

CABINET

Minutes of the Cabinet meeting held at 10.00 a.m. on Tuesday 26 May 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; 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: Councillor G C Evans.

ALSO PRESENT

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

APOLOGIES

Councillor M M Jones, Lead Member for Children's Services; Corporate Director: Lifelong Learning.

1 URGENT MATTERS

There were no urgent items.

2 MINUTES OF THE CABINET MEETING 28.04.2009

The Minutes of the Cabinet meeting held on 28 April 2009 were submitted.

Item 10 Routine Reporting on Personnel: Councillor R W Hughes agreed with Councillor P A Dobb's suggestion that Personnel provide each Cabinet Member with a programme of work by e-mail to enable them to work with Heads of Service covering their portfolios.

Councillor P A Dobb said the Head of Personnel had not provided the figures on adult services performance appraisal figures as had been agreed. Councillor R W Hughes thought this had been done and agreed to discuss with the Head of Personnel and ensure the figures were provided.

RESOLVED that, subject to the above, the Minutes of the meeting held on 28 April 2009 be approved as a correct record and signed by the Leader.

3 MODERNISING EDUCATION ACTION PLAN MONITORING

Councillor H H Evans presented the report for Members 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.

Progress against the action plan was being regularly monitored by Cabinet, Scrutiny Committee and the Modernising Education Board to ensure delivery. Since the report was written the number of actions completed had risen from 86% to 94%, with 8 of the 9 targets met. There was steady improvement in comparison with other Authorities. Councillor Evans asked Members to note that the remaining actions would be monitored as part of the business plans and quarterly performance report.

Councillor Evans said the aim was for Denbighshire to be in the top 10% in Wales by the end of the current Council term, and although this would need hard work it was achievable.

He thanked the Programme Manager for driving the action plan forward and for ensuring the number of actions was being reduced.

RESOLVED that Cabinet notes progress achieved to date by the Authority in relation to progressing the recommendations within the Action Plan and confirm that further progress against the remaining activities will be reported to Cabinet via the quarterly performance report for Lifelong Learning.

4 MONITORING PERFORMANCE AGAINST DIRECTORATE BUSINESS PLANS: QUARTER 4 2008-2009

Councillor P J Marfleet presented the report for Members to consider the performance of each Directorate against their Directorate Business Plans as detailed in the report for the fourth quarter of 2008/09. Although the information in the report was historic, it was important that Members dealt with any issues of possible concern as early as possible in the current financial year, whether it was over particular indicators or financial concerns. He felt the report layout was more meaningful and it was easier to see those indicators above or below target at a glance. He reminded Members that there were also good news stories within the indicators.

Councillor Marfleet said recycling was making good progress and Denbighshire was currently ahead of the Welsh Assembly Government target, although the target had been set at 40% in the current year. He said some of the data provided by the North Wales Police may have been slightly inaccurate and this could have led to some targets not being met. He drew Members' attention to the Council being first in the

improvement on pupil achievement position across Wales and coming joint 8th in Wales on attendance figures was such an improvement from the previous 18th position. He suggested that any disparity between Care.comm and PARIS should have been resolved. However, 42% of key performance indicators were below target and Councillor Marfleet suggested that there was a need to prioritise within the indicators, to concentrate on those which could impact on services or finances.

The Corporate Director: Environment said the Welsh Assembly Government statutory target was 25% and Denbighshire had actually achieved 32%. A new range of recycling initiatives had been introduced including food recycling in 20,000 homes in the north of the County. 52% recycling had been achieved in April 2009 and he reminded Members that there was a need to meet a 40% overall target. Changes were being made to service delivery and the County's residents were responding positively.

Turning to the number of prosecutions, there was a relatively low level of environmental crime such as dog fouling or littering. However, it was important to reinforce the message that the environment of Denbighshire was important.

Regarding the data provided by the North Wales Police, the Corporate Director: Environment said they were amongst the best in the UK on providing quality data and they were consistently updating the way in which figures were captured. There was a slight increase in reported crime but officers were working closely with the North Wales Police and other agencies.

Councillor P A Dobb said PARIS was work in progress and she had a meeting arranged with the Business Manager to discuss various issues. Regarding the data provided by the North Wales Police, she asked that the Police Authority member be asked to investigate what was happening and report back to the Council. She asked that her name be removed from the indicator for agricultural estates and public conveniences, and replaced with Councillor P J Marfleet. The Disabled Facilities Grants had been reduced to 352 days to install facilities and she wished to congratulate the team as this was 4 months less than the Welsh average. Regarding the average number of days taken to complete non urgent repairs, Councillor Dobb informed Members that consultants would be working alongside Housing and Contract Services departments to ensure improvements were made.

Councillor R W Hughes said she was pleased to see improvements in the number of appraisals carried out. However, although much work had been undertaken by officers to ensure improvement, the target was 100% and nothing else would do.

Councillor D A J Thomas said improvements to the total lengths of rights of way was dependent upon available funding. Turning to the number of businesses assisted in one year, Councillor Thomas informed Members that that funding had now ceased but it was likely that new funding for qualifying capital projects would be announced. He reminded Members that the successful Objective 1 programme had finished and the replacement convergence programme had been slow to replace it. The targets needed to be reviewed and defined on the number of jobs created through regeneration.

Councillor H H Evans discussed the new indicators and the percentage of young people on Project 11 in particular. The Authority was on target to meet this 100%. The young people 16+ in further education was not on target and he would be investigating the issue. He wanted every child to be employable on leaving school or college.

The importance of Cabinet Members' roles was emphasised by Councillor Evans and he wanted to ensure that targets were realistic. It was important for Cabinet Members to have input into realistic and achievable target setting.

Councillor R W Hughes asked that Scrutiny Officers provide feedback to Members of any comments from Scrutiny Committees.

Tony Ward, the Policy and Performance Officer was thanked by Councillor Marfleet for his hard work and for accommodating the needs of Cabinet in the presentation of the report. In response to Councillor Marfleet's query on how well Denbighshire's 88.5% performance indicators target compared to other Authorities, the Policy and Performance Officer said the information would be presented to the Welsh Assembly the following month and it was hoped that an indication of how well Denbighshire was doing would be given.

RESOLVED that Cabinet notes the Quarterly Performance Report.

5 HOUSING REVENUE ACCOUNT BUDGET & CAPITAL PLAN UPDATE 2009-2010

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 2009-2010. The initial forecast showed that an in-year revenue surplus of £256k should be generated by the end of the financial year, which was £37k less than forecast in the original budget set in February 2008.

Councillor Dobb said the Council would probably be compensated by the Welsh Assembly Government for any loss arising from the changes to the subsidy payable as a result of the removal of leased property from the subsidy scheme. The Housing Stock Business Plan remained viable.

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

6 REVENUE BUDGET AND SUMMARY CAPITAL PLAN 2009-2010

Councillor J Thompson Hill presented the report for Members to note the likely 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.

The projected overspend in Lifelong Learning was £133k, mainly due to the residual costs of the Hyfrydle facility and the potential pressures on the school meals service. A

report on school meals was to be presented to Cabinet in June 2009. Social Services and Housing were forecasting an underspend of £383k. The budget contained a contingency provision of £880k to part fund pressures and a review was underway of how it might be allocated to services.

Councillor P J Marfleet suggested that underspends carried forward did not give a real view of how well the Authority was performing. He queried the £880k contingency budget and was informed by Councillor J Thompson Hill that the allocation had been made when it was known that some issues would need funding but that the level of cost involved could not be assessed with certainty. The detail would form part of future reports to Cabinet.

In terms of sustainability, there was a need to ensure services were financially stable over a number of years.

The Corporate Director: Environment, responding to a query from Councillor H H Evans, said that a project team and finalised brief were in place for the Hyfrydle facility and discussions were ongoing with prospective occupiers. It was hoped to have the first report drafted before the summer recess.

RESOLVED that Members note the initial projected outturn figures for 2009-2010 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.

7 ROUTINE REPORTING ON PERSONNEL

Councillor R W Hughes presented the report for Members to note the statistics on Personnel. A second meeting of the Personnel Task Group had been held and a presentation given on the Trent system. She asked that if any other Members wished to have a presentation on the Trent system to let her know. Personnel had produced Appraisal Matters for staff and she said this could be circulated to Members if they wished.

The emphasis had been on sick absence and headcount in the report. Return to work interviews were being carried out but not always routinely recorded on the Trent system. It was important that Cabinet Members took an active role in the sickness absence in their departments.

Councillor H H Evans, referring to Members' involvement, said although sickness absence, for example, was an operational issue it should be remembered that managers had a responsibility to monitor absence. He suggested the number of target days lost was the same for every Directorate and this should be reviewed. It was important for Corporate Directors to challenge the process. Councillor R W Hughes said Members had already been effective and their support politically had helped with the targets.

The Chief Executive emphasised the need to be clear about the rationale for targets and he said the Corporate Executive Team would consider the targets and ensure they were realistic. He would be pleased to involve Councillor R W Hughes as the Lead Member early on in the discussions. He also said the quality of the reports had improved over the past year. He wanted to ensure that data collection was robust and analysis accurate. The Personnel Officer agreed and said operational managers must be aware of their roles.

Councillor P J Marfleet discussed the problems of an officer on sick leave in a small department, and said in some instances this could cause more work and stress for colleagues. He also said staff in the public sector should not be more prone to sickness than those in the private sector. He also agreed it was important to have management buy-in to sickness absence. He felt targets should be set more realistically and by now because of the information available from the Trent system, that Personnel should know where the hotspots of absenteeism were.

Councillor P A Dobb said sickness had many forms, and some staff had chronic diseases such as arthritis and she suggested that use should be made of the NHS expert patient programme, where people were trained in how to cope with chronic sickness. She suggested that as this was a free service, the County's Occupational Health Department could arrange for workshops to be carried out. The Personnel Officer said a member of staff was due to go on the course but the course was usually individual led. Councillor Dobb asked that all staff be made aware that this service was available.

Councillor E W Williams asked whether there was any information available that could show whether staff were pressurised when others were on sick leave. The Chief Executive suggested that some people were more anxious during a recession. When functions or posts were cut, it had to be accepted that sickness absence could rise. The expectation that the activity would continue had to change. There were issues around expectations of jobs in the public sector and it was important that all managers were robust in their challenges whilst at the same time ensuring those who were ill were supported. Councillor Williams said that the collaboration agenda had lessened the burden of work in some ways as there would usually be someone else available at times of sickness absence.

The Corporate Director: Social Services and Housing said she was fully signed up to a robust approach to sickness absence and she and the Lead Member were ensuring the message was devolved throughout the Directorate. However, there were significant issues with some posts, for example social workers, where morale was an issue and this did not occur in the private sector.

Members agreed with Councillor H H Evans' suggestion that the Corporate Executive Team progress this issue. Councillor R W Hughes said the Corporate Executive Team input into the report from June 2009.

Members discussed Councillor P A Dobb's question of whether some staff would take time off because of boredom with their role. However, it was possible for staff in some posts to be moved around departments.

RESOLVED that Members note the information in the report.

8 CABINET FORWARD WORK PROGRAMME

Councillor R W Hughes presented the Cabinet Forward Work Programme. She thanked Members for including their items on the Programme and took the opportunity to remind Members and officers that Cabinet was a decision making body and reports for noting should not be submitted to Cabinet.

RESOLVED that Cabinet note the Cabinet Forward Work Programme.

9 ISSUES REFERRED TO CABINET BY THE SCRUTINY COMMITTEES

There were no issues referred.

10 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.

11 CAPITAL PLAN 2008-2009 – 2011-2012

Councillor J Thompson Hill presented the report for Members to note the latest position on the 2009/10 element of the Capital Plan. He detailed the current position regarding the major projects, which were progressing well.

In response to a query from Councillor P J Marfleet on Denbighshire plans being dependent upon the private sector, the Corporate Director: Environment said this was an issue which affected the whole country to some extent because of the recession. Some plans were not making as much progress as they should and some proposals when completed would be different to what had originally been envisaged.

Councillor D A J Thomas reported on the £9m convergence funding achieved by Denbighshire for the North Wales Coastal Strategic Regeneration Area, which includes Rhyl. Match funding was also being sought for another project. The Corporate

Director: Environment said guidance had been sought from the Deputy First Minister on strategic regeneration areas outside Rhyl, as the boundaries had been extended as there could be opportunities for the creation of jobs.

Regarding Councillor G C Evans' query on building refurbishment and whether so many units were required at this time, the Corporate Director: Environment confirmed that there was still a strong demand for industrial buildings despite the recession and 85% of the units were fully occupied.

RESOLVED that Members note the latest position on the 2009/10 element of the Capital Plan.

The meeting concluded at 11.20 a.m.

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR H H EVANS, LEAD MEMBER FOR COMMUNICATIONS

DATE: 23 JUNE 2009

SUBJECT: CORPORATE COMMUNICATIONS STRATEGY- ACTION PLAN

1 DECISION SOUGHT

1.1 To approve the Corporate Communication Strategy and Action Plan.

2 REASON FOR SEEKING DECISION

2.1 Improving both internal and external communication has been highlighted in a number of regulatory reports published in the last two years. This has also been reflected internally through various mediums, including the Middle Managers Conference.

2.2 Research has been carried out to identify existing methods and means of communication used by Denbighshire and to identify new and innovative ways of communicating.

2.3 The areas researched were:

- Internal communication
- External communication
- Media relations
- Stakeholder relations
- Corporate branding

2.4 The aim of the work was to provide a clear basis to develop and strengthen the Corporate Communications Strategy and Action Plan, taking into "Statement of Intent" and corporate priorities as key drivers.

2.5 The main conclusions were that the Council needs to take a more strategic and co-ordinated approach to communication, reaching as wide an audience as possible. There also needs to be a clarity of message. This should lead to more effective management of reputation and two way communication between the public and the Council and the Council with its employees and other stakeholders and partners.

2.6 The research has taken into account the need to encourage all staff to feel a sense of pride in belonging to Denbighshire and become ambassadors for the organization and for all Members to be effective channels of communication with their communities. The research has also highlighted the need for greater celebration of the Council's successes, the need to improve the reputation of the Council and support change through effective communication.

- 2.7 The conclusions of the work form the basis for the Action Plan.
- 2.8 Key additional pieces of work will be developed as part of the implementation of the Action Plan. These include the develop of a Social Networking Media Strategy and a Marketing Strategy.

3 POWER TO MAKE THE DECISION

- 3.1 Section 111 of the Local Government Act 1972 – subsidiary powers of local authorities

4 RESOURCE IMPLICATIONS

4.1 Cost Implications:

- 4.1.1 The additional initial costs will be £3,000 for the production of the Guide to Services.
- 4.1.2 Further costings will need to be prepared as part of the 2010/11 budget setting process.

4.2 Staffing / Accommodation Implications:

- 4.2.1 The delivery of the Action Plan will require a change of focus in the current way of working of the Corporate Communications Team, together with individuals from the Customer Care team and directorate representatives responsible for communication. It will also involve commitment from all members of staff, to act as ambassadors for the authority.

4.3 IT Implications:

- 4.3.1 Discussions will need to take place with ICT about relaxing the rules of using social networking sites .The use of sites such as Facebook, Twitter and YouTube form part of the Action Plan included in Appendix 1.

5 RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendation/s

- 5.1.1 Lack of a co-ordinated approach to communication could lead to a lack of clarity of corporate message and could lead to damage to the council's reputation.

5.2 Risks associated with agreeing the recommendation/s

- 5.2.1 No risks associated with agreeing the recommendation.

6 FINANCIAL CONTROLLER STATEMENT

Costs in connection with the production of the new Guide to Services will need to be contained within the overall directorate budget.

7 CONSULTATION CARRIED OUT

- 7.1 The Strategic Communications Group has provided amendments and suggestions for inclusion which have now been included in the Strategy Action Plan. The Group has a planned schedule of activities to improve internal communication and these activities have been fed into the Action Plan.
- 7.2 The Communications Development Sub-Group, which contains representatives from all Directorates, has fed into the document, and its work of identifying new and innovative ways of communicating have also been included in the document.
- 7.3 The work has involved close collaboration throughout with the Customer Care team, given the key impact of customer service and public perceptions of the council.
- 7.4 The Focused Agenda Board has provided feedback and some amendments. These have been incorporated into the final document.

8 IMPLICATIONS

8.1 Assessment of Impact on Corporate Priorities:

- 8.1.1 The delivery of the Action Plan will support and promote the Council's main priorities, as well as promoting the vision of 'Bringing the Council closer to the Community'.

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

- 8.2.1 Improving internal and external communication, as well as building the reputation of the Council will assist the authority in promoting its vision of 'Bringing the Council closer to the Community', ensuring that all stakeholders are provided with timely, accurate and co-ordinated information.

9 ACTION PLAN

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
Ongoing monitoring of the Corporate Communication Strategy Action Plan	Corporate Communications Manager	Quarterly
Implementation of a Social Media Strategy	Corporate Communications Officer/ Web Master – by September	December

10 RECOMMENDATIONS

- 10.1 As set out in the Action Plan in Appendix 1.

CORPORATE COMMUNICATIONS STRATEGY

2009-2012

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Appendix 1: Action Plan

Appendix 2: Media Protocol

Appendix 3: Checking the Direction of our Corporate Identity

1: Introduction

Effective communication is vital to the success of any large organisation such as the council.

This strategy sets out a co-ordinated approach to internal and external communications and media activities to publicise the council's priorities and the action it will be taking to improve services for those who live in, work in or visit Denbighshire.

The strategy also looks at the rapidly changing ways of communication, such as the use of social networking sites, as well as trying new things to support the strategic direction, as well as improving more well established activity.

This is a strategy that holds relevance at all levels within the authority. Although it is managed on a daily basis by the Corporate Communications team, achieving the aims of the strategy is down to all members of staff within the authority.

As so many officers and members within the authority have direct contact with the public, it is vitally important that this strategy is treated as a live working document and that the strategic communications aims are fully embedded into our policies and procedures.

Any enquiries about this strategy should be referred to the Corporate Communications Team, on 01824 706222 /706125 / 706007.

2. Statement of Intent and priorities

Improving the reputation of the Council and communicating more effectively with stakeholders were some of the key issues to come out of the action plan to improve corporate governance in the county.

The council's strategic aim of 'Bringing the Council closer to the Community', agreed in response to the action plan, must be reflected in all our communications and public facing activities.

We need to use our communications methods to communicate our vision for Denbighshire: "Denbighshire in 2025 will be the ideal place to visit, live, work, conduct business and pursue a wide range of activities."

The Council must concentrate its key messages based around its priorities: improving education, responding to demographic change, regeneration and improving roads and flood defences.

There also needs to be commitment from every Member and officer working for Denbighshire to improving services, enhance the Council's reputation and to communicate more effectively. Only then can we progress to work towards our vision and aim to be one of the best performing authorities in Wales.

3: Key Stakeholders

The council's main aim is to communicate more effectively with its stakeholders:

Denbighshire residents - There is a need for the council to create a positive, informed and recognisable profile for the council. Every opportunity should be fully explored to explain the work of the council, how decisions are made, how they impact on services and how people can access services. It is vitally important that residents receive the best value for money services that can be provided and they should also play an active role in having a say on policies that will directly affect them.

Elected members and staff - We need to create an environment of trust and loyalty in which aspirations to excellence are valued and encouraged. To do this, there needs to be effective two way communication across the whole authority.

Town and Community Councils, Assembly Members, Members of Parliament, Regulatory Bodies - There is a need to explore every opportunity to share best practice, to demonstrate partnership working and to commit to enhancing the council's reputation at all levels.

The Media - The authority needs to communicate effectively with the media and encourage public engagement by promoting the work of the council in clear, timely and easy to understand language. This is a vital opportunity to promote the work of the council, encourage people to access information and services, to promote the successes of the council but to also provide a robust response and rebuttal service to any negative reporting.

Partner agencies – There is a clear need to work together on behalf of the people of Denbighshire and to encourage partnership working and the sharing of best practice at every opportunity.

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Visitors- There is a need to promote Denbighshire as the ideal place for tourists to visit. This needs to be done through effective and proactive marketing, as well as improving the visual image of the county.

4: Aims of the 2009-2012 Strategy:

The overarching aim of this strategy is to ensure that the residents, partners and staff of Denbighshire are kept fully informed of the council's work. Any communication has to be timely, clear and targeted at the correct audience.

The Corporate Communications Strategy sets out the corporate communication direction:

- To enhance the Council's reputation
- To explain the council's corporate priorities and illustrate how these are being implemented
- To explain how decisions are made and how they impact on Denbighshire residents
- To explain how taxpayers' money is spent
- To communicate well with staff so they become ambassadors for the service
- To market and publicise council activities and services available, using established methods well and innovate to reach new audiences
- To provide effective, reliable and innovative methods for communicating, both internally and externally
- To engage in effective dialogue with all our partners and external stakeholders, so they understand priorities etc.
- To celebrate successes and support change
- To promote the corporate brand.
- To support officers and councillors in their relationships with the media and the portrayal of Denbighshire.

5. Corporate Values and vision

The corporate values need to underpin all our communications activities.

These values are: **Pride, Unity, Respect** and **Integrity**

All communications produced by the Council, internally or externally, must reflect the values and vision and the Statement of Intent.

Our Key Principles

In terms of communication, we will act in accordance with the following principles:

Integrity and honesty - we will never knowingly mislead the public, media or staff on any issue.

Openness and accountability - we promote openness and accountability in our dealings with the media, the public and staff, whilst respecting confidentiality.

Fairness - We would not routinely favour one media source over another.

Strong effective communication - this is essential to how we work and provide our services.

Clear communication - spoken, written and electronic will be clear, easily understood, timely, relevant and up-to-date.

Welsh language – The council is committed to a bilingual Country and County and are working to ensure that every citizen is able to use either Welsh or English as they go about their daily life, including their business with the Council. Denbighshire County Council aims to safeguard and promote the use of the Welsh language throughout Denbighshire through the services it provides, through the partners it works with and through its role as a major employer and contractor within the County. Our Welsh Language Scheme identifies our obligations in meeting the public face to face, through correspondence, telephone communications, public meetings, websites, publications, signs and notices and in the recruitment and training of staff.

Equality We are committed to equality in both employment and service provision and as a county council we have a community leadership role and it is important we lead the equalities agenda by example, both as a major employer and as a provider of services. The Council recognises the diverse nature of the County and endeavours to ensure that employees, potential employees, contractors, partners, clients and customers are treated with dignity and respect. The Council opposes all forms of discrimination and

undertakes not to discriminate on the grounds of gender, race, language, disability, age, sexual orientation, religion or belief.
Our Corporate Equality Scheme outlines in greater detail our commitment to take the needs of everyone into account in everything we do, whether that's providing services, employing people, developing policies, communicating or consulting.

Respect: - We believe that communication is a two way process and must be founded on mutual respect for roles and responsibilities.

Compliance with corporate policies - all published material will adhere to the corporate style and bilingual policy.

Timely communication - information relevant to staff and the public or media will, wherever possible, be timed to coincide.

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6: Who is responsible for the Strategy

Elected Members

- The Leader and Cabinet Members to set the communications direction of the council, ensuring that the council's key messages are incorporated into the council's activities
- Cabinet Members and Chairs of Committees to be spokespeople on their areas of responsibility
- Cabinet to allocate resources, to allow the implementation of the Corporate Communications Strategy.
- Scrutiny Committees to monitor and promote the council's communications activities
- Elected members to act as a common channel between the Council and the community, representing the views of ward residents but also being well-informed about the reasons for Council policy and decisions and presenting these objectively to residents.

Corporate Executive Team

- Promote the Strategy and the need for effective communication
- To ensure effective messages are communicated from the top down and encourage feedback
- Set a strategic direction for communications activities
- Ensure that Heads of Service are working according to the Corporate Executive Team's communications priorities.
- Back to the floor visits.

Heads of Service

- Ensure that all staff within their service adhere to the Corporate Communications Strategy
- Ensure that Communications is on each departmental meeting's agenda.
- Ensure that any contentious political issue that is likely to attract considerable interest is brought to the attention of the Corporate Executive Team and the Corporate Communications Team at the earliest opportunity, so that a strategy can be devised to handle the issue.
- Provide regular and timely information to the Corporate Communications Team about any positive/contentious issues likely to arise.
- Opportunities to celebrate success and good practice
- Encourage effective two way communication amongst staff and managers and ensure that information is cascaded to all staff.
- Monitor the performance of services, in liaison with the Corporate Communications Team.

Corporate Communications Team

- Provide strategic communications advice and guidance to all staff and elected members
- Act as first point of contact for the media.

- Be responsible for the day to day implementation of the Strategy
- Promote effective communications at all levels within the authority
- Use Corporate Communications Champions to quality assure leaflets/marketing materials produced by the council
- Monitor the effective implementation of the Corporate Identity guidelines
- Working with the Corporate Communications Champions and a network of key contacts throughout the organisation to identify communications/PR opportunities.
- Research and produce quarterly editions of County Voice and Headlines.
- Monitor all media outputs and provide regular reports on publicity.

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7: INTERNAL COMMUNICATIONS:

7.1 Below are current methods of communication utilised by the council:

7.1.1 Headlines – Staff magazine that is produced four times a year. This includes information on council policies, as well as human interest stories relating to staff achievements and successes.

7.1.2 Departmental activities – Some individual departments produce their own newsletters that provide updates on the activities of various sections of the service.

7.1.3 Team briefings/meetings – It is vitally important that staff have the opportunity to meet their managers on a regular basis where issues relating to the council and its activities should be communicated, as well as providing an opportunity for staff to share examples of best practice and/or discuss issues of interest or concern to them.

7.1.4 CET Brief – This was introduced in 2008 as a way of communicating messages from the Corporate Executive Team. This will be replaced by a core brief which will be cascaded through a robust new distribution system

7.1.5 Denbighshire Today – A news briefing service that is published on the staff intranet each weekday morning. Its aim is to provide staff with a summary of the issues appearing in broadcast /press and online media outlets relating to Denbighshire.

7.1.6 Press Digest – This is a daily summary provided via e-mail that gives councillors a summary of the press enquiries and news releases issued during the working day. This was created in response to a need to improve briefing and communicating with councillors on media issues.

7.1.7 Intranet – The Council uses Lotus Notes as an electronic way of communicating with staff. This is made up of a host of databases that provide access to policies, training information and a wealth of other information.

Social Services and Housing have produced 'Pit Stop', an intranet which provides links to corporate policies and information. The Council will develop a corporate approach to the use of an intranet site.

7.1.8 Staff roadshows – Roadshows are arranged when there is an issue that needs to be communicated to staff and where there is a need for two way dialogue.

7.1.9 Payslips: Some departments utilise the staff payslips as a valuable way of communicating with staff.

7.1.10 Face to face communication – Anecdotal evidence shows staff prefer face to face communication as one of the most effective ways of gathering and learning information about the council and its activities.

7.2 Where we need to be:

7.2.1 There needs to be greater two way communication from the top down and from the bottom up and across the organisation.. Communication has been highlighted as one of the weaknesses in the Corporate Governance report and the subsequent Action Plan places greater emphasis on the need for effective communication at all levels within the authority.

We are already looking at developing a host of internal communication methods, including team meetings, cascade system, e-newsletters, posters and staff conferences.

7.2.3 Improved communication will result in a different culture within the organisation, with staff taking greater satisfaction in working for the authority and greater participation of staff. Staff need to have the knowledge and information to carry out their work effectively.

7.3 An Action Plan on how we are going to do this can be found in Appendix 1.:

8: EXTERNAL COMMUNICATIONS

8.1 Listed below are the current methods of external communications.

8.1.1 Media relations- The media is recognised as being one of the most effective ways of communicating with the public.

All contact with the media is via the Corporate Communications Team. Members of the team have regular contact with an extensive list of press, broadcast and online media reporters. All news releases published by the council are distributed to all media outlets, with the view of cascading the information as widely as possible.

