

CABINET

Minutes of the Cabinet meeting held at 10.00 a.m. on Tuesday 20 October 2009 in Conference Room 1, County Hall, Ruthin.

PRESENT

Councillors P A Dobb, Lead Member for Health, Social Care and Wellbeing; H H Evans, Leader and Lead Member for Education; S Frobisher, Lead Member for Communities; R W Hughes, Lead Member for Personnel and Business Management; M M Jones, Lead Member for Children's Services; P J Marfleet, Lead Member for Modernisation and Improvement; D A J Thomas, Lead Member for Environment: Regeneration; J Thompson Hill, Lead Member for Finance and E W Williams, Lead Member for Environment: Sustainable Development.

Observers: Councillors W L Cowie, J Chamberlain Jones, G C Evans, R L Feeley, G M Kensler, and D I Smith.

ALSO PRESENT

Chief Executive; Deputy Chief Executive / Corporate Director: Resources; Corporate Director: Environment; Corporate Director: Social Services and Housing, Financial Controller; County Clerk; Head of Planning and Performance Lifelong Learning, and Strategic Policy Manager

APOLOGIES

Corporate Director: Lifelong Learning

1 URGENT MATTERS

There were no urgent items.

2 MINUTES OF THE CABINET MEETING – 29 SEPTEMBER 2009

The Minutes of the Cabinet meeting held on 29 September 2009 were submitted.

Item 7 (top of page 7) – Revenue Budget and Summary Capital Plan 2009-2010

Councillor PJ Marfleet said that the Minutes should read "it was important to ensure that there would be no overspent budgets at year end by closely monitoring at the half year stage."

RESOLVED that subject to the above the Minutes of the meeting held on 29 September 2009 be approved as a correct record and signed by the Leader.

3 MODERNISING EDUCATION - DEE VALLEY EAST EDUCATION REVIEW

Councillor H H Evans presented the report regarding the Modernising Education Review of Dee Valley East which follows a decision taken by Cabinet in July, 2009 to commence the formal consultation process regarding the potential closure of Ysgol Llantysilio for September 2010.

A thorough consultation has taken place with a letter being sent to a number of stakeholders advising them of the start of the commencement of the consultation process. A public meeting was held on 15 September 2009, and separate meetings have been held with staff, and discussions taken place with other schools in the area.

With only 3 pupils on the roll for September 2010, the rationale behind the recommendations is clear, but it is also a sad reflection as to what is happening in rural areas.

The Head of Planning and Performance – Lifelong Learning reported that an Action Plan has been developed, and that the statutory notice will be published on 11 November 2009 which would give an objection period of 2 months for any written objections to be submitted.

RESOLVED that Cabinet approve the publication of the required statutory notice regarding the proposed closure of Ysgol Llantysilio for September 2010, and note the findings from the Area Review of the Dee Valley East area.

4 DENBIGHSHIRE'S REVISED WELSH LANGUAGE SCHEME

Councillor H H Evans presented the report requesting Cabinet to discuss Denbighshire's revised Welsh Language Scheme which is currently in draft form, and to agree a formal six week consultation on the draft Scheme before recommending it to Council for agreement in December, 2009.

The revised Scheme, which is essential in maintaining and developing the language within the County had been discussed by a number of groups which included the Bilingual Group which meets on a regular basis and attended by Members and Officers.

He expressed his concern that translation is perceived as an overspend, and explained that this was not the case as it is an essential part of the Council's work, and therefore will be asking the bilingual group to discuss each budget that is aligned to the Welsh language to ensure that we are making the best use of resources.

As the Member leading on Welsh language, Councillor Evans was pleased that the Chief Executive had taken on the Corporate Executive Team role to Champion the Welsh language.

The Strategic Policy Manager explained the key changes to the new Scheme and how it reflects the Council's commitment in the Local Development Plan Deposit Draft where a development would be refused if its size, scale or location would cause significant harm to the language balance of a community.

The scheme has also been strengthened to reflect the Welsh Language Board's priority in ensuring our third party contractors also comply with our scheme, and as the Council enters into more partnership agreements we will ensure that the partnership will operate with regard to the Welsh language and adopt the Welsh Language Scheme.

Members chairing meetings will also be encouraged to open and close formal meetings bilingually, and training will be provided where needed.

Councillor E W Williams felt that when planning applications are submitted, it is important that the impact on the Welsh language is included. He was also interested to find out how many of the young people who work for Denbighshire are Welsh speakers.

Members felt that Chairs opening and closing meetings could prove difficult for some, and Councillor R W Hughes suggested that it would be useful for Members to have a sheet of stock phrases to assist them if they wished to say something in Welsh.

Councillor P A Dobb also suggested that training be provided for Members so that they can be much better at promoting the culture within the organisation. She also asked for assurances that efficiencies are also being looked at in the Translation Budget.

Councillor E W Williams referred to the culture within the Council, and to flippant remarks being made to some Members when they choose to speak or complete forms in Welsh.

The Chief Executive believed that staff and others need to be encouraged to speak Welsh in a public setting, and that there needs to be a culture change to give everyone the confidence to converse and write in Welsh.

RESOLVED that Cabinet agree the commencement of a formal six week consultation on the Draft Welsh Language Scheme before recommending it, subject to any amendment, for agreement by Full Council on 1 December, 2009, and the issues raised by Members at the meeting be taken back to the Bilingual Forum for discussion.

5 SUPPORTING PEOPLE OPERATIONAL PLAN FOR 2010-2011

Councillor P A Dobb presented the report seeking Cabinet agreement to the Supporting People Operational Plan for 2010/11.

Councillor Dobb reported that Officers had made every attempt to deliver even better value for money this year, and still meet the local needs more closely. As the future of the Supporting People Grant was still unclear, no decision had been made by the Welsh

Assembly Government as to how it might transfer into the Revenues Support Grant, and therefore in year surpluses were being earmarked to dampen the impact of future grant cuts. It is also imperative that the Council find creative workable ways of remodeling its services.

Councillor Dobb referred to the risk of people being overlooked because of the change of eligibility which will now be geared to people who need the service, rather than all people in homeless accommodation. There is a further risk relating to the funding from WAG, and the minimal possibility that the Minister may not approve the changes to the provider Clwyd Alyn.

Members discussed the length of time it has taken, and the Corporate Director: Social Services and Housing advised Members although it is still uncertain as to when a decision will be made, it is anticipated that the first tranche of formula change will happen in years 2011/12, and that the length of time it has taken has been of benefit to Denbighshire.

In response to the Leader's question about the Plan being linked into the Council's Demographic priorities, the Corporate Director Social Services and Housing advised Members that the work around Sheltered Housing and the cost of Warden Services is being supported by the Demographic Change Board.

Councillor P J Marfleet conveyed his appreciation to those Officers who have anticipated what lies ahead.

RESOLVED that Cabinet agree the Supporting People Operational Plan for 2010/11 and support the projects identified to proceed to meet the needs of vulnerable people.

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

Councillor P A Dobb presented the report for Members to note the forecast outturn of the Housing Revenue Account (H.R.A.) and Housing Capital Plan for 2009/10. The forecast shows an in-year revenue surplus of £194k. She explained that due to the change of contractor, the number of completed properties this year had reduced, and therefore the capital expenditure was lower. Now that the new contractor had been appointed, it was possible to recalculate and reduce the forecast capital charges by £113k.

Councillor D A Thomas referred to the loft insulation work being undertaken to reduce carbon omissions and asked whether all properties that had this work done over 10 years ago would be revisited. In response Councillor Dobb explained that the properties in poor condition would be revisited within this term up to 2012, with the remainder being revisited at a later date.

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

7 REVENUE BUDGET AND SUMMARY CAPITAL PLAN 2009-2010

Councillor J Thompson Hill presented the report for Members to note the latest estimate of the likely outturn figures for the 2009/10 financial year as detailed in Appendix 1 attached to the report and the summary capital plan performance for 2009/10 as detailed in Appendices 2 and 3.

The forecast overall underspend was £81k excluding the schools' delegated budgets. There had been a slight reduction in the forecast underspend for Social Services. The rate of expenditure against the Capital Plan was increasing as we go through the year.

He also advised Members that the Council no longer had any investments with any foreign-owned banks.

Councillor R W Hughes referred to the individual schools in deficit, and asked how these schools were being monitored to ensure they are taking the appropriate action to bring their budgets back into surplus.

In response, the Head of Planning and Performance – Lifelong Learning assured Members that Officers were in regular contact with the schools with deficit budgets.

RESOLVED that Members note

- 1 the latest projected outturn figures for 2009/10 as detailed in Appendix 1 to the report
- 2 the summary Capital Plan performance figures for 2009/10 financial year as detailed in Appendices 2 and 3 attached to the report.

8 UPDATE ON ASSEMBLY SETTLEMENT

Councillor J Thompson Hill presented the report for Members to note the content of the Assembly's Provisional Settlement for the Council for the next financial year.

Denbighshire has received an increase of 2.4% which is an increase over the current year is £3m. This is above the Wales average and is due to the above average increase in population, the below average reduction in pupil numbers together with the improvement in the collection of free school meals and benefits entitlement data.

Councillor Thompson-Hill advised Members that the Budget Challenge Group had looked at the proposals, and although the settlement for 2010/11 was better than expected, the position for future years is going to change dramatically and therefore the current efficiency targets needed to be retained.

Councillor H H Evans said that he saw this as a budget for sustaining services and linking into future years, and that the key message is to keep to the original plan.

Members discussed the funding allocated to Education, and as the current draft proposals only allow for just under a 2% increase, a further £1.2m was needed to be allocated to continue with the strategy of budgeting at the level of element of SSA for Education.

In response to Councillor P J Marfleet's question as to where the further £1.2m would be allocated, Councillor J Thompson-Hill explained that the money will be closely monitored and targeted on improving where it is most needed on a one off basis.

Councillor E W Williams said that nearly all Denbighshire schools had school development plans, and if there were budget proposals to improve facilities at schools, it was important that all schools raise their attainment levels. He also felt it was important for schools to work closely with libraries.

The Head of Planning and Performance – Lifelong Learning said that plans were in place to work with Schools and linking it into their development plans.

Councillor D Smith welcomed the paper, but said it was imperative to maintain momentum to raise attainment levels in schools.

RESOLVED that Members note:

- (a) *the level of the Assembly Provisional Settlement for 2010/11;*
- (b) *that in light of the likely tight future settlements, the need to retain current savings targets, and*
- (c) *that the Corporate Executive Team are developing spending proposals to use the balance of additional resources for next year in ways that assist the delivery of improvements to services and produce savings, in a cost effective manner.*

9 CABINET FORWARD WORK PROGRAMME

Councillor R W Hughes presented the Cabinet Forward Work Programme, but explained that once the realigning of Portfolios had taken place, Members would need to input into the Programme.

Councillor H H Evans advised Members that the Corporate Executive Team had removed some reports from the programme for this meeting, and asked that in future the Lead Member needs to be consulted so that they are clear as to why the reports have been removed.

The Chief Executive said that there needs to be some clarity as to what reports come to Cabinet. He explained that when the Corporate Executive Team discussed the programme, four reports for today's meeting were highlighted as falling under delegated powers to Officers and Lead Members, and therefore they were removed from the

agenda. There are still a number of reports being submitted to Cabinet that could be dealt with under delegated powers.

Councillor E W Williams referred to the frequency of meetings and as to whether Cabinet needed to meet on a monthly basis, or possibly be moved to six weekly.

The Chief Executive explained that the Scheme of Delegation needed to be used more, and that clarity is required as to what items are submitted to Cabinet.

RESOLVED that Cabinet note the Cabinet Forward Work Programme, and before any future reports are removed from the Work Programme, they must be referred back to the Lead Member.

10 ISSUES REFERRED TO CABINET BY THE SCRUTINY COMMITTEES

There were no issues referred.

11 URGENT ITEMS

There were no Urgent Items.

At this juncture (11.30 a.m.) the meeting adjourned for 15 minutes to allow Members to Participate in refreshments.

PART II

EXCLUSION OF PRESS AND PUBLIC

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

12 REVIEW OF LIBRARY SERVICE PROVISION ACROSS THE COUNTY

Councillor M M Jones presented the report seeking a Cabinet decision as to which of the 7 options put forward in the Library Service Review should be considered to achieve the expected £90,000 efficiency saving in 2010/11.

Members discussed all 7 options in detail, and although there was a general consensus that closing a library at this time was not the right decision, disappointment was expressed that an opportunity had been missed to have a thorough review of the entire service.

Members felt that a review needed to be carried out as a priority to rationalise the Library Service linking the review into Schools and Leisure Centres in order to provide a modernised library service.

Aligning operating costs to the appropriate budget for services provided at libraries but which fall within other Directorates was also discussed together with the need to ensure that collaboration is enforced to ensure efficiencies.

Members requested that proposals be submitted to a future Cabinet meeting to agree the scope and expected outcome of the review.

Following a lengthy debate it was

RESOLVED that Cabinet agreed to:

- (a) identify £38k savings by restructuring the management team;
- (b) identify £38,565 by reducing library opening hours at various branches;
- (c) Officers to identify remaining savings required from Lifelong Learning Directorate, and
- (ch) consider terms of reference for a further review to rationalise the Library Service to provide a modernised service

13 CAPITAL PLAN 2009/10 – 2012/13

Councillor J Thompson-Hill presented the report for Members to note the latest position on the 2009/10 element of the plan; note the approval by the Corporate Executive Team under delegated powers for improvement works totaling £238k to the Children's Village, Rhyl, and approve the use of £140k from the Capital Contingency towards the overspend on Telpyn Bridge, Rhyl.

In response to a question about the decision to renovate some of the buildings under the Convergence Business Regeneration Project, the Corporate Director: Environment advised Members that applications for funding had been submitted for the refurbishment of a number of buildings to provide accommodation for small businesses and community organisations. Decisions on the applications are awaited from WEFO.

Following a question from Councillor G M Kensler about the Convergence funding for environmental improvements to Rhyl High Street, the Corporate Director: Environment explained that the works were part of a £36m European Project across North Wales.

Members discussed the repair works on Telpyn Bridge, and the proposal that the overspend be funded from the Bridges capital block allocation. Councillor E W Williams asked that at year end the capital contingency fund be reviewed to consider reinstating £120k to the bridges capital block allocation. The Corporate Director: Environment said that it was difficult to predict what pressures may emerge on the budget over the winter months, but the situation could be reviewed towards the end of the financial year.

Members also discussed the proposed improvement works to the Children's Village, Rhyl as part of the Welsh Assembly Government Strategic Regeneration Area Initiative.

RESOLVED that Cabinet:

- (a) notes the latest position on the 2009/10 element of the Capital Plan;
- (b) note the approval by the Corporate Executive Team under delegated powers for improvement works to the Children's Village, Rhyl;
- (c) approve the use of £140k from the Capital Contingency towards the overspend on Telpyn Bridge, Rhewl, and
- (ch) at the year end the capital contingency fund be reviewed to consider reinstating £120k to the bridges capital block allocation.

The meeting concluded at 1.30 p.m.

**REPORT TO
CABINET**

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

DATE 24 NOVEMBER 2009

**SUBJECT MONITORING PERFORMANCE AGAINST THE AUTHORITY'S
CORPORATE PLAN: QUARTER 2 2009/10**

1 DECISION SOUGHT

- 1.1 That Cabinet consider performance against the Corporate Plan 2009-2012 as detailed in the attached report of performance for the second quarter of 2009/10 (Appendix I).
- 1.2 That Cabinet agree where action needs to be taken in response to current slippage against targets for 2009/10. Appendix II provides an exceptions report: i.e. those Programmes, Projects, Actions and Performance Indicators where performance is currently below target.

2 REASON FOR SEEKING DECISION

2.1 The Corporate Plan 2009-2012 contains a basket of Performance Indicators, Programmes, Projects and Actions by which it was agreed that progress was to be monitored by Cabinet via quarterly performance reports. Some Performance Indicators, Programmes, Projects and Actions will only be reported on an annual basis and will therefore be included in the Quarter 4 report for 2009/10. Table 1 below specifies the number of Performance Indicators, Programmes, Projects, and Actions reported at Quarter 2.

	Performance Indicators	Programmes	Projects	Actions	Total
Reported quarterly at Q2	34	14	15	15	78

- 2.2 Of the 78 items that have reported for Quarter 2 2009/10:
 - 65.4% (51) currently have a Green RAG status;
 - 29.5% (23) currently have an Amber RAG status;
 - 5.1% (4) currently have and Red RAG status.

Table 2 (below) provides a more detailed breakdown of Programmes, Projects, Actions and Performance Indicators by RAG status.

	Green	Amber	Red
Programmes	7	7	0
Projects	11	4	0
Actions	7	7	1
Performance Indicators	26	5	3

2.3 Of the 34 Corporate Plan Performance Indicators that have been reported for Quarter 2 2009/10:

- 76.5% (26) are currently on or above target (i.e. Green);
- 14.7% (5) are currently below target but within 10% of the target (i.e. Amber); and
- 8.8% (3) are more than 10% below the target (i.e. Red).

Table 3 on (below) provides a more detailed breakdown of the Corporate Plan Performance Indicators by RAG status and by performance trend.

	Green	Amber	Red
Performance is improving ↑	18 Performance indicators	1 Performance indicator	3 Performance indicators
Performance is static ↔	3 Performance indicators		
Performance is worsening ↓	5 Performance indicators	4 Performance indicators	

The definitions of Red, Amber, Green used in this report are as follows:

	GREEN	AMBER	RED
Performance Indicators	On or above target	Within 10% of target	More than 10% below target
Programmes and Projects (Delivery Confidence Assessment)	Successful delivery of the project to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage threaten delivery significantly	Successful delivery appears feasible but significant issues already exist requiring management attention	Successful delivery of the project appears to be unachievable
Actions	No concern – on track and in control	Minor concern – not on track but in control	Major concern – not on track and not in control

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 may be cost implications to the achievement of some performance indicator targets.

4.2 Staffing / Accommodation Implications

There are no staffing or accommodation implications.

4.3 I.T. Implications

There are no I.T. implications.

5 RISK ASSESSMENT

5.1 Risks associated with NOT agreeing recommendation(s)

There is a risk of further slippage against the Authority's targets for 2009/10 if attention is not paid to those indicators that are not currently on target.

5.2 Risks associated with agreeing recommendation(s)

No risks associated with agreeing recommendation.

6 FINANCIAL CONTROLLER STATEMENT

- 6.1 Performance management is a key element in ensuring quality services that are cost effective. There may be cost implications to slippage against key actions and timescales. Any additional costs need to be contained within existing budgets.

7 CONSULTATION CARRIED OUT

- 7.1 Progress against agreed targets within the Corporate Plan 2009-2012 should be discussed at Departmental Management Team meetings and team meetings. Quarterly performance reports, which include performance indicators, are prepared by the Scrutiny Officers and distributed to the relevant Scrutiny Committees for review.

8 IMPLICATIONS

8.1 Assessment of Impact on Corporate Priorities

Performance management and progress against key performance indicators impact upon all policy areas, including corporate, and can provide information on the effectiveness of current policy. Improvement against these indicators will support the Authority's ability to progress its corporate priorities.

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

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

8.3 Assessment of Impact on Climate Change - Mitigation and Adaptation:

The impact on climate change of work associated with delivering the Corporate Plan should be considered by individual services and Project/Programmes Boards as appropriate. The implementation of the Ffynnon performance management software will ultimately reduce the reliance on paper performance reports, as Members and Officers will be able to access web-based reports. This has the potential to reduce the Council's carbon dioxide emissions.

9 ACTION PLAN

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
That the Focussed Agenda Board considers the Quarter 2	Head of Strategic Policy	7 December 2009

Performance Report and identifies any performance issues for further challenge		
To explore and address the reasons for below target performance in quarter 2 of 2009/10 at Departmental Team Meetings, Directorate Team meetings and CET	CET and Heads of Service	31 December 2009

10 RECOMMENDATIONS

- 10.1 That Cabinet consider the Quarterly Performance Report and identify any issues which require further discussion at the Focussed Agenda Board and/or require remedial action. It is recommended that particular attention is paid to those programmes, projects, actions and indicators that are not currently on target.

APPENDIX I: QUARTER 2 PERFORMANCE REPORT

Item Name	Lead Member	RAG	Trend	Q2 Outturn	Target	Monitored By	Comment
CORPORATE PRIORITIES							
Demographic Change Performance Indicators							
Number of older people aged 65+ who are supported in a care home reduced	Cllr P Dobb	Amber	↓	583	562	Demographic Change Board	Work is being undertaken to identify the root cause/s for the increase and the viability of options to support more people at home
SCA002b - The rate of older people (aged 65 or over) whom the authority supports in care homes per 1000 population aged 65 or over at 31 March	Cllr P Dobb	Amber	↓	29.11	27	Cabinet/CET	Work is being undertaken to identify the root cause/s for the increase and the viability of options to support more people at home
Number of older people aged 65+ who are helped to live at home increased	Cllr P Dobb	Green	↑	1804	1810	Demographic Change Board	On track to meet target
SCA002a - The rate of older people (aged 65 or over) supported in the community per 1000 population aged 65 or over at 31 March	Cllr P Dobb	Green	↑	90.08	87	Cabinet/CET	On track to meet target
Number of adults aged 18-64 with a learning disability who are supported in a care home reduced	Cllr P Dobb	Green	↓	34	36	Demographic Change Board	Whilst there has been an increase in the number of placements we are still within the year end target.
Rate of adults aged 18 - 64 with a learning disability who are supported in a care home reduced	Cllr P Dobb	Green	↓	0.6	0.63	Demographic Change Board	Whilst there has been an increase in the number of placements we are still within the year end target.
Numbers of adults with learning disabilities helped to live at home increased	Cllr P Dobb	Green	↑	207	201	Demographic Change Board	An additional 17 people are now recorded as receiving a service compared to quarter 1. On track to meet our annual target of 217 people
Rate of adults with learning disabilities helped to live at home increased	Cllr P Dobb	Green	↑	3.62	3.5	Demographic Change Board	Please see - Numbers of adults with learning disabilities helped to live at home increased)
Demographic Change Programmes							
Extra Care Housing (Develop Extra Care Housing Projects in Rhyl, Prestatyn and Ruthin)	Cllr P Dobb	Amber	↔	N/A	N/A	Demographic Change Board	Rhyl Scheme completed January 2009: now fully occupied. Prestatyn fully on target and due for completion Nov 10. For Ruthin legal negotiations are on-going to complete sale of land to Tai Clwyd. Anticipated completion Spring 2011.

APPENDIX I: QUARTER 2 PERFORMANCE REPORT

Item Name	Lead Member	RAG	Trend	Q2 Outturn	Target	Monitored By	Comment
Telecare in Denbighshire	Cllr P Dobb	Amber	↔	N/A	N/A	Demographic Change Board	Tendering process for Response service in process. Funding secured from CHC money for additional posts. Transfer of responsibility of service from Housing to DCC in process
Demographic Change Projects							
Intensively Supported Independent Living	Cllr P Dobb	Amber	↔	N/A	N/A	Demographic Change Board	Sale of henllan site progressing - some delay due to Welsh Water query. Awaiting a firm financial commitment from Health - need an enforceable agreement (re joint funding of tenant support costs)
Co-located Health and Social Care team Prestatyn	Cllr P Dobb	Amber	↓	N/A	N/A	Demographic Change Board	Tendering process for refurbishment of accommodation within 6 - 8 Nant Hall Road is currently in progress. Relevant key stake-holders are currently being briefed / consulted with. Likely to open January 2010
Implement and embed the Council's Reablement Approach to Care Planning across services for older people.	Cllr P Dobb	Amber	↓	N/A	N/A	Demographic Change Board	Project Plan progressing; communication strategy being implemented; training strategy and performance measures being developed and preparations for phased implementation of service delivery in Jan 2010 are underway. High level of involvement from Head of Service, Service & Team Managers & staff to ensure this project is delivered
Demographic Change Actions							
Develop individual budgets and self directed support for Learning Disabilities Clients	Cllr P Dobb	Amber	↔	N/A	N/A	Demographic Change Board	Processes developed along with a Resource Allocation System. The pilot group have been identified and a reviewed schedule put in place which will see the first Personal Budget Support Plans being referred to the Community Care Panel for sign off in January 2010.
Establish Pub is the Hub initiatives	Cllr P Dobb	Amber	↔	N/A	N/A	Demographic Change Board	Progress with The Eagles Hotel in Corwen. Surveyor has visited and plans have been submitted along with the planning application. A monthly events calendar has been printed
Extend coverage of passion for life cafes	Cllr P Dobb	Amber	↓	N/A	N/A	Demographic Change Board	First Life Cafe going strong, second Life Cafe in Corwen shortly due to have first meeting. New funding is being sought via IDEA (Innovation Unit) for funding to assist with further roll out in other parts of the County.

