

CABINET

Minutes of the Cabinet meeting held at 10.00 a.m. on Tuesday 28 April 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; S Frobisher, Lead Member for Communities; R W Hughes, Lead Member for Personnel and Business Management; M M Jones, Lead Member for Children's Services; P J Marfleet, Lead Member for Modernisation and Improvement; J Thompson Hill, Lead Member for Finance; D A J Thomas, Lead Member for Environment: Regeneration and E W Williams, Lead Member for Environment: Sustainable Development.

Observers: Councillors W L Cowie, M LI Davies, G C Evans and D I Smith.

ALSO PRESENT

Acting Chief Executive; Corporate Director: Lifelong Learning, Principal Solicitor and the Financial Controller.

APOLOGIES

County Clerk, Corporate Director: Environment; Corporate Director: Social Services and Housing.

Cabinet Members asked that their best wishes be passed on to Ian Hearle, County Clerk who was currently on sick leave – they wished him a speedy recovery.

1 URGENT MATTERS

There were no urgent items.

2 MINUTES OF THE CABINET MEETING 24.03.2009

The Minutes of the Cabinet meeting held on 24 March 2009 were submitted.

The Acting Chief Executive reported that the Corporate Director: Environment was in a meeting with the Chief Constable and other agencies regarding the Swine Flu outbreak in various parts of the world. Contingency plans were being considered as were business continuity plans. A briefing would be provided for Members as soon as practicable.

Councillor M M Jones informed Members that young people from the County were participating in many varied competitions at the Urdd Eisteddfod in Cardiff at the end of

May. Councillor R W Hughes asked that Councillor Jones pass on Cabinet's best wishes to the competitors and coaches.

Item 5 Risk and Opportunity Management Strategy: Councillor R W Hughes suggested the template for reports be modified.

Item 9 Routine Reporting on Personnel: Councillor R W Hughes, in response to a query from Councillor P J Marfleet, said the Personnel Task Group had held its first meeting which was very productive. A second meeting had been arranged and feedback would be provided to Cabinet at an opportune time.

Item 10 Cabinet Forward Work Programme: Councillor R W Hughes said she had received items from Cabinet Members for inclusion on the Forward Work Programme but was still awaiting timings.

RESOLVED that, subject to the above, the Minutes of the meeting held on 24 March 2009 be approved as a correct record and signed by the Leader.

3 CORPORATE EXECUTIVE TEAM PERFORMANCE REPORT

The Acting Chief Executive presented the report for Members to consider the progress against the Corporate Executive Team's key actions as provided at Appendix 1 and agree further actions as appropriate. Members were also asked to agree to receive the report on a bi-monthly basis, from June 2009.

The Acting Chief Executive gave a brief update on some of the key issues, including Single Status which was progressing slowly - responses from National Unions were still awaited but the Authority was trying to move the process forward. The Corporate Executive Team was holding a workshop Corporate Planning and Medium Term Financial Planning and this would be further discussed at the Cabinet / CET workshop later in the week. The cycle of area forums had nearly been completed and feedback from the forums would be used to inform the area profiles. It has been noted that the public had also asked for feedback from the forums.

Regarding Single Status, the Financial Controller informed Councillor P A Dobb that there was a fair amount of support from the Unions locally.

Agreement was given to Councillor P A Dobb's request that a report be presented to Cabinet on the Support Services' Review earlier than November 2009. Councillor P J Marfleet supported the need for an earlier report to Cabinet and informed Members of the Operational Efficiency Programme published 21.04.2009 by H M Treasury which took a close look at achieving greater efficiency in a number of cross-cutting areas, such as collaborative procurement and reducing costs.

Councillor H H Evans informed Members of the new monthly press briefing and said this was an opportunity for Denbighshire to inform the media of issues to be discussed at Cabinet and other meetings and any issues arising in the County. He hoped that Cabinet Members would be available to attend relevant briefings.

It was agreed that staff would be informed of when the staff roadshows would be held, along with the dates of Single Status roadshows.

RESOLVED that Cabinet notes progress against the Corporate Executive Team's key actions as provided at Appendix 1 and agreed further actions as appropriate. Cabinet further agreed to receive the report on a bi-monthly basis, from June 2009.

4 EMPTY HOMES STRATEGY

Councillor P A Dobb presented the report seeking Members' approval of the proposed Empty Homes Strategy as outlined in Appendix 1 and for the Strategy to be adopted by the Council as the Empty Homes Strategy for Denbighshire. She said that as the country seemed to be sliding into an economic recession, and with a reduction in the number of affordable homes being brought forward through the planning system this strategy was of particular importance in delivering affordable housing.

At the last count Denbighshire had in the region of 1800 identified empty homes, many of which were untidy and unkempt, attracting vandals who lived in them which led to crime and anti-social behaviour. It was important to reduce the number of empty homes, not only for regeneration purposes but also as an alternative way of providing affordable housing. At a time when developers were reluctant to build it was especially important to find new and effective ways of bringing more housing on the market.

It was hoped the Strategy would attempt to encourage property owners to improve their properties, become landlords or sell or lease the properties to the Council for 5 years. Grants of up to £10,000 are available for individuals with insufficient funds to refurbish properties, but who had owned the properties for 3 years or more, and for first time buyers purchasing empty properties in a community where they had a local connection. In all cases where grant was given it would have to be repaid in full if the property was sold within the 5 year period.

A pilot scheme had been tested in Llangollen with success – a small terraced property had been secured whose owners lived on the Wirral who were happy for the Authority to lease the property out. Other homeowners were being encouraged to become landlords. In St Asaph and Trefnant, for example, interest was also being generated by the Authority and advice given which had led to some people bringing their properties up to a leasable standard.

The action plan was until 2011 as it had 3 years funding for the officer post - the funding was by way of an innovative partnership with the North Wales Housing Association.

Councillor P J Marfleet said this was an excellent initiative and was a good opportunity to bring many houses into service. He felt this should be given priority as many were unable to sell/or to raise mortgages owing to the economic pressures. He asked Councillor Dobb how many of the empty houses were for sale, Councillor Dobb said there were possibly fewer homes for sale than there were 12 months earlier when the original research had been done.

The Head of Planning and Public Protection introduced the Housing and Area Renewal Manager and the Empty Homes Officer who said currently there were 800 long term empty properties which included houses on the market. It was possible that if the owners were unable to see they would be interested in leasing the properties. The Empty Homes Officer detailed the grant conditions and said that to qualify for grant funding certain conditions would have to be met e.g. owning the property for 3 or more years or first time buyers with a local connection. She agreed with Councillor J Thompson Hill that there was not enough capacity or funding for all the houses to be brought into use. The scoring matrix at Appendix 4 would be used to ensure all the empty homes qualified for funding.

The team was congratulated by Councillor D A J Thomas who said the strategy would also help with area renewal and would help remove derelict properties across the County. It would also be a way of reducing the Council house waiting list.

Once a property has been renovated with grant funding, it can be let almost immediately via a Housing Association. Councillor S Frobisher also thanked the Housing Team for the Strategy and said it was important to work closely with the North Wales Fire Service.

The Empty Homes Officer agreed to discuss any Denbighshire County Council owned houses with Councillor D I Smith, in particular the empty properties on Mwrog Street, Ruthin. Councillor P J Marfleet said that progress on the options for the Mwrog Street properties had been requested. These properties had been acquired for the purposes of a highway scheme but have now been declared surplus to requirements which means there is an opportunity to bring them into beneficial use.

Councillor H H Evans thanked the Lead Member and officers for an excellent report.

RESOLVED that Cabinet recommends Council adopts the Strategy as Denbighshire's Empty Homes Strategy and that the Lead Member for Health, Social Care and Well-being have delegated powers to make any subsequent minor changes to the Strategy once adopted.

5 YOUR VOICE – THE AUTHORITY'S UNIFIED COMPLAINTS, COMPLIMENTS AND SUGGESTIONS POLICY

Councillor S Frobisher presented the report seeking Members' approval of 'Your Voice', the Authority's revised Customer Feedback Policy. She introduced Clare O'Gorman, Complaints Officer to Members.

Councillor Frobisher stressed that it was important for both Members and staff to learn from complaints received by the Authority and to see the Policy as a positive within the County. There would be an opportunity for the public to compliment the County on its work and to make suggestions on service improvement for example. The Policy would be launched on 01.06.2009, followed by a publicity drive in September 2009.

Councillor P J Marfleet congratulated the Complaints Officer on a good initiative and agreed with Councillor Frobisher that it should be turned into an opportunity for the Authority. He felt that if a complainant was dealt with efficiently and politely, it made the person feel better. He asked whether schools would be included as complaints there would also need resolving and monitoring. Councillor Frobisher said both external and internal consultation had taken place and random checks on the Policy in work would be carried out.

Councillor P A Dobb congratulated the Complaints Officer on the Policy and asked how the new Policy would affect Social Services in particular. Responding to Councillor Dobb's query, the Complaints Officer said the 3 policies (Social Services, Schools and Corporate) in place had been amalgamated into one robust system – this would not involve any diminution to the Social Services aspect of the Policy. The Welsh Assembly Government had decided on the Stage 3 panel hearing for Social Services complaints. Panel member training was under review and as this was statutory, the Authority could not make any changes to that element of the policy. The statistics for schools were inconsistent and the schools process had received the most overhaul. An officer would visit / train governors to ensure they encouraged use of the process. The Chair of the School Governing Body would be informed when a complaint reached Stage 3 of the process. The Corporate Director: Lifelong Learning suggested the Headteachers would be involved in complaints in smaller schools sooner than in larger schools. He was eager for all schools to apply a consistent approach.

The new system would be better and although Councillor R W Hughes felt that more complaints would be received initially, the aim was to improve the response in 10 days target. Councillor J Thompson Hill suggested that with the changes in reporting of complaints resulting in increased numbers, the situation would need to be managed so that external bodies would not perceive this as the Authority becoming worse. Councillor S Frobisher urged colleagues and staff to see this as a positive.

The issue of duplication was discussed by Councillor D A J Thomas, some residents make the same complaint to their local Member, AMs and MPs and he said these should be linked. The Complaints Officer informed Members that a new database was available which would capture the information, the complaint would be recorded and an audit could be made to reduce duplication.

The quarterly update to Corporate Governance was suggested by Councillor P J Marfleet as a management tool for performance appraisals. The Complaints Officer said Service and Directorate information would be included. It was important to promote the Policy as a single access channel, with a single e-mail / postal address to ensure complaints were recorded properly, although most complaints were received by

telephone. The Social Services & Housing Business Service Manager said it was imperative for officers to receive the complaints as soon as possible in order to achieve the 10 day response time. It was also essential that as many complaints were resolved at the first stage.

Councillor G C Evans reminded colleagues complaints could be resolved by Councillors in some instances and that this should be taken into consideration. Councillor W L Cowie congratulated the Complaints Officer on the Policy and gave it his full support.

RESOLVED that Cabinet approve 'Your Voice', the Authority's Unified Complaints, Compliments and Suggestions Policy and recognize the value of customer feedback as an improvement tool, and publicly endorse the scheme.

6 APPLICATIONS TO REGISTER LAND KNOWN AS THE PARK, OFF FFORDD ELAN, RHYL AS A VILLAGE GREEN

Councillor J Thompson Hill, (on behalf of Councillor E W Williams) presented the report seeking Members' authorisation to a procedure to determine two applications, received by the Council, to register land known as The Park, off Ffordd Elan, Rhyl as a Village Green.

The applications have been submitted to the Council in its capacity as Commons Registration Authority and had been made on behalf of the Park View Residents Association to protect the land as Open Space. The applications cover land owned partly by the Council and partly by a development company T Anwyl and Son Limited. The Council has a dual role as Commons Registration and an affected landowner.

Both the Council and the development company have lodged objections to the applications. It was therefore recommended that the Council hold a non statutory hearing assessed by an impartial Inspector as detailed in the report.

The Principal Solicitor said the report did not deal in any way with the merits of the applications, but was to determine a mechanism to ensure impartiality of the Commons Registration Authority in determining the applications. In reply to a question from Councillors Paul Marfleet as to why the Council is objecting to the applications, the Principal Solicitor advised as to the grounds of the objection.

Members were advised that it is understood that the objection was under review by the Council in its capacity as landowner but even if the Council was not making an objection the appointment of a barrister would still be required because of the Council's dual role as Commons Registration Authority and an affected landowner.

Members discussed the issue in report and agreed with Councillor H H Evans an impartial viewpoint was necessary to ensure clarity.

RESOLVED that Cabinet receive the report and authorise the County Clerk to deal with the applications on behalf of the Council, as Commons Registration Authority, and appoint a Barrister:

- a) to act as an Inspector to hold an informal non statutory inquiry where oral evidence will be heard
- b) to submit a report to the Council with a recommendation as to how the applications should be determined.

Councillors R W Hughes and P J Marfleet abstained.

7 MONITORING THE ACTIONS AGREED BY CABINET

Councillor R W Hughes presented the report for Cabinet to consider the progress the Authority was making against the actions which had been agreed by Cabinet since the 12 September 2006 (Appendix I refers). Members were asked to note that the LDP approval by Full Council had not been held on 27.04.2009.

RESOLVED that Cabinet notes the progress the Authority is making against the actions which have been agreed by Cabinet since the 12 September 2006.

At this juncture (11.25 a.m.) the meeting adjourned for 10 minutes to allow Members to participate in refreshments.

8 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 showed that an in-year revenue surplus of £226k should be generated by the end of the financial year, which was £206k less than forecast in the original budget set in February 2008.

Major variances during the course of the year had been in Supervision / Management, mostly accounting between the Housing Account and the Council Fund and the HRA. The increase in capital charges was due to the borrowing for housing stock and renovations. Subsidy increases were due to increased leased properties. No further information was available as to whether the HRA subsidy would be available in 2009-10 for leases but in the interim the Welsh Assembly Government would commit on a month by month basis to compensate Councils for any lost revenue on leased properties, therefore there was no increase in leased property rents.

Although the capital plan showed lower than forecast spending on projects, the improvement plan was back on track and the year end official figures would show little under spending.

Councillor P A Dobb confirmed that the bad debt provision was no worse.

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

9 REVENUE BUDGET AND SUMMARY CAPITAL PLAN 2008-2009

Councillor J Thompson Hill presented the report for Members to note the projected final outturn figures 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.

An overall underspend of £555k was forecast, excluding the schools' delegated budgets. Little had changed since the last month in the Lifelong Learning Directorate, the overspend forecast at £589k. The losses incurred by the School Meals' Service above the £150k provided for within the budget was likely to reach £80k. Both Social Services and Housing and Environment were forecasting underspends of £507k and £287k respectively, increases to previous reports.

The money market investments continued to be an issue but there was little change. The reduction in the interest rates were a potential pressure on investment income.

Councillor Thompson Hill thanked officers across the Directorates for the efforts made to come in under budget in difficult times.

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.

10 ROUTINE REPORTING ON PERSONNEL

Councillor R W Hughes presented the report for Members to note the statistics on Personnel.

The Head of Personnel said that much effort had been made in reducing the absences in Social Services and Housing, whilst Resources and Chief Executive/County Clerk's absences were low. There had been increases in the Environment Directorate in March. She felt the focus should be on Lifelong Learning as the figures were consistently higher since January, particularly in schools. Since two officers had left the Lifelong Learning Personnel Department the provision of information had slipped. However, a new officer had been appointed and the priority would now be to address absences and ensure that return to work interviews were carried out. Meetings with Heads of Service in May / June would discuss sickness absences and information would be included in People Matter. It was important that Members understood what would be implemented to ensure the trends changed. A programme of work was being put in place by the Personnel Officer - Sickness Absence and the top 10% of absences detailed with a view to those being addressed. It was important that the Authority saw a dramatic fall in absences during the next 6 months.

The Head of Personnel agreed to provide Councillor P A Dobb with graphs of absences in Social Services and Housing.

Responding to Councillor Dobb's query on training provision for middle and lower managers, the Head of Personnel said a training programme was frequently held and managers were provided with questions to use at return to work interviews. Responding to Councillor H H Evans' request for the programme of work, Councillor R W Hughes said information would be provided for Cabinet by Personnel, to enable them to work with Heads of Service covering their portfolios.

Turning to the Personnel Statistics, Councillor Hughes said there was a decrease in staff numbers and asked whether Members wanted more central information on vacancy control. The number of Performance Appraisals carried out had significantly improved and over 90% had been carried out in a 15 month window, although the 100% target had not been met. Councillor H H Evans emphasised the need for Members and officers to understand what would need to happen to change some current trends.

Councillor S Frobisher discussed the requirement for an update on the vacancy figures. The Head of Personnel said that figures of grant funded posts would become available within the next 3 months or so. She also said Managers should by now have informed staff who had expressed an interest in the early retirement initiative and 31 staff would retire at the end of the first trawl.

Councillor J Thompson Hill was pleased to see the agency project working and savings being made. However, he queried why the FTE headcount was higher than at the same time in 2008, when a vacancy control procedure was in place. Councillor Hughes agreed Personnel should provide details on the statistics. She also informed Councillor Thompson Hill that areas of concern regarding performance appraisals not being reached were being targeted.

