issues and to recognise that the Authority needed to change and to put in place a series of actions that would address the key issues of corporate governance, including decision making, scrutiny, business planning and resource allocation. Members were also asked to note that the proposed strategic direction and draft Corporate Governance Action Plan would be the subject of discussions in various Member forums in the following weeks with a view to adoption by full Council on the 24.02.2009.

Councillor H H Evans said effective communication with residents was very important to ensure they knew what the Council was aiming to achieve, along with better accountability and an improved reputation for the Council.

The Acting Chief Executive said the draft Action Plan and work plans would be further developed to ensure that the wider requirements of the Corporate Governance report would be addressed. He stressed the need for all Members and staff to understand the way forward for the Authority. Cabinet agreed the need for providing appropriate resources to ensure delivery of the Plan.

RESOLVED that Cabinet:

- 1 agree a timetable for the development of a strategic direction for the Authority which will enable the delivery of the longer term changes required to address the corporate governance issues
- 2 recognise that the Authority needs to change and to put in place a series of actions that will address the key issues of corporate governance, including decision making, scrutiny, business planning and resource allocation and will make appropriate resources available to deliver it

3 *note that the proposed strategic direction and draft Corporate Governance Action Plan will be the subject of discussions in various Member forums and by partners in the following weeks with a view to adoption by full Council on the 24.02.2009.*

16 TERMS AND CONDITIONS OF LEASE / SERVICE LEVEL AGREEMENT OF SCALA CINEMA TO THE SCALA PRESTATYN COMPANY

[Councillor J Thompson Hill declared an interest in the item and left the meeting]

Councillor P J Marfleet presented the report seeking Cabinet approval of the final draft of the Lease and Service Level Agreement (SLA), before they were forwarded to the Scala Prestatyn Company. The County Council's position relating to the issues involved had been prepared following specialist advice, and had been endorsed by the Scala Project Board. The report had been discussed in depth by full Council and it was noted that the Side Letter would allow an opportunity for the Council to monitor progress for a further year.

The proposals satisfied all the Council's processes and were judged by Officers to represent the optimum outcome for the County Council corporately whilst allowing the operating company sufficient flexibility and guarantees to enable it to prosper as a charitable not for profit company, able to deliver maximum community/social/educational benefits to the local community and County more generally.

RESOLVED *that Cabinet considered the draft of terms and conditions re the SLA and Lease Side Letter and approves their adoption by Denbighshire County Council in negotiating the SLA and Lease with the Scala Company.*

17 APPLICATION TO DE-REGISTER PART OF COMMON LAND – CL129, PLAS ISAF

Councillor E W Williams presented the report for Cabinet to determine the application to remove part of land within common register unit CL129 from the Commons Register by Mr and Mrs H Jones of Plas Isaf Farm, Glyndyfrdwy.

RESOLVED *that the Common Registration Officer be authorized to amend by the Commons Register by removing the land shown on the plan attached to the report from the Commons Register.*

18 RECOMMENDATIONS OF THE CAPITAL STRATEGY GROUP

Councillor J Thompson Hill presented the report seeking Cabinet recommendation to Council of the revised scoring criteria, the projects shown in appendix 2 to the report be included in the 2009/10 Capital Plan and that the working arrangements shown in paragraph 2.16 be put in place.

Members discussed the report in detail including funding available through possible asset disposal or through prudential borrowing. Following discussion it was agreed to defer the report, pending the receipt of further information.

RESOLVED that Cabinet defer the report until the next meeting.

19 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 and the approval by CET under delegated powers of 14-19 Learning Pathways and Making Waves – Phase 3.1. Members were asked to approve the request to increase the Community Project grant to St Asaph Town Council by £12,297. Members were also asked to approve the request to delegate authority to the Corporate Strategy Group (CSG) to accept 100% grant funding offers up to £25k.

Members discussed the St Asaph Town Council play area and it was agreed to defer a decision on the item until further detailed information had been provided.

RESOLVED that Members:

- 1 note the latest position on the 2008-2009 element of the Capital Plan
- 2 note the approval by CET under delegated powers of 14-19 Learning Pathways and of the Making Waves 3.1
- 3 defer the request to increase the Community Project grant to St Asaph Town Council
- 4 approve the request to delegate authority to the Capital Strategy Group to accept 100% grant funding offers up to £25k.

The meeting concluded at 2.50 p.m.

REPORT TO CABINET

RESPONSIBLE OFFICER ALAN EVANS, ACTING CHIEF EXECUTIVE

DATE 17 FEBRUARY 2009

SUBJECT UPDATE ON ACTION PLAN IN RESPONSE TO HYFRYDLE INSPECTION

1 DECISION SOUGHT

1.1 That Cabinet consider progress against the Action Plan as detailed in the attached report (Appendix I).

2 REASON FOR SEEKING DECISION

2.1 On 15th July 2008 the Cabinet agreed to the closure of Hyfrydle Children's Home which was a 52 week provision for children and young people with autistic spectrum disorders. Following this decision, the Minister for Children, Education, Lifelong Learning and Skills raised questions about corporate decision-making within the Authority and requested the Care and Social Services Inspectorate Wales (CSSIW) and Estyn to work jointly on a review with the involvement of the Wales Audit Office (WAO). This would enable any issues arising, including any wider and systemic matters, to be fed into the WAO's scheduled review of the Council's corporate governance. The CSSIW-Estyn joint report on the review of the development and subsequent closure of the Hyfrydle Children's Home was published in September 2008.

2.2 At the same time Denbighshire County Council commissioned an independent investigation and report from Roger Rowett and Associates and the final report, which included a number of recommendations, was published on 24th September 2008.

2.3 In response to the findings of both reports and the recommendations contained within the Roger Rowett and Associates report, the Corporate Executive Team directed the Head of Strategic Policy to set up a project team with the objective of producing a draft action plan. An initial draft was produced in consultation with the interim Corporate Director of Lifelong Learning and presented to the Corporate Executive Team.

The action plan was agreed at Cabinet on 18 November 2008, and Cabinet also agreed to monitor progress against the action plan via quarterly reports from the Corporate Executive Team.

The majority of recommendations within the action plan relate to corporate governance issues such as project management, partnership working, accountability and leadership. This action plan will be incorporated into the Corporate Governance Action Plan in future, where appropriate.

3 POWER TO MAKE THE DECISION

3.1 Section 13 of the Local Government Act 2000.

4 RESOURCE IMPLICATIONS

4.1 Cost Implications

There may be cost implications to the achievement of some of the Action Plan's objectives

4.2 Staffing / Accommodation Implications

There may be staff implications to the achievement of some of the Action Plan's objectives. No accommodation implications have been identified.

4.3 I.T. Implications

There are no I.T. implications identified.

5 RISK ASSESSMENT

5.1 Risks associated with NOT agreeing recommendation(s)

Denbighshire County Council should respond to any weaknesses which have been identified by the reviews. The risk associated with not taking action to improve these areas is significant.

5.2 Risks associated with agreeing recommendation(s)

There is a risk that the Action Plan is inadequate and does not effectively address the recommendations made in both reports. The risk is deemed to be low given the level of consultation which has taken place at senior management level. There are risks associated with failing to achieve the objectives contained within the Action Plan and the Action Plan will need to be carefully monitored.

6 FINANCIAL CONTROLLER STATEMENT

6.1 The debate on the future of the Hyfrydle facility began when it became clear that the continued operation of the home was not financially viable and posed a significant threat to the directorate's financial position.

Processes clearly need to be in place to ensure all future projects viability can be clarified before approval to progress the schemes. Some improvements are clearly already in place, including the development of a corporate project management team and methodology, corporate procurement developments and business process analysis. The work of the Capital Strategy group on reviewing capital proposal business cases has been a major step forward.

7 CONSULTATION CARRIED OUT

7.1 The draft Action Plan was produced by a small project team in consultation with the interim Corporate Director of Lifelong Learning. The draft Plan was discussed by the Corporate Executive Team on 3rd and 10th November and amended accordingly. The draft report and action plan were distributed to the appropriate Lead Members for comment before despatch to Cabinet, where it was agreed on 18th November 2008.

8 IMPLICATIONS

8.1 Assessment of Impact on Corporate Priorities

Achievement of the Council's corporate priorities will depend upon improved leadership, accountability, project management and partnership working.

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

The Action Plan will support the Authority's ability to achieve Denbighshire's Vision, the objectives within the Community Strategy and the equalities and sustainability targets within the Improvement Plan.

9 ACTION PLAN

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
Quarterly progress reports are presented to CET against the Action Plan	Head of Strategic Policy	May 2009 September 2009
Quarterly progress reports signed off by CET are presented to Cabinet against the Action Plan	Corporate Executive Team	26 May 2009 September 2009
Action Plan to be housed within Ffynnon (corporate performance management system) and reported via the system	Head of Strategic Policy	September 2009

10 RECOMMENDATIONS

- 10.1 That Cabinet consider progress against the Action Plan as detailed in the attached report (Appendix I).

RECOMMENDATION WORK PLAN: R1

Denbighshire County Council approves a corporate strategy and methodology for project management, together with an accompanying programme of implementation and training.

Lead Responsibility:

Corporate Executive Team

Success Criteria:

- Programmes for delivering the training are in place.
- A Register of Corporate Projects in place to monitor continual performance.
- Monitoring of Projects at Corporate level.
- Communicate and promote approved methodology.

	Objectives	Person Responsible	Time Scale	Progress Indicators	Progress to date
1.1	Design a corporate project management methodology and gain corporate approval of this methodology	Tom Booty	Complete	<ul style="list-style-type: none"> - Methodology written and available corporately. - Approved by CET 	- Complete.
1.2	Design and deliver a training programme for the corporate project management methodology	Tom Booty	Ongoing	<ul style="list-style-type: none"> - Design training programme. - Training Dates Scheduled. 	- 2-day training course for Project Managers is underway. 77 people have completed the course and 6 more courses planned by August 2009.
1.3	All Project Sponsors to provide project assurance by understanding the complexity of the proposed project and that it is viable in terms of costs and benefits at the initiation.	Project Sponsor	Ongoing	<ul style="list-style-type: none"> - Mandatory Project Management Training, unless Directors agree individual has sufficient project management skills 	<ul style="list-style-type: none"> - 1-day course for Sponsors developed. - Three courses to be run by April, with 17 people booked at present.
1.4	To develop a Register of Corporate Projects to enable performance to be monitored via a report to CET	Tom Booty	November 2008 and ongoing	<ul style="list-style-type: none"> - Corporate Project Register produced and housed within centralised system which would show link between projects and Directorate/Service objectives. - Report to CET - CET follow up significant risks to projects 	<ul style="list-style-type: none"> - Draft Register of Corporate Projects has been produced.

1.5	Project Managers to update Corporate Project Register	Project Manager	Ongoing	- Up to date Register	- Corporate Project Register is still in draft form, and training programme for Project Managers is still ongoing. - For the Corporate Project Register to work, it will require all projects to be managed in accordance with the corporate project management methodology.
1.6	To develop a Communication Plan with the corporate communication team illustrating the key features that demonstrate good project management	Tom Booty	End of Nov 2008	- Approval of Communication Plan to deliver Corporate Project methodology by CET & Cabinet etc.	- Draft Communication Plan produced. - Has been discussed at Monthly Management Committee (MMC) and Directorate Management Team (DMT) meetings. - Plan now needs to be finalised and implemented.
Cross reference and Links		<ul style="list-style-type: none"> • <i>Roger Rowett and Associates' Management review of Hyfrydle, 9.1</i> • <i>CSSIW-Estyn Review, Hyfrydle Children's Home, Summary of Findings: 12B first bullet, 12C first bullet, No's: 18, 19 & 20.</i> 			

RECOMMENDATION WORK PLAN: R2					
All projects involving external partners are preceded by robust contractual agreements that identify mutual areas of responsibility and delivery.					
Lead Responsibility: Corporate Executive Team		Success Criteria: - Identify all projects involving external partners within the Corporate Project Register. - All these projects to have either contractual agreements or comply with the DCC Partnership Procedure Rules to ensure standards of good governance are in place - All Project Managers are able to use the template as part of routine project management with external partners			
	Objectives	Person Responsible	Time Scale	Progress Indicators	Progress to date
2.1	Identify all Projects that require external partners to deliver.	Tom Booty	October 2008	- Corporate Project Register.	- Corporate Project Register in draft form at present.
2.2	Identify how contractual/partnership agreements are to be drawn to achieve good standards	Janette Williams	Completed	- DCC Partnership Procedure Rules. - To form part of Corporate Project Methodology.	- Partnership Procedure Rules completed and form part of the Council's Constitution. - Discussions are taking place in relation to the Corporate Project Management methodology and partnership projects.
2.3	Project Sponsors to have clear understanding of Partnership agreements	CET	Ongoing	- Mandatory Project Management Training. - Regular Reviews throughout Project life cycle as set out in methodology.	
	Cross reference and Links	<ul style="list-style-type: none"> • <i>Roger Rowett and Associates' Management review of Hyfrydle, 9.2</i> • <i>CSSIW-Estyn Review, Hyfrydle Children's Home, Summary of Findings: 12B bullet 6 & 7.</i> 			

RECOMMENDATION WORK PLAN: R3					
A Gateway Review, or similar type of process, is built into all further major and medium projects within Denbighshire County Council.					
Lead Responsibility: Corporate Executive Team		Success Criteria: - Gateway Reviews are part of project management methodology - Regular Project Status Reports			
	Objectives	Person Responsible	Time Scale	Progress Indicators	Progress to date
3.1	Gateway Reviews to apply to projects, major and medium (Construction and Business Development)	Project Sponsor	Completed	- 6 Gateway reviews within Corporate Project Methodology life cycle.	- Corporate project management methodology includes Gateway Certification at the end of 6 distinct stages. - Further work required to ensure that the methodology is used consistently for all projects.
3.2	Project Status Reports to apply to major and medium projects to provide continuity and to identify/eliminate risk or failure of project.	Individual Project Manager	Ongoing	- Completion of milestone schedule, risk matrix and report to project sponsor.	- The tools exist as part of the corporate project management methodology. - Further work required to ensure that the methodology is used consistently for all projects. First step is to ensure that all Project Managers & Sponsors complete the training (ongoing: see 1.2 & 1.3 above)

APPENDIX I: Denbighshire County Council - Action Plan in response to Hyfrydle inspection
17 February 2009

3.3	Undertake review of all projects on Register to ensure compliance with corporate methodology going forward.	Project Sponsor	Ongoing	<ul style="list-style-type: none"> - Mandatory training for current Sponsors/Managers starting with <ol style="list-style-type: none"> 1. Major 2. Medium 	<ul style="list-style-type: none"> - See 1.2 and 1.3 above.
3.4	Develop a peer review for selected major projects	Tom Booty		<ul style="list-style-type: none"> - Practitioners from outside project to examine and report on status. 	<ul style="list-style-type: none"> - A Work Plan has been submitted to the Business Improvement Team as part of the Corporate Governance Action Plan. - Requires CET discussion and decision about how to progress with this.
	Cross reference and Links	<ul style="list-style-type: none"> • <i>Roger Rowett and Associates' Management review of Hyfrydle, 9.3</i> • <i>CSSIW-Estyn Review, Hyfrydle Children's Home, Summary of Findings: 12B bullets 1, 3, & 5, No's 13, 14, & 15</i> 			

RECOMMENDATION WORK PLAN: R4					
That the errors in judgment made by key people are reviewed.					
Lead Responsibility: Corporate Executive Team		Success Criteria: - Review the errors of judgement identified in the 'Roger Rowett' Report - Appropriate action to be taken to prevent such errors of judgement happening again.			
	Objectives	Person Responsible	Time Scale	Progress Indicators	Progress to date
4.1	Ensure that DCC learns from the errors of judgment made in this project	CET	Nov 2008	<ul style="list-style-type: none"> - Discussion at CET on lessons to be learnt. - Review of line management arrangements for all projects. - Appropriate support and supervision in place for Project Sponsors and Managers. 	<ul style="list-style-type: none"> - Personnel tasked with reviewing line management arrangements for all projects to ensure that these are clearly reflected in job descriptions. - Once complete, this will be reported to CET, where a discussion will take place on lessons to be learned from the Hyfrydle project. - Appropriate support and supervision for Project Sponsors and Managers is provided by the corporate project management methodology.
4.2	Take appropriate action against staff implicated by the report who are still employed by DCC.	Chief Executive	Dec 2008	<ul style="list-style-type: none"> - Identify cause of errors and judgment and take appropriate action, e.g.: Training, Support, Disciplinary 	<ul style="list-style-type: none"> - Lack of clarity around line management at the school generally is being addressed by the Acting Head Teacher and the Education Team. - Appropriate action in relation to any individuals is being taken by the Head of Personnel.
4.3	Measures in place to prevent similar errors of judgment in future.	CET	Dec 2008	<ul style="list-style-type: none"> - Robust implementation of recommendations in this Action Plan 	<ul style="list-style-type: none"> - See updates of progress throughout this report
	Cross reference and Links	<ul style="list-style-type: none"> • <i>Roger Rowett and Associates' Management review of Hyfrydle, 9.4</i> • <i>CSSIW-Estyn Review, Hyfrydle Children's Home, Summary of Findings: 12B bullets 2, 3 & 8, 12C bullet 1.</i> 			

RECOMMENDATION WORK PLAN: R5

The Chief Executive, together with the Corporate Executive Team, review the reporting and management arrangements for all Corporate Directors, together with systems of backup and support.

Lead Responsibility: Corporate Executive Team/Cabinet		Success Criteria: - Effective corporate working of CET - Improved Regulatory Reports and Self Assessment of quality of corporate working			
	Objectives	Person Responsible	Time Scale	Progress Indicators	Progress to date
5.1	Establish performance management arrangements for reporting the collective effectiveness of CET as well as the effectiveness of individual Corporate Directors	Chief Executive	December 2008	<ul style="list-style-type: none"> - CET to agree collective responsibility for delivery of a small number of corporate challenges. - CET to improve corporate working by learning from peers and/or other external support - Quarterly reporting of progress against collective challenges to Cabinet. 	<ul style="list-style-type: none"> - Collective responsibility for delivery of a number of corporate challenges has been agreed. Progress against collective challenges reported to Cabinet via quarterly performance reports for Corporate Directors and monthly report on collective CET performance. Second CET Performance Report produced for Cabinet on 27th January 2009. - Two external consultants hired by Denbighshire County Council to help improve corporate working and develop the organisation. - External Reference Group established with WAG, WAO & WLGA representation, plus the two external consultants. The first meeting of this group was held on 8th January 2009.

5.2	Ensure that CET meetings are more effective	Chief Executive	Dec 2008 initially, plus ongoing six-monthly reviews	<ul style="list-style-type: none"> - Stronger focus on strategy and agreed collective challenges - Involve Heads of Service and delegate appropriate responsibility - Effective decision making informed by adequate discussion and consideration of issues, including Partners from other agencies. 	<ul style="list-style-type: none"> - Monthly programme agreed to discuss developmental issues – with external facilitators. The first session was held on 14th January 2009, and further monthly sessions have been arranged. - CET developing a clear strategic plan to take the Authority forward which is based upon the key theme of ‘bringing the Council closer to the community’, making sure that we focus on service delivery. Strategic and business planning will be revised to reflect this focus.
5.3	Improved communication between CET and staff and CET and other stakeholders.	CET	Dec 2008 initially, plus ongoing six-monthly reviews	<ul style="list-style-type: none"> - Chief Executive and Corporate Directors take personal responsibility for disseminating key messages from CET in a consistent manner. - Chief Executive and Corporate Directors to provide regular briefings on Vision and direction to all staff and partners. 	<ul style="list-style-type: none"> - Weekly CET Brief for staff has been introduced. Staff have been very positive about the CET Brief and the Leader’s section has now been included. The brief is now also being sent to all Councillors - Staff roadshows with the Leader and Acting Chief Executive are being rearranged to begin in February when clearer messages can be communicated. - Development of a Corporate Communication Strategy is well underway and will be finalised by early March 2009. A staff communications survey is being planned for Sept 2009 which will test the effectiveness of the strategy. - Regular meetings arranged between Leader, Acting CEO and all key partners. - A high level Conference with partners is being arranged for June 2009 and a group has been set up to take this forward. Key note speakers will be invited to address the Conference which will consider national, regional and local strategic issues.

5.4	Improved accountability of CET members	CET	Dec 2008	<ul style="list-style-type: none"> - Personal performance targets of CET members to be copied to all Cabinet Members for information. - Leader and external adviser to be involved in performance appraisal of the Chief Executive. - Up to two Lead Members to be involved in performance appraisals and monitoring of individual corporate directors. - Quarterly reports of directorates's performance to be presented to Cabinet. 	<ul style="list-style-type: none"> - Personal performance appraisals of CET members will include corporate effectiveness by setting strategic objectives as well as individual effectiveness and to be copied to all cabinet members for information. - Date has been arranged for performance appraisal of Acting Chief Executive, with involvement of Leader and external Advisor. - Lead members to be involved in appraisals of Corporate Directors – dates have been arranged. - First set of Corporate Director Quarterly Performance Reports to be presented to Cabinet on 17th Feb 2009.
Cross reference and Links		<ul style="list-style-type: none"> • <i>Roger Rowett and Associates' Management review of Hyfrydle, 9.5</i> • <i>CSSIW-Estyn Review, Hyfrydle Children's Home, Summary of Findings: 12B bullets 1, 3, 4, & 8.</i> 			

RECOMMENDATION WORK PLAN: R6 & R7					
The Corporate Executive Team to support and enable effective partnership working to explore potential for further partnership/collaborative working with other neighbouring Local Authorities.					
Lead Responsibility: Corporate Executive Team		Success Criteria: <ul style="list-style-type: none"> – Delivery of effective Services in partnership with other Authorities or Agencies. – Joint training and development. – Consistent approach to self-evaluation. 			
	Objectives	Person Responsible	Time Scale	Progress Indicators	Progress to date
6/7.1	CET to evaluate current and emerging partnerships / collaboration from Partnership Register to ensure they are appropriate and have the capacity they need to achieve and deliver corporate and partnership priorities.	Janette Williams	March 2009	<ul style="list-style-type: none"> – Review completed by CET. – Issues identified and addressed. – Partnerships achieve citizen centred outcomes. – Future collaborative opportunities identified. 	<ul style="list-style-type: none"> – The Strategic Policy Unit has asked senior officers to update the register. A date will need to be arranged for CET to evaluate current and emerging partnerships before the end of March 09. This will need to be included in the CET Work Programme and information made available to inform the session.
6/7.2	Establish joint training agreements, Exchange Programmes, Mentoring and secondments across partners.	Janette Williams	June 2009	<ul style="list-style-type: none"> – Training Agreements 	<ul style="list-style-type: none"> – This will be addressed as part of the Partnership Self-Assessment work which is explained in 6/7.3 below.

6/7.3	Develop partnership self evaluation model to ensure effective delivery of Outcomes.	Janette Williams	June 2009	<ul style="list-style-type: none"> - Partnership Self Evaluation Model produced and implemented. 	<ul style="list-style-type: none"> - A partnership assessment tool has been identified. PAT2 provides a relatively simple and cost-effective way of assessing the effectiveness of partnership working. It enables a rapid appraisal of the 'health' of a partnership and identifies areas of strength and weakness, thereby enabling a focus upon remedial action commensurate with the significance of the problems. The evaluation tool is internet based and free to use. - In 2008/9 the Partnership conducted a self-assessment of the services it provides for 11-25 year olds in Denbighshire. Self-assessment forms one of the cornerstones of the Partnership's performance management framework, as part of an annual 'health check'. The outcomes of the self assessment will be developed into an action plan to address shortcomings and weaknesses to improve both assessment and evaluation, and to ensure we are a more effective and efficient partnership. The next self-assessment will take place later in 2009.
	Cross reference and Links	<ul style="list-style-type: none"> • <i>Roger Rowett and Associates' Management review of Hyfrydle, 9.6 & 9.7</i> • <i>CSSIW-Estyn Review, Hyfrydle Children's Home, Summary of Findings: 12B bullets 5 & 6</i> 			

REPORT TO CABINET

CABINET MEMBER	COUNCILLOR P J MARFLEET, LEAD MEMBER FOR MODERNISATION AND IMPROVEMENT
DATE	17 FEBRUARY 2009
SUBJECT	MONITORING PERFORMANCE AGAINST DIRECTORATE BUSINESS PLANS: QUARTER 3 2008/09

1 DECISION SOUGHT

- 1.1 That Cabinet consider the performance of each Corporate Director against their Directorate Business Plans as detailed in the attached report for the third quarter of 2008/09 (Appendix I).
- 1.2 That Cabinet agree where action needs to be taken in response to current slippage against the agreed targets, projects and outcomes for 2008/09.

2 REASON FOR SEEKING DECISION

- 2.1 The report at Appendix I is the first presentation of a new Quarterly Performance Report developed at the request of the Corporate Executive Team (CET). The new report will increase the accountability of each Corporate Director for performance within their Directorate by highlighting performance in a wider sense, and not just against agreed Performance Indicators. The new report contains five elements for each Corporate Director (with the exception of Resources which has no Section iv):
 - i. Progress against the Key Outcomes contained within the Directorate Business Plan for 2008-11.
 - ii. Progress on a number of Corporate Improvement and Significant Risk Projects. It should be noted that the list of projects come from a Register of Corporate Projects which is currently in draft form. Therefore, the projects included in Section ii may change in future reports as the Register is developed further.
 - iii. Performance against the Council's Key Performance Indicators.
 - iv. Progress against the agreed actions for 2008/09 within Denbighshire County Councils' Improvement Agreement with the Welsh Assembly Government.
 - v. A summary of financial performance.

3 SUMMARY OF PERFORMANCE BY CORPORATE DIRECTOR

- 3.1 This section provides a summary of the detailed information contained within Appendix I, which outlines key developments as well as indicating areas requiring further attention.

3.2 Environment

- The Worksmart initiative is progressing well. This is an important initiative that will deliver significant efficiency savings by reducing office space requirements.
- The new joint Head of Highways has taken up his post. This appointment shows that Denbighshire and Conwy are leading the way in meaningful collaboration.
- The Council's Waste Management Strategy is progressing well. Denbighshire's strategy is founded upon waste minimisation, and the Council has been extremely successful in this regard. A step change in WAG's specified recycling rate (from 25% to 40%) is required starting in April 2009, and the Council is well placed to achieve the specified rate. Due to seasonal factors, quarter three is always low on green waste production.
- The development of the Council's Local Development Plan is on schedule.
- Targets have not been met in relation to environmental enforcement. An Environment and Regeneration Scrutiny working group has now been established, in order to increase effectiveness in this area of work.

3.3 Lifelong Learning

The Lifelong Learning Directorate set itself five goals in the Directorate Plan. Progress against each goal is as follows:

Improve attainment by raising pupil achievement, increasing attendance and reducing exclusions

- All but one (KS1) target met for the academic year 2007/08
- For GCSE performance, the percentage of pupils who achieved 5 A* - C grades improved by 3.8% to 50.9%. This improvement was the 5th best in Wales but it is still some way below the Wales average of 55.8%
- The percentage of pupil attendance in secondary schools improved by 1.3% to 91.2%. We are now joint 8th in Wales for this, a huge improvement on our ranking of 18th from the previous year.

Improve the leadership and management of education

- Permanent Director for Lifelong Learning appointed
- Outcomes for Modernising Education defined
- New structure for strategic planning developed.

Modernise the provision of education

- Policies adopted, report asking to start first reviews to be taken to Cabinet in March.

Improve the provision of youth support services

- Action plan redesigned to follow MEB format
- Performance management framework designed
- Transport survey completed
- Basic skills strategy developed

Improve the use of resources

- Education budget increased at faster rate than SSA, 08/09 budget £470k above SSA.