8.1.2 Corporate website – The website is a powerful tool for communication. It is co-ordinated by the Customer Care team, with support from Electronic Information Officers from within departments. They are responsible for collating and uploading information on the website.

Customers depend more and more on the web to access information 24 hours a day, seven days a week and the council must exploit this avenue of communication, to ensure effective and imaginative means of accessing council information and services at the touch of a button.

The web is also a vital tool for consulting with residents. The Corporate Strategic Policy Unit is responsible for consultation and any department wanting an effective way of engaging with residents should use the corporate website.

Other council-related websites such as Youthden, Health Challenge Denbighshire and Ceri's Family also provide opportunities for informing residents and these should be promoted at every opportunity.

8.1.3 County Voice – The residents magazine is produced four times a year and is used to provide information about the council and its activities, to keep people informed, to engage with residents and to raise the profile of council related issues. It is distributed to 46,000 households across the authority via a variety of methods, including Royal Mail and delivered with the Rhyl Journal. The publication is available on audio tape for people with a visual impairment.

8.1.4 Consultation – The Strategic Policy Unit is responsible for carrying out consultation exercises on behalf of the Council, individual departments and sometimes with partners. They can arrange surveys, collate information and provide a report on the findings. The council also consults via the corporate website.

8.1.5 Citizens Panel – The Corporate Citizens Panel is being relaunched during 2009, to provide a method for the council to consult with its residents.

8.1.6 Community fora – The Strategic Policy Unit is responsible for arranging a series of community foras, which gives the council an opportunity to engage with local people to discuss local issues.

8.2 Where we want to be:

8.2.1 The council will become closer to its communities. By engaging more effectively with residents and providing clear, timely and accurate information to the public about the council's activities, customer satisfaction is expected to improve.

8.2.2 The Council is already doing this by staging meetings in communities, media briefings to improve relations between the Council and the public and regular meetings with partners to implement the Local Delivery Agenda.

8.3.1 An Action Plan is included in Appendix 1.

9: MEDIA RELATIONS

9.1 The council is eager to foster a closer working relationship with the media, in light of the current spotlight on the council and its activities.

9.1.1 The council works closely with the local and regional press, broadcast media and online outlets to promote the work of the council, as well as providing a robust response service to negative enquiries.

9.1.2 It is vital that the council involves the press through regular briefing sessions, to ensure that the council's key messages and corporate priorities are communicated effectively. It is recognised that councillors and many of our staff are affected by the image of the council in the media.

9.1.3 A Corporate Communications Champions team has been set up to share information that needs to be communicated to the media and other stakeholders. The Champions team is made up of directorate representatives whose role is to advise on good stories from their services, as well as highlight any issues that may result in negative publicity. The Corporate Communications team also visit Directorate Management Team meetings to gather good news stories, as well as advising on crisis communication.

9.2 Where we want to be:

9.2.1 The council needs to be more open and accountable to the media and see the media to provide opportunities for effective communications.

9.2.2 The council already has a successful rate of news release take-up in the local media, but should be looking at increasing the amount of positive press coverage and regular briefings with the media.

9.3 An Action Plan is included in Appendix 1.

9.4 A copy of the Media Protocol can be found in Appendix B.

10: RELATIONS WITH POLITICIANS AND REGULATORY BODIES

10.1 Listed below are the current methods of communication with our stakeholders:

10.1.1 AM/MP Briefing – A monthly e-mail brief produced by the Corporate Communications Team and approved by CET and the Leader. The contents are forwarded by services within the Council.

10.1.2 One to one briefings – The Leader has arranged quarterly briefing sessions with the local AM and MP, to help build a stronger relationship and to brief them on issues facing the Council. This is complemented by regular telephone conversations and written correspondence.

10.1.3 Meetings with Assembly Ministers- The Council has regular meetings with Ministers to discuss issues affecting the Council.

10.1.4 Partners – The Council meets regularly with its partners, including members of the Denbighshire Local Service Board.

10.1.5 Regulatory Bodies – Regular meetings take place with regulatory bodies such as the Wales Audit Office, Estyn and CSSIW. It is vital that we hold regular dialogue, to promote the achievements of the Council and to enhance its reputation.

10.2 Where we need to be: Regular and timely meetings and correspondence to improve communication between the Council and its stakeholders.

10.3 An Action Plan is included in Appendix 1.

11. CORPORATE IDENTITY

11.1 Denbighshire's corporate identity has been developed to help us reach our audience – the people who live, work or visit Denbighshire- as effectively as possible. Strong and successful brands stand out in the crowd and are instantly recognisable. By having a strong corporate image, the council will gain more impact and be able to project its activities in a co-ordinated way.

11.1.2 The 'Checking the Direction of our Corporate Identity' document has been produced by the Corporate Communications and Customer Care teams.

11.1.3 The Corporate Communications team is the custodian of the document and random audits of reception areas and of corporate literature will be carried out, to ensure all departments comply with these guidelines.

11.2 Where we need to be:

There needs to be a more co-ordinated approach to the use of the corporate branding in reception areas, in all promotional literature and the need to raise the profile of the authority through a high profile branding initiative.

11.3 An Action Plan is included in Appendix 1.

11.4 The 'Checking the Direction of our Corporate Identity' document can be found in Appendix C.

12: How we will measure our success:

We will be using the results of a survey of residents, an internal communication questionnaire, a survey of local media and an audit of our corporate identity as baseline information to set targets that will allow the council to measure the success of the actions included in Appendix 1.

APPENDIX 1

Internal Communication			
ACTIVITY	OFFICER RESPONSIBLE	BY	OUTCOME
Establish communications as a standing item on DMT agendas (Corporate Communications to attend each meeting)	Corporate Communications Team	May 2009 onwards	Regular source of good news stories and a 'heads up' on any negative issues
Implement a robust team briefing system	Gareth Watson	July 2009	More co-ordinated method of internal communication
An electronic brief from the Leader and Members of Corporate Executive Team	CET/Corporate Communications Team	On-going	Regular key messages agreed by CET communicated to staff
Staff survey	Judith Stringfellow	March 2010	To gauge response to key council /staffing issues
Annual back to the floor activities for the Leader and members of CET	Gareth Watson Sharon Evans PAs to the Chief Executive and Corporate Directors	June 2009, then annually	Improved communication between CET and staff
Twice yearly conferences for middle managers	Strategic Policy Unit	June 2009	Opportunities to learn best practice and to learn about corporate priorities
Identify methods for communicating with staff that no access to e-mail	Corporate Communications Team/ Service Managers	September 2009	More staff receiving internal communication – better informed staff.
Create a YouTube account, to allow the Council to use video blogs	Judith Stringfellow/ James Gillett	September 2009	Innovative method for communicating
Quarterly poster campaign promoting corporate messages	Corporate Communications Development Group	On-going	Greater promotion of key messages such as corporate priorities.

How will we measure our success:

- Staff survey needed to gauge response to internal communication, then annual survey as a benchmark.
- Improved morale in the organisation- to be gauged through staff survey.
- Greater awareness amongst staff of issues affecting the council.

External Communication

ACTIVITY	OFFICER RESPONSIBLE	BY	OUTCOME
Produce a Guide to Services annually	Corporate Communications Team	December 2009	Better access to information about council services
Develop the design and contents of the corporate website	Corporate Communications Team/ Customer Care Team	On-going	Better access to council information
Produce a social media strategy	Corporate Communications Team/ Customer Care	September 2009	New and innovative channels to communicate with stakeholders.
Use social networking sites such as Facebook, Twitter	Communications Development Group	On-going	Reaching out to a greater audience, encouraging two way communication.
Ensure the council has a presence at key public events.	Corporate Events Team	December 2010	More high profile presence for the council
Implement the Citizen's Panel	Strategic Policy Unit	April 2009	More consultation with citizens
Arrange quarterly public fora to provide feedback to the public on issues raised.	Strategic Policy Unit	On-going	More consultation with citizens
Annual customer satisfaction surveys	Corporate Communications Team	July 2009	Snapshot of opinion about council services

How we will measure our success:

- Customer satisfaction survey – this can then be used as a benchmark for future surveys
- Successful implementation of the Citizens Panel
- Completion of an A-Z guide
- Greater understanding of the council's work through positive PR coverage
- Increased attendance at community fora and roadshows

Media Relations

ACTIVITY	OFFICER RESPONSIBLE	BY	OUTCOME
Arrange a programme of communications/ media awareness sessions for Members and staff	Gareth Watson	June 2009	Greater understanding amongst staff of the need for positive PR ideas and effective communication
Provide media training for designated Heads of Service and Cabinet Members, in conjunction with Central Personnel	Gareth Watson/Central Personnel Training	December 2010	Increased confidence to represent the authority in media/press interviews
Arrange monthly meetings with key media reporters (meeting with the Leader and Chief Executive and relevant Corporate Directors and/or officers)	Judith Stringfellow/Karen Allen	On-going	Better two way communication between the council and the media. This should result in more positive, fair and balanced coverage
Annual media survey to gauge response to services offered by the Corporate Communications Team	Karen Allen	June 2009	Gauge response to the service offered by the Corporate Communications Team
Monitor press coverage on a monthly basis, to identify opportunities for development	Karen Allen	On-going	Opportunity to monitor and gauge success of publicity activities. Identify ways of addressing issues.

How we will measure our success:

- Greater number of news releases issued and used by the media.
- Results of Media satisfaction survey- can be used as benchmark for future surveys
- Attendance at media briefings.
- The ratio of positive news stories vs negative ones.

Stakeholder Management

ACTIVITY	OFFICER RESPONSIBLE	BY	OUTCOME
Monthly AM/MP briefings (electronically)	Corporate Communications Team	Monthly	Regular brief on council issues.
Regular meetings between the Leader, Chief Executives and Assembly Ministers	Leader/Chief Executive	Quarterly	Improved relations
Regular meetings between the Leader, Chief Executive and partner agencies in North Wales	Leader, Chief Executive and Local Services Board/ Strategic Policy Unit	Quarterly	Improved relationship and greater understanding of council activities
Robust monitoring of activities at the Welsh Assembly Government	Gareth Watson Sharon Evans Strategic Policy Unit	On-going	Identify issues relating to Denbighshire
Improve relations with AMs/MPs press teams.	Gareth Watson	On-going	Improved relations
Meetings with town and community council clerks	Gareth Watson/ David Davies	On-going	Improved understanding of grass roots level issues
Monitor activities of town and community councils through minutes of meetings etc	Gareth Watson	On-going	Greater understanding of grass roots level issues

Corporate Branding

ACTIVITY	OFFICER RESPONSIBLE	BY	OUTCOME
Corporate identity Encourage and provide guidance to staff to ensure the corporate identity guidelines are applied consistently and accurately.	Corporate Communications Team	On-going	Increased use of the corporate branding
Random sample publicity/marketing materials, to ensure they adhere to corporate identity guidelines	Gareth Watson	On-going	Successful adherence to the corporate identity guidelines
Carry out random audits of reception areas.	Customer Care/Corporate Communications	Annually	Snap shot of reception areas will identify areas for improvement
All promotional literature to be checked by the Corporate Communications Team	Corporate Communications Team	On-going	Greater consistency of branding, quality check of text
Publicise the corporate identity guidelines to staff	Corporate Communications Team	On-going	To raise awareness of the guidelines and encourage compliance with contents
Complete a corporate communications toolkit	Judith Stringfellow	December 2009	

How we will measure our success:

- Increase in the number of promotional materials carrying the corporate branding
- Better branding in reception areas
- Staff made aware of corporate branding issues

MEDIA PROTOCOL:

Overview

This protocol sets out the procedures and quality standards which will govern the Council's Corporate Communications.

It aims to offer guidance to both members and staff, to underpin the work of the Corporate Communications team.

National research has found that well informed residents are more likely to be satisfied with their Council.

There is therefore a clear incentive to ensure that the most effective communications procedures are in place.

These will ensure that the council communicates effectively and supports the underlying principles of modernisation by promoting public engagement.

Media enquiries

The Corporate Communications team is the first point of contact for the media and any enquiries received directly must be directed to the team for processing. Staff will then contact the relevant department/officer to agree a statement/interview request.

This will allow a consistent and co-ordinated message to be communicated to all media, allowing a 'level playing field'.

News Releases

All news releases will be issued through the Corporate Communications team via an e-mail to an established list of media contacts.

News releases will be published bilingually on the Denbighshire website on the date of publication whenever possible.

The only exceptions are leisure centres, libraries and cultural attractions who will publicise and market local events going on at their premises.

Any Cabinet Member quoted in a news release must agree their statement prior to the article being distributed to the media.

The news release will be distributed to all councillors, members of the Corporate Executive Team and Heads of Service at the time it is released to the media.

News statements

These will be issued where necessary in a response to a particular request for comment from the media. All statements will be recorded by the Corporate Communications team on a database, for legal and operational reasons. All statements will be issued to the media electronically.

Political quotes

The Council's legal authority to issue official publicity is governed by the Local Government Act and the Code of Recommended Practice. Both make clear that the functions of a local authority are carried out corporately and that it is only appropriate to use public resources to publicise individual councillors where this is relevant to their position and responsibilities within the Council.

All quotes included in news releases should be attributed to the relevant Cabinet Lead Member and the Chairman in the event of a news release relating to a committee meeting. The only exception is during the election purdah period where the Council must refrain from attributing any quotes to any councillor. During this period, the Chief Executive, Corporate Director or relevant Head of Service may be quoted.

Media interviews

Any requests for interviews must be directed to the Corporate Communications team at all times. The team can offer advice and information on key messages and questions likely to be asked by interviewers. It is also vital for media monitoring purposes.

The Chief Executive, Leader, Corporate Director or a relevant Head of Service will be approached in the first instance to respond to media requests for interviews on matters of policy.

Advance publicity for Cabinet / Council meetings

The Corporate Communications team will aim to ensure that news releases to the media accompany the distribution of papers for meetings where there is likely to be high media interest or an advantage in releasing the information early.

Decisions about the items selected for news releases and the timing of the release will be made in consultation with either the relevant Cabinet member, councillor (in the case of scrutiny or other committees) or chief officer.

These principles will apply to the work of Full Council, Cabinet, Scrutiny Committees and all other council committees.

The Corporate Communications team must be notified at the earliest opportunity of any issues likely to attract press interest, so that a strategy can be agreed and implemented.

The dates, times and venues of public Cabinet meetings will be publicised through news releases, on the website and in County Voice.

Press conferences

A press conference should only be arranged if the council has a major announcement to make or a particularly sensitive issue that may attract a great amount of press interest.

Normally a press conference will not be held if what the council has to say can be said adequately in a news release.

Any request for a press conference should be agreed by the Corporate Communications Manager or deputy, working in liaison with the Corporate Executive Team and Leader/Cabinet Member.

News releases for partnership projects

We will ensure that where we are either issuing or participating in a news release on a partnership matter, the following principles are followed:

- Denbighshire County Council's role or contribution is clearly stated and the release includes quotes from Members or officers, as appropriate.
- Denbighshire County Council's logo is included.
- The text of the release is shared in draft between partners and approved.
- The method, timing and manner of the release is agreed in advance by all partner organisations.
-

Emergency Planning – communicating in a crisis

There is a duty on the council and its partners to warn and inform the public during an emergency.

Plans are in place to deal with emergencies and a media plan has been agreed that sets out how the council will respond, the roles and responsibilities of the Corporate Communications team, providing information during the emergency and dealing with the aftermath.

The Corporate Communications Manager or deputy should be notified immediately when an emergency is declared, so that the warning and informing action plan can be implemented.

News flashes

Any urgent information that needs to be communicated with the public and stakeholders can be provided via the website and flagged up on the home page. This can be done by the Corporate Communications team, in conjunction with the website team who have publishing rights to this section of the website.

Advertising in the media

The Corporate Communications team provides an in-house design service for job advertisements and statutory public notices.

Any copy must be provided bilingually and within agreed deadlines. The advertising officers within the department will liaise with newspapers, book advertising space and deliver the advert electronically within the deadline.

Any other request for advertising should be directed to the Corporate Communications team for advice.

DRAFT

Appendix C: Checking the Direction of our Corporate Identity.

A guide for staff

Contents

Foreword

- 1. Introduction**
- 2. Defining the identity**
- 3. Application of the identity**
 - 3.1 Public information**
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Appendices

- 1. Logo and crest**
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Foreword

Dear colleague

Our corporate identity has been developed to help us reach our audience; the people who visit, live or work in Denbighshire, as effectively as possible. Strong and successful brands stand out in the crowd and are instantly recognisable.

We are aiming to achieve a positive and successful image for Denbighshire County Council and the corporate identity plays an important part in this. To get the most out of our investment in a corporate identity, we need to work together to make sure that a consistent style is used throughout the authority.

Denbighshire's corporate identity is not just a logo; it is the complete style of our communication. It is essential that the visual image of Denbighshire clearly communicates who we are and this can only be achieved by a consistent presentation of our image and attitudes in all forms of communication. We have an opportunity to improve perceptions and opinions and must not underestimate the value of our image.

This manual has been produced to support staff in providing the best possible image of the authority. Please help us build a strong and successful image for Denbighshire County Council by following these guidelines carefully.

Introduction

This document explains why it is important for Denbighshire to have and fully implement a corporate identity. The document explains what the identity is and how it should be used.

The application of the identity needs to be careful, consistent and rigorous. Every opportunity has to be utilised to present the same visual identity in a consistent way. This is not to eliminate individualism but to define a framework in which we can work creatively. It means that publications and other applications should contain common elements and should be instantly recognisable as belonging to Denbighshire.

A consistent approach will help enhance our public image. It will also assist with marketing initiatives to promote Denbighshire at home and abroad.

1. Defining the identity

The corporate identity has been developed to create an effective and recognisable representation of the authority.

The elements that go to make up the identity include:

- use of logo;
- colour;
- layout; and
- typeface.

2. Application of the identity

The consistent application of the identity will ensure a cohesive approach and unified image. It will also provide an opportunity to create a professional image. The identity must be applied to all areas of work including:

3.1 Public information

All public information and promotional material including booklets, leaflets, brochures, newsletters etc. must adhere to the corporate identity. All information materials must:

- use the corporate font;
- adhere to the bilingual policy (see section 4);
- use plain language (see section 5);
- use our logo (see appendix 1);
- say who to contact for further information and include contact details;
- say it is available in other formats and explain how to ask for these;
- carry the equal opportunities statement:

For a Braille, large print or tape version of this guide call free on 0800 243980.

- show the date of publication;
- include our website address;
- contain appropriate representation in images e.g. people of various ethnicities/abilities, whether in photographic format or as an illustration (any photographic images must have appropriate written consent for use in print/on the website);
- inform the public that they can comment on or complain about council services;
- include information about other agencies or useful sources where appropriate;
- be checked for any legal implications; and
- be approved by the relevant service and the Corporate Communications Team before publication.

Consideration should be given whether the document is needed in the first place. Consideration should also be given to collaboration with other departments when producing information materials; some initiatives will have clear links to other departments, and joint promotion could be more effective and efficient.

N.B. Always apply for quotations and place orders through the Print Procurement Officer.

Useful tips:

- consider the best medium for your message or whether the information could be included in an existing document;
- use bold for emphasis;
- avoid using all upper-case letters and underlining;
- don't use italics for long text passages;
- always use captions with illustrations;
- use dashes and hyphens correctly;
- use white space graphically to invite your reader into the document;
- make sure you use a good tonal contrast between the type and the background;
- consider using information symbols which are easy to recognise and understand;
- put the title of an information booklet or leaflet at the top of the page, otherwise the title can be hidden when put in a display rack;
- use print that is large enough for people to see easily;
- when working out the cost, remember to take everything into account, including translation, other formats you might need, printing costs etc.;
- complete your consultations and make sure you are satisfied with the content **before** getting the work translated or taking it to a printer;
- when publishing addresses, telephone numbers and details of services provided by other organisations, always check that the information is correct and that they are happy with what you have written. You should also use a disclaimer when signposting to services provided by external agencies; and

- avoid using the 'Denbighshire green' for printed text. The 'Denbighshire blue' or black is much clearer.

3.2 Promotional merchandise

All promotional merchandise, such as biros or key rings, should carry our logo and where applicable, our website address.

3.3 Stationery

3.3.1 Letterheads

- A4, 297 x 210mm;
- White Croxley Heritage Recycled 80mg2;
- Pantone reflex blue, Pantone green 355 and black;
- The area to the left of the address is to accommodate any award logo, e.g. Investors in People (where applicable), Positive About Disabled People, Citizen's Charter etc.; and
- Welsh first to the left or above the English.

3.3.2 Compliment slips

- 1/3rd A4, 99 x 210mm;
- White Croxley Heritage Recycled 80gm2;
- Pantone reflex blue, Pantone green 355 and black; and
- Welsh first to the left or above the English.

3.3.3 Business cards

- Credit card size (portrait) 85 x 55mm;
- White Board 340gm2;
- Pantone reflex blue, Pantone green 355 and black; and
- Text on one side only, Welsh first to the left or above the English.

The Print Procurement Officer is available for advice and assistance regarding the above on 01824 712612.

3.4 Reports

All reports and minutes must be in arial font, size 12 with fully justified margins. For headings, use a font size at least two points bigger than the body text.

Avoid using block capital letters for emphasis, it makes words difficult to read, and looks as though YOU ARE SHOUTING. Stick to bold style for emphasis, don't underline. Avoid blocks of text in italics, the odd word is OK, but a block of italic text, especially if it's a small font size, is difficult to read.

Templates for committee reports can be found on the Lotus Notes Information Centre.

3.5 Presentations

A template in the corporate presentation style is available on the Denbighshire Information Centre. All presentations should reflect the principles of the corporate identity e.g. the use of corporate colours and logos. Consideration should also be given to any bilingual requirements.

3.6 Displays

Where possible, consideration should be given to using the Denbighshire blue and green when purchasing display boards. All information displayed must comply with the bilingual policy.

3.7 Signs

Our normal practice will be to ensure that all of our permanent and temporary signs, which give information to the public using text, will be bilingual with the Welsh and English text being treated equally with regard to size, legibility and prominence. As with written correspondence, the Welsh will be to the left of or above the English. We will adhere to this practice whenever signs are being installed for the first time, or whenever we are replacing signs unless prohibited from doing so by other legislation.

3.7.1 Internal

All individual office signs must be 150mm x 320mm and carry a vertical green stripe on the left and a vertical blue stripe on the right. The text on all signs must be bilingual.

3.7.2 External

All individual office signs must carry a vertical green stripe on the left and a vertical blue stripe on the right. The text on all signs must be bilingual, and in black text on a white background.

For guidelines on signs for historic and listed buildings, please contact Development Services on 8060.

3.8 Vehicles

All vehicles must be white with the logo placed on the front of the vehicle and the door.

The logo used on vehicles should be clear and kept clean. All vehicles should also carry the 'Driven Well' and 'Crimestoppers' stickers on the rear, as well as the bilingual website address.

All vehicles must also carry the blue and green stripe along the side of the vehicle, with the corporate logo in the centre.

All reference to vehicle livery should be referred to the Corporate Communications Team on 6222, or the Fleet Manager on 01745 839231.

3.9 E-mails

The Authority has adopted a corporate signature style for e-mails.

All e-mails must be bilingual and include:

- your name;
- your job title;
- your department;
- your contact telephone number;
- your contact fax number;
- your e-mail address; and
- the website address.

Further guidance on creating your signature is available on the Denbighshire Information Centre.

3.10 Website

Our website www.denbighshire.gov.uk and youth website www.youthden.com will provide online information and services in both Welsh and English in accordance with our Welsh Language Scheme.

We will adhere to guidelines on bilingual website design provided by the Welsh Language Board that stipulates the provision of:

- dynamic web page language switching;
- intuitive linguistic navigation;
- consistent provision of Welsh content across our websites;
- equal prominence to material in Welsh and English;
- bilingual documents that can be downloaded from websites; and
- material concerning nature of the Welsh language itself (e.g. Welsh Language Scheme).

When providing publications online, we will publish both Welsh and English content at the same time, except where these are produced by another organisation and the publication is unavailable in both languages.

3.10.1 Emergency information

In emergency situations, where people's health, safety and/or welfare are at risk, urgent communications may be published in English only. Where this happens, the Welsh version will be published as soon as is reasonably practicable.

3.10.2 Branding

To provide a consistent, corporate online presence, all web pages must be displayed in a similar style, format and layout. This will be facilitated with the use of a Content Management System (CMS) that includes standard web page templates.

We will primarily support Microsoft's Internet Explorer browser – however we will aim to ensure that web content is displayed consistently across other popular Internet browsers such as Mozilla Firefox.

All standard text will be displayed, in black, arial font type, size 10. All links to other pages (“hyperlinks”) will be displayed in blue. Bold type may be used for page section headings only. Page titles should not be repeated within the body of the web page.

The use of tables will be limited to displaying information that is suited to a tabular format only.

3.10.3 Website images

Website images should be limited in size to provide fast page loading times. Images will be managed by the central web team and re-sized and/or cropped as appropriate.

As a general rule, ‘GIF’ images should be used to display graphics such as logos and clip art. ‘JPEGs’ should be used for photographs. Alternative (‘Alt’) text should be provided for all images to assist text to speech software and accessible browsers for people with visual impairments.

3.10.4 Standard web page features

We will aim to display the following on all of our web pages:

- a website banner with links;
- language switch facility (Welsh / English);
- font size control (for accessibility purposes);
- search box;
- link to website disclaimer; and
- link to privacy policy.

3.10.5 Additional websites

Council services and partnerships will publish web content on the corporate websites only.

Where Council services or partnerships intend to procure and/or develop websites independently, this must be in accordance with both Customer Care and ICT policies.

The requesting service must justify the procurement and/or development of a new website and this must be approved by the Head of Customer Care.

For further information please contact the Web Team on 01824 712672.

3.11 Press

Any advertisements placed in English language newspapers (or similar material) distributed mainly or wholly in Wales will be bilingual. In Welsh language publications advertisements will be in Welsh only with a brief summary in English.

Television, cinema and radio advertising will be conducted in Welsh and English. Television campaigns which appear on S4C during Welsh programming hours will be in Welsh or bilingual. Television campaigns which appear on ITV Wales will be in English. Radio campaigns broadcast on Radio Cymru or during Welsh language programmes on commercial radio stations will be in Welsh.

Our normal practice will be to avoid using Welsh language subtitles or dubbing adverts into Welsh, other than for the hearing impaired. Telephone response lines and other ways of responding to campaigns in Wales will be bilingual or will include a Welsh response service. This should be arranged in conjunction with the Corporate Communications Manager at all times.

3.12 Advertising

All job advertisements and public notices are placed by the Corporate Communications Team. A bilingual copy must be forwarded to the team, who will set and place the advertisement.

The corporate standard for an advert is:

- logo in the top left corner;
- Investors in People (where applicable), Positive About Disabled People or any other relevant logos to the right of the Council logo;
- bilingual website address;
- Welsh above or to the left of the English address; and
- franklin gothic typeface.

Advertisements must be bilingual unless:

- they are for a Welsh essential post, in which case it can appear in Welsh only with a one line English explanation at the end. For example, this advertisement is for a Welsh translator for which the ability to speak Welsh is essential; or
- they are appearing in a UK wide national newspaper or professional journal, in which case, if appropriate, they can be in English only.

Our monthly newspaper for Denbighshire residents, County Voice must be used to advertise all job vacancies at grade 8 and below, other than those requiring a particular qualification or skill; these exemptions should be advertised through North Wales Newspapers or the relevant professional journal and should be authorized by the relevant Corporate Director. County Voice must also be used for all other general

advertising, except that associated with tourism or economic development which needs to market an attraction to a wider audience.

4 Bilingual requirements

We believe that our image should reflect the fact that we live in a bilingual community. All publicity, public information, exhibition and advertising material must be produced bilingually.

Our normal practice will be to publish material with the Welsh and English versions together in one document and with the Welsh above or to the left of the English¹.