APPENDIX I: QUARTER 2 PERFORMANCE REPORT

Item Name	Lead Member	RAG	Trend	Q2 Outturn	Target	Monitored By	Comment
Facilitate employment and work experience opportunities for Learning Disabilities Clients through effective partnerships	Cllr P Dobb	Green	↔	N/A	N/A	Demographic Change Board	Working with other directorates (Arts & Leisure services) to extend the range of activities. Working with cefndy healthcare and coptions to develop partnerships.
Produce a 3-5 year costed Business Plan for Care Services	Cllr P Dobb	Amber	↓	N/A	N/A	Demographic Change Board	Draft model for older people services has been produced but requires further development and refinement to ensure the projections therein are as robust as possible.
Regional collaboration with other Councils and NHS to support Learning Disabilities Clients	Cllr P Dobb	Amber	↓	N/A	N/A	Demographic Change Board	Still working through issues of network relationship with Health. Interviews for Manager post imminent
Review of Services Provided to Older People in Sheltered Housing	Cllr P Dobb	Amber	↓	N/A	N/A	Demographic Change Board	Draft strategy produced as target. Consultation within Directorate and with tenants has commenced.
Modernising Education Performance Indicators							
EDU003 – The % of pupils eligible for assessment at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	Cllr H Evans	Green	↑	76.81	75.2	Cabinet/CET	Denbighshire is 12th in Wales for this indicator
EDU004 – The % of pupils eligible for assessment at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	Cllr H Evans	Green	↑	59.78	59.4	Cabinet/CET	Denbighshire is 12th in Wales for this indicator
Raise the percentage of pupils achieving 5 A* to C	Cllr H Evans	Green	↑	N/A	51%	Modernising Education Board	Unable to report this quarter, published figure available Dec 2009. Early analysis shows Denbighshire's performance to be 58%, 7% higher than the target of 51%.
Raise the percentage of pupils achieving the Core Subject Indicator at key stage 1:	Cllr H Evans	Green	↑	83.20%	82.70%	Modernising Education Board	Denbighshire is the 6 th in Wales for this indicator

APPENDIX I: QUARTER 2 PERFORMANCE REPORT

Item Name	Lead Member	RAG	Trend	Q2 Outturn	Target	Monitored By	Comment
Modernising Education Programmes							
Monitoring and Evaluating Support Services to Schools	Cllr H Evans	Green	↔	N/A	N/A	Modernising Education Board	Monitoring system in place for complaints relating to support services. Actions to address rec 5 & 6 from Estyn in relation to support services have been agreed and included in Estyn action plan.
School Reorganisation and Modernisation	Cllr H Evans	Amber	↔	N/A	N/A	Modernising Education Board	<p>Prestatyn Area Review: Informal consultation is continuing with Headteachers, Governors and County Councillors. A consultation meeting was held with County Councillors on Wednesday 7th October, however attendance was low with only 4 out of 11 Councillors attending. Potential options were identified during the meeting which will be worked up in greater detail for a future meeting. Presently there are no clear recommendations to address the issues within the town.</p> <p>Dee Valley East Review: Clear recommendations are being progressed for each school in the area. Cabinet approved plans for publication of a Statutory Notice seeking the closure of Ysgol Llantysilio from 31st Aug 2010. A project proposal is being developed for remodelling/extending the Ysgol Bryn Collen/Gwernant site. Proposals for Ysgol Glyndyfrdwy are on hold to allow the school to be considered in a Welsh Language review in the Dee Valley West area.</p> <p>Rhyl High School – New Build - Feasibility: The authority has developed initial proposals following the initial concept of a new community school in Rhyl over recent months. Following initial consultation regarding the scope of the project it has now been agreed to pursue the project as a replacement new build for Rhyl High School. The Council secured £410k for feasibility works from the Welsh Assembly Government. The initial funding was to be spent during the 2009/10 financial year. Discussions are ongoing with the Assembly to seek confirmation of the re-profiling of this funding to allow expenditure to occur in the 2010/2011 financial year.</p>

APPENDIX I: QUARTER 2 PERFORMANCE REPORT

Item Name	Lead Member	RAG	Trend	Q2 Outturn	Target	Monitored By	Comment
Support for Improving School Attendance	Cllr H Evans	Amber	↓	N/A	N/A	Modernising Education Board	The first report of the academic year 2009/10 has been produced. This showed that performance for September was lower than in the previous two years. It showed that attendance in one school was significantly down and this was affecting the overall results. It has now been identified that there had been a reporting error in this school and this is being addressed now.
Support for School Improvement	Cllr H Evans	Green	↔	N/A	N/A	Modernising Education Board	All major actions are on track. Target setting with schools is about to start following a redesign of the target setting sheets.
Regeneration Programmes							
To create a sustainable housing market in West Rhyl where the requirement for ongoing public investment in the private housing stock and general physical environment is significantly reduced and the area become one of housing choice rather than need <i>(action still to be ratified by the Regeneration Improvement Board)</i>	Cllr D Thomas	Green	↔	N/A	N/A	Regeneration Board	Housing's contribution to the Regeneration Priority for Denbighshire in general, and in West Rhyl in particular, is key. A group of relevant housing related officers has been set up and regular meetings diarised including links with WAG in terms of the RSA. The purpose of the group is to collect base data and set appropriate objectives and key PIs which will be reported to the Regeneration Improvement Board for ratification in the Autumn. The Group will then ensure a multi functional co-ordination to meet the objectives and key PIs. Head of Planning & Public Protection is the Project Sponsor for this area of work. Much work has been done in quarter two and an updated report will be presented to the Regeneration Improvement Board in October
PRIDE workstream being developed to include a pilot project to encourage community involvement in caring for neighbourhoods	Cllr D Thomas	Amber	↓	N/A	N/A	Regeneration Board	Workstream project team and board in place. Pilot projects being developed under 4 themes, History, Place, Community and Environment.
Implementing Council projects funded through the Rural Development Plan to invest in micro-business and community assets, support high growth	Cllr E Williams	Green	↔	N/A	N/A	Regeneration Board	Projects under Business Plan 1 all underway. Guidance for Business Plan 2 has been issued by WAG and initial work has started.

APPENDIX I: QUARTER 2 PERFORMANCE REPORT

Item Name	Lead Member	RAG	Trend	Q2 Outturn	Target	Monitored By	Comment
business sectors, and provide a long distance footpath in the west of the county; developing a business plan of projects to be supported through the RDP from 2011 to 2014							
Raising skill levels in the current and future working age population	Cllr H Evans	Amber	↑	N/A	N/A	Regeneration Board	There is now a new officer representing skills from LLL on the Regeneration Improvement Board. Work under the skills workstream can now be developed further.
Agreeing the Action Plan with the Welsh Assembly Government for the north Wales coast Strategic Regeneration Area	Cllr D Thomas	Green	↔	N/A	N/A	Regeneration Board	The draft SRA action plan went to Cabinet on 8th Sept. DCC's comments were returned to WAG. The final action plan is imminent.
Roads and Flood Defences Programmes							
Highways Asset Management: Implementation of Symology as a complete Highway asset Management Software package.	Cllr E Williams	Green	↔	N/A	N/A	Environment Scrutiny	Project teams in place and pilot system to be set up & tested and report produced by 31st December
Roads and Flood Defences Projects							
Corwen Flood Scheme	Cllr E Williams	Green	↔	N/A	N/A	Environment Scrutiny	The scheme is planned to commence on site February 2010 and is on track to do so
Denbigh Flood Scheme	Cllr E Williams	Green	↔	N/A	N/A	Environment Scrutiny	The scheme is planned to commence on site February 2010 and is on track to do so
West Rhyl Flood Scheme	Cllr E Williams	Green	↔	N/A	N/A	Environment Scrutiny	The scheme is planned to commence on site January 2010 and is on track to do so
IMPROVEMENT THEMES							
High Performance Culture- Delivering Value for Money Performance Indicators							
CHR002 - The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	Cllr R Hughes	Green	↑	2.49	2.75	Cabinet / Resources Scrutiny	The average number of days lost per employee for Qrt 2 for 2009/10 is 2.49, which is a slight decrease from Qrt 1 at 2.67 average days lost per employee. This is also a reduction for the same period last year (Qrt 2 of 2008/09) which reported 2.71 average days lost per employee.

APPENDIX I: QUARTER 2 PERFORMANCE REPORT

Item Name	Lead Member	RAG	Trend	Q2 Outturn	Target	Monitored By	Comment
% of eligible staff who have had a performance appraisal	Cllr R Hughes	Green	↑	11.55	10	Cabinet / Resources Scrutiny	A great deal of work was done with appraisals in Qrt 3 and Qrt 4 of last year 2008/09 - Heads of Service and managers were given reports outlining who had received a performance appraisal and who hadn't. Both managers and Heads of Service had to identify who was eligible and ensure they received an appraisal. The majority of performance appraisals were carried out towards the end of last year, therefore appraisals will not be due until the end of this year in Qrt 3 and 4. That may explain why the figure is low for Qrt 1 and 2. By Qrt 4 the figure should be much nearer the target.
High Performance Culture- Delivering Value for Money Programmes							
Project Gaia: DCC's Corporate Carbon Management Strategy (3% annual reduction in carbon dioxide emissions from DCC assets, fleet vehicles, business waste and staff business travel)	Cllr P Marfleet	Asset / Waste / Fleet / Business Travel Programmes - N/A Behaviourial change workstream - GREEN	↑	N/A	N/A	CET	Project Gaia was adopted by full Council on 22nd September 2009. Phase I: Behaviour Management Initiatives commenced in October 2009 with an email launch and climate change information sheets on the working document store. Project Gaia web page has been established on DCC website. A Member Development Training afternoon is scheduled for 30th November. Carbon Checklists for staff will be published over the next 2 months on the working document store. The capital bid for the Asset Carbon Management Programme has been submitted for consideration and will commence in April 2010 dependent on funding.
Change Programme (Service Review Programme)	Cllr P Marfleet / Cllr J Thompson Hill / Cllr R Hughes	Amber	↓	N/A	N/A	Change Programme Board	Programme Framework is nearing completion, to be endorsed by Cabinet. HR Pilot project progressing, Business Case for project due to be completed by early December. Project Manual being developed to ensure consistency in methodology for each review.

APPENDIX I: QUARTER 2 PERFORMANCE REPORT

Item Name	Lead Member	RAG	Trend	Q2 Outturn	Target	Monitored By	Comment
High Performance Culture- Delivering Value for Money Projects							
Implementation of the Ffynnon performance management system for Corporate and Service Business Plans.	Cllr P Marfleet	Green	↔	N/A	N/A	Cabinet	Project progressing to agreed Project Plan. Fynnon used to generate Corporate QPR for Cabinet (24 th Nov 2009). Dashboards generated and demonstrated at Cabinet meeting in Sept 2009. Frameworks to be created to monitor Service Business Plans and new Community Strategy from April 2010.
WorkSMART	Cllr P Marfleet	Green	↔	N/A	N/A	Cabinet	Programme is on target, under budget, and the Caledfryn pilot will be completed early. Currently developing a joint business case to bring the WorkSMART and EDRMS projects together as one programme with proposals for future roll out.
High Performance Culture- Delivering Value for Money Actions							
Agree Medium Term Financial Plan	Cllr J Thompson-Hill	Green	↔	N/A	N/A	Council	Draft MTFP approved at Council in July 2009. Due to be complete by Feb 2010.
Community and People Focused Projects							
Agree Partnerships Scrutiny Protocol	Cllr H Evans	Green	↔	N/A	N/A	LSB/Council	Guidelines for Scrutinising Cross-Organisational Bodies, Partnerships and Collaborative Working have been approved by the Scrutiny Chairs and Vice-Chairs Group for use by the Scrutiny Committees. The WLGA has also been approached with a view to developing an All Wales Protocol as between Scrutiny Committees and high level partnerships such as the LSB, HSCWB and Community Safety Partnerships for inclusion as part of the proposed WLGA guide on scrutiny of multi-agency partnerships
Develop Area Profiles and Statistics Website Resource for the Council and Local Service Board Partners.	Cllr H Evans	Green	↔	N/A	N/A	Cabinet	The English Language version of the website is currently being piloted within the Authority. Also meetings are being arranged with partners from Health and the Police Service to discuss aligning data sets to ensure a consistent resource between partners. We are still on tract to launch the full bi-lingual version of the site in December.

APPENDIX I: QUARTER 2 PERFORMANCE REPORT

Item Name	Lead Member	RAG	Trend	Q2 Outturn	Target	Monitored By	Comment
Community Strategy	Cllr H Evans	Green	↔	N/A	N/A	LSB	A Survey has been sent to all partners including voluntary organisations, schools, councils, councillors during October 2009 the deadline for completion of the survey is the 23rd November 2009. Two Community Planning workshops are being held on the 3rd and 11th November 2009 to which all partners have been invited. Currently we have had over 40 acceptances to these events. A Draft Strategy will be completed by early December for agreement and sign off by the Local Service Board. It will then go out for 12 weeks formal consultation from mid-December to early March 2010.
Producing the new Equalities Plan	Cllr R Hughes	Green	↔	N/A	N/A	Corporate Equalities Group	Corporate Equalities Draft Plan went to cabinet on 29/9/09, plan is now out for 6 week consultation ending on 6/11/09, CEG on 29/10/09 and will go to full council on 1/12/09 for adoption. The plan needs revising every 3 years and will meet legislative completion dates.
Producing the new Welsh language scheme	Cllr H Evans	Green	↔	N/A	N/A	Members Bilingual Forum	Draft Welsh Language Scheme has been agreed by the Members Bilingual Forum (1.10.09) and Cabinet (20.10.09). Draft subject to 6 week consultation and will go to Full Council on 1/12/09.
Producing a Community Engagement Strategy	Cllr S Frobisher	Amber	↓	N/A	N/A	Corporate Governance Strategic Communication Group	An initial draft was completed in August. Due to work commitments with the Council Survey, Community Forums and Community Strategy I have been unable to make any additions or revisions to the draft. Also in the light of the re-structure and developments within the Directors Communication and Area Planning programmes further clarification is needed on how to link the Customer Care, Corporate Communications and Community Engagement strands together. I anticipate being able to re-commence work on this in the New Year.

APPENDIX I: QUARTER 2 PERFORMANCE REPORT

Item Name	Lead Member	RAG	Trend	Q2 Outturn	Target	Monitored By	Comment
Community and People Focused Actions							
Deliver Annual Opinion Survey	Cllr S Frobisher	Green	↔	N/A	N/A	CET	The Denbighshire Council Survey has been sent to 6000 randomly selected residents of Denbighshire on the 23rd October 2009. The survey explores citizen satisfaction of many services within Denbighshire County Council. The survey will be carried out annually in order for Denbighshire County Council to gain information about Denbighshire County Council services that could be improved or changed. A reminder letter and survey will be sent out on the 6th November 2009 and the Survey deadline is the 4th December. The results will then be analysed and this information should be available in early January 2010.
Deliver participatory budgeting	Cllr S Frobisher	Green	↔	N/A	N/A	Leader	<p>In 2009/10 three Participatory Budgeting projects have been successfully completed in Dyserth, St Asaph and Llangollen. There has been a huge array of projects selected by local communities details of which can be obtained from Eva Walters.</p> <p>There is a further £4k available to other Communities wishing to undertake a participatory budgeting project, however we would need these to be commenced by the end of November 2009 to allow sufficient time for running a project and invoicing DCC. Leisure Services are utilising Participatory Budgeting to allocate £25k of their budget to implement new play and leisure facilities in Ruthin Park as a result of the closure of the paddling pool/ pond.</p> <p>It is hoped that other services will adopt this mechanism for similar exercises and the process will become an established mechanism for engaging communities in the decisions which need to be made and gaining their input into new developments in their areas.</p>

APPENDIX I: QUARTER 2 PERFORMANCE REPORT

Item Name	Lead Member	RAG	Trend	Q2 Outturn	Target	Monitored By	Comment
Deliver regular surveys via Citizens' Panel	Cllr S Frobisher	Green	↔	N/A	N/A	Corporate Governance Strategic Communication Group	A recent survey was sent to all members of the Citizen's Panel, along with information about the LDP, Extra Care Housing and the Denbighshire Community Forum Events. The survey will close on the 6 November and results will be used by Health Social Care and Well-Being services to inform reports and to develop services. A survey will be sent to members of the Citizens' Panel again early next year. A Citizens' Panel event will also be held to early next year to welcome and thank members, to provide information and to have group discussions around specific areas, such as Community Strategy.
Outward Looking Projects							
Improvement Agreements	Cllr P Marfleet	Green	↔	N/A	N/A	Cabinet	Year 2 progress to date reported to CET in November 2009. No significant issues in terms of Year 2 performance.
Outward Looking Actions							
Produce Partnership procedure rules	Cllr H Evans	Green	↔	N/A	N/A	Council	Partnership Procedure Rules have been produced, agreed by full Council and are now included in the Council's Constitution
Develop Partnership Governance framework	Cllr H Evans	Amber	↓	N/A	N/A	LSB/Council	A review of best practice is being conducted with a consultation draft being prepared for December 2009. A partnership discussion process will follow a timetable for this has yet to be established.
Strong Governance and Leadership for Improvement Actions							
Review Council Constitution	Cllr P Marfleet	Green	↔	N/A	N/A	Corporate Governance Committee / Council	The Corporate Governance Committee has resolved to review individual parts of the Constitution and these are now included in the Committee's forward work programme
Review of Policy Making	Cllr R Hughes	Red	↔	N/A	N/A	CET	A list of policies from Heads of Service is being put on the Working Document Store. FAB has been notified of a capacity issue arising from the non availability of a proposed graduate under the National Graduate Training Scheme

APPENDIX I: QUARTER 2 PERFORMANCE REPORT

Item Name	Lead Member	RAG	Trend	Q2 Outturn	Target	Monitored By	Comment
NATIONAL STRATEGIC INDICATORS							
BNF/004 - Time taken to process Housing Benefit and Council Tax Benefit new claims and change events	Cllr J Thompson	Green	↑	7.32	15	Cabinet/CET	Another excellent result from the Benefits department, improving on last quarter's result which would have put them in the upper quartile.
BNF/005 - The number of changes of circumstances which affect customers entitlement to Housing Benefit or Council Tax Benefit within the year	Cllr J Thompson	Green	↑	913.75	845	Cabinet/CET	Excellent Performance maintained.
HHA002 - The average number of working days between homeless presentation and discharge of duty for households found to be statutorily homeless	Cllr P Dobb	Green	↑	133	200	Cabinet/CET	Average = Q2 = 133 working days - significant decrease from Q1 which was 176 working days due to more positive discharge options in other tenures. ie. private sector accommodation.
HHA014a - The number of homeless families with children who have used Bed and Breakfast accommodation during the year, except in emergencies	Cllr P Dobb	Green	↔	0	0	Cabinet/CET	No families with children except in an emergency have stayed in Bed & Breakfast accommodation in Quarter 2
HHA014b - The average number of days all homeless families with children spent in Bed and Breakfast accommodation	Cllr P Dobb	Green	↔	0	4	Cabinet/CET	0 divided by 11 = 0
PPN001i – The percentage of high risk businesses that were liable to a programmed inspection that were inspected for Trading Standards	Cllr S Frobisher	Green	↑	35.00	21.00	Cabinet/ CET	By the end of the second quarter 3 trading standards inspections were due to be carried out to premises (21%) and 5 were actually carried out (35%). A work programme of inspections has been put in place to ensure all premises are inspected by the end of the year
PPN001ii – The percentage of high risk businesses that were liable to a programmed inspection that were inspected for Food Hygiene	Cllr S Frobisher	Amber	↑	43.00	50.00	Cabinet/ CET	By the end of the second quarter 216 hygiene inspections were due to be carried out to food premises (50%) and 184 were actually carried out (43%) which means that 32 inspections will be rolled over into the third quarter. A work programme of inspections has been put in place to ensure all premises are inspected by the end of the year

APPENDIX I: QUARTER 2 PERFORMANCE REPORT

Item Name	Lead Member	RAG	Trend	Q2 Outturn	Target	Monitored By	Comment
PPN001iii – The percentage of high risk businesses that were liable to a programmed inspection that were inspected for Animal Health	Cllr S Frobisher	Red	↑	52.00	63.00	Cabinet/ CET	By the end of the second quarter 34 animal health inspections were due to be carried out to farms (63%) and 28 inspections were actually carried out (52%) which means that 6 inspections will be rolled over to the third quarter. A work programme of inspections has been put in place to ensure all premises are inspected by the end of the year
PPN001iv – The percentage of high risk businesses that were liable to a programmed inspection that were inspected for Health & Safety	Cllr S Frobisher	Red	↑	36.00	69.00	Cabinet/ CET	By the end of the second quarter 65 health and safety inspections were due to be carried out to premises (69%) and 34 inspections were actually carried out (36%), which means that 31 inspections will be rolled over to the third quarter. A work programme of inspections has been put in place to ensure all premises are inspected by the end of the year
SCA001 - The rate of delayed transfers of care for social care reasons per 1000 population aged 75 or over	Cllr P Dobb	Green	↓	0.3	1.5	Cabinet/CET	Excellent performance sustained
SCA002a - The rate of older people (aged 65 or over) supported in the community per 1000 population aged 65 or over at 31 March	Cllr P Dobb	Green	↑	90.08	87	Cabinet/CET	On track to meet target
SCA002b - The rate of older people (aged 65 or over) whom the authority supports in care homes per 1000 population aged 65 or over at 31 March	Cllr P Dobb	Amber	↓	29.11	27	Cabinet/CET	Work is currently being undertaken to identify the cause of an increase in Care Home placements
SCC001a - The percentage of first placements of looked after children during the year that began with a care plan in place	Cllr M Jones	Red	↑	47.17	95	Cabinet/CET	Specific actions have been put into place at a Service and at a Team level to improve both recording and performance as part of an improvement project
SCC001b - For those children looked after whose second review (due at 4 months) was due in the year, the percentage with a plan for permanence at the due date	Cllr M Jones	Green	↔	100	100	Cabinet/CET	Excellent performance has been sustained

APPENDIX I: QUARTER 2 PERFORMANCE REPORT

Item Name	Lead Member	RAG	Trend	Q2 Outturn	Target	Monitored By	Comment
SCC002 – The % of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March	Cllr M Jones	Green	↓	2.35	15	Cabinet/CET	We are on track to meet our target
WMT001i - The % of municipal waste reused and/or recycled	Cllr E Williams	Amber	↓	23.63	25	Cabinet/CET	not all data received, figure will increase
WMT001ii - The % of municipal waste composted or treated biologically in another way	Cllr E Williams	Green	↑	24.06	15	Cabinet/CET	not all data received, figure will increase
WMT002 - The % of bio-degradable municipal waste sent to landfill	Cllr E Williams	Green	↓	41.18	57.5	Cabinet/CET	not all data received, figure will increase
EDU003 – The % of pupils eligible for assessment at the end of Key Stage 2, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	Cllr H Evans	Green	↑	76.81	75.2	Cabinet/CET	Denbighshire is 12th in Wales for this indicator
EDU004 – The % of pupils eligible for assessment at the end of Key Stage 3, in schools maintained by the local authority, achieving the Core Subject Indicator, as determined by Teacher Assessment	Cllr H Evans	Green	↑	59.78	59.4	Cabinet/CET	Denbighshire is 12th in Wales for this indicator