3.4 Social Services and Housing

- Good performance against almost all national core indicators in both Social Services and Housing.
- Significant projects brought to fruition: Rhyl Extra Care Housing Scheme; PARIS implementation; continued progress in implementing Welsh Housing Quality Standard.
- Specific service improvements show: targets for installation of Telecare being exceeded; improved services for carers through appointment of carers' assessors via DVSC; dedicated Corporate Parenting Team established
- Publication of the Children and Young People's Plan.
- While the number of outstanding housing repairs has decreased very significantly over the last year, focused effort is still required to reduce numbers further.
- Considerable effort is being put into analyzing and chasing sickness absence. However, the results of this work will take some time to show through and rates remain higher than target figures.

3.5 Corporate Resources and County Clerk's

- Customer Service Strategy 2008-11 published.
- The first drafts of the six Area Profiles have been completed and are being quality assured. Once finalised at the end of February, work will begin on identifying Area Priorities and Plans, which will assist the Council to bring services closer to communities.
- The Council's Improvement Agreement with the Welsh Assembly Government has been signed-off by the Minister for Social Justice and Local Government, and has been recognised as good practice.
- Levels of sickness absence among Denbighshire County Council staff (9.14 days per FTE) are higher than the Quarter 3 target (8.28 days). However, levels of sickness absence within the Resources Directorate (7.27 days) and the Chief Executive and County Clerk's Department (5.14 days) are below the target level.
- Draft process for improving financial and business planning produced.
- First draft of the Local Service Boards' Local Delivery Agreement produced.
- Draft complaints policy produced and consultation is ongoing.
- Need to ensure that the leadership and management training programme continues to be well attended by all appropriate managers.
- Action Plan in response to Wales Audit Office review of Information Security needs to be developed.

4 SUMMARY OF PERFORMANCE AGAINST KEY PERFORMANCE INDICATORS

- 4.1 Denbighshire County Council collects and reports against numerous data sets, some of which are more relevant to the work of the Authority than others. The Key Performance Indicators listed in Appendix I were revised for 2008/09 to reflect the priorities and objectives of the new Council. They were selected following detailed

discussions between Cabinet Members, the Strategic Policy Unit and senior officers within each Directorate. In addition, the indicators included in Denbighshire County Councils' Improvement Agreement 2008-10 with the Welsh Assembly Government have been added to produce a balanced group of indicators for members to review performance against.

4.2 Of the 83 Key Performance Indicators that have been reported for Quarter 3 2008/09:







- 57.8% (48) of Key Performance Indicators are currently on target.
- 26.5% (22) of Key Performance Indicators are currently below target.
- 15.7% (13) of Key Performance Indicators are more than 10% below the target.

Of the 26 Key Performance Indicators included within Denbighshire County Councils' Improvement Agreement with the Welsh Assembly:

- 65.4% (17) are currently on target.
- 11.5% (3) are currently below target.
- 23.1% (6) will be reported at Quarter 4 and therefore no current performance information is available.

The table below summarises performance against the 83 Key Performance Indicators at Q3 2008/09:

Is performance on target?

		Is performance on target?			
		On target 	Slippage against target but within 10% of target 	Performance is more than 10% below target 	Current Performance is not known
Has performance improved?	Performance improved since last year 	23 Performance Indicators	3 Performance Indicators	6 Performance Indicators	0 Performance Indicators
	Performance same (or within 2%) as last year 	12 Performance Indicators	1 Performance Indicator	3 Performance Indicators	0 Performance Indicators
	Performance worse than last year 	3 Performance Indicators	2 Performance Indicators	3 Performance Indicators	0 Performance Indicators
	No information on last year's performance	10 Performance Indicators	3 Performance Indicators	1 Performance Indicator	13 Performance Indicators

5 POWER TO MAKE THE DECISION

- 5.1 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.

6 RESOURCE IMPLICATIONS

6.1 Cost Implications

The cost implications of achievements against Directorate Business Plans will have been identified through the business and financial planning process.

6.2 Staffing / Accommodation Implications

The staffing and accommodation implications of Directorate Business Plans will have been identified through the business and financial planning process.

6.3 I.T. Implications

The I.T. implications of Directorate Business Plans will have been identified through the business and financial planning process.

7 RISK ASSESSMENT

7.1 Risks associated with NOT agreeing recommendation(s)

There is a risk of further slippage against the Authority's annual targets for 2008/09 if attention is not paid to those indicators that are not currently on target. There is a risk of partial claw-back of the Improvement Agreement Grant if the Authority does not meet the levels of performance indicated within the Improvement Agreement.

7.2 Risks associated with agreeing recommendation(s)

No risks associated with agreeing recommendation.

8 FINANCIAL CONTROLLER STATEMENT

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

9 CONSULTATION CARRIED OUT

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

10 IMPLICATIONS

10.1 Assessment of Impact on Corporate Priorities

Performance management and progress against key performance indicators impact upon all policy areas, including corporate, and can provide information on

the effectiveness of current policy. Improvement against these indicators will support the Authority's ability to progress its corporate priorities.

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

Performance against these indicators will support the Authority's ability to achieve Denbighshire's Vision, the objectives within the Community Strategy and the equalities and sustainability targets within the Improvement Plan.

11 ACTION PLAN

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
To explore and address the reasons for below target performance in Quarter 3 of 2008/09 at Departmental Team Meetings, Directorate Team meetings and CET	CET and Heads of Service	31 March 2009

12 RECOMMENDATIONS

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



Quarterly Performance Report

Iwan Prys-Jones – Corporate Director: Environment

1. Key Outcomes

Outcome	Summary of Progress to Date	Milestones for Next Qtr
To work more efficiently to achieve the aims of the Council including collaboration and partnership working	<ul style="list-style-type: none"> • WorkSMART – central filing, post, stationery, and reception adjustments; BPA work completed and desk sharing arrangements. • Project Initiation Document complete and approved by all five Councils for Waste Treatment project. Technical consultants being appointed to draft Outline Business Case for submission to WAG • Casualty reports from road traffic accidents are developed into preventative remedial works. One has been completed. 	<ul style="list-style-type: none"> • On schedule to move staff from Trem Clwyd, Planning and Public Protection, into Caledfryn in summer 2009. • New Joint Head of Highways & Transportation to take up post February '09. • First meeting of full Waste Treatment JC scheduled for w/c 9th March 2009 • From road traffic casualty reports, work is ongoing on two others of the schemes identified from the list of accident sites • Scoping studies commissioned for reviews of Heritage Assets Management (to report in May 09), Clwyd Leisure/Rhyl Pavilion Theatre (to report in Spring 09) and progress made with setting up a Royal International Pavilion Steering Group with community and university stakeholders.
Achieving environmental sustainability in Denbighshire	<ul style="list-style-type: none"> • Progress LDP in line with the Delivery Agreement with WAG is on track • Levels of recycling at 31.4% • Unifying transport services for Social Services and Schools - Tenders for transport for Learning Disability contracts complete. Handed over to Social Services for discussion and letting. • Provisional Regional Transport Plan has now been produced and has been sent to WAG for comments (Jan 09) • In receipt of the final version of the Carbon Strategy document • Business plan and project applications approved by Assembly Government 18/06/08 for Rural Development Plan • Work to identify programme of works and secure capital funding for coastal flood and land drainage projects. Capital bids submitted to CSG, awaiting allocation. Notified of Convergence funding allocation by WAG 	<ul style="list-style-type: none"> • Increase levels of recycling to 35% • Regional Transport Plan to be approved by March 09 • Awaiting meeting date from the Strategic Policy Unit to agree way forward on Carbon Strategy
Using enforcement powers to protect the natural and built environment and the public of Denbighshire	<ul style="list-style-type: none"> • Percentage improvement notices containing Category 1 hazard which have been complied with (HMO's) 64% • Campaign developed to increase the public confidence in reporting environmental issues to the Council (through the Tidy Towns project). • Condition surveys completed on all council owned buildings 	<ul style="list-style-type: none"> • Campaign taking place in January 2009. 8 towns will be done by end of month.
Working to ensure the sustainability of the Council's physical assets and infrastructure	<ul style="list-style-type: none"> • Final version of Carbon Reduction Strategy document produced. • Condition surveys completed for all buildings maintained by Building Services to identify and enable the completion of the most urgent repairs. 	<ul style="list-style-type: none"> • Scoping studies commissioned for reviews of Heritage Assets Management (to report in May 09), Clwyd Leisure/Rhyl Pavilion Theatre (to report in Spring 09) and progress made with setting up a Royal International Pavilion Steering Group with community and university stakeholders. • Meeting to agree approach to advance Carbon Reduction Strategy project.

APPENDIX I

Outcome	Summary of Progress to Date	Milestones for Next Qtr
Promoting the economic sustainability of Denbighshire	<ul style="list-style-type: none"> • The Regeneration Board has identified the following as being its main aims: <ul style="list-style-type: none"> ○ to address deprivation in key communities so that people living there can improve their quality of life ○ growing the local economy for the benefit of the community • 4% of all new affordable housing units granted planning permission are considered affordable housing units • 25% of applications granted planning permission for housing units of 3 or more are considered affordable (very low denominator) 	<ul style="list-style-type: none"> • Regeneration Board meeting was held on 3rd February 2009. • Target of 13% new affordable housing units granted planning permission • Target of 18% of new affordable housing units granted planning permission in applications for 3 or more houses



















2. Corporate Improvement and Significant Risk Projects as Sponsor

Project Name	Project Sponsor	Project Manager	Scheduled Completion Date	Comments	Qtr 3 Project Status Update				
					Financial Position	Project Timetable	Project Quality	Project Benefits	Date last updated
Support Services Review	Iwan Prys-Jones		TBC	Project now forms part of Corporate Governance workplans revised timescale in preparation	Green	Amber	Amber	N/A	N/A
Regeneration Priority	Iwan Prys-Jones	Gareth Evans		Regeneration Board has met and agreed project plan, draft outcomes emerging. Work plan in place and specific projects emerging	N/A	Green	Green	N/A	N/A
Clwyd Leisure Review	Iwan Prys-Jones	Carolyn Brindle	tba	Briefs developed for two pieces of feasibility; financial support from WAG provisionally agreed; update given to Resources Scrutiny	Green	Green	Green	Green	N/A
Fleet Tracking System	Mike Hitchings	Graham Taylor	May 2009	Completion of contractual arrangements imminent, phase 1 on target for completion by May 2009. Risk Management Fund agreed 50% overall funding, balance agreed with Phase 1 users.	Green.	Green	Green	Green	NA
EDRMS (Phase 1)	Mike Hitchings	Terri Fleming	tbc	The project board met in August 2008, the business case has been agreed with CET and presented to the Capital Strategy Group who are recommending to Cabinet (17th Feb) that the project is funded for 2009/10. The OJEU procurement process is in hand having officially started on 30th December.	n/a	n/a	n/a	n/a	n/a

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Project Name	Project Sponsor	Project Manager	Scheduled Completion Date	Comments	Qtr 3 Project Status Update				
					Financial Position	Project Timetable	Project Quality	Project Benefits	Date last updated
Catering MIS	Steve Parker	Robin Jones	Sept 2009	The capital bid for the MIS has only just been authorised (27/1/09). A meeting has been arranged for later this month with the supplying company to finalise the detail. No previous project status reports have been submitted.	green	green	green	green	Feb 2009
Green Dragon	Iwan Prys-Jones	Ewan McWilliams	April 2009	County Hall has successfully achieved level 2 of the Green Dragon Award. This was achieved ahead of schedule in September 2008. The challenge is now to maintain level 2.	Green	Green	Green	Green	Jan 2009
Review of Construction Procurement	Iwan Prys-Jones	Gareth Evans	March 2009	Draft brief has been prepared for external consultant to carry out a review of the current procedures and the industry's best practice. Currently on hold pending meeting with Andrew Davies AM / Martin Sykes	Amber	Amber	Green	Green	Feb 2009
Office Accommodation Review	Iwan Prys-Jones	Gareth Evans	Sept 2009	£175K capital bid approved. This covers design fees for St Winifred's and Town Hall, Ruthin and movement costs of staff from Henllan to Morfa Clwyd. Remaining capital will be forthcoming on the completion of the sale of Henllan.	Green	Amber	Green	Green	Feb 2009
WorkSMART Accommodation Review	Iwan Prys-Jones	Terri Fleming	31 Mar 2010	Currently on schedule to accommodate 30+ from Trem Clwyd within Caledfryn by summer 2009.	Green	Green	Green	Green	Q2 – 17 Nov 08
Regional Transport Plan	Iwan Prys-Jones	Mike Jones	April 2010	Provisional RTP now with Welsh Assembly for their consideration and approval.	Green	Green	Green	Green	Jan 2009
Highway Asset Management Plan	Iwan Prys-Jones	Bill Cook	To be reviewed	Delayed by Joint Head Of Service project. WAG funding secured to appoint external project manager to work with us and Conwy to implement software system. Meanwhile we have started a £109,000 Asset Inventory Survey which is currently ongoing.	Underperformed on profile	Behind programme	N/A	N/A	N/A

3. Key Performance Indicators

Indicator	Description	Lead Member	Outturn 2007-08	Wales Average 2007-08	Target 2008-09	Outturn Q3 2008-09	Trend	Comments
National Strategic Indicator WMT/S/001bi	The percentage of municipal waste reused and/or recycled	Cllr E Williams	18.21%	20.64%	20%	16.7% (12.7%)	 	Additional Blue Box collections increasing performance but offset by CA Site contractor no longer using material recycling facilities.
National Strategic Indicator WMT/S/001bii	The percentage of municipal waste composted or treated biologically	Cllr E Williams	10.51%	11.17%	15.0%	14.7% (11.6%)	 	Green waste tonnages fall off in winter months.
National Core Indicator WMT/C/007	% of municipal waste received at all household waste amenity sites that is reused, recycled or composted	Cllr E Williams	58.83%	52.01%	54.4%	33.9% (33%)	 	Green waste tonnages fall off in winter months and reduced use of material recycling facilities.
National Strategic Indicator WMT/002b	The percentage of bio-degradable municipal waste sent to landfill	Cllr E Williams	70.10%	62.23%	67.5%	62.2% (70.98%)	 	
Local Indicator	Residual waste – number of kg of waste collected per capita that is not recycled	Cllr E Williams	244kg	local	222kg	226.6kg	 N/A	Do not have quarterly figure for last year.
Local Indicator	Percentage of landfill allowance used (rolling year)	Cllr E Williams	88.60%	local	96.0%	88.00%	 N/A	Increasing diversion from landfill through recycling and continued reductions in waste arising. Do not have quarterly figure for last year
Local Indicator	% of green heating oil in our corporate buildings	Cllr E Williams	25 - 30%	local	30.0%	25 -30% (25-30%)	 	Same contract as last year, so same result
Local Indicator	Percentage of bio-fuel used by authority vehicles	Cllr E Williams	25.00%	local	25.0%	0.00%	 	Stopped using bio-fuel before Christmas 2008 because of the price increase
Local Indicator	Percentage of stock condition surveys completed	Cllr P Dobb	50.00%	local	95.0%	100% (35%)	 	
National Core Indicator CMT/001	% of total length of Rights of Way which are easy to use by members of the public.	Cllr D Thomas	61.73%	50.88%	72.0%	58% (62%)	 	Next survey to be completed in fourth quarter

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Indicator	Description	Lead Member	Outturn 2007-08	Wales Average 2007-08	Target 2008-09	Outturn Q3 2008-09	Trend	Comments
Local Indicator	Visits to schools to educate the public about the Local Biodiversity Action Plan	Cllr D Thomas	NEW	local	5 schools	5 Sessions	😊 NEW	Not measured last year
National Core Indicator STS/005b	% of highway and relevant land inspected of a high/acceptable standard of cleanliness	Cllr E Williams	92.73%	95.98%	93.0%	90.3% (93.6%)	😐 ↓	Very arbitrary measure, can be affected by as little as one rubber band left by a postman
National Core Indicator PSR/002	Average number of calendar days taken to deliver a Disabled Facilities Grant (DFG)	Cllr P Dobb	352	453.33	350	332 (441)	😊 ↑	KPI for Improvement Agreement 2008-10.
National Core Indicator PSR/006	Av. no. of calendar days to deliver low cost adaptation works in private dwellings where DFG process not used	Cllr D Thomas	99	80.8	90	38 (104)	😊 ↑	KPI for Improvement Agreement 2008-10.
National Strategic Indicator PPN/001bii	% of high risk businesses that were inspected/subject to alternative enforcement activity, for Food Hygiene	Cllr S Frobisher	92%	98.83%	90%	64% (21.9%)	😊 ↑	
National Core Indicator PPN/004	Percentage of all eligible food businesses with a valid food hygiene award	Cllr S Frobisher	31%	13.42%	30%	33% (33%)	😊 N/A	
Local Indicator	Number of businesses assisted in one year	Cllr D Thomas	219	Local	>219	24	😊 N/A	Not measured last year by quarters
Local Indicator	Number of businesses that received a grant	Cllr D Thomas	61	Local	157	11	😊 N/A	Not measured last year by quarters
Local Indicator	Number of jobs created/supported through regeneration schemes	Cllr D Thomas	1679.5	Local	1947	95	😊 ↑	Not measured last year by quarters
Local Indicator	Number of working days/shifts per FTE employee lost due to sickness absence (Directorate)	Cllr R Hughes	12.84 days	n/a	11 days (8.28 at Q3)	9.5 days (9.9 days)	😞 ↑	
Local	% of eligible staff who have had a performance appraisal (Directorate)	Cllr R Hughes	52.5%	n/a	100%	To be reported at Q4	N/A	No appraisal figure available for Q3. Annual figure will be reported at Q4.

4. Improvement Agreement actions for 2008/09 (Performance Indicators are included in Section 3 above)

Name of Agreement	Actions for 2008/09	Progress to date
Supporting local businesses	Review of Denbigh and Prestatyn Town Action Plans produced with a Baseline Data gathering exercise for both towns, including the development of performance measures and area profiles.	The Denbigh Business Action Plan was reviewed and updated following a discussion with members of the business group then presented to local county and town councillors. The Prestatyn Plan is regularly reviewed at the Business Action Group which draws its membership from the business sector, town council and local county councillors. The baseline surveys will be commissioned once the funding allocation for 2009/10 is confirmed. Draft Area Profiles for both towns have now been produced.
Reducing our Carbon Footprint	<ul style="list-style-type: none"> We will have agreed the Carbon Management Strategy and derived a detailed project plan to move the strategy forward. We will have created the structure for a performance management framework to provide up-to-date carbon emissions data on all of the council owned office buildings using a local performance indicator for carbon emissions. We will have explored the potential to house this performance management framework in ffynnon. The carbon emissions baseline for the council has been calculated from the 2005/06 energy consumption data as 13,782,000 kg CO₂. 	<ul style="list-style-type: none"> The carbon management strategy has been finalised. The project is currently in the process of being fully planned according to the corporate project management methodology. The project planners have completed the project management training (Feb 2009). A proposed PMF structure has been developed. This needs to be re-evaluated depending on the platform used to collect and analyse the PI. This structure has been explored in ffynnon and problems have been encountered. It is highly likely that excel will be this platform.
Provision of Facilities at Home	<ul style="list-style-type: none"> Collection of baseline information on time taken for tendering works to be completed. Refinement of customer satisfaction surveys to obtain more relevant performance information. Current baseline indicates 96%+ satisfaction with the work completed. 	<ul style="list-style-type: none"> Sample of 20% taken for tenders to determine the timelines. Improvements will be base upon this sample. Questionnaire revision is complete. They are being sent out to customers in the new format.

5. Financial Performance

Description	Position
% of revenue budget spent by end of Quarter 3	69%
Projected revenue budget position at end of 2008/09	£65,000 underspend
% of capital budget spent by end of Quarter 3	60%
Projected capital budget position at end of 2008/09	£26,232,000
2008/09 target for efficiency savings delivered by Directorate	£300,000
Efficiency savings: projected outturn for 2008/09	£339,000
Savings delivered via vacancy control procedure: projected outturn for 2008/09	£291,000 budget savings and £170,000 cashable savings



Quarterly Performance Report

Mohammed Mehmet – Interim Corporate Director: Lifelong Learning

1. Key Outcomes

Outcome	Summary of Progress to Date	Milestones for Next Qtr
<p>Improve pupil attainment by raising pupil achievement, increasing attendance and reducing exclusions</p>	<p>All but one of the key indicators the Council had set itself in the academic year 2007/08 were met with improved performance compared to the previous year. Attendance was a key area for improvement and the authority is now in the top 10 of local authorities for this indicator.</p> <ul style="list-style-type: none"> • all of the Estyn Action Plan targets for attainment, attendance and exclusions, with the exception of Key Stage 1, have been achieved; • at Key Stage 1, 80.4% of children achieved the CSI which is only 0.3% behind the Wales average; • at Key Stage 2, 76.5% of children achieved the CSI, which is 1.0% above the Wales average; • at Key Stage 3, 59.4% of children achieved the CSI, which is just 0.2% below the Wales average; • at Key Stage 4, the percentage of children who achieved 5 A*-C grades was 50.9%, an improvement of 3.8% from the previous year, compared with the Wales average improvement of only 1.6%. This improvement was the 5th best in Wales; • the % of pupil attendance in secondary schools was 91.2%, an improvement of 1.3% on the previous year & amongst the top 8 in Wales; • the percentage of pupil attendance in primary schools was 94.1%, an improvement of 0.5% on the previous year (official figures and comparative data for Wales available in February 2009); • there were 6 permanent exclusions from secondary schools, a rate of 0.9 per 1,000 pupils and 0 from primary school. (Figures are unverified. Official figures and comparative data for Wales available in March 2009) • Key Stage 1 CSI – 44.6% of schools are in the bottom two quartiles compared with 55% in 2006; • Key Stage 2 CSI – 52.1% of schools are in the bottom two quartiles compared with 60% in 2006; • Key Stage 3 CSI – 50% of schools are in the bottom two quartiles compared with 62.5% in 2006. • Key stage 4 CSI 5A*-C – 50% of schools are in the bottom two quartiles compared with 75% in 2006. <p>School Improvement:</p> <ul style="list-style-type: none"> ▪ Partnership agreement implemented in April 2008 ▪ School categorisation undertaken, support offered in relation to categorisation ▪ School support teams set up enabling targeted support to schools ▪ School Standards Monitoring group set up and sees three schools monthly ▪ mini inspections including lesson observations, monitoring of school documentation & pupils work as well as discussions with SLT's, teachers & pupils carried out or planned to be carried out in category 3 & 4 schools <p>Attendance:</p> <p>Targeting of ESW support to areas of most need with two high schools receiving increased support:</p> <ul style="list-style-type: none"> • Rhyl High school has two full - time ESWs and a specific programme has established for pupils in year 9 whose attendance is below 80%. Initial monitoring has shown an attendance increase of 3-4% in this cohort. • Prestatyn High school has also received two days additional cover by an ESW to support the larger number of pupils in his 	<ul style="list-style-type: none"> ▪ Estyn inspection taking place in March 2009 – preparation for this is well underway. The self evaluation document and overview statement have been written and sent to the inspection team. ▪ Continued programme of SSMG, Cluster meetings, school support meetings ▪ Development of Version 5 of ffynon and roll out

Outcome	Summary of Progress to Date	Milestones for Next Qtr
	<p>school</p> <p>Changes to Attendance Codes:</p> <ul style="list-style-type: none"> Guidance and training in new codes offered to all (100%) schools <p>Raising the profile of attendance with parents:</p> <ul style="list-style-type: none"> Model letter for schools, with DCC logo, stressing the negative impact holiday absence can have on attainment On-going discussion with headteachers on a Council policy to refuse to authorise holiday absence <p>Monitoring of medical absence:</p> <ul style="list-style-type: none"> Working with Denbighshire Local Health Board and the NHS Trust to develop a system for medical cards to be issued to pupils attending appointments during school hours to ensure that correlation can be made between times of medical visits and school absence <p>Monitoring of attendance data:</p> <ul style="list-style-type: none"> The ESW Team Leader is provided with monthly attendance data from the returns submitted by schools to Tim Data and is able to monitor attendance performance regularly. This information is then used to inform discussions between the Education Social Work Team Leader and individual Head teachers and trends and strategies can be analysed. All schools set an annual attendance target based on the previous year's performance/ There is also a greater role for the reporting of data corporately. The Council's Modernising Education Board receives regular reports on attendance data and the Planning and Performance Department have used the Ffynnon Performance Management System to assist in the presentation and understanding. Attendance considered at SSMG. <p>Exclusions:</p> <ul style="list-style-type: none"> Senior Education Officer Behaviour and Inclusion works closely with head teachers particularly in the secondary sector to encourage interventions to reduce exclusions. Permanent exclusions have fallen from 10 in 2006-07 to 6 in 2007-08. There has been a reduction in exclusions of 6 days or more and the authority has met its target to reduce days lost to fixed term exclusion to 3.0 days. Training on exclusion procedures and strategies to reduce exclusions has been provided for headteachers and senior staff in secondary schools. As a strategy to further reduce exclusions, a peripatetic behaviour support team of Learning Support Assistants has been established to support young people on Managed Transfers or being reintegrated. There is an active Managed Transfer policy supported by all secondary schools and some primary schools which may be used when all other interventions have failed. This policy allows seriously disengaged pupils to be given the opportunity of a fresh start in another school in an effort to re-engage them. During the last two years a total of 17 Managed Transfers have been arranged and 16 of these have been successful as those pupils are still attending a mainstream school rather than external provision. Pupils on a Managed Transfer or returning to mainstream from the PRU have negotiated PSP and a re-integration programme planned between school and pupil. There is a designated governor in each school with the overview of behaviour. 	