The improvement in the number of performance appraisals carried out was good and Councillor P J Marfleet said this should lead to an improvement in performance, career development and opportunities for staff. He agreed Cabinet would find information on the vacancy control procedure would be useful and it was important to know if it was not working in any particular areas. Councillor Hughes said the same process used for Sickness Absence would now be applied to Performance Appraisals.

The Head of Personnel agreed to provide accurate figures for Councillor P A Dobb on the adult services performance appraisal figures. Councillor Dobb said performance appraisals, 6 monthly reviews and absenteeism were linked and should be considered as a high priority. Responding to Councillor D I Smith's comments on line manager training on return to work interviews, the Head of Personnel said the corporate Sickness Absence Management course was mandatory for all managers but not all managers had attended the training. However, return to work interviews are required to be held including after one days sickness absence from work.

The Acting Chief Executive said a lot of effort had been made to improve statistics and that he supported the work done by Councillor R W Hughes and the Head of Personnel. However, the accountability rested with management and he suggested the Corporate Directors' perspective on absence was important and their views should be sought. Members also agreed to the suggestion of looking to have a central vacancy control system.

RESOLVED that Members note the information in the report. Members further agree to centralise the vacancy control procedure and for future reports to contain the views of Corporate Directors in regard to sickness absence figures.

11 CABINET FORWARD WORK PROGRAMME

Councillor R W Hughes presented the Cabinet Forward Work Programme. Members were asked to provide dates for the information provided on issues to be included in the Forward Work Programme.

RESOLVED that Cabinet note the Cabinet Forward Work Programme.

12 ISSUES REFERRED TO CABINET BY THE SCRUTINY COMMITTEES

Councillor G C Evans, Chair of Resources Scrutiny Committee presented the report seeking Cabinet support to a recommendation made by the Resources Scrutiny Committee that the Welsh Assembly Government (WAG) increases the funding allocated to local authorities for the purpose of enforcement action under the Animal Welfare Act 2006. Cabinet were also asked to make representations to the Welsh Assembly Government's Minister for Rural Affairs highlighting the imbalance that exists in the current funding allocation criteria. Councillor Evans detailed the background to the report and thanked the Animal Health and Welfare Officers and Scrutiny Officer for their work.

Councillor S Frobisher supported the request and said that in the current economic climate, it was possible that the number of animal welfare cases would increase and this was at a huge cost to the Authority.

The Senior Animal Health and Licensing Officer said that although the Authority had been awarded costs in some cases, it was difficult to enforce against defendants if they are not solvent.

RESOLVED that Cabinet:

1 supports the Resources Scrutiny Committee's recommendation that the Welsh Assembly Government (WAG) increases the funding it allocates local authorities for the purpose of enforcement action under the Animal Welfare Act 2006

2 makes representations to the WAG's Minister for Rural Affairs in relation to the above and highlighting the current imbalance that exists in the funding allocation criteria, and seeks the WAG to review the formula for future years through the established process of the Distribution Sub-Group.

13 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.

14 MENTRO ALLAN PROJECT

Councillor D A J Thomas presented the report to provide Members with a detailed background to the Mentro Allan grant and also sets out the mechanisms that will be put in place to prevent mismanagement of funds and the risk of clawback by the Big Lottery Fund.

Councillor Thomas agreed with Councillor P J Marfleet's suggestion that the monitoring process be adopted across all Directorates, where appropriate. He also reminded colleagues that every grant awarding body had stringent conditions on the use of the grant funding. Scrutiny Committee would also be monitoring external funding expenditure.

The Head of Leisure Services informed Members of the latest position regarding the programme of works - some equipment would be re-distributed with voluntary groups for use across Denbighshire.

It was noted that a Business Improvement Manager was to be appointed to provide further strategic support within the service.

Councillor D A J Thomas and Councillor H H Evans thanked the Head of Leisure and Finance Officers for their work.

RESOLVED that Cabinet accept the findings of the report and support the commitment shown by the Service to ensuring that appropriate monitoring and controls are in place to prevent any occurrence of mismanagement within the service.

15 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 approve £1m additional capital resources being added to the Capital Contingency Budget in 2009/10 as detailed in

paragraph 2.4 of the report. He detailed the current position regarding the major projects.

A feasibility study was to be carried out to investigate all options for Hyfrydle and to provide clear recommendations for the future use of all the buildings on the site.

The Foryd Harbour Walking and Cycling Bridge design had been selected and would now go forward to detailed design. The proposed Convergence Coastal Towns Project and the Convergence Business Accommodation Project had both been considered by the Capital Strategy Group. A further report would be provided on the schemes when further developed.

Councillor P A Dobb expressed concern regarding the level of additional capital resources, and suggested that more capital should be put into the County's roads for example. The Financial Controller said the annual repayment and interest would be funded through re-financing some borrowings. Approximately £250k would be contributed towards the savings requirement in the next financial year.

Councillor P J Marfleet said funding should be directed at essential items, including European funding.

The Acting Chief Executive detailed how the Welsh Assembly were providing capital and said the Authority was good at making use of available funding streams. Councillor H H Evans agreed and said that because of the way in which Authorities were funded, it was not possible to concentrate on schools or roads for example.

RESOLVED that:

- 1 *Members note the latest position on the 2008/09 element of the Capital Plan*
- 2 *Members approve £1m additional capital resources being added to the Capital Contingency Budget in 2009/10 as detailed in paragraph 2.4 of the report. (Councillor P A Dobb voted against the proposal).*

The meeting concluded at 1.10 p.m.

REPORT TO CABINET

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

DATE: 26 May 2009

SUBJECT: MODERNISING EDUCATION ACTION PLAN MONITORING

1 DECISION SOUGHT

Cabinet is requested to consider the work undertaken to progress the Modernising Education Agenda with regard to the implementation of the Action Plan arising from the 2007 Estyn Inspection of Education Services.

2 REASON FOR SEEKING DECISION

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

Current Progress

2.2 Modernising Education Board on 13th May 2009 considered the current position in respect to the implementation of the recommendations. Appendix 1 to the report provides a summary of current overall progress including an assessment of tasks completed as of the 1st May 2009. Appendix 2 details those activities which were scheduled for completion prior to the 1st May, but which have yet to have been reported by the Task Leader as completed.

2.3 The initial work plans submitted to Estyn contained 405 separate actions, of which a small number were added at the initial stage. The relevancy of all activities has been reviewed over time with activities and work plans being reviewed as a consequence of changing priorities or similar work streams. In addition the Modernising Education Board reviewed during 2008 the relevancy of all dates within the action plan to take account of similar changing priorities. As a consequence of these revisions and deletions as of 1st May there were 320 actions which were scheduled to be completed. 300 of these actions (86%) have now been recorded by Task Leaders as completed. The overall progress against the three main recommendations as of 1st May 2009 is detailed below.

As of 1 st May 2009	Overall	Completed	To be completed
R1 - Address the issue of poor performance in schools	85	79 (93%)	6 (7%)
R2 - Improve the leadership and management of education at all levels of the authority	152	145 (95%)	7 (5%)
R3 - Improve the use of resources	83	76 (92%)	7 (8%)
Total	320	300 (94%)	20 (6%)

An additional 33 activities are currently scheduled to be completed from the 1st May onwards.

- 2.4 The Estyn Action Plan also contained key performance indicators to enable the authority to record progress against the improvements required in attainment and attendance to enable the authority to achieve its statement within the action plan, submitted in December 2007, that:-

“In three years time, end of key stage results, especially at KS4, will place the Local Authority in the ‘top 10’ performing authorities in Wales and in five years time end of key stage results, especially at KS4, will match or exceed the two highest achieving members of the family group.”

All performance has now been verified by the Welsh Assembly with eight of the nine targets achieved. (See Appendix 3)

Future Progress

- 2.5 As part of the Business Planning Process for 2009-2012, service business plans have been required to be produced. Within Lifelong Learning service plans for Planning and Performance and School Improvement (as a joint plan between School Improvement and Partnership and Inclusion) are in the process of being finalised. The outstanding activities from the Estyn work plans which fall to be completed by the Lifelong Learning Directorate will be included within these plans and will be monitored on a regular basis by both relevant Heads of Service and the Directorate Management Team.
- 2.6 For those activity areas external to the Lifelong Learning Directorate confirmation has been received that the tasks relating to Scrutiny have been included within relevant Business Plans and the Corporate Governance Action Plan. The outstanding activities for the recommendation regarding the use of resources will be included within the Service Plan for the Lifelong Learning Finance Team. Dialogue is ongoing regarding the progression of activities relating to Community Focussed Schools. (see Appendix 4)
- 2.7 In view of the extent of progress to date and the confirmation that the future progress can be monitored via the monitoring reports arising from the Business Planning process it is suggested that future reports to Cabinet should be included within the quarterly monitoring reports.

3 POWER TO MAKE THE DECISION

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

4 RESOURCE IMPLICATIONS

4.1 Cost Implications:

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

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

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

The Council will be required to give further consideration to the resource implications arising from the recommendations that will be made by Estyn following the re-inspection which took place during March 2009.

4.2 Staffing / Accommodation Implications:

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

4.3 IT Implications:

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

5 RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendation/s

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

5.2 Risks associated with agreeing the recommendation/s

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

6 FINANCIAL CONTROLLER STATEMENT

The Council has responded to the need to deliver the Estyn Action Plan with additional funding being provided for the service. It had been anticipated that revamping activities and using existing funding more cost effectively would mean that the need for further resources to deliver the Estyn response would be minimal. Section 4.1 suggests that a budget pressure may still occur. The response to the Modernising Education agenda and the Estyn re-inspection recommendations will need to form part of the budget setting process for 2010/11 and later years.

The implications for the Assembly of the UK Government's Comprehensive Spending Review 2010/11 to 2012/13 announcements will mean that there will be no overall increase in WAG funding for Councils for this 3 year period. Responding to service pressures and improving Priority service areas will inevitably be at the expense of other service funding.

7 CONSULTATION CARRIED OUT

The Modernising Education Board considered the current position in respect of the Education Services Action Plan at its meeting on the 13th May.

8 IMPLICATIONS

8.1 Assessment of Impact on Corporate Priorities:

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

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

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

9 ACTION PLAN

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
Ensure that remaining Estyn Actions are reflected within quarterly performance reports for Lifelong Learning	Policy and Performance Manager – Lifelong Learning (R. Ramm)	31/7/2009 – Head of Planning and Performance – Lifelong Learning (J. Walley)

10 RECOMMENDATIONS

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

That Members confirm that further progress against the remaining activities will be reported to Cabinet via the quarterly performance report for Lifelong Learning.

Action Plan in response to Estyn Inspection Report 2007

Position as at 30th April 2009 - Progress against scheduled dates

Recommendation 1	Progress	Recommendation 2	Progress	Recommendation 3	Progress
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Address the issue of poor performance in schools by:

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

Improve the use of resources

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

Appendix 2 – Activities yet to be completed as of 30th April 2009

Ref	Activity	Original Completed Date	Revised Completion Date	Activity Leader	Progress to Date	Reason for Delay
1.1.19	Review curriculum support service	31/07/2008	01/04/2009	Head of School Improvement	<p>Initial discussion with headteachers during seminars and secondary heads meetings</p> <p>A survey of all Headteachers was carried out during the first session of cluster meetings in April 2008. This confirmed concerns about the impact of curriculum support services on standards. On going review of service. Improvements in place autumn 2008 include direct line management of 3 CS officers by Senior SI officer. There have been a number of initiatives by the authority to improve Curriculum Support for schools since April 2008.</p> <p>These are as follows;</p> <p>A bilingual 3 day course for Primary Teachers on the N.C. by Powys School Support Officers. Key Stage 4 Core Subject survey organised by CS. Curriculum Support for Category 4 schools such as Rhyl High School. A Key Stage 4 Foundation Subject survey organised by CS, summer 2009. A DCT course organised through Cynnal for Welsh medium schools. Working party established to produce Welsh medium materials in schools. Working with other LEAs to develop a cross North Wales curriculum support service.</p>	<p>Review in progress – alternative method for service delivery via regional collaboration to be progressed for 1st April 2009</p> <p>In the light of the slow progress with this issue a meeting has been scheduled with the CEOs of Flint and Conwy to discuss more effective models of curriculum support and joint working.</p>
1.1.21	To develop and implement an improvement strategy for KS1	01/09/2008	01/09/2008	Foundation SIO	<p>Scrutiny Report (21/2/08) identifies Improvement Strategies.</p> <p>National training progressing well. On target to complete all 5 modules of the training pack in place. Training programme now being rolled out to year1 and 2 March 2009.</p> <p>WAG ratio funding for the Nursery and Reception classes has been delegated to schools and the ratios are now in place.(March 2009).</p>	
1.1.22	To develop and implement an	01/09/2008	01/09/2008	Senior Primary SIO	Scrutiny Report (21/2/08) identifies improvement Strategies.	

Appendix 2 – Activities yet to be completed as of 30th April 2009

Ref	Activity	Original Completed Date	Revised Completion Date	Activity Leader	Progress to Date	Reason for Delay
	improvement strategy for KS2				A draft school improvement and inclusion strategy is being produced for consultation with schools. (Summer 2009) LEA to participate in WAG Thinking Skills Project 2009-2012 Assistant HT from Glan Clwyd to be seconded for 2 days per week.	
1.1.23	To develop and implement an improvement strategy for KS3	01/09/2008	01/09/2008	Secondary SIO	Scrutiny Report (21/2/08) identifies KS3 Improvement Strategies. KS3 improvement strategy group including DHs identify thinking skills and assessment for learning as key initiatives to improve outcomes in KS3. LEA to participate in WAG Thinking Skills Project 2009-2012 Assistant HT from Glan Clwyd to be seconded for 2 days per week.	
1.1.24	To develop and implement an improvement strategy for KS4	01/09/2008	01/09/2008	Senior Secondary SIO	Scrutiny Report (21/2/08) identifies Improvement Strategies Partnership Agreement adopted by Council as a working document in April 2008, subject to review summer 2009. This establishes systems and protocols for school improvement across all phases and areas of activity. Report to Lifelong Learning Scrutiny Committee June 17 2008 outlines strategies to promote school improvement. These are implemented. A draft school improvement and inclusion strategy is being produced for consultation with schools. (Summer 2009) LEA to participate in WAG Thinking Skills Project 2009-2012 Assistant HT from Glan Clwyd to be seconded for 2 days per week. Additional support provided for Rhyl High, Denbigh High, Prestatyn High	
1.3.08	Work with schools to develop a more Inclusive Curriculum	30/09/2008	30/09/2008	Schools SIO's	Need to refocus on all key stages and teaching and learning and ensure that actions are reflected in both P&I and SI and	

Appendix 2 – Activities yet to be completed as of 30th April 2009

Ref	Activity	Original Completed Date	Revised Completion Date	Activity Leader	Progress to Date	Reason for Delay
	KS 4				resources. Time scale therefore inappropriate – need to do needs analysis in order to establish a more comprehensive approach to T&L	
2.1.13	Work with schools to develop a performance management framework – liaise with NPT CBC who have an established framework	30/04/2008	31/12/2008	Policy and Performance Manager	The Head of School Improvement is leading on this task as part of the Partnership Agreement.	Further work will be done to develop a wider framework
2.2.10	Ensure performance appraisals for Senior Management and for Lifelong Learning staff include objectives which support the Council's priorities for education.	31/08/2008	31/03/2009	Corporate Director Lifelong Learning	Raised at LLLDMT. Ensuring all staff have had appropriate training and appraisals are to be recorded on HR system. P & P team meeting agenda item. Appropriate corporate training carried out and appraisals schedule for April.	Timescale amended to 31 March 2009 to reflect the corporate requirement for annual appraisals
2.4.02	Develop improvement strategy based on school self-evaluation, improving teaching and learning and schools' entitlement to support	31/01/2008	31/12/2008	Head of School Improvement	Every Primary + Secondary teacher had training on T+L 4 Secondary schools had training from S1 consultant on T+L. Ongoing within the Partnership Agreement. Middle managers on observation training programme from Spring 09. School self assessment matrix successful in identifying ... Paired observations for HODs by CS. Core subject reviews focussed on area to improve T+L	

Appendix 2 – Activities yet to be completed as of 30th April 2009

Ref	Activity	Original Completed Date	Revised Completion Date	Activity Leader	Progress to Date	Reason for Delay
					Ongoing within the Partnership Agreement. Draft School Improvement /Inclusion Strategy to be shared for consultation with schools Summer term 2009.	
2.4.07	Develop collaboration the following ways : Governor training supports governors' role in monitoring and challenging school performance	31/08/2008	31/12/2008	Governor Support Officer	Chairs of Governors Forum established – shared with them the draft School Improvement Strategy which clearly explains their role in monitoring and challenging school performance Governors' training programme SIO reports to Governors (annual) includes data analysis / discussion	Still got more to do here – but working towards improving engagement. – if we need more governor engagement we need more staffing to deliver. Bid for governor support officer rejected in last business planning round-bid re-submitted. April 2009
2.5.32	CAMHS strategy under development	30/08/2008	31/12/2008	Jane Trowman	Date from Jane Trowman – Dec 2008 – difficult – not employed by County Council – so DCC can't deliver Revised date of 31/12/2008	Changes in health services and issues with CAMHS forward strategy
2.6.07	Training for members on education Performance Management Framework to enable members to understand the use of information and performance indicators	31/10/2008	31/10/2008	Policy and Performance Manager	The Policy & Performance Manager took up her post on the 28 April 08, and will lead a Data Group to develop the Framework. In September, members discussed the future use of 'Ffynnon' and officer-level discussion held on training opportunities for members in respect of the education performance framework and scrutiny of performance A training programme will be rolled out in 2009. To be progressed via the Planning and Performance Business Plan for 2009 - 2012	The training programme is more ambitious than originally envisaged and will include members, officers and schools, in a coordinated programme. Training on the Ffynnon system has been delayed owing to the introduction of the latest version of the software. Officers are receiving training in November 08 and training for members will follow that.
2.6.15	Programme of visits to other local authorities in Wales to share best practice and to enable development of scrutiny	31/12/2008	31/12/2008	Scrutiny Support Officer	A commitment from Scrutiny in Cardiff to explore options for a visit by Denbighshire was received at the end of April 2009, and progress is now expected to be possible. A formal approach for a visit to Wrexham has been made and is being discussed. A response is awaited.	