APPENDIX II: QUARTER 2 EXCEPTIONS REPORT

Item Name	Lead Member	RAG	Trend	Q2 Outturn	Target	Monitored By	Comment
CORPORATE PRIORITIES							
Demographic Change Performance Indicators							
Number of older people aged 65+ who are supported in a care home reduced	Cllr P Dobb	Amber	↓	583	562	Demographic Change Board	Work is being undertaken to identify the root cause/s for the increase and the viability of options to support more people at home
SCA002b - The rate of older people (aged 65 or over) whom the authority supports in care homes per 1000 population aged 65 or over at 31 March	Cllr P Dobb	Amber	↓	29.11	27	Cabinet/CET	Work is being undertaken to identify the root cause/s for the increase and the viability of options to support more people at home
Demographic Change Programmes							
Extra Care Housing (Develop Extra Care Housing Projects in Rhyl, Prestatyn and Ruthin)	Cllr P Dobb	Amber	↔	N/A	N/A	Demographic Change Board	Rhyl Scheme completed January 2009: now fully occupied. Prestatyn fully on target and due for completion Nov 10. For Ruthin legal negotiations are on-going to complete sale of land to Tai Clwyd. Anticipated completion Spring 2011.
Telecare in Denbighshire	Cllr P Dobb	Amber	↔	N/A	N/A	Demographic Change Board	Tendering process for Response service in process. Funding secured from CHC money for additional posts. Transfer of responsibility of service from Housing to DCC in process
Demographic Change Projects							
Intensively Supported Independent Living	Cllr P Dobb	Amber	↔	N/A	N/A	Demographic Change Board	Sale of Henllan site progressing - some delay due to Welsh Water query. Awaiting a firm financial commitment from Health - need an enforceable agreement (re joint funding of tenant support costs)
Co-located Health and Social Care team Prestatyn	Cllr P Dobb	Amber	↓	N/A	N/A	Demographic Change Board	Tendering process for refurbishment of accommodation within 6 - 8 Nant Hall Road is in progress. Relevant key stake-holders are currently being briefed / consulted with. Likely to open Jan '10
Implement and embed the Council's Reablement Approach to Care Planning across services for older people.	Cllr P Dobb	Amber	↓	N/A	N/A	Demographic Change Board	Project Plan progressing; communication strategy being implemented; training strategy and performance measures being developed and preparations for phased implementation of service delivery in Jan 2010 are underway. High level of involvement from Head of Service, Service & Team Managers & staff to ensure this project is delivered

APPENDIX II: QUARTER 2 EXCEPTIONS REPORT

Item Name	Lead Member	RAG	Trend	Q2 Outturn	Target	Monitored By	Comment
Demographic Change Actions							
Develop individual budgets and self directed support for Learning Disabilities Clients	Cllr P Dobb	Amber	↔	N/A	N/A	Demographic Change Board	Processes developed along with a Resource Allocation System. The pilot group have been identified and a reviewed schedule put in place which will see the first Personal Budget Support Plans being referred to the Community Care Panel for sign off in January 2010.
Establish Pub is the Hub initiatives	Cllr P Dobb	Amber	↔	N/A	N/A	Demographic Change Board	Progress with The Eagles Hotel in Corwen. Surveyor has visited and plans have been submitted along with the planning application. A monthly events calendar has been printed
Extend coverage of passion for life cafes	Cllr P Dobb	Amber	↓	N/A	N/A	Demographic Change Board	First Life Cafe going strong, second Life Cafe in Corwen shortly due to have first meeting. New funding is being sought via IDEA (Innovation Unit) for funding to assist with further roll out in other parts of the County.
Produce a 3-5 year costed Business Plan for Care Services	Cllr P Dobb	Amber	↓	N/A	N/A	Demographic Change Board	Draft model for older people services has been produced but requires further development and refinement to ensure the projections therein are as robust as possible.
Regional collaboration with other Councils and NHS to support Learning Disabilities Clients	Cllr P Dobb	Amber	↓	N/A	N/A	Demographic Change Board	Still working through issues of network relationship with Health. Interviews for Manager post imminent
Review of Services Provided to Older People in Sheltered Housing	Cllr P Dobb	Amber	↓	N/A	N/A	Demographic Change Board	Draft strategy produced as target. Consultation within Directorate and with tenants has commenced.
Modernising Education Programmes							
School Reorganisation and Modernisation	Cllr H Evans	Amber	↔	N/A	N/A	Modernising Education Board	Prestatyn Area Review: Informal consultation is continuing with Headteachers, Governors and County Councillors. A consultation meeting was held with County Councillors on Wednesday 7th October, however attendance was low with only 4 out of 11 Councillors attending. Potential options were identified during the meeting which will be worked up in greater detail for a future meeting. Presently there are no clear recommendations to address the issues within the town.

APPENDIX II: QUARTER 2 EXCEPTIONS REPORT

Item Name	Lead Member	RAG	Trend	Q2 Outturn	Target	Monitored By	Comment
							<p>Dee Valley East Review: Clear recommendations are being progressed for each school in the area. Cabinet approved plans for publication of a Statutory Notice seeking the closure of Ysgol Llantysilio from 31st Aug 2010. A project proposal is being developed for remodelling/extending the Ysgol Bryn Collen/Gwernant site. Proposals for Ysgol Glyndyfrdwy are on hold to allow the school to be considered in a Welsh Language review in the Dee Valley West area.</p> <p>Rhyl High School – New Build - Feasibility: The authority has developed initial proposals following the initial concept of a new community school in Rhyl over recent months. Following initial consultation regarding the scope of the project it has now been agreed to pursue the project as a replacement new build for Rhyl High School. The Council secured £410k for feasibility works from the Welsh Assembly Government. The initial funding was to be spent during the 2009/10 financial year. Discussions are ongoing with the Assembly to seek confirmation of the re-profiling of this funding to allow expenditure to occur in the 2010/2011 financial year.</p>
Support for Improving School Attendance	Cllr H Evans	Amber	↓	N/A	N/A	Modernising Education Board	The first report of academic year 2009/10 has been produced. This showed that performance for Sept was lower than in the previous two years. It showed that attendance in one school was significantly down and this was affecting the overall results. It has now been identified that there had been a reporting error in this school and this is being addressed now.
Regeneration Programmes							
PRIDE workstream being developed to include a pilot project to encourage community involvement in caring for neighbourhoods	Cllr D Thomas	Amber	↓	N/A	N/A	Regeneration Board	Workstream project team and board in place. Pilot projects being developed under 4 themes, History, Place, Community and Environment.
Raising skill levels in the current and future working age population	Cllr H Evans	Amber	↑	N/A	N/A	Regeneration Board	There is a new officer representing skills from LLL on the Regeneration Improvement Board. Work under the skills workstream can now be developed further.

APPENDIX II: QUARTER 2 EXCEPTIONS REPORT

Item Name	Lead Member	RAG	Trend	Q2 Outturn	Target	Monitored By	Comment
IMPROVEMENT THEMES							
High Performance Culture- Delivering Value for Money Programmes							
Change Programme (Service Review Programme)	Cllr P Marfleet / Cllr J Thompson Hill / Cllr R Hughes	Amber	↓	N/A	N/A	Change Programme Board	Programme Framework is nearing completion, to be endorsed by Cabinet. HR Pilot project progressing, Business Case for project due to be completed by early December. Project Manual being developed to ensure consistency in methodology for each review.
Community and People Focused Projects							
Producing a Community Engagement Strategy	Cllr S Frobisher	Amber	↓	N/A	N/A	Corporate Governance Strategic Communication Group	An initial draft was completed in August. Due to work commitments with the Council Survey, Community Forums and Community Strategy I have been unable to make any additions or revisions to the draft. Also in the light of the re-structure and developments within the Directors Communication and Area Planning programmes further clarification is needed on how to link the Customer Care, Corporate Communications and Community Engagement strands together. I anticipate being able to re-commence work on this in the New Year.
Outward Looking Actions							
Develop Partnership Governance framework	Cllr H Evans	Amber	↓	N/A	N/A	LSB/Council	A review of best practice is being conducted with a consultation draft being prepared for December 2009. A partnership discussion process will follow a timetable for this has yet to be established.
Strong Governance and Leadership for Improvement Actions							
Review of Policy Making	Cllr R Hughes	Red	↔	N/A	N/A	CET	A list of policies from Heads of Service is being put on the Working Document Store. FAB has been notified of a capacity issue arising from the non availability of a proposed graduate under the National Graduate Training Scheme

APPENDIX II: QUARTER 2 EXCEPTIONS REPORT

Item Name	Lead Member	RAG	Trend	Q2 Outturn	Target	Monitored By	Comment
NATIONAL STRATEGIC INDICATORS							
PPN001ii – The percentage of high risk businesses that were liable to a programmed inspection that were inspected for Food Hygiene	Cllr S Frobisher	Amber	↑	43.00	50.00	Cabinet/ CET	By the end of the second quarter 216 hygiene inspections were due to be carried out to food premises (50%) and 184 were actually carried out (43%) which means that 32 inspections will be rolled over into the third quarter. A work programme of inspections has been put in place to ensure all premises are inspected by the end of the year
PPN001iii – The percentage of high risk businesses that were liable to a programmed inspection that were inspected for Animal Health	Cllr S Frobisher	Red	↑	52.00	63.00	Cabinet/ CET	By the end of the second quarter 34 animal health inspections were due to be carried out to farms (63%) and 28 inspections were actually carried out (52%) which means that 6 inspections will be rolled over to the third quarter. A work programme of inspections has been put in place to ensure all premises are inspected by the end of the year
PPN001iv – The percentage of high risk businesses that were liable to a programmed inspection that were inspected for Health & Safety	Cllr S Frobisher	Red	↑	36.00	69.00	Cabinet/ CET	By the end of the second quarter 65 health and safety inspections were due to be carried out to premises (69%) and 34 inspections were actually carried out (36%), which means that 31 inspections will be rolled over to the third quarter. A work programme of inspections has been put in place to ensure all premises are inspected by the end of the year
SCA002b - The rate of older people (aged 65 or over) whom the authority supports in care homes per 1000 population aged 65 or over at 31 March	Cllr P Dobb	Amber	↓	29.11	27	Cabinet/CET	Work is currently being undertaken to identify the cause of an increase in Care Home placements
SCC001a - The percentage of first placements of looked after children during the year that began with a care plan in place	Cllr M Jones	Red	↑	47.17	95	Cabinet/CET	Specific actions have been put into place at a Service and at a Team level to improve both recording and performance as part of an improvement project
WMT001i - The % of municipal waste reused and/or recycled	Cllr E Williams	Amber	↓	23.63	25	Cabinet/CET	Not all data received, figure will increase

REPORT TO CABINET

CABINET MEMBER: COUNCILLOR M M JONES, Lead Member for Children's Services

DATE: 24 November 2009

SUBJECT: National Review of Safeguarding Children's Arrangements

1 DECISION SOUGHT

This report is to enable Members to consider and discuss key issues linked to Denbighshire's Review of Safeguarding Arrangements and agree the action plans submitted as Appendices 4 and 5.

2 REASON FOR SEEKING DECISION

- 2.1 The Council has a duty to safeguard children and promote their wellbeing. This report details Denbighshire's review of safeguarding arrangements, undertaken by the Care and Social Services Inspectorate for Wales (CSSIW) and that of the Conwy and Denbighshire Local Safeguarding Children Board. It outlines headline messages from the overview report from CSSIW on performance across Wales. It also submits relevant Action Plans for approval.

Summary of Review of Safeguarding Arrangements

- 2.2 Following the events surrounding the tragic death of Baby Peter 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'. Local Authorities were also informed that there would be a national review of safeguarding arrangements across Wales in 2009.

Denbighshire Review of Safeguarding Arrangements

- 2.3 Denbighshire's review undertaken by inspectors from CSSIW took place on 23rd to 25th March 2009. The report of this review was published on 20th October 2009. (Appendix 1)
- 2.4 The report reached a number of conclusions including:
- 2.5 There is effective leadership in safeguarding by the Director of Social Services (and Lead Director for Children) and the Head of Children's Services, and appropriate scrutiny and involvement of Members.
- 2.6 The referral and allocation systems work well to ensure speedy decision making, prioritisation and effective response to immediate risks.

- 2.7 There are good working relationships with other agencies and effective working together in the child protection processes.
- 2.8 Social work practice is subject to management oversight through regular supervision and audit.
- 2.9 Denbighshire has sound organisation in place to safeguard children.
- 2.10 Denbighshire are able to build upon this good practice through continued improvement of services to children including further work in tackling the issue of the volume of police referrals, ensuring timeliness of child protection conferences, consistent evidencing of work undertaken, and raising the quality of assessments.
- 2.11 The report notes that Denbighshire does not explicitly list Children's Services in its corporate priorities. Inspectors felt it would be preferable if Children's Services were explicitly prioritised, however, they also felt evidence was provided during interviews with members and senior officers that the service receives appropriate attention in overall planning and corporate actions
- 2.12 The areas for improvement noted in the report were identified in Denbighshire's self audit and are already subject within Children's Services current improvement agenda and are included within current action plans.

Conwy and Denbighshire Local Safeguarding Children Board

- 2.13 A report detailing the review of the Conwy and Denbighshire Local Safeguarding Children Board was published at the beginning of October 2009 (Appendix 2).

The report reached a number of conclusions including:

- 2.14 Acknowledgment that the joint Conwy and Denbighshire Local Safeguarding Children Board was a recent development, established in May 2008 and therefore still at an early stage of delivering against its work programme.
- 2.15 It has developed structure and governance including, terms of reference, an improvement vision statement and a strategic/business plan.
- 2.16 The Board has well developed professional working relationships, including a membership that includes chief officers of the main local agencies involved in commissioning or service provision for safeguarding and promoting the welfare of children and young people in Denbighshire and Conwy.
- 2.17 Membership also includes the lead members for Denbighshire and Conwy, which emphasises the corporate priority given to children and supports the corporate parenting agenda.
- 2.18 The review report also identifies a number of areas for development including:
- 2.19 Due to its new establishment, the Board needs to mature as a partnership

- 2.20 Membership of the Board needs to be securely rooted in agencies rather than individuals, and there is a need to ensure that any change of membership does not weaken commitment to the shared partnership.
- 2.21 Greater clarity needed in respect of roles and accountabilities between the partnerships.

Safeguarding and Protecting Children in Wales

- 2.22 Final reports on all the Safeguarding Reviews undertaken in individual local authorities in Wales were published on 20th October 2009, together with an overview report: Safeguarding and Protecting Children in Wales, the review of Local Authority Social Services and Local Safeguarding Children Boards. (Appendix 3)
- 2.23 Denbighshire compares favourably with all its neighbouring authorities, and the national overview identifies similar strengths and areas for development in all authorities.
- 2.24 The headline messages from the national overview report include:
- 2.25 The review confirmed that whilst many individual practitioners, professionals and organisations are working very hard across Wales to safeguard and protect children in often difficult circumstances, there is an imbalance in how organisations and professionals discharge their responsibilities in relation to safeguarding and promoting the welfare of children, with too much reliance and expectation being placed on local authority social services.
- 2.26 If children are to be consistently and effectively safeguarded and protected, action is needed to strengthen and improve existing arrangements to ensure that all professionals and organisations give priority to this and share equal responsibility. There is currently too much flexibility, with the result that the quality and consistency of engagement of professionals and organisations outside of children's social services is too variable, with the inevitable result that the burden of responsibility for protecting children is placed on local authority social services.
- 2.27 The arrangements made by local authority social services for protecting children have been strengthened and improved since the first overview report in 2004.
- 2.28 The challenge remains to mainstream safeguarding across the council as a corporate body in all systems at all times.
- 2.29 Most authorities included children's safeguarding as a corporate priority in their strategic policy documents.
- 2.30 The leadership arrangements for senior officers were better established than for the members.

2.31 There had been an increase in the involvement of members in this area since the concerns about baby Peter Connelly's death had been made public. Many councillors had stepped up the visits to children's assessment team after local authorities had been reminded that this had been a recommendation from the Victoria Climbié report in late 2008. Visiting arrangements were not part of a regular and systematic schedule in most councils.

Background

2.32 Following the events surrounding the tragic death of Baby Peter in Haringey and the requirement from the Welsh Assembly Government 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'; 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

2.33 As part of this review 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, together with work being undertaken to further improve those services.

2.34 The review of Denbighshire's safeguarding arrangements took place on 23rd to 25th March; this review included an examination of case files and performance data, attendance at a Child Protection Conference, interviews with social work staff, line and senior managers in both Adult and Children's Services, Cabinet Members, North Wales Police, Lifelong Learning, Health and members of the Local Safeguarding Children's Board.

2.35 The inspectors reported that the authority had undertaken much work and extensive consultation in a comprehensive self-audit which had concluded that its safeguarding systems were working effectively whilst noting areas for improvement. The Inspectors fieldwork, during 23rd to 25th March 2009 supported Denbighshire's own findings.

2.36 The report of Denbighshire's review is grouped under the headings as identified in 5.1 and includes identification of both strengths and areas for improvement as follows.

Corporate Responsibilities

2.37 Strengths:

- Head of Service had visited all teams to discuss the recommendations and implications of the Baby P Report.
- Corporate Accountability Framework 'Everybody's Business' in place following the Climbie Audit and has been recently updated.
- Corporate Safeguarding Action Plan developed for all Departments following Baby Peter Report
- Corporate Parenting Panel established and developing role of Members and Senior Managers as Champions for individual looked after children.
- Formal arrangements in place for Lead Member to visit intake team at least annually with written feedback to managers including proposals for action.

2.38 Areas for Improvement

- Identifying arrangements for 24 hour availability of legal advice
- Implementing the Safeguarding Children in Education Quality Assurance Framework
- Implementing the authority's action plan to promote more effective practice between Children's and Adult services.

Assessment and Case Management

2.39 Strengths

- Initial and Core Assessments completed in required timescales
- Timely decision making
- All Child Protection and Looked After Cases allocated
- Share understanding on eligibility
- Oversight by managers

2.40 Areas for Improvement

- Evidencing decision making in files
- Volume of referrals received from Police
- Clarity in recording which procedures are being followed
- Consistency in production of good quality chronologies

Monitoring and Quality Assurance

2.41 Strengths

- A Quality Assurance Framework is in place within Children's Services
- Case files are subject to a range of audits by administrative staff, team managers and senior managers, covering basic contents to quality of intervention, decision making, assessment and planning
- The 'dashboard' provides regular performance management information to team managers
- Role of Independent Reviewing Officers

2.42 Areas for Improvement

- Full implementation of the Performance Management Information System within PARIS

Policies, Procedures and Management Information Systems

2.43 Strengths

- All interviewed expressed confidence in efficacy of policies, procedures and protocols in safeguarding children.
- Referrals screened and cases allocated in a timely manner.
- Effective transfer procedures in place and monitored.

2.44 Areas for Improvement

- Development and update of policies, procedures and protocols and access via PARIS.
- Ensuring initial child protection conferences are held within 15 working days.
- Ensuring status of cases as child in need, domestic violence or child protection is clearly recorded on referrals together with appropriate actions needed and timescales.

Workforce: Induction, Training and Professional Development

2.45 Strengths

- Good quality multi-disciplinary training available to all staff
- Operational and managerial staff have the skills, training and experience to undertake their roles effectively
- Staff receive supervision at least monthly and there are annual Personal Development Reviews which are audited.
- Successful partnership with Glyndwr University contributing to recruitment retention and development of social workers.

2.46 Areas for Improvement

- Implementing the new arrangement for the intake and safeguarding team.

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:

The costs associated with implementing the recommendations for improvement will be contained within existing resources.

4.2 Staffing / Accommodation Implications:

The complexity of child protection and safeguarding work presents challenges to

all employers, who need to attract, sustain and develop a robust and well-trained workforce. The staff are the service. The intensity and scale of this work creates a knife-edge balance which can never be under-estimated or taken for granted, failure can have major implications as can be seen from the position in Haringey. From a position some three to four years ago, when we experienced chronic difficulties in attracting and retaining staff, with clear impact on child protection/safeguarding services, we have made significant strides in achieving a balanced settled workforce with a range of skills. Recruitment and retention has to remain a high priority.

4.3 IT Implications: N/A

5 RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendation/s

There are very high risks associated with child protection for the Authority which have been evidenced through the wide publicity and attention which has surrounded the 'Baby P' case. It is clear that very close monitoring and management of child protection and safeguarding activities has to be maintained and sustained, with any concerns addressed without delay and robustly to ensure the Council is fully discharging its statutory responsibilities adequately.

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

6 Financial Controller Statement

The costs associated with implementing these recommendations should be contained within existing budgets.

7 CONSULTATION CARRIED OUT

7.1 Extensive consultation has been undertaken both as part of the authority's self audit and as part of the national review process this has included:

- Leader
- Lead Member for Children and Family Services
- Cabinet
- Local Safeguarding Children's Board and all partner agencies
- Social Workers, Team Managers, Senior Management

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.

8.3 Assessment of Impact on Climate Change - Mitigation and Adaptation:

No impact.

9 ACTION PLANS

9.1 As identified in our self audit and the safeguarding review, the authority constantly strives to improve services; Appendices 4 & 5 detail current action and development plans that address the issues highlighted above and in Denbighshire's initial safeguarding audit as being areas for improvement.

10 RECOMMENDATIONS

10.1 That Members consider the outcome of the CSSIW review of safeguarding arrangements and endorse the action plans at Appendices 4 and 5.

11 Appendices

Appendix 1:	Review of Children's Safeguarding Arrangements: Denbighshire County Council
Appendix 2:	Review of Conwy and Denbighshire Local Safeguarding Children Board
Appendix 3:	Safeguarding and Protecting Children in Wales: The review of local authority social services and local safeguarding children boards.
Appendix 4:	Corporate Safeguarding Action Plan
Appendix 5:	Review of Safeguarding Arrangements Action Plan



Arolygiaeth Gofal a Gwasanaethau Cymdeithasol Cymru
Care and Social Services Inspectorate Wales

**Review of Children's
Safeguarding Arrangements**
Denbighshire County Council
October 2009

1. INTRODUCTION

1.1 This report provides an overview of the effectiveness of arrangements to safeguard and protect children within Denbighshire County Council. A separate report covers the responsibilities of agencies who comprise the Local Safeguarding Children Board.

2. CONCLUSIONS

2.1 The Director of Social Services summarised the authority's review of safeguarding in a letter together with a position statement on its review of "front door" services and a report detailing the level of compliance with each of the Climbie Inquiry Report recommendations. The joint chairs of the LSCB also responded in a letter with attached Strategic Plan and Action Plan. The authority had clearly undertaken much work and extensive consultation in a comprehensive self-audit which concluded that its safeguarding systems were working effectively while noting areas for improvement. The fieldwork supports the authority's own findings.

2.2 There is effective leadership in safeguarding by the Director of Social Services, who is also Lead Director for Children and the Head of Service and appropriate scrutiny and involvement of Members. The referral and allocation systems work well to ensure speedy decision making, prioritisation, and effective response to immediate risks. There are good working relationships with other agencies and effective working together in the child protection processes. Social work practice is subject to management oversight through regular supervision and audit.

2.3 The authority has sound organisation in place to safeguard children. It can build on this and improve services to children by further work in tackling the issue of the volume of police referrals, ensuring timeliness of child protection conferences, evidencing consistently work done, and raising the quality of assessments.