If the Welsh and English versions have to be published separately (for instance, where a single document would be too lengthy or bulky), both versions will be equal with regard to size, prominence and quality and both versions will be available simultaneously and will be equally accessible. Each version will note clearly that the material is available in the other language.

When staffing exhibitions stands and displays, our normal practice will be to ensure that suitably qualified Welsh speakers attend, as necessary.

Where we use items supplied by other organisations such as Royal Mail franking services or Business Reply services we should encourage the supplier to supply these services bilingually.

5 Plain language

We are committed to producing clear, jargon-free information.

Try to:

- use a good average sentence length - a line of body text should normally contain 60 to 72 characters, or about 10 to 12 words;
- use everyday words;
- give information in a logical order;
- use lists and bullet points;
- think of your audience;
- be personal and polite;
- be careful with grammar, punctuation and spelling;
- for emphasis, use **lower case bold** rather than BLOCK CAPITALS; and
- use "active" verbs instead of "passive" ones. For example, "*we made a mistake in assessing your claim*" rather than "*a mistake was made in assessing your claim*".

Do not:

- print in block capitals;
- underline text;

¹ We may use Welsh only branding for some initiatives such as the Urdd.

- use brackets;
- use abbreviations;
- use acronyms without explaining what they mean;
- use jargon, Latin or technical terminology;
- include direct phone numbers or e-mail addresses for individual staff members;
- be vague; and
- Use Capitals Where They Are Not Needed!

6 Useful contact details

Although this manual is a comprehensive guide, there will be occasions when a requirement will not be adequately covered. Under these circumstances, please contact the Corporate Communications Team or the Customer Care Team.

The Corporate Communications Team can help with plain language and any press or public relations issues, tel.: 01824 706222/6007.

The Print Procurement Officer can suggest design and printing firms that can be used and advise on cost-effectiveness, tel.: 01824 712612.

The Corporate Translator can arrange to have the information translated into Welsh, tel.: 01824 708115. If the information is to be published on the website, you should inform the Corporate Translator as your department will not be charged for the translation.

Sign Shop	2138
Corporate Equalities Co-ordinator	6515

www.plainenglish.co.uk

Cymraeg Clir
www.bangor.ac.uk/ar/cb/cymraeg_clir.php

Logo and crest

There are two versions of the logo:

Logo 1 with the wording County Council

The main logo must be used for the following:

- stationery;
- reports;
- forms;
- posters;
- leaflets;
- web pages;
- building signs;
- presentations;
- exhibition boards; and
- promotional material.

If in doubt, use this logo.

Logo 2 without the wording

The secondary logo is used only for the following:

- road signs;
- vehicles;
- uniforms; and
- published material promoting Denbighshire as a location for industry or tourism.

Coat of arms

This is used only on the Chairperson's stationery and for civic occasions, such as Chairperson's events. It can be used in full colour or black and white. For details regarding its use, other than the above, please contact the Chairperson's Office on 6196.

Logo in detail

An area around the logo, called the 'control field', has been devised in which no other items, such as type or other logos, must enter. The space is equal all around and is the width of the castle element of the logo.

The logo in black and white:

The logo reversed out:

This graphic should not be distorted in any way.

Individual departments should not carry their own logos. Departments should carry the corporate logo at all times.

REPORT TO CABINET

REPORT BY Dr MOHAMMED MEHMET, CHIEF EXECUTIVE
DATE 23 JUNE 2009
SUBJECT CORPORATE EXECUTIVE TEAM – PERFORMANCE REPORT

1 DECISION SOUGHT

- 1.1 That Cabinet consider progress against the Corporate Executive Teams' key actions as provided at Appendix I and agree further actions as appropriate.
- 1.2 That Cabinet agree to the proposal to incorporate the actions within this report into the monthly monitoring of the Corporate Governance Action Plan by the Focussed Agenda Board (FAB) and the Corporate Governance Committee.

2 REASON FOR SEEKING A DECISION

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

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

Additionally, Recommendation 1 of the Corporate Governance Inspection report states that the Council should "put in place performance management arrangements that ensure reporting of the collective effectiveness of CET as well as the effectiveness of individuals". This performance report from CET is based on issues which the team have agreed they have collective responsibility for addressing. Members will note that significant progress has been made since the last report was presented to Cabinet on 28th April.

As the report responds directly to Recommendation 1 of the Corporate Governance Inspection, and also links to specific tasks within the Corporate Governance Action Plan, it is proposed that the actions within this report be incorporated into the monthly monitoring of the Corporate Governance Action Plan in future.

3 POWER TO MAKE THE DECISION

- 3.1 Performance management and monitoring is a key element of the Wales Programme for Improvement which is underpinned by the statutory requirements of the Local Government Act 1999.

4 RESOURCE IMPLICATIONS

4.1 Cost Implications

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

4.2 Staffing / Accommodation Implications

Some actions have significant staffing/accommodation implications.

4.3 I.T. Implications

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

5 RISK ASSESSMENT

5.1 Risks associated with NOT agreeing recommendation(s)

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

5.2 Risks associated with agreeing recommendation(s)

There are no risks identified.

6 FINANCIAL CONTROLLER STATEMENT

- 6.1 There are financial implications associated with many aspects of this report. The costs of Single Status have been reported regularly to Members as negotiations have progressed. Any further cost implications from this exercise will need to be identified along with a funding source. Several actions have the potential to deliver efficiency savings in the medium term.

7 CONSULTATION CARRIED OUT

- 7.1 The key issues identified by the Corporate Executive Team were discussed and agreed with the Leader and were the subject of a verbal report to Council by the Acting Chief Executive. The content of this report was discussed by CET on 8th June 2009.

8 IMPLICATIONS

8.1 Assessment of Impact on Corporate Priorities

Resolving the key issues identified by the CET will support achievement of the Council's priorities.

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

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

9 ACTION PLAN

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
CET to progress actions and provide monthly updates to Cabinet	Chief Executive Monthly	CET Weekly
CET to work with Cabinet Members to progress actions	Corporate Executive Team Ongoing	CET Weekly
Outstanding actions from CET Performance Report to be incorporated into the Corporate Governance Action Plan (if agreed)	Corporate Governance Team / Strategic Policy Unit	31 st July 2009
Monitoring of outstanding actions via monitoring of the Corporate Governance Action Plan (if agreed)	Corporate Governance Team Monthly	Monthly by FAB and the Corporate Governance Committee.

10 RECOMMENDATIONS

10.1 That Cabinet consider progress against the Corporate Executive Team's key actions as provided at Appendix I and agree further actions as appropriate.

10.2 That Cabinet agree to the proposal to incorporate the actions within this report into the monthly monitoring of the Corporate Governance Action Plan.



Corporate Executive Team (CET) Performance Report

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

CET Priorities for Action	Key Actions	Lead for Delivery *	Progress to Date
1. Staffing Issues	Single Status	Sally Ellis	<ul style="list-style-type: none"> • 16 Single Status Roadshows were held during 3 week period from 4th May. Roadshows were supported by all three Regional Officers who explained why they could not recommend the package because of legal reasons around "levelling up". However, they recognised the amount of resources and changes made to the package and asked employees to look at what it meant to them and to vote accordingly. • Meetings have taken place with AMs/PMs and local Press to explain the Authorities position. • Letters are being sent to employees where the improved package has an impact on their situation. • Stage 2 appeals have commenced (approx 80 remaining) • Workshops are planned for Social Services during w/c 1 June to explain in more detail the impact on care workers and how the incremental scale applies to them. Nine other workshops are planned across the county in main offices and depots to answer employee queries, especially those who were on fixed points and are having difficulty in grasping the concept of increments. • The trade unions are holding member meetings w/c 1st and 8th June. • Ballot is to commence on 15th June 2009 with result expected on 1st July.
	Developing CET leadership and collective performance	Mohammed Mehmet	<ul style="list-style-type: none"> • Collective responsibility for delivery of a number of corporate challenges agreed. Progress against these challenges is reported to Cabinet via quarterly performance reports for Corporate Directors and this report on CET performance. • A programme of Cabinet and CET Awaydays began in December 2008, and monthly events were held up until, and including, 28th May 2009. • A programme of CET Corporate Planning Days to discuss developmental issues, with external facilitators, began on 14th January 2009, and further monthly sessions were held up until, and including, May 2009. • CET developing a clear strategic plan (the "Corporate Plan") which is based upon the key theme of 'bringing the Council closer to the community', making sure that we focus

CET Priorities for Action	Key Actions	Lead for Delivery *	Progress to Date
			<p>on service delivery. Strategic and business planning will be revised to reflect this focus. A draft 'Statement of Intent' has been produced by Members and was approved by Council on 17th March. The Council's Strategic Planning Framework was discussed at the Cabinet/CET Awayday on 4th March. A paper which proposed a model which will provide more local information and knowledge to support the financial and business planning process was also approved by Council on 17th March 2009.</p> <ul style="list-style-type: none"> • Personal performance appraisals of CET members will include corporate effectiveness by setting strategic objectives as well as individual effectiveness. • Leader and external adviser to be involved in performance appraisal of Chief Executive, and Lead members in appraisals of Corporate Directors.
	Transition from long term interims in Lifelong Learning to permanent appointees	Hywyn Williams	<ul style="list-style-type: none"> • The recruitment process for the Lead Officer for Inclusion post was unsuccessful in terms of attracting a suitable candidate. • Catherine Simpson has been retained until June 2009 and an internal advert has been placed to recruit a replacement on a fixed-term basis (12 months maximum) in order to enable the senior management structural review to take place with a view to creating a new post of Head of School Improvement and Inclusion within this timeframe.
	Review staffing requirements for efficient & effective running of authority	CET	<ul style="list-style-type: none"> • In December 2008, information was provided to staff on the Efficiency Programme and staff were invited to send in expressions of interest for Voluntary Redundancy, Flexible Retirement and/or a Reduction in Hours. • All formal applications have now been received. Of the 70 people who were invited to formally apply, 41 were returned (details below): <ul style="list-style-type: none"> – 35 applications for voluntary redundancy, 4 for flexible retirement and 2 for a reduction in hours. – 21 individuals will either leave or reduce their hours by the end of July 09 and the remaining 20 will have their request actioned by the end of this financial year.

CET Priorities for Action	Key Actions	Lead for Delivery *	Progress to Date
2. Communication and reputation	Communicating Current Events to Members and Staff	CET	<ul style="list-style-type: none"> • A Corporate Communications Strategy is being developed, and is currently in draft form. This will be presented to Cabinet in June. A staff communications survey is being planned for April 2010 which will test the effectiveness of the strategy. • A Reputation Campaign Action Plan has been agreed and is in the process of being implemented. Some of the actions are currently being implemented, and the remainder have been included in the Corporate Communications Strategy. • A programme of monthly Media Briefings began in April. The purpose is for the press to meet the Leader, Chief Executive and appropriate Corporate Directors and/or officers who explain relevant items coming up in the next Cabinet meeting as well as any other pertinent matters. Several positive stories have appeared in the press as a result of these briefings and media relations are improving. • Communications Development Group set up to investigate new ways of communicating internally. This group has met twice and work is continuing. • Members feedback on the Daily 'Press Digest' has been extremely positive. • The Leader has started a programme of staff visits to enable clear messages to be communicated. The Chief Executive is to begin a similar programme of staff visits in the near future. The Chief Executive will also be holding breakfast meetings to meet with staff groups. These are currently being arranged. • Media awareness session designed which is being offered to groups of staff. The purpose of these sessions is to raise awareness of the need for people to improve communication and highlight the need for more good stories to appear in the media. Three sessions have been delivered to date. Others sessions planned for June include: Planning & Public Protection, Housing Enforcement and Trading Standards.
	Customer Service Focus	CET	<ul style="list-style-type: none"> • Staff suggestion scheme currently being revamped. Responses are currently being issued to staff, followed by more publicity of the scheme later in the summer. • Customer Service Strategy 2008-11 published. • The new Customer Service Standards and mechanisms for measuring adherence to them were taken to MMC in May. It was agreed that the data on all measures be circulated monthly to Heads of Service and that targets will be incorporated into the suite of Corporate Health Indicators in 2010/11 when we have baseline data for 2009/10. • A Customer Service Standards Monitoring Group is being established. The inaugural group will meet in July and it will meet monthly in future so that all customer facing

CET Priorities for Action	Key Actions	Lead for Delivery *	Progress to Date
			<p>services are monitored annually. One service will be monitored at each meeting.</p> <ul style="list-style-type: none"> The revised complaints policy and accompanying guidance was launched on June 1st under the initiative title 'Your Voice'. Staff training on the new system has commenced and will continue on a monthly basis. Public information e.g. leaflets/poster etc are currently being developed and will be distributed in preparation for the public launch of the initiative in September 2009. A report on Corporate Branding was being submitted to CET on 1 June providing recommendations for changes to be made in main reception areas. This will ensure these areas reflect the corporate brand and compliment the new Statement of Intent. The paper was approved in-principle, subject to further details being developed and taken back CET.
	Building relationships with WAO and other regulators	CET	<ul style="list-style-type: none"> Regular meetings between the CEO and Wales Audit Office (WAO) arranged. WAO Relationship Manager is member of External Reference Group (see below). Work commencing on audit of the Corporate Governance Action Plan.
	Improving External Political Relationships	CET	<ul style="list-style-type: none"> The Public Affairs Strategy is being incorporated into the Corporate Communications Strategy, will be presented to Cabinet in June. The Leader and Chief Executive continue to meet regularly with Assembly Members and other politicians. AMs and MPs have been invited to express interest in holding quarterly meetings. External Reference Group established with WAG, WAO & WLGA representation. The first meeting of this group was held on 8th January 2009. The group meets every 6-8 weeks. The next meeting is arranged for 18th June 2009.
	Improving Relationships with Partners	CET	<ul style="list-style-type: none"> Excellent progress has been made on arrangements for the LSB Conference on 19th June. Speakers, including the Deputy First Minister and the Chief Executive of the WLGA, have confirmed their attendance and invitations have been sent to 120 invitees. Dilwyn Morgan, a local BBC radio presenter, will be chairing the event. Invites have been sent to all key partners, Town and Community Councils, Cabinet members, Chief Executives and Leaders of other North Wales Authorities and a small number of Citizens Panel members. In addition to attendees gaining valuable policy insights and networking opportunities, the Conference will consider: <ul style="list-style-type: none"> the impact of the global recession and climate change on Denbighshire; the impact of initiatives such as making the connections; spatial planning;

CET Priorities for Action	Key Actions	Lead for Delivery *	Progress to Date
			<p>reorganisation of the NHS in Wales; and the proposed Local Government (Wales) Measure, on how services are delivered; and</p> <ul style="list-style-type: none"> - how we can make the most out of partnership working & community engagement. - workshops on Integrating Health and Social Care, Anti-Terrorism, Partnership working and the Area Profiles

CET Priorities for Action	Key Actions	Lead for Delivery *	Progress to Date
3. Responding to the Corporate Governance Inspection and regulatory work	Corporate Governance Action Plan	Mohammed Mehmet	<ul style="list-style-type: none"> • The Chief Executive is the lead officer for the action plan. Progress is monitored monthly at the Focused Agenda Board and the Corporate Governance Committee. Where progress is slow appropriate management intervention is agreed.
	Statement of Intent	Iwan Prys-Jones	<ul style="list-style-type: none"> • A draft Statement of Intent was approved for consultation by Council on 17th March 2009. This outlines the key strategic direction of the Council, which is "to bring the Council closer to the Community". • The Statement of Intent indicates what needs to be done to deliver this overall strategic direction. There is a clear emphasis on service delivery and providing a high level of customer service. The Statement of Intent therefore forms a pivotal part of our future service planning. • Internal consultation took place during April. • Council adopted the Statement in June. In the meantime, staff have been asked to refer to its guiding principles when planning and delivering services. • A project to deliver the principles of the Statement of Intent is being developed as part of the wider change programme, and the emerging approach to corporate planning.
	The Broader Change Programme	Mohammed Mehmet	<ul style="list-style-type: none"> • The Chief Executive is proposing a change programme, which will be presented to Cabinet in July 2009. This programme will include major reviews of business support and planning processes and support services. They will be co-ordinated with the development of the council's Corporate Plan and the Medium Term Financial Plan. They will also bring together the council's efficiency and collaboration strategies. The change programme will ensure that the information in area profiles supports the Authority's planning framework.

CET Priorities for Action	Key Actions	Lead for Delivery *	Progress to Date
	Responding to Hyfrydle Reports	Hywyn Williams / Sally Ellis / Iwan Prys-Jones	<ul style="list-style-type: none"> An Action Plan in response to the Hyfrydle Inspection was produced, with progress reported quarterly to Cabinet. However, the actions within the plan related mainly to corporate governance issues such as project management, partnership working, accountability and leadership. The majority of the recommendations have therefore now been covered by the Corporate Governance Action Plan. Any outstanding actions will also be incorporated into the Corporate Governance Action Plan to ensure that all actions relating to the Hyfrydle Inspection are captured in one document and included within the monthly monitoring of the Corporate Governance Action Plan. <p><u>Options for the future use of the site:</u></p> <ul style="list-style-type: none"> Gwynfryn strategic working group has been set up and is meeting on 29/05/09 to progress the options review for the site. Following a meeting C-SAW are formally expressing their interest in the building in writing and setting out a few options. NHS Trust have formally expressed their interest in the building as one of the options in consideration for the redevelopment of the Rhuddlan Children's Development Centre (CDC). A number of DCC officers (Social Services, Project Management, Education etc.) are attending a service model workshop event to review how the CDC services will look in the new development, to develop a collaborative approach to Children's services on 30th June 2009.
	Preparing for Estyn re-inspection & Youth Support Services monitoring	Hywyn Williams / Sally Ellis	<ul style="list-style-type: none"> Verbal feedback was received at the end of the inspection visit on 27th March. This was generally positive, and acknowledged the considerable distance travelled since the original inspection in 2007. The final report is due for publication in June 2009. The Authority will then produce a robust action plan in response to the recommendations, and elements within this action plan will feature prominently in the Directorate's future Business Plans.
	Responding to other regulatory work	CET	<ul style="list-style-type: none"> Client files and detailed supporting evidence were prepared for the Baby P Inspection (Safeguarding Review) following submission of analysis and information in February and March. The inspection by the Care and Social Services Inspectorate for Wales (CSSIW) took place from 23rd-25th March. Publication of the report will coincide with the Estyn report. Joint Protocol agreed with the Wales Audit Office for regulatory work, and internal process for responding to regulatory reports has been formalised. All regulatory

CET Priorities for Action	Key Actions	Lead for Delivery *	Progress to Date
			<p>reports since November 2008 have followed this new process, including:</p> <ul style="list-style-type: none"> – WAO report on Fleet Management; – WAO report on Information Security – WAO Follow-up Review of PARIS Social Services System Implementation; and – WAO Review of Leisure Services.
	Agree regulatory activity for coming year	Mohammed Mehmet	<ul style="list-style-type: none"> • A meeting took place on 15th December 2008 with WAO, CSSIW & Estyn to agree the Joint Risk Assessment (JRA) which the auditors use to decide which inspections and audits to carry out for the coming year. The JRA was agreed subsequently finalised and agreed. • Denbighshire County Council has received the WAO Annual Letter in February 2009 which sets out the key messages from work undertaken over the last 12 months and highlights the focus of audit and inspection work for the coming year. • The draft Regulatory Plan for this year (2008/09) has been received by the Council and was discussed by CET on 18th May 2009. CET to have further discussions with the WAO with a view to finalising the Regulatory Plan by the end of June.

CET Priorities for Action	Key Actions	Lead for Delivery *	Progress to Date
4. Financial Planning	Medium Term Financial Plan (MTFP)	CET	<ul style="list-style-type: none"> • 2 meetings of the group set up to develop the plan have taken place. • An initial discussion of the likely financial context for 2010/11 to 2012/13 took place at the Cabinet/CET Awayday on 28th April. • First draft of the Plan reviewed by CET on 28th May. The way forward on the level of bids to be considered for improving Priority areas together with initial savings proposals agreed. • Further discussion to be held at CET 8th June. • Draft MTFP including agreed CET proposals to Informal Cabinet and Resources Scrutiny Committee in June.

CET Priorities for Action	Key Actions	Lead for Delivery *	Progress to Date
5. Focused Agenda Board	Focused Agenda Board	Mohammed Mehmet	<ul style="list-style-type: none"> • Improved terms of reference for the Focused Agenda Board (FAB) will be considered by the Board at its meeting on 8th June. The proposal from the Chief Executive is that the Board concentrates on three areas: <ul style="list-style-type: none"> – monitoring and performance managing the Corporate Inspection Action Plan; – monitoring and performance managing the Improvement Boards; and – overseeing the development and implementation of the Corporate Plan. • FAB will not have any formal decision making powers.
	Modernising Education Board	Hywyn Williams	<ul style="list-style-type: none"> • The Modernising Education priority has been ongoing for 18 months. The Board meets regularly and there are external updates available from Estyn and the Denbighshire Education Independent Recovery Board. • The outcomes have been clearly defined and were considered as part of the Estyn re-inspection in March 2009. The Authority is also increasingly moving towards the broader modernising phase with Education policies currently being the subject of extensive consultation. • Following the re-inspection of Education and Youth Support Services in March 2009 the Board has agreed to continue to meet in its present format. The Board will focus, until the publication of the findings of the Estyn Re-inspection, on reviewing support services provided by the Authority for schools. The Board has recently agreed revised terms of reference and priorities linked to the Lifelong Learning Directorate goals and the likely recommendations stemming from the March 2009 inspection. These will be confirmed once the Estyn report has been received. The new priorities for the Board have clear outcomes in the form of measurable performance indicators. These will be further developed and refined over the summer.
	Regeneration Board	Iwan Prys-Jones	<ul style="list-style-type: none"> • Regeneration Improvement Board last met on 12th May 2009, with the following outcomes: <ul style="list-style-type: none"> – Presentations received by the Board on the Local Development Plan and the Anti-Poverty Strategy – Housing/Planning/Regeneration meeting to be held (29th May) to discuss work to focus resources on achieving Regeneration Board priorities, largely reducing deprivation. – Further work carried out to determine targets and budget available for work to achieve outcomes. – Additional workstream being developed (PRIDE) to put the citizen at heart of the work. • The next meeting of the Regeneration Improvement Board is scheduled for 11th June.

CET Priorities for Action	Key Actions	Lead for Delivery *	Progress to Date
			<p>Agenda items include presentations on skills, community engagement, PRIDE and project matrices covering SRA, Convergence and other externally funded projects.</p> <ul style="list-style-type: none"> The last meeting of the Regeneration Officers Group was held on 14th May 2009. The next meeting is scheduled for 8th June.
	Demographic Change Board	Sally Ellis	<ul style="list-style-type: none"> Three workstreams agreed by Focused Agenda Board to be prioritised in Phase 1: <ol style="list-style-type: none"> Older People who need Care: Strategic Objective - to undertake detailed modelling and implementation of a 3 - 5 year costed Business Plan for care services for older people ensuring the maximum number of people possible are able to remain independent, supported or cared for within available resources. Wellbeing and Communities: Strategic Objective - to deliver some short-term "wins" to reinforce the need, both for council departments and local communities, to redesign activities to take account of the needs of an increasing population of older and disabled people. Adults with Learning Disabilities who need care or support: Strategic Objective - to track implementation of the current "transformation" plan (which is a detailed costed Business Plan) particularly focusing on how the Council, corporately, can contribute to containing costs through supporting some of its most vulnerable citizens. Draft outcomes have been identified for each of the 3 workstreams, and were approved by FAB in May. A Project Manager has been identified and begun work. The last Demographic Change Improvement Board meeting on 23rd April considered detailed reports on Workstream 2, including extension of Passion 4 Life Centres; and development of 'Pub is the Hub' initiatives with Cadwyn Clwyd. The proposed Regional Learning Disability Partnership was discussed, as was the initial scoping work for the Children with Disabilities Integration Project.
	Improve Community Engagement and Develop Area Profiles	CET	<ul style="list-style-type: none"> Draft Project Plan for the Community Engagement Plan has been produced. Draft Community Engagement Plan for consultation to be completed by June 2009 (still on track). Currently awaiting the return of proformas from each Directorate detailing what statutory and non-statutory consultation is carried out across the Authority. Deadline of the 8th June for these, which allowed 3 weeks for Directorates to return them. Community Forums: 6 held during November 2008, with approximately 90 citizens participating. The second round of meetings took place in April 2009 with attendance of 150 local residents. The next round of forums in planned for September 2009.

CET Priorities for Action	Key Actions	Lead for Delivery *	Progress to Date
			<ul style="list-style-type: none"> • The Council has been recruiting members for a new Citizens' Panel since September 2008, and recruitment is ongoing. The Citizens' Panel now has around 280 members and feedback from their first survey has been included in the draft Area Profiles. • The Panel received their first survey in January around the idea of 'What matters to you?'. Analysis of the information obtained from the surveys was completed by the end of March. The second survey is currently being developed and will be sent out to Panel members in early July. • Since the start of January 2009, 9 surveys with Denbighshire's citizens and key stakeholders have taken place, e.g. Citizens Panel Survey, School Transport Survey, Jobs Event 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. Meetings have taken place with all Heads of Services in order to identify local information to include in the profiles. Initial meetings with Area Elected Members have taken place to introduce and discuss the Area Profiles.
	Local Service Board (LSB) and thematic Partnerships	CET	<ul style="list-style-type: none"> • LSB priorities will be identified via the Community Strategy development process and the Local Delivery Agreement process. • The statutory timescale meant that the LSB's priorities were not able to direct the current Health Social Care and Well-Being (HSCWB), Children and Young People Partnership (CYPP) and Community Safety Partnership (CSP) plans. However, this will be remedied in the next planning cycle where strategic partnerships will be able to refer to community strategy priorities when developing their strategies. • Denbighshire's Local Service Board Local Delivery Agreement was submitted to the Assembly by the 1 April 2009 deadline. • Denbighshire LSB conference "Working together in Denbighshire" is aimed at bringing together the wider partnership including the Countryside Council for Wales, the Ambulance Trust and others to inform them of the work of the LSB and Partnerships and to look at how they too can become involved. The conference will be held on 19th June 2009 [see pages 4 and 5 for further details on the LSB conference].

CET Priorities for Action	Key Actions	Lead for Delivery *	Progress to Date
			<ul style="list-style-type: none"> The strategic partnerships; HSCWB, CYPP and CSP continue to work well and clear outcomes for the partnerships are developing. The relationship between the LSB and other strategic partnerships has been strengthened and work on the Local Development Plan is on track.

CET Priorities for Action	Key Actions	Lead for Delivery *	Progress to Date
6. Ensuring the Authority runs effectively and efficiently	To identify and effectively manage the Council's strategic and high risks	CET	<ul style="list-style-type: none"> A new Risk and Opportunity Management Strategy has been developed and 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 August 2009) Provide risk management training for elected members (October 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) Initial Strategic Risk Assessment session held with CET on 29th April, and risk assessment finalised on 28th May.
	Ensure achievement of the Councils Improvement Agreements	CET	<ul style="list-style-type: none"> WAG and the Minister for Social Justice and Local Government provided feedback to say that Denbighshire's Improvement Agreement is one of the best in Wales. Progress against 2008/09 milestones was reported as part of the Quarterly Performance Reports to Cabinet in February and May 2009. Internal Project Team meeting held on 5th May to discuss evidence required to demonstrate success against the agreed actions & targets for year 1 of the Improvement Agreement (2008/09). Meeting arranged with WAO and WAG for 15th June to present the Year 1 evidence and confirm actions & targets for Year 2 (2009/10).