Appendix 2 – Activities yet to be completed as of 30th April 2009

Ref	Activity	Original Completed Date	Revised Completion Date	Activity Leader	Progress to Date	Reason for Delay
					<p>Collaborative Scrutiny training events with Wrexham and Conwy Councils have been held in March and April 2009 and will continue until September 2009. This has resulted in members of the 3 authorities meeting and sharing views and information.</p> <p>The inaugural meeting of the WLGA's North Wales Scrutiny Champions' Network will be hosted in Denbighshire in July 2009, with the aim of sharing information of notable practices across the north of the country."</p> <p>This activity is now incorporated into task R4.3 (Corporate Governance Action Plan) - Development Programme for Scrutiny Members - with a completion date for arranging a visit of 31 May 09</p>	
3.3.08	Use best practice from other schools (DCC and other local authorities) to identify how the most effective use of resources can help raise standards. Consider alternative ways to improve standards with funding available e.g. clustering, community use, partnership and collaboration	30/09/2008	31/03/2009	Senior Management Accountant	<p>2 Bursar network meetings already held in September & November where items of best practice were discussed.</p> <p>Bursars from Flintshire County Council invited to the January Meeting.</p> <p>Visit to Neath Port Talbot in Dec where opportunity to discuss bursar network arrangements, grants processes and Grants co-ordinator role.</p> <p>Business Case for Grants team is being prepared to work directly with schools and explore grant opportunities.</p>	Resources have been directed onto fair funding and medium term financial planning strategy which are more priority areas, also it will provide an opportunity to speak to bursars from OLA's and put robust plans in place
3.3.09	Ensure that grant funding is drawn down and maximised to help improve standards.	30/09/2008	31/03/2009	Senior Management Accountant	New grants process has been drafted including robust monitoring arrangements, detailed grants register and a defined coding structure. The process is now pending approval	Links into many other activities in the plan e.g. financial planning. Timescales of some other activities have slipped due to work constraints and it is considered that compared with

Appendix 2 – Activities yet to be completed as of 30th April 2009

Ref	Activity	Original Completed Date	Revised Completion Date	Activity Leader	Progress to Date	Reason for Delay
	Ensure that grant conditions are known in advance and a plan is in place on how to spend the funding within the relevant timescale. Have contingency plans in place where grant funding cannot be defrayed within the timescale for alternative uses				<p>Schools have been consulted via Bursar Network and clusters/Fair Funding review meetings.</p> <p>The date needs to be extended to end of March as that is when the new process will begin.</p> <p>Business Case for Grants team is being prepared to work directly with schools and explore grant opportunities.</p>	<p>those other activities, this is not as high priority so staff resources need to be targeted to the activity priorities</p> <p>Process is intended to start from 1st April</p>
3.4.24	Training/guidance. Information pack and/or training sessions to ensure SENCO and other assessors share a common interpretation of the bands	30/04/2008	31/01/2009	Working Group		Tasks are out of sync, training will be one of the last tasks that are undertaken before the banding is implemented. There is no risk to this being delayed and in fact there is more risk in undertaking the task earlier as the training will be forgotten about
3.4.28	Convert to formula and Phase 2 consultation. Determine unit cost of each band; adjust to suit available resources; generate scores/funding for each school. Consult setting out detailed model and impact on school budgets	30/11/2008	31/12/2008	Head of Partnerships & Inclusion	<p>SBF agreed process at SBF meeting on 14/10/08.</p> <p>Consultation document has been amended for comments from Partnerships & Inclusion and is in the process of being translated to be sent out</p>	<p>Further consultation meetings requested by schools to ensure uniform understanding is achieved.</p> <p>Meetings scheduled for 9th, 10th & 11th Dec.</p>
3.4.29	Funding in place to enable implementation	30/04/2009	30/04/2009	LMS Team	Maybe existing funding and not additional funding	
3.5.18	Ensure finance is	30/09/2008	31/03/2009	Senior	This task may not be applicable as the	Not a priority in terms of other activities

Appendix 2 – Activities yet to be completed as of 30th April 2009

Ref	Activity	Original Completed Date	Revised Completion Date	Activity Leader	Progress to Date	Reason for Delay
	included within the schools self evaluation framework to ensure synergies and cross cutting threads e.g. CRSA			Management Accountant	previous self assessment framework is no longer used in Education. Discussions will take place with Education as to whether there is another framework this can be built into, otherwise the task will be recommended to be deleted	in the plan. Due to other activities being delayed, it is not effective to continue on this task in favour of higher priority tasks
3.5.20	Prepare a guidance manual or include relevant guidance in the schools manuals on schools and governors responsibilities	31/12/2008	30/04/2009	Senior Management Accountant	Manual has been produced in draft and is currently undergoing final changes including hyperlinks to website. Will be sent to schools for consultation and review prior to being published.	The manual is in draft and should be available to schools as a final version by end of April 2009 post consultation and final review.

Appendix 3 Key Performance Indicators:

ATTAINMENT	Target by:						
	Current Baseline 2006/07*	Aug 08 Target	Aug 08 Performance *	Aug 09	Aug 10	Aug 11	Aug 12
In three years time, end of key stage results, especially at KS4, will place the Local Authority in the 'top 10' performing authorities in Wales and in five years time end of key stage results, especially at KS4, will match or exceed the two highest achieving members of the family group. In setting the targets, account has been taken of the schools' aggregated targets, FFT data and Denbighshire's ranking in the family group and national benchmark data. When further performance data is available in September 2008 the targets will be reviewed and adjusted appropriately.							
Percentage of KS1 pupils achieving the Core Subject Indicator (CSI)	80.7% (11)	81.7%	<i>80.4% (15)</i>	82.7%	83.7%	review in 2009	review in 2009
Percentage of KS2 pupils achieving the Core Subject Indicator (CSI)	73.2% (13)	74.2%	76.5% (12)	75.2%	76.2%	review in 2009	review in 2009
Percentage of KS3 pupils achieving the Core Subject Indicator (CSI)	57.4% (12)	58.4%	59.4% (14)	59.4%	60.4%	review in 2009	review in 2009
Percentage of KS4 pupils achieving the Core Subject Indicator (CSI)	34.4% (17)	37%	40.3% (16)	39%	41.3%	review in 2009	review in 2009
Percentage of KS4 pupils achieving 5A* to C	47.1% (20)	49%	50.9% (17)	51%	54.1%	review in 2009	review in 2009
ATTENDANCE AND EXCLUSION:	Current Baseline 2005/06*	Target by:					
		Aug 08 Target	Aug 08	Aug 09	Aug 10	Aug 11	Aug 12
Primary attendance 2006/2007	92.3% (13)	93.3%	94.1% (4)	93.5%	Review in 2008/09		
Secondary attendance 2006/2007	89.9% (18)	91%	91.2% (8)	91.5%	92%	Review in 2009/10	
Reduction in number of days lost to fixed term exclusions based on WAG data 2005-06 (2006-2007 data not available)	3.5	3.0	2.2 (1)	2.5	Review in 2008/09		
Reduction in number of permanent exclusions based on WAG data 2006-2007	12	10	6	9	Review in 2008/09		

BOLD– Performance has surpassed the target. Italics – Performance was below the target.

*Ranking in Wales in Brackets

Appendix 4 - Future Monitoring of the Estyn Action Plan – 2007

Recommendation 1	To be monitored by:-
Address the issue of poor performance in schools by	
Sub recommendations:	
R1.1 Identifying the reasons why the overall attainment of pupils, particularly at key stage 4, is low and what needs to be done to improve it	Lifelong Learning Directorate Business Plan
R1.2 Developing, in partnership with schools, a coherent and specific school improvement strategy sharply focused on the priorities needed to raise performance	Lifelong Learning Directorate Business Plan
R1.2 a) Produce a Council five year Prevention & Inclusion Strategy	Work Plan - Deleted
R1.3 Improving overall attendance figures across the authority	Lifelong Learning Directorate Business Plan
R1.4 Reducing permanent and fixed term exclusions	Lifelong Learning Directorate Business Plan
R1.5 Improving the amount of provision and support for children and young people with social, emotional and behavioural difficulties	Lifelong Learning Directorate Business Plan
R1.6 Rigorously monitoring and challenging the performance of schools through the effective use of data	Lifelong Learning Directorate Business Plan
R1.7 Determining schools' entitlement to support from the Council according to need, and communicating this clearly to schools	Lifelong Learning Directorate Business Plan
Recommendation 2	Lead Responsibility
Improve the leadership and management of education at all levels of the authority by:	
Sub recommendations:	
R2.1 Identifying clearly and addressing systematically, through robust planning and monitoring, the key strategic priorities needed to improve performance at all levels	Lifelong Learning Directorate Business Plan
R2.2 Creating clearer links between operational, service and corporate priorities;	Lifelong Learning Directorate Business Plan
R2.3 Consulting and communicating effectively with schools, parents, pupils and other key partners	Work Plan - Deleted
R2.4 Influencing schools to work in constructive partnership with officers and elected members on agreed improvement strategies to raise performance	Lifelong Learning Directorate Business Plan

R2.5	Improving relationships and communication between parts of social and education services to successfully implement the Children Act 2004	Impact monitored by Children and Young People's Plan
R2.5a)	Develop and implement Community Focused Schools and Integrated Support Strategy to deliver holistic support to children, young people and families within their community	Future responsibility to be reviewed
R2.6	Using the scrutiny function to establish clear accountability and challenge robustly officers, members and services who are accountable for raising standards and improving the quality of provision	Lifelong Learning Directorate Business Plan / Corporate Governance Action Plan
Recommendation 3		Lead Responsibility
Improve the use of resources		
Sub recommendations:		
R3.1	Linking funding priorities within the education budget more closely into strategic and operational planning processes	Lifelong Learning Finance Team Plan / Lifelong Learning Directorate Business Plan
R3.2	Prioritising resources according to the needs of children, young people and schools	Lifelong Learning Finance Team Plan / Lifelong Learning Directorate Business Plan
R3.3	Evaluating the impact of the use of resources	Lifelong Learning Finance Team Plan / Lifelong Learning Directorate Business Plan
R3.4	Completing the work on funding formulae for secondary and special schools and the delegation of resources for SEN and behaviour support	Lifelong Learning Finance Team Plan / Lifelong Learning Directorate Business Plan
R3.5	Working openly with schools to improve their understanding of funding decisions and processes	Lifelong Learning Finance Team Plan / Lifelong Learning Directorate Business Plan

REPORT TO CABINET

CABINET MEMBER **COUNCILLOR P J MARFLEET, LEAD MEMBER FOR
MODERNISATION AND IMPROVEMENT**

DATE **26 MAY 2009**

SUBJECT **MONITORING PERFORMANCE AGAINST DIRECTORATE
BUSINESS PLANS: QUARTER 4 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 fourth quarter of 2008/09 (Appendix I).
- 1.2 That Cabinet agree where action needs to be taken in response to 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 second presentation of a new Quarterly Performance Report developed in consultation with the Corporate Executive Team (CET). The new report aims to 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 report contains four elements for each Corporate Director (with the exception of Resources which has no Improvement Agreement actions):
1. Progress against the Key Outcomes contained within Directorate Business Plans for 2008-11.
 2. Performance against the Council's Key Performance Indicators.
 3. Progress against the agreed actions for 2008/09 within Denbighshire County Councils' Improvement Agreement with the Welsh Assembly Government.
 4. A summary of financial performance. It should be noted that this section is based on the projected final outturn position for 2008/09 as final actual figures are not yet available.

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

Key points to note with regard to planned actions for 2008/09 include:

- **Number of prosecutions taken** - increased the number of prosecutions by 105%. The target was to increase by 20% (amounting to 6 cases), but we achieved 47 cases going to prosecution.
- **Fixed Penalty Notices for environmental crime** - although below the target

we set for ourselves of increasing them by 10%, we did achieve a 6% increase. This means we served a total of 72 FPN's this year for environmental crime, and 27 of those were in the 4th quarter alone.

- **Levels of recycling** - our target was to recycle 35% of all waste collected. The WAG target was 25%. Although we are under our target with 33% achieved, the WAG target was exceeded. We intend to continue the stepped approach to increasing recycling and have a set a target of 40% for 2009/10.
- **Alcohol related crime** - target was to reduce by 5%, but there has been a 26% increase. The North Wales Police provide this data and believe it is due to improvements in data accuracy and recording and it is not an indicator of increased crime.
- **Highway asset inventory vital to the structural integrity or safety** - although behind schedule, there has been a collection of data done by electronic survey. Delays were due to several issues, the least of which was snowfall preventing the surveys from being undertaken. Currently we are working toward resolving issues in the analysis stage and should have full data shortly.
- **Programme of implementation for the Highway Asset Management Plan** - delayed. We have appointed a joint Project Manager with Conwy and expect a programme to be identified by October 2009.
- **Condition surveys** - the condition surveys are undertaken on a rolling basis, and we expected to have 100% completion this year of all of our assets. However, the survey data to be collected was changed this year and increased to include Agricultural Estates and Public Conveniences, meaning we achieved 63% completion. Our target for 2009/10 is to complete those outstanding and begin the rolling period again with 10% of stock being resurveyed by end of March 2010.
- **Affordable housing** - We achieved both of our targets on affordable housing this year. 14% of all new housing planning applications granted planning permission were for affordable housing. In addition, 20% of all housing units of 3 or more granted planning permission were for affordable housing units.

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 in post
 - Outcomes for Modernising Education defined
 - New structure for strategic planning developed
 - New programme of leadership development for headteachers and senior staff in schools.
- *Modernise the provision of education*
 - Policies adopted
 - Four areas identified for review
- *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
 - Following the Estyn inspection a full post inspection action plan will be developed with the engagement of all partners.
- *Improve the use of resources*
 - The implementation of a Medium Term Financial Planning Strategy that identified savings and pressures for the Directorate for 2009/10 and subsequent years.
 - Completion of the Fair Funding review with significant developments made with regard to the consultation, implementation and review process,
 - Detailed review of the use of resources in schools on the ICT service with work progressing on developing a tender specification to compare the value for money that may be achieved through commissioning an external service,
 - Benchmarking of external funding processes with other Local Authorities resulting in a draft proposal for the implementation of a schools external funding team,
 - Implementation of an education grants register that details all external funding received by the directorate and monitors the expenditure and exit strategies attached to the grants.
 - Full review of the grants monitoring process with a new coding structure and monitoring process rolled out to schools and education,
 - Development of a Bursar network that engages Bursars/Business Managers/Administrators in the development of new initiatives and the sharing of best practice across schools.
 - Implementation of a rolling training programme for Headteachers and Governors,
 - The compilation of a schools financial planning and procedure manual to be distributed to all schools as a primary reference source for information.
 - Distribution of a termly newsletter to schools to improve lines of communication and act as a method of disseminating important information to all Schools and Governors.

- Development of the Education Finance website that provides up to date information on policies and procedures, minutes of meetings, training, guidance and contact information.

3.4 Social Services and Housing

It is important to note that it has not been possible to report full year performance for the full suite of Performance Indicators and Improvement Agreements (IA) for Social Services. Members will be aware that the PARIS system was implemented in January 2009. Unfortunately, in some instances, it has not been possible to draw data together from 2 different systems (Care.comm and PARIS) to provide the full year performance. The following table provides an overview of the number of indicators where a full year's data can be provided and where part year data has been used:

Strategic Indicators	Full year	Part Year
Adult Services	1	2
Children's Services	3	0

Core Indicators	Full year	Part Year
Adult Services	5 (of which, 1 is an IA)	11 (of which, 1 is an IA)
Children's Services	24	22 (of which, 8 are IA)

Local Indicators	Full year	Part Year
Adult Services	0	15 (of which, 3 are IA)
Children's Services	5	5

Where part year data is used performance is calculated from Care.comm up until the 16th January 2009. In some instances performance is required on a specific census dates. Where the census date is 31st March 2009 we have used 31st December 2008 instead.

Discussions are taking place with the Wales Audit Office and the Local Government Data Unit about the specific date we use for calculating performance and whether or not we pro rata performance to the year end. On this basis Cabinet should note that the actual year end data may change following advice from Wales Audit.

Performance Overview

- Evidence of more people being supported to live at home with 1808 older people were supported in the community on the 16th January 2009. This is an increase of 11.5% on last year. At the same time 521 older people were supported in a Care Home which represents a decrease of 9%.