3. PROCESS AND EVIDENCE CONSIDERED

3.1 This report is based on three days fieldwork, on 23, 24 and 25 March 2009, in the local authority carried out by CSSIW inspectors Colin Mckay and John Llewellyn Thomas. The review comprised:

- i) An examination of 10 case files of children for whom a referral of harm had been received by social services and who were at different stages of the child protection process from entry to exit. Four of these cases were examined in further depth through interviews with practitioners and team managers.
- ii) Interviews with:
 - The Cabinet member with the children's social services portfolio
 - The Chair of the Scrutiny Board/Committee for Children's Social Services

The Lead Director for Children and Young People's Services
(Section 27(1) (a) Children Act 2004)
The Director of Social Services
Interim Director of Lifelong Learning
Lifelong Learning Safeguarding Officer
The Head of Children's Services
Child Protection Co-ordinator
Conference Chairs (IROs) x2
"Lead" Adult Service Manager for Child Protection
Superintendent and DS North Wales Police
Principal Officer x2
Team Manager x3
Social Worker x 4
Chair and Vice Chair of Local Safeguarding Children's Board
Designated Nurse and Named Nurse

- iii) An observation of a child protection review conference/interagency meeting.
- iv) Examination of a range of documents and reports, including performance data for the year starting 1 April 2008 and the response of the Director of Social Services to the request by Welsh Assembly Government dated 19th November, 2008 to review of the arrangements for safeguarding children within the authority.

4. CORPORATE RESPONSIBILITIES

4.1 Summary

The authority does not explicitly list Children's Services in its corporate priorities. While it would be preferable if it were explicitly prioritised, evidence is provided that the service receives appropriate attention in overall planning and corporate actions. There is compliance with most of the Laming recommendations, though there is not 24 hour legal advice available or a freephone service. There is regular reporting on safeguarding to Scrutiny and Members and Senior Managers are in touch with operational teams. A new IT system, PARIS, was implemented in January 2009 but is "still in the process of being fully embedded" at which point it will be ICS compliant. It provides a single information management information system across the organisation. There has been close working together on safeguarding issues by Children's Services and Lifelong Learning Directorate at strategic and operational levels. There is mental health services representation on the LSCB and the Mental Health protocol was to be launched in April 2009 accompanied by an action plan to promote more effective links between adult and children's services. There is work planned to train adult services staff in assessment of children's needs and safeguarding young carers. Interviews with Members and senior managers supported the statements of the authority that corporate responsibilities for safeguarding were a prioritised even though not explicitly listed as such.

4.2 Strengths

- Head of Service visited all teams to discuss the recommendations and implications of Baby Peter Report;
- Corporate Accountability Framework “Everybody’s Business” in place following Climbie Audit and recently updated;
- Corporate Safeguarding Action Plan developed for all Departments following Baby Peter Report;
- Established Corporate Parenting Panel and developing role of Members and Senior Managers as Champions for individual looked after children;
- Formal arrangement in place for Lead Member to visit intake team at least annually with written feedback to managers including proposals for action.

4.3 Areas for improvement

- Ensuring 24 hour availability of legal advice;
- Implementing the Safeguarding Children in Education Quality Assurance Framework;
- Implementing authority’s action plan to promote more effective practice between children’s and adult services.

5. POLICY, PROCEDURES, PROTOCOLS AND SYSTEMS

5.1 Summary

Those interviewed showed familiarity with basic policies, procedures and protocols and expressed confidence in the systems supporting safeguarding in the authority, though the authority acknowledges the need to update and make them all available on the PARIS system. File reading and interviews with social work staff confirmed that policies and procedures were understood, integrated into practice and contributed to positive outcomes for children. Screening and allocation of cases is effective though the authority is concerned at the volume of police referrals making screening more time-consuming. Cases needing S47 enquiries are allocated speedily and all child protection and looked after children cases are allocated. There are procedures in place to ensure appropriate transfer of cases takes place and these are monitored by service managers. There are good working relationships between children’s services and other agencies at different levels and strategy discussions, conferences, reviews and core groups function effectively and involve the appropriate representatives. Initial child protection conferences, however, are not always arranged within the required timescale and their timeliness needs improvement. The authority has underpinning systems in place to support safeguarding but work is needed in some areas to improve effectiveness.

5.2 Strengths

- All interviewed expressed confidence in efficacy of policies, procedures and protocols in safeguarding children;
- Referrals screened and cases allocated in timely manner;
- Effective transfer procedures in place and monitored.

5.3 Areas for improvement

- Acknowledged need to develop and update policies, procedures and protocols and make available on PARIS;
- Ensuring initial child protection conferences are held within 15 working days;
- Ensuring status of case as child in need, domestic violence or child protection is clearly recorded on referrals together with appropriate actions needed and timescales.

6. ASSESSMENT AND CASE MANAGEMENT

6.1 Summary

The authority is largely compliant with the Laming recommendations. The First Contact Team deals with the initial contacts effectively and refers on quickly to the social work teams who have the skills, experience and capacity to respond to the priority needs of children. It needs to be made explicit in case files when child protection, child in need or domestic violence procedures are being followed. Interviews across the agencies and file reading pointed to a shared understanding of eligibility within the multidisciplinary network including with the police who work with social services, in spite of the continuing issue over the volume and appropriateness of police referrals. Initial and core assessments seen in the case file reading were largely satisfactory, with some of good quality. Required timescales for initial and core assessments are generally met. Managers are making decisions within one working day and have oversight throughout the case management process though it needs to be consistently evidenced in the records. Assessment and care management processes are satisfactory but further work is needed to ensure consistency in recording and quality of assessments.

6.2 Strengths

- Initial and core assessment completed in required times
- Timely decision making;
- All child protection and looked after cases allocated;
- Shared understanding on eligibility;
- Oversight by managers.

6.3 Areas for improvement

- Evidencing decision making in files;
- Volume of referrals received from police to continue to receive attention in partnership with other North Wales authorities;
- Clarity in recording whether following children in need, domestic violence or child protection procedures;
- Consistency in production of good quality chronologies.

7. MONITORING, QUALITY ASSURANCE AND MANAGEMENT INFORMATION SYSTEMS

7.1 Summary

The authority has established a range of quality assurance interventions with administrative staff monitoring that required recording is in place, regular oversight of quality of assessment, planning and case management by first line managers and sampling by senior managers. All case files read showed evidence of managerial oversight and audit with evidence of the positive effect of such in interviews and file reading. Independent Reviewing Officers, who also chair case conferences, record and monitor challenges and good practice through an “issues log” and play a significant role in feedback on practice to teams and managers.

7.2 Performance information systems are in place and regular information is provided to teams, managers and Members. There has been a temporary hiatus in some of the reporting mechanisms as the old systems are replaced and full development of PARIS capability is awaited, has had to be filled by manual reporting methods.

7.3 Strengths

- A Quality Assurance Framework is in place within Children’s Services, covering all the basic elements;
- Case files are subject to a range of audits by administrative staff, team managers and senior managers, covering basic contents to quality of intervention, decision making, assessment and planning;
- “Dashboard” provides regular performance management information to team managers;
- Role of Independent Reviewing Officers.

7.4 Areas for improvement

- Full implementation of Performance Management Information System within PARIS.

8. WORKFORCE – INDUCTION TRAINING AND PROFESSIONAL DEVELOPMENT

8.1 Summary

After earlier difficulties in recruitment and retention of Children's Services staff the authority has had success in its measures taken for "growing our own". There are corporate policies for recruitment and retention with corporate induction training for all staff and departmental initiatives including schemes for trainees and bursary support for social work students, full induction programmes for newly qualified social workers including mentoring, individual development programmes and the creation of deputy manager posts which has provided routeways to management and aided succession planning. These measures have resulted in development of the workforce's skills and experience with generally a positive morale, though recent reorganisation to achieve greater consistency of service, has resulted in some negative feelings from staff in the rural south area of the county about joining a larger team without a local team manager.. There is a continuing partnership with Glyndwr University in the development of PQ modules. Multi disciplinary safeguarding training is provided for all staff. Team managers undergo a programme of management training. Overall the authority has made progress in establishing a fully staffed service and a well-trained workforce.

8.2 Strengths

- Good quality multi- disciplinary safeguarding training available to all staff;
- Operational and managerial staff have the skills, training and experience to undertake their roles effectively;
- Staff receive supervision at least monthly and there are annual Personal Development Reviews which are audited;
- Successful partnership with Glyndwr University contributing to recruitment retention and development of social workers.

8.3 Areas for improvement

- Implementing the new arrangements for intake and safeguarding team with particular attention to morale issues in south of county.



Arolygiaeth Gofal a Gwasanaethau Cymdeithasol Cymru
Care and Social Services Inspectorate Wales

Review of Conwy & Denbighshire Local Safeguarding Children Board

October 2009

1. INTRODUCTION

1.1 Local Safeguarding Children Boards are required to co-ordinate the activities of each person or body represented on the Board in relation to safeguarding and promoting the welfare of children in their area and to ensure the effectiveness of those activities. Each Board partner retains its own existing lines of accountability for safeguarding and promoting the welfare of children by their services. The LSCB does not have power to direct other organisations.

1.2 This report provides an overview of the effectiveness of the Conwy and Denbighshire LSCB arrangements to safeguard and protect children within its area. A separate report on the local authority responsibilities for safeguarding children has been completed.

2. PROCESS AND EVIDENCE CONSIDERED

2.1 This report is based on the written self evaluation by the Joint Chairs of the LSCB of the effectiveness of local arrangements to safeguard and promote the welfare of children.

2.2 In addition, during fieldwork on the 23, 24 and 25 March and 5, 6 and 7 May 2009, interviews were held with

Joint Chair of Local Safeguarding Children Board x2

Adult service representative

Chair of quality assurance LSCB sub group

Officers and members of the local authorities, as part of the review of the local authority arrangements to safeguard children

3. CONCLUSIONS

3.1 Conwy and Denbighshire became a joint LSCB in May 2008. The two authorities have a history of working closely together and although initially they decided to make the transition from ACPC to LSCB separately they shared a training sub group. However, from 2007 the proposal was agreed that a shared board would be more cost effective in terms of time, attendance, resources and capacity. It has taken some time to develop and therefore the shared LSCB is still at an early stage of delivering against its work programme. It has developed structures and governance including, terms of reference, an improvement vision statement and a strategic plan / business plan. The Board also has some well developed professional working relationships. The board has agreed a membership that includes chief officers of the main local agencies involved with commissioning or service provision for safeguarding and promoting the welfare of children and young people in Denbighshire and Conwy. Membership also includes the lead members for Conway and Denbighshire, which emphasises the corporate priority given to children and supports the corporate parenting agenda

3.2 The inspection has confirmed the accuracy of the self audit. The Head of Services and Statutory Lead Officer for services to children in Conwy and

the Head of Denbighshire's Children Services are the Joint Chairs of Conwy and Denbighshire Local Safeguarding Children Board (on an alternating basis). The Board has identified its definition of safeguarding and initial focus as being child protection and has operationalised its business plan with the aim of influencing and improving child protection practice across both authority areas.

4. COORDINATION OF THE LSCB

4.1 Although the Conwy and Denbighshire Local Safeguarding Children Board is relatively new it has built on the partnership arrangements that already existed within its constituency authorities and on its established cross boarder working arrangements. The board has well developed links and there is cross membership with other partnerships. However, the accountabilities between the board and these partnerships are not detailed in the board's terms of reference.

4.2 The Conwy and Denbighshire Local Safeguarding Children Board is currently resourced through negotiated pooled funding arrangements between its partners. The board has agreed funding to meet the cost of a LSCB business manager and a job description has been developed. This is a critical appointment as the post will create additional capacity to help drive forward the business plan.

4.3 Strengths

- Joint board since May 2008 promoting efficiencies in time, resources, information sharing and learning;
- Established history of cross border working between the authorities and the agencies.

4.4 Areas for development

- C&D LSCB is relatively newly established and needs to mature as a partnership;
- Membership of the board needs to be securely rooted in agencies rather than individuals. Need to ensure change of membership does not weaken commitment to the shared partnership;
- Greater clarity needed in respect of roles and accountabilities between the partnerships.

5. THE EFFECTIVENESS OF THE ARRANGEMENTS

5.1 The authorities' individual boards had already made the transition from an ACPC to a LSCB but recognised that there were benefits to having a shared LSCB. The shared board arrangements are fairly recent and the board will need to evaluate its own effectiveness as it becomes established. The board has agreed a set of ten standards that LSCB partners will monitor themselves against, to be managed through the audit and quality assurance sub group.

5.2 The Board has identified its initial focus as ensuring child protection systems are working effectively and will extend its remit to the wider safeguarding agenda once this is secure. As part of its business planning the board has developed a three year strategic staircase as well as an action plan that sets out objectives, tasks and timescales.

5.3 To undertake its work the C&D LSCB has agreed an underpinning structure. This structure includes a Strategic Management Group (to ensure effective agenda planning between board meetings and monitor the work of the sub groups); an individual Operations group for each authority; and three shared sub groups, training, audit/ quality assurance and serious case review. The authorities have always shared an LSCB training group and multi agency safeguarding training is well established including induction and achieving best evidence joint training with the police. In relation to the SCR sub group the joint board provides scope for greater capacity to undertake reviews, additional independence and wider dissemination of lessons learnt. The audit and quality assurance sub group is currently less well developed. However terms of reference and membership have been established and work is now progressing e.g. audit of referrals, work which has already impacted upon training events

5.4 Strengths

- The board has agreed definition of safeguarding, a shared vision, and business plan;
- The board has agreed structures to support their work programme.

5.5 Areas for improvement

- The board is still at an early stage, and is yet to deliver against its plans;
- The board will need to critically evaluate its own effectiveness and whether the investment in a shared arrangement has improved safeguarding outcomes for children;
- The board will need to ensure that safeguarding is being equally promoted across the two authorities;
- The board will need to ensure that safeguarding is embedded in partner agencies rather than individual board members;
- The board will need to develop an effective communication strategy.



Arolygiaeth Gofal a Gwasanaethau Cymdeithasol Cymru
Care and Social Services Inspectorate Wales

SAFEGUARDING AND PROTECTING CHILDREN IN WALES

The review of Local Authority Social Services and Local Safeguarding Children Boards

October 2009

SAFEGUARDING AND PROTECTING CHILDREN IN WALES

Overview

- 1.1 Much has changed since the publication of the Victoria Climbié Inquiry report in January 2003. A new legislative and policy framework has been put in place and implemented and children's social services have continued to improve. This review confirms the significant improvements that have been made by local authorities in strengthening their arrangements to protect children since the first national review carried out by the Social Services Inspectorate for Wales in 2004. It also re-affirms messages from previous reports that the quality of work remains inconsistent within and between authorities and that there is still significant variability in the provision and performance of services.

- 1.2 The review confirms that much attention has been given in local authorities to strengthening the response to initial concerns about child harm and abuse. Agencies work effectively together in responding to initial concerns of child harm. Decision making is timely and appropriate action is taken to protect children. Once into the system, children and families experience differences in the quality and type of response they receive and with the continued engagement of all agencies. For children who become the subject of care proceedings and to the scrutiny of courts the quality of engagement and work is consistently better. For those who remain on the child protection register, local authorities remain the primary agency working with the child and family, with the engagement of other professionals and organisations being variable.

- 1.3 A recurring theme emerging from this review is that there is imbalance in how organisations and professionals discharge their responsibilities in relation to safeguarding and promoting the welfare of children, with too much reliance and expectation being placed on local authority social services. There is need to achieve a more consistent alignment of policy and practice across all organisations at national, regional and local levels to enable more effective working together to safeguard and protect children.

- 1.4 Social services and social workers report increasing pressures in managing the volume and complexity of the work. Although the available data for the year ending 31 March 2009 shows an increase in referrals to social services in the last year, the figure remains below that of two years ago. The review identifies inconsistencies in practice throughout the process of working with children and families with gaps in completing checks, spending time with children, collecting all of the information needed, the variable quality of assessments and limited plans which focus on immediate protection rather than longer term aspirations for improving outcomes for children and their families. Local authorities in Wales have developed workforce strategies which have helped them to significantly improve the supply of social workers. However, many social workers are relatively inexperienced in child protection work and the value and importance of experienced team managers and senior practitioners is clearly evident where this is available.
- 1.5 The review confirms that there is overwhelming agreement about the need for children on the child protection register and looked after children to be allocated social workers. However, this is not the case in respect of children in need, where the proportion allocated either a social worker or another worker without a social work qualification varies significantly between authorities. There is a need for debate and agreement as to what children in need and their families require and can expect from social services. This is needed to inform workforce planning and training. The development of the children in need census will help to inform this debate as the outcomes for this group of children become clearer.
- 1.6 This review confirmed that many individual practitioners, professionals and organisations are working very hard across Wales to safeguard and protect children in often difficult circumstances. Safeguarding and protecting children is demanding and complex work and it needs them to work closely together at all times in order to keep children safe from harm and promote their welfare. The review highlighted the challenges in maintaining constant vigilance, in keeping all parts of the system working well together for all of the time. There was clearly a heightened awareness and response amongst everyone involved in protecting children following the Victoria

Climbié Inquiry report, but this has not been consistently maintained and systems are not sufficiently well developed and aligned to facilitate this. For example the review confirmed a noticeable increase in engagement amongst elected members in local authorities following the child abuse in Haringey in November 2008.

- 1.7 Protecting children should not be about waiting for things to go wrong before individuals and organisations once again focus on how to do things better. The challenge is to develop and maintain the conditions and culture where safeguarding and protecting children is aligned and embedded across all parts of the system at all times. Creating this environment where collective knowledge is pooled and used to best effect in protecting children and promoting their welfare will encourage continuous improvement across the professions and organisations

- 1.8 The review identifies the challenges faced by Local Safeguarding Children Boards (LSCBs) in fulfilling their remit:
 - “a) to co-ordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area of the authority by which it is established; and
 - b) to ensure the effectiveness of what is done by each such person or body for those purposes”

- 1.9 Establishing effective joint arrangements takes time. LSCBs had been established for two and a half years when this review took place, and it is reasonable to expect them to have made significant progress within this period. Some have clearly done this, but for many they remain in different stages of development, with only limited progress being made in a few. The review identified that there is no clear relationship between size of LSCBs and their effectiveness. There is also no clear relationship between the effectiveness of LSCBs and the quality of practice and services in safeguarding and protecting children. Where there is clear leadership and commitment from all parties, there is evidence to show that this does have an impact on the effectiveness of LSCBs. However, this is often dependent on particular individuals, rather than being well embedded within organisations. The review identified that not all frontline practitioners were aware of LSCBs and what they did in their area.

- 1.10 There is no general agreement across organisations as to the level of funding needed to run LSCBs. There is widespread variation in the contributions made by statutory partners to funding the operation of LSCBs, with the overwhelming contribution being made by the local authority, in the absence of contributions from other partners. Additionally, funding for some LSCBs is not secure, relying on the use of 'slippage' money or other short term arrangements. Funding was being used for a variety of purposes, including the appointment of a business manager, which when made, was clearly enabling LSCBs to become more effective in fulfilling their remit. Four adjoining LSCBs had joined to form two LSCBs covering a larger area, whilst amongst others arrangements have been made to share particular functions, for example training.
- 1.11 Area Child Protection Committees took the lead in developing all Wales child protection procedures. This approach has been continued by the LSCBs and is a model which has been taken up in other parts of the UK. Their purpose was simple, to develop a common and consistent approach to how organisations interpreted legislation and guidance in making arrangements for working together in protecting children. This approach has been very effective in as far as it extends.
- 1.12 There was widespread concern expressed about the impact of the NHS reforms on the ability of LSCBs to secure continuity in representation from the NHS on LSCBs in the period leading up to and following the implementation of the reforms in the autumn 2009. Similar concerns were also expressed where re-organisations were underway in the police service.
- 1.13 Many of these issues are not new, from the outset there has been a lack of clarity about the scope of the LSCBs responsibilities in relation to safeguarding, with a real concern that if they are drawn too widely, it will risk losing focus on protecting children. Some LSCBs have decided to focus on child protection with the wider safeguarding agenda being the responsibility of the children and young people's partnerships and other elements being the responsibility of the community safety partnerships. The arrangements varied across areas, as envisaged in guidance, but this does raise important questions concerning the clarity of responsibilities between the different partnerships and how they relate to each other. Whilst, flexibility at a local level allows organisations to take account of different local circumstances, this does

lead to a plethora of arrangements, which carries the risk of confusion, particularly when the boundaries of the different key partner agencies are not co-terminus.

- 1.14 Safeguarding and protecting children should be a priority for all organisations, professionals and practitioners, but this review has identified considerable variability amongst them. Whilst there is no disagreement that protecting children is important, there is little evidence that all professionals and organisations share a common understanding of how to best effectively discharge their responsibilities through working together. Indeed the differing priorities of the key organisations and professionals can lead to each being able to demonstrate that they are fulfilling their own responsibilities, without the child being effectively safeguarded and protected.
- 1.15 If children are to be consistently and effectively safeguarded and protected, action is needed to strengthen and improve existing arrangements to ensure that all professionals, practitioners and organisations give priority to this and share equal and continuing responsibility for bringing about the changes and improvements which are needed. There is currently too much scope for flexibility, with the result that the quality and consistency of engagement of professionals and organisations outside children social services is too variable, with the inevitable result that the burden of responsibility for protecting children is placed on local authority social services.
- 1.16 This principle behind the development of the all Wales child protection procedures to develop a common and consistent approach needs to be extended to encompass how organisations and professionals best work together in all aspects of safeguarding and child protection. It makes little sense for up to 22 groups of organisations and professionals to be working separately across Wales in trying to tackle the same issues and to develop individual approaches to improve services to protect children.
- 1.17 There is a wealth of knowledge and expertise in child protection amongst professionals and organisations across Wales, yet this is dispersed in such a way that it is not able to maximise the impact and benefits it could deliver if it was better aligned and organised. There is a pressing need for further discussion and debate at national, regional and local levels to determine how best to achieve this.

The Review of Arrangements to Safeguard and Protect Children

Introduction

- 2.1 Local authorities and local safeguarding children boards were asked to assess the effectiveness of their arrangements to safeguard and protect children, as a result of the circumstances surrounding the death of baby Peter Connelly in Haringey which became public in November 2008. Their self assessment reports were sent to the Assembly and forwarded to CSSIW in February 2009.
- 2.2 This overview report summarises the main messages and findings from CSSIW's programme to verify the self assessments completed by every local authority and local safeguarding children board in Wales. This work took place from March to June 2009. Each local authority and chair of the local safeguarding children boards has received a separate report about its own services.

Reasons for undertaking the review

- 2.3 Peter Connelly, a 17 month old boy, died on 3 August 2007 from severe injuries which were inflicted whilst he was in the care of his mother, her partner and a lodger in the household. A serious case review into the circumstances leading up to his death was completed by Haringey Safeguarding Children Boards. Peter Connelly had been subject to a child protection plan since December 2006, following concerns that he had been abused and neglected. He was still subject to this plan when he died.
- 2.4 Although Peter Connelly did not live in Wales, the circumstances of his death were of such concern that Welsh Assembly Government decided to take the following actions.
- (i) It wrote to each key agency for assurance that its accountabilities for safeguarding children were clearly understood and asked them to also assess the effectiveness of local arrangements to safeguard and protect children. Each agency was required to report its findings to Welsh Assembly Government by 2 February 2009.
 - (ii) Directors of social services were asked to review the effectiveness of safeguarding arrangements with reference to a current statutory framework to safeguard and protect children and taking into account compliance with the

recommendations of the Victoria Climbié inquiry. Chairs of LSCBs were asked to co-ordinate a collective joint agency response about the effectiveness of the board based on discussions with all statutory partners on the LSCB. Lead Directors for Children and Young People's Services were asked to confirm that partner organisations are working effectively together to support the local authority and the LSCB in the exercise of their statutory functions.

- (iii) CSSIW in conjunction with Healthcare Inspectorate Wales also conducted a survey about the arrangements for the co-ordination of adult services and children's services where there are parents with mental health and/or substance misuse problems.
- (iv) CSSIW evaluated the self assessments and carried out visits to every local authority and LSCB to verify these.