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Outcome	Summary of Progress to Date	Milestones for Next Qtr
Improve the leadership and management of education	<ul style="list-style-type: none"> ▪ New structure and process for strategic planning developed. First service plan (youth services) completed in draft form 	<ul style="list-style-type: none"> ▪ Permanent Director of Lifelong Learning to take up post in March ▪ Results from Estyn inspection ▪ Service & business plans to be completed by 1 April '09.
Modernise the provision of education	<ul style="list-style-type: none"> ▪ Developed raft of policies for modernising education, undertook extensive consultation. Policies agreed by Cabinet in January. 	<ul style="list-style-type: none"> ▪ Cabinet Report in March to request approval to start 1st area review of school provision
Improve the provision of youth support services in the County	<ul style="list-style-type: none"> ▪ Youth Support Services Action Plan redesigned to follow Modernising Education format ▪ Monitoring template for Children and Young People's Plan now based on MEB reports ▪ Performance management framework for Children and Young People's Plan developed with first report taken to the Children and Young People's Partnership Board. ▪ Questionnaire undertaken to look at use of Welsh in youth support services. Menter Iaith funded for two years through Cymorth to promote social use of Welsh within Rhyl ▪ Basic skills strategy developed based on formal education ▪ Transport survey completed 	<ul style="list-style-type: none"> ▪ Results from Estyn inspection ▪ Rural transport forum to take forward issues from transport survey ▪ Two participation officers appointed ▪ Develop wider basic skills strategy
Improve the use of resources	<ul style="list-style-type: none"> ▪ Over the past three years the council has increased its education budget at a faster rate than the SSA, with the 2008/09 budget now £470k above SSA. The national SSA increase for 2009/10 is 3.2%, with the council's current proposals showing an increase in the education budget of 3.5% ▪ £290k Secondary Schools to address historic underfunding The funding was to ensure secondary school budgets were increased to meet the Welsh average. In the main this extra funding has been used to enhance curriculum entitlement. ▪ £120k Appointment of new posts in Planning and Performance Both the new posts were initially engaged in work on the Estyn Action Plan and made significant progress in moving the plan forward and ensuring tasks were being progressed and evidence was being recorded. One post has now been diverted onto schools' admissions. ▪ £120k Appointment of two School Improvement Officers One officer has been appointed in School Improvement whose background is providing continuous professional development for headteachers and senior management teams in schools. This officer also has extensive experience of inspecting schools colleges and teacher training colleges. The remaining funding has been used to fund a headteacher consultant to work with specific schools to develop leadership roles and responsibilities to provide a stronger focus on improving the quality of teaching and learning. ▪ £100k Appointment of 8 Learning Support Assistants (LSA's) for managed moves As a result of these appointments permanent and fixed term exclusions have reduced and the targets set in the Estyn Action Plan to reduce permanent exclusions by a third are met. 	<ul style="list-style-type: none"> ▪ Complete the Fair Funding review to include finalisation of the future provision of ICT, Building Maintenance & Catering review ▪ Implementation of the Grants process and register ▪ Consultation with schools on the new grants team

Outcome	Summary of Progress to Date	Milestones for Next Qtr
	<ul style="list-style-type: none"> ▪ £500k Schools support for Key Stage 2, Key Stage 4 and Leadership & Management: ▪ £250k KS4 by increasing 5A* - C and 5A* - G and reducing the number of pupils leaving school without a recognised qualification • £100k raise standards at KS2 • £150k support Leadership & Management <p>The impact of the funds for KS2 and KS4 will be clearer after this academic year's results are known.</p> <p>The management and leadership funding was made available to reduce teaching time for heads and deputies to allow them to carry out monitoring of teaching and learning and to set policies and objectives. Some schools use the funds to monitor behaviour.</p> <ul style="list-style-type: none"> ▪ A number of significant capital investments have been completed including a new primary school in Prestatyn, a new pupil referral unit in Rhyl, and new dining blocks at Brynhyfryd and Dinas Bran. ▪ Undertaken a major review of fair funding 	

2. Corporate Improvement and Significant Risk Projects as Sponsor

Project Name	Project Sponsor	Manager	Scheduled Completion Date	Comments	Qtr 3 Project Status Update				
					Financial Position	Project Timetable	Project Quality	Project Benefits	Date last updated
Modernising Education Priority	Mohammed Mehmet	Jackie Walley		Modernising Education as a priority refers to the broad agenda of improving attainment and achievement. One aspect of this has been the agreement of the set of policies to provide a framework for looking at school organisation. The policies were agreed by Cabinet in January and Cabinet will be asked to authorise the start of the first area review in March.	n/a	n/a	n/a	n/a	n/a
Strategic Site Masterplans	Jackie Walley	Sian Owen	30/03/09	Project to go out to second consultation with the heads before the end of Feb 09	Green	Green	Green	Green	02/02/09
Ysgol Clawdd Offa	Mohammed Mehmet	David Evans	Closed	Project Closed 15/01/2009 – with completion works schedule to be concluded	Green	Green	Amber	Green	15 Jan 2009
Ysgol Dinas Bran Dining Hall	Jackie Walley	Peter Clayton	Sept 2009	n/a	Green	Green	Green	Green	Jan 2009
Review of Hyfrydle – Options	Mohammed Mehmet	Sian Owen	11/02/09	Workshop organised, Information sent out to delegates	Green	Green	Green	Green	03/02/09





3. Key Performance Indicators

Indicator	Description	Lead Member	Outturn 2007-08	Wales Average 2007-08	Target 2008-09	Outturn Q3 2008-09	Trend	Comments
Local Indicator	% of pupils eligible for assessment at the end of KS1, in schools maintained by the LA, achieving the Core Subject Indicator, as determined by Teacher Assessment	Cllr H Evans	80.70%	n/a	81.70%	80.40%	☹️ →	
National Strategic Indicator EDU/003	% of pupils eligible for assessment at the end of KS2, in schools maintained by the LA, achieving the Core Subject Indicator, as determined by Teacher Assessment	Cllr H Evans	73.20%	74.27%	74.20%	76.50%	😊 ↑	
National Strategic Indicator EDU/004	% of pupils eligible for assessment at the end of KS3, in schools maintained by the LA, achieving the Core Subject Indicator, as determined by Teacher Assessment	Cllr H Evans	57.40%	56.84%	58.40%	59.40%	😊 ↑	
Local Indicator	The percentage of KS4 pupils achieving 5A* to C	Cllr H Evans	47.10%	n/a	49.00%	50.90%	😊 ↑	
National Strategic EDU/001	The percentage of pupil attendance in secondary schools	Cllr H Evans	89.90%	90.66%	91.00%	91.20%	😊 ↑	
National Core EDU/007	The percentage of pupil attendance in primary schools	Cllr H Evans	93.6%	93.1%	93.3%	94.1% (Unverified)	😊 ↑	
National Core Indicator EDU/008a	The number of pupils permanently excluded during the academic year per 1,000 pupils from Primary Schools	Cllr H Evans	0.14%	0.00%	0.10%	0% (Unverified)	😊 ↑	
National Core Indicator EDU/008b	The number of pupils permanently excluded during the academic year per 1,000 pupils from Secondary Schools	Cllr H Evans	1.52%	0.00%	1.00%	0.91% (Unverified)	😊 ↑	
National Strategic EDU/016a	The % of pupil attendance in primary schools (target subject to review following individual school target setting)	Cllr H Evans	93.6%	93.1%	93.3%	94.1% (Unverified)	😊 ↑	KPI for Improvement Agreement 2008-10.
National Strategic EDU/016b	The % of pupil attendance in secondary schools (target subject to review following individual school target setting)	Cllr H Evans	89.90%	90.66%	91.00%	91.20%	😊 ↑	KPI for Improvement Agreement 2008-10.

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Indicator	Description	Lead Member	Outturn 2007-08	Wales Average 2007-08	Target 2008-09	Outturn Q3 2008-09	Trend	Comments
National Core LCL/001	The number of visits to public libraries per 1000 population	Cllr M Jones	8582	5459	8120	N/A	N/A	The next survey will take place and will be reported in Q4.
National Core LCS/002	Number of visits to local authority sport and leisure centres per 1,000 population	Cllr M Jones	8490	7406	8500	6949 (6569)		Number of overall visits slightly up on last year & within target.
Local Indicator	% of young people in North Denbighshire offered the full local area curriculum	Cllr H Evans	New	n/a	100%	To be reported in Q4	N/A	Offer is made in Spring 2009, for the Academic Year 2009/10, and this will be reported at Q4. KPI for Improvement Agreement 2008-10.
Local Indicator	% of young people in the Vale of Clwyd offered the full local area curriculum	Cllr H Evans	New	n/a	100%	To be reported in Q4	N/A	Offer is made in Spring 2009, for the Academic Year 2009/10. KPI for Improvement Agreement 2008-10.
Local Indicator	% of young people in the Dee Valley offered the full local area curriculum	Cllr H Evans	New	n/a	100%	To be reported in Q4	N/A	Offer is made in Spring 2009, for the Academic Year 2009/10. KPI for Improvement Agreement 2008-10.
Local Indicator	% of young people able to access learning coach support	Cllr H Evans	New	n/a	100%	100% - all schools have a learning coach	 NEW	Target refers to 100% of all 14-19 year olds in school. KPI for Improvement Agreement 2008-10.
Local Indicator	% of those young people on Project 11 (excluded from mainstream education) accessing full time courses	Cllr H Evans	New	n/a	80%	100% Yr 10 90% Yr 11	 NEW	From academic year 09/10 this will be 100% for Yr11. KPI for Improvement Agreement.
Local Indicator	% of young people continuing at 16+ in further education at school or college or training	Cllr H Evans	New	n/a	91%	To be reported in Q4	N/A	KPI for Improvement Agreement 2008-10.
Local Indicator	% of those young people who become NEET (Not in Education, Employment or Training) at 16	Cllr H Evans	New	n/a	6.5%	To be reported in Q4	N/A	KPI for Improvement Agreement 2008-10.
Local Indicator	Pupil Attitude to Self and School (PASS) survey completed for all 14-16 learners in education and training	Cllr H Evans	New	n/a	80%	To be reported in Q4	N/A	KPI for Improvement Agreement 2008-10.

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Indicator	Description	Lead Member	Outturn 2007-08	Wales Average 2007-08	Target 2008-09	Outturn Q3 2008-09	Trend	Comments
Local Indicator	The number of working days/shifts per FTE employee lost due to sickness absence (Directorate, excluding schools)	Cllr R Hughes	9.76 days	n/a	11 days (8.28 at Q3)	9.25 days (6.28 days)	 	
Local Indicator	The number of working days/shifts per FTE employee lost due to sickness absence (Directorate, schools only)	Cllr R Hughes	9.25 days	n/a	11 days (8.28 at Q3)	7.84 days (6.53 days)	 	
Local Indicator	% of eligible staff who have had a performance appraisal (Directorate)	Cllr R Hughes	16.8%	n/a	100%	To be reported at Q4	N/A	No appraisal figure available for Q3. Annual figure will be reported at Q4.

4. Improvement Agreement actions for 2008/09 (Performance Indicators are included in Section 3 above)

Name of Agreement	Actions for academic year 2008/09	Progress to date
Improving Educational Attainment	<ol style="list-style-type: none"> 1) Individual attendance targets set for each primary and secondary school 2) Standard joint letter from school and Council developed and sent to parents 3) Health appointments form 4) Monthly attendance reports using Ffynnon discussed at Modernising Education Board 5) Development of Ffynnon to report attendance at school, gender, year group and key stage level 6) All Modernising Education Board members trained in how to use Ffynnon to view attendance rates 7) School Standards Monitoring Group held each month where attendance rates are discussed between Members of the group and the Headteacher and Chair of Governors 	<ol style="list-style-type: none"> 1) Targets for each school set and agreed between school and Education Social Work Team. 2) Schools now have model letter for schools, with DCC logo, stressing the negative impact holiday absence can have on attainment. 3) Worked with Denbighshire Local Health Board and the NHS Trust to develop a system for medical cards to be issued to pupils attending appointments during school hours to ensure that correlation can be made between times of medical visits and school absence 4) Monthly reports taken to MEB on absence 5) Developing set of reports within version 5 of ffynnon for reporting absence by school, by key stage, year group, by gender and by vulnerable group (e.g looked after children). 6) All members of MEB trained and able to access reports on ffynnon. 7) SSMG held monthly and attendance part of the proforma
Learning Pathways – widening opportunities and increasing the participation of 14-19 year olds in education and training	<p>Establishment of a local area curriculum for 14 year old learners in:</p> <ol style="list-style-type: none"> a) North Denbighshire; b) the Vale of Clwyd: and c) the Dee Valley <p>comprising 28 Level 2 options choices of which a minimum of 5 are vocational and drawn from at least 3 of the 5 domains of learning in 2009.</p>	<p>Outline strategic plan to be submitted to the Assembly by the end of March.</p>

5. Financial Performance: Lifelong Learning (excluding schools)

Description	Position
% of revenue budget spent by end of Quarter 3	75.36%
Projected revenue budget position at end of 2008/09	£695,000 overspent
% of capital budget spent by end of Quarter 3	75%
Projected capital budget position at end of 2008/09	£712,000
2008/09 target for efficiency savings delivered by Directorate	£167,000
Efficiency savings: projected outturn for 2008/09	£167,000
Savings delivered via vacancy control procedure: projected outturn for 2008/09	£227,000 (Already accounted for in projected outturn.)

Financial Performance: Lifelong Learning (schools only)

Description	Position
% of revenue budget spent by end of Quarter 3	77.44%
Projected revenue budget position at end of 2008/09	£824,000 overspent
% of capital budget spent by end of Quarter 3	75%
Projected capital budget position at end of 2008/09	£7,434,000
2008/09 target for efficiency savings delivered by Directorate	n/a
Efficiency savings: projected outturn for 2008/09	n/a
Savings delivered via vacancy control procedure: projected outturn for 2008/09	n/a



Quarterly Performance Report

Sally Ellis – Corporate Director: Social Services & Housing

1. Key Outcomes

Outcome	Summary of Progress to Date	Milestones for Next Qtr
Improving our Service	<ul style="list-style-type: none"> • a more joined up approach to delivering service user transport is being delivered with the Corporate Passenger Transport Unit. This includes tendering for transport for people with learning disabilities • Blue Badges (for people with automatic eligibility) are now available from all One Stop Shops. • prior to the discontinuation (by Health) of the project we contributed to the development of a Modernising Unscheduled Care (MUSC) strategy for Denbighshire which strengthens the way care services respond in emergencies. This has now been overtaken by a proposal to approach this issue on a regional basis. • only 4 people have been identified as having their discharge from hospital delayed because social care services were not in place • removed the use of bed and breakfast accommodation for homeless families (except in emergencies) • a multi agency project board to improve services for children with disabilities concluded. The board has produced a report which focuses on improvement for 3 workstreams. • free leisure passes have been issued to looked after children and care leavers. This includes free swimming passes for all (family passes for foster care households with children under 8) and gym passes for care leavers. • Extra Care Housing has opened in Rhyl with the first set of residents moving in • cost-effective services have been developed which balance early intervention and complex needs. Over 400 people are in receipt of assistive technology and Extra Care Housing has been taken up by 8 people with 22 identified to take up flats. Significant progress has also been made on the establishment of a Community Equipment Store including progress on an incremental S33 agreement and completion of build & implementation of new IT system. • continued to improve the council's housing stock by installing central heating in 82 houses and improving 271 properties • outstanding repairs for council housing have fallen below 600 • a person centred planning approach has been embedded in services for people with learning disabilities enabling a more citizen centred approach to the development of packages of care. 	<ul style="list-style-type: none"> • Continue to promote the take up of Extra Care through assessment of need and drop in sessions to showcase the facility • Continue the programme to reduce the number of outstanding housing repairs • Develop Ceri's family as a model for evaluating services and communicating the difference we have made for communities • Develop robust processes to gather baseline data on new Corporate Customer Care Standards so achievable corporate targets can be set for 2009/10. • Identify a self selected group of users to pilot self directed support budgets. • Launch the Tele Care Demonstration facility in Rhyl Community Fire Station.
Improving the way we work	<ul style="list-style-type: none"> • undertaken a programme of file audits as part of an drive to improve our standards of recording. • updated our supervision standards and performance indicators • implemented a new IT system for Social Services (PARIS) in January 2009 • reviewed our structures so they are more responsive and better able to respond to current budget pressures. A revised structure for Adult Services was launched in January 2009 and refocused Teams within Children Services are in the final approach of implementation • delivered induction seminars for new members covering key services including Corporate Parenting • established a multi Agency Equalities Reference Group to ensure a consistency of approach across HSCWB Partners. 	<ul style="list-style-type: none"> • develop an agreed approach to monitoring the frequency and quality of supervision for 09/10 • explore the potential of Fynnon as a single system to monitor and report progress on our improvement actions

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Outcome	Summary of Progress to Date	Milestones for Next Qtr
<p>Improving the way we work with others</p>	<ul style="list-style-type: none"> produced a commissioning strategy for carers which was approved in September 2008. Carers Emergency Card Scheme launched in December 2008 in conjunction with DVSC recruited two carers assessors who will be managed by DVSC but will work with the Carers Commissioning Officer to offer a service to carers of service users. implemented a Local Tenant Participation Strategy in April 2008 continue to improve homelessness services, especially youth homelessness and prevention established a dedicated Corporate Parenting Team to provide a seamless service to the Looked After young people of Denbighshire work with partners to improve services and achieve cost efficiencies work in partnership with Education to contribute to the delivery of the authority's planned improvements in response to the Estyn inspection developed and launched the 'Single Plan' for children and young people in September 2008. Underpinning performance management framework developed. developed and launched a multi-agency performance management framework for the 'Healthy Denbighshire' plan including shared outcomes put in place a Supporting People strategy for housing support and related services through an Operational Plan and a proactive funding strategy (both agreed by Cabinet) entered early negotiations with Health colleagues to establish a co-located health & social care team in Prestatyn 	<ul style="list-style-type: none"> finalise work with referring agencies to facilitate a shared understanding of appropriate referrals relating to the protection of children and young people review the potential of utilising grant funding through a combination of grant and spot purchasing. review and assess information provided by voluntary organisations as part of monitoring arrangements for grant funding establish an agreed model of service provision for a health & social care team in Prestatyn. Receive the first report from the Ceri's Family Reference Group providing an independent view of the implementation of These 5 & 6 of Healthy Denbighshire.
<p>Improving the way we use resources</p>	<ul style="list-style-type: none"> monitored the delivery of the directorate's communication strategy through the Access and Communications Group health and safety training programme in place and accessed by staff developed and launched a 'Healthier Team' programme to help staff stay healthy. 2 Teams have taken up the programme identified options for relocate services from Henllan to release the building produced and publicised a staff newsletter to ensure the directorate vision and priorities are communicated effectively shortlisted for a Local Government Chronicle award for the Ceri's Family model. This initiative provides a user friendly engagement, promotional and performance management tool. survey sent to 130 independent and voluntary sector providers to identify levels of qualification and training needs across the social care sector in Denbighshire 	<ul style="list-style-type: none"> finalise human resources strategy develop and implement workforce development plans an submit to WAG for funding collate and analyse workforce surveys across the North Wales region and identity collective action

2. Corporate Improvement and Significant Risk Projects as Sponsor

Project Name	Project Sponsor	Project Manager	Scheduled Completion Date	Comments	Qtr 3 Project Status Update				
					Financial Position	Project Timetable	Project Quality	Project Benefits	Date last updated
PARIS	Craig Macleod	Lee Taafe	Dec 2008	System fully implemented in January 2009. A full evaluation will be completed by end of June 2009.	Amber	Amber	Green	Amber	Feb 2009
Extra Care Housing - Rhyl	Neil Ayling	Eileen Woods	Complete handover of scheme due Feb 09	<ul style="list-style-type: none"> Gorwel Newydd (the first Extra Care Scheme in North Wales) opened 19 Jan 2009 and first tenants have moved in. Process of allocating all 59 properties ongoing. Launch event is being planned for April 2009 with VIP guests and dignitaries 	Amber	Amber	Green	Green	19.1.09
Extra Care Housing - Prestatyn	Neil Ayling	Eileen Woods	March 2011	<ul style="list-style-type: none"> SHG award of £3.813 Million Aug 07. Wales and West Housing confirmed as Housing Partners. Planning Permission Approved Sept 07. Residents consulted and offered alternative services including option to move to Rhyl ECH Day centre relocated to Nant Hall Road. Site vacated December 08. Work advanced to sell land to Wales and West. Contractor appointed. Consultation with stakeholders ongoing. Work to clear site to begin March 09. Building works to commence April/May 09 	Amber	Green	Amber	Green	5.12.2008
Extra Care Housing - Ruthin	Neil Ayling	Emily Jones-Davies	March 2011	<ul style="list-style-type: none"> Planning permission granted Sept 08. Work underway to dispose of land to Tai Clwyd Detailed designs being drawn up and contractor to be appointed. Consultation all stakeholders being undertaken. Plan to start building works on site in Sept 09. 	Amber	Green	Amber	Green	09.01.09
Extra Care Housing - Denbigh	Neil Ayling	Emily Jones-Davies	Oct 2011 (taken from bid)	<ul style="list-style-type: none"> SHG bid submitted to WAG. Chosen partner for bid is Wales & West. Possible joint project with LHB. Work in early stages of disposal of land issues. Project not started until confirmation of SHG bid received. 	N/A	N/A	N/A	N/A	N/A

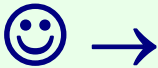

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Project Name	Project Sponsor	Project Manager	Scheduled Completion Date	Comments	Qtr 3 Project Status Update				
					Financial Position	Project Timetable	Project Quality	Project Benefits	Date last updated
Telecare	Neil Ayling	Emily Jones-Davies	Extended to Mar 10	<ul style="list-style-type: none"> PI for Dec 08 is 411 (set PI target for 08/09 was 250). Telecare now fully implemented in Denbighshire Intensive training now completed. Work undertaken around competency and assessment needs for Telecare Team. 	Amber	Amber	Amber	Green	03.02.09
Community Equipment Service Integration	Neil Ayling	Cathy Curtis-Nelson	Capital Grant from WAG continues until March 2010	<ul style="list-style-type: none"> Building work completed except for snagging. Move into building by service completed. New IT system installed but problematic. Launch being planned for April 2009. Section 33 Partnership Agreement with pooled budget signed for 1 year; and 3 year agreement from April 09 nearing end of negotiations. Recruitment of Single Operational Manager in next 2 months should assist with implementation and further development 	Green	Amber	Green	Green	2/2/09
Intensive Supported Independent Living	Neil Ayling	Jeni Andrews	2010	<ul style="list-style-type: none"> Initial costed business case drafted Verbal financial commitment from the LHB (awaiting written confirmation) Preferred site and Social Landlord identified (Henllan/Wales & West) & Social Housing Grant bid submitted Eligibility criteria drafted Potential tenants identified Options appraisal completed re. staffing structure 	amber	amber	Not considered	Not considered	05/01/09
Regional Learning Disability project	Sally Ellis	Neil Ayling	Tbc	Project just beginning.	N/A	N/A	N/A	N/A	N/A
Locality Planning Model	Neil Ayling	Cathy Curtis-Nelson	Tbc	Project just beginning.	N/A	N/A	N/A	N/A	N/A

















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Project Name	Project Sponsor	Project Manager	Scheduled Completion Date	Comments	Qtr 3 Project Status Update				
					Financial Position	Project Timetable	Project Quality	Project Benefits	Date last updated
Housing Stock Improvement Programme	Paul Quirk	Chris Morris	2012	Project progressing steadily	Green	Green	Green	Green	Feb 2009
Sheltered Housing Strategy Review	Paul Quirk	Duncan Jones	October 2009	Project in early stages.	N/A	N/A	N/A	N/A	N/A
Homelessness - joint service (Conwy)	Paul Quirk	Yvonne Hewitt	Tbc	Project in early stages. First meeting of project group scheduled for 25 th Feb 2009.	N/A	N/A	N/A	N/A	N/A
Demographic Change Priority	Sally Ellis	Yvonne Hughes		Demographic Change Board has met to agree initial priorities. Work plan has been drafted, and draft outcomes need to be identified.	N/A	Green	Green	N/A	N/A

3. Key Performance Indicators

Indicator	Description	Lead Member	Outturn 2007-08	Wales Average 2007-08	Target 2008-09	Outturn Q3 2008-09	Trend	Comments
National Core Indicator SCC/006	The percentage of referrals during the year on which a decision was made within 1 working day.	Cllr M Jones	93%	93.1%	90%	92.64% (93.8%)		There has been a 17% increase in the number of referrals (2677 compared to 2305 for the same period last year). Performance has been sustained within a 1% variance. KPI for Improvement Agreement 2008-10.
National Core Indicator SCC/008a	The percentage of initial assessments carried out within 7 working days	Cllr M Jones	95.39%	63.68%	85%	90.22% (93.66%)		There has been a 36% increase in the number of initial assessments carried out (544 compared to 399 for the same period last year.) The impact of this increased volume has been contained within a performance variance of 3%. Performance remains significantly above the Welsh average. KPI for Improvement Agreement 2008-10.

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Indicator	Description	Lead Member	Outturn 2007-08	Wales Average 2007-08	Target 2008-09	Outturn Q3 2008-09	Trend	Comments
National Core Indicator SCC/008b	The average time taken to complete initial assessments that took longer than 7 working days to complete	Cllr M Jones	13.4 days	20 days	<10 days	11.7 days (15.6 days)	 	Performance continues to improve each quarter. Performance is significantly above the Welsh average.
National Core Indicator SCC/009a	a) The percentage of required core assessments carried out within 35 working days	Cllr M Jones	81.37%	55.5%	75%	81.18% (81.25%)	 	There has been a 33% increase in the number of core assessments carried out (85 compared to 64 for the same period last year.) Performance levels have been sustained despite the increased volume and are significantly above the Welsh average. KPI for Improvement Agreement 2008-10.
National Core Indicator SCC/009b	b) The average time taken to complete those required core assessments that took longer than 35 days	Cllr M Jones	54.1 days	81.8 days	<50	55.1 (60.2)	 	Performance has improved this quarter and is heading towards the year end target. Performance compares favourably to the All Wales average.
National Core Indicator SCC/011a	% of initial assessments that took place during the year where there is evidence that child has been seen by the Social Worker	Cllr M Jones	73.02%	58.98%	75%	75.04% (73.47%)	 	This quarter represents the best performance for this indicator since data has been collected. KPI for Improvement Agreement 2008-10.
National Core Indicator SCC/011b	% of initial assessments that took place during the year where there is evidence that the child has been seen alone by the Social Worker.	Cllr M Jones	42.26%	21.34%	45%	41.00% (40.61%)	 	Performance has improved this quarter and is heading towards the year end target. Performance compares favourably to the All Wales average. KPI for Improvement Agreement 2008-10.
National Core Indicator SCC/013ai	% of open cases of children with an allocated social worker where the child is receiving a service in each of the following groups; i) Children on the child protection register	Cllr M Jones	100%	97.29%	100%	100% (100%)	 	Excellent performance has been sustained. KPI for Improvement Agreement 2008-10.
National Core Indicator SCC/013aaii	ii) Children looked after	Cllr M Jones	100%	88.79%	100%	100% (100%)	 	Excellent performance has been sustained. KPI for Improvement Agreement 2008-10.
National Core Indicator SCC/013aiii	iii) Children in need	Cllr M Jones	98%	67.87%	95%	95.32% (96.40%)	 	Excellent performance has been sustained. KPI for Improvement Agreement 2008-10.



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Indicator	Description	Lead Member	Outturn 2007-08	Wales Average 2007-08	Target 2008-09	Outturn Q3 2008-09	Trend	Comments
National Core Indicator SCC/013bi	% of open cases of children allocated to someone other than a social worker where the child is receiving a service in each of the following groups; i) Children on the child protection register	Cllr M Jones	0%	1.72%	0%	0% (0%)	😊 →	Excellent performance has been sustained
National Core Indicator SCC/013bii	ii) Children looked after	Cllr M Jones	0%	9.73%	0%	0% (0%)	😊 →	Excellent performance has been sustained
National Core Indicator SCC/013biii	iii) Children in need	Cllr M Jones	1.80%	23.57%	5%	4.68% (3.6%)	😊 ↓	Excellent performance has been sustained
National Core Indicator SCC/014	% of initial child protection conferences due in the year which were held within 15 working days of the strategy discussion	Cllr M Jones	70%	68.27%	85%	84.21% (41.66%)	😐 ↑	Sustained improvement has been achieved for this indicator with comparative performance rising from 41.66% this time last year to 84.21% in 08/09
National Core Indicator SCC/025	% of statutory visits to looked after children due in the year that took place in accordance with regulations.	Cllr M Jones	54.91%	74.26%	85%	80.71% (43.16%)	😐 ↑	Sustained improvement has been achieved for this indicator with comparative performance rising from 43.16% this time last year to 80.71% in 08/09
National Strategic Indicator SCA/001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over.	Cllr P Dobb	1.12	7.01	<1.5	0.41 (0.92)	😊 ↑	Excellent performance has been sustained
Local Indicator LPI 10	Rate of LD clients aged 18 to 64 supported in the community. Excludes professional support	Cllr P Dobb	3.76	local	3.76	3.53	😐 N/A	There has been a modest increase in the number of people recorded on Care.comm for this indicator. It is recognised that not all services have been recorded for the client group which results in under reporting. This issue will be addressed as part of the post go live support for the PARIS system. KPI for Improvement Agreement 2008-10.
Local Indicator LPI 11	Rate of PDSI clients aged 18 to 64 supported in the community. Excludes professional support	Cllr P Dobb	10.24	local	8.00	9.28	😊 N/A	The increase in support reflects work to ensure that people are helped to maintain their place in the community. KPI for Improvement Agreement 2008-10.