- 79% percentage of statutory visits to looked after children were completed on time. Performance was 55% last year. This is a significant improvement.
- A reduction in the amount of rent arrears owed by current tenants in permanent accommodation. As a percentage of the total rent collectable for the financial year the amount outstanding has been reduced to 2.18%.
- Regional offices for social care and social work partnerships have been established in Denbighshire, reflecting the lead the county has given on regional workforce collaboration.
- Social Services has met or exceeded the national training targets for a second year running with all customer services staff trained to NVQ Level 3.
- Two submissions for Social Care Accolades have reached the final round.

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, which include nationally collected data.
- The Council's Improvement Agreement with the Welsh Assembly Government was been signed-off by the Minister for Social Justice and Local Government, and has been recognised as good practice.
- Sickness absence among Denbighshire County Council staff during 2008/09 was 12.45 days per full-time equivalent (FTE) employee. This is higher than the target of 11 days per FTE, and higher than the figure for 2007/08 of 11.56 days per FTE. However, sickness absence within the Resources Directorate and the County Clerk's Department during 2008/09 was 9.77 days and 7.56 days per FTE respectively, against the target of 11 days.
- Draft process for improving financial and business planning produced.
- Denbighshire's Local Service Board Local Delivery Agreement was submitted to the Assembly by the 1st April 2009 deadline.
- The Authority's complaints policies have now been revised resulting in the amalgamation of the three separate policies. The new policy will be launched in June 2009.
- Action Plan in response to Wales Audit Office review of Information Security needs to be developed, and this was discussed at the Information Management Action team (IMAT) meeting on 13th May 2009.

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 81 indicators for members to review performance against.







- 4.2 Of the 81 Key Performance Indicators that have been reported for 2008/09:
- 58% (47) of Indicators met the target.
 - 42% (34) of Indicators were below target.
 - 22.2% (18) of Indicators were more than 10% below target.
 - 48.1% (39) of Indicators show improved performance compared to 2007/08.
 - 21% (17) of Indicators show worsening performance compared to 2007/08.

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

- 88.5% (23) were on target for 2008/09.
- 11.5% (3) were below target for 2008/09.

4.3 **The table below summarises performance against the 81 Key Performance Indicators for 2008/09:**

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 	26 Performance Indicators	6 Performance Indicators	7 Performance Indicators	0 Performance Indicators
	Performance same (or within 2%) as last year 	11 Performance Indicators	3 Performance Indicator	1 Performance Indicators	0 Performance Indicators
	Performance worse than last year 	2 Performance Indicators	5 Performance Indicators	10 Performance Indicators	0 Performance Indicators
	No information on last year's performance	8 Performance Indicators	2 Performance Indicators	0 Performance Indicator	0 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)

Slippage against the Authority's annual targets for key performance indicators creates a number of risks, including: financial risk from inefficient delivery; risk to the community through a failure to deliver quality services; and reputation risk from poor comparative performance with other authorities. 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 officers and distributed to Scrutiny Committees for review. This report has been developed in consultation with Performance Managers from each Directorate.

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 4 of 2008/09 at Departmental Team Meetings, Directorate Team meetings and CET	CET and Heads of Service	30 June 2009

12 RECOMMENDATIONS

- 12.1 That Cabinet consider the 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 where performance was below the target set for 2008/09.

Quarterly Performance Report

Iwan Prys-Jones – Corporate Director: Environment



1. Key Outcomes

Outcome	Summary of Progress to Date				
To work more efficiently to achieve the aims of the Council including collaboration and partnership working	Strategic Action Item	Performance Measure	Target	Deadline	Year End Report
	1.01 Implementation of the WorkSMART accommodation review project in conjunction with the development of an information management and GIS strategy	WorkSMART – central filing, post, stationery, and reception adjustments; BPA work completed and desk sharing arrangements	Increase level of staff based in Caledfryn	Mar-09	On budget and on time to achieve the estimated increase of 100 staff working from Caledfryn by March 2010. Reception completed, with new services being offered including centralised filing, post management, and office supplies. Staff are being moved from Trem Clywd into Caledfryn.
		Draft Information Management and GIS strategies for DMT approval	Implement in 2009/10	Mar-09	Information Management Strategy is being developed and implemented in line with WorkSMART.
	1.02 Develop a workforce plan to tackle the priorities in the Directorate	Development of succession plan as per areas of risk identified in workforce plan	Approved by DMT	Dec-08	No progress on this item due to changes pending from Support Service Review as well as expressions of interest in voluntary redundancy
1.03 Progress joint working initiative with Conwy for joint senior management roles in Transport & Infrastructure	Successful appointment by the Joint Project Board of a joint Head of Highways and Transportation	Achieved by deadline	Jan-09	HOS in place	

1.04 Secure long term waste treatment facilities in partnership with Anglesey, Conwy, Flintshire and Gwynedd Councils	Establish joint Committee	Achieved within agreed timeline	Mar-09	Completed
	Fully agree and ratify scope of project		Aug-2008	Completed
	OJEU tender agreed and notice sent		Dec-2008	Delayed due to changes in project management team (Flintshire CC). Revised project Timetable needs to be developed.
	Start of competitive dialogue phase		Sep-2008	As above
	Start of construction		Sep-2010	As above
1.05 Work with police to reduce road casualties	Casualty reports are developed into preventative remedial works	3 cluster sites per year	Mar-09	3 Schemes completed
1.06 Review of Construction Procurement in partnership with others	Development of action plan to achieve efficiency savings	Action plan implemented	Mar-09	Working with Corporate procurement department to agree.
1.07 Archive rationalisation programme to create one statutory archive in NE Wales	Develop partnership for Ruthin Gaol site	Report submitted to North West Partnership	Dec-08	Deleted as task for Tourism, Culture and Countryside as responsibility passed to Libraries
1.08 To develop a sustainable financial strategy for the future provision of cultural assets.	Develop a 3 year action plan to prioritise investment, disposal and maintenance of cultural assets	Within timeline	Oct-08	Heritage consultancy proceeding. Consultants appointed. Final report Aug 09. Clwyd Leisure/Pavilion theatre Rhyl Scoping Study launched. Consultants to be appointed in May 09 - report due in summer 09 - study no led by G. Evans/C. Brindle in liaison with WAG. Royal International Pavilion local partnership evolving and Chair appointed by DCC on short term temporary contract to provide interim strategic direction. Local partnership, funded by DCC, to provide advice and consultancy on event and festival procurement for 09-10 season and beyond.

Outcome

Summary of Progress to Date

Achieving environmental sustainability in Denbighshire

Strategic Action Item	Performance Measure	Target	Deadline	Year End Report
2.01 Progress LDP in line with the Delivery Agreement with WAG	Pre-deposit Public Consultation	Achieved within deadline	Sep-08	a) complete
	Deposit on Proposals		Summer 2009	b) due summer 2009 (Sept)
	Adoption of plan within Delivery Agreement		Nov-2012	c) due 2011
2.02 Reduce the level of financial risk associated with the Council's waste disposal activities by assuring long term compliance with the Landfill Allowance Scheme	Increase levels of recycling	35%	Mar-09	Contracts in place to achieve the required step change in recycling rates from April 2009 onwards - incl. new food waste collection scheme, new co-mingled kerbside collection scheme. WAG statutory target (25%) has been easily exceeded. The internally set DCC target (35%) was not quite achieved. We actually achieved 33%. The 2009-10 target will be 40%
2.03 Develop the efficient procurement and delivery of transport provision across Denbighshire	Unify transport services for social service and schools	Achieved within deadlines	Mar-09	1. Tenders for Learning Disability contracts complete. Handed over to Social Services and they have let the contracts. 2. Other areas (e.g. DCC owned minibuses) NO PROGRESS
2.04 Support the delivery of the Regional Transport Plan	Regional Transport Plan finalized for next 5 – 10 years	Approved	Mar-09	Plan still with WAG for comments, actions needed by DCC completed
2.05 Implement the Carbon Reduction Strategy within non-housing Council buildings	Reduced carbon emissions	15%	2011	Due to new legislation coming in next year, the Carbon Reduction Commitment; a wider ranging more detailed Carbon Strategy is being developed by DCC Strategic Policy Unit. The strategy provided by the Carbon Trust does not contain sufficient detail to comply with the new legislation hence the development of the new strategy. Anticipated completion date July 2009.
		25%	2013	
		40%	2015	
		60%	2018	
2.06 Implement the Rural Development Plan	Approval of business plan and project application	Jun-08	Jun-08	Appeals submitted against Government decision not to support certain project applications

Outcome	Summary of Progress to Date				
	2.07 Implementation of the Local Biodiversity Action Plan	Ensure the aims of the Biodiversity Plan are incorporated into the necessary operational plans (including public realm, highways, cemeteries)	Achieved within deadlines	Mar-09	Measure was not a good indicator of the commitment to the Bio-Diversity Plan. More work will take place in 2009/10 to obtain commitment to the Plan from other service areas. Initial strategic briefing to MMC delayed to May 09. New operational targets for the directorate to be agreed following review of proposed integrated approach including a focus workshop with DMT team before July 09.
Using enforcement powers to protect the natural and built environment and the public of Denbighshire	Strategic Action Item	Performance Measure	Target	Deadline	Year End Report
	3.01 Inspect and enforce deficiencies in Houses of Multiple Occupation (HMOs) and contribute to regeneration initiatives for improved housing	Percentage improvement notices containing Category 1 hazard which have been complied with	60%	Mar-09	76%
	3.02 Take a robust enforcement / prosecution stance against unauthorised / unlawful activities, including environmental crime and activities at licensed premises	Increase in number of Fixed Penalty Notices issued for environmental crime	10%	Mar-09	6% - 27 x FPN's served in Q4. Total for the year 72 FPN's which is a 6% increase.
		Increase the number of prosecutions taken	20% (6)	Mar-09	47 105% increase. Data verified by Gary Sumner. Reports available to demonstrate figures
		Percentage reduction in alcohol related crime linked to licensed premises	5%	Mar-09	Crimes linked to licensed premises have seen a 26% increase in 08/09. North Wales Police, who supply this data, feel this reflects the improvements made within NWP with data accuracy and data recording, rather than an actual increase in crime.
3.03 Increase the public confidence in reporting environmental issues to the Council	Undertake one Campaign to Raise awareness through Tidy Towns project	8 Towns	31-Mar-09	Campaigns completed for 8 Towns	

Outcome

Summary of Progress to Date

Working to ensure the sustainability of the Council's physical assets and infrastructure

Strategic Action Item	Performance Measure	Target	Deadline	Year End Report
4.01 Compliance with DDA in Council owned public buildings	Ensure DDA Phase 2 compliant (excluding schools and within currently identified funding)	25%	Mar-09	During 2008 the predicted 25% phase 2 compliance has been achieved. Looking forward, a further 25% will achieve phase 2 compliance in the coming year 2009.
4.02 Reduction of backlog of most urgently required works in building maintenance	Complete condition surveys of all our property to identify and enable the completion of the most urgent repairs	100%	Mar-09	63% completed due to additional building categories being included in the survey programme i.e. Agricultural Estate and Public Conveniences
4.03 Manage coastal flood and land drainage issues	Identify programme of works and secure capital funding	To agreed deadline	Mar-09	Capital Strategy Group allocated funding . Progressing procurement of Design
4.04 Establish full highway asset management baseline	Complete list of all highway asset inventory vital to the structural integrity or safety (i.e. roads, signs, bridges, street lighting, retaining walls, crash barriers)	100%	Mar-09	DELAYED Video survey completed Feb 09 - various problems including snowfall interfered with data collection. Inventory data yet to be compiled.
4.05 Office accommodation review	Progress the review of office portfolio and agree action plan for implementation	100%	Mar-09	Plan developed & agreed - will vary as project progresses and Authority circumstances alter. Implementation under way
4.06 Progress the development and implementation of the Highway Asset Management Plan (in collaboration with Conwy CBC)	Agree programme of implementation	To agreed deadline	10/08 Rev1. Oct 2009	DELAYED from original date of Oct 08. Independent project manager in place. Programme to be agreed by Oct 09.
4.07 Secure sustainability of culture and leisure facilities	Perform detailed operational review of Clwyd Leisure partnership	To agreed deadline	Oct-08	WAO final report on Leisure has recommended a specific course of action - considered by resources scrutiny committee - date to be finalised

Outcome

Summary of Progress to Date

Promoting the economic sustainability of Denbighshire

Strategic Action Item	Performance Measure	Target	Deadline	Year End Report
5.01 Progress the Economic Growth strategy by establishing a regeneration partnership with community and private sector interests	Establish the partnerships	Achieved within deadline	Mar-09	Nominations for membership of the partnership to be sought during qtr 1 of 2009/10
5.02 Attraction of private sector investment to deliver Rhyl Going Forward programme	Private sector investment	£3m	Mar-09	Achieved
5.03 Develop partnerships and capacity to maximise external funding opportunities	Establish a Spatial European Team outreach service for Denbighshire	To agreed deadline	Jul-08	Team now in place following recruitment of European & External Funding Officer
	Submission of collaborative applications	2	Mar-09	Result of application process awaited and notification anticipated during qtr 1 of 2009/10
5.04 Monitor the effectiveness of the Affordable Housing Policy	% of new affordable housing units granted planning permission as a percentage of all new housing units granted planning permission	13%	Mar-09	14%
	% of new affordable housing units granted planning permission as a percentage of housing units of 3 or more granted planning permission	18%		20%
5.05 Progress the Rural Development Plan	Number of new markets being supported by assisted enterprises	5	Mar-11	Recruitment process for project officer post commenced
	Increase in tourists visiting a countryside project	30,000	Mar-11	Government approval for reduction in target being sought before project commences
	Increase individuals using supported services for public transport project	4,400	Mar-11	New buses ordered and contracts for new bus services awarded

2. Key Performance Indicators

Indicator	Description	Lead Member	Outturn 2007-08	Wales Average 2007-08	Target 2008-09	Outturn 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%	18.2%	☹️➡️	Could change slightly by actual submission date.
National Strategic Indicator WMT/S/001bii	The percentage of municipal waste composted or treated biologically	Cllr E Williams	10.51%	11.17%	15.0%	13.5%	☹️⬆️	Could change slightly by actual submission date.
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%	67%	😊⬆️	
National Strategic Indicator WMT/002b	The percentage of bio-degradable municipal waste sent to landfill	Cllr E Williams	70.10%	62.23%	67.5%	66%	😊⬆️	Downward trend is good
Local Indicator	Residual waste – number of kg of waste collected per capita that is not recycled	Cllr E Williams	244kg	local	222kg	219kg	😊⬆️	Downward trend is very good, meaning that there is less waste per person that is not recyclable.
Local Indicator	Percentage of landfill allowance used (rolling year)	Cllr E Williams	88.60%	local	96.0%	89.5%	😊➡️	Only slightly up on last year. Very good achievement.
Local Indicator	% of green heating oil in our corporate buildings	Cllr E Williams	25 - 30%	local	30.0%	25 – 30%	☹️➡️	On a contract. Hopeful of increasing to 30% next year.
Local Indicator	Percentage of bio-fuel used by authority vehicles	Cllr E Williams	25.00%	local	25.0%	0	☹️⬇️	Pilot ended as the bio fuel was not cost effective.
Local Indicator	Percentage of stock condition surveys completed	Cllr P Dobb	50.00%	local	95.0%	63%	☹️⬆️	Additional building categories were included in the survey programme i.e. Agricultural Estate and Public Conveniences
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%	62%	☹️⬆️	
Local Indicator	Visits to schools to educate the public about the Local Biodiversity Action Plan	Cllr D Thomas	NEW	local	5 schools	12 schools	😊n/a	

Indicator	Description	Lead Member	Outturn 2007-08	Wales Average 2007-08	Target 2008-09	Outturn 2008-09	Trend	Comments
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%	92.6%	☹️➡️	About the same, and always will be due to the way that it is measured.
National Core Indicator PSR/002	Average number of calendar days to deliver a Disabled Facilities Grant (DFG)	Cllr P Dobb	352	453.33	350	322	😊️⬆️	Excellent achievement. 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	55	😊️⬆️	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%	97%	😊️⬆️	
National Core Indicator PPN/004	Percentage of all eligible food businesses with a valid food hygiene award	Cllr S Frobisher	31%	13.42%	30%	32% (est)	😊️⬆️	We have issued 145 food hygiene awards to businesses (3 more than last year) and our performance against this PI is expected to be around 32% (denominator needs to be verified).
Local Indicator	Number of businesses assisted in one year	Cllr D Thomas	219	Local	>219	117	☹️⬇️	
Local Indicator	Number of businesses that received a grant	Cllr D Thomas	61	Local	157	43	☹️⬇️	Only down because a major grant programme ended in Sept. 08
Local Indicator	Number of jobs created/supported through regeneration schemes	Cllr D Thomas	1679.5	Local	1947	432.5	☹️⬇️	Only down because a major grant programme ended in Sept. 08
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	12.55	☹️⬆️	
Local	% of eligible staff who have had a performance appraisal (Directorate)	Cllr R Hughes	52.5%	n/a	100%	90.87%	☹️⬆️	

3. 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.	Reviews have been completed on both town Action Plans, and targets set for the coming year. This includes 17 shop front grants, 2 marketing events in each town, and securing approximately £300k in funding.
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"> • A final draft of the Carbon Management Strategy was prepared by the Carbon Trust in August 2008. The strategy was discussed with the Director of Environment and key officers in October 2008. After this discussion it was agreed that the strategy was of no relevance or use to the Council. • Following this Denbighshire County Council taken the initiative to redo this piece of work by reallocating resources within the Council to focus on the development of a Denbighshire specific Carbon Reduction Portfolio. This portfolio is to provide the framework necessary to achieve the strategic aim of 32% reduction by 2020. • 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. • Ffynnon was explored as a potential candidate as an information management platform for performance data. Ffynnon could not satisfy the necessary requirements.
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. 	Improved the DFG's to 322 days taken to complete and non-DFG improvements to 55 days only to complete. These are substantial improvements. Customer satisfaction surveys are being improved and should be available soon. The team is working closely with the North Wales Procurement Partnership to refine and improve upon the times taken for tenders.