- all aspects of children's lives are considered, not only those parts which have led to a period of separation from home;
- looked after children are provided with care and support, access to good health care and education according to their needs;
- looked after children are encouraged to participate in decision making and contribute to appropriate plans about their lives, and that these plans are rigorously recorded and acted upon;
- mechanisms for consultation and participation are positively promoted for looked after children and care leavers and that the Council actively listens and responds to the views and experiences of these children and young people;
- the achievements and successes of looked after children and care leavers are positively recognised and celebrated;
- continuity in the lives of children who are being looked after are promoted so as to reduce or where possible eliminate, disruption;
- young people are provided with help to leave care and support into independence, recognising that most young people do not leave home until they are in their 20s and continue to return frequently

With these in mind there are 3 clear streams of work aimed at improving outcomes for looked after children and young people and care leavers:

1. Promoting education and employment opportunities;
2. Encouraging Participation, Social and Leisure Interests (in order to promote health and wellbeing)
3. Providing a Safe and Secure Home

In addition, there is a fourth workstream that is aimed at developing and promoting corporate parenting in Denbighshire County Council.

Accompanying the Strategy is a comprehensive and detailed work programme that sets out clearly defined actions that aim to improve both the range and quality of services to looked after children, young people and care leavers.

A copy of the Full Strategy is available from the Children and Family Services Business Manager (Chair – Corporate Parenting Working group). Tel: 01824 712834. Email: Vicky.allen@denbighshire.gov.uk

3 POWER TO MAKE THE DECISION

Section 27 of the Children Act 1989

4 RESOURCE IMPLICATIONS

4.1 Cost Implications:

There will be no additional costs associated with implementing this strategy. However if we were not to implement this Strategy and fail to promote positive outcomes for these children and young people there could be additional costs in the longer term. For example, the housing department could see increased

numbers of homeless young people in addition to increased requests for Council housing. There will also be a longer term impact on Adult Social Care and Health Services, particularly in mental health services and drug/alcohol services. Within the wider public sector, there will be additional costs to the criminal justice system - courts, prisons, probation.

4.2 Staffing / Accommodation Implications:

Managers, members and officers will be required to invest their time in taking forward actions within the Corporate Parenting Work Programme.

Corporate Parenting training has been provided to elected members but not all members have received the training to date and so further training sessions will need to be considered. The costs associated with any additional training will be contained within existing resources for member development.

Staff and managers will also require training and/or briefing on the strategy and the costs associated will be contained within existing budgets and accommodation.

4.3 IT Implications:

There are no identified IT implications.

5 RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendation/s

- co-operation, co-working and commitment from the entire Council (all staff, managers and Members) to fulfill corporate parenting responsibilities is limited;
- an extensive range of services and support to looked after children and care leavers that covers all aspects of their lives are not provided thus restricting them in fulfilling their potential

5.2 Risks associated with agreeing the recommendation/s

No identified risks with agreeing the recommendations

6 FINANCIAL CONTROLLER STATEMENT

Any costs associated with implementing the strategy must be contained within existing resources.

7 CONSULTATION CARRIED OUT

The draft Strategy has been developed in consultation with Council Officers and supporting partner agencies via the Corporate Parenting Working Group and with elected members via the Corporate Parenting Elected Members Forum.

Consultation in relation to the strategy and the actions contained within the work programme has taken place via presentation and discussion at:

- Resources Scrutiny Committee; and
- Lifelong Learning Scrutiny Committee; and
- Environment and Regeneration Scrutiny Committee; and
- Social Services and Housing Scrutiny

All four Scrutiny Committees are in support of the Corporate Parenting Strategy.

8 IMPLICATIONS

8.1 Assessment of Impact on Corporate Priorities:

Priority 1 – Modernising Education

Raising the educational attainment and achievement of looked after children is a key intention within the Modernising Education agenda. This strategy will directly support the achievement of this intention by implementing a series of initiatives/ activities to support looked after children and care leavers both in terms of raising their educational attainment and providing experiences and skills to help promote their long term career pathways.

Priority 3 – Regeneration

The focus of the Corporate Parenting Strategy, and its associated work programme, is targeted in three key areas: promoting education and employment opportunities; Encouraging Participation, Social and Leisure Interests in order to promote health and wellbeing; Providing a Safe and Secure Home all of which aim to position healthy, skilled and employable young people within the community.

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

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

9 ACTION PLAN

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
Implementation of the Strategy	Corporate Parenting Working Group	Bi-monthly from June 2009 onwards
Quarterly progress reports presented to Corporate Parenting	Children and Family Services Business	June/July 2009 September 2009

Elected Members Forum	Manager	December 2009 March 2010
Report to Full Council on progress in implementing strategy	Children and Family Services Business Manager	May/ June 2010

A comprehensive and detailed work programme to take forward the Corporate Parenting work is contained within the Corporate Parenting Strategy and this is implemented by the Corporate Parenting Working Group with progress monitored by the Children and Family Service Business Manager as Chair of the working Group.

10 RECOMMENDATIONS

That Cabinet approves the Corporate Parenting Strategy.

Corporate Parenting Strategy – Executive Summary

The Corporate Parenting Strategy is divided into 5 key sections as follows:

Section 1: Introduction and Background - this includes an introduction to who our looked after children are and the issues they face; an overview of what corporate parenting is and the legal and policy context. The key points from this section are summarised in the main body of the report.

Section 2: Strategy Aims and Objectives – this includes Denbighshire’s Corporate Parenting Statements, the aims and principles of the strategy - summarised in the main body of the report.

The following is an extract from the strategy that sets out what it is we are striving to deliver to our looked after children and young people in care.

What our Corporate Parenting Strategy will strive to deliver to our children and young people in care.



Section 3: Improving Outcomes – this section looks at the key issues and factors for looked after children and care leavers in relation to: Promoting Education and Employment Opportunities; Encouraging Participation, Social and Leisure Interests; Providing a Safe and Secure Home

Section 4: Roles and Responsibilities – this section sets out the roles and responsibilities of the Council departments, its staff, managers and elected members

The following are extracts from the strategy in relation to the role of the Corporate Parenting Elected Members Forum and the Corporate Parenting Working Group

Corporate Parenting Elected Members Forum

The Elected Members Forum was established in May 2007 with its overarching aim to effect real changes to policy and service delivery that improves outcomes for looked after children and care leavers. The Forum is chaired by the Lead Member for Social Services and its membership includes: Corporate Director of Social Services and Housing, Corporate Director of Lifelong Learning, Head of Children and Families, Head of Partnership & Inclusion Services and elected member representatives from all four Scrutiny Committees.

Corporate Parenting Working Group

The Working Group was established in July 2007 with its prime focus of supporting the work of the Elected Members Forum as well as turning strategy and policy into service delivery. The group is overseen by Children and Family Services and comprises of key officers, including policy and strategy makers and operational and front-line staff, from across the whole Council.

The objectives of the group are:

- to develop and promote a range of resources and opportunities available from our wealth of community networks to promote and develop our looked after children and care leavers;
- to develop and monitor a comprehensive work programme to develop practice and take forward service development to promote the outcomes and opportunities for our looked after children and care leavers;
- to develop a Corporate Parenting training programme for elected members to understand and develop their roles and responsibilities as corporate parents;
- to collate emerging issues and feedback to relevant management teams to support service development;

The Lead Member for Children and Families will ensure that the local authority is meeting its statutory responsibilities; in particular the duty to safeguard and promote the welfare of looked after children and care leavers.

Section 5: Planning and Future Developments (Action Plans) – includes the Corporate Parenting Working Group Work Programme

REPORT TO CABINET

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

DATE: June 2009

SUBJECT: Safeguarding and Protecting Vulnerable Children: Corporate Accountability Framework

1 DECISION SOUGHT

For Cabinet to approve the Corporate Accountability Framework attached at Appendix 1

2 REASON FOR SEEKING DECISION

- 2.1: The first Corporate Accountability Framework in Denbighshire was launched in February 2004, as part of the County's response to the Laming Enquiry in 2003.
- 2.2 The Laming Report was published in 2003 following the enquiry into the death of Victoria Climbié. The report made detailed recommendations relating to day to day child protection/safeguarding management and practice in Social Services, Health Services and the Police.
- 2.3 A strong theme of the Laming report and recommendations was that responsibility for child protection must be properly discharged throughout organisations.
- 2.4 Following the tragic death of Baby P in Haringey, the Welsh Assembly Government, in November 2008, wrote to all Local Authorities requiring them to 'reflect and review local processes and procedures to ensure that they are sufficiently robust and assess the position of safeguarding children and young people in Wales'.
- 2.5 Denbighshire's response to this review process was detailed in the report to Council: Safeguarding Children and Child Protection presented on 10th February 2009.
- 2.6 As part of that review, the requirements of the Children Act 2004 and the key findings from the enquiry into the death of Baby P, the Corporate Accountability Framework first developed in 2004 has been further developed and updated.
- 2.7 The framework is also based on existing statements and guidance, including the Local Government Codes of Conduct for members and officers, the All Wales Child Protection Procedures 2008, the Safeguarding Children in Education Quality Assurance Framework 2009 –

2012, the Care Council for Wales Codes of Conduct for Social Care Workers and Employers of Social Care Workers.

- 2.8 The Corporate Accountability Framework defines the responsibility, delegated responsibility and accountabilities of key individuals with responsibilities for Children in Need and Children in Need of Protection, from the Leader of the Council, to individual members of staff in all directorates. For example:
- 2.9 The Accountability Framework states that all Elected Members are responsible for:
- Having an awareness of child protection and safeguarding
 - Understanding their responsibility to share information to protect children as well as for confidentiality
 - Knowing how to make an appropriate child protection referral
 - Knowing and meeting their responsibilities as corporate parents of Look After Children and Care Leavers.
- 2.10 The Accountability Framework states that all Cabinet Members are responsible for:
- Promoting the wellbeing of children
 - Having awareness of child protection issues and ensuring these are addressed in their areas of responsibility
 - Attending training on child protection
 - Ensuring familiarity with and maintaining a commitment to the Denbighshire Corporate Parenting Strategy and ensuring they are applied across portfolios
- 2.11 Corporate Child Protection Training is available to all staff and elected members, and members are strongly encouraged to attend this.
- 2.12 Attendance at this training will be monitored by the Workforce Development and reported on in the annual report on Safeguarding.

3 POWER TO MAKE THE DECISION

Parts III and V of The Children Act 1989
The Children Act 2004

4 RESOURCE IMPLICATIONS

4.1 Cost Implications:

An allocation of £25,000 has been made to the Social Services and Housing Directorate to cover the costs of the corporate child protection training programme and development of a policy framework when Criminal Records Bureau checks reveal offences.

4.2 Staffing / Accommodation Implications: N/A

4.3 IT Implications: N/A

5 RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendation/s

Staff and members will remain unaware of their responsibilities and duties enshrined within the Children Act 2004, and the recommendations of the Laming Report 2003.

5.2 Risks associated with agreeing the recommendation/s

None

6. Financial Controller Statement

Costs in connection with the framework will need to be contained within the service budget concerned.

7 CONSULTATION CARRIED OUT

Corporate Executive Team
Heads of Service
Cabinet
Safeguarding and Reviewing Unit

8 IMPLICATIONS

8.1 Assessment of Impact on Corporate Priorities:

Support for Corporate priorities is explicitly included in: The Children and Young People's Single Plan; the Social Services and Housing Directorate Business Plan and the Children's Services Business Plan.

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

The Vision 2025 references that we will safeguard vulnerable children and adults promoting their independence and ensuring that everyone is able to realise their potential.

9 ACTION PLAN

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
Framework to be issued to all staff via Corporate Directorates. Framework to be delivered all elected members. Framework will be delivered to all School Governors.	Safeguarding and Reviewing Manager: July 2009 Safeguarding and Reviewing Manager: July 2009 Lifelong Learning Directorate Safeguarding Officer	Denbighshire Local Safeguarding Children's Board and Cabinet
Submission of annual report to Council on Safeguarding Children in Denbighshire	Safeguarding and Reviewing Manager: Next report due September 2009	Cabinet

10 RECOMMENDATIONS

- 10.1 It is recommended that Cabinet adopts the Corporate Accountability Framework attached at Appendix 1

SAFEGUARDING AND PROTECTING VULNERABLE CHILDREN

CORPORATE ACCOUNTABILITY FRAMEWORK

Introduction

This document has been developed as part of Denbighshire County Council's response to:

- the requirements of the Children Act 2004, and in particular Section 3 that relates to the requirement to have clear arrangements to safeguard and promote welfare and the requirement to establish and manage Local Safeguarding Children's Boards (formerly known as ACPC's)
- good Practice recommendations issued by the Welsh Assembly Government in March 2003 following Lord Laming's Inquiry Report into the death of Victoria Climbié;
- the key findings from the investigation into the death of Baby P by Ofsted in December 2008

Lord Laming's Inquiry starkly highlighted the need for personal responsibility and accountability to be taken by those charged with managerial and political leadership for services to children and for what happens within the local delivery of child protection in particular. However, his report also demonstrated that we all have responsibilities for child protection, from the top to the bottom of organisations. Local governance and management arrangements must support and enable this. This Framework sets out how responsibility and accountability will be discharged in practical terms in Denbighshire.

The Framework starts from a shared determination to ensure the protection and safeguarding of vulnerable children, and to promote the wellbeing of all children. The Framework refers to the Denbighshire Corporate Parenting Strategy 2009/10. This complements the Accountability Framework, as it sets out how officers and elected members should promote the wellbeing of Looked After Children, one group of Children In Need to whom the Council has particular responsibilities.

The Framework defines the responsibility, delegated responsibility and accountabilities of key individuals with responsibilities for Children In Need/of Protection, from the Leader of the Council, to individual members of staff in all Directorates.

The Framework builds on existing statements and guidance, including the Local Government Codes of Conduct for members and officers, the Care Council for Wales Codes of Conduct for Social Care Workers and Employers of Social Care Workers, on national guidance (e.g. that contained in Working Together to Safeguard Children (guidance on how individuals and organisations should work together to safeguard and promote the welfare of children) and the all Wales Child Protection Procedures (revised in 2008)), and the Safeguarding Children in Education Quality Assurance Framework (2009 – 2012).

The Corporate Accountability Framework is built on a “no blame” culture. However, it has to be supported by committed and dedicated staff and members carrying out their jobs and responsibilities to the best of their abilities. It also requires that there will be transparent sharing of information when standards are not being met, that difficulties will be listened to, that the organisation collectively will seek to find ways of resolving problems, involving peer organisations and specialist Inspectorates (e.g. CSSIW or Estyn) where appropriate.

The Corporate Accountability Framework will be monitored by the submission of an annual report to Council on Safeguarding Children in Denbighshire. This will bring together information from: audit activity; performance management reports; reports to Cabinet, Scrutiny, the Local Safeguarding Children’s Board (LSCB); information on workforce issues (vacancies, turnover, sickness, training) and issues derived from member and officer visits to front-line teams.

Role	Accountabilities
The Leader of the Council is responsible for	<ul style="list-style-type: none"> • Ensuring Children’s Services are explicitly included in the Council’s list of priorities • Showing leadership and concern on child protection matters and services for Children In Need, including those staff providing services for vulnerable children • Ensuring that the council fulfils its responsibilities as ‘corporate parent’ for Looked After Children
The Lead Member for Children and Young People is responsible for	<ul style="list-style-type: none"> • Knowing the state of Safeguarding Services and those for Children In Need • Ensuring Children’s Services are explicitly included in the Council’s list of priorities • Tracking performance in services for Children In Need and championing improvement, including receiving performance reports • Advocating for services for Children In Need, including in budget discussions • Being visible to staff, and having regular contact with staff from all teams within Children’s Services, including regular visits to the Intake and Safeguarding Team • Encouraging effective cross Departmental working to benefit children in general and Children In Need in particular • Advising the Leader where there are particular pressures or concerns • Chairing the Corporate Parenting Elected Members Forum and membership of the Officers Working Group
All Cabinet members are responsible for	<ul style="list-style-type: none"> • Promoting the wellbeing of all children • Having awareness of child protection issues and ensuring these are addressed in their areas of responsibility

Role	Accountabilities
	<ul style="list-style-type: none"> • Attending training on child protection • Ensuring familiarity with and maintaining a commitment to the Denbighshire corporate parenting strategy and ensuring they are applied across portfolios
All members of the Social Services and Housing Scrutiny Committee are responsible for	<ul style="list-style-type: none"> • Scrutinising performance of all services for Children In Need through consideration of quarterly performance reports and in-depth probes • Consultation on key policy documents affecting children and young people • Attending training on relevant Children's Services issues
All Elected Members are responsible for	<ul style="list-style-type: none"> • Having awareness of child protection and safeguarding • Understanding their responsibility to share information to protect children as well as for confidentiality • Knowing how to make an appropriate child protection referral • Knowing and meeting their responsibilities as corporate parents of Looked After Children and Care Leavers
The Chief Executive is responsible for	<ul style="list-style-type: none"> • Ensuring Children's Services are explicitly included in the Council's list of priorities • Showing leadership and concern on child protection matters and services for Children In Need, including those staff providing services for vulnerable children • Considering and addressing the risks posed to services for Children In Need by any proposed changes to resource levels or organisational structures • Receiving quarterly reports and briefings from the Corporate Director of Social Services and Housing on the quality and provision of Child Protection/Children In Need services, briefing the Leader and taking further action if necessary • Urging members to prioritise Safeguarding Services, and ensuring the consequences are understood • Ensuring effective cross-Departmental working to benefit children in general and Children In Need in particular

The Corporate Director for Social Services and Housing is responsible for

- Knowing the overall state of Safeguarding Services and services for Children In Need and reporting on them annually to Cabinet
- Knowing outcomes for children on the Child Protection Register
- Listening to the voices of children, young people and families and ensuring they are heard in planning and feedback on services
- Receiving performance monitoring reports and agreeing where necessary action with the Head of Service, consistent with the protocol between the Corporate Director and Heads of Service
- Ensuring short, medium and long-term plans are in place to deal with pressure points (e.g. in terms of workforce, accommodation, training, arrangements for staff support, skill mix, standards, competencies, pay)
- Ensuring compliance with the Code of Practice of Employers of Social Care Workers
- Reporting to Cabinet on serious shortfalls within services for children in accordance with the requirements of s6 of the Local Authority and Social Services Act 1970
- Involving the Care and Social Services Inspectorate Wales (CSSIW) when appropriate, for example when statutory requirements cannot be met and this is more than a short-term issue
- Briefing the Chief Executive and the Lead Member on a regular basis
- Being visible to staff, and having regular contact with staff providing Child Protection/ Children In Need services, including regular visits to the Intake and Safeguarding Team
- Playing a proactive role in the LSCB, the Children and Young People's Partnership, the Children and Young People's Single Plan, Communities First and the Health, Social Care and Wellbeing Partnership, to model and support effective inter-agency working to benefit children in general and Children In Need in particular

<p>The Corporate Director for Lifelong Learning is responsible for</p>	<ul style="list-style-type: none"> • Ensuring that staff involved in all educational provision, whether pre-school, day care, primary, secondary or residential schools, or out of school activities, youth work, play, childcare and family learning, receive appropriate training, support and guidance on child protection matters • Making sure all schools and educational services have policies and procedures for child protection and ensuring that responsibilities are appropriately discharged • Ensuring measures are in place to promote good attendance; to manage behaviour and tackle bullying and other forms of harassment; to provide effective personal, social and health education; and support for family learning, opportunities for personal and social development, and support for the voice of young people and children • Ensuring attention is given to groups at risk of low achievement, including Children Looked After, those with special needs and particular ethnic groups; the attendance, behaviour and provision for pupils out of school, within the context of a general approach to educational inclusion • Ensuring that all staff receive appropriate training support and guidance on child protection matters <ul style="list-style-type: none"> ▪ Play a proactive role on the LSCB • Ensuring that maintained schools, staff and governors and other direct educational provision are fully integrated in, and familiar with, child protection procedures • Playing a proactive role in the Children and Young People's Partnership, and other strategic forums relating to children, to model and support effective inter-agency working to benefit children in general and Children In Need in particular
<p>All Corporate Directors are responsible for</p>	<ul style="list-style-type: none"> • Knowing where child protection issues are most likely to arise in their Directorates and ensuring robust recruitment processes, policies and procedures and appropriate child protection training for staff involved

	<ul style="list-style-type: none"> • Developing appropriate policies and information sharing protocols with Social Services, so that children in need of protection, and their families, receive appropriate priority in all service areas • Ensuring familiarity with the All Wales Child Protection Procedures and Denbighshire's Corporate Parenting Strategy and ensuring they are applied across Departments • Ensuring that all staff know how to make an appropriate child protection referral and from whom they can get advice on child protection matters • Ensuring that all staff are aware of the Whistleblowing Policy and Procedure and its application to child protection concerns
The County Clerk is responsible for	<ul style="list-style-type: none"> • Ensuring that adequate and skilled legal resources are available to advise child protection staff on care proceedings and court processes to safeguard children
The Head of Children and Family Services is responsible for	<ul style="list-style-type: none"> • Developing high quality social care services for Children In Need of Protection and Children In Need, including those available out of hours • Listening to the voices of children, young people and families and ensuring they are heard in planning and feedback on services • Working in partnership with other agencies through the LSCB and other strategic partnerships to ensure delivery of a range of community based services to meet the needs of the most vulnerable children • Ensuring a clear framework for the management of risk in Children's Social Services is in place, so as to ensure qualified practitioners are always available to meet statutory duties to the most vulnerable children • Ensuring a clear supervision, support and development framework is in place for staff • Flagging up to the Director, the Lead Member and Scrutiny Committee where delivery of these is threatened

	<ul style="list-style-type: none"> • Flagging up to other agencies where delivery of these is threatened, and seeking their practical help and support to ensure children’s safety • Ensuring core datasets and audit tools/plans are in place to enable the collection and quality checks (electronic and manual), of key child protection data and briefing the Director and Lead Member on a monthly basis • Ensuring compliance with the Code of Practice of Employers of Social Care Workers
<p>The Head of Adult Services is responsible for</p>	<ul style="list-style-type: none"> • Identifying where child protection issues are most likely to arise in Adult Services • Ensuring staff in Adults Services receive appropriate child protection training • Ensuring co-working protocols are developed between Children and Adult Services and their effectiveness monitored
<p>The Head of Partnership and Inclusion (within Lifelong Learning) is responsible for.....</p>	<ul style="list-style-type: none"> • Ensuring schools and colleges have a designated member of staff responsible for: co-ordinating Child Protection issues and in particular liaison with other agencies; monitoring the implementation of plans, post Child Protection Registration, in the context of their school or facility • Ensuring the Lifelong Learning directorate has a senior designated person for child protection and that mechanisms are in place for providing support and advice to staff and schools and reporting concerns to senior managers • Ensuring the Safeguarding Children in Education Quality Assurance Framework is implemented within schools • Ensuring all School Link Officers, Inspectors, Advisory Staff and the ESW Service are fully conversant with child protection policies and procedures • Providing training, provision, guidance and support to all educational provision, including family learning, on child protection matters • Monitoring schools in respect of the following policies: <ul style="list-style-type: none"> - Child Protection

	<ul style="list-style-type: none"> - Anti-Bullying - Behaviour - Racism - Attendance - Exclusions, etc. • Ensuring schools include information on the above in their school prospectus, and reviewing the content annually • Monitoring and improving educational standards of Looked After Children • Monitoring and supporting the work of the Education Liaison Officer for looked after children with Social Services
<p>The Head of Personnel is responsible for</p>	<ul style="list-style-type: none"> • Ensuring that the County's recruitment procedures are designed to ensure safe recruitment of staff who work with children • Ensuring that disciplinary procedures are used appropriately to deal with child protection matters • Ensuring that Whistleblowing Procedures reflect staff's duty to report and pursue child protection concerns
<p>The Senior Manager, Business Support and Development within Social Services is responsible for</p>	<ul style="list-style-type: none"> • Ensuring that timely information relating to Safeguarding Services is available and reported from PARIS, to enable routine compliance with statutory and national reporting requirements and local core dataset requirements agreed with the Head of Children's Services and the LSCB • The development and implementation of suitable Workforce Strategies and policies to enable the recruitment and retention of suitably qualified and experienced child protection staff and managers, and a supply of suitable staff for future years • Ensuring that the development of Customer Services Strategies is consistent with good child protection practice

<p>The Operational Service Manager in Children's Services is responsible for</p>	<ul style="list-style-type: none"> • Ensuring effective systems are in place to enable team managers to establish how many children have been referred to their team, what action is required to be taken for each child, who is responsible for taking that action and when that action must be completed • Ensuring that all cases of children assessed as needing a service have an allocated worker, and where cases remain unallocated, reporting this directly to the Head of Children and Family Services • That the requirements of the quality assurance framework for children's services are fully discussed in their service area • Ensuring that staff follow procedures, protocols and guidance via inspection of a random selection of case files at least quarterly • Reporting to the Head of Children and Family Services on the quality and performance of their service, including workloads, referrals and allocation • Ensuring effective communication with other local authority social service departments, partner agencies and schools • Reporting concerns in respect of the ability of the service to deliver on care requirements and staffing responsibilities to the Head of Children and Family Services
<p>The Resources Service Manager in Children's Services is responsible for.....</p>	<ul style="list-style-type: none"> • Ensuring effective systems are in place to enable team managers to establish how many children have been referred to their team, what action is required to be taken for each child, who is responsible for taking that action and when that action must be completed • Ensuring that all cases of children assessed as needing a service have an allocated worker, and where cases remain unallocated, reporting this directly to the Head of Children and Family Services • That the requirements of the quality assurance framework for children's services are fully discussed in their service area

	<ul style="list-style-type: none"> • Ensuring that staff follow procedures, protocols and guidance via inspection of a random selection of case files at least quarterly • Reporting to the Head of Children and Family Services on the quality and performance of their service, including workloads, referrals and allocation • Ensuring effective communication with other local authority social service departments, partner agencies and schools • Reporting concerns in respect of the ability of the service to deliver on care requirements and staffing responsibilities to the Head of Children and Family Services • Ensuring that National Minimum Standards and legislative requirements for fostering, adoption and residential services are fully applied
<p>The Safeguarding and Reviewing Manager is responsible for</p>	<ul style="list-style-type: none"> • Ensuring the effective management of the Child Protection Conference and Reviewing System, including arrangements for the administration of the Child Protection Register for Denbighshire, ensuring full compliance with relevant legislation. • Contributing to the development of the Local Safeguarding Board and undertaking work arising as required. This includes representing Denbighshire County Council on the LSCB, Sub-Groups and other local and national forums as appropriate. • Implementing and monitoring adherence to the All Wales Child Protection Procedures and contributing to the future development of these procedures. • Promoting good practice as defined in the All Wales Child Protection Procedures • Ensuring, via monitoring and audit, that the child protection procedures are carried out in accordance with the Departmental and LSCB policy • Contributing to the co-ordination and management of Social Services duties in respect of child protection • Contributing to the monitoring, evaluation and development of Safeguarding Services in line with Government legislation and guidance and direction from the

	<p>LSCB</p> <ul style="list-style-type: none"> ▪ Ensuring relevant performance monitoring information is collected and analysed and reports are produced for managers, the LSCB, and the Welsh Assembly Government.
<p>Team Managers in Children's Services are responsible for</p>	<ul style="list-style-type: none"> • Ensuring knowledge of and adherence to the Department's Child Care Procedures, All Wales Child Protection Procedures, Working Together protocols and good practice guidance by all team members • Ensuring that cases are allocated to appropriately qualified and trained practitioners • Ensuring that practitioners are clear about what has been allocated, what action is required, and how that action will be reviewed and supervised • Ensuring and monitoring that standards for recording and managing case files are met, and that information systems are used effectively • Ensuring that correspondence is promptly actioned when child care staff are absent from work • Ensuring the quality of work and supervision, for example ensuring children and carers are seen and spoken to, assessments, plans and case closures are properly approved and that case files are read and signed • Ensuring the key elements of the quality assurance framework are implemented in practice and routinely monitored to ensure services are delivered to the highest standards
<p>The Business Manager in Children's Services is responsible for</p>	<ul style="list-style-type: none"> • Ensuring high quality standards by making sure that relevant external performance indicators, standards and good practice guidance are used in developing internal standards • Reviewing and auditing quality benchmarks to ensure consistency with national standards and that reports are made with recommendations for improvement