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Indicator	Description	Lead Member	Outturn 2007-08	Wales Average 2007-08	Target 2008-09	Outturn Q3 2008-09	Trend	Comments
Local Indicator LPI 12	Rate of MH clients aged 18 to 64 supported in the community. Excludes professional support	Cllr P Dobb	2.46	local	2.46	2.21	N/A	There has been a modest increase in the number of people recorded for this indicator. KPI for Improvement Agreement 2008-10.
National Core Indicator SCA/005b	The average number of working days between initial enquiry and completion of the care plan, excluding specialist assessments	Cllr P Dobb	25.24	30.93	25.00	23.09 (49.6)	↑	Performance is on track. However, the launch of PARIS may have an initial negative impact on the final quarter's performance as people become familiar with revised systems and processes.
National Core Indicator SCA/016b iii	Of the adult protection referrals completed during the year, the percentage where the risk has been removed or reduced	Cllr P Dobb	55.48%	14.83%	56.00%	80.17% (49.28%)	↑	Strong performance has been achieved which is significantly above the Welsh average. KPI for Improvement Agreement 2008-10.
National Core Indicator SCA/010	The rate per 1,000 adult clients assessed during the year who are provided with assistive technology as part of a package of care	Cllr P Dobb	238 items 72.54 rate	111.3 rate	250	403 items 143.52 rate	N/A	Annual target exceeded with promotional and take up campaigns being highly successful. The provision of telecare forms an integral part of ensuring that people are able to maintain their place in the community. KPI for Improvement Agreement 2008-10.
National Core Indicator HHA/013	% of all potentially homeless households for whom homelessness was prevented for at least 6 months.	Cllr P Dobb	99%	41%	80%	97%	→	KPI for Improvement Agreement 2008-10.
National Core Indicator HHA/015b	Average number of days that all homeless households spent in other forms of temporary accommodation (not B&B)	Cllr P Dobb	New for 2008/2009	NEW	150	183	NEW	
National Core Indicator HLS/012ai	Rent arrears owed by current tenants in permanent accommodation as a percentage of the total rent collectable for the financial year	Cllr P Dobb	2.48%	AMENDED INDICATOR	2.25%	2.58% (2.78%)	↑	There are seasonal variations throughout the year in regard to this PI. This quarter's increase is partly due to the Christmas period but also the current economic climate.
National Core Indicator HLS/014	The average number of calendar days taken to let permanent accommodation	Cllr P Dobb	62	NEW	55	72	→	Performance is comparable with 2007/2008. This figure has increased due to vacant properties being refurbished in line with WHQS. There were 9 properties highlighted for these improvements within Q3 with one property being void for 882 days.

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Indicator	Description	Lead Member	Outturn 2007-08	Wales Average 2007-08	Target 2008-09	Outturn Q3 2008-09	Trend	Comments
National Core Indicator HLA/010c	The average number of days taken to complete non-urgent repairs	Cllr P Dobb	29	AMENDED INDICATOR	30	31 (28 days)	 ↓	This measures average performance. Work also continuing on reducing the number of repairs beyond target date.
Local	The number of working days/shifts per FTE employee lost due to sickness absence (Directorate)	Cllr R Hughes	17.1 days	n/a	11 days (8.28 at Q3)	12.83 days (12.49 days)	 →	
Local	% of eligible staff who have had a performance appraisal (Directorate)	Cllr R Hughes	46.9%	n/a	100%	To be reported at Quarter 4	N/A	No appraisal figure available for Q3. Annual figure will be reported at Q4.

4. Improvement Agreement actions for 2008/09 (Performance Indicators are included in Section 3 above)

Name of Agreement	Actions for 2008/09	Progress to date
Provision of Care: Services to Children	<ol style="list-style-type: none"> We will review and reshape operational services to enhance consistency and continuity of services and to improve workforce flexibility and working skills. To achieve this we will: <ul style="list-style-type: none"> establish a County-wide Intake and Safeguarding Team establish a dedicated Corporate Parenting Team to provide a seamless service to the Looked After young people of Denbighshire We will implement the Children and Family Service Quality Assurance Framework 	<ul style="list-style-type: none"> Establish a County-wide Intake and Safeguarding Team - in progress and in final stages of organisation Establish a dedicated Corporate Parenting Team to provide a seamless service to the Looked After young people of Denbighshire - implemented with effect from November 2008 Children and Family Service Quality Assurance Framework implemented in August 2008. The framework is currently being revised (Jan 2009) to fully incorporate Climbie recommendations and the safeguarding review.
Housing Matters	<p>Progress will be measured through monitoring of the Denbighshire Homelessness Strategy which is now part of the Local Housing Strategy with an Annual review of the Action Plan; also through the annual Service Business Plan and Team Operational Plan. Denbighshire Internal Audit service has completed a review of the service in September 2008 and its recommendations will be monitored.</p> <p>In 2008/2009 we will measure and analyse the following information in relation to prevention:</p> <ol style="list-style-type: none"> Number of cases presented per annum. Number of cases where homelessness was prevented. Number of cases where formal homelessness assessment is required. Cost per case of deposits, arrears settlements, etc. 	<ol style="list-style-type: none"> Number of cases presented per annum - 166 Year to date Number of cases where homelessness was prevented - 136 Year to date Number of cases where formal homelessness assessment is required - 208 Year to date Cost per case of deposits, arrears settlement etc - £380 average.

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Name of Agreement	Actions for 2008/09	Progress to date
Helped to Live in the Community	<ol style="list-style-type: none"> 1. We will implement Joint Mental Health, Physical and Sensory Impairment (PSI) and Learning Disabilities Commissioning Strategies 2. Telecare systems and procedures will be developed across health & social care. Telecare services will be provided to help people maintain their place in the community. 3. We will further develop our Quality Assurance Strategy by: <ol style="list-style-type: none"> 3.i. ensuring that the user/carer feedback, file audit and performance information provided in Team Profiles is used to inform the team planning process 3.ii. undertaking service user satisfaction surveys for our Welfare Rights Team and our Occupational Therapy (OT) Team (both these Teams play a significant role in providing services to people aged 18-64) 4. We will establish a clear performance management framework for the 2008/2011 HSCWB Strategy (Healthy Denbighshire). This will include the development of a set of shared outcomes that are informed by stakeholders including the voluntary sector, people who use services and carers. 	<ol style="list-style-type: none"> 1. Users of mental health services and people with learning disabilities are now in receipt of new / revised services as a result of the implementation of the relevant commissioning strategies. For learning disabled people this will include the development of Independent Supported Living Facility. Progress is being made on the development of a PSI Strategy which will be launched during the Spring of 2009. 2. There are over 400 users and carers benefiting from a range of Telecare systems. A demonstration facility is about to be opened at the Community Fire Station in Rhyl which will provide potential users and carers an opportunity to try out a range of Telecare services. 3.i. Team Profiles are now regularly used to inform the team (and service) planning process. 3.ii. Service user evaluation questionnaires are provided to all service recipients of the Welfare Rights Unit and the OT Team. Any feedback received is analysed and used to inform the planning process. 4. A clear performance framework has been developed for Healthy Denbighshire with 12 higher level shared outcomes underpinned by a range of supporting PIs. These shared outcomes will deliver quantitative data whilst the responsible officer exception reports linked to the 8 HSCWB themes are delivering qualitative information to the Lead Officer Group and the Strategic Partnership Board. In addition work is in progress to establish the Ceri's Family Reference made up of members of the public who will provide a robust challenge to Partnership officers in terms of the added value of the Strategy. It is anticipated that the first meeting of the Reference Group and officers will take place in March 09. At present work is taking place to ensure that members of the Reference Group are fully briefed and supported to formulate their approach. This work is being enabled by an external independent facilitator.

5. Financial Performance

Description	Position
% of revenue budget spent by end of Quarter 3	71%
Projected revenue budget position at end of 2008/09	£0.336m under
% of capital budget spent by end of Quarter 3	67%
Projected capital budget position at end of 2008/09	£0.884m
2008/09 target for efficiency savings delivered by Directorate	£0.700m
Efficiency savings: projected outturn for 2008/09	£0.700m
Savings delivered via vacancy control procedure: projected outturn for 2008/09	£0.125m



Quarterly Performance Report

Roger Parry, Acting Chief Financial Officer & Ian Hearle, County Clerk

1. Key Outcomes

Outcome	Summary of Progress to Date	Milestones for Next Qtr
Focusing on our customers	<ul style="list-style-type: none"> Customer Service Strategy 2008-11 published. The authority's complaints policies have now been revised resulting in the amalgamation of the three separate policies. Community Engagement has been agreed as one of the programmes in the Local Service Board's Local Delivery Agreement Community Forums: 6 held during November, with approximately 150 citizens participating. Anticipated that numbers will increase as the programme of events becomes more established. Denbighshire's Citizens' Panel: first round of recruitment ended on 19th December and welcome letters were sent out to 236 successful applicants before Christmas. First draft of 6 Area Profiles completed and presentations have been delivered to three scrutiny committees 	<ul style="list-style-type: none"> Development of service delivery standards/timescales for the Authority so customers know when to expect a service to be delivered. Temporary funding allocated (and recruitment process started) for this piece of work. Consultation (internal & external) on the revised complaints policy to be completed, with implementation due in April 2009. Customer Care Service to gather baseline data on new Corporate Customer Care Standards so achievable corporate targets can be set for 2009/10. A Community Engagement Plan is being developed, and is expected to be completed by May 2009. The next Community Forum meetings are being arranged in consultation with local members for March 2009. Next round of recruitment for Citizens' Panel. Panel will receive their first survey at the end of January around the idea of "What matters to you?". A project plan will be produced for the production of Denbighshire's Community Strategy. Area Profiles will provide partners and Members with the knowledge required to more effectively carry out their community leadership role. The 6 Area Profiles will be complete by the end of February 2009 and work will begin on identifying Area Priorities and Plans.
Making the most efficient use of our resources	<ul style="list-style-type: none"> Budget 2009/10 has been developed and final proposals were presented to Cabinet on 27 January. A draft process for integrating financial and business planning has been produced and was discussed at a Planning Event for officers on the 16 January 2009 Medium Term Financial Plan (MTFP), covering 2008/09 to 2011/12, is being developed alongside the budget for 2009/10. The Council's Improvement Agreement has been signed off by the Assembly 	<ul style="list-style-type: none"> Full Council to approve 2009/10 budget in February 2009. Work will begin on identifying a clear strategic direction for the Authority which will form the basis of the Council's Improvement Plan and MTFP Efficiency Strategy to be reviewed with external challenge process for current service budgets. Review to be complete by July 2009 MTFP group meetings established to develop the MTFP Draft process for integrating financial and business planning was taken to CET on the 26 January 2009 following consultation with MMC. Process was also discussed at the Cabinet/CET Awayday on 2 February 2009. Process now needs to be discussed by Resources Scrutiny. Outcomes for corporate priorities to be developed by April. Some additional resources for priority areas will be allocated as part of the 2009/10 budget process. More strategic approach to efficiencies to be developed in long term.

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Outcome	Summary of Progress to Date	Milestones for Next Qtr
Supporting Collaboration and Partnership Working	<ul style="list-style-type: none"> • First draft of the Local Service Boards' Local Delivery Agreement was discussed at December meeting, and will be agreed at the meeting in March following individual meetings with partners • The strategic partnerships continue to work well and clear outcomes for the partnerships are developing which will be mapped against a strategic framework. The relationship between the LSB and other strategic partnerships has been strengthened and work on the Local Development Plan is on track. • A Work Plan for investigating how the work of partners can be effectively scrutinised has been produced. • The SPU is researching governance arrangements for partnerships and has arranged a meeting with Conwy to examine their model as they have a Partnership Scrutiny Committee • At the request of the Regional Partnership Board quarterly briefings by collaboration project leads have been arranged for the Leader and Acting Chief Executive. First briefings on the 22/01/09 focused on Telecare, Learning Disabilities and Specialist Planning Services • North Wales Procurement Partnership established. 	<ul style="list-style-type: none"> • High level Conference with partners (June 2009) to be arranged. Key note speakers will be invited to address the Conference which will consider national, regional and local strategic issues. • Local Delivery Agreement to be signed off at next LSB meeting in March to meet 1 April deadline • Programmes and projects for delivering of LDA identified • Project Plan for development of Community Strategy produced and work begun • Scrutiny Committees and Members will need to be involved in developing an effective process for scrutinising the work of partnerships and progress against their outcomes • Ensure Partnership Register is up-to-date • Check Partnership Procedure Rules are being complied with • Clarify risk management process for strategic partnerships and include key risks in next Risk Assessment Template. • Identification and delivery of savings by North Wales Procurement Partnership.
Developing our staff and improving the organisation	<ul style="list-style-type: none"> • Staff invited to send in expressions of interest for Voluntary Redundancy, Flexible Retirement and/or a Reduction in Hours. Those expressions of interest are currently being assessed. • External advisors have been asked to review the current proposals for Support Services and their inter-relationships with other activities, particularly making sure that any re-organisation ensures that Support Services support service delivery. • A programme of leadership and management courses conducted by Oakridge Training began last year. To date, all heads of service and 16 of the 	<ul style="list-style-type: none"> • Submission of revised Single Status package to National Trade Unions. • Expected that staff will be invited to make formal applications for Voluntary Redundancy, Flexible Retirement and/or a Reduction in Hours by early March 2009. • Review of Support Services to be delivered by March 2009 (in accordance with the Corporate Governance Inspection Report). • Development of our management systems and processes as identified in the Corporate Governance Inspection Report and other regulatory reports, for example: <ul style="list-style-type: none"> ○ Define the financial and human resource capacity required to deliver the priorities. Develop and deliver a plan to create the required capacity. ○ Develop an approach that supports delivery of the priorities including:

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Outcome	Summary of Progress to Date	Milestones for Next Qtr
	<p>next tier of management have attended with the next cohort of 24 due to commence in February. The feedback so far has been very favourable and it is anticipated that several more cohorts will attend throughout the year. The aim is to run the programme in-house on an ongoing basis for lower management once this level is reached.</p> <ul style="list-style-type: none"> • Weekly CET Brief for staff produced, and Leader's section has now been included. The brief is now also being sent to all Councillors. • Ffynnon: all national indicators now inputted into the system 	<p>management of progress of revenue and change projects; identification of a basket of quantitative and qualitative measures which supports a view on progress and delivery of the priorities; and review the current performance appraisal process in order to diagnose the reasons for low compliance and to ensure that the quality of appraisals improves.</p> <ul style="list-style-type: none"> ○ Revise and re-introduce the risk management strategy and policy. ○ Develop an action plan to respond to the recommendations with the WAO report on Information Security. • Ffynnon: Individual meetings are taking place with designated people to ascertain the data inputting requirements and to customise the indicators so they have appropriate targets and are representative of what is necessary. All indicators housed in Ffynnon will have appropriate targets and data for 2008/09 by the end of the March 2009.
Ensuring everyone is able to access and benefit from our services	<ul style="list-style-type: none"> • Integrated Impact Assessment undertaken on all new and revised high level Strategies and Plans developed by Denbighshire County Council. • Equality Officer Group ensures that all services have equalities monitoring arrangements in place. • Revised complaints policy requires services to record complaints by equality strands. • Customer service centre took part in survey in October (next one April 2009), including information from one stops, libraries and leisure centres • Delivered race e-module equality training to the Corporate Equalities Group • Delivered the Corporate Equality and Diversity mandatory training to members on 12 December • Updated Equalities and Diversity webpages. • Undertaken a 'mystery shopper' exercise using an external organisation to ascertain if our front line services are accessible through the Welsh Language. • Reviewed our contract for a telephone translation service resulting in a cost effective service with a new national provider. • Our Annual Report on the Welsh Language Scheme Action Plan was submitted to the Welsh Language 	<ul style="list-style-type: none"> • Equality Officer Group to ensure that equalities issues fed into the process for developing service business plans for 2009-12. • Equality and Diversity newsletter to be produced in February 2009. • Deliver disability e-module training to Corporate Equalities Group and Equalities officers in January 2009. • Equality Action Plan 6-monthly review in January 2009. • Undertake consultations (internal/external for new Equalities Plan) • Preparation of new Equalities Plan 2009 - 2011 • Produce and Publish Migrant Worker Guidance Pack. • Publish council venues access information on website. • Identify policies requiring Equality Impact Assessments • Mystery shopper exercise from disabled people on council services. • Preparation of a revised Welsh Language Scheme 2006-09 • Further 'mystery shopper' exercise in relation to our services through the Welsh Language to evaluate improvements.

Outcome	Summary of Progress to Date	Milestones for Next Qtr
	<p>Board and further initiatives discussed</p> <ul style="list-style-type: none"> Corporate Procurement Strategy refers to third – party contracts or services complying with our equality, Welsh Language and sustainable development policies. 	
Providing sustainable services and minimising environmental impact	<ul style="list-style-type: none"> Reducing our carbon footprint is one of the 8 themes within our Improvement Agreement (IA) with the Welsh Assembly. Denbighshire's IA has now been approved by the Minister. Recycling has now been introduced in County Hall. Continue to provide support and direction to the Denbighshire Fairtrade Coalition and promote fairtrade policies internally. Council's Sustainability Development Plan updated and published on website in Dec 2008. 	<ul style="list-style-type: none"> Formal acceptance of a corporate procurement strategy, inclusive of sustainable procurement principles. Continued implementation of Pro-Actis e-procurement system. Continued work to maintain Level 2 of the Green Dragon Environmental Standard in County Hall. Agree final version of Carbon Management Programme at Denbighshire County Council and develop performance management framework. Continued development of 'sustainable' Community Strategy for Denbighshire.

2. Corporate Improvement and Significant Risk Projects as Sponsor

Project Name	Project Sponsor	Manager	Scheduled Completion Date	Comments	Qtr 3 Project Status Update				
					Financial Position	Project Timetable	Project Quality	Project Benefits	Date Last Updated
TRENT	Roger Parry	Keith Amos	December 2009	The building of workflows within the system will commence at end of Jan with implementation in April. Trent being piloted in 3 schools along with self service. Self service will also be piloted in Resources over the coming month. Business Object XI training taking place early February. Personnel involved in user panel meeting with Midland on Performance Appraisals	Green	Amber	Amber	Green	22 Jan 09
Collaborative Planning Software	Roger Parry	Paul McGrady	Phase 1 - April 2009	Currently in process of configuring the pilot. Some issues with networks and response times. Start collaborating with Flintshire re training and support.	Green	Amber	Green	Green	Nov 2008
Complaints Policy Review	Roger Parry	Catherine Williams	April 2009	Policy reviewed and currently out for consultation.	Green	Amber	Green	Green	Jan 2009

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Project Name	Project Sponsor	Manager	Scheduled Completion Date	Comments	Qtr 3 Project Status Update				
					Financial Position	Project Timetable	Project Quality	Project Benefits	Date Last Updated
Denbigh Payment Kiosk	Roger Parry	Catherine Williams	September 2009	Awaiting outcome of capital funding bid.	Amber	Green	Green	Green	Jan 2009
Ruthin One Stop Shop	Roger Parry	Catherine Williams	December 2009	One Stop Shop in operation. Multi skilled role introduced. WAG funding secured to progress Denbighshire staff delivering N. Wales Police services.	Green	Green	Green	Green	Jan 2009
Rhyl One Stop Shop	Roger Parry	Catherine Williams	September 2009	Awaiting outcome of capital funding bid.	Amber	Amber	Green	Green	Jan 2009
ProActis: Sourcing	Roger Parry	Arwel Staples	December 2009	Configuration of e-sourcing solution is well underway, with good progress being made. Following extensive beta-testing of the solution, a number of technical development enhancements have been suggested, which ProActis will feed into their next solution releases (Apr & Aug '09). Timescale for phased implementation roll-out of project has been adjusted to Dec to allow further testing & familiarisation of new product releases.	Green	Amber	Green	Green	Oct 2008
ProActis: Purchase to Pay	Roger Parry	Rhys Lloyd-Jones	December 2009	The lack of IT training rooms remains a problem	Green	Amber	Green	Green	Nov 2008
Corporate Record Storage	Ian Hearle	Nicola Samuel	Tbc	Capital bid pending	n/a	n/a	n/a	n/a	n/a
Implementing the Technology to Mobilise the Workforce	Peter Wickes	Leanne Edwards	In line with WorkSmart Project	ICT is supporting the WorkSmart in implementing the necessary technology to mobilise the workforce within the environment directorate. To date, ICT have installed the Citrix Access Gateway (CAG) solution to enable remote access, and have suggested technology options for staff to work remotely. Wireless infrastructure will be installed in Caledfryn along with the necessary laptop wireless configurations. ICT have been working on a wireless and remote working technical policy.	n/a	n/a	n/a	n/a	n/a
Ffynnon (Phase 1)	Janette Williams	Ewan McWilliams	30 March 2009	The implementation of Phase 1 of Ffynnon for Denbighshire is well underway. Library of all the national indicators has been set up and progress is being made on data inputting and staff training.	n/a	Green	n/a	n/a	Jan 2009

3. Key Performance Indicators

Indicator	Description	Lead Member	Outturn 2007-08	Wales Average 2007-08	Target 2008-09	Outturn Q3 2008-09	Trend	Comments
Local	% of all eligible staff who have had a performance appraisal (Corporate)	Cllr R Hughes	44.9%	n/a	100%	To be reported at Quarter 4	N/A	No appraisal figure available for Q3. Annual figure will be reported at Q4.
Local	% of eligible staff who have had a performance appraisal (Resources Directorate)	Cllr R Hughes	54%	n/a	100%	To be reported at Quarter 4	N/A	No appraisal figure available for Q3. Annual figure will be reported at Q4.
Local	% of eligible staff who have had a performance appraisal (Chief Executive's & County Clerk)	Cllr R Hughes	79.7%	n/a	100%	To be reported at Quarter 4	N/A	No appraisal figure available for Q3. Annual figure will be reported at Q4.
National Core CHR/002	Number of working days/shifts per full time equivalent (FTE) local authority employees lost due to sickness absence (Corporate)	Cllr R Hughes	11.56 days	11.7 days	11 days (8.28 at Q3)	9.14 days	☹️ ↓	
National Core CFH/006	The % of undisputed invoices which were paid within 30 days	Cllr J Thompson-Hill	88.4%	86.5%	90%	90.4%	😊 ↑	
National Core CFH/007	The % of Council Tax due for the financial year which was received by the authority	Cllr J Thompson-Hill	98.2%	96.6%	97.5%	86.7%	😊 →	
National Core CFH/008	The % of non-domestic rates due for the financial year were received by the authority	Cllr J Thompson-Hill	98.6%	97.9%	98%	89.1%	😊 →	
National Strategic BNF/004	Time taken to process Housing Benefit & Council Tax Benefit new claims and change events.	Cllr J Thompson-Hill	New Indicator	New Indicator	15 days	8.25 days	😊 NEW	
Local	The number of working days/shifts per FTE employee lost due to sickness absence (Resources Directorate)	Cllr R Hughes	10.3 days	n/a	11 days (8.28 at Q3)	7.27 days (7.29 days)	😊 →	
Local	The number of working days/shifts per FTE employee lost due to sickness absence (Chief Executives & County Clerks)	Cllr R Hughes	9.7 days	n/a	11 days (8.28 at Q3)	5.14 days (7.26 days)	😊 ↑	

4. Financial Performance

Description	Position
% of revenue budget spent by end of Quarter 3	79%
Projected revenue budget position at end of 2008/09	£7,696,080
% of capital budget spent by end of Quarter 3	48%
Projected capital budget position at end of 2008/09	£676,000
2008/09 target for efficiency savings delivered by Resources Directorate	£180,000
Efficiency savings: current projected outturn for 2008/09	£180,000
Savings delivered via vacancy control procedure: current projected outturn for 2008/09	£241,000

REPORT TO CABINET

CABINET MEMBER: Councilor PA Dobb, Lead Member for Health, Social Care and Wellbeing

DATE: 17 February 2009

SUBJECT: Changes to Social Care Charges

1 DECISION SOUGHT

To agree the proposed changes to the Charging Policy including the introduction of new charges.

2 REASON FOR SEEKING DECISION

The Department presented a report in February 2008 which indicated the intention to introduce charges for services which had previously been free of charge. This report updates progress on those intentions and provides detail previously not provided about the charges themselves and the impact these new charges will have. The report also proposes charges for Telecare Services.

In the current financial climate, the introduction of new charges will obviously be unwelcome. However, it is essential if the Department is to be able to continue to fund these services and meet increasing demand in the long term.

3 CHARGES FOR TELECARE SERVICES

Telecare provision has far exceeded expectations. The target for 2008/09 was 250 new installations, by the end of November 368 had already been installed, close to 50% more than anticipated. The demand for this service is expected to continue growing in future years.

The Telecare service is constantly evolving with equipment becoming more and more complex. Monitoring of this changing equipment and responding to the increased demand is also increasing in cost. In previous years the charge for Careline equipment had increased merely by inflation and there was no charge at all for the service when provided within the Local Authority Sheltered Houses.

The charge for the Careline alone is currently £10.38 per month. The majority of new installations in Denbighshire include several items of equipment; it is very rare for people to require only Careline installations. It is now proposed to charge £15.00 per month for the new Telecare Service which includes more equipment and higher monitoring costs. This is equivalent to approximately £3.50 per week. It will cover the cost of installing, maintaining and replacing equipment. It will also cover monitoring. This charge is also intended to cover the cost of administering the service including the Telecare Coordinator post and the Telecare Technician who fits and maintains the equipment.

Other Authorities in Wales have either already started charging similar rates for telecare services or have indicated that they intend to review their charges in the near future.

The charge for Telecare will continue to be made by the Housing Department as a flat rate charge. However all service users will be entitled to a Fairer Charging Assessment should they wish and will not be charged at all if they are in receipt of Housing Benefit. People who pay for a Telecare Service and are also in receipt of other chargeable services, will have the cost of the Telecare deducted from other charging assessments. This means that nobody will be expected to pay more than their Fairer Charging Assessment regardless of the cost of the service they receive.

The charge of £15 per month will apply from April 2009 and all people who already pay for their Careline will receive a letter advising them of the increased charge in February. The letter will also give details of how to access a Fairer Charging Assessment, how they may now be exempt from charges and how to apply for a Waiver of Charges if they feel that they cannot afford the charge.

People who are currently receiving the service free of charge will continue to do so.

4 SUPPORTING PEOPLE SERVICES

People who are resident in Local Authority Sheltered Housing may, in addition to receiving Telecare Services as above, receive support from wardens. This service has been free of charge. It is now intended to introduce charging for this service for all new tenants in 2009.

There are currently 1218 sheltered properties owned by Denbighshire. Virtually all of the tenants receive support from a Resident or Contact Warden. In some cases this is emergency Careline only, most receive support and a regular visit from the Warden (approx half an hour per week), about 120 tenants receive additional housing support (approx 2 hours per week total).

There is no intention at the present time to charge existing tenants. New tenants from 1st April 2009 will be charged unless they are exempted on income grounds.

Based on 100 new tenants per year which is the anticipated number:

- 72 tenants will be on full or partial Housing Benefit and will not be charged;
- 3 tenants will already be paying as much as they can afford for all community care chargeable services and under "Fairer Charging" they will pay no more – this number could rise with increased charges;
- 25 tenants would pay the warden charges (see table).

As stated previously, the charge for Telecare will be £15 per calendar month or £3.50 per week. Warden services cost approximately £14 per hour.

Proposed Charges are therefore as follows:

	Charge	Est. No New tenants	Est. No on HB	Est. No On Max	Est. Paying
Telecare Only	£3.50 p.w	10	7	0	3
Telecare + Lower Level Warden Service (1/2 hr)	£10.50 p.w	80	58	2+	20-
Telecare + Higher Level Warden Service (2 hrs)	£30.50 p.w	10	7	1+	2-
Total		100	72	3+	25-

People who receive these services will be entitled to a Fairer Charging Assessment and will be given details of how to apply for a Waiver of Charges if they feel they cannot afford the charge.

5 MENTAL HEALTH SERVICES

As reported to Cabinet in February 2008, approximately 100 people with Mental Health problems attend day care. Some of those people are the subject of a compulsory Section 117 and cannot be charged for their services. The Day Care services are provided by joint teams of Social Services and Health and issues still remain in quantifying the support in terms of social care, since health services are free of charge. It is still the intention to implement charging for these services but it has not been possible to do so before April 2009. Service Users who will be affected by these new charges will be advised of these intentions during February, allowing sufficient time for concerns to be voiced and waivers applied for if appropriate.

The charges for these services will be the same as is charged to other categories of service users accessing similar services.

6 OTHER CHARGEABLE SERVICES

The Welsh Assembly Government has stated an intention of delivering consistency in charges for non-residential services across Wales. A consultation paper on this subject is due to be published in Spring of this year. In anticipation of more direct guidance or instruction, the Department does not intend to make many amendments to other charges.