4. Financial Performance

Description	Position
Revenue budget position at end of 2008/09 (underspend / overspend)	£287,000 underspend
Capital budget position at end of 2008/09 (underspend / overspend)	£1,744,000 underspend
2008/09 target for efficiency savings delivered by Directorate	£359,000
Efficiency savings: outturn for 2008/09	£359,000
Savings delivered via vacancy control procedure: outturn for 2008/09	£178,000

Quarterly Performance Report

Hywyn Williams – Corporate Director: Lifelong Learning



1. Key Outcomes

Outcome	Summary of Progress to Date
<p>Improve pupil attainment by raising pupil achievement, increasing attendance and reducing exclusions</p>	<ul style="list-style-type: none"> 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.
<p>Improve the leadership and management of education</p>	<ul style="list-style-type: none"> Permanent Director for Lifelong Learning in post Outcomes for Modernising Education defined New structure for strategic planning developed. New programme of leadership development for headteachers and senior staff in schools.
<p>Modernise the provision of education</p>	<ul style="list-style-type: none"> The Modernising Education Policy Framework was endorsed by Full Council on the 20th January and adopted by Cabinet on the 27th January. Four priority areas for have been identified and political approval granted to proceed with these area reviews.
<p>Improve the provision of youth support services in the County</p>	<ul style="list-style-type: none"> Action plan redesigned to follow MEB format Performance management framework designed Transport survey completed Basic skills strategy developed Following the Estyn inspection a full post inspection action plan will be developed with the engagement of all partners.
<p>Improve the use of resources</p>	<ul style="list-style-type: none"> Implementation of a Medium Term Financial Planning Strategy that identified savings and pressures for the Directorate for 2009/10 and subsequent years. Completion of Fair Funding review with significant developments made with regard to consultation, implementation and review process, Detailed review of the use of resources in schools on the ICT service with work progressing on developing a tender specification to compare the value for money that may be achieved through commissioning an external service, Benchmarking of external funding processes with other Local Authorities resulting in a draft proposal for the implementation of a schools external funding team. Implementation of an education grants register that details all external funding received by the directorate and monitors the expenditure and exit strategies attached to the grants. Full review of the grants monitoring process with a new coding structure and monitoring process rolled out to schools and education,

Outcome	Summary of Progress to Date
	<ul style="list-style-type: none"> • Development of a Bursar network that engages Bursars/Business Managers/Administrators in the development of new initiatives and the sharing of best practice across schools. • Implementation of a rolling training programme for Headteachers and Governors, • Compilation of schools financial planning & procedure manual to be distributed to all schools as a primary reference source for information • Distribution of a termly newsletter to schools to improve lines of communication and act as a method of disseminating important information to all Schools and Governors. • Development of the Education Finance website that provides up to date information on policies and procedures, minutes of meetings, training, guidance and contact information.

2. Key Performance Indicators

Indicator	Description	Lead Member	Outturn 2007-08	All Wales 2007-08	Target 08-09	Outturn 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%	80.4%	☹️ ↓	
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%	76.5%	😊 ↑	
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%	59.4%	😊 ↑	
Local Indicator	% of KS4 pupils achieving 5A* to C	Cllr H Evans	47.10%	n/a	49.00%	50.9%	😊 ↑	
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	😊 ↑	
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%	0.8	😊 ↑	

Indicator	Description	Lead Member	Outturn 2007-08	All Wales 2007-08	Target 08-09	Outturn 2008-09	Trend	Comments
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%	😊↑	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%	91.2%	😊↑	KPI for Improvement Agreement 2008-10.
National Core LCL/001	The number of visits to public libraries per 1000 population	Cllr M Jones	8582	5459	8120	7604.14	😐↓	
National Core LCS/002	Number of visits to local authority sport and leisure centres per 1,000 population	Cllr M Jones	8490	7406	8500	8176	😐↓	Figure down from previous year but an issue with the reporting system has resulted in figures for Rhyl Leisure Centre in March & April not being included. Officers within Leisure services are investigating the problem.
Local Indicator	% of young people in North Denbighshire offered the full local area curriculum	Cllr H Evans	New	n/a	100%	100%	😊n/a	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%	100%	😊n/a	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%	100%	😊n/a	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%	😊n/a	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%	😊n/a	KPI for Improvement Agreement 2008-10.
Local Indicator	% of young people continuing at 16+ in further education at school or college or training	Cllr H Evans	New	n/a	91%	86%	😐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%	6.2%	😊n/a	KPI for Improvement Agreement 2008-10.

Indicator	Description	Lead Member	Outturn 2007-08	All Wales 2007-08	Target 08-09	Outturn 2008-09	Trend	Comments
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%	100%	😊 n/a	KPI for Improvement Agreement 2008-10.
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	12.22	😞 ↓	
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	11.35	😐 ↓	
Local Indicator	% of eligible staff who have had a performance appraisal (Directorate)	Cllr R Hughes	16.8%	n/a	100%	91.21%	😐 ↑	

3. 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 	<ul style="list-style-type: none"> • All actions completed
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>	<ul style="list-style-type: none"> • 100% of 14 year old learners the three local areas were offered a curriculum of at least 28 options including 5 vocational options drawn from at least 3 of the 5 domains of learning

4. Financial Performance: Lifelong Learning (excluding schools)

Description	Position
Revenue budget position at end of 2008/09 (underspend / overspend)	£589,000 overspend
Capital budget position at end of 2008/09 (underspend / overspend)	£867,000 underspend
2008/09 target for efficiency savings delivered by Directorate	£167,000
Efficiency savings: outturn for 2008/09	£167,000
Savings delivered via vacancy control procedure: outturn for 2008/09	£92,000

Financial Performance: Lifelong Learning (schools only)

Description	Position
Revenue budget position at end of 2008/09 (underspend / overspend)	£840,000 overspend
Capital budget position at end of 2008/09 (underspend / overspend)	n/a
2008/09 target for efficiency savings delivered by Directorate	n/a
Efficiency savings: outturn for 2008/09	n/a
Savings delivered via vacancy control procedure: outturn for 2008/09	n/a

Quarterly Performance Report










Sally Ellis – Corporate Director: Social Services & Housing










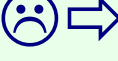
1. Key Outcomes


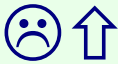
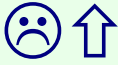
Outcome	Summary of Progress to Date
Improving our Service	<ul style="list-style-type: none"> Over 12 census days just 5 people had their discharge from hospital delayed whilst their care arrangements were put in place Homelessness was prevented for at least 6 months for 98% of all potentially homeless households Extra Care Housing Project successful delivered. First 3 tenants moved in on 19th January 2009 421 people were provided electronic assistive technology to help them live at home during the year There has been a 11.5% increase in the number of older people supported in the community There has been a 9% decrease in the number of older people supported in a Care Home setting A Tele Care Demonstration facility was launched in Rhyl Community Fire Station
Improving the way we work	<ul style="list-style-type: none"> The Disability improvement project identified key issues and recommendations to develop and deliver a disability service (both internally and in partnership with other agencies) that is fit for purpose Two Carer Assessors took up post 12th January 2009 The PARIS IT system was implemented underpinned by a training and communication strategy. A positive Wales Audit report was received
Improving the way we work with others	<ul style="list-style-type: none"> Denbighshire is taking the lead on developing a North Wales Domiciliary Care framework contract. Collaboration group established Work has been carried out with Conwy CBC and North Wales Police on systems to manage high level of CID16 referrals to ensure that high risk case are identified and all children and families referred receive an appropriate level of service 86 affordable housing units were provided within Denbighshire – exceeding our target of 80 Regional offices for social care and social work partnerships have been established in Denbighshire, reflecting the lead the county has given on regional workforce collaboration.
Improving the way we use resources	<ul style="list-style-type: none"> All customer services staff trained to NVQ Level 3 Denbighshire Management Development plan delivered An evaluation of the role of the Health and Social Care Support Worker has been undertaken with case examples showing the positive outcomes for service users. Social Services has met or exceeded the national training targets for a second year running. Two submissions for Social Care Accolades have reached the final round

2. Key Performance Indicators

Indicator	Description	Lead Member	Outturn 2007-08	Wales Average 2007-08	Target 2008-09	Outturn 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%	92.63%		KPI for Improvement Agreement 2008-10. Performance was achieved within the context of increased referrals
National Core Indicator SCC/008a	The percentage of initial assessments carried out within 7 working days	Cllr M Jones	95.39%	63.68%	85%	88.77%		KPI for Improvement Agreement 2008-10. Performance remains significantly above the Welsh average
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	14.4 days		The Welsh average is 20 working days so performance was comparatively positive even though the target was missed.
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%	80.85%		KPI for Improvement Agreement 2008-10. Performance has been sustained and is significantly above the Welsh average
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	60.0 days		
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%	78.39%		KPI for Improvement Agreement 2008-10. Performance for this indicator has shown sustained improvement
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%	43.06%		KPI for Improvement Agreement 2008-10. Performance compares favourably to the All Wales average
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%		KPI for Improvement Agreement 2008-10. It was not possible to report performance for these indicators on the final census date (31/03/09) from PARIS. At this point in time the provider of PARIS were finalising this report functionality. The data in quarter 4 is therefore the average of the 4 census dates.
National Core Indicator SCC/013aii	ii) Children looked after	Cllr M Jones	100%	88.79%	100%	100%		

Indicator	Description	Lead Member	Outturn 2007-08	Wales Average 2007-08	Target 2008-09	Outturn 2008-09	Trend	Comments
National Core Indicator SCC/013aiii	iii) Children in need	Cllr M Jones	98%	67.87%	95%	98%	😊➡	
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%	😊➡	It was not possible to report performance for these indicators on the final census date (31/03/09) from PARIS. At this point in time the provider of PARIS were finalising this report functionality. The data in quarter 4 is therefore the average of the 4 census dates.
National Core Indicator SCC/013bii	ii) Children looked after	Cllr M Jones	0%	9.73%	0%	0%	😊➡	
National Core Indicator SCC/013biii	iii) Children in need	Cllr M Jones	1.80%	23.57%	5%	2%	😊➡	
National Core Indicator SCC/014	% of initial child protection conferences due in the year held within 15 working days of the strategy discussion	Cllr M Jones	70%	68.27%	85%	89.81%	😊⬆	
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%	79.09%	😐⬆	
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	0.51	😊⬆	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	3.8	😊⬆	KPI for Improvement Agreement 2008-10. The increase is in line with the increasing demographic needs of people with learning disabilities.
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	😊⬇	KPI for Improvement Agreement 2008-10. Performance is cumulative and is up to the 16/01/09. This accounts for seemingly reduction in service compared to a full years data in 2007/2008

Indicator	Description	Lead Member	Outturn 2007-08	Wales Average 2007-08	Target 2008-09	Outturn 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	2.17		KPI for Improvement Agreement 2008-10. Performance is up to the 16/01/09. Further work is being undertaken to establish performance until the end of the year as this is likely to show that the target was met.
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	24.75		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%	81.82%		KPI for Improvement Agreement 2008-10. Strong performance has been achieved which is significantly above the Welsh average.
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	421		KPI for Improvement Agreement 2008-10. The annual target has been 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. Performance is up to the 16/01/09
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%	98%		KPI for Improvement Agreement 2008-10. Excellent performance has been sustained.
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	162		
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%	2.18%		Performance is positive – particularly in the current economic environment
National Core Indicator HLS/014	The average number of calendar days taken to let permanent accommodation	Cllr P Dobb	62	NEW	55	62		One of the contributing factors is properties being vacant whilst being refurbished in line with WHQS.

Indicator	Description	Lead Member	Outturn 2007-08	Wales Average 2007-08	Target 2008-09	Outturn 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	35 days		Whilst the days taken has increased the actual number of outstanding repairs has decreased
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	16.6 days		
Local	% of eligible staff who have had a performance appraisal (Directorate)	Cllr R Hughes	46.9%	n/a	100%	83.51%		

3. 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 	<ol style="list-style-type: none"> Reshaping of Operational Team has been undertaken. Reconfigured teams have improved safeguarding arrangements for child protection and implemented co-working arrangements improving effectiveness to our response across Children's Services. A revised QA framework has been launched which provides a comprehensive review of case work and builds in requirements of Climbie and a recent safeguarding review. The framework provides a focused review of quality as well as a version which enables a 'quality overview' to be undertaken
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 2008/09 we will measure and analyse the following 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. 	<p>Systems have been developed and performance can be reported and analysed.</p> <ol style="list-style-type: none"> The overall homelessness presentation for Housing at the end of the 4th quarter was 255 and only 20 of these came via the Prevention Officer. 237 cases were presented to the Housing presentation Officer 211 20 The average cost is £368

<p>Helped to Live in the Community</p>	<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 an 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. 421 users and carers are benefitting from a range of Telecare systems 3. <ol style="list-style-type: none"> i) Team Profiles are now regularly used to inform the team (and service) planning process 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. <p>Ceri's Family Reference Group has been established. The Group is 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</p>
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4. Financial Performance

Description	Position
Revenue budget position at end of 2008/09 (underspend / overspend)	£507,000 underspend
Capital budget position at end of 2008/09 (underspend / overspend)	£112,000 underspend
2008/09 target for efficiency savings delivered by Directorate	£700,000
Efficiency savings: outturn for 2008/09	£700,000
Savings delivered via vacancy control procedure: outturn for 2008/09	£125,000

Quarterly Performance Report

Alan Evans – Corporate Director: Resources



1. Key Outcomes

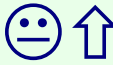





Outcome	Summary of Progress to Date
Focusing on our customers	<ul style="list-style-type: none"> • Customer Service Strategy 2008-11 published. • Customer Care Service working with the Performance Managers in each Directorate to gain baseline data on new Corporate Customer Care Standards. Corporate targets have now been agreed for 2009/10. • Service delivery standards/timescales for the Authority to be created and made available to the public. Officer commenced employment on 6th April and the project is currently being scoped. • The authority's complaints policies have now been revised resulting in the amalgamation of the three separate policies. A single document has been created to ensure cohesion and equity. Consultation on the draft complaints policy has now been completed, and the policy was ratified at April Cabinet meeting. The scheme will now be launched in June 2009. • New multi-skilled role introduced in Ruthin One Stop Shop, where all staff now deliver Reception, One Stop Shop, and Cashier functions. • Specific training was delivered to 70% of front line Customer Care staff by the end of March 2009. On track to deliver to all frontline Customer Care staff by December 2009. • 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 100 citizens participating. The next round of meetings took place throughout April, with citizen attendance increasing to approximately 130. It is anticipated that numbers will increase further as the programme of events becomes more established • Draft Project Plan for the Community Engagement Plan has been produced. Draft Community Engagement Plan for consultation to be completed by June 2009. • The Council has been recruiting members for a new Denbighshire's Citizens' Panel since September 2008. The Citizen Panel now has 260 members and feedback from their first survey has been included in the draft Area Profiles. Recruitment for the Panel is continuing. • Since the start of January 2009, 6 surveys with Denbighshire's citizens and key stakeholders have taken place, e.g. Citizens Panel Survey, School Transport Survey, Equality Plan Survey. The surveys are carried out by the Strategic Policy Unit and the results analysed on behalf of departments. • First drafts of the 6 Area Profiles have been completed, which include nationally collected data. The methodology for producing the profiles has been externally validated by the Data Unit. Meetings have taken place with the Data Unit with a view to implementing a web-based Area Profile solution by the autumn which can be accessed by the public, Members, officers and partners.
Making the most efficient use of our resources	<ul style="list-style-type: none"> • Final budget proposals for 2009/10 were presented to, and approved by, full Council on 10th February 2009. • Council Tax set by full Council on 24th February 2009. The level of increase was the 2nd lowest in Wales and the lowest in North Wales. • The first meeting of the group set up to develop the Council's Medium Term Financial Plan (MTFP) was held on 27th February. The remit is to align more closely the Council's Business and Financial Planning and develop a 3 year financial plan to assist future business planning. CET reviewed the first draft version of the MTFP 2009-12 at an Away Day on 28th April, followed by review by Cabinet in informal session.