<p>Social Workers, Educational Social Workers including agency staff and residential social workers, are responsible for</p>	<ul style="list-style-type: none"> • Ensuring knowledge and adherence to the Department's Child Care Procedures, the all Wales Child Protection Procedures, protocols and good practice guidance • Meeting the standards set out in the Code of Practice for Social Care Workers • Maintaining clear and accurate records of their work • Maintaining professional development through training opportunities
<p>Foster Carers are responsible for....</p>	<ul style="list-style-type: none"> • Providing Children Looked After with high quality care that is safe, nurturing and promotes their full potential • Discharging fully their responsibilities as set out in their Foster Care Agreement with Denbighshire County Council • Meeting the requirements for foster carers as set out in the UK National Standards for Fostering June 1999
<p>Family Support Workers are responsible for.....</p>	<ul style="list-style-type: none"> • Maintaining professional development through training opportunities • Ensuring knowledge and adherence to the Department's Child Care procedures, the All Wales Child Protection Procedures, protocols and good practice guidance • Maintaining clear and accurate records of their work • Meeting the standards set out in the Code of Practice for Social Care Workers
<p>Project Workers and Sessional Workers are responsible for.....</p>	<ul style="list-style-type: none"> • Complying with the Department's Child Care Procedures and all Wales Child Protection Procedures • Complying with referral procedures • Passing concerns in respect of child protection to the appropriate team without delay
<p>Administrative staff in Children's Services, including agency staff, are</p>	<ul style="list-style-type: none"> • Complying with the Department's Child Care Procedures and all Wales Child Protection Procedures • Complying with referral procedures

responsible for	<ul style="list-style-type: none"> • Passing concerns in respect of child protection to the appropriate team without delay • Ensuring correspondence is checked, and promptly passed on when child care staff are absent from work
The Chair of a school's governing body is responsible for.....	<ul style="list-style-type: none"> • Ensuring the safeguarding of all children within the school and that child protection procedures are in place and utilised • Monitoring the Child Protection Policy and ensuring it is reviewed annually, and is made available to parents and carers on request • Receiving reports from the headteacher on In-Service training and developments regarding child protection and related issues • Ensuring that the school offers safe recruitment procedures and ensures that all appropriate checks are carried out. • Ensuring that procedures are followed in line with the All Wales Child Protection Procedures • Remedying without delay any deficiencies or weaknesses in regard to child protection arrangements that are brought to its attention
The Lifelong Learning Directorate Safeguarding Officer is responsible for.....	<ul style="list-style-type: none"> • Ensuring that a framework to safeguard and protect vulnerable children and other associated child protection policies are in place in all schools and that schools are supported in developing and implementing policies • Promoting practice as defined in the All Wales Child Protection Procedures • Contributing to the monitoring evaluation and development of child protection procedures in line with Government legislation and guidance and direction from the LSCB • Co-ordinate and monitor child protection (and related) training to staff in Lifelong Learning • Ensuring action is taken in accordance with the All Wales Child Protection

	<p>Procedures in the case of allegations against members of staff</p> <ul style="list-style-type: none"> • Ensuring that confidential records are kept and actions taken in cases of suspected child abuse • Ensuring that the voices of children and young people are heard and acted upon in planning and feedback on services • Monitoring levels and patterns of child protection and safeguarding activity in schools • Acting as key contact for the School Child Protection Co-ordinators and offer advice and support • Ensuring key mechanisms are in place for identifying children missing from education and that key action is taken • Maintaining a record of all school child protection co-ordinators and governors nominated by the governing body to take responsibility for child protection issues within schools in their area • Delivering, reviewing and reporting on the implementation of the Safeguarding Children in Education Quality Assurance Framework within Denbighshire schools
<p>Headteachers are responsible for.....</p>	<ul style="list-style-type: none"> • Ensuring that a senior member of staff with specific responsibility for Child Protection is appointed • Ensuring that the Corporate Accountability Framework is available to all staff within the school • Ensuring that school child protection co-ordinators are trained in procedures in line with the All Wales Child Protection Procedures • Ensuring that all staff are alert to signs of abuse and be aware of the procedures to be followed • Ensuring that recording and reporting procedures are in place • Implementation the Safeguarding Children in Education Quality Assurance Framework within their school

	<ul style="list-style-type: none"> • Informing the following people in writing in the event of a suspension following an allegation: <ul style="list-style-type: none"> A) Chair of Governors B) Head of Education Service C) The parents of the child making the allegation or the individual where he/she is over 18 D) * Staff at the school should be informed that an allegation has been made. E) * The Headteacher should take the decision to inform other members of staff in the school of the allegation. <p>* In respect of D and E, guidance and support should be sought from the Education Department, Personnel Service or the Police as relevant and appropriate</p>
<p>The Team Manager Education Social Work (ESW) Service is responsible for.....</p>	<ul style="list-style-type: none"> • Ensuring effective systems are in place in schools to establish how many children have been referred to the team, what action is required to be taken for each child, who is responsible for taking that action, and when that action must be completed • Ensuring that all cases of children referred are followed up • Ensuring that supervision is in place for each Education Social Worker • Ensuring that staff in their allocated schools follow procedures, protocols and guidance • Reporting to the Head of Service on the quality and performance of their service including workloads, referrals and allocations • Ensuring effective communication with other local authority Social Service departments and other agencies on educational and other issues • Ensuring that they are kept up to date with training and development in Child Protection

<p>School Child Protection Co-ordinators are responsible for....</p>	<ul style="list-style-type: none"> • Ensuring that the All Wales Child Protection Procedures are followed • Attendance at strategy meeting and/ or child protection conferences or ensuring that the member of staff who knows the child best attends • Liaising with the named Lifelong Learning Directorate Safeguarding Officer, LEA and the ESW Service • Advising a member of staff against whom an allegation is made to contact their Union • Informing the Headteacher (where the School Child Protection Co-ordinator is not the Headteacher) as early as possible of a suspected case of child abuse, and keeping the headteacher informed of the case • Refer the case to the investigation agencies according to the All Wales Child Protection Procedures • Working in partnership with agencies for all Children in Need • Ensuring that they are kept informed of any developments/ discussions between the statutory agencies
<p>All staff of the County Council are responsible for</p>	<p>Passing concerns in respect of child protection to the appropriate team without delay</p>

REPORT TO CABINET

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

DATE: 23 June 2009

SUBJECT: Corporate Safeguarding Action Plan

1 DECISION SOUGHT

For Cabinet to approve the Corporate Safeguarding Action Plan attached at Appendix 1

2 REASON FOR SEEKING DECISION

- 2.1 Following the events surrounding the tragic death of Baby P in Haringey, the Welsh Assembly Government wrote to all Local Authorities in Wales (November 2008) requiring them to 'reflect and review local processes and procedures to ensure that they are sufficiently robust and assess the position of safeguarding children and young people in Wales'.
- 2.2 To achieve this task Directors of Social Services were required to review their arrangements for safeguarding children within their authority and report their findings to the Chief Social Services Inspector by 2nd February 2009. The report was grouped under the following headings:
- Corporate Responsibilities
 - Assessment and Case Management
 - Monitoring and Quality Assurance
 - Policy, Procedures and Management Information Systems
 - Workforce: Induction, Training and Professional Development
- 2.3 A full report on Safeguarding Children and Child Protection was presented to Council on 10th February 2009 which outlined the activity, duties and delivery of services within Children's Services and partner agencies in Denbighshire.
- 2.4 A National Review of Safeguarding Arrangements has been undertaken by the CSSIW throughout Wales. Denbighshire's inspection took place at the end of March 2009, and a full report is expected by the end of July 2009.
- 2.5 The Corporate Safeguarding Action Plan has been developed as part of this review and highlights areas for development, under the headings reported above to ensure that all directorates within the County are fulfilling their responsibilities with respect to the recommendations made by Laming in 2003 following the enquiry into the death of Victoria Climbié and the requirements of the Children Act 2004.
- 2.6 The Action Plan is neither a definitive nor exhaustive list of all the actions that are

being or will need to be taken by directorates to ensure the safety and well being of children in Denbighshire. Directorates have been requested to ensure that the actions contained within the Corporate Safeguarding Action Plan are embedded within existing Business Plans. Directorates will continue to develop improvement agendas as part of their business planning arrangements.

- 2.7 The plan will be monitored by the Safeguarding and Reviewing Unit Manager, and findings reported to Cabinet within the annual report: Safeguarding Children in Denbighshire.

3 POWER TO MAKE THE DECISION

Parts III and V of The Children Act 1989
The Children Act 2004

4 RESOURCE IMPLICATIONS

4.1 Cost Implications:

Expenditure is contained within allocated budgets.

4.2 Staffing / Accommodation Implications: N/A

4.3 IT Implications: N/A

5 RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendation/s

Identified Corporate Directorates will be unaware of specific responsibilities and duties relating to safeguarding matters.

5.2 Risks associated with agreeing the recommendation/s

None.

6. Financial Controller Statement

Costs in connection with the Action Plan will need to be contained within the service budget concerned.

7 CONSULTATION CARRIED OUT

Corporate Executive Team
Heads of Service
Cabinet
Safeguarding and Reviewing Unit

8 IMPLICATIONS

8.1 Assessment of Impact on Corporate Priorities:

Support for Corporate priorities is explicitly included in: The Children and Young People's Single Plan; the Social Services and Housing Directorate Business Plan and the Children's Services Business Plan.

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

The Vision 2025 references that we will safeguard vulnerable children and adults promoting their independence and ensuring that everyone is able to realise their potential.

9 ACTION PLAN

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
Submission of annual report to Council on Safeguarding Children in Denbighshire will allow direct reporting on the Corporate Safeguarding Action Plan.	Safeguarding and Reviewing Manager: Next report due Sept 09.	Cabinet

10 RECOMMENDATIONS

- 10.1 It is recommended that Cabinet accepts and approves the Corporate Safeguarding Action Plan attached at Appendix 1



DENBIGHSHIRE COUNTY COUNCIL

CORPORATE SAFEGUARDING ACTION PLAN
April 2009 – April 2010

Following the tragic death of baby P in Haringey and the subsequent publication of the Serious Case Review, and the Ofsted report, the Welsh Assembly Government wrote to all Local Authorities in December 2008 requiring them to 'reflect and review local processes and procedures to ensure that they are sufficiently robust and assess the position of safeguarding children and young people in Wales'. Care and Social Service Inspectorate Wales (CSSIW) will be undertaking further safeguarding reviews of all local authorities in Wales from March to May 2009. Denbighshire County Council's review will begin on 23rd March 2009.

In preparation for the review a range of action plans have been revisited, the key ongoing or outstanding actions that concern that safeguarding of children have been amalgamated into this document. These have been grouped under the five headings required in the County Councils response to the safeguarding review. Details of the action plans and relevant Climbié recommendations with a glossary of terms are located in appendix 1.

The action plan highlights areas for development to ensure that all directorates within the County are fulfilling their responsibilities within both the recommendations that arose from the Laming enquiry into the death of Victoria Climbié in 2003 and requirements under the Children Act 2004. These actions are not a definitive or exhaustive list of all the actions that are being or will need to be taken by directorates to ensure the safety and well being of children in Denbighshire. It is expected that directorates continue to develop appropriate responses as part of their business planning arrangements for 2009/10.

Sally Ellis
Corporate Director Social Services & Housing
Lead Director Children & Young Peoples Services

No	Action <i>(x-reference to existing action plans / X-reference into Climbie recommendations)</i>	Outcome in relation to safeguarding and promoting children's welfare	Reports to and monitored by:	Responsible officer	Department Directorate	Timescale	Completed
1.	CORPORATE RESPONSIBILITIES / CROSS CUTTING ISSUES						
1.1	Review, amend and disseminate Corporate Accountabilities Framework <i>Compliance with Climbie recommendation: 27</i>	Enhanced understanding of both corporate and individual responsibilities and accountabilities for safeguarding children across County	CET	Vicky Allen – Business Manager	Children & Family Services Social Services & Housing	May 09	
1.2	Review and amend DCC Website to ensure clear signposting for child protection and safeguarding issues <i>Compliance with Climbie recommendation: 39</i>	Improved signposting for all members of the community re: reporting of child protection and safeguarding issues.	CFMT	Heidi Evans – Business Manager	Children & Family Services Social Services & Housing	June 09	
1.3	Review and amend public information leaflets to improve signposting on child protection and safeguarding issues <i>Compliance with Climbie recommendation: 39</i>	Improved signposting for all members of the community re: reporting of child protection and safeguarding issues.	CFMT C&D SCB	Heidi Evans – Business Manager	Children & Family Services Social Services & Housing	October 09	

1.4	Develop a protocol to clarify the roles and responsibilities in respect of safeguarding between the CYPP and C & D LSCB	Enhanced understanding with partner agencies. Compliance with statutory guidance: 'Stronger partnerships for better outcomes	CYPP C&D SCB Executive	Lisa Leece - CYPP Partnership Manager Julie Moss – Acting Safeguarding & Reviewing Manager	CYPP Children & Family Services Social Services & Housing	September 09	
2	ASSESSMENT AND CASE MANAGEMENT						
2.1	Review implementation of performance management reporting framework for children's services taking into account the new IT system PARIS <i>Compliance with Climbié recommendations: 53,34, 18, 35, 22, 24, 25, 36, 56</i>	Accurate and timely reports of performance measures for vulnerable children	SMT	Craig Macleod – Performance Management Development Manager	Business Support & Development Social Services & Housing	Oct 09	
3	MONITORING AND QUALITY ASSURANCE						
3.1	Review and develop existing standard service commissioning contracts and to ensure safeguarding needs of children are properly taken into account	Delivery and implementation of Denbighshire procurement strategy	CET	Arwel Staples – Strategic Procurement Manager	Exchequer & Financial Accounting Resources	Oct 09	
3.2	Ensure safeguarding and child		CYPP	Lisa Leece -	CYPP	Sept 2010	

	protection is comprehensively included in the CYPP performance management and quality assurance framework			CYPP Partnership Manager	Social Services & Housing		
3.3	Development and implementation of Quality Assurance Framework for Safeguarding Children in Education	Improved monitoring of safeguarding arrangements within Lifelong Learning	Director Lifelong Learning Senior Education Management Team	Wayne Wheatley – Education Safeguarding Officer	Partnership & Inclusion Service Lifelong Learning	April 09	
3.4	Denbighshire County Council, the Board of Governors and Ysgol Plas Brondyffryn's senior manager for Gerddi Glasfryn to review the monitoring visits and the reporting format so as to ensure this process is integrated with the overall quality assurance process <i>Action plan 3.</i>	Improved monitoring and reporting of safeguarding arrangements for children at Gerddi Glasfryn	Director of Lifelong Learning Senior Education Management Team	Catherine Simpson – Interim Head of Partnership & Inclusion	Partnership & Inclusion Service Lifelong Learning Directorate	April 09	
3.5	This action plan to be reviewed twice yearly	Compliance with plan	CET	All CET Leader	All Directors	Sept 09	
3.6	Annual report to Cabinet on Safeguarding and Protection of children in Denbighshire	Oversight of child protection and safeguarding services	Cabinet	Nicola Francis – Head of Children & Family Services Sally Ellis – Corporate	Children's Services Social Services & Housing	Nov 09	

				Director Social Services & Housing			
4.	POLICY, PROCEDURES AND MANAGEMENT INFORMATION SYSTEMS						
4.1	Review, amend and implement all policies and procedures in relation to children's services <i>Compliance with Climbie recommendations: 46, 59</i>	Improved and accessible procedures for all staff working with children in need.	CFMT	Sue Williams – Strategic Services Manager	Children & Family Services Social Services & Housing	April 10	
4.2	Review, amend and implement First Contact Team Procedures <i>Full compliance with Climbie recommendation: 39</i>	Improved processing of child protection and safeguarding issues.	CFMT SMT	Gwynfor Griffiths – Service Manager, Communities	Adult Services Social Services & Housing	April 09	Completed
4.3	Review, amend and implement Customer Services Procedures <i>Compliance with Climbie recommendation: 39</i>	Improved signposting for all members of the community re: reporting of child protection and safeguarding issues.	CET	Catherine Williams - Head of Customer Care	Customer Care Services Resources	April 09	Completed
4.4	Children's Services to re-issue guidance on access to emails, post and telephone contacts during staff absence. <i>Compliance with Climbie recommendation: 50</i>	Ensure all reported concerns about children are responded to in a timely manor	CFMT	Heidi Evans – Business Manager	Children & Family Services Social Services & Housing	May 09	

4.5	Implement new joint working protocol in respect of service users with mental health support needs between adult, children's services and health services <i>Action Plan: 4</i>	Clear protocols and enhanced understanding of role and responsibilities within both Services.	LSCB Conwy & Denbighshire Adult Mental Health Partnership Board	Nicola Francis – Head of Children & Family Services Neil Ayling – Head of Adult Services Julie Mountford - Adult Mental Health and Social Care Partnership Manager	Children & Family Services SS&H Adult Services SS&H North Wales NHS Trust	April 09	Completed
5	WORKFORCE: INDUCTION, TRAINING AND PROFESSIONAL DEVELOPMENT						
5.1	Deliver corporate training programme on child protection and safeguarding aimed at all staff and elected members throughout the County	Enhanced understanding of corporate and individual roles, responsibilities and accountabilities.	CET	Mark Southworth – Team Manager, Staff Development & Training	Business Support & Development Social Services & Housing	March 10	

5.2	Deliver Corporate Parenting training for all elected member	Enhanced understanding of corporate parenting role and responsibilities	CET	Vicky Allen – Business Manager	Children & Family Services Social Services & Housing	March 10	
5.3	Develop reporting framework on take-up and analysis of need re: corporate safeguarding training <i>Compliance with Climbé recommendation: 46</i>	Ensure training is accessed and provided for all members of the council.	CET	Mark Southworth – Team Manager, Staff Development & Training	Business Support & Development Social Services & Housing	June 09	
5.4	Update and implement corporate procedures regarding recruitment and Criminal Records Bureau and Independent Safeguarding Authority checks across all directorates. Ensure full use of dept capacity to support safe recruitment process <i>Action Plan: 1</i>	Safer recruitment processes compliant with Working Together under the Children Act 2004 and ISA Vetting and Barring Scheme	CET	Linda Atkin – Head of Personnel	Central Personnel Resources	June 09	
5.6	Develop procedural framework to support consistent decision making when recruitment procedures reveal information on CRB checks or through the Independent Safeguarding Authority <i>Action Plan: 1</i>	Safer recruitment processes compliant with Working Together under the Children Act 2004 and ISA Vetting and Barring Scheme	CET	HR Linda Atkin – Head of Personnel Roberts Hayes – Head of Business Support and Development	Central Personnel Resources Social Services & Housing	Dec 09	
5.7	Internal audit to review implementation	Monitored compliance of safe	CET	Ivan Butler –	Internal Audit	March 10	

	of 1.7 & 1.8	recruitment practice and procedures		Head of Internal Audit Services	Resources		
5.8	Denbighshire County Council must provide CSSIW with evidence that the system for recruitment, selection and vetting of staff at Gerddi Glasfryn is in accordance with NMS 27.2.1 to 27.2.9 HR Policy and is in place prior to any staff commencing duties <i>Action plan 3</i>	Safe recruitment processes at Ysgol Plas Brondyffryn	Director of Lifelong Learning Senior Education Management Team	Catherine Simpson – Interim Head of Partnership & Inclusion	Partnership & Inclusion Service Lifelong Learning Directorate	April 09	

CROSS REFERENCED ACTION PLANS

1. Investigation into matters relating to a supply teacher. June 2006 (Lifelong Learning)
2. Gerddi Glasfryn Action Plan 2008/9 (Lifelong Learning)
3. B & D Serious Case review Action Plan 2008 (C&D Adult Mental Health Partnership)
4. Relevant Climbié recommendations
 - **18** When communication with a child is necessary for the purposes of safeguarding and promoting that child's welfare, and the first language of that child is not English, an interpreter must be used. In cases where the use of an interpreter is dispensed with, the reasons for so doing must be recorded in the child's notes/case file (paragraph 6.251)
 - **22** If social services place a child in temporary accommodation, an assessment must be made of the suitability of that accommodation and the results of that assessment must be recorded on the child's case file. If the accommodation is unsuitable, this should be reported to a senior officer (paragraph 4.77)
 - **24** Where, during the course of an assessment, social services establish that a child of school age is not attending school, they must alert the education authorities and satisfy themselves that, in the interim, the child is subject to adequate daycare arrangements (paragraph 4.143)
 - **25** All social services assessments of children and families, and any action plans drawn up as a result, must be approved in writing by a manager. Before giving such approval, the manager must ensure that the child and the child's carer have been seen and spoken to (paragraph 4.152)
 - **27** Chief executives and lead members of local authorities with social services responsibilities must ensure that children's services are explicitly included in their authority's list of priorities and operational plans (paragraph 5.4)
 - **34** Social workers must not undertake home visits without being clear about the purpose of the visit, the information to be gathered during the course of it, and the steps to be taken if no one is at home. No visits should be undertaken without the social worker concerned checking the information known about the child by other child protection agencies. All visits must be written up on the case file (paragraphs 5.108 & 6.606)
 - **35** Directors of social services must ensure that children who are the subject of allegations of deliberate harm are seen and spoken to within 24 hours of the allegation being communicated to social services. If this timescale is not met, the reason for the failure must be recorded on the case file (paragraph 5.127)

- **36** No emergency action on a case concerning an allegation of deliberate harm to a child should be taken without first obtaining legal advice. Local authorities must ensure that such legal advice is available 24 hours a day (paragraph 5.128)
- **39** All front-line staff within local authorities must be trained to pass all calls about the safety of children through to the appropriate duty team without delay, having first recorded the name of the child, his or her address, and the nature of the concern. If the call cannot be put through immediately, further details from the referrer must be sought (including their name, address and contact number). The information must then be passed verbally and in writing to the duty team within the hour (paragraph 5.169)
- **46** Directors of social services must ensure that the roles and responsibilities of child protection advisors (and those employed in similar posts) are clearly understood by all those working within children's services (paragraph 6.71)
- **50** Directors of social services must ensure that when staff are absent from work, systems are in place to ensure that post, emails and telephone contacts are checked and actioned as necessary (paragraph 6.318)
- **53** When allocating a case to a social worker, the manager must ensure that the social worker is clear as to what has been allocated, what action is required and how that action will be reviewed and supervised (paragraph 6.586)
- **56** Directors of social services must ensure that no child known to social services who is an inpatient in a hospital and about whom there are child protection concerns is allowed to be taken home until it has been established by social services that the home environment is safe, the concerns of the medical staff have been fully addressed, and there is a social work plan in place for the ongoing promotion and safeguarding of that child's welfare (paragraph 6.594)
- **59** Directors of social services must ensure that staff working with vulnerable children and families are provided with up-to-date procedures, protocols and guidance. Such practice must be located in a single-source document. The work should be monitored so as to ensure procedures are followed (paragraph 8.7)

GLOSSARY

CET	Corporate Executive Team
SMT	Senior Management Team (Social Services)
CFMT	Children & Family services Management Team
C & D SCB	Conwy & Denbighshire Local Safeguarding Children Board
CYPP	Children & Young Peoples Partnership

REPORT TO CABINET

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

DATE: 23 JUNE 2009

SUBJECT: CRITERIA FOR SUPPORTING COMMUNITY CAPITAL PROJECTS IN 2009/10

1 DECISION SOUGHT

To approve criteria for supporting community capital projects

2 REASON FOR SEEKING DECISION

The County Council has allocated funds to support new capital projects to be undertaken by community groups in 2009/10.

In previous years, applications for funding have been invited through public advertisement. The maximum funding available per project was set at £50,000. The maximum percentage of the cost of a project which could be funded through the scheme was set at 70%. However, a higher priority was attached to those applications which sought a lower proportion of funding from the scheme. Applicants with suitable projects awaiting the results of applications made for match funding or similar processes could be granted conditional approvals valid for six months to enable these matters to be resolved.

At the meeting of Cabinet on 17th February 2009, members made suggestions about the application and approval processes for allocating this funding to projects in 2009/10 and these were that:

- a. the maximum grant should be lower than the £50,000 limit which had previously been imposed and a ceiling of £10,000 was mentioned,
- b. projects should be linked to delivering the outcomes for the corporate priorities,
- c. projects should bring in external funding,
- d. they should be clear to applicants to avoid generating bids that have little chance of being supported,
- e. local members should be involved in the development of projects, and
- f. officers should administer the funding.

3 POWER TO MAKE THE DECISION

Section 2 of the Local Government Act 2000 gives the Council the power to do anything which it considers is likely to promote or improve the economic, social and environmental well-being of the area.

4 RESOURCE IMPLICATIONS

4.1 Cost Implications:

The County Council has allocated £150,000 in its capital plan to support new community capital projects in 2009/10. It is proposed that a further sum of will also be made available for this purpose from a VAT refund received by the Council.

4.2 Staffing / Accommodation Implications: None

4.3 IT Implications: None

5 RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendation/s

If the recommendations were not agreed, the ability of the Council to deliver the agreed outcomes for the corporate priority for “Regenerating our communities” and the ability to draw down external funding would be compromised.

5.2 Risks associated with agreeing the recommendation/s

If the recommendations were agreed, the principal risk would be that there could be a delay in spending the funds allocated as grants to projects being undertaken by organizations outside the Council. This risk can be minimized by only allocating funds to projects which have all the consents required to enable them to proceed once approval is given.

6 FINANCIAL CONTROLLER STATEMENT

In view of the limited funding available for this type of scheme, the revised proposals potentially provide a means for supporting a larger number of schemes than would have been possible under the current arrangements.

7 CONSULTATION CARRIED OUT

Environment & Regeneration Scrutiny Committee at its meeting on 16 April 2009 considered the suggestions made at Cabinet on 17th February 2009 and the outcome of discussion with Denbighshire Voluntary Services Council about the operation of the scheme. The Committee recommended that Cabinet should continue to determine which applications should be approved

for support and their other suggestions have been included in the recommendations in this report.

8 IMPLICATIONS

8.1 Assessment of Impact on Corporate Priorities:

Providing funding for community capital projects will assist the Council to deliver its corporate priorities for changing services to respond to a changing population and regeneration.

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

The proposed allocation of funding will help the Council to achieve the Vision for Denbighshire in 2025 by enabling partners in the public, private and voluntary sector to work together to eliminate deprivation and to encourage individuals to help themselves and their communities.

9 ACTION PLAN

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
Advertise the availability of funding for community capital projects	Regeneration Strategy, Funding & Compliance Manager / 31 July 2009	Principal Regeneration Manager / 31 July 2009
Seek Cabinet approval for projects to be supported	Lead Cabinet Member for Regeneration / 29 September 2009	Cabinet / 29 September 2009

10 RECOMMENDATIONS

To agree, subject to sufficient funding being available, to support community capital projects in 2009/10 provided that:

- a. the maximum grant available per project should not exceed £10,000 although this could be higher in exceptional cases,
- b. projects contribute towards the delivery of the outcomes for the corporate priorities,
- c. the proportion of the cost to be met from the community capital grant should be no more than 70%,
- d. Planning permissions and leases should already be in place and applicants should not be holding unduly large amounts of cash in reserve in relation to the size of the project, and
- e. there should be a two stage application process with local members consulted for their views after an initial assessment of eligibility.

REPORT TO CABINET

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

DATE: 23 JUNE 2009

SUBJECT: FUTURE JOBS FUND

1 DECISION SOUGHT

1.1 To approve the Council's participation in a partnership bidding to secure resources from the Future Jobs Fund to provide jobs for young people and other who face significant disadvantages in the labour market; to support a partnership covering the whole of Denbighshire and Conwy and to be led by Rhyl City Strategy.

2 REASON FOR SEEKING DECISION

2.1 The UK Government has provided resources within the UK budget for a Future Jobs Fund and is inviting applications from local partnerships to bid into the Fund for resources to provide jobs for young people and others who face significant disadvantages in the labour market.