The charges made to service users for domiciliary and day care services were increased by inflation only last year. It is again intended to increase these charges by inflation only, using the percentage increase awarded by the Government in benefits.

7 POWER TO MAKE THE DECISION

Section 17 of the HASSASSA Act 1983 provides that councils may recover such charges as they consider reasonable in respect of relevant services. This is a discretionary power to charge adult recipients of non-residential services.

In July 2002, the Welsh Assembly Government issued the Guidance to Fairer Charging Policies for Home Care and other Non-Residential Social Services. This guidance provided more detail and was fully implemented in Denbighshire County Council in April 2004.

8 RESOURCE IMPLICATIONS

8.1 Cost Implications:

There are no cost implications of implementing these changes as it is intended to implement using existing resources.

The anticipated income from these charges is between £200,000 and £250,000 per year for the Telecare and approximately £50,000 per year from charging for Mental Health. The income from charging for Supporting People services will be very small in the first year but will grow year on year as new residents start using the services.

8.2 Staffing / Accommodation Implications:

It is not intended to appoint any additional staff to implement these changes at this time. The staffing levels within the Financial Assessment Team may need to be reviewed over time as the workload increases but this will not be an immediate need.

8.3 IT Implications:

There are no IT implications in these changes. Current systems will continue to be used for the foreseeable future.

9 RISK ASSESSMENT

9.1 Risks associated with not agreeing the recommendation/s

Without the income which would be generated by the charge for Telecare, the long term funding of this new and growing service would be under threat. A great deal of work has been carried out, by the Social Services and Finance Departments to identify the amount which would have to be charged to provide ongoing funding for the service. The amount proposed is still insufficient but is a compromise which will provide some additional income to support the service. It is felt that it is also a figure which will prove to be acceptable to service users.

Whilst the income from the proposed charges for Supporting People services will be small for several years, the long term projections will help to continue funding services. Unless these charges are implemented there is also a level of inequity in that people living in private sheltered housing schemes are already paying their landlords for similar services.

Charges for mental health services are similarly an issue of equity. Older People are paying for similar services and this has long been viewed as inequitable. The potential income from these charges has been assumed in the budget

calculations carried out by the Department and the loss of this income would, therefore, impact on the viability of that budget.

9.2 Risks associated with agreeing the recommendation/s

Charges are not popular and it is always possible that charges discourage some people from accepting services. Nevertheless, it is a long standing necessity to use charging as a means of ensuring adequate funding for services.

10 FINANCIAL CONTROLLER STATEMENT

The introduction of the charges is necessary to fund the development of new services and growth in demand, particularly for Telecare services. The proposal to charge for some Supporting People and Mental Health services is consistent with the charges in place for other social care services. Increasing other charges in line with the inflation factor applied to state benefits will minimise the impact on those using the services and will help ensure that direct services can be maintained at current levels.

11 CONSULTATION CARRIED OUT

Consultation has been carried out on the intention to charge for Mental Health services. Although very few comments have been received it is anticipated that service users will respond once they are in receipt of individual letters advising them of the changes. Those responses will be dealt with individually and a 'fast track' method of applying for waiver of charges will also be available should that prove necessary.

Consultation has started on the proposed charges for Telecare. These charges will represent an increase for those who are currently paying the lower Careline charge and letters will be sent out to these people in February. Subsequent comments will be dealt with individually. All other people will be new service users and will be advised of the cost as and when they apply for the service.

The charge for the Supporting People Warden Service will not be introduced for people who are already receiving the service but will apply only to new applicants for the service. They will be advised of the cost at that time.

All issues to do with charging are presented to the Social Services Consultation group. Comments made by that group are considered by the Charging Policy Group prior to recommending changes. Past concerns have included the issue of equity which some of these changes attempt to address.

Everybody who is charged for services will receive a letter giving details of how to apply for a Waiver of Charges if they feel they are unable to afford the charge.

12 IMPLICATIONS

12.1 Assessment of Impact on Corporate Priorities:

All of these charges will be the subject of a Fairer Charging Assessment. When carried out, people will also be offered a Benefits check. This will meet the Corporate Anti Poverty Agenda which forms part of the Regeneration priority. Charging itself maximizes income to the Authority and is a means of continuing to fund the growing demand for services which contributes to meeting the Demographic Priority.

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

Charging for services raises income which partially funds services provided in all areas of the County. At a time of diminishing budgets and increasing demographic demands, the need to charge for services has never been stronger. The Telecare Service is believed to enable people to remain at home, part of their local community, for far longer than would otherwise be the case. Keeping people at home comes at a high cost to the Council and charging for these services is essential for the long term funding for community care services.

13 ACTION PLAN

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
Implementation of Telecare Charges to apply to all new cases and the new increased charge to apply to people paying for Careline Services	Paul Quirk/Anne Hughes-Jones – from April 2009	The Telecare Project Board May 2009 and ongoing
Charges for Supporting People services for all new cases	Paul Quirk/Anne Hughes-Jones – from April 2009	Supporting People Planning Group May 2009 and ongoing
Charging for Mental Health Service Users	Anne Hughes-Jones/Julie Mountford – April 2009	Charging Policy Group May 2009 and ongoing

14 RECOMMENDATIONS

That Members agree that the Social Services Department should implement charges for Mental Health Services in April 2009.

That Members agree that Telecare Charges should be set at £15.00 per month from April 2009.

That Members agree to the proposed charges for Supporting People Services, particularly in respect of Warden Services for all new applicants for those services after April 2009.

That Members approve of the intention to increase other charges by inflation alone for the forthcoming year.

REPORT TO CABINET

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

DATE: 17 February 2009

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 £285k should be generated by the end of the financial year, which is £147k less than forecast in the original budget set in February 2008.
- There has been very little movement between December and January. The main reason for the over spending in management costs was reported last month and is the inclusion of Right to Buy administration costs and some support costs that in previous years were offset against capital receipts (£80k). Other reasons have been previously reported and include costs transferred from the non-HRA budget (£40k) and redundancy costs (£20k).
- Right to Buy sales estimates have been reduced to the one completed sale so far. No further sales are expected this financial year.
- The latest rent income forecast has changed very slightly from last month based on actual rents received so far. Overall, rent income is forecast to be £16k higher than planned. Interest on balances will be higher than the budget but less than the £150k forecast earlier in the year because of the drop in interest rates.

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 continue to be favourable (as they are again for 2009/10), the fall in sales is compensated for.
- The Plan has now been fully updated and remains viable. It will be presented in detail to Cabinet in February as part of the HRA budget and rent setting report for 2009/10.

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 740 properties now completed (712 last month). This means that in total, 992 properties have had major improvements completed. This is in addition to the windows and heating contracts that were completed during 2008.
- 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 has been fully reviewed as part of the 2009/10 budget setting exercise.

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 have been reviewed and are being reported in detail to Cabinet in February 2009. The implications of next year's subsidy settlement along with the current housing market conditions have a significant impact on the medium-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 10 - January 2009</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	1,723,100	-159,817
251,603	Supervision & Management - Special	268,573	270,218	-1,645
145,498	Welfare Services	142,552	142,437	115
306,194	Homelessness - Leased Properties	402,000	381,454	20,546
2,576,310	Repairs and Maintenance	2,640,199	2,606,075	34,124
4,888,755	Total Housing Management	5,016,607	5,123,284	-106,678
1,448,188	Item 8 Capital Charges	1,881,000	1,998,334	-117,334
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	13,165,917	-190,311
<u>INCOME</u>				
9,570,607	Rents (net of voids)	9,924,222	9,951,559	27,337
189,918	Leased Rents	236,808	237,464	656
143,453	Garages	150,952	139,381	-11,571
199,587	Interest on Balances & Other Income	95,000	121,430	26,430
10,103,565	Total Income	10,406,982	10,449,834	42,852
Surplus / Deficit (-) for the Year				
927,205	General Balances	931,375	283,917	-647,458
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	990,653	-147,458

Appendix 2

HRA Capital Plan Update 2008/09				
<u>Month 10</u>				
Actual 2007/08 £	Description	Approved Schemes £	Actual at End Jan £	Forecast Outturn £
363,377	Environmental Improvement Works	440,000	231,008	235,000
56,654	2005/06 Major Improvements – All Groups	0	62,546	112,000
5,660,688	2006/07 Major Improvements – All Groups	6,735,000	5,666,464	6,960,656
2,552,468	Windows Replacement	100,000	202,075	229,000
831,900	Central Heating Contract	100,000	384,067	422,000
550,040	DFG - Council Properties *	400,000	414,312	500,000
10,015,127	Total	7,890,000	6,960,472	8,458,656
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		38,000
7,132,127	Prudential Borrowing	1,693,000		3,020,656
0	CERA	3,500,000		3,000,000
10,015,127	Total	7,890,000		8,458,656

REPORT TO CABINET

CABINET MEMBER: Councillor Pauline Dobb, Lead Member for Health, Social Care and Well Being.

DATE: 17th February 2009

SUBJECT: Housing Revenue Account
Revenue Budgets and Capital Budgets 2009/10

1 DECISION SOUGHT

- 1.1 That the Housing Revenue Account Budget [Appendix 1] and Capital Programme [Appendix 3] for 2009/10 be adopted.
- 1.2 That rents for Council dwellings be increased in accordance with the Rent Setting Policy in Section 2.2.7 (average 5.3%) from Monday 6th April 2009.
- 1.3 That rents for leased properties be fixed in accordance with paragraph 2.4.3.
- 1.4 That rents for Council garages be increased by £0.15 to £5.30 (3%) per week with effect from Monday 6th April 2009.
- 1.5 That heating charges be increased by 10% in accordance with section 2.6.3 with effect from Monday 6th April 2009.

2 REASON FOR SEEKING DECISION

- 2.1.1 Statutory requirement to set budgets and rent levels before the start of the new financial year.
- 2.1.2 The budget for 2009/2010 must be set to conform with the Housing Stock Business Plan (HSBP) established when the Council decided to retain its housing stock and fund improvements to reach WHQS by 2012 and maintain it until 2035.

2.2 Housing Revenue Account (HRA)

- 2.2.1 The latest forecast out-turn for 2008/09 is detailed in Appendix 1, in line with the monthly monitoring report. Balances, at year end, are forecast to be £ 990,953.
- 2.2.2 The proposed budget for 2009/10 is also detailed in Appendix 1. The budget has been calculated on the following bases:
 - General Inflation will be 3%;
 - Pay award at 2.5% and salary increments (where due) have been included;
 - Management expenditure in line with the HSBP assumptions;
 - 1 Right To Buy (RTB) Sale in 2008/09 and in 2009/10 and subsequent years;
 - HRA Subsidy Determinations;

- Repairs and Maintenance increased by inflation (on a 'per dwelling' basis). It will not be necessary to reduce repairs expenditure by £100,000 for 2009/10 as previously required in the HSBP, see 2.3.4 below. This will be reviewed from 2010/11 onwards.
- Average rent increases of 5.3%.

2.2.3 Draft HRA Subsidy Determinations were received from WAG in December 2008. The Final Determination is awaited and any significant changes will be reported. The Determination effectively decides the amount of the negative subsidy paid to WAG and on to the Treasury each year. There is a national review of the HRAS under way but there is no immediate prospect of significant change to the Subsidy system. This year the Management and Maintenance Allowances are increased well above inflation which reduces the payment to WAG, however the Notional or Guideline Rent is based on average house prices and inflation factors and has also increased substantially.

- Management and Maintenance allowances have increased to £2,006 per dwelling (an increase of 9.8% over 2008/09);
- Notional Rent of £57.81 per dwelling per week (an increase of 5.3% over 2008/09);
- Benchmark Rents increased to £64.14 (5.4%) which is 0.86p (1.4%) higher than predicted in the HSBP so rents would have to increase more quickly to reach Benchmark in 2012. The HSBP has therefore been amended to achieve convergence with Benchmark four years later in 2016 (see below).

2.2.4 It is estimated that the HRA Subsidy payment to Welsh Assembly Government (WAG), for 2009/10 will total £3,067,000 less Leasing Subsidy of £256,000.

2.2.5 It is proposed to increase rents by 5.3%, to an average of £58.77 per week, in line with the Notional Rent increase. This is lower than the 6% which was expected in previous versions of the HSBP to pay for the additional capital investment. HSBP rents will still be 1.6% above Notional Rents as they were in 2008/09. It is not considered to be reasonable to seek rises above this level taking account of current financial circumstances and inflation levels for tenants.

2.2.6 Some 65% of all tenants are in receipt of Housing Benefit and will therefore receive support towards the increase.

2.2.5 Because the proposed rent levels are higher than guideline rents, the Council may be required to pay up to £89,000 in Rent Rebate Subsidy Limitation (RRSL) to the Department of Works and Pensions (DWP), in addition to Leasing, see below.

2.2.6 There are still some 286 tenants paying below average rent at February 2009. They will therefore need a rent increase above 5.3% to move closer to Target Rent. These rents can however be limited to a Maximum Increase in cash terms to avoid excessive rises in a short period. In past years the Target Rent has been set slightly above the HSBP Rent to compensate. For 2009/10 this only need be 0.05p per week higher. Some 72 properties (2.1%) will remain below Target Rent for 2009/10.

2.2.7 No tenant will pay more than Target Rent. All new tenants will pay Target Rents.

	Notional Rent	Target Rent	Maximum Increase
Bed-sit	£48.79	£49.75	£4.00
1 Bedroom	£51.34	£52.35	£4.00
2 Bedrooms	£55.52	£56.60	£5.00
3 Bedrooms	£64.02	£65.30	£6.00
4 Bedrooms	£70.41	£71.80	£6.00
Weighted Average	£57.81	£58.82	

2.3 Housing Stock Business Plan (HSBP)

- 2.3.1 As part of the budget process it is necessary to monitor the Housing Stock Business Plan. The 2009/10 HRA Subsidy Determinations are a 'milestone' at which a review needs to be undertaken. A more extensive review of the HSBP is to be undertaken in 2009 and a report will be presented to Cabinet later in the year.
- 2.3.2 Appendix 2 details the figures for 2008/09 to 2013/14 of the HSBP based on current information. The budget for 2009/10 has been set in conjunction with the Business Plan. Rent increases of 6% per annum were previously expected each year until 2012 when rents converged with Benchmark Rents. In line with the recommendation for this year these rises have now been reduced to 5.3% per annum and convergence is expected to be deferred until 2016. The proposed budget shows an expected outturn for 2009/10 in line with the Plan. The Plan must ensure that HRA balances do not go into deficit throughout the lifetime of the Plan.
- 2.3.3 The latest forecasts include the HRA Subsidy Determinations, but also take into account the changes mentioned in paragraph 2.2.2 (above). One significant figure is the Major Repairs Allowance for 2009/10 which has not yet been issued by WAG and an estimate has been used following WAG Guidelines which now indicate that MRA will not increase with inflation.
- 2.3.4 There is no current requirement to find additional revenue savings. The requirement for HRA Subsidy eligible borrowing has been put back again (will now not be required until 2015/16). The HSBP did require a reduction of £100K in the Housing Repairs revenue budget in each year from 05/06 to 09/10 but this was not necessary in 2008/09 nor will it be required for 2009/10.
- 2.3.5 A further review of the HSBP has been completed to account for the Determination and the latest position on Right to Buy sales – which are much slower than expected. The review concludes that the HSBP still remains affordable taking into account all of the assumptions on future costs and the proposed rent levels. The annual report to WAG on the Plan will include these changes.

- 2.3.6 Appendix 3 contains the draft Capital Programme for 2009/10 which continues the priorities for full improvement for older properties. This is a new programme; any small slippage on the current year's schemes will also be rolled forward in 2009/10 – together with the funding required. The new programme appears affordable in line with the HSBP, allowing for inflation and including a contingency sum which will be reviewed during the year. There will be some transfers between the two years especially as the Contract Year does not commence until late May 2009 but the overall programme is still following the Plan.
- 2.3.7 Balances on the HRA had grown significantly but at the same time there had been Prudential Borrowing to fund improvements. The opportunity was therefore taken in 2008/09 to fund £3,000,000 of capital spend from balances (Capital Expenditure from the Revenue Account or CERA). This has reduced the need for borrowing but will reduce investment income on balances, there is a benefit from the different rates of interest. The reduced balance of £991K is considered to be an adequate reserve.

2.4 Leasing

- 2.4.1 The funding of leased properties for homeless people through Housing Revenue Account Subsidy will continue for 2008/09 but WAG has indicated it may be frozen at 2008/09 levels and cease from April 2010. Leasing appears to offer a benefit to the tenant and to the Council despite other HRA Subsidy effects and Rent Rebate Subsidy Limitation. There are currently some 53 properties leased from private sector landlords and sublet to homeless people. The leasing subsidy limit for 2009/10 is likely to be based on the levels at 1st January 2009, therefore on 53 dwellings at an average rent of £112 per week. This is not a direct grant but merely the limit available, the final claim is based on actual properties.
- 2.4.2 The number of HRA leases has increased but is not now expected to expand much further and must now be contained within the maximum of 53 for 2009/10. It is possible that the “credit crunch” could lead to an increase in mortgage repossessions and use of private sector leases for such cases could be appropriate but, with the probable change to the system in 2010, it is proposed to consider establishing any such leases under new arrangements to be confirmed.
- 2.4.3 The opportunity has been taken, whilst the scheme remains in place, to include some special properties in the HRA Leased Subsidy claim. These “extra leased” properties are those used on a very temporary basis and payments to landlords are made on a daily basis. Only 6 such properties are included in the total of 53 currently leased, these comply with the conditions of the scheme but the benefits are significant because the rents are higher than normal.
- 2.4.4 The HRAS is based on the rent paid to the landlord. It is also opportune to clarify the rents to be charged to tenants for leased properties. These should now be increased to be in line with the Local Housing Allowance (based on the Jan 09 figures for “Clwyd North”) which will therefore be eligible for Housing Benefit in appropriate cases.

2.4.5 Proposed Leasing Rents

	Current	From 03/04/09
1 Bedroom	£82.29	£80.00
2 Bedroom Flat	£87.78	£105.00
2 Bedroom House / Bungalow	£93.27	£105.00
3 Bedroom	£98.75	£126.92
4 Bedroom	£104.24	£150.00

2.5 Garages

2.5.1 Repairs and improvements to garage sites are continuing in line with the agreed programme. Rents increased significantly in 2007 and an inflation based increase of 3% from £5.15 to £5.30 per week is proposed for 2009/10.

2.6 Heating Charges

2.6.1 Four estates have communal heating systems with central boilers without individual meters. All other tenants pay their own heating costs direct to the supplier. Charges at the four estates increased significantly in 2007 and again in 2008 but have still not reflected the national increases.

2.6.2 Energy supplier costs fell during 2007 but increased significantly during 2008 and can only be said to be uncertain for 2009/10. Estimated costs for 2008/09 are expected to be significantly above income for the financial year (depending on winter costs yet to come). A further rise, generally 10% per week, is therefore proposed.

2.6.3 Proposed charges:

		2008/2009	2009/10
Caradoc Road, Prestatyn	IBF	£5.50	6.05
Llygadog, Corwen	IBF	£8.60	9.40
	2BF	£9.65	9.90
	Warden	£8.35	9.15
Trem y Foel, Ruthin	1BF	£6.50	7.15
	2BF	£7.70	8.45
	Warden	£8.80	9.65
Cysgodfa, Denbigh	1BF	£6.50	7.15
	2BF	£7.70	8.45

2.5 Supporting People Charges

It is proposed to introduce charges for new tenants of sheltered housing for Telecare and Warden Support services. Existing tenants will not be charged and many new tenants will be exempt on income grounds. The major impact will be on the Supporting People Budget and Non – HRA Housing but there will be a small developing saving for the HRA which will be monitored. Details of the new charges will be included in a separate report on Social Services Fees and Charges.

3 POWER TO MAKE THE DECISION

Housing Act 1985, Section 24.

4 RESOURCE IMPLICATIONS

Cost Implications

The Housing Revenue Account is generally ring fenced and costs of implementation are covered by the increased income, especially rents.

Staffing/Accommodation Implications

The budget report does not require any staffing or accommodation changes.

IT Implications

None

5. RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendations

Failure to follow the Housing Stock Business Plan and to set budgets could lead to financial problems and potential intervention by WAG.

5.2 Risks associated with agreeing the recommendations

Increased rents and charges above inflation could lead to hardship for tenants but are unlikely to reduce demand for Council housing and services.

6. FINANCIAL CONTROLLER STATEMENT

The proposal to cap rent increases in line with the Assembly Government's Notional Rent rise of 5.3% is below the 6% forecast in the Housing Stock Business Plan. This does have an impact on the HRA balances in the long-term but they remain at acceptable levels throughout the life of the Plan. The proposed rent increases and the Government's Notional Rent setting policy will mean that convergence with Benchmark Rent will not be achieved in 2012. The Business Plan therefore continues to be affordable taking account of the 2009/10 Determinations, rent increases and other forecasts. The HRA and the Business Plan should continue to be closely monitored throughout 2009/10. A major review of the HSBP and the policy of stock retention is scheduled for later in 2009.

7. CONSULTATION CARRIED OUT

The Denbighshire Tenants' and Residents' Federation will be consulted on the capital and revenue proposals, particularly on the options for the capital programme. In the past they have expressed concern at the level of rent increases but accepted the need to follow the Business Plan and supported the continuing capital programme. Social Services and Housing Scrutiny Committee on 12th February 2009 will be consulted on the main proposals and their views will be given at Cabinet.

8. IMPLICATIONS ON OTHER POLICY AREAS

8.1 Assessment of Impact on Corporate Priorities

The Housing Capital Programme will contribute to the Regeneration agenda.

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

Rent increases above inflation will impact on Anti-Poverty policies. The Capital Programme, especially environmental works, will contribute to Community Development. The improvement of housing stock to meet Welsh Housing Quality Standards is in line with the Council's Vision.

9. ACTION PLAN

Action	Responsibility	Date
Implement increases in rents and charges	Head of Housing Services	6 th March 2009
Monitor progress against budget and HSBP	Head of Housing Services Senior Management Accountant	Monthly report to Cabinet

10. RECOMMENDATIONS

- 10.1 That the Housing Revenue Account budget [Appendix 1] and Capital Programme [Appendix 3] for 2009/10 be adopted.
- 10.2 That rents for Council dwellings be increased in accordance with the Rent Setting Policy in Section 2.2.7 (average 5.3%) from Monday 6th April 2009.
- 10.3 That rents for leased properties be fixed in accordance with paragraph 2.4.3.
- 10.4 That rents for Council garages be increased by £0.15 to £5.30 (3%) per week with effect from Monday 6th April 2009.
- 10.5 That heating charges be increased by 10% in accordance with section 2.6.3 with effect from Monday 6th April 2009.

Appendix 1

Housing Revenue Account ~ 2009/10 Budget

<u>200708</u>		<u>2008/09</u>		<u>2009/10</u>
Actual		Original	Forecast	Proposed
Outturn		Budget	Out-turn	Budget
£		£	£	£
<u>EXPENDITURE</u>				
1,609,150	Supervision & Management - General	1,563,283	1,723,100	1,771,215
251,603	Supervision & Management - Special	268,573	270,218	278,325
145,498	Welfare Services	142,552	142,437	146,710
306,194	Homelessness - Leased Properties	402,000	381,454	386,000
2,576,310	Repairs and Maintenance	2,640,199	2,606,075	2,696,000
4,888,755	Total Housing Management	5,016,607	5,123,284	5,278,250
1,448,188	Item 8 Capital Charges	1,881,000	1,998,334	2,247,000
0	C.E.R.A.	3,500,000	3,000,000	
0	Rent Rebate Subsidy Limitation	140,000	125,000	240,000
2,826,904	Subsidy	2,413,000	2,894,299	2,811,000
12,513	Provision for Bad Debts	25,000	25,000	25,750
9,176,360	Total Expenditure	12,975,607	13,165,917	10,602,000
<u>INCOME</u>				
9,570,607	Rents (net of voids)	9,924,222	9,951,559	10,435,000
189,918	Leased Rents	236,808	237,464	281,000
143,453	Garages	150,592	139,381	151,065
199,587	Interest on Balances & RTB Mortgages	95,000	121,430	28,000
10,103,565	Total Income	10,406,982	10,449,834	10,895,065
Surplus / Deficit (-) for the Year				
927,205	General Balances	931,375	283,917	293,065
0	CERA	-3,500,000	-3,000,000	
2,779,531	Balance as at start of year ~ General	3,706,736	3,706,736	990,653
3,706,736	Balance as at end of year ~ General	1,138,111	990,653	1,283,718

Appendix 2 Housing Stock Business Plan Extract

	2008.09	2009.10	2010.11	2011.12	2012.13	2013.14
	£'000	£'000	£'000	£'000	£'000	£'000
Capital Expenditure	8,435	8,083	4,100	4,737	4,877	5,022
Capital Funding						
Major Repairs Allowance (MRA)	2,400	2,400	2,400	2,400	2,400	2,400
MRA Carried/Brought Forward	0	0	0	0	0	0
Usable Capital Receipts	38	20	21	22	23	23
Receipts Carried/Brought Fwd	0	0	0	0	0	0
HRAS Eligible Borrowing	0	0	0	0	0	0
CERA	3,000	0	0	0	0	0
Prudential Borrowing	2,998	5,664	1,679	2,315	2,455	2,599
	8,435	8,083	4,100	4,737	4,877	5,022
Revenue Expenditure						
Management ~ Fixed	1,643	1,687	1,327	1,367	1,408	1,450
Management ~ Variable	438	453	1,253	1,290	1,329	1,368
Repairs & Maintenance	2,606	2,696	2,252	2,319	2,388	2,459
RTB Costs	80	82	84	86	88	91
HRA Subsidy Payment	2,894	2,811	3,485	3,979	4,501	4,896
Rent Rebates Limitation	125	240	0	0	0	0
CERA	3,000	0	0	0	0	0
Leased Property	381	386	0	0	0	0
Capital Financing Costs	1,998	2,247	2,669	2,783	2,950	3,125
Revenue Savings required	0	0	0	0	0	0
	13,166	10,602	11,071	11,825	12,665	13,389
Revenue Funding						
Rental Income (53 weeks)	9,952	10,435	10,985	11,564	12,173	13,061
Interest on Balances	121	28	33	33	29	24
Leased Property Income	237	281	0	0	0	0
Other Income	139	151	156	160	165	170
	10,450	10,895	11,173	11,757	12,367	13,254
Surplus / -Deficit For Year	-2716	293	102	-68	-298	-135
Balance Brought Forward	3,707	991	1,284	1,387	1,319	1,021
Balance Carried Forward	991	1,284	1,387	1,319	1,021	886
No. of Rent Weeks in Year	52	52	52	52	52	53
Average Weekly Rent	£55.77	£58.77	£61.88	£65.16	£68.62	£72.26
DCC Benchmark Rent	£60.85	£64.14	£66.71	£69.3	£72.15	£75.03
Average - Benchmark	-£5.08	-£5.37	-£4.82	-£4.21	-£3.53	-£2.78

Appendix 3

HRA Capital Programme 2009/10

		No.	Cost per Dwelling	Total
Group 1	Rhyl			
Various Estates see below		69	14,000	
		222	7,000	2,520,000
Group 2	North			
Various Estates see below		52	14,000	
		200	7,000	2,128,000
Group 3	South			
Various Estates see below		105	14,000	
		105	7,000	2,205,000
Disabled Adaptations		80	5,000	400,000
Environmental Improvements		10	40,000	400,000
Contingencies				430,000
Total Expenditure				<u>8,083,000</u>
Financed By:				
Major Repairs Allowance				2,400,000
Useable Capital Receipts				
CERA				
Prudential Borrowing				<u>5,683,000</u>
				<u>8,083,000</u>

HRA Capital Programme 2009/2010

		Date Built
Group 1	Rhyl	
Meredith Crescent	1~4,6~8,10~15,17,20,22,24,28~33,36~41,43~49,51,53~57,59~61,64,65,67~73,75~77,79,80,84,88,92,94,96,100,102	1957
Meredith Close	1~3	1958
Maes Emlyn	1~59	1974
Thornley Ave	33~47(odd),50,51,52,54,58~78(even)	1967
Vale Road	72~88(even),88A	1967
Victoria Road	22,24,26,28,30,32,34,36,40,42,44,46,48	1967
William St	2~30(even)	1967
Walford Ave	11~15,17~19,21,23~25,27,38,44,46,48,50,52,54	1967
Aled Ave	8,10,12,13,15,17,18,20,22,24,25,29,30,32,34,39,41,47~55(odd),59	1967
Pen y Maes Ave	89,91,93,95,97,99	1969
Maes Arthur	2~22	1980
Maes Famau	1,2,3,6~16	1980
Maes Menlli	1,2,4~19	1980
Group 2	North	
South Ave	12,14,16,18,20,22,24,26	1961
Ffordd Ty Newydd	1,43,45,47,49,53,54,65,69	1961
Bro Berllan	1~6	1960
Clos y Berllan	43,44	1960
Cross St	6,8	1961
Dyffryn Teg	19,20,22~25,26	1961
Ceg y Ffordd	23,27	1965
Bryn Teg	1~16	1965
Caradoc Road	4~8,4A~8A,22~38,22A~38A,22B~38B	1969
St Andrew's Dr	2,4,6,8,10	1974
Victoria Ave	25,27,29,31,33,35	1977
Pen y Cae	1~10	1977
Llys Bodnant	1~12	1977
Llys Offa	1~6	1977
Rhodfa Hendre *	1,3,5	1971
Ffordd Tan Rallt	5,7	1971
Bryn Llys	1~23(odd)	1971
Bryn Llys West	12~20(even)	1971
Ffordd Ty Newydd*	56~66(even),73~99(odd)	1973
Ffordd Ty Newydd	30~46(even),52,68,72,74,76,78,84~108(even),114~120(even)	1978
Morfa View	9,10,14,17,21~23,27,28,30,31	1974
Maes y Graig	16~21	1970
Pendorlan, CastleSt	1,5,6,7,8,9	1963
Tan yr Eglwys	11,13~17,19,22,24~41,45,47,49~51	1965

* These properties are of "Reema" concrete panel construction and a report has been commissioned on any additional work required.