Outcome	Summary of Progress to Date
	<ul style="list-style-type: none"> • An exercise has been completed to identify the cost of services compared to other Welsh Councils to provide a challenge to services' existing budgets. This will feed into the review of the Efficiency Strategy which will be completed by July 2009 to feed into the financial and business planning process for 2010/11. • The process of identifying Efficiency Gains achieved in 2008/9 will take place in March to May 2009. For future years, identifying and recording of gains will rest with service managers. The Council's Financial Controller is part of an all-Wales group that is developing the reporting process and definitions of efficiency gains. • Majority of roll-out of Proactis Procurement to Pay (P2P) software complete. Roll-out (including e-sourcing) expected to be fully complete by December 2009. • Procurement strategy finalised and approved. • North Wales Procurement Unit now established with savings target of £200,000 for 2009/10. • Agency Staffing Procurement Project implemented, with savings target of £100,000 for 2009/10. • High council tax collection rates maintained by constantly monitoring performance and implementing improvement actions in a timely manner. 2008/09 outturn = 98% (est.)
Supporting Collaboration and Partnership Working	<ul style="list-style-type: none"> • Organised a high level LSB Conference for wider partners and key stakeholders on 19th June where key speakers will include the Deputy First Minister, Chief Executive of the Welsh Local Government Association, Head of Local Government Policy Division (WAG) and Dr Alan Netherwood from Cardiff University. • Denbighshire's Local Service Board Local Delivery Agreement was submitted to the Assembly by the 1 April 2009 deadline. • 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. • Internal Audit Services developed a collaborative partnership arrangement with Countryside Council for Wales. Have moved to same risk-based planning methodology as used in Denbighshire County Council. • Internal Audit Services awarded a three-year North Wales Police Authority contract in direct competition with public & private sector. • Expansion of the WP3 project to include Wrexham, Conwy and Ceredigion. • North Wales Procurement Partnership established.
Developing our staff and improving the organisation	<ul style="list-style-type: none"> • Employees who are eligible for Voluntary Redundancy, Flexible Retirement and/or a Reduction in Hours (and can be released) were invited to formally apply by 24th April 2009. Once formal applications have been received, employees will be given notice and will leave the authority where applicable in July 2009. • The Service Support Review was put on hold due to attention being focussed on responding to other aspects of the Corporate Governance report. Terms of reference for the Service Support review were agreed by the end of April 2009, and an options report will be prepared by the end of July. The remit has changed to reflect the fact that what is needed is a review of the corporate centre, ensuring that we have the right support services to deliver the Statement of Intent and support service delivery. • Single Status Roadshows organised for 5th-15th May 2009, prior to a staff ballot taking place. If the package is accepted by staff, then

Outcome	Summary of Progress to Date
	<p>implementation will begin immediately after the ballot results are announced. Implementation will be staged over a number of months. Since the results of job evaluation review were announced, almost 200 appeals have been received and, in line with the process, Stage 1 Appeals have been completed and employees informed of outcome. Appeal Stage 2 meetings have commenced.</p> <ul style="list-style-type: none"> • A programme of leadership and management courses conducted by Oakridge Training began last year. • Development of our management systems and processes (a requirement identified in the Corporate Governance Inspection Report and other regulatory reports) continues as detailed in relevant action plans, such as the Corporate Governance Action Plan. • Revise and re-introduce the risk management strategy and policy. • A new Risk and Opportunity Management Strategy was approved by Cabinet on 24th March 2009. The following activities are now planned as part of the Strategy implementation: <ul style="list-style-type: none"> – Provide risk management training for all Departmental Management Teams and major partnership management teams (May to Aug 2009) – Provide risk management training for elected members (Sept 2009) – Risk assessments conducted for all services and major partnerships (Mar to Apr and Sept to Oct 2009) – Identification of key risks to major projects (Mar to Apr and Sept to Oct 2009) – Develop a Strategic Risk Assessment with CET (undertaken on 29th April 2009)
<p>Ensuring everyone is able to access and benefit from our services</p>	<ul style="list-style-type: none"> • Integrated Impact Assessment undertaken on all new and revised high level Strategies and Plans. • Equality Officer Group ensures that all services have equalities monitoring arrangements in place. • Equality Officer Group also ensures that equalities issues feed into the process for developing service business plans for 2009-12. Group currently preparing new equality plan/actions. Meeting on 14th May to agree inclusion of these actions in service business plans. • Equality and Diversity newsletter produced in February 2009. • Disability e-module training delivered to Corporate Equalities Group and Equalities officers in January 2009. • Race e-module equality training delivered to the Corporate Equalities Group. • Equality Action Plan 6-monthly review took place in January 2009, and will be published in May 2009. • New Equalities Plan 2009 – 2011 developed. Consultation will take place during July, with adoption expected in October 2009. • Migrant Worker Guidance Pack produced. Currently awaiting translation prior to publication. • Council venue access information published on website in February 2009. • Revised complaints policy requires services to record complaints by equality strands. • Delivered the Corporate Equality and Diversity mandatory training to members in December 2008. • Updated Equalities and Diversity webpages. • ‘Mystery shopper’ exercise undertaken 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 Welsh Language Scheme Action Plan submitted to the Welsh Language Board and further initiatives discussed. • Corporate Procurement Strategy refers to third –party contracts or services complying with our equality, Welsh Language and sustainable development policies.

Outcome	Summary of Progress to Date
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. 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 December 2008. A corporate procurement strategy, inclusive of sustainable procurement principles, has been developed and is expected to be approved in May 2009. Continued implementation of Pro-Actis e-procurement system across the Council. Majority of roll-out programme for Procurement to Pay (P2P) completed. Roll-out (including e-sourcing) expected to be complete by December 2009. Continued work to maintain Level 2 of the Green Dragon Environmental Standard in County Hall. Continued development of 'sustainable' Community Strategy for Denbighshire (due to be completed by end of November 2009). Final version of Carbon Management Programme at Denbighshire County Council to be presented to Cabinet for agreement on 26th May 2009.

2. Key Performance Indicators

Indicator	Description	Lead Member	Outturn 2007-08	Wales Average 2007-08	Target 2008-09	Outturn 2008-09	Trend	Comments
National Core CFH/006	The % of undisputed invoices which were paid within 30 days	Cllr J Thompson-Hill	88.4%	86.5%	90%	89.1%		
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%	98.1		
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%	96.8%		
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	9 days		
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	12.45 days		
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	9.77 days		

Indicator	Description	Lead Member	Outturn 2007-08	Wales Average 2007-08	Target 2008-09	Outturn 2008-09	Trend	Comments
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	7.56 days	😊 ↑	
Local	% of all eligible staff who have had a performance appraisal (Corporate)	Cllr R Hughes	44.9%	n/a	100%	88.6%	😞 ↑	
Local	% of eligible staff who have had a performance appraisal (Resources Directorate)	Cllr R Hughes	54%	n/a	100%	88.4%	😞 ↑	
Local	% of eligible staff who have had a performance appraisal (Chief Executive's & County Clerk)	Cllr R Hughes	79.7%	n/a	100%	100%	😊 ↑	

3. Financial Performance

Description	Position
Revenue budget position at end of 2008/09 (underspend / overspend)	£100,000 underspend
Capital budget position at end of 2008/09 (underspend / overspend)	£0 variance
2008/09 target for efficiency savings delivered by Directorate	£180,000
Efficiency savings: outturn for 2008/09	£180,000
Savings delivered via vacancy control procedure: outturn for 2008/09	£241,000

REPORT TO CABINET

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

DATE: 26 May 2009

SUBJECT: Housing Revenue Account Budget & Capital Plan Update Report 2009 / 2010

1 DECISIONS SOUGHT

Members note the initial forecast outturn of the Housing Revenue Account (H.R.A.) and Housing Capital Plan for 2009/10.

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 2009/10

- The initial forecast for the HRA shows that an in-year revenue surplus of £256k should be generated by the end of the financial year, which is £37k less than forecast in the original budget set in February 2009.
- The main changes in expenditure forecasts relate to capital financing charge and the subsidy payable. The interest rate applied to the capital financing costs has proved marginally higher than when the forecasts were completed, though this could reduce as the year progresses. The changes to the subsidy payable are as a result of the removal of leased property from the subsidy scheme. The council is expected to be compensated overall for any loss arising from the subsidy change. Leased income is lower than expected as fewer properties are being used than was forecast in February.
- It is unlikely that the Rent Rebate Subsidy Limitation will be payable to the extent forecast in the budget so the forecast has been reduced.
- The Housing Stock Business Plan for 2009/10 assumes there will be one sale under the Right to Buy scheme. The council's housing stock is currently 3,470 dwellings.

4.2 Cost Implications - Housing Stock Business Plan (HSBP)

- The Plan has been updated and remains viable. The 2009/10 Plan was approved by Cabinet in February and will be fully reviewed during 2009/10 as the 5-year milestone agreed with Wales Audit Office now approaches. Cabinet will be kept informed of progress.

4.3 Cost Implications Housing Capital Plan

- The major refurbishment contract continues with 1,081 properties being completed to the end of 2008/09. This is in addition to the windows and heating contracts completed during 2008.
- The capital plan for 09/10 included a contingency amount to allow for additional works or works brought forward. An element of this contingency has been forecast as spent this year to account for electrical health and safety works and for upgrades to the Careline system that were not included in the original forecasts.
- The Council is still on target to achieve the Welsh Housing Quality Standard by 2012.
- The major improvement works have been re-tendered and the evaluation process is now underway.

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

This early HRA forecast outturn for 2009/10 will ensure that balances are in-line with Housing Stock Business Plan expectations. The five-year review of the HSBP due in 2009/10 will provide an opportunity to reassess key planning assumptions and should confirm the long-term viability of the 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 RECOMMENDATIONS

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

Appendix 1

Housing Revenue Account ~ 2009/10 Budget

<u>2008/09</u> Provisional Outturn £	<u>Period 1 - April 2009</u>	Original Budget £	<u>2009/10</u> Forecast Out-turn £	Variance to Budget £
<u>EXPENDITURE</u>				
1,771,531	Supervision & Management - General	1,771,215	1,778,643	-7,428
251,090	Supervision & Management - Special	278,325	278,325	0
144,789	Welfare Services	146,710	148,095	-1,385
378,247	Homelessness - Leased Properties	386,000	373,803	12,197
2,580,144	Repairs and Maintenance	2,696,000	2,694,551	1,449
5,125,801	Total Housing Management	5,278,250	5,273,417	4,833
0	Rent Rebates	0	0	0
2,028,962	Item 8 Capital Charges	2,247,000	2,302,970	-55,970
3,000,000	CERA	0	0	0
0	Rent Rebate Subsidy Limitation	240,000	125,000	115,000
2,894,299	Subsidy	2,811,000	2,859,107	-48,107
17,190	Provision for Bad Debts	25,750	25,750	0
13,066,251	Total Expenditure	10,602,000	10,586,244	15,756
<u>INCOME</u>				
9,946,854	Rents (net of voids)	10,435,000	10,463,555	28,555
232,343	Leased Rents	281,000	202,597	-78,403
138,416	Garages	151,065	139,381	-11,684
121,430	Interest on Balances & Other Income	28,000	37,128	9,128
10,439,042	Total Income	10,895,065	10,842,661	-52,404
Surplus / Deficit (-) for the Year				
372,790	General Balances	293,065	256,417	-36,649
-3,000,000	Earmarked Balances	0	0	0
3,706,736	Balance as at start of year ~ General	1,079,526	1,079,526	0
1,079,526	Balance as at end of year ~ General	1,372,591	1,335,943	-36,649

Appendix 2

HRA Capital Plan Update 2009/10				
<u>Month 1</u>				
Actual 2008/09 £	Description	Approved Schemes £	Actual at End April £	Forecast Outturn £
383,638	Environmental Improvement Works	400,000	18,991	460,000
7,985,011	Major Improvements – All Groups	6,853,000	549,811	6,883,000
228,111	Windows Replacement	0	0	0
403,135	Central Heating Contract	0	0	0
522,826	DFG - Council Properties *	400,000	29,506	400,000
0	HRA Capital Contingency	430,000	0	340,000
9,522,721	Total	8,083,000	598,307	8,083,000
2008/09 £	HRA Capital Plan Financed By:	Original £	Forecast £	
2,400,000	Major Repairs Allowance Grant	2,400,000	2,400,000	
73,636	Useable Capital Receipts	0	0	
4,049,085	Prudential Borrowing	5,683,000	5,683,000	
3,000,000	CERA	0	0	
9,522,721	Total	8,083,000	8,083,000	

REPORT TO CABINET

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

DATE: 3 June 2008

SUBJECT: Revenue Budget and Summary Capital Plan 2009/10

1. DECISION SOUGHT

- 1.1 To note the initial estimate of the likely outturn figures for the 2009/10 financial year as detailed in the attached Appendix 1.
- 1.2 To also note the summary capital plan performance for 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 initial indications of budget performance in light of the need to deliver the Council's agreed budget strategy for the 2009/10 financial year and avoid reducing already inadequate reserves and also provide an update on the Council's cash investments on the Money Market.

3. POWER TO MAKE THE DECISION

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

4. COST IMPLICATIONS

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

Appendix 1 details a forecast overall underspend of £250m, excluding the schools' delegated budgets. This figure is made up of pressures within the Lifelong Learning directorate and savings in Social Services and Housing.

i) Lifelong Learning is forecasting an overspend of £133k mainly due to:

a) the residual costs relating to the Hyfrydle facility on the Ysgol Plas Brondyffryn, £50k.

b) the potential pressure on the School Meals service is difficult to estimate at this stage but based on the last financial year could be in the region of £83k.

ii) **Social Services & Housing** is forecasting an underspend of £383k mainly due to;

a) the underspend carried forward from last financial year, assumed as part of the budget setting exercise,

b) This is partly offset by pressure on the cost of implementing the PARIS software system and the Homelessness service due to increasing numbers of referrals.

4.2 As part of the Budget Setting exercise for 2009/10 Council recognised the likelihood of pressures being experienced by services as a result of the impact of the economic recession and other factors. The Budget contains a contingency provision of £880k to part fund these pressures. A review of these impacts is currently underway and an initial view of how this contingency might be allocated to services will be included in a future report to Cabinet. The specific areas agreed to be reviewed are:

1. Impact upon fees and charges of slump in construction industry,
2. Cost of intervention at a number of schools.
3. Legal and other costs in connection with former N Wales Hospital.
4. Impact of increased level of Childrens Services referrals.
5. Increased level of homelessness.

4.3 The delegated schools balances are likely to reduce due to financial difficulties at a small number of schools. The Council is working closely with them to produce recovery plans.

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

4.5 Capital expenditure at the end of April is **£446k, for a plan that totals £26.1m**. Full details of the Capital Plan are contained in a separate report in part two of the agenda.

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 were able to remain within their budgets. The first call on any agreed underspends carried forward into the new 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 Hyfrydle facility means the Council's liabilities currently are restricted to the costs of mothballing the building. A review is currently being undertaken to identify a potential use for the building.
- 6.3 The Council is now working closely with both Rhyl High School and Blessed Edward Jones to improve their financial situation. There is still a significant amount of work to be done however positive steps have been taken at both schools. Some other schools are also facing a difficult financial year and are being supported to develop plans that will improve their budgetary position. Members will be kept informed of progress.
- 6.4 The continuing loss making trading position of the school meals service above the agreed level of temporary additional subsidy, £150k, is the subject of a current review. Proposals to address this should be presented to members shortly.
- 6.5 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.

6.6 MONEY MARKET INVESTMENTS UPDATE

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

- Opportunities for borrowing repayment are being monitored closely and will continue to 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 March, the Bank of England announced a further 0.5% cut in base rates from 1% to 0.5%. Forecasts suggest rates could drop by a further 0.25% during 2009/10. 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 around 4% 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 last 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 to recur in 2009/10. The interest to be received on the VAT refund reported previously will help reduce the impact.

7. CONSULTATION CARRIED OUT

7.1 Lead Cabinet members will consult with Heads of Service during the financial year to agree necessary remedial actions to accommodate pressures in year.

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.