2.2 DWP officials have indicated that they expect the majority of bids to contain significant Local Authority components and have also advised that the bids should be at a local or sub-regional level. In May 2008 there were 704 young people aged 18 – 24 registered as unemployed (JSA claimant counts) and the particular hotspots were Prestatyn, Rhyl and Denbigh together with the wards of St Asaph, Trefnant, Llanarmon yn Ial / Llandegla and Llanrhaeadr YM.

2.3 In order to be able to bid, a partnership dealing with issues of the long term unemployed has to be assembled quickly in order for a bid to be ready by the end of June. Council officials considered that the partnership that had assembled around the Rhyl City Strategy in Rhyl was best placed to develop an application. In view of the fact that there are high proportions of young people unemployed for a considerable time stretching as far south as Corwen, it was considered essential for an application to be lodged which covered the whole of Denbighshire.

2.4 In discussions with Conwy officials, they too considered that a countywide approach was essential and in view of the fact that the Rhyl City Strategy partnership already included elements working in North Conwy, they readily agreed for a joint County submission led by the Rhyl City Strategy.

2.5 Rhyl City Strategy has indicated that within their existing partnership, there is a range of public and voluntary job providers who could be used to provide the necessary jobs to make the submission work. These include voluntary and community groups within Rhyl, Llandrillo College, numerous public agencies dealing with worklessness issues and the Denbighshire Enterprise Agency and ourselves, the County Council. They considered that it was a partnership readymade for bidding into the Future Jobs Fund.

2.6 A brochure is attached giving details of the Future Jobs Fund. Rhyl City Strategy have advised that they wish to make an application for 154 jobs in the first tranche

which they wish to lodge in early July with a view for approval in time to recruit the first jobs in October.

- 2.7 The supply of job seekers is not a matter for the applicants. The Department of Work and Pensions have advised that this will be a matter for Jobcentre Plus. Applications to the Future Jobs Funds need to identify jobs in detail for every applicant which Jobcentre Plus might send their way. The supply of unemployed job seekers is therefore not a matter for applicants, but applicants do need to provide an adequate supply of jobs.
- 2.8 The supply of jobs is likely to be the biggest challenge for any application and both Councils will be required to play their part in providing job opportunities.
- 2.9 The County Council's role should be to provide a range of useful and interesting job opportunities for those nominated by Jobcentre Plus. Discussions within the Council at Heads of Services level have indicated that a variety of potential workstreams could be provided in the Environment, Regeneration, Countryside and Leisure and within the general administration of the Council. The first meeting of the potential partnership to bid was held on Tuesday, 10th June and partners are asked to identify job opportunities by the next meeting which is expected to be held before the end of June. It should be emphasised that the resources for the jobs will be provided by HMG. The Council is expected to manage and supervise young people.
- 2.10 It may be that by the time the Cabinet meets, a range of potential workstreams has been identified in greater detail, but it is quite clear that public realm work, clerical work, regeneration work around Convergence contracts, tourism marketing work and public realm activity are all capable of being developed. Additionally, a meeting will be held between the Denbighshire Enterprise Agency and the head of Development services to brainstorm the potential for creating jobs in rural areas. The Enterprise Agency has already indicated its wish to attempt to provide support for micro businesses to expand using the Future Jobs Fund initiative.

3 POWER TO MAKE THE DECISION

- 3.1 Section 2 of the Local Government Act 2000 confers upon the Council the power to promote and improve the economic, social and environmental well being of its area.

4 RESOURCE IMPLICATIONS

4.1 Cost Implications:

None

4.2 Staffing / Accommodation Implications:

It will be necessary to contain this initiative within existing staffing and accommodation facilities.

4.3.1 IT Implications:

Likewise, but there may be some contribution from the Future Jobs Fund for some material.

5 RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendation/s

Mainly reputational as far as the Council is concerned, but for the community an opportunity of an additional initiative to tackle long term unemployment issues among young people will be lost.

5.2 Risks associated with agreeing the recommendation/s

These are mainly routine management challenges arising from modest increased pressures on payroll and HR functions together with additional pressures on those managing Future Job Fund employees. There may be additional employment criteria which will need to be resolved between the new partnership and the Council as the partnership develops. In the main, the challenges are manageable within the current Council Personnel policies which will apply the Council's disciplinary process to the Future Job Funding clients.

6 FINANCIAL CONTROLLER STATEMENT

It is understood that funding for the scheme will be based on £6,550 per job created for a minimum of 6 months. This funding will need to cover all administration and supervision costs. A full business case will be prepared in due course to demonstrate how the costs involved will be contained within this level of financial support.

7 CONSULTATION CARRIED OUT

- 7.1 I have consulted with the Head of Development who has held discussions with Conwy County Borough Council and Rhyl City Strategy, the Head of Personnel who is dealing with Corporate HR issues arising from the report and the Financial Controller who jointly with the Head of Development attended a WLGA sponsored conference on the issue. All are supportive of the report.

8 IMPLICATIONS

8.1 Assessment of Impact on Corporate Priorities:

A significant impact will be made on the Regeneration of our Communities Corporate Priority particularly in relation to deprivation issues in the most disadvantaged communities of the County. Additionally there is the prospect of an additional impetus to basic skills policies within the Modernising Education priority.

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

The proposal will help the Council achieve the Vision for Denbighshire in 2025 by creating a partnership to sustain the community and grow the economy.

9 ACTION PLAN

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
Support formation of partnership for Denbighshire and Conwy to make bid for Future Job Funds resources	Head of Development – early July 2009	Corporate Director Environment
Develop workstream opportunities within the Council for Future Job Fund applicants	Head of Development – early July 2009	Corporate Director Environment

10 RECOMMENDATIONS

To approve the Council's participation in a partnership bidding to secure resources from the Future Jobs Funds to cover the whole of Denbighshire and Conwy to be led by Rhyl City Strategy.

Guide to the Future Jobs Fund

What is the Future Jobs Fund?

The Future Jobs Fund is a fund of around £1 billion to support the creation of jobs for long term unemployed young people and others who face significant disadvantage in the labour market.

The Fund was announced in Budget 2009 and is to be spent over the next two years. It is a challenge fund which invites organisations to submit bids for funding. The fund is run by the Department for Work and Pensions (DWP) in partnership with the Department for Communities and Local Government (CLG).

The Fund aims to create 150,000 jobs. These will be aimed primarily at 18-24 year olds who have been out of work for a year. This will support the guarantee that from 2010 everyone in this age group who has been looking for work for a year will get an offer of a job or training lasting at least 6 months, and so we are keen to encourage bids from all areas across Great Britain (England, Scotland and Wales). We will also specifically target 50,000 jobs in unemployment hotspots and anticipate that around 10,000 of the 150,000 jobs created will be green jobs.

We want to encourage innovative bids to create jobs and the Government is keen to work with local authorities, social enterprises and charities to turn this important priority into a reality.

Who can bid?

Bids can come from anyone, but we have a strong preference for partnership bids. We expect the majority of bids to the Fund to be led by local authorities, sub-regional, city region and local partnerships, or by national or local public sector and third sector bodies.

We expect that bids to the Fund will be mainly from larger organisations - as a guide, bids should aim to create at least 30 jobs over a six month period. However, we are also keen for small and micro organisations, including social enterprises, to be involved, and so we strongly encourage such organisations to work in partnership with local authorities and/ or other third sector organisations to develop joint bids. We will continue to refine the bidding processes to ensure that we meet our aims and organisations of all sizes are involved.

web: www.dwp.gov.uk/futurejobsfund email: future.jobsfund@dwp.gsi.gov.uk

web: www.dwp.gov.uk/futurejobsfund email: future.jobsfund@dwp.gsi.gov.uk

What are the criteria?

Minimum Criteria

Each bid will need to demonstrate that:

- it will create extra jobs, lasting at least 6 months, either for long term unemployed young people or people in unemployment hotspots;
- the work done will benefit local communities; and
- the work will be under way quickly.

Some definitions - by 'extra' we mean that the jobs would not exist without this funding; by 'job' we mean work for at least 25 hours a week paid at least at the national minimum wage; by 'long term unemployed' we mean people who have been on Jobseeker's Allowance (JSA) for approaching a year; by 'young people' we mean between 18 and 24; by 'hotspot' we currently mean areas where the rate of unemployment on the JSA measure is (in the latest unemployment figures) more than 1.5 per cent above the national average. We will ask bidders to identify any geographical area(s) that they consider to be such a "hotspot" when presenting their bid.

The Future Jobs Fund contribution for each job will not exceed £6,500. We will welcome bids with a lower unit cost and/ or which align other funding streams to supplement Future Jobs Fund funding. All bids will also be expected to demonstrate value for money by delivering maximum benefit to individuals and communities for the cost incurred.

All local partnerships that are awarded funding in England will be required to develop a Work and Skills Plan by April 2010 and in developing bids local partnerships will need to set out an initial worklessness assessment to demonstrate the longer-term benefits the funding will deliver. We will be discussing with partners in Scotland and Wales whether any similar requirements should be placed on authorities in those areas.

One of the key aims of the Jobs Fund is to support the guarantee for young unemployed people. The Government will therefore need to match demand for jobs with supply. Bidders should demonstrate that jobs will correspond to levels of long-term unemployment, particularly youth unemployment, in areas where jobs will be created. Bidders will need to set out a timeline of when and how many jobs will be made available on a month by month basis over the length of the period covered by their bid (i.e. we do not anticipate that all jobs will start on the same day).

Secondary criteria

If a substantial number of bids pass the minimum requirements we will take account of a number of secondary criteria. These are:

- unit cost to the Fund, in terms of both:
 - the average cost per job of each bid; and
 - the extent to which other funding streams are aligned to support the proposal, e.g. Working Neighbourhoods Fund in England and Deprived Areas Fund in Scotland and Wales where available;
- web: www.dwp.gov.uk/futurejobsfund email: future.jobsfund@dwp.gsi.gov.uk
- the extent to which the job would support an individual's move into permanent employment, through:
 - the potential of the job itself to lead to permanent employment; or
 - the inclusion of accredited training, development opportunities and job search activity within the bid; and providing confidence that the jobs will be delivered

successfully, e.g. a track record of delivering jobs of this type or support to young people.

How does the bidding process work?

Assessment of bids will be continuous. Bids can be submitted at any time; the sooner the better. All bids submitted by 30 June 2009 will be considered for the first allocations of funding to enable the first jobs to begin in October or earlier. We will aim to notify bidders within 5 weeks of submitting a bid whether or not their bid was successful.

We want high quality bids and so we encourage you to work with key local stakeholders as you develop your bids. We will also be putting in place arrangements to provide advisory support to help bidders prepare their bids and will publish the details of this shortly. In England, this will include a named contact in each of the Government Offices.

Bids will be considered by an assessment panel taking advice from experts where necessary. The assessment panel may invite bidders to clarify their proposals before allocations are made. Bids which pass the minimum criteria but are not successful initially will be considered for future allocations automatically (i.e. bidders will not need to resubmit the same proposal, although they could strengthen their bids, submit additional bids, or withdraw from the process if they chose to do so). We will also look to provide feedback to unsuccessful bidders. We will not penalise bidders who were unable to submit a bid by 30 June.

Bids should be submitted to: future.jobsfund@dwp.gsi.gov.uk

How will people be matched to places?

Successful bidders will need to meet their commitment to fill the jobs with long term unemployed people. We expect that in most cases eligible candidates will be referred to employers by Jobcentre Plus. In some cases individuals may self-present to the employer, or may be identified by them directly. In these situations, Jobcentre Plus will need to confirm an individual's eligibility. Future Jobs Fund employers will be encouraged to sign a Local Employment Partnership (LEP) with Jobcentre Plus.

Future Jobs Fund employers will not be required to take on any particular individual who is referred to them but will be expected to give reasons if they decline to take someone on and to provide feedback on what the individual could have done to be successful in their application. web: www.dwp.gov.uk/futurejobsfund email: future.jobsfund@dwp.gsi.gov.uk

What support will Jobcentre Plus provide?

Jobcentre Plus will be a key partner in the referral and support process for Future Jobs Fund employers. People will be referred to Future Jobs Fund employers following discussions with their Personal Advisor. Bidders should discuss with Jobcentre Plus whether their bid assumes that any of the jobs created will go to people over the age of 24, particularly in unemployment hotspots.

How do we pay employers?

We will consult further on how we will transfer funds to Future Jobs Fund employers, but currently propose that the funding be paid in part up front, to cover agreed start up costs, with the remaining funds paid over the course of the 6 month job.

We propose that where an individual leaves Future Jobs Fund employment in under 6 months, the place would remain open with the employer and would be filled by another person referred by Jobcentre Plus. While the place remained unfilled, the funding would be suspended.

What are employers required to deliver?

Employers should deliver jobs according to the parameters of their proposal. This would be set out in an agreement between the lead bidder and DWP, which could be a formal contract.

Employers should act as good employers, by delivering the requisite training and support in the workplace and helping the individual find sustainable employment. If bidders want to apply for Future Jobs Fund resource to fund the first six months of a Modern Apprenticeship they would have to demonstrate that the apprenticeship would be paid at National Minimum Wage and that alternative funding would be available to fund the remainder of the apprenticeship.

Bidders should think creatively about involving a wide range of partners who can deliver additional support to their Future Jobs Fund employees.

Future Jobs Fund employers should offer an exit interview to everyone who leaves a Future Jobs Fund job to assess their experience of the job, and provide them with a reference that captures their performance, attendance record and any skills learnt.

Who gets these new jobs?

The Future Jobs Fund has been set up to provide additional job opportunities to jobseekers and other people on out of work benefits who would otherwise be unable to find work by ensuring a significant number of people, particularly those aged 18 – 24 who have been unemployed for around 12 months, are able to take up these new jobs.

As well as making a significant contribution to the Government's guarantee for young people, it will also provide much needed and valuable support to other people who have been out of work and on benefit for around a year. This dual approach web: www.dwp.gov.uk/futurejobsfund email: future.jobsfund@dwp.gsi.gov.uk ensures that young and disadvantaged people do not lose touch with the labour market.

When do the jobs need to start?

We want to get this up running as soon as possible, and so bids can be submitted at any time; the sooner the better. All bids submitted by 30 June 2009 will be considered for the first allocations of funding to enable the first jobs to begin in October or earlier.

What happens next?

Local Authorities and other organisations should come together with their partners to develop bids for their area using the form and guidance on the website. For bids submitted by Tuesday 30 June 2009 we plan to announce the outcomes by early August 2009.

We will continue to update our website and will seek to share best practice and innovative ideas, and to encourage further bids.

If you require more information, or to submit a bid, please contact future.jobsfund@dwp.gsi.gov.uk.

Disclaimers

Statements by the Government (whether directly or by its agents or representatives) as to the future process and timing of Future Jobs Fund reflects the Governments current intentions, and the Government reserves the right to vary the bidding procedure and/or timetable by notice in writing, including terminating it altogether.

By issuing this invitation to bid, DWP and CLG are not bound in anyway and do not have to accept any bids. Bidders will not be entitled to claim from DWP or CLG any costs or expenses they incur in preparing bids, whether or not they are successful.

REPORT TO CABINET

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

DATE: TUESDAY 23rd JUNE 2009

SUBJECT: REGIONAL TELECARE PROJECT

1 DECISION SOUGHT

Cabinet is requested to support the vision to develop a North Wales Telecare Service and for officers to work with the project to collate information and develop proposals for delivery of Telecare services on a regional basis.

2 REASON FOR SEEKING DECISION

This report is to provide Cabinet with information on the vision to develop a North Wales Telecare Service; with recommendation that the Council contributes to the Project by providing the required information to complete a business case and to design a regional service.

2.1 Background

2.1.1 Telecare is a developing social care service which can play an important role in supporting people to live longer and independently in their own home by using a wide range of assistive technology.

2.1.2 Over the last 2 years, funded by the Welsh Assembly's Making the Connections Improvement Fund, work led by the social care sector has been undertaken on establishing the feasibility for and the development of an integrated approach to Telecare across North Wales.

2.1.3 In the first phase of the project, consultants carried out a feasibility study the recommendations from which were approved in principle by the North Wales Regional Partnership Board. The main recommendation was the development of a single, regional service (see diagram appendix 1).

2.1.4 The second phase of the project has been working to:

- Align practice across the region for the allocation of Telecare in care packages and preventative services that prolong the capability of older people to live at home independently longer.
- Establish the current costs of delivering the main elements of the service which include the traditional community alarm services and associated call centres provided by housing departments as a prelude to preparing a business case which will detail the benefits of working together to develop improved future Telecare services.

- Quantify service and financial benefits of improving the potential for older people to live in their own homes for longer.

2.1.5 An integral part of Telecare services is the monitoring centre which receives alerts from equipment such as fire or fall detectors and which can also contact the service user. In North Wales there are now three monitoring centres (Flintshire (CareLink), Conwy (CareLine) and Anglesey (Gofal Mon)) with Conwy providing service to Denbighshire and Anglesey to Gwynedd. Wrexham outsourced their Telecare monitoring service in 2008 but will give consideration to joining the regional service in the future. Alternatively Wrexham's contractor could partner the development of North Wales' Telecare services.

2.1.6 The case for working together was articulated by the consultants report for the Telecare Project in Phase 1:

- There is excess capacity across the three monitoring centres, particularly at night which drives additional costs.
- The current centres based on community alarm systems delivered by housing departments are not robust enough to meet the increased demands of the rapidly developing Telecare agenda and do not have the standards to achieve the accreditations required to deliver full Telecare Services
- The current services are subsidised and relatively expensive for what they deliver and will require substantial investment to upgrade to meet Telecare standards in terms of technology.
- Future investment on a collective basis will reduce future costs

The case for working together is rooted in securing financial sustainability, compliance with industry standards and improving the range, level and quality of services to provide a modern and 'future proof' service at a lower cost than seeking to achieve these goals as single councils.

2.2 Outcomes

2.2.1 It is proposed that a regional Telecare Service is developed. This would comprise of both local and regional elements (as outlined in Appendix 1) with a clear Vision for the service (Appendix 2)

2.2.2 The core of the regional service would be the call monitoring centre which would receive calls from across the region in relation to Telecare. This centre would be formed from a merger of existing provision. It is anticipated that the service will be delivered by a lead authority on behalf of the participating councils from within the public service although it could be facilitated by an external partner if the regions' particular needs could be met e.g. provision of services in Welsh.

2.2.3 In addition the monitoring centre would continue to provide a service to respond to out of hours calls in relation to other Council departments e.g. housing repairs calls from tenants and emergency call out procedures based on a Service Level Agreement and funding arrangement with departmental customers.

- 2.2.4 The development of a regional centre will mean that the region will have a modernised service capable of responding to additional demand and of providing a more flexible service to vulnerable people in line with the Welsh Assembly's vision for Social Services as set out in 'Fulfilled Lives, Supportive Communities'.
- 2.2.5 Once the regional monitoring centre has been established other elements of service delivery, where efficiencies can be obtained by working at regional level, will be added. This will include marketing of Telecare services to those in the community who could benefit from them, the training of staff making care assessments and the installation, maintenance and procurement of Telecare equipment.
- 2.2.6 Discussions are also commencing with the NHS to ensure Telecare and Telehealth (health monitoring such as blood pressure) are developed together and opportunities for joint working and sharing of costs and revenue streams are maximised.

3 POWER TO MAKE THE DECISION

4 RESOURCE IMPLICATIONS

4.1 Cost Implications:

- 4.1.1 The financial implications of developing a regional monitoring centre will be developed through analysis of current costs and the development of a business case which quantifies the level of investment in "fit for purpose" Telecare Services and potential revenue streams to finance the service. The Business case will address the issue of quantifying the benefits of working together in comparison to working singly.
- 4.1.2 There are wider "cost avoidance" financial benefits from investing in Telecare and enabling older people to remain in their homes for longer. The service is preventative and is also chargeable. Subject to arrangements for those on low incomes and benefits it is possible that the service could be significantly self-financing. Deployment of Telecare to a small percentage of existing social services clients could also bring direct financial benefits. The service will also be provided to corporate customers like RSL Housing organisations on a chargeable basis. The current project business case will examine the potential of the full range of revenue streams and customers.

4.2 Staffing / Accommodation Implications:

There are personnel implications arising from the development of a single monitoring centre. These are not yet precisely quantifiable. The existing staff that could be affected in the future are those providing services in existing community alarm centres, warden response services and staff who install and maintain Telecare equipment. There may also be practice impacts on social work staff working on the assessment of services for older people.

4.3 IT Implications:

The IT implications arising from the development of a single monitoring centre are not yet precisely quantifiable but may include IT infrastructure for the Centre, links with local authorities to share information electronically, and the set up of the Authority's PARIS system to reflect any changes to social work practice eg assessments. Both Denbighshire's MIS Team and ICT Department would need to input into the development and delivery of the project.

5 RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendation/s

Denbighshire would be isolated from the regional approach to develop Telecare, and may lose the potential for efficiency as a result.

5.2 Risks associated with agreeing the recommendation/s

There may be some staffing changes requiring careful management.

6 FINANCIAL CONTROLLER STATEMENT

Working in collaboration with partners is one of the key methods for delivering more cost effective services. A view on the extent to which a North Wales Telecare model could improve efficiency and be cost effective will depend on a robust business case. As the authorities are at an early stage in reviewing the project a business case can not yet be produced. Final support for the principle of a regional service will therefore need to await the development of a robust business case.

7 CONSULTATION CARRIED OUT

7.1 The Telecare Project is sponsored by the North Wales Regional Partnership Board and as such should be the subject of regular reporting by the local member of the Collaboration Officer Group to either a senior local trade union representative or the Local Joint Committee for information.

7.2 In addition the Regional Partnership Board reports regularly to a regional panel of trade union representatives on its project portfolio.

8 IMPLICATIONS

8.1 Assessment of Impact on Corporate Priorities:

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

8.2.1 Anti-poverty impact: the development of a regional Telecare service will support the development of low level preventative services for vulnerable citizens and help to avoid the need for more complex and costly services in the future. A regional charging policy will be developed to ensure equity and consistency. Improving and

rolling out Telecare Services to more older people on the appropriate basis has considerable potential to improve the quality of life of vulnerable, older people in poverty.

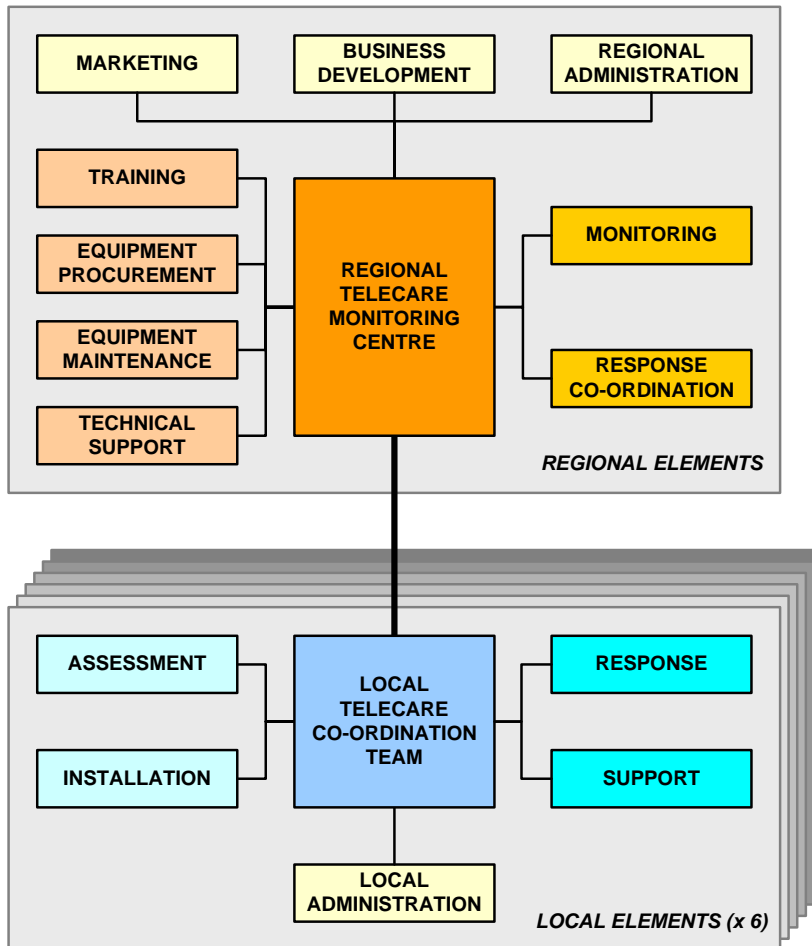
9 ACTION PLAN

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
Denbighshire to be robustly assessed in development of Regional Telecare Service.	Neil Ayling	December 2009

10 RECOMMENDATIONS

That Cabinet supports the Vision to develop a Regional Telecare service in North Wales, as laid out in Appendix 2, and lends its support to the principle officers working with the Regional Project Team to develop and cost regional services for delivery to local people.

Elements of a Regional Telecare Service



Vision for the North Wales Telecare Partnership

By 2014 we will have an integrated, regional Telecare service which aims to promote the independence of citizens in North Wales.

The Service will

- Increase the numbers of people using Telecare
- Focus on Prevention and early intervention
- Be creative & visionary
- Be integrated with Telehealth
- Provide a consistent level and range of services across the region
- Be integrated as part of Reablement approach
- Be cost effective & high quality
- Be fully Bi-lingual service 24/7 (language of choice)
- Provide a regional Contact and Monitoring service
- Provide a proactive Contact service
- Have single line management
- Have a Mobile emergency response element which is regionally co-ordinated & locally delivered
- Provide a broad range of equipment
- Be supported through Regional Procurement to agreed technical specs & led by specialist 'buyers' / technical support
- Work to a regional training framework (all levels)
- Work to consistent policies and procedures including access to service
- Have a regional brand / marketing P.R
- Apply the same charges across the region
- Co-ordinate installation - including in emergencies
- Meet industry standards
- Have robust performance management / reporting systems

REPORT TO CABINET

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

DATE: 23rd June 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 £205k should be generated by the end of the financial year, which is £88k 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 is currently slightly higher than when the forecasts were completed, though this could well reduce as the year progresses. The charge has also been recalculated to account for the final position in 08/09 which has increased the amount of interest payable.
- Fewer properties are being used in the leasing scheme than was forecast in February resulting in variances arising on both the expenditure and income lines.
- 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 second major refurbishment contract has been completed, on time, with 880 properties refurbished. Added to the 252 completed under the first contract, this means 1,132 properties have had refurbishment works completed. The forecast outturn for the second contract is expected to be approximately £13m. The contract sum is in line with original estimates but due to some tenant refusals, fewer properties than originally planned have been completed.
- Some of the older properties included in the second phase have required more work than was identified in the stock condition survey. However, as the next phase of the programme will be dealing with more modern properties, it is anticipated that contract sums might be lower than originally forecast and so the capital plan will remain achievable and affordable.
- The forecast expenditure on major improvements has been reduced work escalated toward the end of 08/09, effectively bringing forward works planned for 09/10.
- The next phase of the major improvement contract is currently going through the tender process and updates will be presented as this develops. The total contract value will be approximately £10 million and is likely to be split into smaller geographic pockets.
- The council remains on target to achieve the Welsh Housing Quality Standard by 2012.

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 HRA forecast outturn for 2009/10 ensures that balances remain 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, including the impact of the capital works completed to date and plan going forward.