Methods used to verify the self audits

2.5 Three days of fieldwork were carried out in each local authority by CSSIW inspectors. Each review examined the self audits and relevant documentation, including the completed survey about cross working between adult and children services and at least 10 case files of children. Some of these cases were discussed in detail with social workers, other staff and team managers.

2.6 The review involved a sample of over 200 children in Wales as a whole. The sample was made up of children who had been subject to an initial assessment and the large majority of children, 70%, had also been subject to child protection enquiries or child protection registration. More than 350 interviews were held with council members who hold lead or scrutiny responsibilities for children, senior managers and operational staff within the local authority, with the chairs and vice chairs of LSCBs, police representatives and lead NHS members for each area. Observations were also made of child protection review conferences.

The policy and legislative framework

2.7 Welsh Assembly Government introduced new legislation and guidance to safeguard and protect children following the Victoria Climbié inquiry. The roles and responsibilities of agencies and the local safeguarding children boards in Wales are set out in the guidance - *Safeguarding Children – Working Together* under the Children Act, 2004. The well-being of children and young people is at the heart of the Welsh Assembly Government's policy for children and their families as set out in *Children and Young People: Rights to Action (2004)*. This sets out to ensure that:

- all key people and bodies are working in partnership to achieve shared outcomes;
- clear overall accountability exists for services;
- key local services are integrated, where appropriate, around the needs of children and young people;
- children and young people are actively involved in developing and evaluating the services which are provided for them;
- key people and bodies work well individually and together through universal, targeted and specialist services to safeguard and promote the welfare of children and
- children, young people and their families receive effective support at the first sign of difficulties.

2.8 Local Safeguarding Children Boards were established on 1 October 2006. Section 32 of the Act defines the objective of a Local Safeguarding Children Board as:

- to co-ordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area of the authority by which it is established; and
- to ensure the effectiveness of what is done by each such person or body for those purposes.

Safeguarding activity in Wales as a whole

2.9 46,172 children were referred to local authority social services in the year ending March 2009, an increase of 9.4 per cent increase on the previous year. 44 per cent of these children were allocated to a social worker for an initial assessment. There were 2,320 children on child protection registers at the end of March 2008 which is a rate of 36 children per 10,000 population. The rate of child protection registration varies substantially between local authorities and is generally highest in the more urban or post-industrial Valley communities.

Main Findings

2.10 All local authorities completed a review of their arrangements for safeguarding children as required and the majority of authorities provided evidence of conducting a comprehensive review. Local authorities reported that their arrangements were generally effective, although every self assessment identified areas which required further attention and improvement. The self assessments reflected that safeguarding and protecting children is a high risk area of work where circumstances can quickly change.

2.11 Inspectors generally concur with the authorities' self assessment. The arrangements made by local authority social services for protecting children have been strengthened and improved since the first overview report in 2004. The all Wales Child Protection procedures provide a good operational framework for investigating concerns about harm to children and for making joint decisions about protecting children. Local child protection procedures were generally well understood by agencies. Priority was given to children who require immediate investigation and inspectors found that the right decisions were taken about protecting children in the early stages after referral. Inspectors also found that the large majority of initial assessments, 68%, were completed within timescales. Performance data for 2008-9 shows that timeliness of initial assessments has improved steadily for the past three years.

2.12 Whilst there is evidence of improved compliance with procedures, the quality of assessments and the level of engagement with the child and carer is inconsistent. There were marked variations in the way services for children in need and their families were provided across Wales. Some of these variations were appropriate to

local circumstances, but others could not be justified on this basis, for example; the rate of allocation of social workers to children in need, the rate of children on the child protection register and the rate of re-referrals.

- 2.13 The level of co-operation between individual practitioners in social services and other agencies was generally good in taking timely action to protect children. There were many examples of individual staff from police, schools and the health services working closely with social workers in meeting the needs of children and young people. But individual staff too often carried responsibility for operational or practice development in isolation from others in their employing organisation. The contribution of the wider local authority, including schools, the police and health services varied across Wales and seemed to depend on local tradition or the attitude of key lead officers. General practitioners have a key role within the primary health service but they were insufficiently engaged in child protection work. Practice varied within and between police forces. In some areas, arrangements were working effectively. In other areas, social services were overwhelmed by referrals from the police due to a lack of agreement about respective roles and responsibilities and best practice in protecting children. The burden of responsibility for administering and coordinating the child protection services was weighted too much towards children's social services.
- 2.14 Many children who suffer abuse or neglect also experience problems associated with parental mental health, substance misuse or domestic violence. Local authorities and LSCBs had introduced policies and protocols to improve the way children's and adults services work together with these problems but there were substantial barriers. Some of the barriers were organisational but others were part of a tendency for practitioners to focus on individual needs without examining their impact on others in the family.
- 2.15 There had been a significant improvement in the range and quality of information about children's social services and in performance management in local authorities. The information about the performance of other agencies was not as readily available. Information technology and some aspects of the Integrated Children's System (ICS) had contributed to overall improvement in information about performance in children's social services over the past five years. Local authorities had put considerable

resources into establishing the Integrated Children's System and most were confident that their system would be fully operational within the next year. Most of the technical problems with the systems which have undermined the realisation of their full potential were being resolved. There were fewer problems in the systems when practitioners had been fully involved in their design and development. Further work is needed to ensure that the systems and processes are aligned to support good practice in safeguarding and protecting children.

2.16 While local authorities had worked hard to improve the recruitment of social workers, using a range of strategies, it remained a challenge to fill social work posts in children's social services across Wales. Many social workers were relatively inexperienced and were assigned complex child protection work too early in their career. The recent introduction of the standards for the first year in practice for social workers had been welcomed, though it was too early to see the benefits of this at the time of the review. Some local authorities were able to protect newly qualified social workers through good support from team managers and senior social work practitioners. Inspectors came across examples of excellent work by practitioners, especially where they had good support and supervision. The availability of experienced team managers had become a problem in some parts of Wales and was at risk elsewhere.

2.17 Local Safeguarding Children Boards were at different stages in their development. Some had established clear governance arrangements and were beginning to involve practitioners in setting standards and evaluating practice. Others were still building or consolidating structures for governance and coordination. Few of them were strong drivers for practice. Many LSCBs were not effectively discharging their functions as set out in the guidance.

2.18 The inadequate resourcing and business support arrangements limits many LSCBs in fulfilling their role and functions. The management and administration of local safeguarding children boards was often reliant on leadership and resources from children's social services. Size was not a determinant of effectiveness, but LSCBs in some of the smaller authorities struggled to find the capacity to generate the

necessary momentum. Some LSCBs had created a joint board with a neighbouring authority or had joined with others to share some functions and subgroups.

2.19 The LSCBs which had appointed a dedicated business manager or coordinator were generally functioning more effectively. The relationship of the LSCBs with other partnerships, such as the Children and Young People Partnership and the Community Safety Partnership, was not generally strong, and boundaries and responsibilities were not always clear despite considerable common membership. There remains a general concern that the remit for the wider safeguarding role can divert attention from child protection. There was often uncertainty about the leadership of the multi-agency programmes of prevention and early intervention for children at risk of child abuse and neglect.

2.20 There was widespread concern expressed about the impact of NHS reforms on the engagement of the NHS in LSCBs and the wider safeguarding agenda.

2.21 Leadership and the engagement of elected members in local authorities in safeguarding and protecting children was very variable. There had been a noticeable improvement in this following the events in Haringey in November 2008.

Findings of the review

The self audits

- 3.1 Inspectors generally found that the self audits by the local authorities and local safeguarding children boards were accurate and drew reasonable conclusions from the evidence. The analysis was limited to process and procedures and there was an absence of evidence of effectiveness based on clear outcome measures for children and families.
- 3.2 Local authorities responded in three ways:
- A letter summarising the position with no evidence,
 - A letter and an audit of the Victoria Climbié recommendations,
 - A letter, a summary and an audit and action plan.
- 3.3 The local safeguarding children boards responded in a similar way:
- A summary letter,
 - A letter, with an audit,
 - A letter, a summary and an audit, and action plan.
- 3.4 The large majority of authorities indicated that they considered themselves compliant with policies and procedures for safeguarding children. The self evaluations were mostly based on compliance with the recommendations from the Victoria Climbié report. The large majority of authorities recognised some limitations in meeting the recommendations of the Victoria Climbié report. All of the authorities had an action plan to overcome any limitation they had found. Half of the authorities indicated in their written return that the links with the Children and Young People's partnership were working effectively to support the local authority and the LSCB in safeguarding children in the area.

Corporate responsibility and leadership

- 3.5 Most authorities included children's safeguarding as a corporate priority in their strategic policy documents. There had been an increase in the involvement of members in this area since the concerns about baby Peter Connelly's death had been made public. Many councillors had stepped up the visits to children's assessment teams after local authorities had been reminded that this had been a recommendation from the Victoria Climbié report in late 2008. Visiting arrangements were not part of a regular and systematic schedule in most councils. Some lead members had a wide portfolio of responsibility and commented on the difficulty of devoting sufficient attention to the single issue of safeguarding children. Frontline practitioners and team managers were often unaware of the role of council members in leadership and scrutiny of the services.
- 3.6 The leadership arrangements for senior officers were better established than for the members. However, a few authorities had recently reorganised senior management responsibilities or had acting up arrangements which clearly had an adverse affect on the leadership of the service at the time of the review.

Local Safeguarding Children Boards

- 3.7 The boards were at different stages in their development. Most of them were still putting down clear structures for governance and coordination. Some boards had a record of clear and regular attendance by all partners and were making good progress in coordinating services and assuring quality through joint performance management systems and training. Other boards had fluctuating membership and attendance, often accompanied by uncertainties about the business arrangements for the board. Almost all of the boards were struggling to achieve their function within the resources made available.
- 3.8 The onus for leading the LSCBs tended to be with social services, or more specifically, with children's social services. Almost half of the boards were chaired by heads of children's services and the rest by the director of social services or the lead director for children. The vice chairs came from a wider range of organisations, including health and voluntary organisations. Most LSCBs were heavily reliant on short term

funding or resources in kind from social services, often from children's social services. A small number of LSCBs had recently received funding through the Children and Young People's partnership. The NHS and police had not found an effective formula for funding or supporting individual LSCBs across their regional areas.

- 3.9 Some areas had decided to create a joint LSCB across two authorities. Others had joint subgroups for quality assurance or training. A few of them had recently appointed or were to appoint a business manager, with some additional administrative support.
- 3.10 Frontline practitioners and team managers were often unaware of the LSCB's role in coordinating policy and practice. Most areas have an agreed multi-agency approach to training in child protection. Some boards aim to create a single training plan for all agencies in the area. The provision of more advanced training in joint investigation and court proceedings was generally not systematic. Opportunities for training in joint investigations were in short supply in most areas of Wales. Social workers reported difficulties in attending training whilst also managing high caseloads.

Referrals

- 3.11 All local authorities had taken active steps to strengthen the response to referrals since the first review of child protection services in 2004. Child protection investigations and the care management of child on the child protection register were given high priority. Managers were making timely decisions about allocating cases. Inspectors found that the right decisions had been taken about the assessments of children's needs in the large majority of cases they reviewed. Generally, there were good arrangements for agencies to refer children to social services when they suspect that a child is suffering significant harm. Decisions were almost always made about allocating the work promptly. The services were prioritising the needs of children who are most clearly at risk.
- 3.12 The services for children with lower levels of need were less consistent and the degree to which the responsibility for assessing and meeting the needs of children was shared amongst the agencies varied across Wales. Some areas had introduced a

‘team around the child’ multi-agency process, including a common assessment form but these arrangements were at the early stages of development. The balance of responsibility was sometimes unduly weighted to social services given that the most effective response for most children is the provision of a range of services from different agencies.

- 3.13 Local authorities were reporting extreme pressure in responding effectively to an increasing volume and complexity of referrals and meeting the needs of all children. Many had reorganised their teams to strengthen the response to referrals and their capacity to undertake assessments. This has had consequences for their ability to meet the needs of less vulnerable children in need. Though procedures were being followed, the quality of the initial work was often rushed and incomplete. There were sometimes delays in getting information back from other agencies.
- 3.14 All local authorities and partner agencies had introduced a common multi-agency referral form. In some areas, the police used this form but it was more usual for them to rely on a routine notification procedure form. The volume of the notifications was very high in most parts of Wales and accounts for a large proportion of the cases which lead to an initial assessment by the local authority. Local agencies reported that the notifications had risen sharply over the past year. Local authorities had introduced mechanisms to manage these referrals, such as frequent meetings between police and local duty team and regular domestic violence panels. Social services and the police had regular meetings to screen the notifications in most areas but the effectiveness of the arrangements varied. A few areas had introduced an officer who was based with the police to screen the notifications before referrals were made to social services. Some agencies reported a lack of feedback from children’s social services about the outcome of referrals. Generally, the casefiles showed that written feedback was being given but agencies were often looking for an opportunity for more discussion which staff in busy duty and assessment teams sometimes found difficult to provide.
- 3.15 Most local authorities had taken steps to strengthen the ‘front door’ arrangements. Some had introduced a first response customer service which routed enquiries to a duty team. The duty teams tended to separate the collection of information from the

function of assessment and analysis and often used a rota system to manage incoming work and to follow through with the assessments. There is no ideal way of configuring the services and a balance needs to be struck between ensuring there is a prompt initial response and ongoing continuity of social worker for the child and family. All local authorities recognised the risks involved in early response and assessment and had sought to strengthen this area with additional support from senior practitioners or team managers.

- 3.16 Despite strengthening the systems for first response and duty, the review found that the collection and analysis of information was mostly unsatisfactory, records lacked clear and explicit information about, for example, the criminal histories of adults, the health and school records of the child.
- 3.17 Inspectors found that a decision by a manager about the case was almost always taken swiftly which is consistent with the local government performance data for 2008-9, which shows that a decision is taken within one working day in 95.24% of referrals. This aspect of the service has improved steadily over the past three years.
- 3.18 But the speed and quality of the work can fluctuate considerably after the decision is taken by the manager. Case allocation was delayed by more than 3 days after the referral was received in 22 per cent of all cases examined by inspectors. This meant that the social worker had less than 4 days to complete the initial assessment within the required timescales. Inspectors found that practitioners and teams used an assortment of strategies to manage demand, some more appropriate than others. The strategies included;
- varying the threshold according to the capacity at the time,
 - signposting referrals to other services,
 - not allocating less urgent cases,
 - allocating cases to staff other than social workers,
 - designating cases as 'open' or 'closed' for review,
 - allocating cases to 'the team'
 - team managers or senior practitioners holding the case temporarily,
 - non-urgent cases going on a waiting list.

- 3.19 The strategies to manage demand were not confined to the 'front door' of the service. The configuration of assessment and care management teams in children's services was often complex with differentiated functions for intake, initial assessments, core assessments, child protection or children in need. There were various points of transfer as cases moved through the process. Inspectors found many examples of good co-operation and support between teams. But at times of overload or reduction in capacity due to staff illness or leave, the transfers were subject to negotiation, bottlenecks and delays.
- 3.20 Inspectors found that priority was given to allocating a social worker when the concerns for the child were high and in these cases appropriate steps were taken to carry out an investigation. This is in line with performance data for Wales in 2008-9 which show that almost all children on the child protection register were allocated to a social worker. Children who were referred with less serious concerns were sometimes allocated to other staff. Local government performance data for 2008-9 shows that 29.80% of referrals for initial assessment and 31.59% of children in need cases were allocated to someone other than a social worker. There were marked variations between local authorities in the proportion of work allocated to social workers or other staff.

Assessments

- 3.21 The review found that the initial assessments usually led to the right decision being made about the next step though the quality of the assessments was inconsistent. The initial plans often did not give a clear role for other agencies. Other agencies were more likely to be involved in the ongoing work where they were involved early in the process. The proportion of initial assessments completed within timescales in the sample of children's cases, at 65%, is consistent with the annual performance indicators for social services in 2008-9. The review found a marked variation between local authorities in completing assessments within timescales. Delays in completing assessments were sometimes caused by difficulties in obtaining information from

other agencies. The LSCB in one authority had ensured that nominees in agencies were responsible for chasing reports.

Engaging children and carers

3.22 The review found that the child was seen in 80% of initial assessments and the carer spoken to within 82% of initial assessments. This is a better rate than the 2008-9 performance indicators for all initial assessments, but is to be expected as the sample includes a larger proportion of cases which were subject to child protection investigation. There was wide variation across local authorities in Wales in assessments where the child is recorded as seen by the social worker, ranging from 31% to 83%. In core assessments, the child's wishes and feelings were ascertained in less than 50% of cases. Inspectors found that children's wishes were too often absent in the reports submitted to child protection conferences. It was relatively unusual for a child and family to have the same social worker for more than six months. This had consequences for building relationships with the child and family and with other agencies. Some of the smaller local authorities were able to provide more continuity of social worker from the point of first contact through to a stage in care management. But even in these authorities, the experience for many social workers was one of working with children and families for brief periods in the context of a quickly changing workload.

3.23 Some authorities had recently introduced schemes to more closely monitor and encourage contact with the child. Some of the non-reporting of children and carer's views may reflect poor compliance with agreed procedures rather than shortcomings in direct practice. The review found that when cases did not proceed to a child protection conference, the assessment often remained incomplete, especially in details about the child and carer's viewpoint, even though the investigation report indicated that the child had been seen.

Decision-making following assessments

3.24 A key task for practitioners and managers is to draw conclusions and clear decisions from assessments. 90% of initial assessments were approved by line managers, but

the care plan was often unclear and lacked specific objectives. Some authorities had introduced a way of highlighting the key decisions and next steps, such as the mandatory completion of a decision-making form.

3.25 Most local authorities had strengthened their arrangements for monitoring and assuring performance, including appointing specialist staff. Supervision was generally taking place on a regular basis and managers were discussing the cases with the social worker in the large majority of cases. However, the quality of supervision seemed to be lower for staff operating in the high turnover work of duty and assessment teams and there was little scope for reflection and professional development in this busy and pressurised environment.

Strategy discussions and meetings

3.26 The review found that strategy discussions take place when necessary in the large majority of child cases. The key participants of the strategy discussions were social services and the police. It is relatively uncommon for other agencies or disciplines to be invited to the first strategy discussion. The review found that most of the strategy discussions and meetings were recorded on the child's file but the quality and the timeliness of the record is inconsistent across Wales. Many local authorities had difficulty in finding experienced staff to chair the meetings and taking notes also proved problematic. Some authorities sought to resolve this problem by giving the task to a team manager or a principal officer, with obvious implications for other pressing work. It was noticeable that other agencies were most likely to take a full part in developing and monitoring the child protection plan when they were involved in the initial assessments or strategy discussions.

Case conferences

3.27 The review found that initial case conferences mostly happen in a timely way. Improvements were seen in the reports submitted to conference and in the timeliness of them. A key agency representative was absent in 46% of initial conferences. The rate of attendance varied across Wales. The most frequent absences were general practitioners or other specialist health practitioners. The attendance of police and

school teachers varied from one area to the next. The majority of local authorities were unable to secure the attendance of a legal adviser, though it was usual for legal advice to be acquired before the conference. The attendance of agencies at review case conferences was more irregular than at initial case conferences.

Child protection plans and core groups

3.28 The review found that most child protection plans were adequate but they tended to lack clear focus on outcomes and few of them are explicit in considering circumstances where the preferred plan may not work. Most of the core groups were well supported by the relevant practitioners. The child subject to a protection plan was seen alone at the required intervals by the key worker in 70% of cases. This varied considerably between local authorities.

Managing performance

3.29 All local authorities had an established system for collecting and evaluating performance information. Senior managers met regularly to discuss the data. Independent reviewing officers and case conferences chairs and coordinators had a growing influence on the dissemination and evaluation of information. There was limited evidence of engagement of other agencies in evaluating the performance of the services for children in need, except in the area of child protection conferences, plans and reviews. The involvement of frontline practitioners and team managers tended to be confined to inputting rather than evaluating information, though some improvement was seen in their involvement. Most authorities were optimistic about achieving full functionality of the integrated children system by Spring 2010, though some remained doubtful of the capacity of their suppliers to deliver all of the specifications required. Out of hours duty teams frequently did not have access to the information systems. There was limited compatibility of information systems for children with other systems in the corporate authority.

3.30 Local authorities had improved their arrangements to audit files and some local safeguarding children boards had recently introduced a multi-agency process for file auditing. Only 50% of cases had evidence of the files having been audited within the

past year. Staff reported that they did not always receive feedback and were not clear how the results were used to improve practice.

3.31 Local authorities had generally strengthened supervision and support to frontline staff over the past few years. The positive contribution of skilled and experienced senior practitioners and team managers was often evident. It was very noticeable where such staff were in short supply. The quality of performance information was improving so that managers know which aspects of the service were working well or not. ICS has helped to standardise the process and procedures, particularly where the technical aspects of the hardware and software work well. However, inspectors found that the products of commissioned Integrated Children's Systems were often of poor quality or incomplete.

The Workforce

3.32 Some authorities had been able to recruit and retain an experienced group of social workers for the whole process from first response, through to initial assessment and case conference. Other authorities were reliant on a mix of social workers and assistants. Concerns about the capacity of the workforce to meet the needs of the service were widespread and many staff reported high caseloads.

3.33 All local authorities had introduced a strategy and measures to improve recruitment. Many authorities had achieved success in filling vacancies though there were concerns about maintaining the improved staffing levels and supporting the increased proportion of less experienced staff. Authorities generally acknowledged the stress involved in high volume and high risk work with children and used various methods to support staff. These included more regular induction, supervision, increased senior practitioner posts, workload management systems, flexible working arrangements, mentoring and coaching. The working conditions for social workers, including office space and administrative support varied considerably.

3.34 The capacity problems were most noticeable in the duty and assessment teams, with some authorities having almost a complete change of staffing in this area in the last year. A small number of authorities had not experienced such difficulty and had

teams of social workers with a good balance of experience even in the duty and assessment function. These authorities seemed to be in areas where there is less movement in the employment market more generally.

- 3.35 The review found that staff who had qualified in the past year were sometimes involved in very demanding investigative and court proceedings. These staff often had not received the training required for this work. The more basic training for children's work was well provided. There were gaps in training for more advanced working. Some authorities were collaborating with one another in designing advanced multi-disciplinary training.
- 3.36 The role of team managers is of critical importance. The more stable and effective teams had experienced team managers in post who provided good professional leadership. Some of them had more than ten years experience at this level and are very skilled and resourceful. In some areas, there was more movement in team manager posts and authorities were recruiting staff from employment agencies to fill the posts on a temporary basis.



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	Progress
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 – Acting Strategic Services Manager	Children & Family Services Social Services & Housing	May 09	Completed. Framework will be redistributed via MMC October 2009
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	Vicky Allen – Acting Strategic Services Manager	Children & Family Services Social Services & Housing	June 09	Completed
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	Gabrielle Heeney LSCB Business Manager	Children & Family Services Social Services & Housing	March 10	This work will form part of the Conwy & Denbighshire LSCB Business Plan, and as part of response to Self Assessment Improvement Tool. (SAIT6)

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 Gabrielle Heeney LSCB Business Manager Emma Banfield Performance Officer, Partnership Support Group	CYPP Children & Family Services Social Services & Housing	March 10	1 st draft completed; however this work will form part of the response to the SAIT6. Contact being made with other LSCBs who have received positive reports on relationships with partnerships following the National Review of Safeguarding Arrangements i.e. Monmouthshire
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	A comprehensive set of performance and activity reports have been developed drawing on data from PARIS. This includes referral and assessment activity, case allocation and performance against 33 indicators. A

							performance dashboard has recently been launched so that all staff within the Children and Family Service can access this information. Further work is required on 1 report to identify the number of children who were assessed as needing a service who have yet to receive it. This is a complex report and is contained within the work programme of a post that is currently advertised (SQL post).
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	Jan 10	Unit are developing a corporate template to ensure consideration of children and vulnerable adult

							protection requirements, and ensure that all procurement projects are compliant with corporate policies and practices.
3.2	Ensure safeguarding and child protection is comprehensively included in the CYPP performance management and quality assurance framework		CYPP	Lisa Leece - CYPP Partnership Manager Emma Banfield	CYPP Social Services & Housing	Sept 10	See Sec 1.4 above Will form part of improvement plan following SAIT6
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	Framework has been implemented following Scrutiny meeting held 30 th September. Safeguarding Officer will report report back on actions this time next year to joint scrutiny and quarterly to the senior management team SMT Lifelong Learning and will report to the LSCB Operational Group (quarterly) on activities within framework.