10. RECOMMENDATION

10.1 To note the initial projected outturn figures for 2009/10 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 1MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2009/10
SUMMARY POSITION AS AT END APRIL 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)	21,022	-7,228	13,794	21,155	-7,228	13,927	133	0	133	0
Environment	52,576	-22,044	30,532	52,576	-22,044	30,532	0	0	0	0
Social Services & Housing	57,261	-17,494	39,767	59,483	-20,099	39,384	2,222	-2,605	-383	0
County Clerk	2,066	-412	1,654	2,066	-412	1,654	0	0	0	0
Resources	10,851	-3,276	7,575	10,851	-3,276	7,575	0	0	0	0
Corporate, Miscellaneous & Benefits	33,782	-26,475	7,307	33,782	-26,475	7,307	0	0	0	0
Total All Services	177,558	-76,929	100,629	179,913	-79,534	100,379	2,355	-2,605	-250	0
Capital Financing Charges savings & additional Investment Income net of contributions to specific provisions			11,041			11,041			0	0
Precepts & Levies			4,503			4,503			0	0
Contribution to balances/reserves			0			0			0	0
			116,173			115,923			-250	0

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 2009/10
LIFELONG LEARNING
SUMMARY POSITION AS AT END APRIL 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	60,035	-5,647	54,388	60,391	-5,647	54,744	356	0	356	356
Partnership & Inclusion	5,940	-3,144	2,796	5,990	-3,144	2,846	50	0	50	50
Leisure	4,193	-2,482	1,711	4,193	-2,482	1,711	0	0	0	0
School Development	7,249	-1,354	5,895	7,249	-1,354	5,895	0	0	0	0
Planning & Performance	1,213	-87	1,126	1,296	-87	1,209	83	0	83	83
Libraries	2,427	-161	2,266	2,427	-161	2,266	0	0	0	0
Total excluding schools	21,022	-7,228	13,794	21,155	-7,228	13,927	133	0	133	133

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2009/10
LIFELONG LEARNING DIRECTORATE**

	Current Month £000s	Previous Month £000s
<p><u>INDIVIDUAL SCHOOLS BUDGET</u></p> <p>School balances are currently projected at £1,227 which is based on the 08/09 brought forward balances. A small number of schools are facing financial problems which account for most of the reduction and financial recovery plans are being developed for each. Work is being undertaken with all schools to review their forecasted position with a view to significantly reducing expenditure levels for the year. A more robust and detailed projection will be available at period 3 when remodelling of staffing levels will have taken place.</p>	356	0
<p><u>PARTNERSHIP & INCLUSION</u></p> <p>Estimated costs associated with the closure of Hyfrydle Children's Home. The estimated costs have been calculated based on the equivalent 08/09 running costs. Further work will be undertaken to clarify the future position of the site.</p>	50	0
<p><u>POLICY & PERFORMANCE</u></p> <p>School Meals Subsidy - Lifelong Learning are currently working with the School Meals service to review the baseline costs of the service and to identify potential developments within the service to reduce the current level of subsidy.</p>	83	0
TOTAL excluding schools	133	0

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2009/10
ENVIRONMENT DIRECTORATE
SUMMARY POSITION AS AT END APRIL 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	9,648	-5,393	4,255	9,648	-5,393	4,255	0	0	0	0
TRANSPORT & INFRASTRUCTURE (see note 1)	14,288	-4,738	9,550	14,288	-4,738	9,550	0	0	0	0
PLANNING & PUBLIC PROTECTION (see notes 1 & 2)	4,354	-1,893	2,461	4,354	-1,893	2,461	0	0	0	0
DIRECTOR & SUPPORT	1,237	-243	994	1,237	-243	994	0	0	0	0
ENVIRONMENTAL SERVICES	17,457	-7,145	10,312	17,457	-7,145	10,312	0	0	0	0
TOURISM, CULTURE & COUNTRYSIDE (see note 3)	5,592	-2,632	2,960	5,592	-2,632	2,960	0	0	0	0
Total Environment	52,576	-22,044	30,532	52,576	-22,044	30,532	0	0	0	0

Potential Pressures

- 1 As the downturn in the economic climate shows no immediate sign of recovery there is again likely to be major pressures on the large income budgets relating to Car Parking, Building Control, Development Control and Land Charges. The total of the income pressure on these services in 08/09 was £487K. However there is a corporate contingency budget set up to assist with these issues and also 2 below in 09/10.
- 2 The Directorate could be faced with some significant costs relating to the North Wales Hospital Site in 09/10.
- 3 There is likely to be considerable pressures on the Llangollen Pavilion budget in 09/10.
- 4 The Directorate will again monitor closely all vacant staffing posts during 09/10 with the aim of reducing some of the pressure areas listed above.

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2009/10
SOCIAL SERVICES AND HOUSING
SUMMARY POSITION AS AT END APRIL 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	8,745	-118	8,627	9,796	-1,169	8,627	1,051	-1,051	0	0
Adult Services	37,512	-9,030	28,482	38,597	-10,264	28,333	1,085	-1,234	-149	0
Business Support & Development	2,827	-538	2,289	3,151	-626	2,525	324	-88	236	0
Cymorth Grant	1,746	-1,643	103	1,746	-1,643	103	0	0	0	0
Supporting People Grant	4,416	-4,402	14	4,460	-4,446	14	44	-44	0	0
Sub Total Social Services	55,246	-15,731	39,515	57,750	-18,148	39,602	2,504	-2,417	87	0
Non HRA Housing	2,015	-1,763	252	1,733	-1,457	276	-282	306	24	0
Underspend Brought Forward	0	0	0	0	-494	-494	0	-494	-494	0
Directorate Total	57,261	-17,494	39,767	59,483	-20,099	39,384	2,222	-2,605	-383	0

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2009/10
SOCIAL SERVICES & HOUSING

Comments	Current Month	Previous Month
	£000s	£000s
SOCIAL SERVICES		
CHILDREN'S SERVICES		
It is expected at this stage that Children's Services will achieve a balanced budget. However, this assumes that there will be no major increased costs from new placements and the number of referrals may well increase in response to recent high-profile cases and the general economic climate. The main pressure areas relate to out of county specialist placements and these are offset by under spending on in house fostering.	0	0
ADULT SERVICES		
Learning Disabilities		
The overspend assumes CHC disputes will be settled in the Council's favour, however if not this could increase the overspend by more than £200k. Residential placements continue to be the main pressure area due to the increasing number of people requiring high cost placements and others requiring additional support as they get older.	499	0
Mental Illness		
Expenditure on Residential, Nursing and Homecare continues to be the main budget pressure. It is predicted that the Mental Health Partnership expenditure will be on budget for 2009/10, rather than under spent as in 2008/09. Due to 'windfall' income Llys Marchan was under spent by £72k in 2008/09. This under spend is forecast to drop by £44k,	259	0
Older People		
Purchasing - The predicted spend on Community Care budgets has been based on spend in 08-9, plus the cost of the fee increase offered to providers. Costs have not been inflated to reflect the increase in the Older People population this year, partly to recognise the strategy around replacing residential care with more domiciliary packages and extra care. Provider - The closure of Llys Nant Residential Home will give some savings in 09/10 as part of the budget (earmarked for the Prestatyn extra care development) will not incur expenditure until 2010/11. These savings are shown in 'Other Adult Services' and will be reallocated during the year to meet pressures over other service blocks.	-286	0
PDSI		
Community Care spend is still forecast to be the main budget pressure. The Drug & Alcohol outturn forecast assumes £35k funding from WAG is secured as in 2008/09, though the terms and conditions arrangements for bidding for such funding are not yet confirmed. It is expected that Occupational Therapy, CESI (Disability Stores) and equipment spend will all be on budget.	307	0
Performance Management & Commissioning		
This projected under spend is mainly savings in staffing costs which is due to the continuation of the vacancy scrutiny process at the fortnightly Adults Budget Review panel meetings.	-307	0
Other Adult Services		
In 2008/09 income from Charging Policy and Fairer Charging Grant exceeded committed budget by £200k. Because the Grant income received is dependent on proving actual 'lost' income, and as the budgeted income figure and commitments have both increased, the forecast surplus for 2009/10 is currently shown as £150k. The in-year savings on Llys Nant are also recorded here temporarily but will be reallocated to service pressures during the year.	-656	0
Joint Working & Older People Strategy		
This is grant income that will be fully committed, but it is hoped not to utilize the small base budget that exists to supplement these Grants.	-3	0
Cefndy Healthcare		
Sales in 2009/10 are expected to exceed the £3m mark which, together with tighter controls on expenditure should improve this years position by around £126k from the 2008/09 over spend of £164k.	38	0
TOTAL ADULT SERVICES	-149	0
Business Support & Development		
Costs associated with the Paris Project remain the main pressure area in Business Support and Development (£100k over spend). Directorate costs are also expected to be over spent circa £90k which is in line with the final 2008/09 position. Work will continue to reduce this pressure as the year progresses.	236	0
	236	0
Cymorth Grant		
All expenditure relating to the Cymorth grant has to be spent in year.	0	0
	0	0
Supporting People		
There is approximately £599k of recurrent under spend within the grant, until the formula is revised and the grant is cut. The Planning Group agreed not to commit this money in order to dampen the impact of 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 SP strategy has been revised and it is proposed that no further contributions are made to the reserve and that the in-year surpluses are used to dampen future pressures throughout the Directorate and to contribute to a proposed specialist placement reserve. This reserve will be used to contribute to new pressures from expensive care packages that may arise throughout the year, resulting from either new referrals or the loss of external placements.	0	0
DIRECTORATE UNDERSPEND BROUGHT FORWARD	-494	0
HOUSING		
The forecast outturn has improved from 2008/09 by £35k. The pressure on homeless budgets is currently only £16k though this can be very volatile in terms of demand. The economic climate may well eventually have an impact but at present the financial estimates are reasonable.	24	0
TOTAL HOUSING	24	0
TOTAL SOCIAL SERVICES & HOUSING	-383	0

Capital Expenditure By Directorate

	2009/10 Spend to April	2009/10 Estimated programme	2010/11 Estimated programme	2011/12 Estimated programme
		£000	£000	£000
Environment	362	16,878	4,889	4,345
Lifelong Learning	68	5,912	1,480	1,480
Resources	16	1,289	269	269
Social Services and Housing	0	419	175	175
Total	446	24,498	6,813	6,269

Capital Expenditure by Council Priority

	2009/10 Spend to April	2009/10 Estimated programme	2010/11 Estimated programme	2011/12 Estimated programme
	£000	£000	£000	£000
Modernising Education	68	4,270	1,000	1,000
Roads and Flood Defence	110	6,306	800	800
Regeneration	4	1,827	165	165
Responding to Demographic Change				
Total	182	12,403	1,965	1,965

As part of the 09/10 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

	2009/10 Spend to April	2009/10 Estimated programme
	£000	£000
Highways	91	4,000
Total	91	4,000

Denbighshire County Council - Capital Plan 2008/09 - 20011/12

APPENDIX 3

Position as at April 2009

		2008/9	2009/10	2010/11	2011/12
		£000s	£000s	£000s	£000s
Capital Funding:					
1	General Funding:				
	Unhypothecated Supported Borrowing	7,609	7,254	5,884	5,884
	General Capital Grant	124	3,743	2,017	1,961
	General Capital Receipts		523		
	Earmarked Capital Receipts	1,611	877	0	0
		9,344	12,397	7,901	7,845
2	Prudential Borrowing	5,802	6,347	269	269
3	Reserves and Contributions	1,584	991	0	0
4	Specific Grants	21,163	6,447	488	0
	Total Finance	37,893	26,182	8,658	8,114
	Total Estimated Payments	-37,893	-24,498	-6,813	-6,269
	Contingency	0	-684	-1,000	-1,000
	Earmarked Contingency		-1,000		
	Unallocated Reserve	0	0	0	0
	Surplus/ -Insufficient Resources	0	0	845	845

REPORT TO CABINET

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

DATE: 26th May 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 April 2009 the number of actual staff employed has decreased to 4579, this equates to 3876 full time equivalents (FTE). In April there were 20 new starters to DCC, spread across all Directorates. There were 31 leavers again spread across all Directorates, 6 of which left for positions outside of DCC, with 6 declining to specify why they had left, 5 age retirements and 1 dismissal (disciplinary/capability). Other reasons included ill health retirements, ill health termination/dismissal and end of fixed term contracts.

	Headcount	FTE
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
February 2009	4591	3878
March 2009	4586	3878
April 2009	4579	3876

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 for April 2009 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 1.14 which remains slightly higher than for the same period last year and is well above the target of 0.92 days lost per employee. It is

however at its lowest level since absence started to increase in September 08. This month only Resources recorded lower levels of sickness than the required target. The Social Services & Housing and Environment figures are significantly above target although Social Services & Housing have recorded lower figures than for the same period last year. It should also be noted that due to the restructure of LLL the Environment Directorate has had an increase in FTE numbers which means a direct comparison with last year's figures is not possible.

Monthly (April 09)	Days Lost Per Employee	Target
DCC	1.14	0.92
CE	1.03	0.92
RES	0.63	0.92
ENV	1.32	0.92
SS	1.51	0.92
LLL	1.03	0.92
LLL excl schools	1.19	0.92
Schools Only	0.99	0.92

Cumulative (April 09 – April 09)	Days Lost Per Employee	Target
DCC	1.14	0.92
CE	1.03	0.92
RES	0.63	0.92
ENV	1.32	0.92
SS	1.51	0.92
LLL	1.03	0.92
LLL excl schools	1.19	0.92
Schools Only	0.99	0.92

2.2.1 Additional Sickness information requested by Cabinet –

Access to sickness data - Cabinet Members have been given access to the sickness data/graphs that are sent to Heads of Service and Directors on a monthly basis.

Programme of Work for Personnel Officer Sickness Absence - Contained within appendix b is the action plan for the Personnel Officer - Sickness Absence.

Return to Work Interviews - All staff are required to have a return to work interview after any period of sickness absence. This was dip sampled by Internal Audit last year when they undertook an audit of sickness absence – the results showed that in most cases return to work interviews were being carried out – however this information was not being recorded on the Trent HR system routinely. There will be a pilot starting in the Resources Directorate in July whereby line managers will be expected to input all sickness absence data at source – this will be monitored closely for compliance to ensure processes are adhered to. It is then planned to roll this process out to all directorates during the remainder of this year.

Corporate Directors to comment on Sickness Absence in their Directorate - It is intended to present CET with a paper by the end of May 09 asking for Director input and comment on the sickness absence rates in their Directorate. That paper will also contain the proposal that a Corporate Director sits on the Health Management Panel on a 6 monthly rotation. The Health Management Panel sits monthly and provides “expert” advice and guidance on more complex sickness management cases, as well as authorizing termination of employment on the grounds of medical capability. The role of the panel is to ensure a consistent approach to health management within the Council.

- 2.3 **Headcount** - Each new post will have been through the vacancy control process for its particular directorate. From April 09 a process has been put in place so that a report can be run from the Trent HR system giving reasons for new posts, and for identifying Grant funded posts. Currently this information is not available in a reportable format. Work will be undertaken in the next two months to ensure that we are able to report on new posts and grant funded posts going back to April 09.

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:

Attendance and performance of employees is fundamental to achieving our Corporate priorities.

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

Being able to deliver the vision depends on having the right number of employees in the right job with the right skills.

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
Review of overall Performance Appraisal methodology	L Atkin	30.06.2009

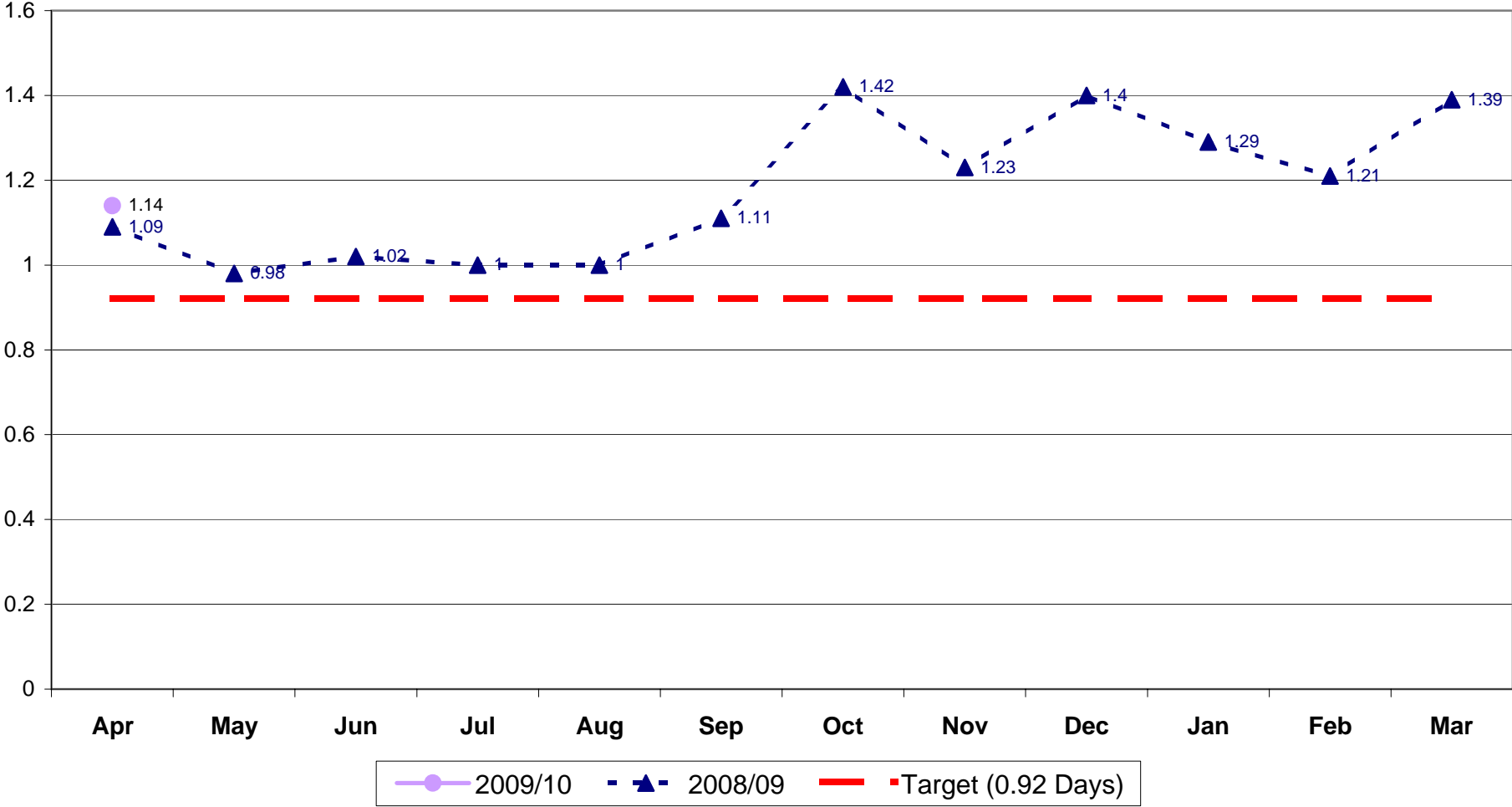
Update on the Action Plan

- Current process has been simplified
- MMC identified groups of staff where the current process for performance appraisal will not apply.
- Guidelines written
- New process ratified at MMC 7th May 09
- New Forms to be launched week commencing 18th May 09
- Outstanding action is the monitoring of Quality Assurance process and completion rates by 30 June 2009 following which the Corporate Governance Action Plan will be complete.