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 2 - May 2009</u>	Original Budget £	<u>2009/10</u> Forecast Out-turn £	Variance to Budget £
<u>EXPENDITURE</u>				
1,773,347	Supervision & Management - General	1,771,215	1,779,296	-8,081
251,090	Supervision & Management - Special	278,325	278,325	0
144,789	Welfare Services	146,710	148,095	-1,385
377,064	Homelessness - Leased Properties	386,000	352,875	33,125
2,580,144	Repairs and Maintenance	2,696,000	2,695,686	314
5,126,434	Total Housing Management	5,278,250	5,254,278	23,972
0	Rent Rebates	0	0	0
2,042,233	Item 8 Capital Charges	2,247,000	2,423,981	-176,981
3,000,000	CERA	0	0	0
0	Rent Rebate Subsidy Limitation	240,000	125,000	115,000
2,925,877	Subsidy	2,811,000	2,859,107	-48,107
17,190	Provision for Bad Debts	25,750	25,750	0
13,111,734	Total Expenditure	10,602,000	10,688,116	-86,116
<u>INCOME</u>				
9,955,062	Rents (net of voids)	10,435,000	10,467,253	32,253
231,038	Leased Rents	281,000	173,377	-107,623
138,416	Garages	151,065	131,086	-19,979
102,168	Interest on Balances & Other Income	28,000	121,430	93,430
10,426,684	Total Income	10,895,065	10,893,146	-1,919
Surplus / Deficit (-) for the Year				
314,950	General Balances	293,065	205,030	-88,035
-3,000,000	Earmarked Balances	0	0	0
3,706,736	Balance as at start of year ~ General	1,021,686	1,021,686	0
1,021,686	Balance as at end of year ~ General	1,314,752	1,226,716	-88,035

Appendix 2

HRA Capital Plan Update 2009/10				
<u>Month 2</u>				
Actual 2008/09 £	Description	Approved Schemes £	Actual at End May £	Forecast Outturn £
383,638	Environmental Improvement Works	400,000	38,292	460,000
7,985,011	2006/07 Major Improvements – All Groups	6,853,000	784,237	6,515,797
228,111	Windows Replacement	0	0	0
403,135	Central Heating Contract	0	1,879	17,203
522,826	DFG - Council Properties *	400,000	49,659	400,000
0	HRA Capital Contingency	430,000	0	390,000
9,522,721	Total	8,083,000	874,067	7,783,000
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		35,000
4,049,085	Prudential Borrowing	5,683,000		5,348,000
3,000,000	CERA	0		0
9,522,721	Total	8,083,000		7,783,000

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR D A J THOMAS, LEAD MEMBMER FOR ENVIRONMENT: SUSTAINABLE DEVELOPMENT

DATE: 23 JUNE 2009

SUBJECT: VALUE ADDED TAX REFUND

1 DECISION SOUGHT

To approve the allocation of a refund of Value Added Tax

2 REASON FOR SEEKING DECISION

A refund in the sum of £520,000 has been awarded to the Council in respect of Value Added Tax payments made previously by the Council's predecessor authorities. Cabinet on 16 December 2008 agreed that this sum should be earmarked for delivering outcomes in connection with the corporate priority for "Regenerating our communities". This report provides detailed suggestions for the use of this funding.

3 POWER TO MAKE THE DECISION

Section 2 of the Local Government Act 2000 gives the Council the power to do anything which it considers is likely to promote or improve the economic, social and environmental well-being of the area.

4 RESOURCE IMPLICATIONS

4.1 Cost Implications:

It is proposed that:

(a) £150,000 will be added to the sum of £150,000 already included in the capital plan for 2009/10 to support community projects,

(b) £100,000 will be used over two financial years to employ an officer and an assistant to support the work of the six area members' groups,

(c) £20,000 will be used to employ a Welfare Rights Advisor for 9 months to deliver a child poverty and redundancy project,

(d) £180,000 will be used to match fund projects supported with grants in the North Wales Coast Strategic Regeneration Area, and

(e) £70,000 will be used to meet the increased operational costs required to access support from, and manage projects funded through, the Strategic Regeneration Area.

4.2 Staffing / Accommodation Implications:

The two additional staff employed to support the Area Members' Groups will be based at Trem Clwyd in Ruthin.

The additional welfare rights advisor will be based at Fronfraith in Rhyl.

4.3 IT Implications:

Additional computers will be required for the staff employed to support the area members' groups.

5 RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendation/s

If the recommendations were not agreed, the ability of the Council to deliver the agreed outcomes for the corporate priority for "Regenerating our communities" and the ability to draw down external funding through the North Wales Strategic Regeneration Area would be compromised.

5.2 Risks associated with agreeing the recommendation/s

If the recommendations were agreed, the principal risk would be that there could be a delay in spending the funds allocated as grants to projects being undertaken by organizations outside the Council. This risk can be minimized by only allocating funds to projects which have all the consents required to enable them to proceed once approval is given.

6 FINANCIAL CONTROLLER STATEMENT

The proposal assists with the delivery of outcomes in connection with the Regeneration of our Communities priority and will in particular provide some much needed match funding for capital projects in the Strategic Regeneration area.

7 CONSULTATION CARRIED OUT

The Council's Regeneration Programme Board supports the proposed allocation of funding.

8 IMPLICATIONS

8.1 Assessment of Impact on Corporate Priorities:

The proposed allocation of funding will help the Council to achieve the outcomes for the corporate priority for "Regenerating our communities" agreed by the Regeneration Programme Board.

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

The proposed allocation of funding will help the Council to achieve the Vision for Denbighshire in 2025 by enabling partners in the public, private and voluntary sector to work together to eliminate deprivation and to encourage individuals to help themselves and their communities.

9 ACTION PLAN

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
Recruit officers to support the work of the area members' groups	Regeneration Strategy, Funding & Compliance Manager / 30 September 2009	Principal Regeneration Manager / 30 September 2009
Advertise the availability of funding for community capital projects	Regeneration Strategy, Funding & Compliance Manager / 31 July 2009	Principal Regeneration Manager / 31 July 2009
Recruit a welfare advisor	Welfare Rights Manager / 30 September 2009	Regeneration Strategy, Funding & Compliance Manager / 30 September 2009
Identify projects requiring match funding to be supported through the north Wales coast Strategic Regeneration Area	Rhyl Going Forward Manager / 31 March 2010	Principal Regeneration Manager / 31 March 2010

10 RECOMMENDATIONS

To approve the proposed allocation of the refund of Value Added Tax earmarked for Regeneration projects.

REPORT TO CABINET

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

DATE: 23 June 2009

SUBJECT: Final Revenue Accounts - 2008/2009

1. DECISION SOUGHT

1.1 To consider the final revenue outturn position for 2008/9 and recommend to full Council.

1.2 To recommend to Council the treatment of reserves as detailed in the report.

2. REASON FOR SEEKING DECISION

2.1 Cabinet has received regular monitoring reports throughout the financial year on the performance of spend against budget. This report details the final position at financial year end. Full Council on the 30 June will receive the figures together with the recommended treatment of reserves and provisions. The first draft of the Annual Statement of Accounts for 2008/9 will be presented to the Corporate Governance Committee on the afternoon of 30 June.

2.2 The Council's constitution requires full Council to approve the establishment and use of, and contributions to, financial reserves.

3. POWER TO MAKE DECISION

3.1 Local Authorities are required under s151 of the Local Government Act 1972 to make arrangements for the proper administration of their financial affairs. Public Audit (Wales) Act 2004 and related Accounts & Audit regulations.

4. COST IMPLICATIONS

4.1 The overall financial outturn position for 2008/9 is that there has been a further strengthening of the financial position of the Council. As a consequence it is possible to make recommendations for the creation of specific reserves and provisions that will assist the Council in addressing the financial pressures of the next few years.

4.2 The final Revenue Outturn figures are detailed in Appendix 1. The final position on service and corporate budgets, after allowing for proposals for contributions to and from reserves and provisions, was an underspend of £61k, this is net of a spend above budget of £550k on Schools Delegated funds.

4.3 Spending from the Schools delegated budgets was £550k above the level of the overall LMS budgets, largely due to the position of some schools experiencing problems operating within their budgets and the planned use of accumulated reserves within schools. Details of individual schools balances are shown in appendix 3.

4.4. The overspend position on the non delegated Education budget has mainly come about as a result of increased costs on the schools meals service, £84k, together with the deficit on the operation and subsequent closure of the Hyfrydle facility at the Ysgol Plas Brondyffryn site, £370k. Spend above budget by schools of £386k on Special Education Needs will be largely recovered from school's delegated budgets in 2009/10, as agreed by the Schools Budget Forum.

4.5. Environment directorate encountered a number of pressures and reduced income levels resulting from the impact of the recession £487k. These impacts were more than offset by the savings from the vacancy control process, £342k and the delayed start to the joint waste disposal project, £300k.

4.6. Social Services and Housing continued to deliver efficiency savings across many services areas, though there are demographic pressures growing in others. Children's services budgets were marginally under spent by £23k but this included a brought forward balance of £150k. Specialist placements have continued to be a problem but expenditure has been contained in 2008/09. Adult Services have also accrued an under spend within the year (£816k). This however included a balance brought forward of £615k. Within the year a vacancy control procedure has achieved considerable savings and additional NHS funding has been secured for a number of care packages. Charging Policy income was also higher than planned and the impact of closing Llys Nant added to the in-year under spend. Housing budget pressures of £75k have been absorbed. Again, the in-year under spends are intended to be used to manage demographic pressures in 2009/10.

4.7. The external Translation services provided for the County Clerks department cost £76k more than the budget for the service. This is the subject of a review currently to reduce the costs and provide a more focussed service. These costs were offset by vacancy savings within the County Clerk's department.

4.8. In the Resources directorate the net underspending of £89k was mainly as a result of vacancy savings in ICT and additional DWP special funding. These funds will be needed to part fund additional staffing costs, mainly ITC and Customer Contact Centre, in 2009/10 and 2010/11.

4.9 Borrowing costs to fund capital spend were less than anticipated due to the impact of loan refinancing and delayed spend. A change in accounting regulations also produced a saving on the provision for loan repayments. The interest earned on temporary cash surpluses increased significantly in the first 9 months of the year due to high interest rates for deposits. Reducing rates since then have seen returns fall. These issues produced a saving of £821k in total, although refinancing costs of £119k will have to be incurred in the new financial year.

4.10 Net service underspends of £527k are recommended for carrying forward for spending on services in 2008/9 as follows;

- i) Social Services and Housing - net underspending of £501k. As part of the budget setting process for 2009/10 Council agreed to utilise any non Supporting People underspends to help dampen demographic pressures in the new financial year. (The Council's previously agreed strategy to contain the pressure on Supporting People Services caused

by the potential reduced WAG SP funding in future years assumes that underspends achieved in this area will be carried forward to ease the problem in later years. As the provision for this eventuality is now substantially in place the bulk of last year's S P underspend is recommended to be earmarked for a provision to dampen the potentially volatile pressures that can occur around the need to make specialist placement for Adults and Children with multiple problems (£750k).

- ii) Environment - net underspending of £204k due to vacancy control savings and the delayed start to the procurement of the Joint Waste project, partly offset by reduced income from Planning and Building Regulations fees.
- iii) Resources - net underspending of £89k as detailed above and are mainly to compensate for the lack of additional resources available at budget time to support bids for additional funding for pressures in 2009/10. There is also an unspent element of the 2007/8 underspend brought forward of £244k recommended to be rolled forward as well.
- iv) These are partly offset by the overspend by schools of £550k on SEN provision that is to be recovered from schools delegated budgets in 2009/10.

4.11 The position on the yield from Council Tax is impacted upon by the continued increase in the number of dwellings in the County. An assumption of the number of new properties was built into the calculation of the Council's Tax Base and used at Budget Setting time to calculate the level of Council Tax chargeable at Band D.

This same assumption was used by WAG to calculate the level of Assembly funding through RSG for the year. A prudent approach was necessary as an overstated tax base would have resulted in reduced WAG funding. The final level of the tax yield was £241k higher than these prudent assumptions and so the Council has a one off benefit.

4.12 The County Council's agreed strategy on general balances is to build these up to a prudent level and review annually. Unearmarked balances stand at £6.1m as at 31 March 2009 in line with the level recommended by the Wales Audit Office i.e. 5% of the net revenue budget, excluding Schools Delegated budgets.

4.13 A number of contributions to and from Reserves and Provisions have been allowed for within the accounts. These are detailed in Appendix 2 (which is an extract from the Draft Statement of Accounts) and will require approval by full Council.

The main elements are:

	£000
1. Supporting People – part of balance of unspent resources in line with agreed strategy. Total stands at £2.696m	+ 274
2. Specialist Social Services Placements	+ 750
3. PFI funding reserve - annual budgeted contribution	+ 439
4. Single Status pay review – delayed implementation	+ 1,394
5. Voluntary Redundancy costs – likely cost in 2009/10	+ 600
6. Regeneration schemes – funded from VAT refund (initial element received)	+379

5. RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendations.

Failure to receive unqualified opinion from WAO on the Council's final accounts.

5.2 Risks associated with agreeing the recommendations.

None.

6. FINANCIAL CONTROLLER STATEMENT

6.1 The contribution to unearmarked balances of £295k was below the budgeted sum mainly due to significant spending pressures within the Education service during the year.

6.2 The principle of maintaining a suitable level of unearmarked general balances together with specific reserves and provisions for potential commitments is key to maintaining the Council's improved financial position.

6.3 It is essential that good budgetary control continues to be applied to avoid the possibility of overspends in the current and future years, particularly in the light of the extremely tight WAG settlements for the next few years.

6.4 Members have asked previously for details of the position on individual school's balances at the end of the financial year. These are shown in Appendix 3.

6.5 **Initial indications for 2009/10**

It was anticipated at Budget Setting time that a number of pressures would impact upon services in the new financial year. Council accordingly agreed to set up a contingency provision of £880k to part fund these pressures. An allocation of this sum to service budgets on a one off basis will be recommended to Cabinet shortly.

The areas agreed for potential support are:

- a) Areas of reduced income as a result of the economic recession,
- b) Intervention costs at schools in financial difficulty,
- c) Legal costs in connection with N Wales Hospital issues,
- d) Potential increase in homelessness,
- e) Potential increase in Child Care referrals.

7. CONSULTATION CARRIED OUT

7.1 Lead Cabinet Members have consulted on an ongoing basis with Heads of Service to agree necessary remedial action required to deliver the outturn position.

8. IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

8.1 The Vision.

Proper management of the revenue resources supports the Council's Vision by ensuring adequate funding for services.

8.2 Other Policy Areas including Corporate.

The level of funding available together with budgetary performance impacts upon all services of the Council.

9. RECOMMENDATIONS

9.1 That Members consider the final revenue outturn position for the year ended 31 March 2009 and recommend to Full Council.

9.2 That Members recommend the movements in reserves and the carrying forward of earmarked balances as detailed in 4.10 and 4.13 above and Appendix 2 to full Council.

DENBIGHSHIRE COUNTY COUNCIL**APPENDIX 1****Revenue Budget Outturn 2008/9**

	Budget £000	2008/9 Outturn £000	Variance £000	General U/Spends to be c/f £000	Under & Overspends to balances £000
Service budgets					
Lifelong Learning					
- Schools Devolved	52,635	53,185	550		-550
- School Meals service	150	234	84		-84
- Other Education	9,142	9,744	602	-386	-216
- Libraries & Leisure	3,777	3,884	107		-107
Environment	29,983	29,793	-190	210	-20
- Property maintenance	1,056	1,062	6	-6	
Social Services & Housing	38,694	38,193	-501	501	
- Supporting People grant	0	-1,023	-1,023	1,023	
County Clerk	1,572	1,572	0		
Resources	7,764	7,675	-89	89	
Total service budgets	144,773	144,319	-454	1,431	-977
Corporate budgets					
Corporate	4,629	4,931	302		-302
Benefits	-37	-160	-123		123
Capital finance/investment interest	10,616	9,795	-821	119	702
Levies	4,347	4,341	-6		6
Contribution to Supporting People provision	0	273	273	-273	0
Contribution to Specialist Placement provision	0	750	750	-750	
Contribution to Redundancy provision	0	600	600		-600
Contribution to other reserves/provisions	0	-32	-32		32
Total Service & Corporate	164,328	164,817	489	527	-1,016
Cont to balances					
- unearmarked	570	295	-275		
- earmarked	0	527	527		
- schools	0	-550	-550		
TOTAL	164,898	165,089	191		
FUNDING					
Assembly funding	129,125	129,125	0		
Deprivation grant	169	169	0		
LABGI	118	118	0		
Use of Reserves	50	0	-50		
Council Tax	35,436	35,677	241		
TOTAL	164,898	165,089	191		
General unearmarked balances					
Balance	b/f 01/04/08	5,805			
	contribution 2008/9	295			
	c/f 31/03/09	6,100			
Earmarked balances					
	- Lifelong Learning	-386			
	- Environment	204			
	- Social Services & Housing	501			
	- Resources b/f 2007/8	244			
	- Resources	89			
	- Capital Finance re Premia & Discounts	119			
	TOTAL	771			
School balances					
	Balance b/f 01/04/08	2,048			
	contribution to balances	-550			
	c/f 31/03/09	1,498			

RESERVES**APPENDIX 2**

31 Mar 08 £000s		Transfers (In) / Out £000s	31 Mar 09 £000s
(204)	Capital schemes	154	(50)
(51)	Environmental Services	(6)	(57)
(155)	LDP Future Costs	(50)	(205)
(73)	Environment Directorate - Reserves	35	(38)
(273)	Winter Maintenance	0	(273)
(1,200)	Sustainable Waste Management	(9)	(1,209)
(317)	Renewals Fund	191	(126)
(160)	Major Projects (Highways)	0	(160)
(37)	Design and Development	(18)	(55)
(68)	Early Retirement Fund – Schools	12	(56)
(22)	Mousematics	0	(22)
(250)	Modernising Education	0	(250)
(100)	North Wales Child Abuse Inquiry	0	(100)
(10)	Llys Marchan Reserve	0	(10)
(2,422)	Supporting People Reserve	(274)	(2,696)
(52)	S.117 Mental Health Act	0	(52)
(33)	Major Events Reserve	(45)	(78)
(121)	Risk Management Fund	(42)	(163)
(703)	Insurance Fund	(85)	(788)
(1,978)	PFI	(439)	(2,417)
(75)	Elections	70	(5)
(1,500)	Single Status	(1,394)	(2,894)
(305)	Spend to Save	(1)	(306)
(372)	IT Systems Developments	(118)	(490)
(114)	North Wales Fire Authority	114	0
(350)	Modernising Structures / Service Delivery	0	(350)
0	Early Voluntary Redundancy	(600)	(600)
0	Regeneration Projects (VAT refund)	(379)	(379)
0	Specialist PSS Placements	(750)	(750)
(10,945)	Total	(3,634)	(14,579)

PROVISIONS 31st MARCH 2009

31 Mar 08 £000s		Movement £000s	31 Mar 09 £000s
(781)	Insurance Fund	(22)	(803)
(56)	Other	8	(48)
(216)	Health & Safety	30	(186)
(142)	Fire Service Pensions	0	(142)
(1,696)	Equal Pay/ Back Pay Claims	0	(1,696)
(115)	Financial Software Developments	48	(67)
(3,006)	Total	64	(2,942)

APPENDIX 3

DENBIGHSHIRE COUNTY COUNCIL - DIRECTORATE OF LIFELONG LEARNING

PRIMARY SCHOOL BALANCES AS AT 01.04.2009

0.5 = Nursery

COST CENTRE	SCHOOL	BALANCE AS AT 01.04.2008	MOVEMENT IN YEAR	BALANCE AS AT 31.03.2009	TOTAL PUPIL NOS. 2008/2009	BALANCE PER PUPIL
114	YSGOL BETWS GWERFIL GOCH	23,245	(5,718)	17,527	38.00	461
116	YSGOL Y FAENOL	19,382	14,836	34,218	106.50	321
117	YSGOL BODFARI	12,898	2,284	15,182	22.00	690
136	YSGOL CARROG	22,494	1,363	23,857	47.00	508
140	YSGOL CEFN MEIRIADOG	33,721	1,582	35,303	79.50	444
146	YSGOL CLOCAENOG	9,726	99	9,825	27.50	357
162	YSGOL CAER DREWYN	59,413	(17,701)	41,712	83.00	503
163	YSGOL CYFFYLLIOG	11,240	140	11,380	24.00	474
164	YSGOL MAES HYFRYD	17,017	13,676	30,693	68.50	448
168	YSGOL Y PARC INFANTS	22,461	18,163	40,624	146.00	278
169	YSGOL FRONGOCH JUNIORS	8,544	12,976	21,520	202.00	107
170	YSGOL GWAENYNOG INFANTS	25,166	(3,546)	21,620	88.00	246
171	YSGOL HEULFRE JUNIORS	15,713	(7,388)	8,325	75.00	111
172	YSGOL TWM O'R NANT	34,204	5,646	39,850	231.00	173
176	YSGOL HIRADDUG	28,411	9,009	37,420	209.50	179
196	YSGOL GELLIFOR	42,152	(17,716)	24,436	77.50	315
198	YSGOL GLYNDYFRDWY	10,073	(7,090)	2,983	20.50	146
210	YSGOL BRO ELWERN	21,359	(4,565)	16,794	46.00	365
219	YSGOL HENLLAN	11,770	(686)	11,084	56.50	196
247 / 261	YSGOL BRO FAMAU	11,631	(4,252)	7,379	87.50	84
249	LLANBEDR CONTROLLED	21,497	(15,269)	6,228	66.00	94
251	YSGOL DYFFRYN IAL	6,956	(4,154)	2,802	45.50	62
252	YSGOL GYBRADD LLANDRILLO	20,966	8,458	29,424	42.50	692
255	YSGOL BRYN CLWYD	13,675	(3,608)	10,067	23.00	438
258	YSGOL LLANFAIR D.C.	22,329	18,937	41,266	95.50	432
266	YSGOL BRYN COLLEN	942	3,407	4,349	152.00	29
268	YSGOL BRO CINMEIRCH	30,755	(6,742)	24,013	49.50	485
272	YSGOL LLANTYSILIO CONTROLLED	16,114	(2,138)	13,976	13.50	1,035
284	YSGOL MELYD	40,382	2,051	42,433	137.00	310
325	YSGOL PENTRECELYN	18,924	5,528	24,452	25.50	959
333	CLAWDD OFFA	0	(35,834)	(35,834)	119.00	(301)
334	YSGOL BODNANT INFANTS	3,089	(10,630)	(7,541)	239.00	(32)
335	YSGOL BODNANT JUNIORS	13,140	11,131	24,272	334.00	73
336	YSGOL PENMORFA	22,589	14,032	36,621	466.50	79
337	YSGOL Y LLYS	64,134	(20,912)	43,222	258.50	167
338	YSGOL PANTPASTYNOG	16,846	(3,897)	12,949	43.50	298
351	YSGOL RHEWL	12,101	(2,683)	9,418	43.00	219
361	YSGOL Y CASTELL	24,243	(938)	23,305	194.50	120
364	YSGOL BRYN HEDYDD	12,797	(5,846)	6,951	433.00	16
365	CHRIST CHURCH C.P.	40,883	(16,941)	23,942	399.00	60
366	YSGOL DEWI SANT	48,360	(14,776)	33,584	453.00	74
367	YSGOL EMMANUEL	32,705	(9,920)	22,785	440.00	52
368	YSGOL LLYWELYN	(19,665)	(113)	(19,778)	526.00	(38)
369	YSGOL MAIR R.C.	42,082	(13,398)	28,684	305.00	94
373	YSGOL BORTHYN CONTROLLED	10,933	21,934	32,867	104.00	316
374	RHOS ST. C.P.	(1,704)	2,463	759	183.50	4
375	YSGOL PENBARRAS	9,970	(85)	9,885	226.50	44
390	ST. ASAPH INFANTS V.P.	16,872	(7,015)	9,857	87.50	113
392	YSGOL ESGOB MORGAN	17,931	(16,565)	1,366	127.00	11
405	YSGOL TREFNANT CONTROLLED	43,884	(12,598)	31,286	57.50	544
408	YSGOL TREMEIRCHION	29,158	11,183	40,341	47.00	858
467	YSGOL GYMRAEG Y GWERNANT	24,984	(8,658)	16,326	106.50	153
490	ST BRIGID'S	0	0	0	136.00	0
TOTAL		1,098,496	(102,487)	996,009	7,715	

Average

262

DENBIGHSHIRE COUNTY COUNCIL - DIRECTORATE OF LIFELONG LEARNING**SECONDARY SCHOOL BALANCES AS AT 01.04.2009**

COST CENTRE	SCHOOL	BALANCE AS AT 01.04.2008	MOVEMENT IN YEAR	BALANCE AS AT 31.03.2009	TOTAL PUPIL NOS. 2008/2009	TOTAL BALANCE PER PUPIL
513	DENBIGH HIGH SCHOOL	54,999	(14,871)	40,128	849.00	47
527	YSGOL DINAS BRAN	105,949	47,181	153,130	1,096.00	140
537	PRESTATYN HIGH SCHOOL	204,430	144,860	349,290	1,804.00	194
541	RHYL HIGH SCHOOL	79,293	(129,957)	(50,664)	1,029.00	(49)
543	BLESSED EDWARD JONES HIGH SCHOOL	(56,333)	(139,446)	(195,779)	464.00	(422)
549	YSGOL BRYNHYFRYD	191,958	(6,452)	185,506	1,223.00	152
553	YSGOL GLAN CLWYD	142,565	(133,808)	8,757	917.00	10
590	ST BRIGID'S	0	0	0	360.00	0

TOTAL **722,861** **(232,493)** **490,368**

Average **9**

DENBIGHSHIRE COUNTY COUNCIL - DIRECTORATE OF LIFELONG LEARNING**SPECIAL SCHOOL BALANCES AS AT 01.04.2009**

COST CENTRE	SCHOOL	BALANCE AS AT 01.04.2008	MOVEMENT IN YEAR	BALANCE AS AT 31.03.2009	TOTAL PUPIL NOS. 2008/2009	TOTAL BALANCE PER PUPIL
619	YSGOL PLAS BRONDYFFRYN	180,793	(229,165)	(48,372)	124.00	(390)
655	YSGOL TIR MORFA	45,383	14,989	60,372	156.00	387

TOTAL **226,176** **(214,176)** **12,000**

Average **(2)**

TOTAL ALL SCHOOLS **2,047,532** **(549,155)** **1,498,377**

Average balance per pupil - all schools **90**

REPORT TO CABINET

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

DATE: 23 June 2009

SUBJECT: Revenue Budget and Summary Capital Plan 2009/10

1. DECISION SOUGHT

- 1.1 To note the latest 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 2009/10 financial year as detailed in the attached Appendices 2 and 3.
- 1.3 To consider the recommended allocation of the £880k contingency budget as detailed in paragraph 4.2 and Appendix 4.
- 1.4 To consider the reallocation of excess inflation funding to the provision to fund the impact of Single Status, as detailed in paragraph 4.3 and Appendices 5 A & B.

2. REASON FOR SEEKING DECISION

- 2.1 To advise members of the latest 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, consider revising budget allocations for inflation and agree the initial allocation of the contingency provision for the impact of the recession and other, one off pressures.

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 £453k, 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 £586k mainly due to:*

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

b) Adult services are predicting a net underspend position of £290k. This is partly offset by pressure on the cost of implementing the PARIS software system.

4.2 Allocation of Contingency budget

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. It was always understood that this sum might not be adequate to cover the full impact of these pressures and that services would need to take action to reduce and, in part, contain these issues. A review of these impacts has been undertaken and it is clear that some service areas will be impacted upon. It is clear that more time will be needed to clearly identify the level of pressure in some other areas.

The specific areas agreed to be supported are as follows:

- a). Impact of recession on income levels,
 - Planning and Development control fees
 - Leisure Centre income
- b). Cost of intervention at a number of schools.
- c). Legal and other costs in connection with former N Wales Hospital.
- d). Impact of increased level of Childrens Services referrals.
- e). Increased level of homelessness.

Appendix 4 contains details of the likely level of impact on services where this can be reasonably estimated. It is recommended that at this stage a sum of £100k should be retained in anticipation of pressures developing in d) & e) above. If this is not clearly happening by the Autumn time the sum could be used to dampen other pressures following a further review.