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	Eirwen Vogler Head of Partnership & Inclusion	Partnership & Inclusion Service Lifelong Learning Directorate	April 09	Arrangements for visits and reporting procedures tightened.
3.5	This action plan to be reviewed twice yearly	Compliance with plan	CET	All CET Leader	All Directors	Sept 09	On-going
3.6	Annual report to Cabinet on Safeguarding and Protection of children in Denbighshire	Oversight of child protection and safeguarding services following National Review of Safeguarding Arrangements	Cabinet	Nicola Francis – Head of Children & Family Services Sally Ellis – Corporate Director Social Services & Housing	Children's Services Social Services & Housing	Nov 09	Completed
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 Climbié recommendations: 46, 59</i>	Improved and accessible procedures for all staff working with children in need.	CFMT	Vicky Allen Acting Strategic Services Manager	Children & Family Services Social Services & Housing	April 10	Work initiated on this process.

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	Completed
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	Training provided as part of a rolling programme.
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	Training provided as part of rolling programme.
5.3	Develop reporting framework on take-up and analysis of need re: corporate safeguarding training <i>Compliance with Climbié 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	Completed, quarterly reports received from Llandrillo College
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	Policy agreed by LJCC and will be submitted to full council November 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	Included in policy above, following implementation will be monitored to ensure compliance and effectiveness
5.7	Internal audit to review implementation of 1.7 & 1.8	Monitored compliance of safe recruitment practice and procedures	CET	Ivan Butler – Head of Internal Audit Services	Internal Audit Resources	March 10	
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	Process now in place to adhere to CSSIW standards.

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

NATIONAL REVIEW OF CHILDREN'S SAFEGUARDING ARRANGEMENTS
DENBIGHSHIRE COUNTY COUNCIL
23RD TO 25TH March 2009

ACTION PLAN

	Area for improvement	Action	Responsible Officer	Timescale
	Corporate Responsibilities			
1.	Ensuring 24 hour availability of legal advice.	Wrexham CBC is the host authority of the North East Wales Emergency Duty Team, and are taking the lead in assessing the viability of accessing 24 hour legal advice. The current process if an emergency child protection situation arises out of hours relies upon our colleagues in the Police who have statutory powers to remove a child to a 'place of safety'.	Wrexham CBC North East Wales Emergency Duty Operational Management Team	December 2009
2	Implementing the Safeguarding Children in Education Quality Assurance Framework	A report to the Joint Scrutiny Committee on the quality assurance framework will be presented on 30 th September 2009. The document will be subject to further consultation with Head Teachers in early October 2009.	Wayne Wheatley Lifelong Learning Safeguarding Manager	December 2009
3	Implementing authority's action plan to promote more effective practice between children's and adult services	Children and Adult Interface Group already meeting on regular basis. Overall aim of the group is to ensure continuous improvements in joint working between children and adult services. Action Plan for interface improvements was last	Julie Mountford, Adult Mental Health & Social Care Partnership Manager	Final actions to be completed by March 2010

		reviewed in April 2009.		
Policy, Procedures, Protocols and Systems				
4	Development and update of policies, procedures and protocols and availability on Paris	<p>The All Wales Child Protection procedures are reviewed and monitored on an all Wales basis.</p> <p>Denbighshire's Child Care Procedures are in the process of being reviewed and updated, and reissued to take account of modernisation, restructuring and new legislation. This work in respect of Children in Need will be undertaken as part of the Child in Need Project Plan</p> <p>The policies and procedures and protocols cannot be loaded onto PARIS. However, the information will be linked to the Department's Pit Stop which is communication tool developed by the Department to improve navigation and access to up to date documentation:</p>	<p>All Wales Child Protection Procedures Review Group</p> <p>Vicky Allen Business Manager Performance Management Unit</p> <p>Sue Trehearn Service Manager Children in Need</p>	<p>Continuous process</p> <p>April 2010</p>
5	Ensuring initial child protection conferences are held within 15 working days	Case Conference database has been further developed to include monitoring of notifications/requests for conference; procedure for requests for conference within PARIS system has been reissued to child care staff and once fully	Julie Moss Acting Manager Safeguarding & Review Unit.	Completed

		implemented PARIS reporting system will give a more accurate report on timescales.		
6	Ensuring status of cases as child in need, domestic violence or child in need of protection are clearly recorded on referrals together with appropriate actions needed and timescales.	Introduction of PARIS ensures that referrals are marked clearly as children in need or children in need of protection. We have no separate category of domestic violence for initial identification of referrals, domestic violence would be recorded as a child in need of protection. Denbighshire do operate a weekly Domestic Violence Panel with partner agencies, and our previous client information system did have additional records which may have caused some confusion. No further action required.	Julie Moss Acting Manager Safeguarding and Review Unit.	Completed
	Assessment and Case Management			
7	Evidencing Decision making in files	A Research and Practice Development Programme has been established in the Children and Family Service, which will provide a support programme to embed the standards required of high quality	Mark Southworth Team Manager Professional Development	Actioned. Rolling programme of support

		front line child protection practice in Denbighshire. A programme of support sessions is already in place covering a number of issue relevant to safeguarding including: risk assessment, chronologies, evidence based analysis, outcome focused care planning, messages from serious case reviews, children in need planning and reviews		sessions, scheduled until May 2010
8	Volume of referrals from North Wales Police.	A work plan is in place to review and audit all referrals completed by North Wales Police. North Wales Police are taking the lead on this matter.	Chief Superintendant Jeremy Vaughan North Wales Police	Dec 2009
9	Clarity in recording whether following children in need, domestic violence or child protection procedures.	All referrals received identifying domestic violence are subject to the All Wales Child Protection Procedures. Previous client information system and additional recording proforma have been replaced by PARIS recording process, which clear identifies the child protection and children in need process. No further action required.	Julie Moss Acting Manager Safeguarding and Review Unit Lynne Roberts Principal Team Manager Intake and Safeguarding	Completed
10	Consistency in production of good quality chronologies	As No. 7 above.		
	Quality Assurance and Management Information Systems			
11	Full implementation of performance management	The PARIS system has been developed to		

	information system within PARIS	provide the potential to report on the full suite of performance indicators for children's services - including the requirements of Climbie reporting and the annual Children in Need census. A reporting universe has been developed to collect information from PARIS, and comprehensive reports written to draw together performance data. Key information about referrals, assessments and LAC activity is being reported from PARIS. The framework for a Dashboard which draws together PI performance and service activity has been agreed. The dashboard will be published in October 2009 and will be populated with performance data.		
	Workforce, Induction Training and Professional Development			
12	Implementation of new arrangements for the Intake and Safeguarding Team with particular attention to morale issues in south of county.	New management arrangements are now in place, including appointment of new deputy manager. New arrangements and appointment will allow for consistency of response across both the North and South of the County, and provide stability for staff	Susan Dicks Operational Service Manager Lynne Roberts Principal Team Manager Intake and Safeguarding	Completed

REPORT TO CABINET

CABINET MEMBER: Councillor H H Evans, Leader

DATE: **24th November 2009**

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

1 DECISION SOUGHT

- Note the 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 Account Budget 2009/10

- The forecast for the HRA shows that an in-year revenue surplus of £208k should be generated by the end of the financial year, which is £85k less than forecast in the original budget set in February 2009. Although this is less than the original budget (because of previously reported under estimates on the capital charges and subsidy payments), it is an improvement from the revenue position reported last month.
- The main change from the previous report is that all elements of the private sector leasing scheme have been removed from the HRA with effect from 1st October in accordance with statutory requirements. This means that expenditure of £335k and income of £141k has been removed and the subsidy payable to the Assembly has also been increased by £183k to compensate as part of the transfer. The net impact on the HRA of the transfer is a benefit of £11k but the transfer creates a budget pressure in the council fund for non-HRA housing.
- It is unlikely that any dwellings will be sold this so the council's housing stock will remain at 3,470.

4.2 Cost Implications - Housing Stock Business Plan (HSBP)

- The 2009/10 Plan was approved by Cabinet in February and the five-year review agreed with Wales Audit Office is now underway. Cabinet will be kept informed of progress.

4.3 Cost Implications Housing Capital Plan (Improvement Programme)

- As previously reported, 1,132 properties have been improved as part of the major improvement programme and the windows and heating contracts have also been successfully completed.
- The new contract is expected to deliver between 150-200 completions by the end of the financial year. The capital plan has been adjusted to reflect this and therefore shows a reduced expenditure forecast of £3.9m (previously £7.8m). The reduced expenditure this year benefits the business plan financially. This obviously delays improvements for some tenants but the slippage will be recovered during 2010/11 so 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 HRA Budget recommendation however there are risks involved with the delivery of the Housing Stock Business Plan (sales, capital costs, etc.) that must be continually reviewed.

6 FINANCIAL CONTROLLER STATEMENT

The improved revenue position this year is noted and will benefit the housing Stock Business Plan. The statutory transfer of private sector leased properties has created an on-going budget pressure in the council fund. The five-year review of the HSBP that has recently started will provide an opportunity to reassess key planning assumptions and should confirm the long-term viability of the Plan.

7 CONSULTATION CARRIED OUT

Cabinet agreed the HRA capital and revenue budget in February 2008.

8 IMPLICATIONS

8.1 Assessment of Impact on Corporate Priorities

Improving the housing stock will contribute to the council's regeneration priority. Maintenance, improvement and adaptation of properties will assist independent living for elderly tenants – particularly those in sheltered accommodation.

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

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.

8.3 Assessment of Impact on Climate Change - Mitigation and Adaptation

The improvement works will assist in reducing carbon emissions by installing more efficient windows, heating systems and loft insulation.

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

<u>Housing Revenue Account ~ 2009/10 Budget</u>					
<u>2008/09</u> Final Outturn	<u>Period 7 - October 2009</u>	Original Budget	<u>2009/10</u> Forecast Out-turn	Variance to Budget	<u>2009/10</u> Previous Report Sept £
£	<u>EXPENDITURE</u>	£	£	£	£
1,773,347	Supervision & Management - General	1,771,215	1,838,905	-67,690	1,836,320
251,090	Supervision & Management - Special	278,325	277,325	1,000	277,325
144,789	Welfare Services	146,710	153,835	-7,124	155,175
377,064	Homelessness - Leased Properties	386,000	0	386,000	335,759
2,580,144	Repairs and Maintenance	2,696,000	2,698,392	-2,392	2,698,220
5,126,434	Total Housing Management	5,278,250	4,968,456	309,794	5,302,799
2,042,233	Item 8 Capital Charges	2,247,000	2,312,097	-65,097	2,312,097
3,000,000	CERA	0	0	0	0
0	Rent Rebate Subsidy Limitation	240,000	125,000	115,000	125,000
2,925,877	Subsidy	2,811,000	3,043,695	-232,695	2,859,107
17,190	Provision for Bad Debts	25,750	25,750	0	25,750
13,111,734	Total Expenditure	10,602,000	10,474,998	127,002	10,624,753
<u>INCOME</u>					
9,955,062	Rents (net of voids)	10,435,000	10,464,776	29,776	10,459,965
231,038	Leased Rents	281,000	0	-281,000	140,785
138,416	Garages	151,065	136,776	-14,289	135,846
102,168	Interest on Balances & Other Income	28,000	81,680	53,680	81,680
10,426,684	Total Income	10,895,065	10,683,232	-211,833	10,818,276
Surplus / Deficit (-) for the Year					
314,950	General Balances	293,065	208,234	-84,831	193,523
-3,000,000	Earmarked Balances	0	0	0	0
3,706,736	Balance as at start of year ~ General	1,021,686	1,021,686	0	1,021,686
1,021,686	Balance as at end of year ~ General	1,314,752	1,229,920	-84,831	1,215,209

Appendix 2

HRA Capital Plan Update 2009/10				
<u>Month 7</u>				
Actual 2008/09 £	Description	Approved Schemes £	Actual at End Oct £	Forecast Outturn £
383,638	Environmental Improvement Works	400,000	163,585	440,000
7,985,011	2006/07 Major Improvements – All Groups	6,853,000	1,392,592	2,874,711
228,111	Windows Replacement	0	115,160	115,160
403,135	Central Heating Contract	0	1,879	17,203
522,826	Disabled Adaptations - Council Properites	400,000	236,965	400,000
0	HRA Capital Contingency	430,000	0	42,840
9,522,721	Total	8,083,000	1,910,180	3,889,914
2008/09 £	HRA Capital Plan Financed By:	Original £	Forecast £	
2,400,000	Major Repairs Allowance Grant	2,400,000	2,400,000	
73,636	Useable Capital Receipts	0	0	
4,049,085	Prudential Borrowing	5,683,000	1,489,914	
3,000,000	CERA	0	0	
9,522,721	Total	8,083,000	3,889,914	

REPORT TO CABINET

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

DATE: 24 November 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.

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 and to note the latest update on the Council's Money Market dealings.

3. POWER TO MAKE THE DECISION

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

4. COST IMPLICATIONS

- 4.1 This report details Service's latest projections for the current financial year. Appendix 1 details a forecast overall overspend of £62k, excluding the schools' delegated budgets. This figure is made up of pressures within the Lifelong Learning directorate and Corporate Budget and savings in Social Services & Housing and Environment.

i) Lifelong Learning is forecasting an overspend position of £341k due to:

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

b) Impact of redundancy/early retirement costs in schools in financial difficulty, £291k.

ii) Social Services & Housing is forecasting a reduced underspend from last month of £269k mainly due to:

a) pressures on Adult Services Community Care and the Implementation costs of PARIS offset by underspends brought forward from last financial year and temporary savings resulting from the Extra Care Housing scheme.

iii) Corporate budgets now include the additional level of trading loss of the School Meals service above the £150k agreed level of subsidy.

4.2 Appendix 2 shows a **Capital Plan summary** and Appendix 3 shows expenditure split by Directorate priority.

4.3 Capital expenditure at the end of October is **£14.2m**, for a plan that totals **£33.7m**. 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 impact upon service levels and quality with the possibility of a 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 was the subject of a report to the last meeting. Members agreed a series of measures to help drive up take up of meals. The temporary subsidy of £150k has been converted into base budget provision while in the current year the service is expected to lose up to a further £100k.

6.5 Officers are involved in detailed negotiations with the Health Service to ensure that the Council receives a fair share of the additional W.A.G. Continuing Health Care funding for the current year.

6.6 MONEY MARKET INVESTMENTS UPDATE

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

- Further opportunities for debt repayment are being monitored closely and will be pursued when the conditions are favourable in order to reduce investment balances and exposure in the 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 no longer has any investments with foreign-owned banks, the final element matured recently and the proceeds received. Investments have now all been redirected into UK or HM Treasury investments.

Officers have met with the Council's Treasury advisers to evaluate the current market position and are reviewing the strategy going forward. In the meantime as borrowing rates are currently around 4%, the practice of borrowing internally remains in place, i.e. run down cash levels. By doing this the Council saves the borrowing costs which currently are about 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

8.1 Assessment of Impact on Corporate Priorities:

Proper management of the Council's revenue budget underpins activity in all of the Council's priority areas.

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

Proper management of the Council's revenue budget enables services to work towards delivering the Council's Vision.

8.3 Assessment of Impact on Climate Change - Mitigation and Adaptation:

None directly

9. ACTION PLAN

9.1 All departments undertake regular budget monitoring to identify savings and efficiencies.

10. RECOMMENDATION

10.1 To note the latest 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.

APPENDIX 1

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2009/10
SUMMARY POSITION AS AT END OCTOBER 2009**

Directorate	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Gross Expenditure £000s	Gross Income £000s	Net Expenditure £000s	Previous report £000s
Lifelong Learning (excluding schools delegated)	20,490	-6,318	14,172	20,831	-6,318	14,513	341	0	341	211
Environment	53,150	-22,380	30,770	52,773	-22,033	30,740	-377	347	-30	0
Social Services & Housing	57,124	-17,702	39,422	60,313	-21,160	39,153	3,189	-3,458	-269	-375
County Clerk	2,141	-516	1,625	2,161	-516	1,645	20	0	20	0
Resources	11,282	-3,669	7,613	11,282	-3,669	7,613	0	0	0	0
Corporate, Miscellaneous & Benefits	33,820	-26,456	7,364	33,903	-26,456	7,447	83	0	83	83
Total All Services	178,007	-77,041	100,966	181,263	-80,152	101,111	3,256	-3,111	145	-81
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
			116,510			116,655			145	-81

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 OCTOBER 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	60,631	-5,647	54,984	596	0	596	682
Partnership & Inclusion	5,257	-2,515	2,742	5,307	-2,515	2,792	50	0	50	50
Leisure	3,985	-2,292	1,693	3,985	-2,292	1,693	0	0	0	0
School Development	7,096	-1,447	5,649	7,387	-1,447	5,940	291	0	291	161
Planning & Performance	1,732	67	1,799	1,732	67	1,799	0	0	0	0
Libraries	2,420	-131	2,289	2,420	-131	2,289	0	0	0	0
Total excluding schools	20,490	-6,318	14,172	20,831	-6,318	14,513	341	0	341	211

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

	Current Month £000s	Previous Month £000s
<p><u>INDIVIDUAL SCHOOLS BUDGET</u></p> <p>School balances are currently projected at £902k which is based on the 08/09 brought forward balances of £1,498k less the forecast overspend of £596k across all schools. Significant work is being undertaken with schools to review their forecasted position with a view to significantly reducing expenditure levels for the year. The total deficit across the schools in financial difficulty is £661k. Additional support is currently being provided to these schools in developing robust financial recovery proposals.</p>	596	682
<p><u>PARTNERSHIP & INCLUSION</u></p> <p>Estimated costs associated with the closure of Hyfrydle Children's Home. The estimated costs have been calculated based on the equivalent 08/09 running costs. Further work will be undertaken to clarify the future position of the site.</p>	50	50
<p><u>SCHOOL DEVELOPMENT</u></p> <p>The costs associated with the schools in financial difficulty and subsequent redundancies/early retirements have now been finalised and are currently being projected at a £291k deficit. Work will be done to ascertain how future redundancies pressures to this level can be contained within the schools delegated/non-delegated budgets. It is anticipated that as our financial modelling of staffing and pupil numbers becomes more robust that the need for mass redundancies will be reduced.</p> <p>There is currently £250k of reserves earmarked for Modernising Education. These reserves have now been allocated and will support 3 areas across the Directorate</p> <p>1. SEN £167k - The Authority has introduced a new banding system to control spending on SEN funding and to better distribute the current funding equitability across schools based on real, rather than historical, perceived needs. Introducing this system takes time and requires a two year implementation phase to avoid detrimentally affecting the support to children and young people with ALN. Time is also required to properly manager the HR implications. Schools are keen to progress with the new formula but are concerned of the financial implications resulting from the formula also bearing in mind that they are already carrying historic deficit balances in this area. This funding will be directed to support schools in clearing the historic b/f balances to allow them to focus on moving forward with the banding arrangements.</p> <p>2. Ysgol Clawdd Offa £36k - The budget for the school was not properly set when the school was established in Sept 2008 due to a loss of income arising from an untimely change to the budget formula. This has not been corrected to date and has left the school with considerable financial difficulties</p> <p>3. Rhyl 6th project £47k- There is currently issues regarding a shortfall in funding due to the transfer of Rhyl 6th to Llandrillo College. This allocation will be used as transitional funding to address a key pressure area</p>	291	161
TOTAL excluding schools	341	211

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2009/10
ENVIRONMENT DIRECTORATE
SUMMARY POSITION AS AT END OCTOBER 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	9,976	-5,759	4,217	9,970	-5,731	4,239	-6	28	22	-8
HIGHWAYS & INFRASTRUCTURE (see Notes 1&2)	14,864	-5,228	9,636	14,731	-5,174	9,557	-133	54	-79	54
PLANNING & PUBLIC PROTECTION (see Notes 1&3)	4,662	-1,551	3,111	4,624	-1,428	3,196	-38	123	85	65
DIRECTOR & SUPPORT (See Note 6)	1,175	-237	938	990	-237	753	-185	0	-185	-212
ENVIRONMENTAL SERVICES (See Note 5)	16,886	-6,928	9,958	16,876	-6,918	9,958	-10	10	0	0
TOURISM, CULTURE & COUNTRYSIDE (see Note 4)	5,587	-2,677	2,910	5,582	-2,545	3,037	-5	132	127	101
Total Environment	53,150	-22,380	30,770	52,773	-22,033	30,740	-377	347	-30	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. There is however a corporate contingency sum set aside as part of the 09/10 budget round to help with these type of pressures and presently it is proposed to set aside £395K of this contingency budget to help offset a large proportion of these income pressures. The remaining balance will need to be found from savings elsewhere in the Directorate's overall budget.
- 2 In the event of severe weather it is possible that the winter maintenance budget, together with the winter maintenance reserve, will be insufficient to cover the costs.
- 3 The Directorate could be faced with some significant costs relating to the North Wales Hospital site in 09/10 but again it is proposed to use part of the Council's contingency budget to ease this potential burden.
- 4 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.
- 5 Latest indications are that there will be a pressure of £55k (over and above the agreed £150k Council subsidy) on the school meals service. Cabinet agreed at its September meeting to fund this pressure from balances in 09/10
- 6 There are pressures on the Department's prosecution budget which is likely to result in an overspend of £85K in 09/10.
- 7 The Directorate will again monitor closely all vacant staffing posts during 09/10. All savings on staffing from delays in filling vacant posts have been removed from services and accumulated in a central budget controlled by the Director. These savings will be required to offset pressures detailed in 1 to 5 above plus any others that arise during the course of the year.

MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2009/10
SOCIAL SERVICES AND HOUSING
SUMMARY POSITION AS AT END OCTOBER 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	8,686	-119	8,567	10,158	-1,584	8,574	1,472	-1,465	7	3
Adult Services	37,404	-9,144	28,260	38,706	-10,387	28,319	1,302	-1,243	59	2
<i>Underspend Brought Fwd</i>					-557	-557	0	-557	-557	-557
Business Support & Development	2,783	-538	2,245	3,212	-662	2,550	429	-124	305	301
<i>Underspend Brought Fwd</i>					-150	-150	0	-150	-150	-150
Cymorth Grant	1,741	-1,643	98	1,741	-1,643	98	0	0	0	0
Supporting People Grant	4,509	-4,495	14	4,509	-4,495	14	0	0	0	0
Sub Total Social Services	55,123	-15,939	39,184	58,326	-19,478	38,848	3,203	-3,539	-336	-401
Non HRA Housing	2,001	-1,763	238	1,987	-1,682	305	-14	81	67	26
Directorate Total	57,124	-17,702	39,422	60,313	-21,160	39,153	3,189	-3,458	-269	-375

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

<u>Comments</u>	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 overspend. However, this assumes that there will be no major increased costs from new placements - 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 and	7	3
TOTAL CHILDREN'S SERVICES	7	3
ADULT SERVICES		
Learning Disabilities		
The improved position this year is mainly as a result of obtaining NHS funding for packages and assumes some currently in dispute will be settled in the council's favour. Residential placements are a general pressure area due to the increasing number of people requiring high cost placements and others requiring additional support as they get older.	-35	-33
Mental Illness		
Expenditure on Residential, Nursing and Homecare continues to be the main budget pressure. It is hoped that the Mental Health Partnership expenditure will be close to budget for 2009/10, (rather than under spent as in 2008/09).	130	129
Older People		
As stated in previous months predicted spend on Community Care budgets has largely been based on spend in 08-9, plus the cost of the fee increase offered to providers. Expenditure to date has previously been reviewed and shows that care costs have increased more than expected and has been confirmed as being due to increased demand in residential and nursing care. Also, there has been an increase in domiciliary care during October.	548	484
Extra Care Housing Provision. The closure of Llys Nant Residential Home should provide savings in 09/10 because part of that budget will be unallocated 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 in the current and next financial year.	-366	-366
PDSI		
Community Care spend is still forecast to be the main budget pressure and it is now likely that there will be an creased over spend on the Drug and Alcohol budget.It is still hoped that Occupational Therapy and CESI (Disability Stores) will be on budget.	144	137
Performance Management & Commissioning		
This projected under spend is mainly savings in staffing costs which is due to the continuation of the vacancy scrutiny process.	-290	-299
Other Adult Services		

Charging policy income received so far is higher than the corresponding period last year and could mean income from charges exceeds original expectations. Income from charges can be volatile and difficult to predict so the situation is reviewed every month and the outturn improved when it is felt prudent to do so. Currently it is believed safe to assume that Charging Policy will exceed budget by £100k (an improvement of £30k on the last outturn)	-172	-150
Joint Working & Older People Strategy Grant This grant is fully committed	0	0
Cefndy Healthcare Sales in 2009/10 were expected to exceed £3m but due to recent performance this target may now prove difficult to achieve. Tighter controls on expenditure should improve this year's position by around £64k from 2008/09 (which was an over spend of £164k).	100	100
UNDER SPEND B/FWD 2008/09	-557	-557
TOTAL ADULT SERVICES	-498	-555
Business Support & Development Costs associated with the PARIS project and Management Information Systems budgets (£173k overspend this year) are a pressure though elements of this are one-off due to the implementation of the latest phase of the system. Directorate support costs are expected to overspend by £80k with the main pressure being general infrastructure costs.	305	301
UNDER SPEND B/FWD 2008/09	-150	-150
	155	151
Cymorth Grant All expenditure relating to the Cymorth grant has to be spent in year.	0	0
	0	0
Supporting People There is approximately £657k of recurrent under spend and £206k of in year 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 (possibly the immediate removal of £1.2m). The SP funding strategy proposes that no further contributions are made to the reserve, that the in-year surpluses are used to dampen future pressures throughout the Directorate and to contribute to the specialist placement reserve. The reserve will be used to contribute to new pressures from highly expensive care packages.	0	0
HOUSING The pressure on homeless budgets is currently £62k. Recent changes to the HRA leasing subsidy have had a negative impact on council funded housing services to the value of £55k. Other accommodation costs are currently lower than expected however demand can be volatile and it is likely that the economic climate will eventually have an impact.	67	26
TOTAL HOUSING	67	26
TOTAL SOCIAL SERVICES & HOUSING	-269	-375

**MONTHLY REVENUE BUDGET MONITORING REPORT - FINANCIAL YEAR 2009/10
RESOURCES, COUNTY CLERK, CORPORATE & MISCELLANEOUS
SUMMARY POSITION AS AT END OCTOBER 2009**

	Budget			Projected Outturn			Variance			Variance
	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Gross Expenditure	Gross Income	Net Expenditure	Previous report
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
County Clerks (See Note 1)	2,030	-516	1,514	1,980	-516	1,464	-50	0	-50	-50
Translation (See Note 2)	111	0	111	181	0	181	70	0	70	50
Resources Directorate										
Finance	5,280	-2,257	3,023	5,280	-2,257	3,023	0	0	0	0
Policy Unit	394	0	394	394	0	394	0	0	0	0
Audit	448	-124	324	448	-124	324	0	0	0	0
I.T	2,528	-587	1,941	2,528	-587	1,941	0	0	0	0
Personnel	1,484	-291	1,193	1,484	-291	1,193	0	0	0	0
Project Management	322	-222	100	322	-222	100	0	0	0	0
Customer Care	826	-188	638	826	-188	638	0	0	0	0
						0	0	0	0	0
Total	11,282	-3,669	7,613	11,282	-3,669	7,613	0	0	0	0
Corporate and Miscellaneous	8,179	-815	7,364	8,262	-815	7,447	83	0	83	83
Benefits	25,641	-25,641	0	25,641	-25,641	0	0	0	0	0
Total	47,243	-30,641	16,602	47,346	-30,641	16,705	103	0	103	83

Notes

1. Planned saving in salary costs due to delayed recruitment to fund translation overspend, -£70k
2. Underlying pressure under review.

Capital Expenditure By Directorate

	2009/10	2009/10	2010/11	2011/12	2012/13
	Spend to October	Estimated programme	Estimated programme	Estimated programme	Estimated programme
		£000	£000	£000	£000
Environment	10,796	23,969	5,219	4,435	80
Lifelong Learning	3,155	7,182	1,510	1,480	0
Resources	164	1,203	269	269	0
Social Services and Housing	89	390	175	175	0
Total	14,204	32,744	7,173	6,359	80

Capital Expenditure by Council Priority

	2009/10	2009/10	2010/11	2011/12	2012/13
	Spend to October	Estimated programme	Estimated programme	Estimated programme	Estimated programme
	£000	£000	£000	£000	£000
Modernising Education	2,928	6,537	1,180	1,150	0
Roads and Flood Defence	5,440	9,095	800	800	0
Regeneration	486	2,140	315	315	0
Responding to Demographic Change					
Total	8,854	17,772	2,295	2,265	0

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	2009/10
	Spend to October	Estimated programme
	£000	£000
Highways	2,547	4,000
Total	2,547	4,000

Denbighshire County Council - Capital Plan 2009/10 - 2012/13

APPENDIX 3

Position as at October 2009

		2009/10	2010/11	2011/12 *	2012/13 *
		£000s	£000s	£000s	£000s
Capital Funding:					
1	General Funding:				
	Unhypothecated Supported Borrowing	10,089	6,124	5,894	5,894
	General Capital Grant	1,905	2,017	1,961	1,961
	General Capital Receipts	523			
	Earmarked Capital Receipts	1,049	0	0	0
		13,566	8,141	7,855	7,855
2	Prudential Borrowing	7,778	269	269	
3	Reserves and Contributions	1,962	0	0	0
4	Specific Grants	10,522	608	80	70
	Total Finance	33,828	9,018	8,204	7,925
	Total Estimated Payments	-32,744	-7,173	-6,359	0
	Contingency	-684	-1,000	-1,000	-1,000
	Earmarked Contingency	-400			
	Unallocated Reserve	0	0	0	0
	Surplus/ -Insufficient Resources	0	845	845	6,925

Note

* The level of general Assembly funding for future years is unknown currently, but is likely to reduce significantly

REPORT TO CABINET

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

DATE: 24^h November 2009

SUBJECT: ROUTINE REPORTING ON PERSONNEL

1 DECISION SOUGHT

For Members to note and comment on the new content of the enclosed report on Personnel Statistics which provides a comparison of collated data for Headcount Analysis and Sickness Absence within the authority for the period of July - September 2008 and July - September 2009. The data looked at has been evaluated and the following areas / trends have been reviewed -

- Headcount Analysis / Starters & Leavers Analysis
- Average days lost per employee per Directorate
- Short Term & Long Term absences within the period
- Absence Reasons for each Directorate within the period
- Absence on Mondays & Fridays
- Absence during schools holidays

2 REASON FOR SEEKING DECISION

2.1 Executive Summary

Headcount and FTE figures in the authority have decreased in this period in 2009 when compared with the same period in 2008. There is also an overall reduction in starters and leavers over the same period.

Sickness absence figures for the period July – September 2009 are similar to last year although the cumulative figure from April 09 to Sept 09 shows that we are below target by nearly half a day.

There has been no discernable pattern overall with regards the short term and long term absence during the period July – September 2008 & 2009. All directorates have relatively similar short term and long term figures for both 2008 & 2009 (with long term sickness generally accounting for a higher average of days lost per employee) with the exception of both the Resources Directorate and also the Chief Executives & County Clerks. In relation to sickness absence reasons, the top six reasons for absence have remained constant in both 2008 & 2009 (Stress Depression Anxiety Mental Health Fatigue; Other Musculo Skeletal; Surgery; Other; Infections - to include Colds Flu; Stomach Liver Kidney Digestion). Although the rest have changed positions within the top 6, the top reason has remained stress.

Absence on a Monday or Friday is an issue although this form of absence appears to be dropping in most directorates.

Sickness absence rates increase in and around the school summer holidays for all directorates (bar Lifelong Learning). Chief Executives & County Clerks and

Environment absence during this period has increased in 2009, where as although still higher then outside these periods Resources and Social Services & Housing Directorates, showed a decrease against the same Summer Holiday period when compared to the 2008 figures.

2.2- Headcount Analysis / Starters & Leavers Analysis

In July 2009 the number of actual staff employed was 4587, which equated to 3890 full time equivalents (FTE). Both these figures increased in 2009 when compared to the 2008 figures (see table 1). In July there were 24 new starters to DCC, spread across all Directorates, 2 of which are new Modern Apprentices. There were 37 leavers again spread across all Directorates (with the majority being from the Lifelong Learning Directorate) 7 of which left for positions outside of DCC, with 8 declining to specify why they had left, 4 redundancies and 5 efficiency retirements. Other reasons included ill health retirements, age retirements, training & career development and end of fixed term contracts. With regards to school and non school staff, in July 2009, non school staff stayed exactly the same as in 2008 (FTE figure). Schools only staff experienced an increase in their FTE of 83 in 2009.

Month	2008 Headcount	2008 FTE	2009 Headcount	2009 FTE	Increase / Decrease in Headcount	Increase / Decrease in FTE
July	4490	3807	4587	3890	97	83
August	4391	3727	4502	3818	111	91
September	4604	3905	4576	3878	-28	-27

Table 1 - Overall

Month	2008 Headcount	2008 FTE	2009 Headcount	2009 FTE	Increase / Decrease in Headcount	Increase / Decrease in FTE
July	2555	2228	2558	2228	3	0
August	2533	2211	2526	2202	-7	-9
September	2553	2226	2569	2233	16	7

Table 2 – Non Schools

Month	2008 Headcount	2008 FTE	2009 Headcount	2009 FTE	Increase / Decrease in Headcount	Increase / Decrease in FTE
July	1935	1579	2029	1662	94	83
August	1858	1516	1976	1616	118	100
September	2051	1679	2007	1645	-44	-34

Table 3 – Schools Only

(Note - 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.)

In August 2009, the number of actual staff employed decreased to 4502, with the FTE equaling 3818. Both of these figures showed an increase from 2008, where headcount and FTE were 4391 and 3727 respectively. In addition, non school staff in August 2009 decreased by 9 (FTE), with school staff increasing by 100 (FTE). Further to this, in August there were a total of 75 leavers within the authority, with the majority of the leavers in the Lifelong Learning Directorate (57). The main reasons were – Resignation (10), End of Fixed Term Contract (10), Early Retirement (9) and Age Retirement (8). A total of 15 people started began during the month, with no particular directorate substantially different from the other.

In September 2009, the number of actual staff employed increased to 4576, with the FTE equaling 3878. This was a decrease to the same figures in 2008, where the headcount was 4604, and the FTE figure was 3905. In relation to schools and non schools figures, both experience a drop in their FTE figures in 2009 compared to 2008, with non schools staff decreasing by 7, and schools only staff decreasing by 34 (both FTE). During September, there were a total of 19 leavers with the authority, with the majority of these being in Environment (10). The main reasons for leaving were – End of Fixed Term Contract (5) & Resignation – Personal (3). A total of 80 staff commenced work in September, with Lifelong Learning having the majority of staff starting work during the month (59).

Below are a series of charts illustrating starters / leavers within each directorate individually –

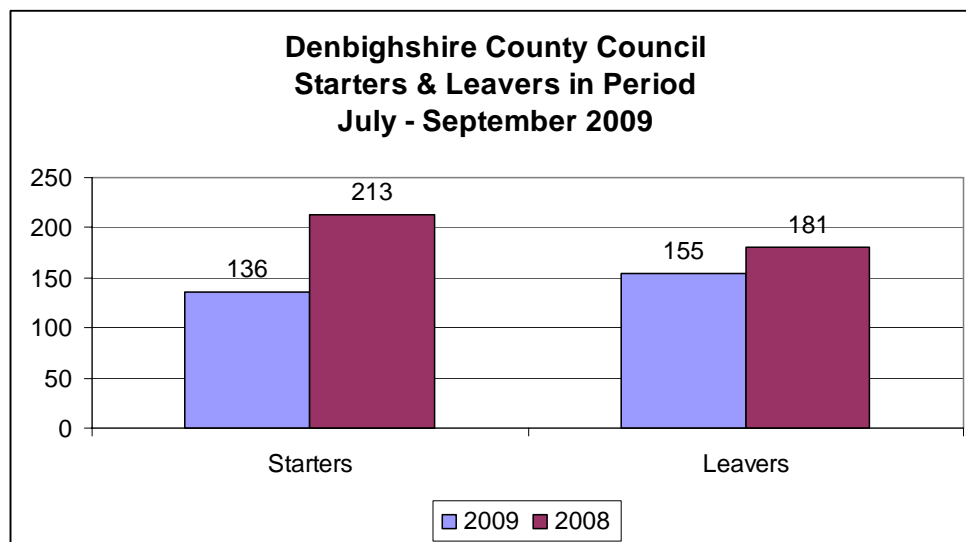


Chart 1

Chart 1 can clearly show a reduction in the number of employees starting work with the council during the period July – September in 2009 when compared to 2008. Similarly, the number of employees leaving has reduced during 2009 compared with the same period in 2008, showing a reduction in staff turnover for the period July – September in 2009 when compared with 2008.

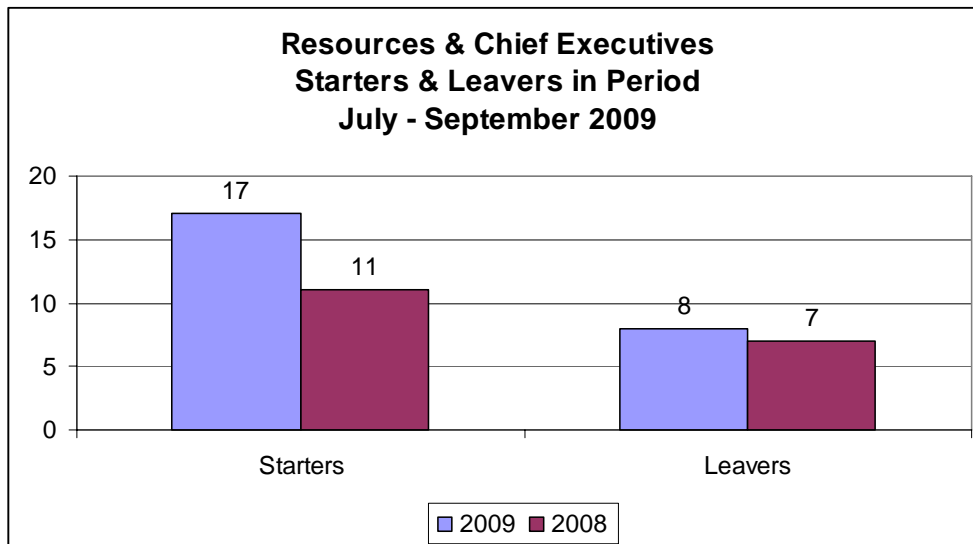


Chart 2

Chart 2 illustrates the number of starters and leavers within the Resources & Chief Executives & County Clerks directorate. In 2009 there was an increase in leavers within this directorate, in addition to an increase in starters also, showing an increase in staff turnover within this directorate for the period July – September in 2009 when compared to the same period in 2008.

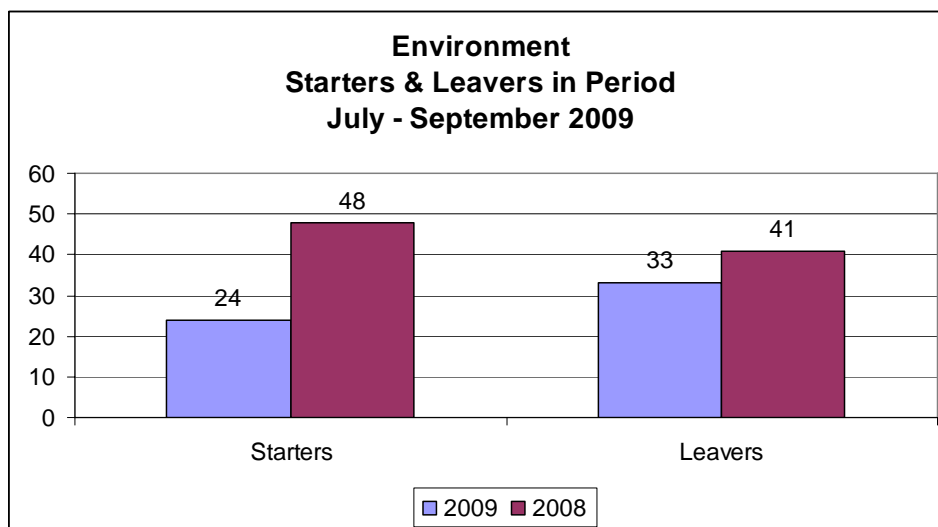


Chart 3

Chart 3 illustrates the number of starters & leavers within the Environment directorate within the period of July – September 2009. This can clearly show a decrease in starters during the period in the directorate, which did in fact halve in 2009 when compared to 2008. The number of leavers also decreased during the period. This shows a decrease in staff turnover in the Environment directorate for the period July – September in 2009 when compared to the same period in 2008.

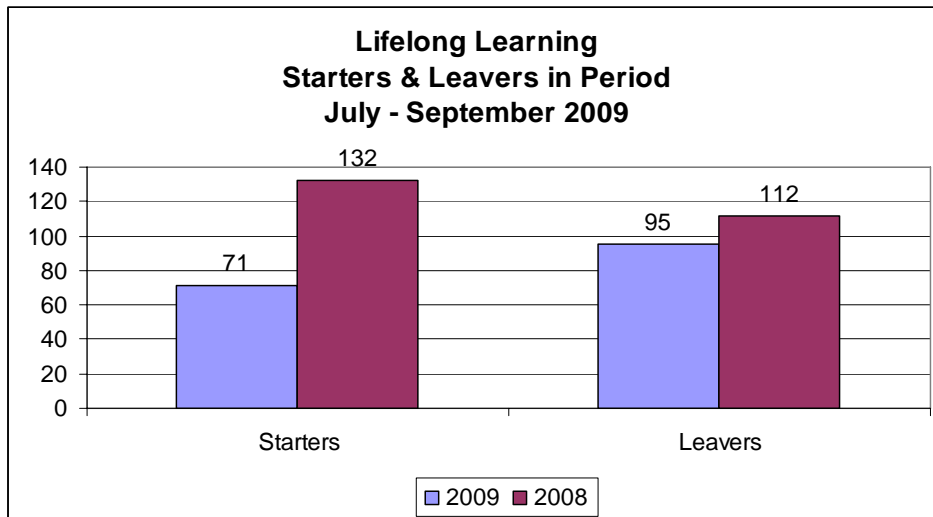


Chart 4

Chart 4 illustrates the number of starters & leavers within the Lifelong Learning directorate within the period July – September 2009. There was a large decrease in starters in the period in 2009, with the number of people starting almost halving compared to the figure for 2008. The number of leavers has also decreased in 2009, although not as dramatically compared to the starters. This shows a decrease in staff turnover in the Lifelong Learning directorate for the period July – September 2009 when compared to the same period in 2008.

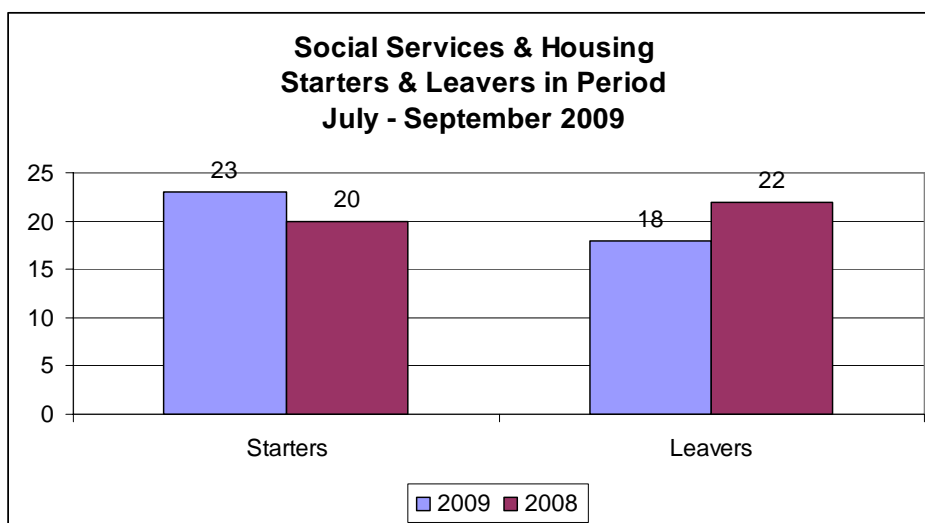


Chart 5

Chart 5 illustrates the number of starters & leavers within the Social Services & Housing directorate within the period July – September 2009. There was a slight increase in starters in the period in 2009 compared with 2008. The number of leavers however decreased in 2009, with slightly more employees leaving in 2008 compared with 2009. This shows staff turnover in the Social Services & Housing directorate for the period July – September in 2009 decrease, although the workforce did increase.

2.3 - Average days lost per employee

At this point it should be noted that at present, the authority is under the cumulative target for this financial year, as exhibited by the chart 6 below –

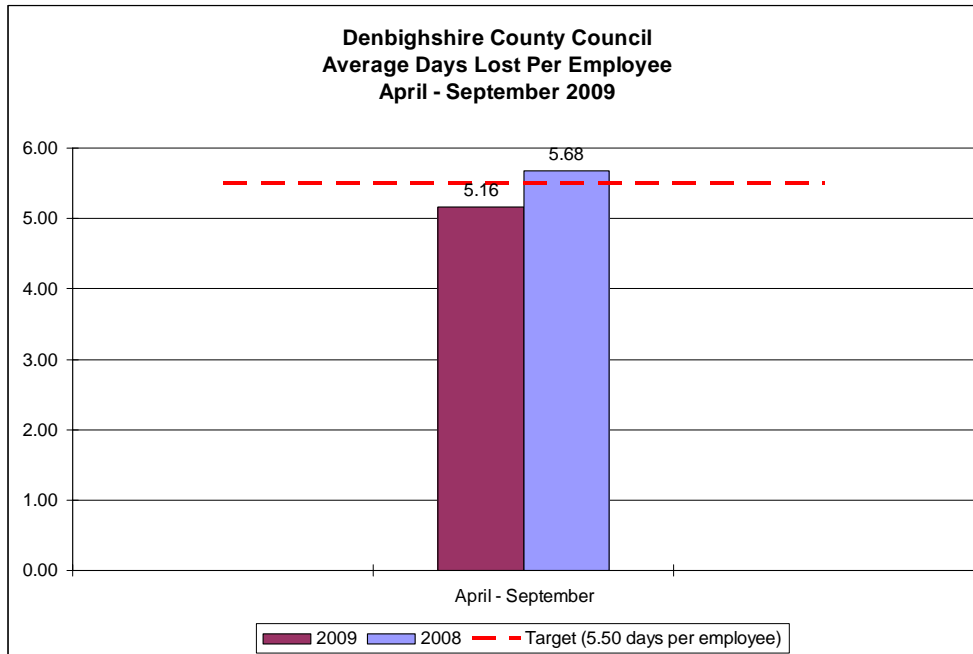


Chart 6

The data from the period July – September 2009 has been analysed to produce graphs to illustrate the absence figures (average days lost per employee) for each directorate.