Group 3**South**

Bro Havard	2,3,10,13,14,17,28,30~33,49~71(odd),75,77	1959
Heol Clwyd	1,3,5,8,9,14,15,16,20,28,30,36,38,42,44,46,48,50	1962
Heol Afon	5,7,10,14,18,24, 30~68(even)	1962
Llys y Felin	1~18	1963
Tair Felin	1~6	1963
Bryn Rhosyn	1~8,10,12,14,16	1964
Pen y Graig	21,25,27,29,31~35,38~43,45,49	1979
Cae Seren	1,2,4~9,11~14,19~26,28,29,30,32,37,39,41,42,46~48,50,52,54,57	1979
Min y Coed	2~5,8,9,11,13~17,19,20,25~27	1977
Maes Hafod	1,2,5,7,9,10,14,15,16,18~21,26,28,29,32,34~36, 39,42,43,45,47,50~54,56~59,65,66	1982

REPORT TO CABINET

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

DATE: 17 February 2009

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.

2. REASON FOR SEEKING DECISION

- 2.1 To advise Members of the latest estimated position on the budget performance for the year, together with an update of the Council's cash investments on the Money Market. 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 finances.

4. COST IMPLICATIONS

- 4.1 This report details Service's latest projections for the current financial year. Appendix 1 details a forecast overall underspend of £141k, excluding the schools' delegated budgets. This figure is a substantial improvement on the projected position reported for last month and is as a result of a major cost reduction exercise in the Lifelong Learning Directorate and clarification of other pressure and savings situations. There remains a projected net pressure in the Lifelong Learning budget while the other services are estimated to come in on or below budget. Most of the service budget underspend will be eligible to be carried forward and used next financial year by services.

i) Lifelong Learning is forecasting a reduced overspend position of £610k mainly due to the changed position on the Mentro Allan project and the major review of cost savings:

- a) Mentro Allan. Last month's forecast included the assumption that the Council would need to repay a grant to The Big Lottery Fund. The BLF have now confirmed that there will be no need to repay the grant as they are happy with the actions the Council has taken. Additional savings have been found to offset the balance of overspend on the scheme.
- b) the costs associated with the operation and closure of the Hyfrydle Childrens Home on the Plas Brondyffryn school site are £374k
- c) the assumed cost associated with the current interim management arrangements, including the interim director, chief officer and other additional costs, partly offset by various operating savings are now reduced to £135k
- d) the increasing losses incurred by the School Meals service above the £150k provided for within the budget could reach £101k, however further options for delivery are being considered and will be presented to members shortly. If accepted these should reduce the current overspend level in the future
- e) 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 the following 2 years. The school is revising its previously submitted plan following review by officers.

ii) Social Services & Housing directorate is forecasting an underspend of £336k, an increase of £216k over last month due to a combination of the following:

- a) securing NHS funding for some learning disability care packages,
- b) lower than expected clawback on supporting people projects in Childrens' Services,
- c) charging policy income exceeding original forecasts,
- d) a few older people with preserved rights no longer receiving care,
- e) vacancy control continuing to deliver savings
- f) It was agreed by Council in 2007 as part of the strategy to dampen the future impact of funding changes for Supporting People services that in year savings resulting from revisions to care packages and improved service delivery efficiency would be transferred into a provision. Part of the agreed budget strategy for 2009/10 also assumes that an element of savings from this service area in 2009/10 will be needed to fund any service pressure above the level of additional funding agreed for Social Services. Work is in hand to firm up the likely saving for the current year and this will inform the process of reviewing the SP costs for 2009/10 and future years.

iii) Environment directorate is forecasting an underspend of £65k. This is an increase of £57k from last month and is mainly due to;

a) The overall projected underspend has improved as a result of the continued savings arising from the delays in filling vacant staffing posts, partly offset by a projected overspend of £57k at the Pavilion Theatre resulting from reduced ticket sales and increased energy costs. In addition there has been a conscious decision to look to cut back on spending wherever possible across the Directorate.

4.2 All services are experiencing 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 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 January is £24.6m against a plan of £36.5m.

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 be revisited as it

doesn't demonstrate that the school can operate within the delegated budget over a maximum of the next 2 financial years.

- 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 Mento Allan. The BLF has agreed not to claw back the grant already paid. Unfunded costs will be offset by one off savings identified elsewhere in the directorate.
- 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 for the current year that were finally announced in January. The position for the next financial year remains unclear as the Assembly have not given any clear indications of funding levels.

6.8 MONEY MARKET INVESTMENTS UPDATE

The Council is continuing to take steps to protect itself in the current economic crisis:

- Further opportunities for debt repayment are being monitored closely and will be pursued when the conditions are favourable.
- 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 in September 2009, they will be redirected into UK or HM Treasury investments. These actions will reduce the risk to the Council.

On 5 February, the Bank of England announced a further 0.5% cut in base rates from 1.5% to 1%. Forecasts suggest rates could drop further 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 at the former level of cash deposits, however as borrowing rates are currently at 4.25% the decision has been made to borrow internally, i.e. run down cash levels. By doing this the Council saves the borrowing costs which currently are over 3% above investment rates.

Realistically, the Council is facing a significant reduction in investment income of at least £1m for 09/10 compared with the current year. While officers are doing everything possible to mitigate this, it is not now possible for the previous level of underspend in this area to be expected for the next financial year. The interest to be received on the VAT refund reported previously will help reduce the impact in the short term.

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 more 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.

APPENDIX 1

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2008/09
SUMMARY POSITION AS AT END JANUARY 2009**

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)	20,711	-6,955	13,756	21,321	-6,955	14,366	610	0	610	907
Environment	51,737	-21,692	30,045	51,165	-21,185	29,980	-572	507	-65	-8
Social Services & Housing	55,733	-17,014	38,719	58,339	-19,956	38,383	2,606	-2,942	-336	-120
County Clerk	1,975	-403	1,572	1,975	-403	1,572	0	0	0	0
Resources	10,840	-3,121	7,719	10,840	-3,121	7,719	0	0	0	0
Corporate, Miscellaneous & Benefits	31,077	-26,046	5,031	31,127	-26,046	5,081	50	0	50	50
Total All Services	172,073	-75,231	96,842	174,767	-77,666	97,101	2,694	-2,435	259	829
Capital Financing Charges savings & additional Investment Income net of contributions to specific provisions			10,649			10,249			-400	-400
Precepts & Levies			4,347			4,347			0	0
Contribution to balances/reserves			570			570			0	0
			112,408			112,267			-141	429

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 JANUARY 2009**

	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	61,970	-8,479	53,491	3,865	-3,036	829	823
Partnership & Inclusion	9,889	-5,421	4,468	10,263	-5,421	4,842	374	0	374	586
School Development	6,978	-1,292	5,686	6,978	-1,292	5,686	0	0	0	0
Policy & Performance	1,408	-85	1,323	1,644	-85	1,559	236	0	236	321
Libraries	2,436	-157	2,279	2,436	-157	2,279	0	0	0	0
Total excluding schools	20,711	-6,955	13,756	21,321	-6,955	14,366	610	0	610	907

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

	Current Month £000s	Previous Month £000s
<u>INDIVIDUAL SCHOOLS BUDGET</u>		
Following updates during January, projections would indicate that school balances of £1,953k as at 31.03.08 will reduce to £1,124k during 2008/2009. This is an increase in expenditure of £6k since the last report in December. Changes are minimal this month as the LMS team are busy preparing indicative School budgets for 2009/2010. 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.		
	829	823
<u>PARTNERSHIPS & INCLUSION</u>		
Costs associated with the closure of Hyfrydle Children's Home.	374	374
Potential clawback of "Mentro Allan" Grant - no longer required.	0	212
<u>POLICY & PERFORMANCE</u>		
Costs associated with the Interim Management arrangements - Offset since last Report by increased savings within the Directorate	135	220
School Meals Subsidy	101	101
TOTAL excluding schools	610	907

**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

b) Other savings

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2008/09
ENVIRONMENT DIRECTORATE
SUMMARY POSITION AS AT END JANUARY 2009

	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)	9,428	-5,143	4,285	9,483	-5,111	4,372	55	32	87	74
TRANSPORT & INFRASTRUCTURE (see note 2 & 3)	13,845	-4,448	9,397	13,814	-4,374	9,440	-31	74	43	73
PLANNING & PUBLIC PROTECTION (see notes 2 & 3)	4,272	-1,867	2,405	4,164	-1,490	2,674	-108	377	269	228
DIRECTOR & SUPPORT (see note 5)	1,364	-237	1,127	1,104	-237	867	-260	0	-260	-140
ENVIRONMENTAL SERVICES (see note 6)	17,318	-7,400	9,918	17,095	-7,400	9,695	-223	0	-223	-223
TOURISM, CULTURE & COUNTRYSIDE	5,510	-2,597	2,913	5,505	-2,573	2,932	-5	24	19	-20
Total Environment	51,737	-21,692	30,045	51,165	-21,185	29,980	-572	507	-65	-8

Potential Pressures

- 1 Pressures on the Agricultural Estates, Allotments, Industrial Estates and Health and Safety budgets within the Building Group.
- 2 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 £294K on Development Control, £132K on Building Control, £81K on Car Parks and £43K on Land Charges.
- 3 If the recent severe weather continues during the remaining months it is likely that the winter maintenance budget will be insufficient to cover the costs although there is a winter maintenance reserve that can be utilised if necessary.
- 4 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.
- 5 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.
- 6 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.

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2008/09
ENVIRONMENT - EFFICIENCY SAVINGS
SUMMARY POSITION AS AT END JANUARY 2009**

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 JANUARY 2009

	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	10,404	-1,780	8,624	1,343	-1,251	92	150
Underspend b/f					-150	-150	0	-150	-150	-150
Adult Services	36,278	-8,680	27,598	37,156	-9,525	27,631	878	-845	33	253
Underspend b/f					-615	-615	0	-615	-615	-615
Business Support & Development	2,773	-504	2,269	3,243	-737	2,506	470	-233	237	162
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	54,148	-15,674	38,474	56,839	-18,768	38,071	2,691	-3,094	-403	-200
Non HRA Housing	1,585	-1,340	245	1,500	-1,188	312	-85	152	67	80
Underspend Brought Forward	0	0	0	0	0	0	0	0	0	0
Directorate Total	55,733	-17,014	38,719	58,339	-19,956	38,383	2,606	-2,942	-336	-120

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

<u>Comments</u>	Current Month	Previous Month
	£000s	£000s
<u>SOCIAL SERVICES</u>		
CHILDREN'S SERVICES		
The main pressure area is the specialist placement budget which is expected to over spend by £375k. The overspend on the specialist placement budget is partially offset by the in-house fostering service (under spend £196k). The improvement this month is due to a reduction in Supporting People grant claw-back against the Family Support Team and also a reduction in the cost of Looked After and Leaving Care clients.	92	150
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 continues to be residential placements (£250k). The reduction in the over spend this month is due to the ongoing work to maximise joint funding from the NHS and the successful transfer of care packages for those with health needs to the Local Health Board.	238	336
Mental Illness		
The main budget pressures remain in Residential, Nursing and Home care.	224	244
Older People		
Provider - The Provider outturn is similar to last month (£227k under) and reflects net savings and the transfer of some costs to the Purchasing budget associated with the closure of Llys Nant. Purchasing - The final position is expected to be £299k under spent which is an improvement of £80k from last. The improvement is because of a reduction in the number of people with Preserved Rights and slippage in the Rapid Response & Re-ablement budget.	-527	-458
PDSI		
Community Care spend is the main budget pressure (£290k over).	332	343
Performance Management & Commissioning		
A combined under spend of £252k is predicted, an increase of £5k from last month, due to various factors including additional Receivership fees income of £80k. The remainder is due to vacancy control on staffing budgets and additional grant income.	-252	-247
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 is volatile, but with 9 months bills raised to date, it is hoped that this income will exceed budget by around £52k. This may improve further before the end of the year, depending on the levels of reversed debt.	-99	-77
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 around 55% of sales for 2008/09. On a positive note the sales for December and January show an increase of over 38% from the corresponding figure in 2007/08. Hopefully the trend will continue allowing for a final year over spend of just over £100k.	119	114
Under spend Brought Forward 2007/08	-615	-615
TOTAL ADULT SERVICES	-582	-362
Business Support & Development		
The predicted over spend of £237k is an increase over the previous month of £75k. The main increase is due to additional PARIS expenditure (£65k) being met from revenue this year, thereby deferring the funding available in the capital plan to meet the final two contract milestone payments due next year.	237	162
	237	162
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 to dampen the impact of proposed grant formula changes and/or a transfer to a regional body. Either proposal will disadvantage the council financially but the latter could have a significant impact. The balance of the reserve is currently £1.9m and a further contribution of £1.1m is estimated this year. The SP strategy is currently being revised but it is proposed no further contributions to the reserve are made next year and that the in-year surpluses are used to dampen pressures throughout the Directorate.	0	0
HOUSING		
The latest outturn once again shows a reduction in the over spend. The initial forecast was an over spend of £150k and steps have been taken throughout the year to reduce this - previously reported. The Homeless budget remains a pressure but has reduced by £8k as accommodation costs have reduced slightly this month. Also, a review of Housing strategy budgets has resulted in identifying savings in supplies and staff costs.	67	80
TOTAL HOUSING	67	80
TOTAL SOCIAL SERVICES & HOUSING	-336	-120

**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 JANUARY 2009

	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	-50	2
Translation	111	0	111	161	0	161	50	0	50	50	3
Resources Directorate											
Finance	5,195	-2,125	3,070	5,195	-2,125	3,070	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	1,587	-284	1,303	1,587	-284	1,303	0	0	0	0	
Project Management	75	0	75	75	0	75	0	0	0	0	
Customer Care	828	-170	658	828	-170	658	0	0	0	0	
						0	0	0	0	0	
Total	10,840	-3,121	7,719	10,840	-3,121	7,719	0	0	0	0	
Corporate and Miscellaneous	6,183	-1,115	5,068	6,233	-1,115	5,118	50	0	50	50	1
Benefits	24,894	-24,931	-37	24,894	-24,931	-37	0	0	0	0	
Total	43,892	-29,570	14,322	43,942	-29,570	14,372	50	0	50	50	
Capital Fin Charges	10,649		10,649	10,249	0	10,249	-400	0	-400	-400	4
			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

4 Latest estimate of borrowing costs net of investment income.

RESOURCES DIRECTORATE, COUNTY CLERK & CORPORATE SAVINGS SUMMARY POSITION AS AT END JANUARY 2009

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 2008/09 - 20011/12

APPENDIX 3

Position as at January 2009

		2008/9	2009/10	2010/11	2011/12
		£000s	£000s	£000s	£000s
Capital Funding:					
1	General Funding:				
	Unhypothcated Supported Borrowing	8,957	5,906	5,884	5,884
	General Capital Grant	735	3,132	2,017	1,961
	General Capital Receipts	0	523		
	Earmarked Capital Receipts	1,715	144	0	0
		11,407	9,705	7,901	7,845
2	Prudential Borrowing	5,900	751	0	0
3	Reserves and Contributions	1,658	175	0	0
4	Specific Grants	18,237	1,908	488	0
	Total Finance	37,202	12,539	8,389	7,845
	Total Estimated Payments	-36,504	-5,537	-724	0
	Contingency	-698	-1,000	-1,000	-1,000
	Unallocated Reserve	0	0	0	0
	Surplus/ -Insufficient Resources	0	6,002	6,665	6,845

Capital Expenditure By Directorate

	2008/9	2008/9	2009/10	2010/11
	Spend to	Estimated	Estimated	Estimated
	January	programme	programme	programme
	£000	£000	£000	£000
Environment	17,297	26,853	2,261	544
Lifelong Learning	6,281	8,051	2,601	180
Resources	430	793	274	0
Social Services and Housing	637	807	234	250
Total	24,645	36,504	5,370	974

Capital Expenditure by Council Priority

	2008/9	2008/9	2009/10	2010/11
	Spend to	Estimated	Estimated	Estimated
	January	programme	programme	programme
	£000	£000	£000	£000
Modernising Education	5,716	7,145	2,026	0
Roads and Flood Defence	5,616	6,831	0	0
Regeneration	1,630	3,501	747	0
Responding to Demographic Change				
Total	12,962	17,477	2,773	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	Estimated
	January	programme
	£000	£000
Highways	2,000	2,000
Total	2,000	2,000

REPORT TO CABINET

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

DATE: 17th February 2009

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. **Personnel Statistics** - In January 2009 the number of actual staff employed has increased to 4594 this equates to 3880 full time equivalents (FTE) which is an increase from the previous month. In January there were 39 new starters to DCC, across all Directorates. There were 26 leavers spread across all Directorates, 7 of which left for positions outside of DCC, with 2 declining to specify why they had left, other reasons included personal reasons, end of fixed term contracts, Retirement and one ill health termination/dismissal.

	Headcount	FTE
January 2007	4373	3687
February 2007	4377	3679
March 2007	4389	3716
April 2007	4357	3651
May 2007	4339	3641
June 2007	4376	3672
July 2007	4407	3702
August 2007	4402	3702
September 2007	4450	3719
October 2007	4465	3749
November 2007	4469	3748
December 2007	4504	3772
January 2008	4503	3783
February 2008	4496	3776
March 2008	4475	3761
April 2008	4467	3768
May 2008	4456	3763
June 2008	4476	3785
July 2008	4490	3807
August 2008	4391	3721
September 2008	4604	3905
October 2008	4604	3905
November 2008	4608	3914
December 2008	4564	3860
January 2009	4594	3880

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 Sickness Absence – Graphs showing the corporate sickness absence position since April 2007 are contained within appendix a. There has been a decrease in sickness levels this month, with the average number of days lost per employee at 1.29 which remains slightly 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 Environment levels are slightly lower than they recorded for the same period last year.

Monthly (January 09)	Days Lost Per Employee	Target
DCC	1.29	0.92
CE	1.15	0.92
RES	0.94	0.92
ENV	1.13	0.92
SS	1.77	0.92
LLL	1.24	0.92
LLL excl schools	1.66	0.92
Schools Only	1.15	0.92

Cumulative (April – Jan 09)	Days Lost Per Employee	Target
DCC	10.16	9.16
CE	6.31	9.16
RES	8.06	9.16
ENV	10.36	9.16
SS	14.55	9.16
LLL	9.01	9.16
LLL excl schools	10.59	9.16
Schools Only	8.69	9.16

2.3 Monday – Friday (one day) Sickness Absence - Graphs displaying the Monday to Friday absences are contained within appendix b. Statistics highlight that both Monday's and Friday's are the most common days to take sickness leave with Monday being the most popular day by far. This pattern appears to be consistent throughout the majority of Directorates however Friday is the most popular day to take sickness leave in Social Services and Chief Executive's/County Clerks. This information has been passed on to Directorate Personnel and Heads of Service in order to address the issue.

- 2.4 **Periods of sickness absence around school holidays** – Graphs displaying the periods of sickness absence before and after school holidays are contained within appendix c. The most common time to take sickness leave around a school holiday is during the Autumn/Winter in the October half term and the Christmas break. This is also demonstrated by the consistent peaks and troughs of Denbighshire’s absence pattern whereby sickness absence levels increase throughout the Autumn/Winter in general.

This pattern is consistent throughout all Directorates apart from Social Services whereby the half term in October tends to display higher levels of sickness levels before and after that particular school holiday. The level of sickness absence for Teachers appears to be consistent before and after each school holiday however levels of sickness decrease drastically during the period before and after the summer holiday in July.

- 2.5 **Efficiency Programme** – Meetings have been arranged with all affected heads of service and are taking place over the next 2 to 3 weeks. Recommendations from those meetings will be passed to CET for final approval. At the meetings individual expressions of interest will be discussed, after that a breakdown will be produced centrally of what has been recommended from those meetings this will be passed to CET for discussion and final approval. Employees who meet the set criteria will be issued with figures on how their application would affect them financially and then given the opportunity to formally apply for their chosen option. Formal applications will not be received until March 09.

- 2.6 **MASS Agency Project** – Much of the work for the preparation towards implementation has now been finalised, however, we have experienced some shortcomings in both data validation and the number of Suppliers who have returned their signed agreements. Regrettably, we have been advised by Matrix that there are still a number of our suppliers of agency workers to complete the sign up process, this means that upon implementation, our business areas could be exposed to the risk of not being able to fulfill required positions.

Some of these agencies have raised concerns which are being investigated both within DCC and also Flintshire and Wrexham who share many of our suppliers.

Matrix-SCM and Denbighshire both agree that they would not be comfortable to implement at present and therefore a date for implementation cannot be agreed until more suppliers sign up to the new agreement.

3 POWER TO MAKE THE DECISION

- 3.1. Section III of the Local Government Act 1972

4 RESOURCE IMPLICATIONS

- 4.1 **Cost Implications:** There are no significant cost implications associated with the preparation of this information.

- 4.2 **Staffing / Accommodation Implications:** There are no direct staffing implications however sickness levels do impact on the ability to provide services.

4.3 IT Implications: There are no IT implications associated with the preparation of this information.

5 RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendation/s N/A

5.2 Risks associated with agreeing the recommendation/s N/A

6 FINANCIAL CONTROLLER STATEMENT

6.1 Payroll costs are one of the largest costs faced by the Council and therefore any further actions to monitor and control expenditure are beneficial.

7 CONSULTATION CARRIED OUT

7.1. The headcount information has been prepared by the Central Personnel team directly from the HR system.

8 IMPLICATIONS

8.1 Assessment of Impact on Corporate Priorities:

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

9 ACTION PLAN – Performance Appraisal Review

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
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

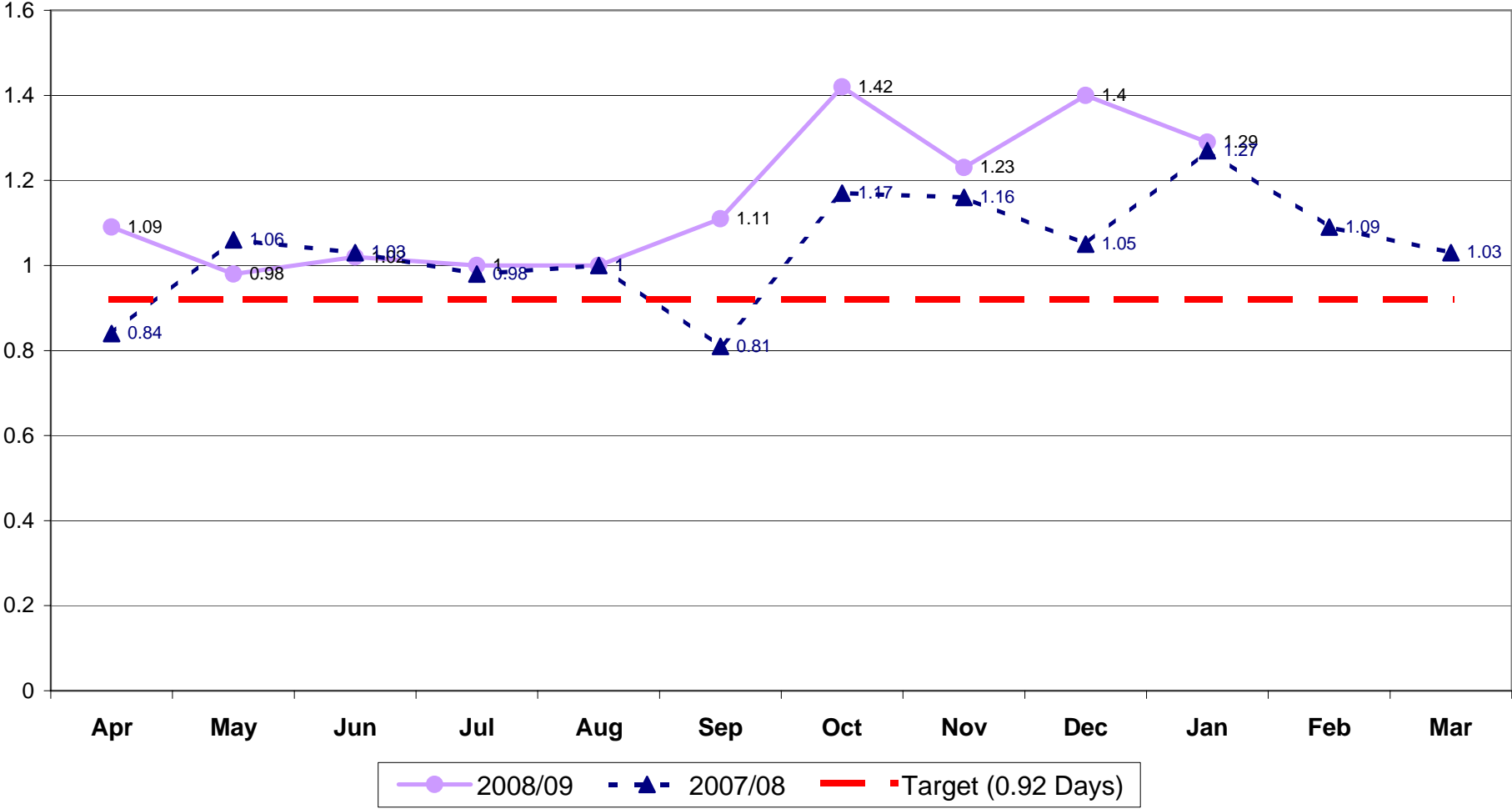
Update on the Action Plan

- Existing forms streamlined
- New 6 level rating/scoring system created
- Choice of two new simplified forms created for people who work few hours or in less skilled roles
- Consultation on new forms & rating system carried out with specific staff in Environment, Personnel Policy Feedback & Idea's Group, Trade Unions and MMC
- QA process written for personnel
- Feb 09 Feedback collated and actioned where appropriate