The sums recommended for allocation at this stage are shown in Appendix 4. These allocations would be for the current year only with the contingency sum being held centrally for next financial year and a fresh review of the need to allocate additional resources carried out at budget setting time. It is anticipated that this provision will be phased out over a 3 year period.

4.3 Reallocation of Inflation Allowance

The service budgets agreed by Council in February for the current financial year included an allowance for pay awards for non teaching staff of 2.45%. It is likely that the final agreed level of award will be nearer 0.5% which with allowance for the additional 0.3% for 2008/9 agreed late in the year, means that the allocation is about £1.2m too much.

Members will recall that the estimated impact of the recommended Single Status awards from 1 April 2008, would lead to increasing staffing costs. These costs would become greater than the specific contingency budget from next financial year, placing an ever increasing burden on services to contain these additional costs. Appendix 5 (A) shows the last position that was reported to full Council.

It is proposed that the 1.2m excess inflation allowance mentioned above be reallocated to the Single Status contingency budget to help fund these increasing costs. The position is shown in Appendix 5 (B) and it can be seen that adopting this approach will push back the time when significant additional savings will be required to 2012/13.

CET have reviewed this proposal and are supportive.

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 May is **£1.46k, 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 are 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. 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 crisis:

- Further opportunities for debt repayment are being monitored closely and will be pursued when the conditions are favourable in order to reduce its investment balances and its exposure to money markets.
- 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 one remaining investment of £1.5m with a foreign-owned bank, but as this matures in September 2009, it will be redirected into UK or HM Treasury investments. These actions will reduce the risk to the Council but cannot entirely remove them.

On 5 March, the Bank of England announced a 0.5% cut in base rates from 1.0% to 0.5%. Forecasts suggest rates will remain at this level throughout 09/10. This is having a significant impact on the investment return the Council is able to achieve on its remaining investments. A 1.0% reduction represents about a £400k loss of interest in a full year. This is on top of the move to less risky, lower interest investments that was already underway. However, the Council invested £7.5m for 1 year in November 2008 at an average rate of 4.0% with highly credit rated UK banks in an attempt to fix a proportion of its investments at a higher rate during the dip in interest rates. 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.

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 2009/10 financial year as detailed in the attached Appendices 2 and 3.
- 10.3 To agree the recommended allocation of £780k of the £880k contingency budget as detailed in paragraph 4.2 and Appendix 4.
- 10.4 To agree reallocation of excess inflation funding to the provision to fund the impact of Single Status, as detailed in paragraph 4.3 and Appendix 5 A & B.

APPENDIX 1MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2009/10
SUMMARY POSITION AS AT END MAY 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)	21,020	-7,251	13,769	21,153	-7,251	13,902	133	0	133	133
Environment	52,811	-22,252	30,559	52,811	-22,252	30,559	0	0	0	0
Social Services & Housing	57,261	-17,494	39,767	59,657	-20,476	39,181	2,396	-2,982	-586	-383
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	177,791	-77,160	100,631	180,320	-80,142	100,178	2,529	-2,982	-453	-250
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
			116,175			115,722			-453	-250

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 MAY 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	5,939	-3,144	2,795	5,989	-3,144	2,845	50	0	50	50
Leisure	4,208	-2,505	1,703	4,208	-2,505	1,703	0	0	0	0
School Development	7,233	-1,354	5,879	7,233	-1,354	5,879	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	21,020	-7,251	13,769	21,153	-7,251	13,902	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> School balances are currently projected at £1,144 which is based on the 08/09 brought forward balances. Significant 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	356
<p><u>PARTNERSHIP & INCLUSION</u> 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	50
<p><u>POLICY & PERFORMANCE</u> 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	83
TOTAL excluding schools	133	133

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2009/10
ENVIRONMENT DIRECTORATE
SUMMARY POSITION AS AT END MAY 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	9,625	-5,393	4,232	9,625	-5,393	4,232	0	0	0	0
TRANSPORT & INFRASTRUCTURE (see note 1)	14,503	-4,952	9,551	14,503	-4,952	9,551	0	0	0	0
PLANNING & PUBLIC PROTECTION (see notes 1 & 2)	4,790	-1,942	2,848	4,790	-1,942	2,848	0	0	0	0
DIRECTOR & SUPPORT	1,232	-238	994	1,232	-238	994	0	0	0	0
ENVIRONMENTAL SERVICES	17,019	-7,095	9,924	17,019	-7,095	9,924	0	0	0	0
TOURISM, CULTURE & COUNTRYSIDE (see note 3)	5,642	-2,632	3,010	5,642	-2,632	3,010	0	0	0	0
Total Environment	52,811	-22,252	30,559	52,811	-22,252	30,559	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 and based on current information will exceed £500k in 09/10. However there is a corporate contingency sum set aside as part of the 09/10 budget round to help with these types of pressures but clearly it is unlikely to be sufficient to cover the full amount.
- 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 but measures are being put in place to try and minimise these as much as possible.
- 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 MAY 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	10,145	-1,553	8,592	1,400	-1,435	-35	0
Adult Services	37,512	-9,030	28,482	38,519	-10,328	28,191	1,007	-1,298	-291	-149
Business Support & Development	2,827	-538	2,289	3,137	-630	2,507	310	-92	218	236
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	58,007	-18,600	39,407	2,761	-2,869	-108	87
Non HRA Housing	2,015	-1,763	252	1,650	-1,374	276	-365	389	24	24
Underspend Brought Forward	0	0	0	0	-502	-502	0	-502	-502	-494
Directorate Total	57,261	-17,494	39,767	59,657	-20,476	39,181	2,396	-2,982	-586	-383

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 slight underspend. 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.	-35	0
	-35	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. Despite a reduction in the projected outturn of £74k, 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.	122	499
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,	45	259
Older People		
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.	187	-286
Extra Care Housing Provision - The closure of Llys Nant Residential Home will give some savings in 09/10 as part of the budget will not incur expenditure until 2010/11 when the new Prestatyn extra care facility opens. Any remaining budget will be used to support the revenue costs of the Ruthin scheme. The savings will be used to dampen pressures	-366	
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	138	307
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.	-203	-307
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 was shown as £150k last month. This has now improved by £6k because of the receipt of of the final adjustment in respect of the 2008/09 Fairer Charging Grant.	-247	-656
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	-3
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.	37	38
TOTAL ADULT SERVICES		
	-290	-149
Business Support & Development		
Costs associated with the Paris Project remain the main pressure area in Business Support and Development (£96k over spend this year). 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.	218	236
	218	236
Cymorth Grant		
All expenditure relating to the Cymorth grant has to be spent in year.	0	0
	0	0
Supporting People		
There is approximately £799k 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 (possible the removal of £1.2m). The SP funding proposes 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 resulting from either new referrals or the loss of external contributions.	0	0
	0	0
DIRECTORATE UNDERSPEND BROUGHT FORWARD		
	-502	-494
HOUSING		
The pressure on homeless budgets is currently only £15k 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	24
TOTAL HOUSING		
	24	24
TOTAL SOCIAL SERVICES & HOUSING		
	-585	-383

Capital Expenditure By Directorate

	2009/10 Spend to May	2009/10 Estimated programme	2010/11 Estimated programme	2011/12 Estimated programme
		£000	£000	£000
Environment	1,065	16,878	4,889	4,345
Lifelong Learning	370	5,912	1,480	1,480
Resources	19	1,289	269	269
Social Services and Housing	5	419	175	175
Total	1,459	24,498	6,813	6,269

Capital Expenditure by Council Priority

	2009/10 Spend to May	2009/10 Estimated programme	2010/11 Estimated programme	2011/12 Estimated programme
	£000	£000	£000	£000
Modernising Education	349	5,508	1,150	1,150
Roads and Flood Defence	356	7,006	800	800
Regeneration	124	1,827	165	165
Responding to Demographic Change				
Total	829	14,341	2,115	2,115

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 May	2009/10 Estimated programme
	£000	£000
Highways	330	4,000
Total	330	4,000

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

APPENDIX 3

Position as at May 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

APPENDIX 4**PROPOSED ALLOCATION OF £880K CONTINGENCY BUDGET 2009/10**

	BIDS	SUGGESTED
	£000	ALLOCATION
		£000
Planning fees	271	210
Building control fees	144	110
Land charges fees	43	35
Car Parks income	50	40
Intervention in schools	325	255
Leisure Centre income	40	30
N Wales hospital S106 legal costs - dependent upon external factors	10 to 150	100
Increased Homelessness not materialised yet.		
Increased referrals to Children's services not materialised		
TOTAL RECOMMENDED FOR ALLOCATION		780
RETAINED FOR FURTHER REVIEW		100

FINANCIAL POSITION REPORTED TO COUNCIL IN FEBRUARY 2009

Appendix 5 (A)

PAY AND GRADING REVIEW (together with impact of Workload & Foundation phase impacts)

£k	Note	Estimated Financial Impact					
		Y1 2008/2009	Y2 2009/2010	Y3 2010/2011	Y4 2011/2012	Y5 2012/2013	Y6 2013/2014
Pay & Grading Review additional costs inc. Workload & Foundation	1	1812	3259	4581	5109	5882	6428
- amended schools figures		-392	-477	-563	-648	-733	-818
- less impact on Foundation staff	3	-26	-57	-85	-112	-135	-141
5% for casuals		50	50	50	50	50	50
Estimated impact of staff turnover	4		-122	-240	-283	-353	-397
Provision for Appeals etc	5	100	100	100	100	100	100
Annual additional costs		1544	2753	3843	4216	4811	5222
Funding built into base budget		1500	1800	1800	1800	1800	1800
In Year Position		-44	-953	-2043	-2416	-3011	-3422
Underspend b/f		1500	1456	503	0	0	0
In year surplus / (deficit)	6	1456	503	-1540	-2416	-3011	-3422

Notes

- 1 Estimated additional costs compared to current pay (based on 31 March 2007 pay)
Based on removal of weekend enhancements and pay protection reducing over 3 years
 - 2 Nursery Nurses impact of reduction in hours
 - 3 Assumes impact on Foundation funded from specific grant
 - 4 Based on assumption of estimated staff turnover
 - 5 Assumes £300k of original £400k accounted for through review process
 - 6 Additional funding or alternative action required
- Note Model becomes increasingly uncertain in later years
- No account taken here of potential back pay claims
No account taken of inflation

POTENTIAL FUNDING POSITION IF INFLATION 2009/10 LOWER THAN BUDGETED.

Appendix 5 (B)

PAY AND GRADING REVIEW (together with impact of Workload & Foundation phase impacts)

£k	Note	Estimated Financial Impact					
		Y1 2008/2009	Y2 2009/2010	Y3 2010/2011	Y4 2011/2012	Y5 2012/2013	Y6 2013/2014
Pay & Grading Review additional costs inc. Workload & Foundation	1	1812	3259	4581	5109	5882	6428
- amended schools figures		-392	-477	-563	-648	-733	-818
- less impact on Foundation staff	3	-26	-57	-85	-112	-135	-141
5% for casuals		50	50	50	50	50	50
Estimated impact of staff turnover	4		-122	-240	-283	-353	-397
Provision for Appeals etc	5	100	100	100	100	100	100
Annual additional costs		1544	2753	3843	4216	4811	5222
Funding built into base budget		1500	3000	3000	3000	3000	3000
In Year Position		-44	247	-843	-1216	-1811	-2222
Underspend b/f		1500	1456	1703	860	0	0
In year surplus / (deficit)	6	1456	1703	860	-356	-1811	-2222

Notes

- 1 Estimated additional costs compared to current pay (based on 31 March 2007 pay)
Based on removal of weekend enhancements and pay protection reducing over 3 years
 - 2 Nursery Nurses impact of reduction in hours
 - 3 Assumes impact on Foundation funded from specific grant
 - 4 Based on assumption of estimated staff turnover
 - 5 Assumes £300k of original £400k accounted for through review process
 - 6 Additional funding or alternative action required
- Note Model becomes increasingly uncertain in later years

No account taken here of potential back pay claims
No account taken of inflation

REPORT TO CABINET

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

DATE: 23 June 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 May 2009 the number of actual staff employed has decreased to 4576 this equates to 3870 full time equivalents (FTE). In May there were 29 new starters to DCC, spread across all Directorates but with the majority starting within the Environment Directorate. There were 31 leavers again spread across all Directorates, 4 of which left for positions outside of DCC, with 6 declining to specify why they had left, 8 redundancies and 1 dismissal (Misconduct). Other reasons included ill health retirements, ill health termination/dismissal, age retirements 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
May 2009	4576	3870

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 May 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 1.00 which remains slightly higher than for the same period last year and is slightly 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 and LLL Schools recorded lower levels of sickness than the required target. Social Services & Housing, Environment and LLL excluding schools are slightly above target although Social Services & Housing have recorded significantly 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 years figures is not possible.

Monthly (May 09)	Days Lost Per Employee	Target
DCC	1.00	0.92
CE	0.89	0.92
RES	0.48	0.92
ENV	1.13	0.92
SS	1.11	0.92
LLL	0.99	0.92
LLL excl schools	1.28	0.92
Schools Only	0.93	0.92
Cumulative (April 09 – May 09)	Days Lost Per Employee	Target
DCC	1.94	1.83
CE	1.89	1.83
RES	0.93	1.83
ENV	2.24	1.83
SS	2.31	1.83
LLL	1.85	1.83
LLL excl schools	2.19	1.83
Schools Only	1.78	1.83

2.2.1 Environment Update on Sickness Absence for Cabinet

As a result of last years poor sickness figures, and the drive for efficiency Environment have taken a proactive approach to the management of sickness absence. For example in the last 4 weeks the following actions have taken place to ensure sickness management is a priority for managers.

- George Humphreys, Senior Personnel Officer, Central Personnel & Janet Oliver, Personnel Manager Environment attended the Environment DMT in May to discuss sickness absence management with Environment Heads of Service. A clear message was given that managers had to take responsibility for the management of absence from ensuring basic compliance to sickness reporting procedures through to in some cases termination of employment of staff with excessive sickness records. Heads of Service agreed to ensure they had up to date information on employees that were off in their service and to

question their team managers on how the absences were being managed on a regular basis. It was also agreed that sickness paperwork should be completed in a timely manner as outstanding paperwork impacts on monthly sickness figures. Data on outstanding paperwork will be provided to team managers and Heads of Service on a regular basis so managers who do not follow the sickness processes can be challenged. Commitment was also given at Director level to have regular discussions on how sickness is being managed in each service.

- An e-mail has been sent to all team managers in environment reminding them of “their” responsibility to manage sickness absence proactively and to ensure compliance of all sickness management processes.
- It has been agreed to re-launch the use of Trent and in particular the People Manager part which will enable managers to monitor the absence of staff in their service.
- Personnel Officer – Sickness Absence and Senior Personnel Officer Central Personnel have met with the majority of Heads of Service in Environment to go through the data on the top 10% of occurrences of absence and the top 10% of the numbers of days absence. As a result a number of individual action plans have been produced and a number of managers identified for further training / coaching on Sickness Absence management.
- A number of actions are in hand and have taken place against individuals with unacceptable sickness records. This has included a number of recent dismissals.

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

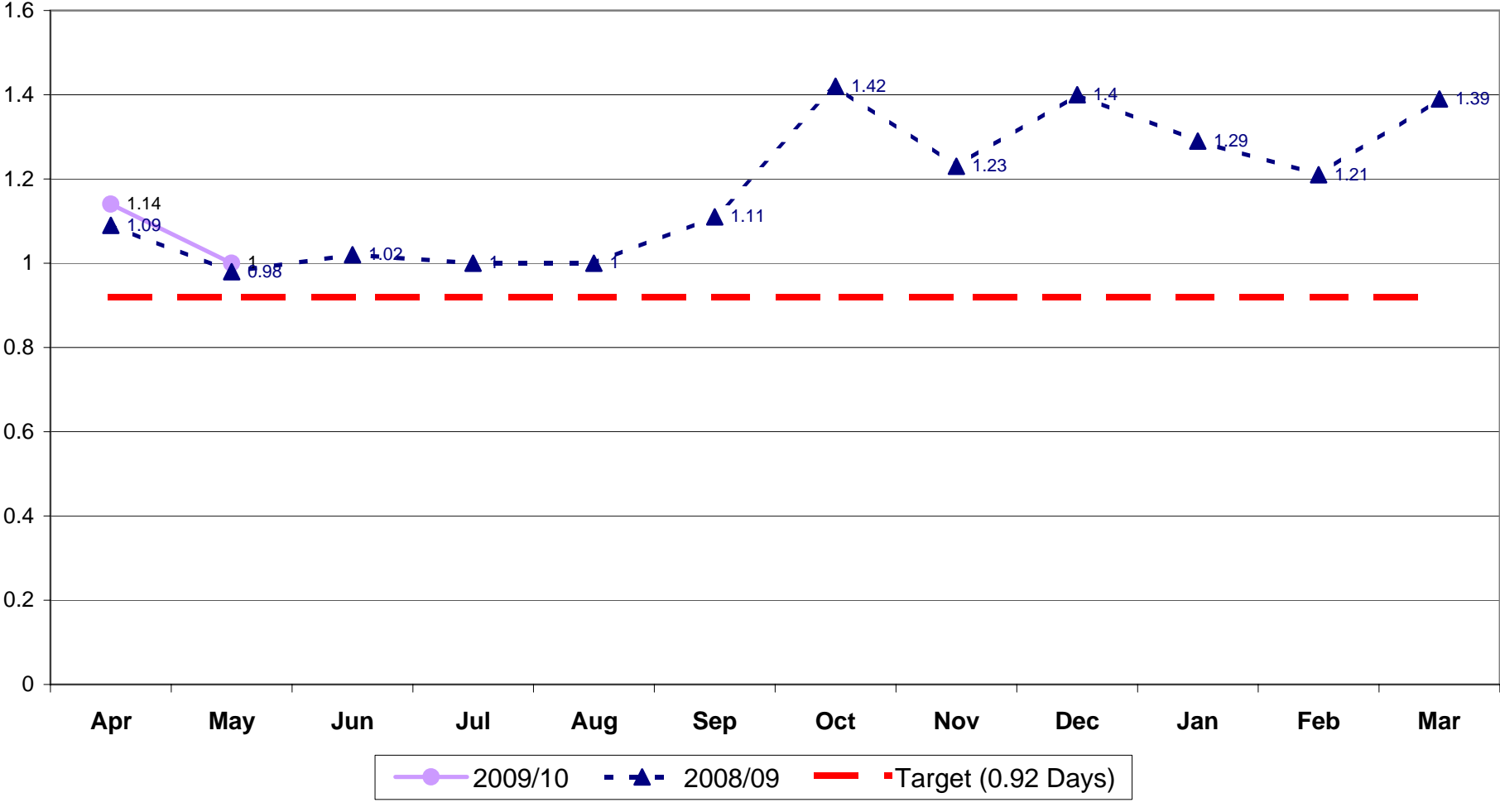
Update on the Action Plan

- 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 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.

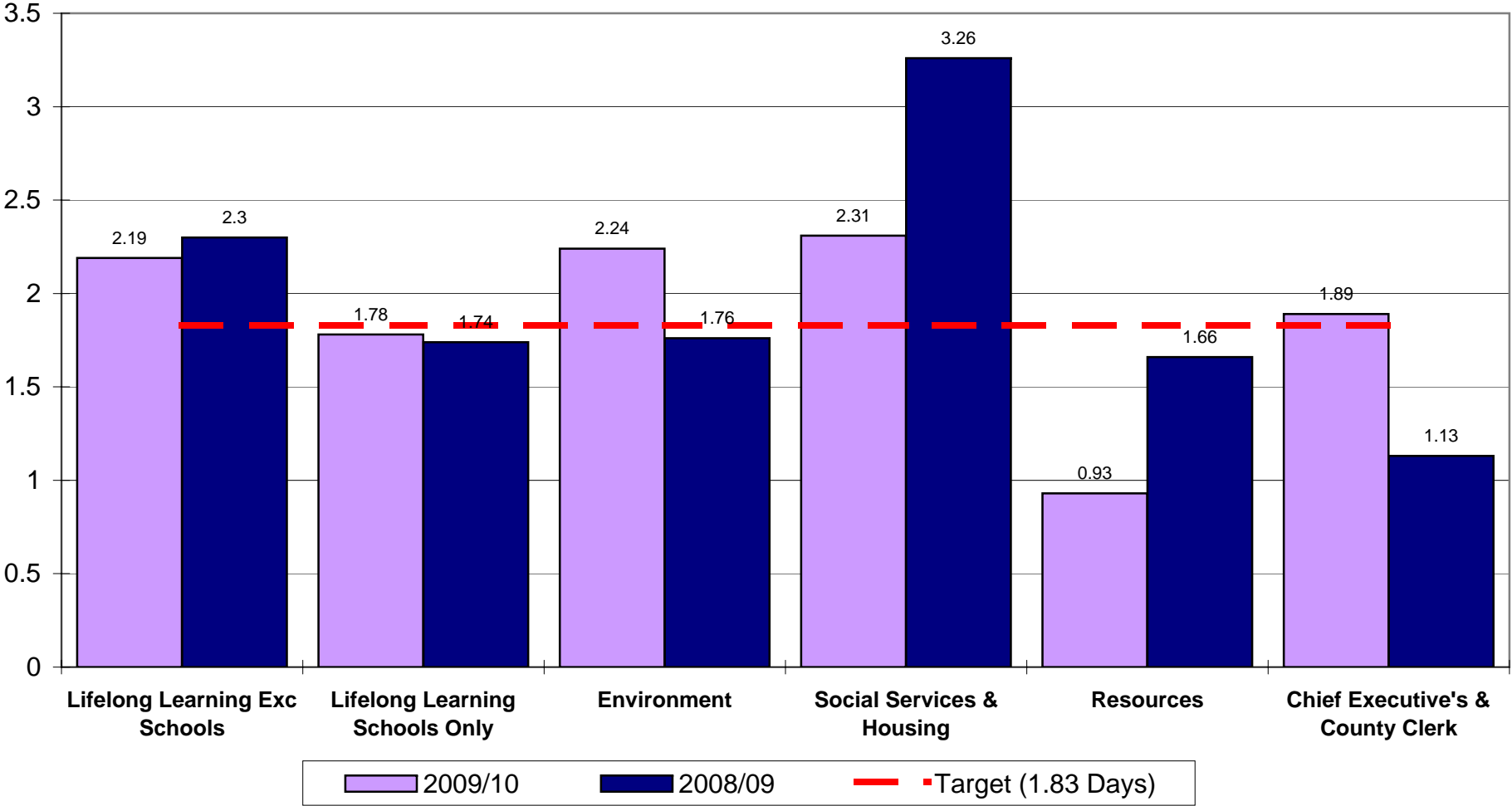
10 RECOMMENDATIONS

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

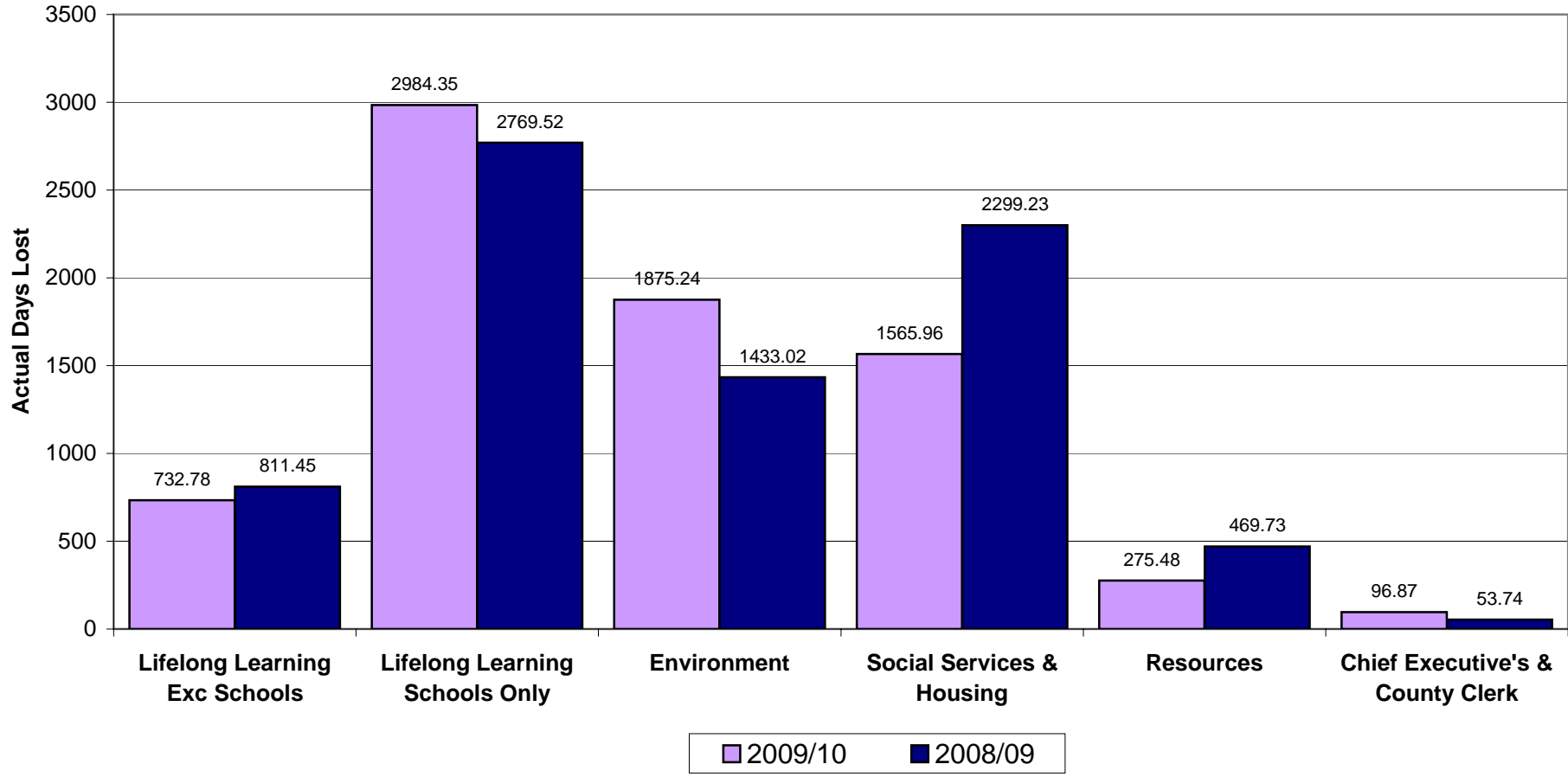
Denbighshire County Council Average Number of Days Lost per Employee May 2009



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



DenbighshireCounty Council Actual Number of Days Lost per Directorate April - May 2009



AGENDA ITEM NO: 16**CABINET: FORWARD WORK PROGRAMME**

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
Write Off Sundry Debtor Account	Councillor J Thompson Hill K Jones
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
Healthy School Meals	Councillor H H Evans Councillor P A Dobb Councillor E W Williams / S Parker
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
Coastal Strategic Regeneration Area	Councillor D A J Thomas G Evans
Denbighshire's Revised Welsh Language Scheme	Councillor H H Evans D W Davies
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
Review of Transport in Light of Corporate Manslaughter Regulations	Councillor E W Williams G Taylor / A Wright
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
Child Protection Family Support Project	Councillor M M Jones Gary Major
Vulnerable Families Generic Support Project	Councillor M M Jones Gary Major
Young People Generic Support Project	Councillor M M Jones Gary Major
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
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
Safeguarding Children to Include Safeguarding Inspection and LSCB Update	Councillor M M Jones N Francis / Julie Moss
27 OCTOBER 2009	
Revenue Budget Monitoring Report 2009-2010	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
Routine Reporting on Personnel	Councillor R W Hughes L Atkin / G Humphreys
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Supporting People Operational Plan for 2010/11	Councillor P A Dobb Jenny Elliott
Young Carers	Councillor M M Jones L Leece
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