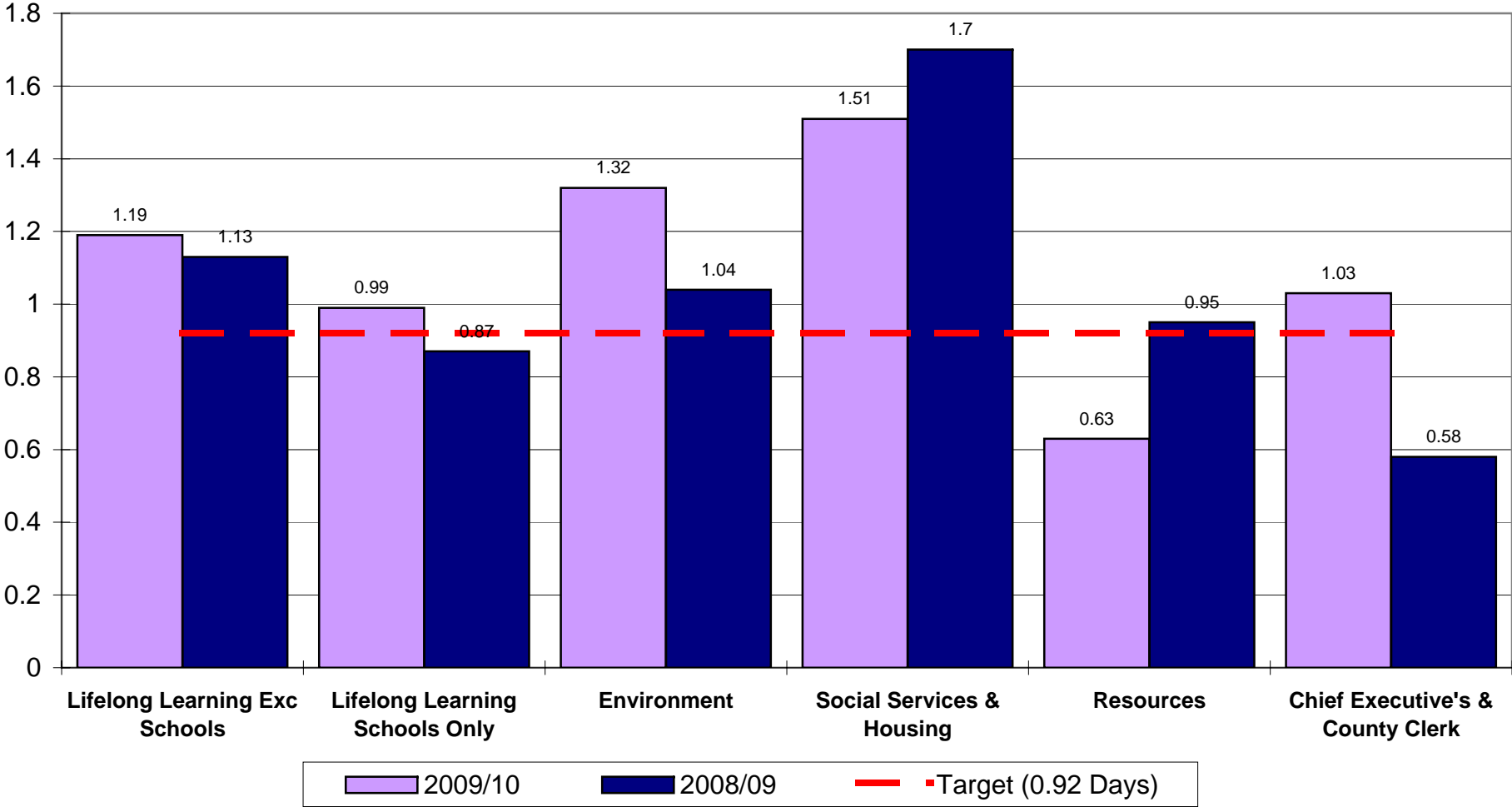
10 RECOMMENDATIONS

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

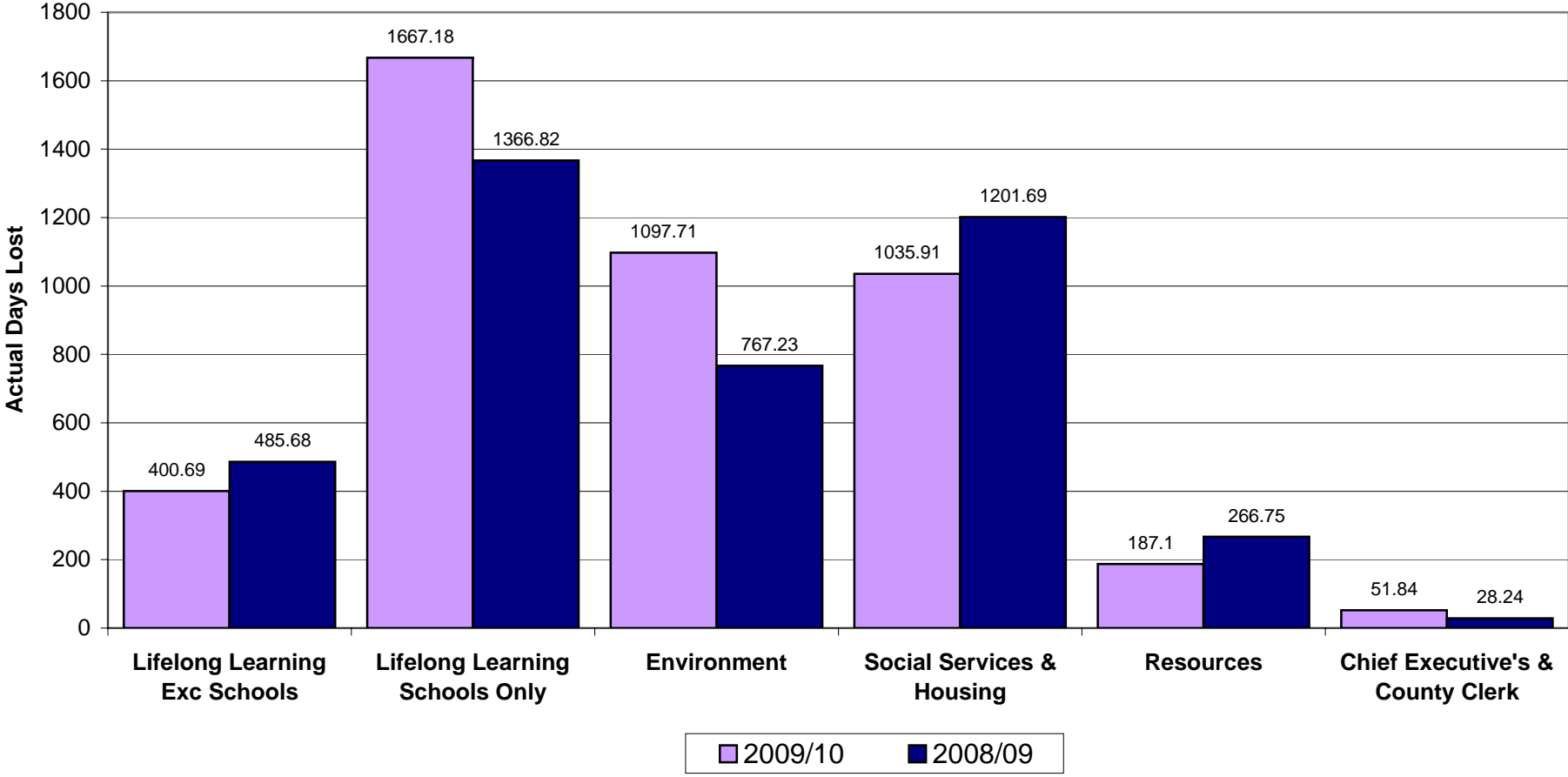
Denbighshire County Council Average Number of Days Lost per Employee April 2009



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



DenbighshireCounty Council Actual Number of Days Lost per Directorate April 2009



Sickness Absence Management - Actions to be completed as at 8th April 2009

Ref	Action	Success Criteria	Priority	Start Date	Target Date	Staff Req.	Progress
1.1	DCC Top 10% Episodes/Over 20 days – continue OH discussions	Identification of OH referrals and background knowledge where applicable to enable fair and equitable targeting.	HIGH	05/03/09	30/4/09	GH/CE/OH	Episodes all completed /Over 20 days 3 to date only covered SSD and part of Environment, further meetings arranged.
1.2.	Arrange meetings with Heads of Service to analyse DCC Top 10% Sickness Absence Data, identify and resolve service specific issues. To offer support and guidance in managing sickness absence.	Senior Management commitment to reducing sickness absence. Inclusion of sickness absence targets within service plans and Performance Appraisals.	HIGH	07/04/09	31/05/09	GH/CE/HoS	SSD & Environment arranged
1.3	Establish methods of analysing data to identify trends and problem areas. Include analysis by reason for absence, length of absence, job role/grade, gender, age, and patterns	Ability to pinpoint initiatives to tackle absence and assess the impact of initiatives in terms of discrimination.	HIGH	01/12/08	31/05/09	CE/GH/OH	Ongoing
1.4	Identify Hotspots and establish reasons behind sickness absence ie D & G. etc	Accurate data available to enable targeted intervention.	HIGH	01/04/09	31/05/09	CE	Ongoing
1.5	Establish robust processes for tackling worst performers/ performance areas (Letters/ Meeting with Manager/CC/HMP)	A rapid reduction in sickness absence levels achieved by raising employee and employer awareness of expectations by using policy and Framework	HIGH	01/04/09	31/05/09	CE	Ongoing

Ref	Action	Success Criteria	Priority	Start Date	Target Date	Staff Req.	Progress
1.6	Complete and identify Top 10%/Top Episodes/Monday – Friday/PSTS Absence Analysis	Accurate and relevant data sent to Heads of Service prior to meetings in May/June.	HIGH	01/12/08	31/05/09	CE	Friday Monday to complete still
1.7	Analyse Absence Reasons and identify problem areas. Arrange meetings with Occupational Health to discuss and formulate action plan.	Accurate data available to enable targeted intervention. Appointments arranged with OH.	MEDIUM	01/12/08	30/6/09	CE	Ongoing
1.8	Produce information on average costs of sickness absence at service level	Increased awareness of costs and the impact of sickness on budgets	HIGH	01/01/09	20/03/09	CE	COMPLETED
1.9	Attendance Sheets to be issued at Service level on monthly basis.	Increased employee/employer awareness of: <ul style="list-style-type: none"> Staffing/workload management impact on teams 	HIGH	April 09	May 09	CE	COMPLETED
1.10	Identify the two worst performing areas for piloting OH intervention scheme.	Increased OH/HR support to managers and staff resulting in reduction in levels of sickness absence, improved staff morale, health and well-being, staff turnover levels. Improved awareness of OH role.	HIGH/MEDIUM	11/05/09	31/05/09	CE/OH	Ongoing
Ref	Action	Success Criteria	Priority	Start Date	Target Date	Staff Req.	Progress
2.1	Develop workshops/training	Managers fully conversant with policy					

Appendix b

	programme for new/ established line managers to cover absence management Policy/Framework, council procedures and Best Practice including RTW Interviews and preventative measures.	and techniques for managing absence and apply consistently.	HIGH	11/05/09	30/06/09	CE/GH/OH	Meeting with Learning & Development to be arranged imminently. Training Needs Analysis required for whole of DCC
2.2	Implement an effective communications strategy regarding the management of attendance and promoting a Positive Culture of Attendance.	High profile of management of attendance is maintained.	MEDIUM	01/07/09	01/08/09	CE	Work has started in this area
2.3	Develop a campaign strategy with Unison to effectively promote attendance.	Reinforcement of a Positive Culture of Attendance.	MEDIUM	01/07/09	01/09/09	CE/KE	
3.1	Establish monitoring/audit procedures for ensuring that sickness returns, RTW, medical certificates etc are completed correctly in all service areas.	Sickness Absence data available in a timely and reliable manner to enable monitoring of absence	HIGH/ MEDIUM	01/07/09		CE	Work has started in this area
3.2	Establish procedures & processes to monitor managers on compliance with the Policy and Framework.	Effective implementation of the policy, with managers fully equipped to carry out their roles. Monitoring in place to ensure consistent application.	HIGH/ MEDIUM	01/07/09		CE/GH	Work has started in this area

AGENDA ITEM NO: 8**CABINET: FORWARD WORK PROGRAMME**

23 JUNE 2009	
Revenue Budget Monitoring Report 2009-2010	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
Final Revenue Accounts 2008-2009	Councillor J Thompson Hill R Parry
CET Performance Report	A Evans
Routine Reporting on Personnel	Councillor R W Hughes L Atkin / G Humphreys
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Telecare	Councillor P A Dobb N Ayling
Corporate Parenting Strategy	Councillor M M Jones Vicky Allen
Corporate Communications Strategy	Councillor H H Evans G Watson
Guidelines for Community Capital Projects	Councillor D AJ Thomas M Dixon
Joint Denbighshire and Conwy Safeguarding Children Board (SCB) – Annual Update	Councillor M M Jones N Francis
Council's Response to the Pennington Report – Public Inquiry into Sept 2005 Outbreak of E.coli 0157 in S Wales	Councillor S Frobisher, Councillor H H Evans, Councillor J Thompson Hill I Prys Jones / G Boase / E Jones
Coastal Strategic Regeneration Area	Councillor D A J Thomas G Evans
Denbighshire's School Meals Service – Part II	Councillors H H Evans / P A Dobb / E W Williams H Williams / I Prys Jones A Good / S Parker /
Recommendations from Scrutiny Committees	Scrutiny Officers
Safeguarding Children / Corporate Accountabilities Framework	Councillor M M Jones N Francis / Heidi Evans
Appointment of EDRMS Supplier – Part II	Councillor P J Marfleet T Fleming
14 JULY 2009	
Revenue Budget Monitoring Report 2009-2010	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
Efficiency Strategy	Councillor J Thompson Hill R Parry
Medium Term Financial Planning	Councillor J Thompson Hill R Parry
CET Performance Report	A Evans
Routine Reporting on Personnel	Councillor R W Hughes L Atkin / G Humphreys
Human Resources: Business Partners	Councillor R W Hughes L Atkin

Member Development	Councillor R W Hughes K Methven
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Recommendations from Scrutiny Committees	Scrutiny Officers
Approval of Outline Business Case - for the procurement of Food Waste Treatment Capacity	Councillor E W Williams S Parker
DCC / CCBC Planning & PP Collaboration (detailed agreement)	Councillors S Frobisher / E W Williams G Boase
Tourism Strategy for North Wales	Councillor D A J Thomas P Murphy / P Smith
Denbighshire's Revised Welsh Language Scheme	Councillor H H Evans D W Davies
NO CABINET MEETINGS WILL BE HELD IN AUGUST 2009	
8 SEPTEMBER 2009	
Revenue Budget Monitoring Report 2009-2010	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
CET Performance Report	A Evans
Routine Reporting on Personnel	Councillor R W Hughes L Atkin / G Humphreys
Member Development	Councillor R W Hughes K Methven
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Equality Plan 2009-2011	Councillor R W Hughes K Beattie
Additional HMO Licensing	Councillor D A J Thomas G Boase / Mannon Thomas
Pest Control Service for Schools	Councillor H H Evans and Councillor S Frobisher G Boase
Recommendations from Scrutiny Committees	Scrutiny Officers
29 SEPTEMBER 2009	
Revenue Budget Monitoring Report 2009-2010	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
Annual Treasury Management Report	Councillor J Thompson Hill R Parry
CET Performance Report	A Evans
Routine Reporting on Personnel	Councillor R W Hughes L Atkin / G Humphreys
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Workforce Planning	Councillor P J Marfleet
Community Capital Projects	Councillor D A J Thomas M Dixon
Complaints Procedures for Highways	Councillor E W Williams

27 OCTOBER 2009	
Revenue Budget Monitoring Report 2009-2010	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
CET Performance Report	A Evans
Routine Reporting on Personnel	Councillor R W Hughes L Atkin / G Humphreys
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Supporting People Operational Plan for 2010/11	Councillor P A Dobb Jenny Elliott
Recommendations from Scrutiny Committees – Uniform charging policy for public use of DCC meeting rooms	Scrutiny Officers – S Price and R A Jones / G Evans
Asset Management	Councillor P J Marfleet G Evans
Agricultural Estate	Councillor P J Marfleet G Evans
Regeneration and Tourism	Councillor D A J Thomas G Evans
Town Strategies	Councillor D A J Thomas G Evans