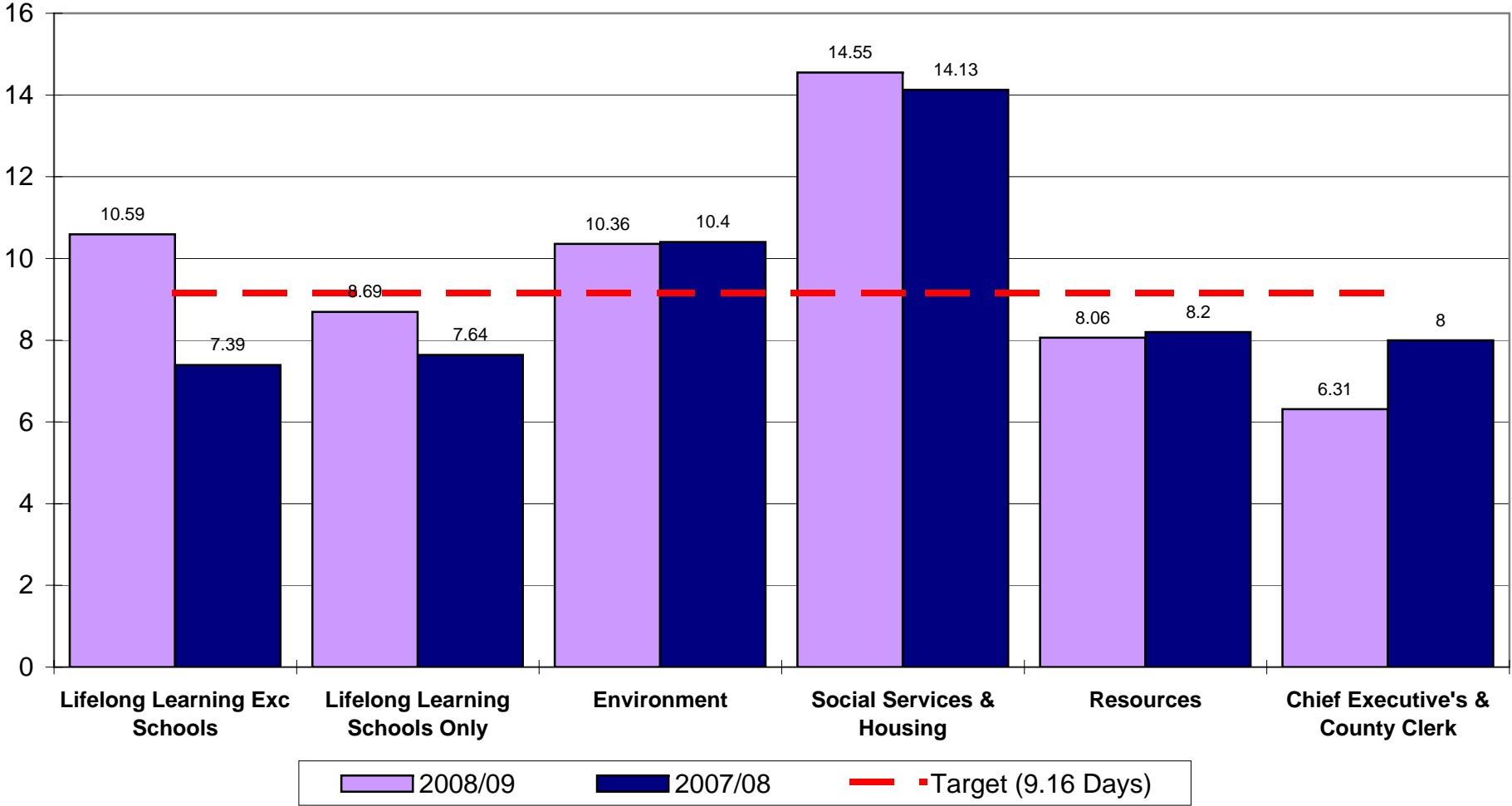
10 RECOMMENDATIONS

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

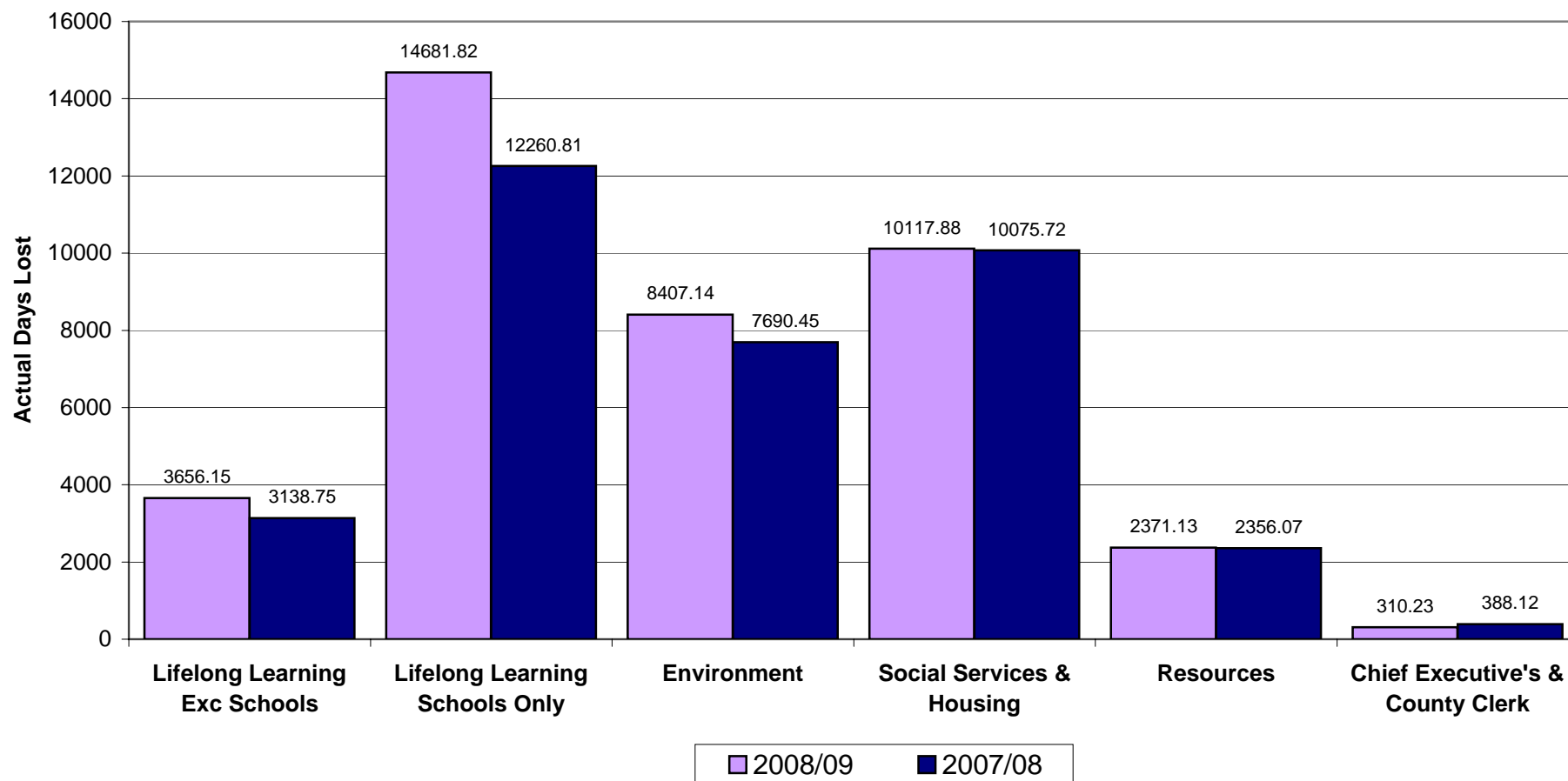
Denbighshire County Council Average Number of Days Lost per Employee January 2009

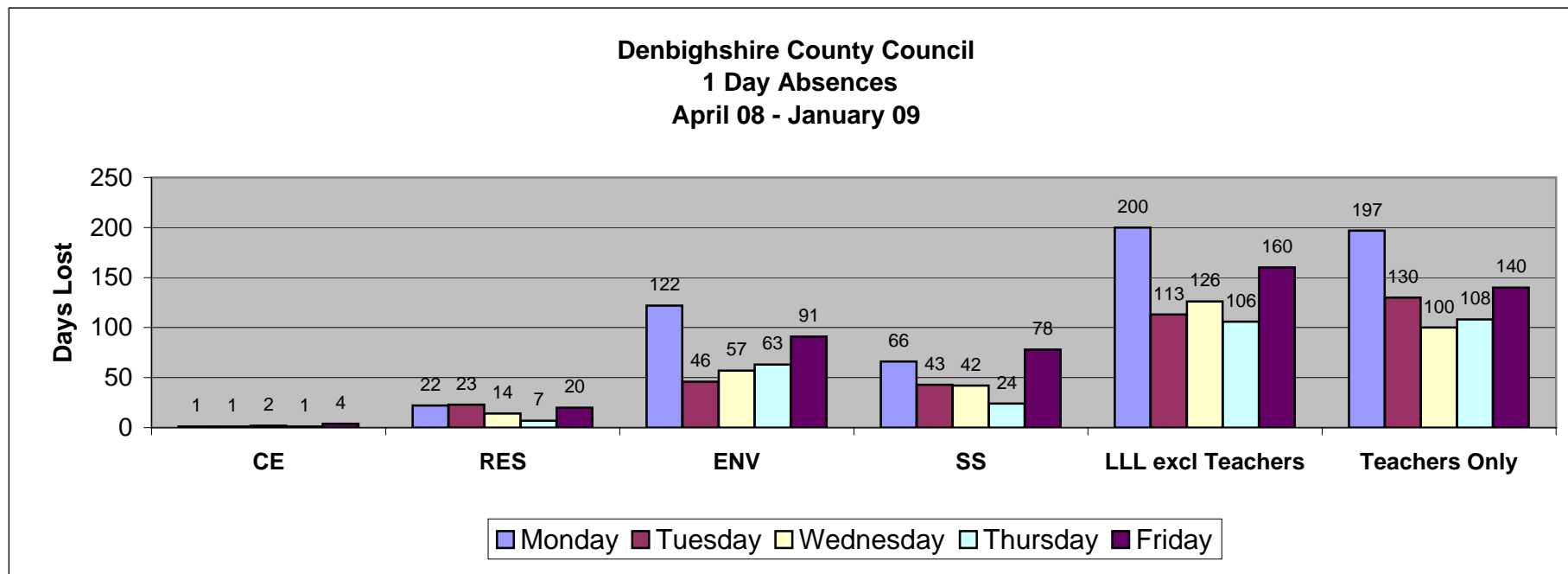
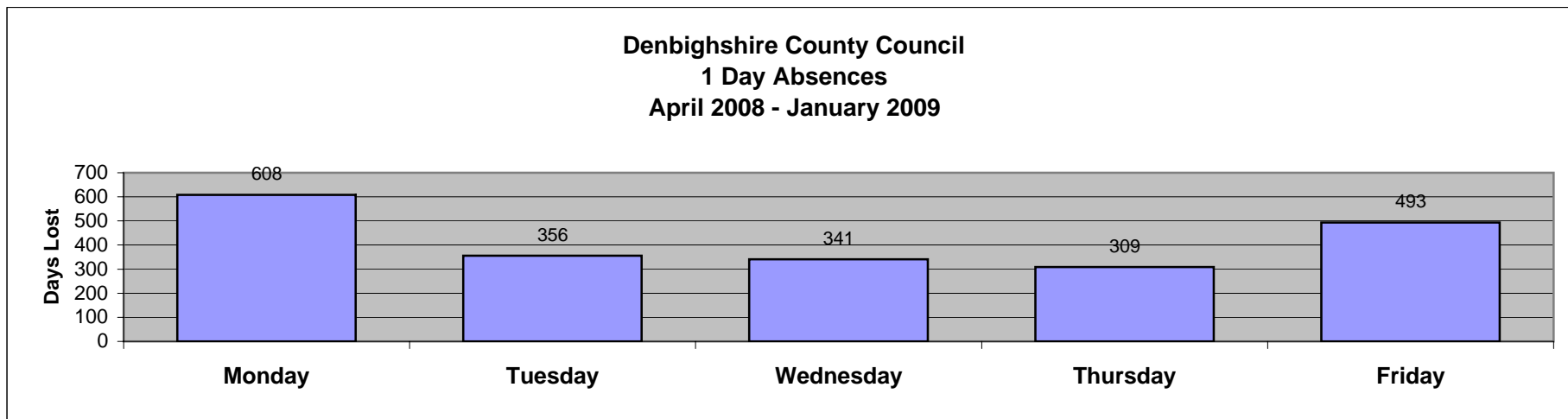


Denbighshire County Council Average Number of Days Lost per Directorate Cumulative April 2008 - January 2009

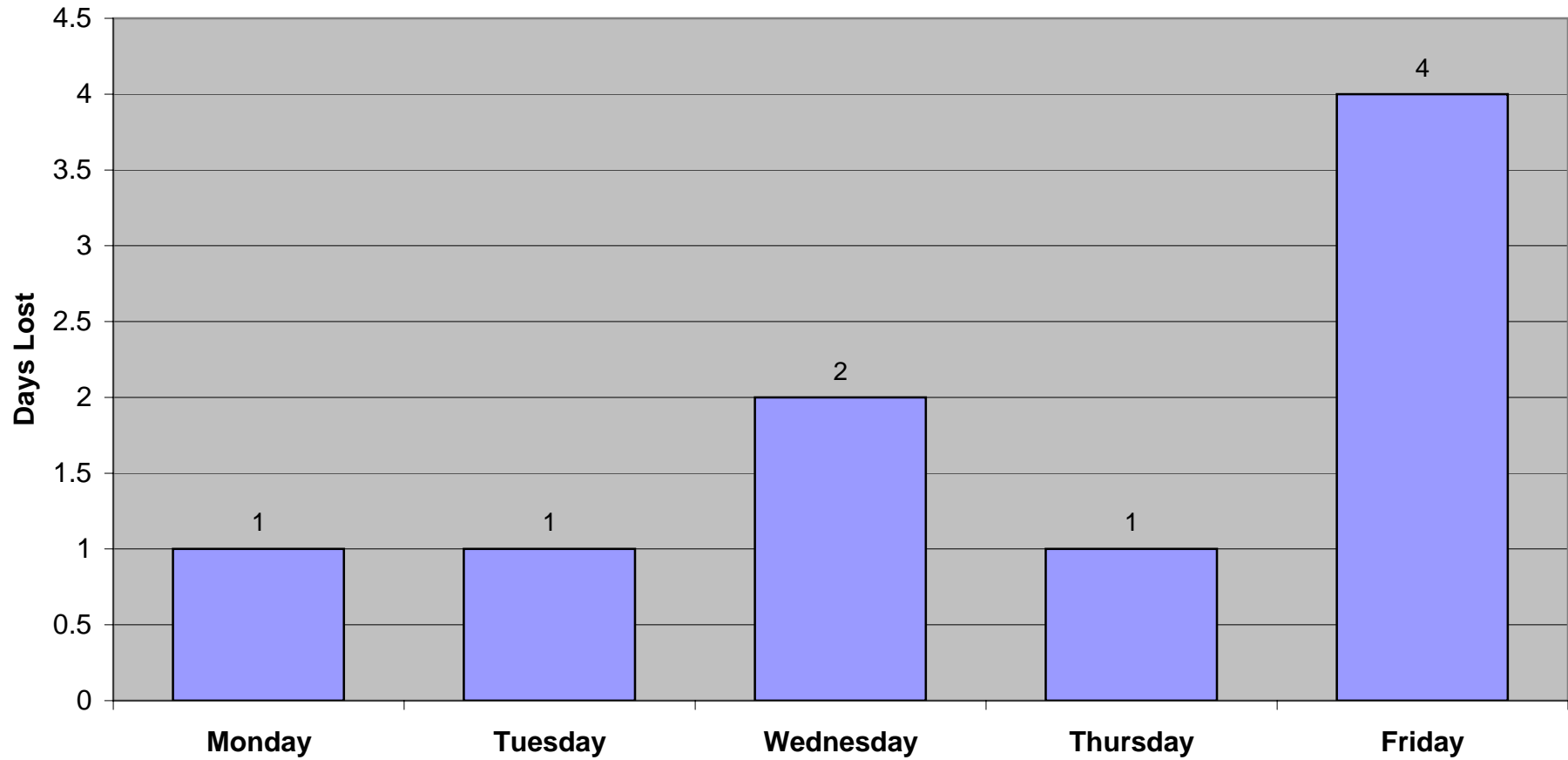


Denbighshire County Council
Actual Number of Days Lost per Directorate
April 2008 - January 2009

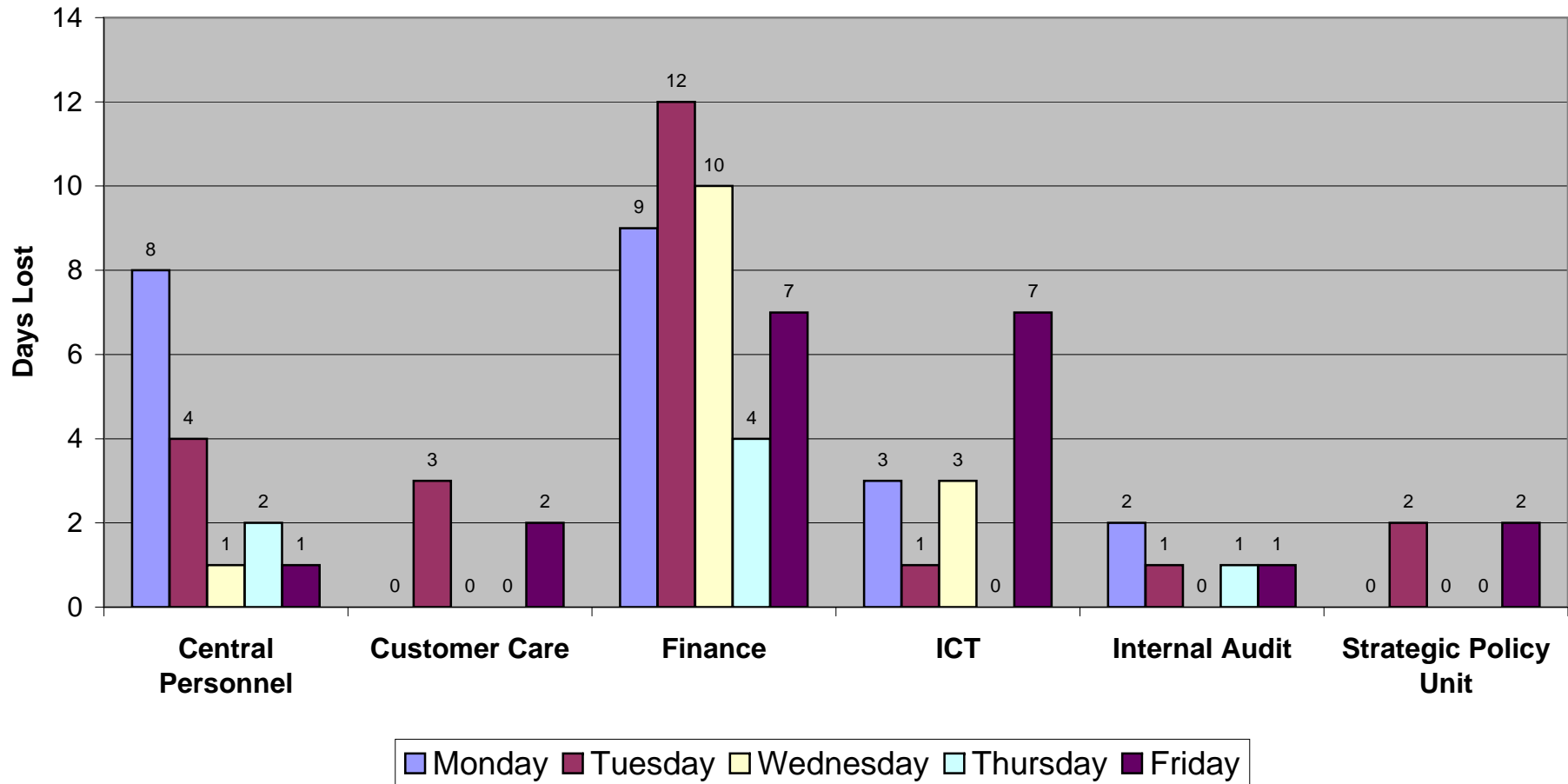




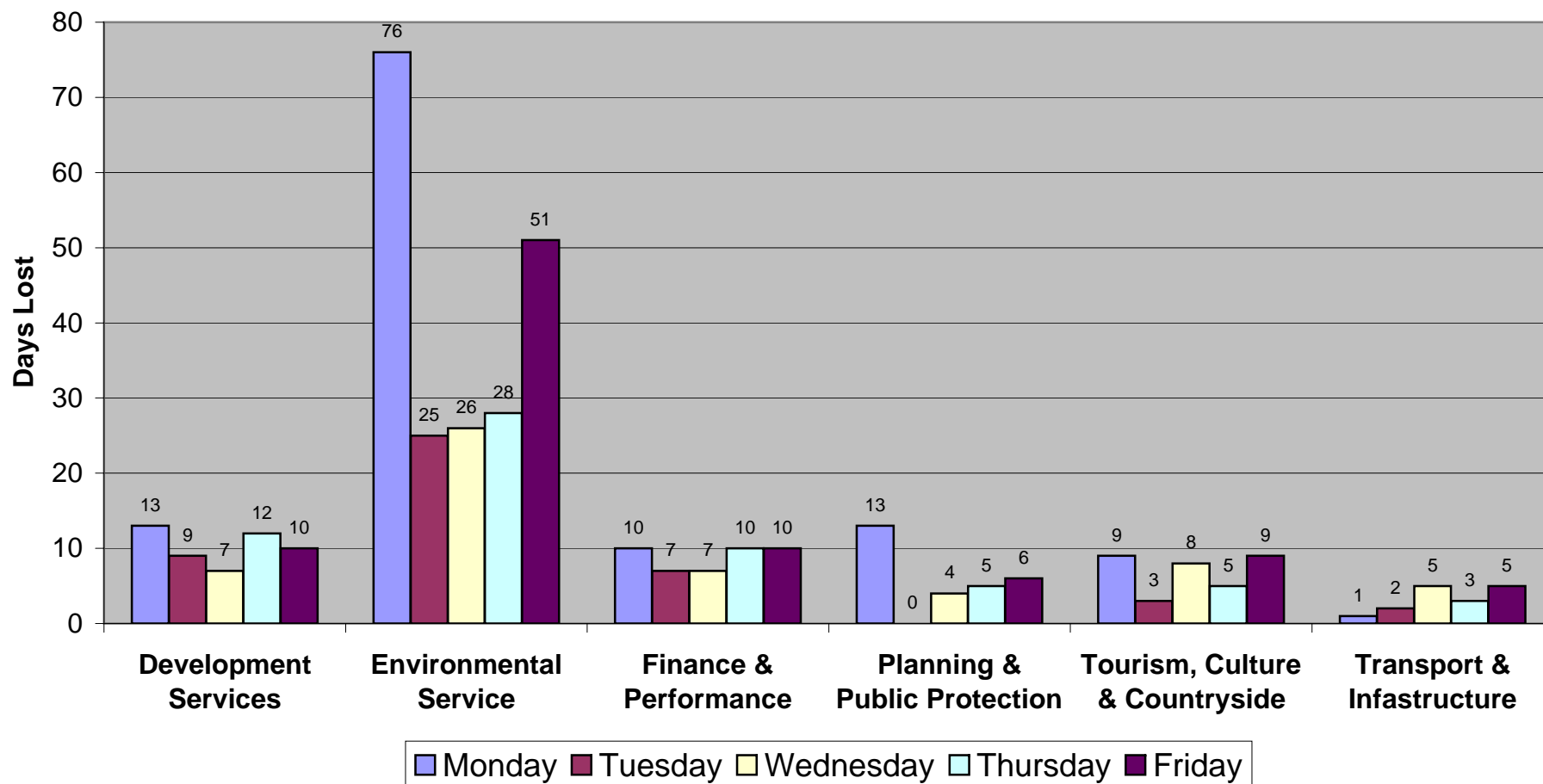
Chief Executive's & County Clerks 1 Day Absences April 2008 - January 2009



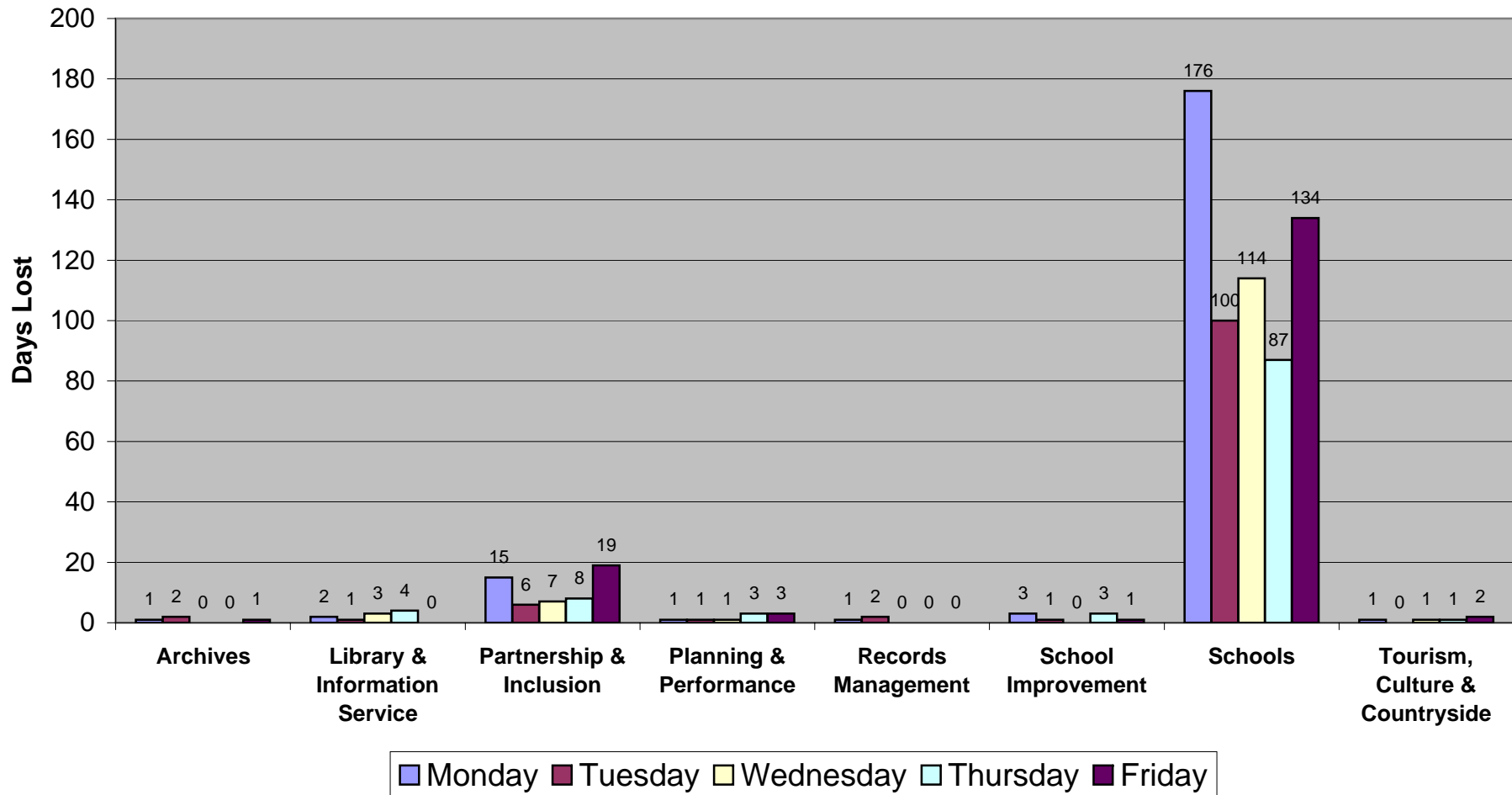
**Resources Directorate
1 Day Absences
April 2008 - January 2009**



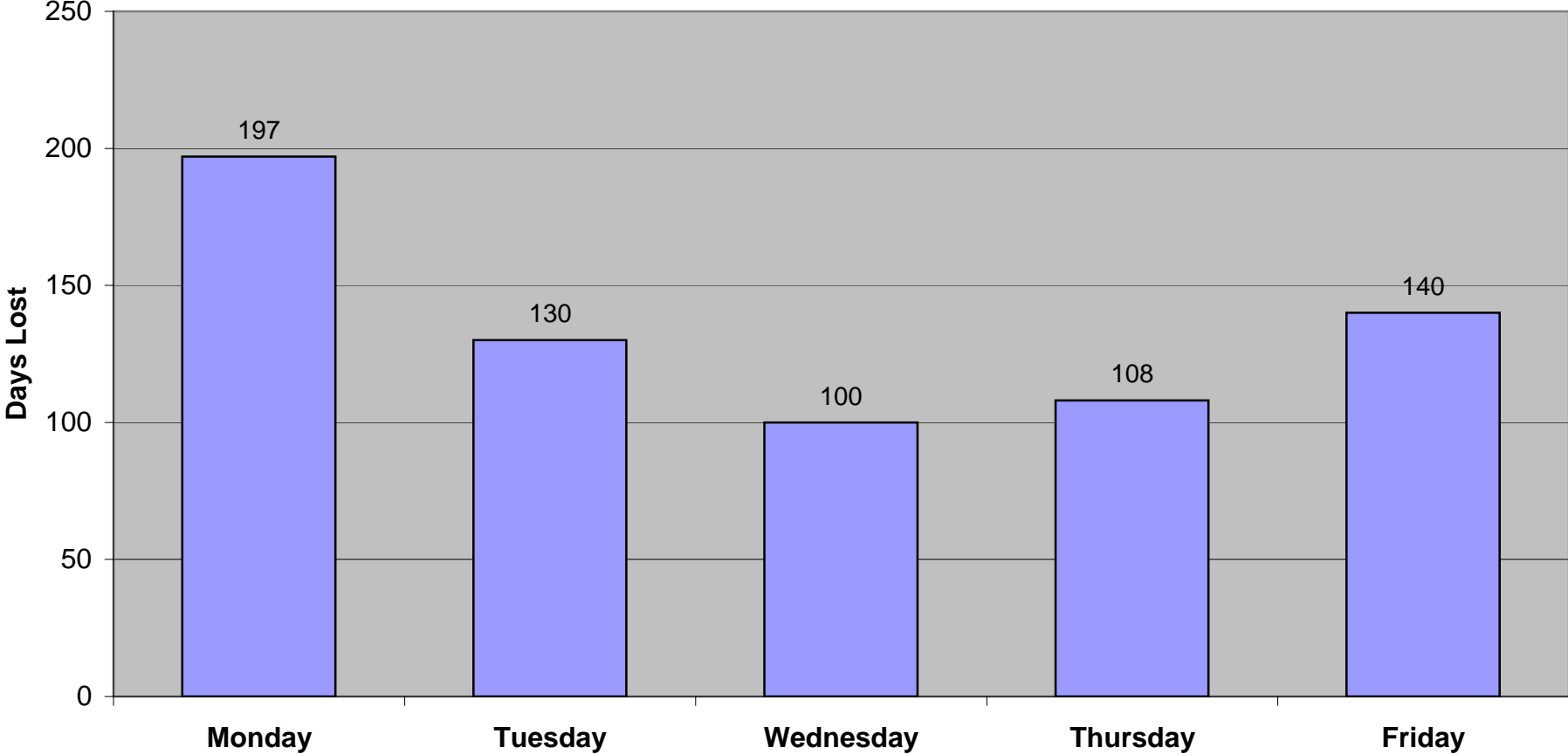
**Environment Directorate
1 Day Absences
April 2008 - January 2009**



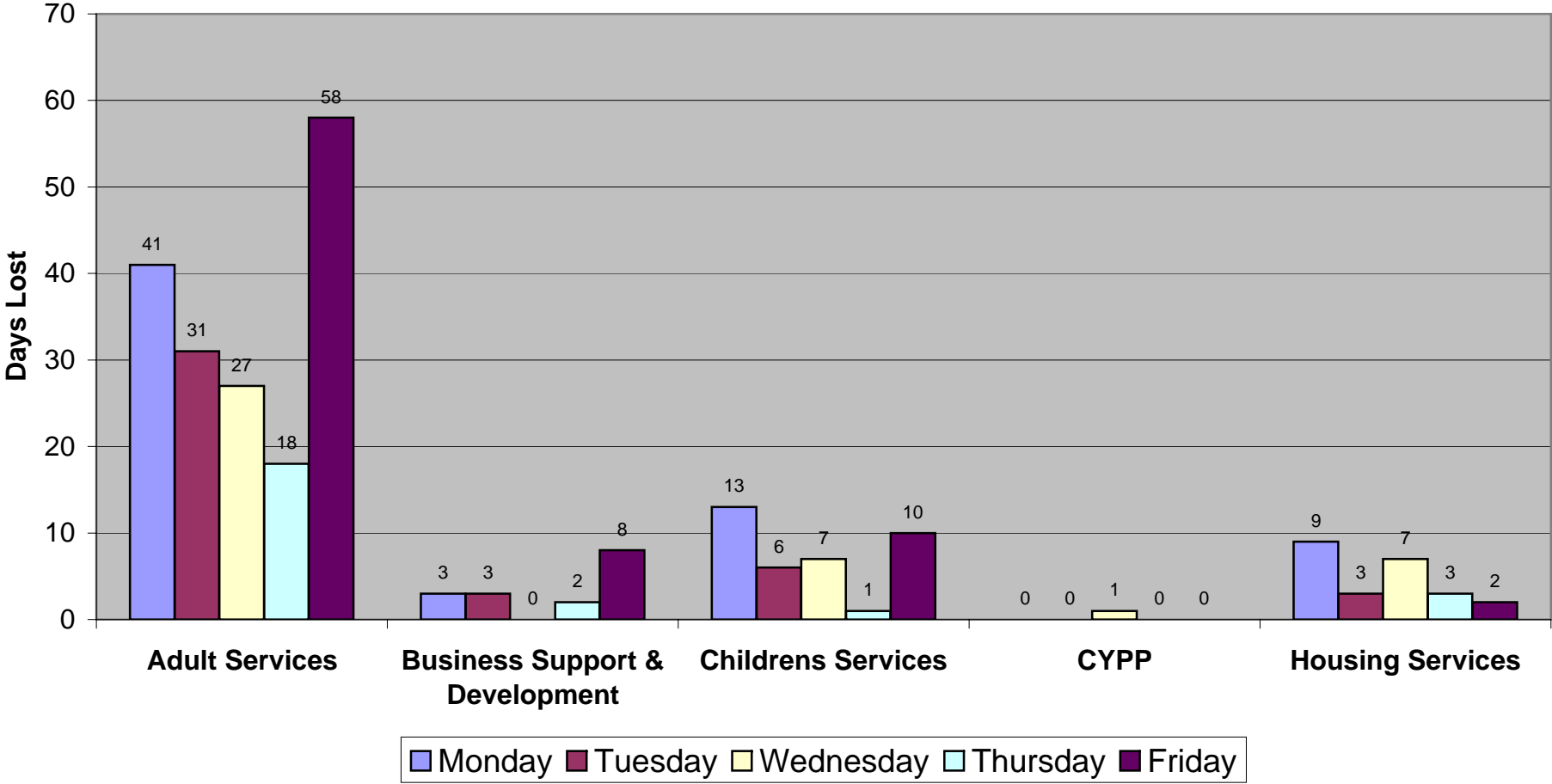
**Lifelong Learning Directorate
1 Day Absences
April 08 - Jan 09**

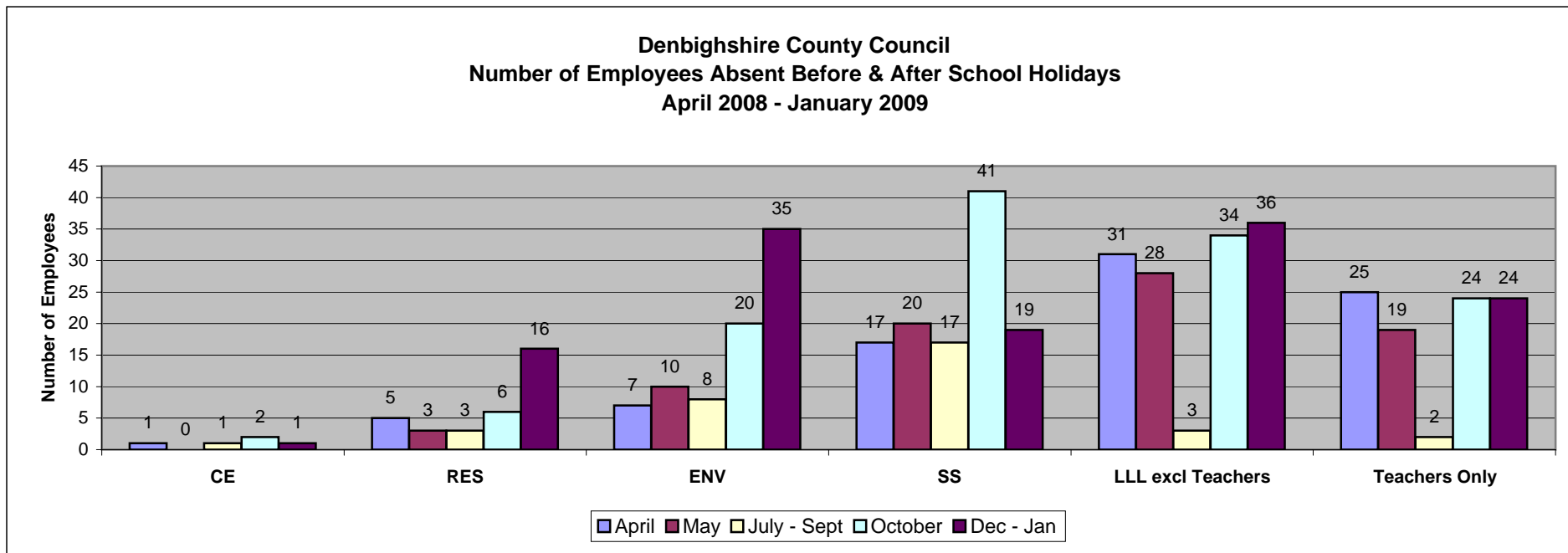
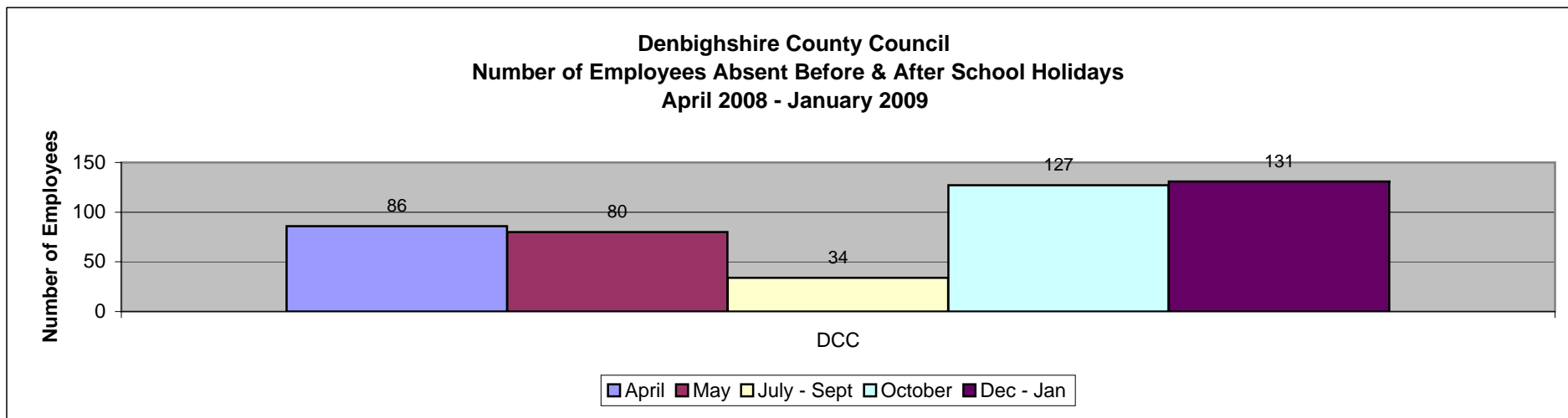


Lifelong Learning Directorate - Teachers Only
1 Day Absences
April 2008 - January 2009

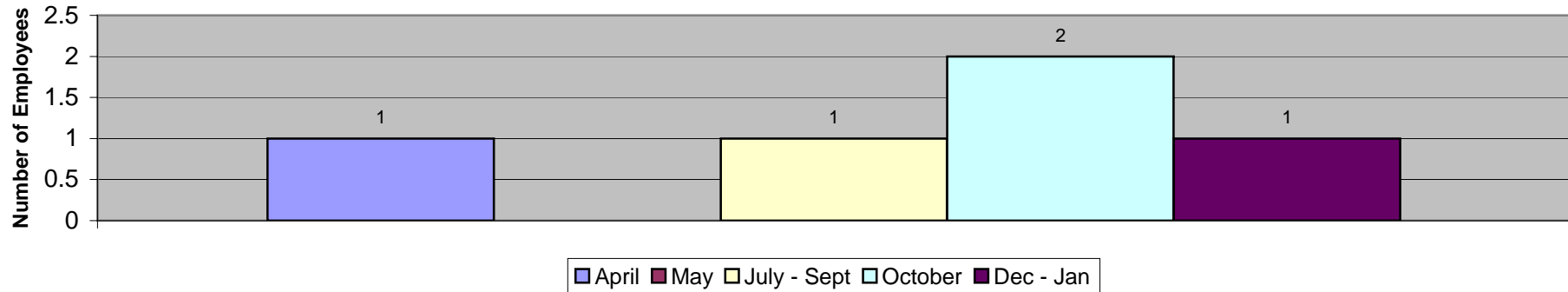


**Social Services Directorate
1 Day Absences
April 2008 - Jan 2009**

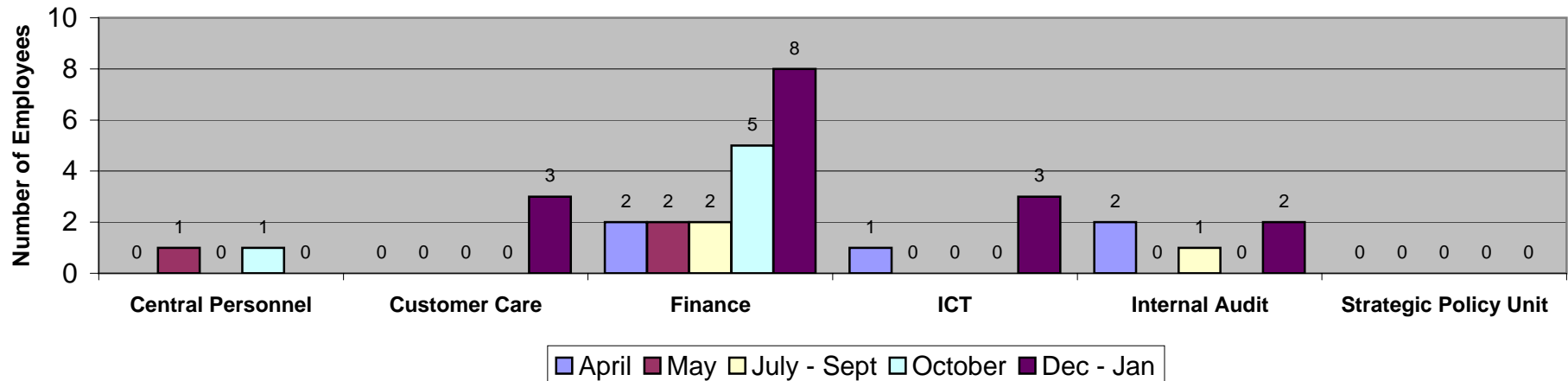


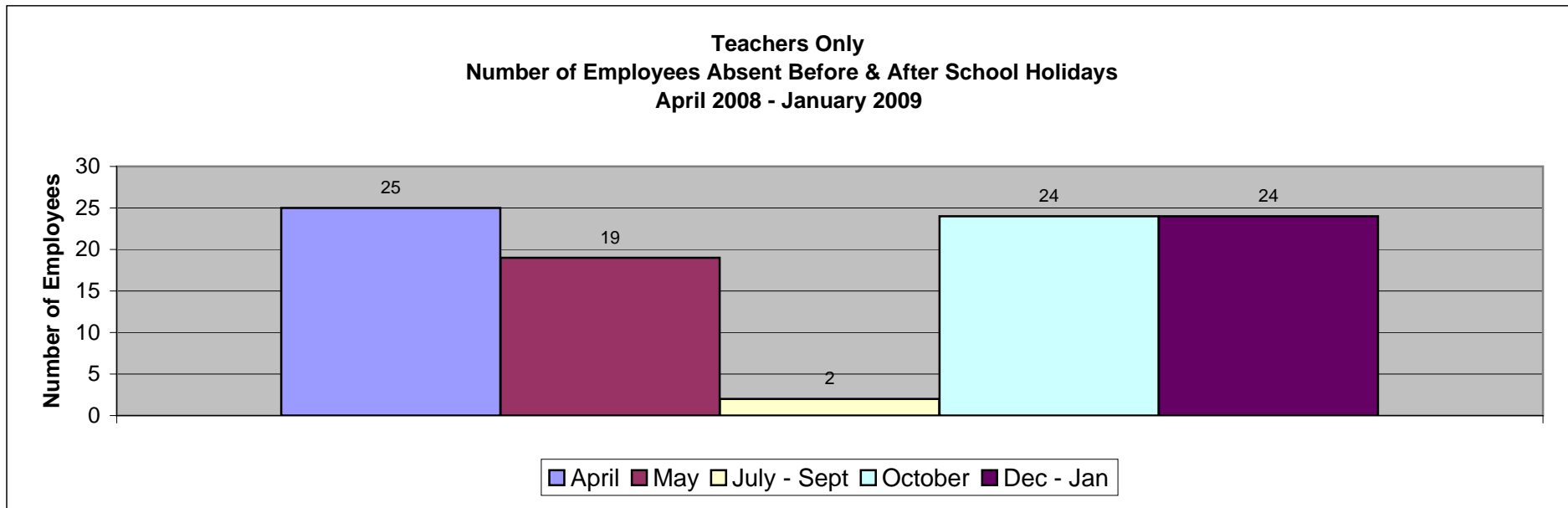
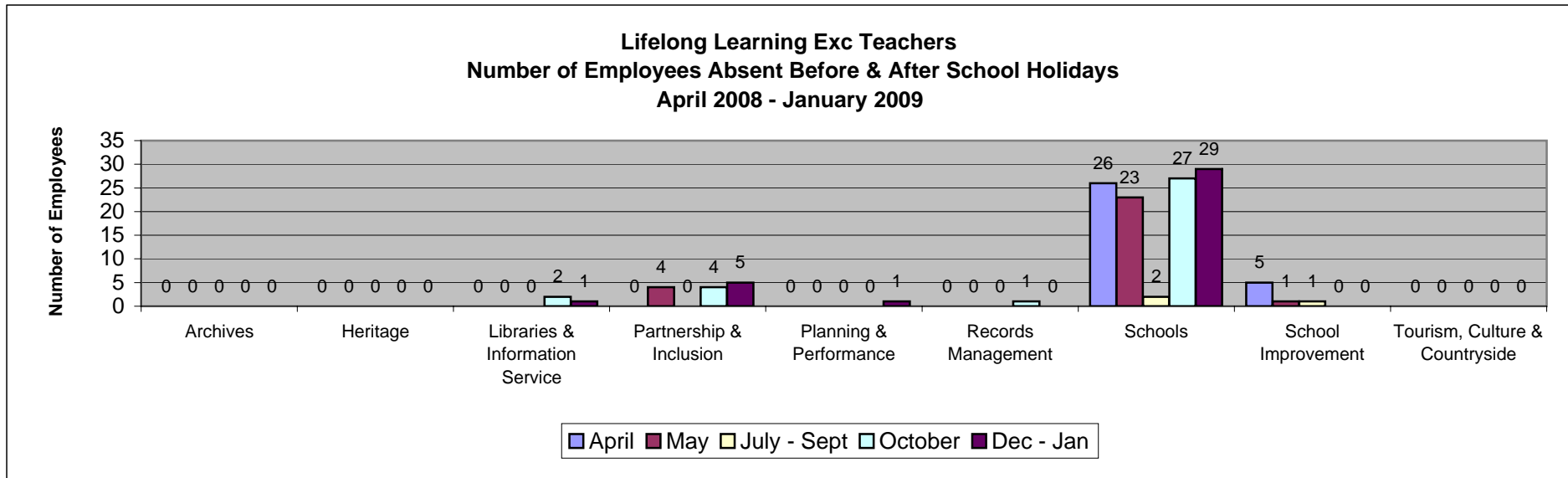


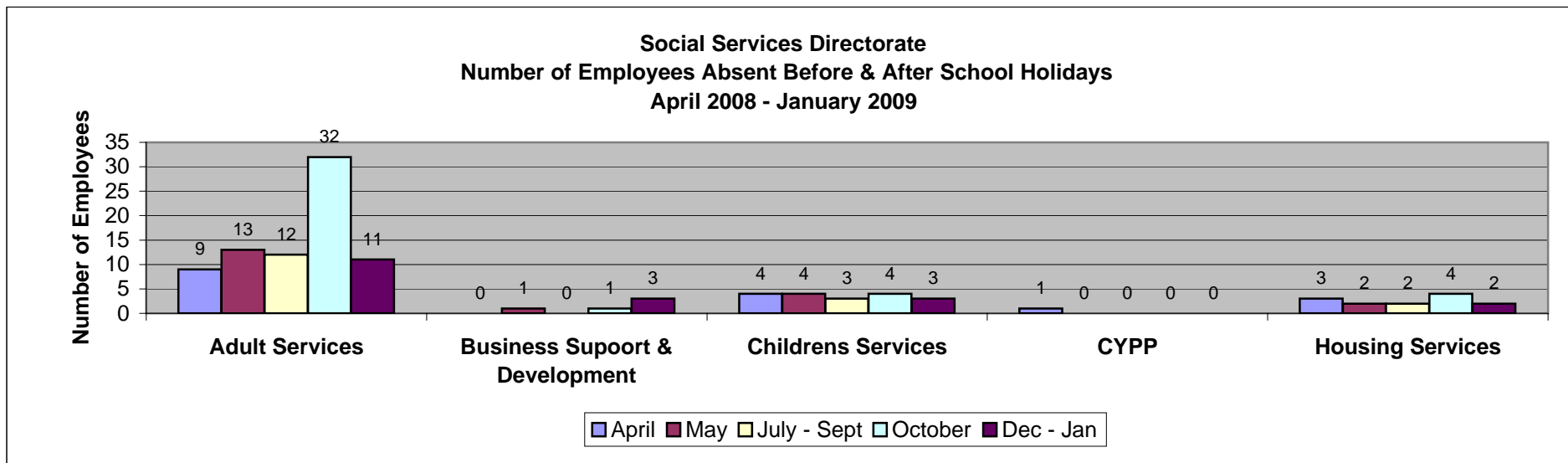
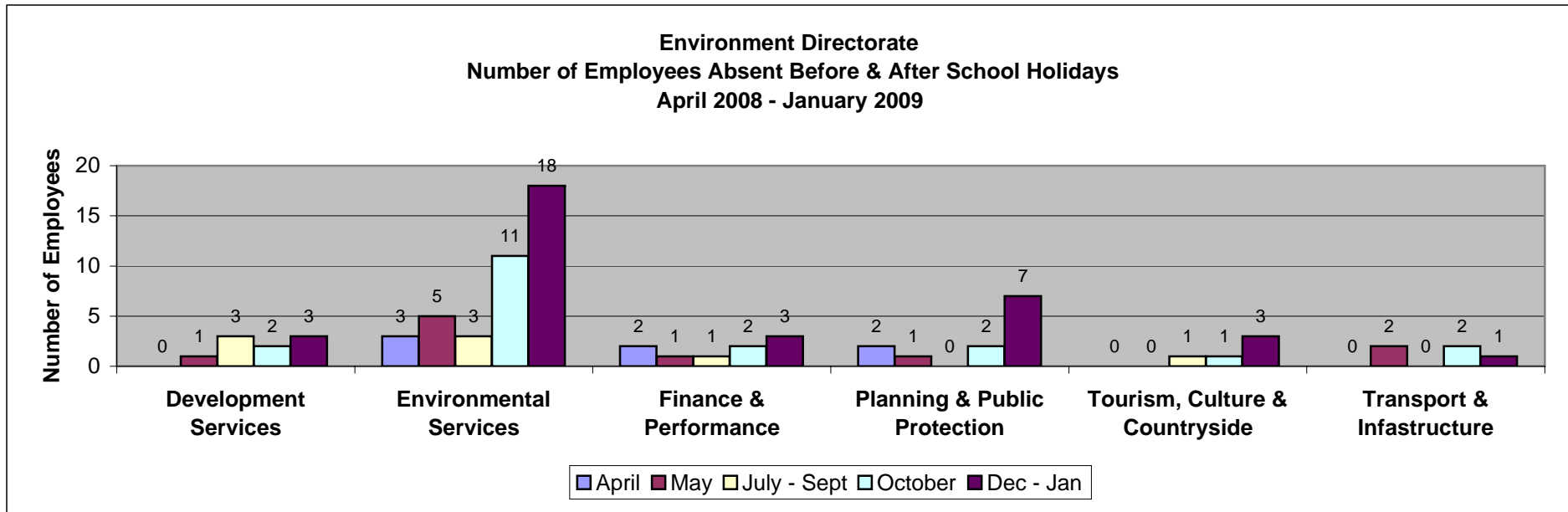
**Chief Executive's and County Clerks
Number of Employees Absent Before & After School Holidays
April 2008 - January 2009**



**Resources Directorate
Number of Employees Absent Before & After School Holidays
April 2008 - January 2009**







AGENDA ITEM NO: 10**CABINET: FORWARD WORK PROGRAMME**

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
CET Performance Report	A Evans
Modernising Education Action Plan Monitoring	Councillor H H Evans J Curran
Modernising Education Area Review	Councillor H H Evans J Walley
Interim Planning Guidance for West Rhyl	Councillor E W Williams Martha Savage
DCC / CCBC Planning & PP Collaboration (detailed agreement)	Councillors S Frobisher / E W Williams G Boase
Car Parking Charges	Councillor E W Williams M Hitchings / L Atkin
Financial Viability of Denbighshire's School Meals' Service – Part II	Councillors H H Evans / P A Dobb / E W Williams – S Parker
Deposit LDP for Consultation – Informal Cabinet	Councillor E W Williams G Boase
Local Area Partnership Agreement	Councillor M M Jones Jamie Groves
Customer Relationship Management	Councillor S Frobisher C J Williams
28 APRIL 2009	
Revenue Budget Monitoring Report 2008-2009	Councillor J Thompson Hill R Parry
CET Performance Report	A Evans
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
Complaints Policy	Councillor S Frobisher C O'Gorman
Joint Denbighshire and Conwy Safeguarding Children Board (SCB) – Annual Update	Councillor M M Jones N Ayling
Additional HMO Licensing	Councillor S Frobisher G Boase / Mannon Thomas
Empty Homes Strategy	Councillor P A Dobb G Boase
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
CET Performance Report	A Evans
Quarterly Performance Report	Councillor P J Marfleet J Williams
Modernising Education Action Plan Monitoring	Councillor H H Evans J Curran

CABINET: DELEGATED DECISIONS

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
Tender	Councillor P A Dobb Alison Heaton
Contract Review	Councillor P A Dobb Alison Heaton
APRIL 2009	