D.C.C

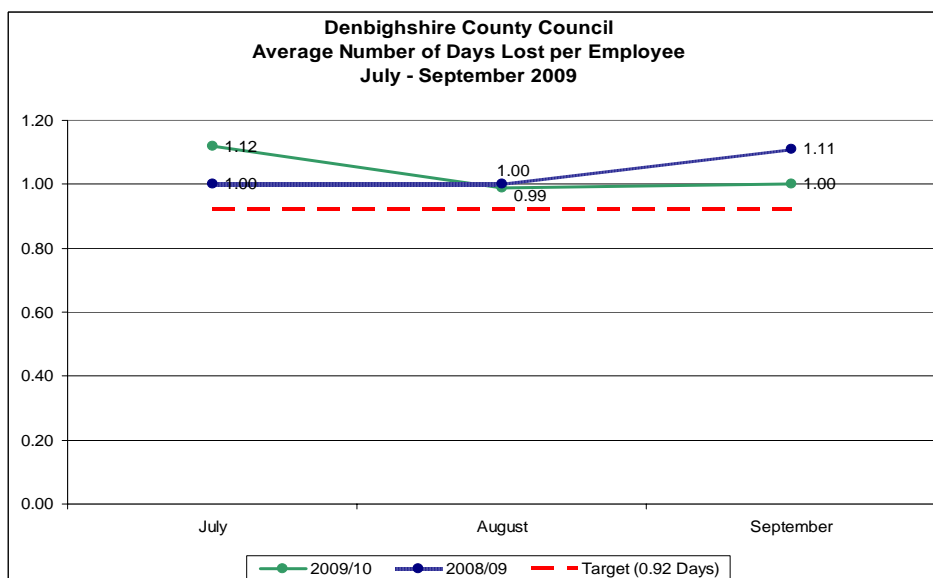


Chart 7

Chart 7 shows the average days lost per employee on a monthly basis in the period July – September 2009 for Denbighshire County Council as a whole. The figures show a rise in sickness absence in July 2009 compared to July 2008. In August, the figures were almost indistinguishable, with August 2009 differing by 0.01 days per employee to the same period in 2008. The figure for September reduced in 2009 compared to 2008.

D.C.C – Per Directorate

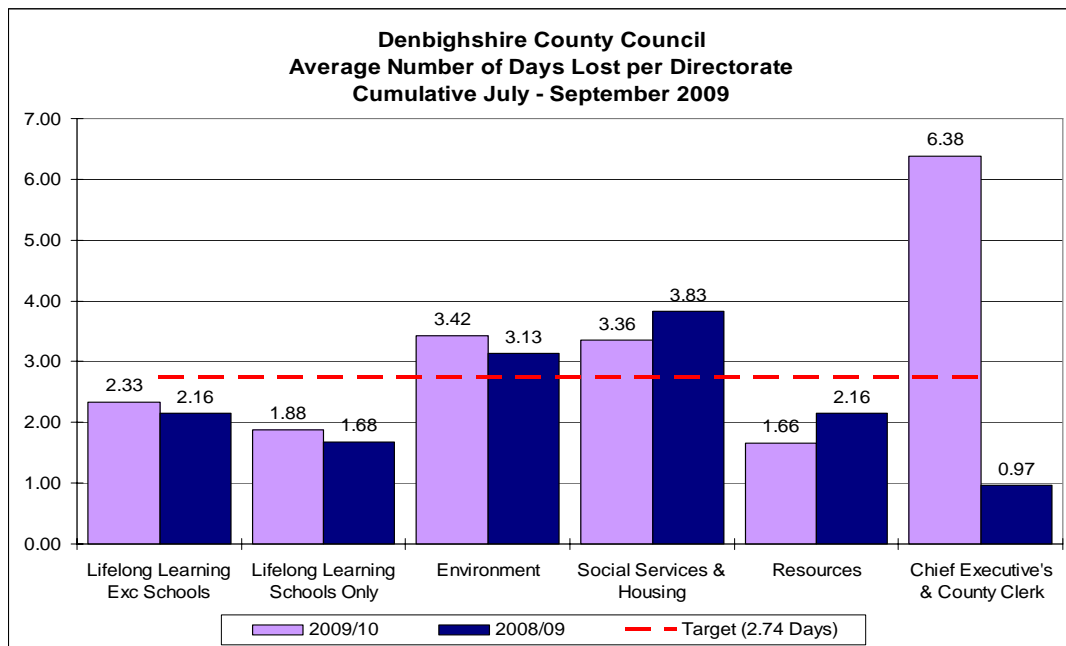


Chart 8

Chart 8 shows the average number of days lost per employee for the period July – September. The chart clearly shows a slight increase in days lost in 2009 in the Lifelong Learning Directorate (both excluding schools and schools only) and also the Environment directorate. It is true to say that both the Social Services & Housing and Resources directorates experienced mild decreases in absence in 2009. The Chief Executives & County Clerks Directorate has experienced a substantial increase in sickness absence in this period in 2009. It should be noted that due to the relatively low headcount in this directorate, compared to the other directorates, that if a long term absence occurs it impacts more on the overall figure for the directorate, as opposed to the other directorates where due to their higher headcounts, long term absences are often absorbed so as they do not as clearly effect the average days lost.

Lifelong Learning

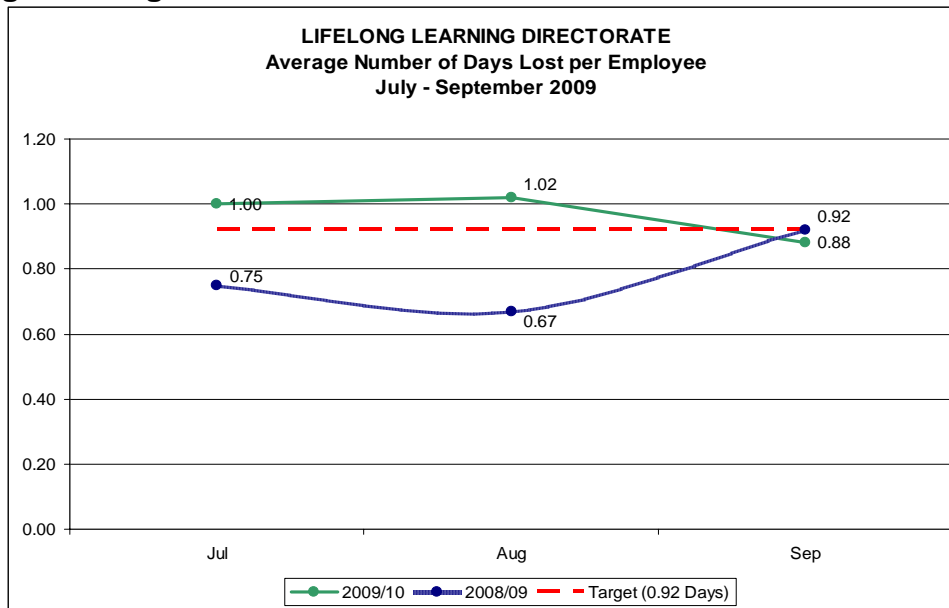


Chart 9

Chart 9 shows the average number of days lost in the Lifelong Learning Directorate (as a whole) during the period July – September. It is clear that there was generally an increase in the period in 2009 compared with 2008, apart from in September, when there was a slight decrease (indeed, this was under that target of 0.92 days per employee). It should be noted that a more stringent approach to sickness reporting is taking place now within Lifelong Learning which will impact on the figures.

Lifelong Learning – Per Service

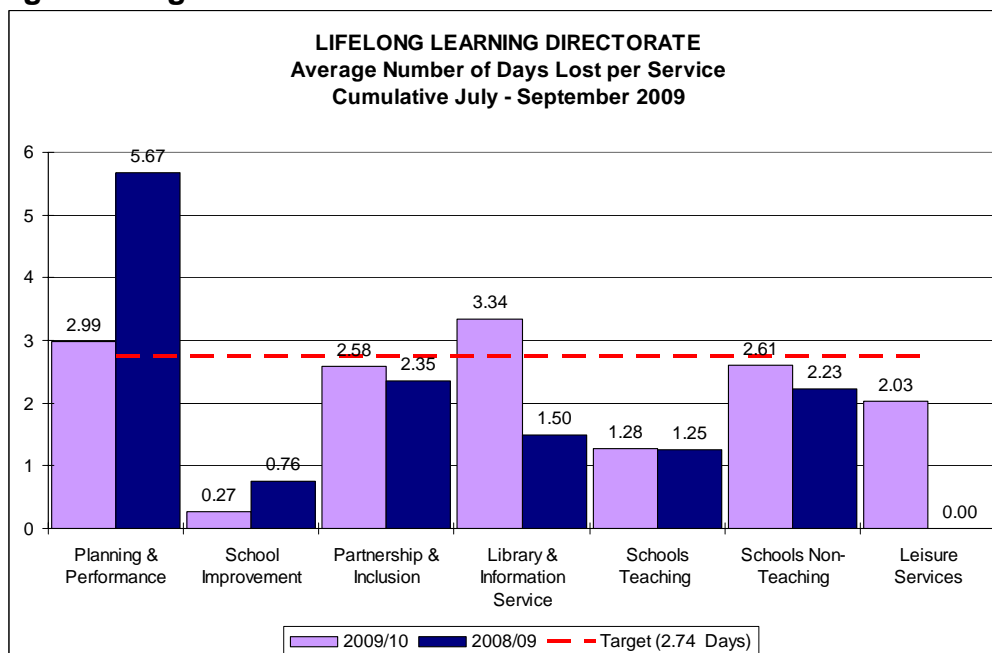


Chart 10

Chart 10 shows the average number of days lost per employee within each service within the Lifelong Learning Directorate. Library & Information Services experienced a large increase in sickness absence in 2009. All other services

appear to have experienced a fairly mild increase, bar Planning & Performance (who experienced a fairly substantial decrease in sickness absence in 2009) and School Improvement (who experienced a fairly mild decrease in sickness absence in 2009).

Environment

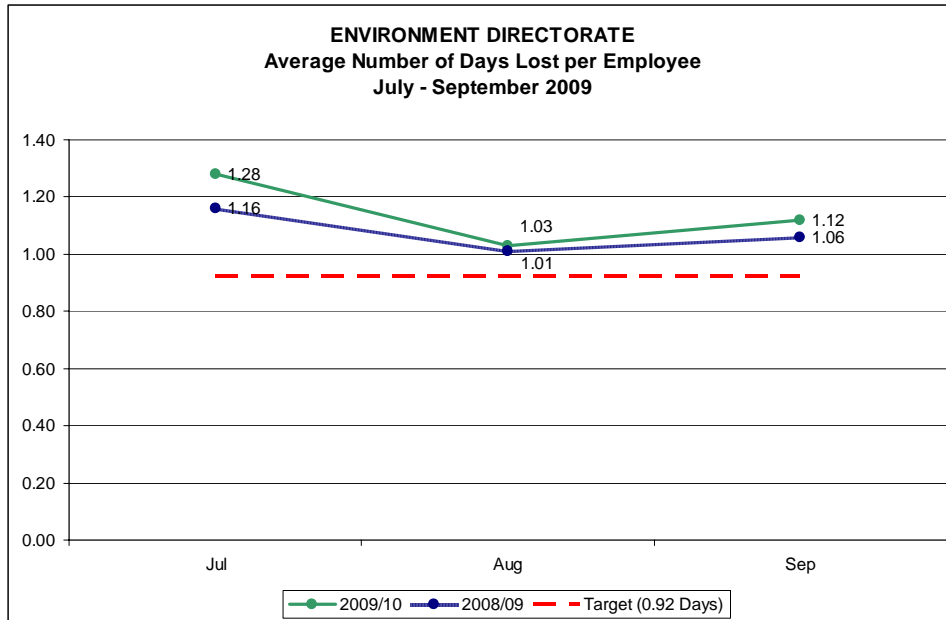


Chart 11

Chart 11 shows the average number of days lost in the Environment Directorate in the period July – September. It's clear to see the number of days lost mirror each other in terms on the pattern, however in 2009 there was a slight increase in sickness absence compared to 2008.

Environment – Per Service

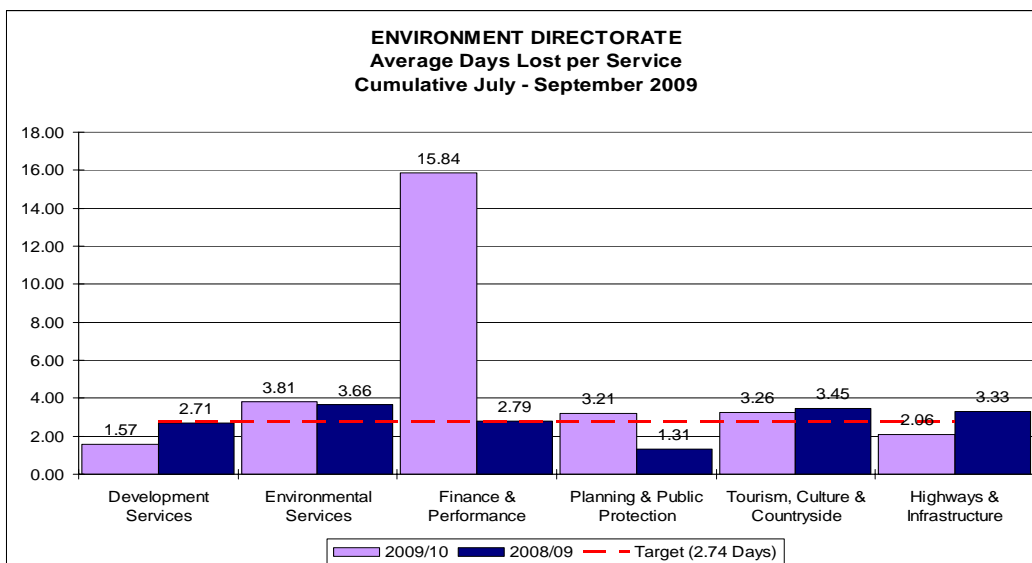


Chart 12

Chart 12 shows the Environment Service broken down to service level for the period July - September. All services stayed at relatively the same level, bar Development Services (who experienced a decrease in sickness absence in 2009), Planning &

Public Protection (who experienced a rise in sickness absence in 2009) and also Finance & Performance (who also experienced a rise in sickness absence in 2009). **Note** – Highways & Infrastructure has inherited some of Finance & Performance staff. At present the establishment report is showing the change, however the sickness report is not showing the change, hence the misleading figures for Finance & Performance. This problem will be amended for when the October reports.

Social Services & Housing

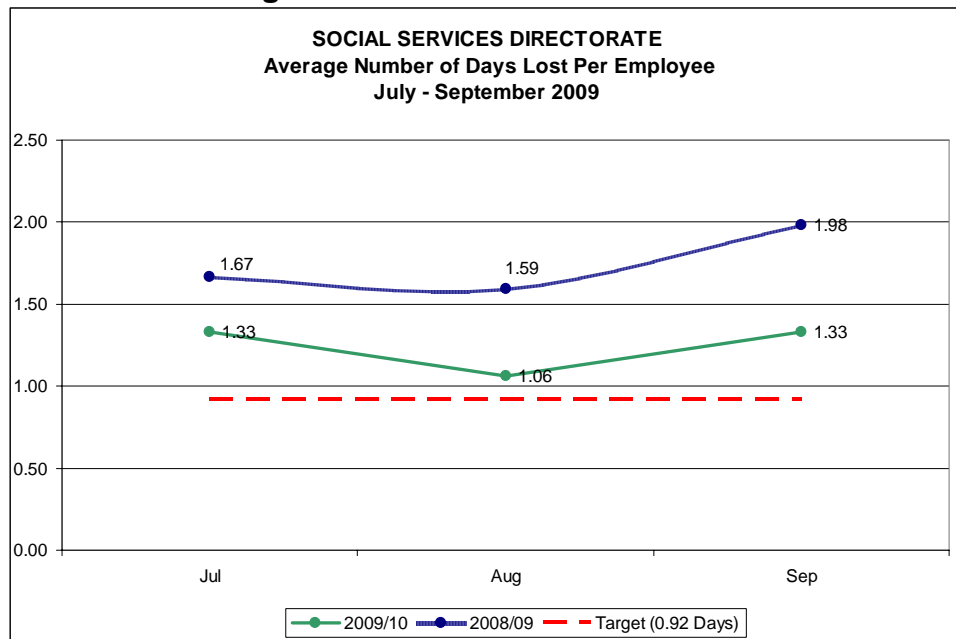


Chart 13

Chart 13 shows the average number of days lost in the Social Services & Housing Directorate in the period July to September 2009. As with the Environment Directorate, it appears the figures from 2008 & 2009 mirror each other, however there has been a significant decrease in sickness absence in the Social Services & Housing Directorate in this period, with both August & September experiencing a drop of more than 0.50 days per employee in 2009.

Social Services & Housing – Per Service

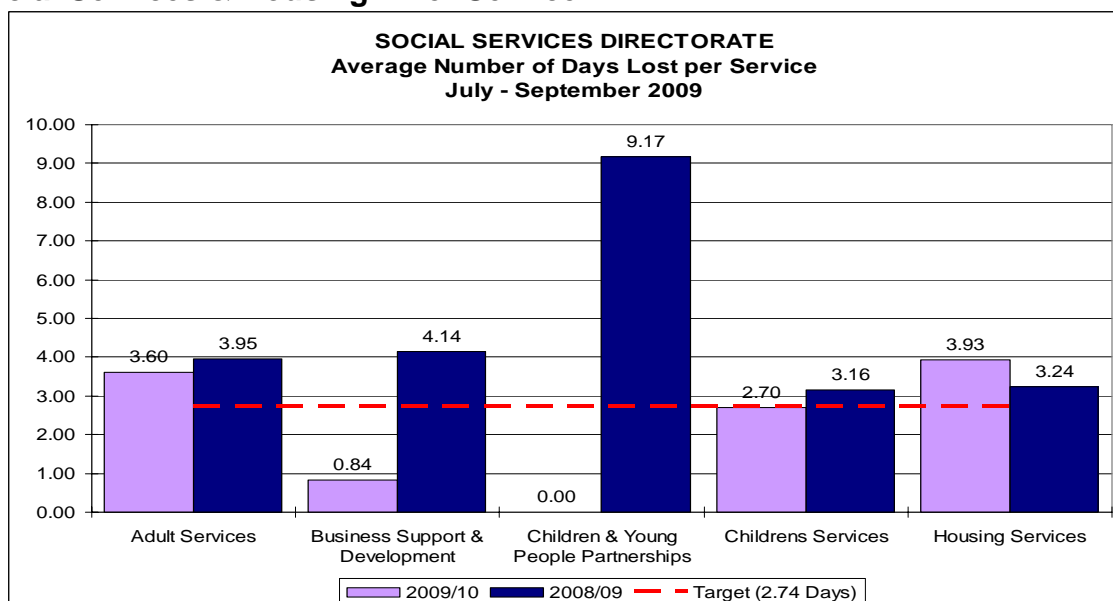


Chart 14

Chart 14 shows the average number of days lost per employee in Social Services & Housing services for the period July – September 2009. All services experienced a decrease bar Housing Services, who increased slightly during this period. Both Business Support & Development and Children & Young People Partnerships experienced a large decrease (it should be noted that CYPP has a FTE figure of around 6, so any absence is more evident in this service).

Resources and Chief Executives & County Clerks

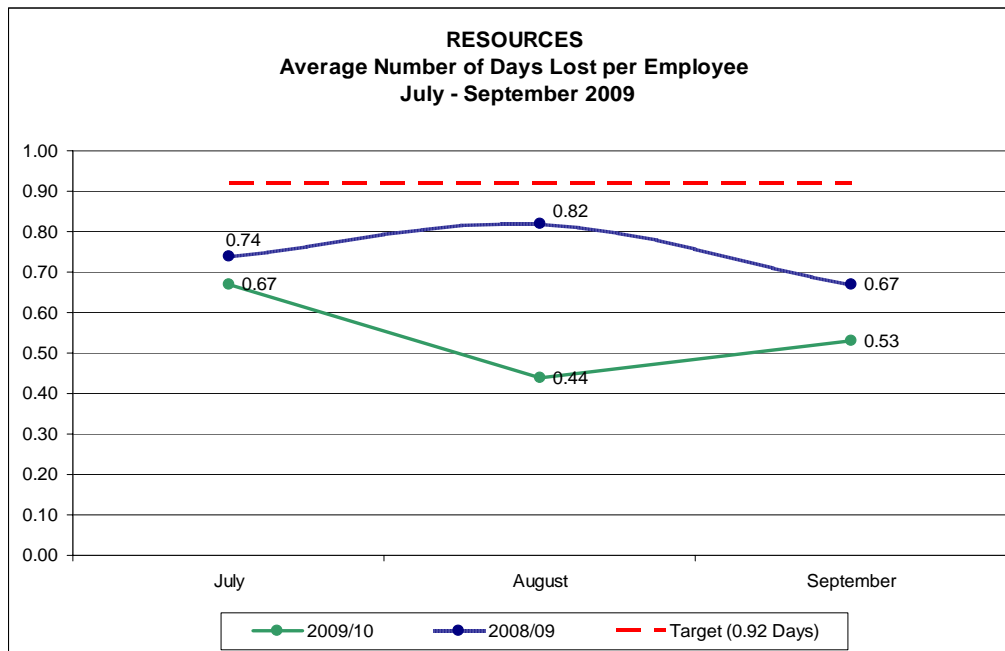


Chart 15

Chart 15 shows the average number of days lost in the Resources and Chief Executives & County Clerks Directorate in the period July to September 2009. It is clear from first view that there has been a decrease in sickness absence in the directorate in 2009 compared to 2008. Indeed, in August, sickness absence decreased by over half the figure for 2008. It should be noted that all figures are under the monthly target of 0.92.

Resources and Chief Executives & County Clerks – per Service

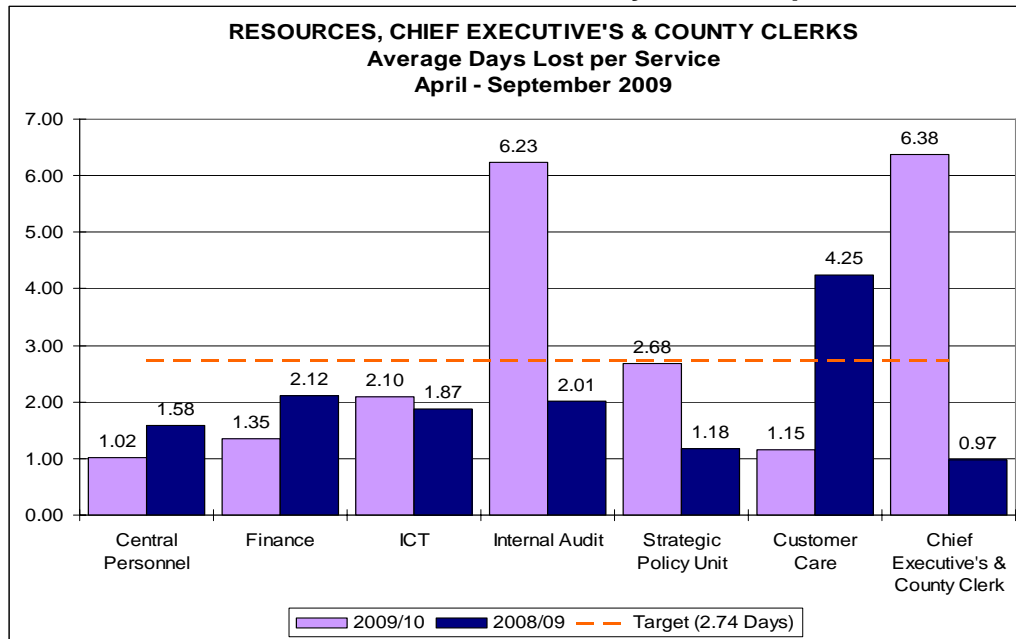


Chart 16

Chart 16 shows the average number of days in each service of the Resources and Chief Executives & County Clerks Directorate for the period July – September 2009. Of the services, three experienced drops in their sickness absence (Central Personnel, Finance & Customer Care, whose drop was substantial) and four experienced rises in sickness absence (ICT, Internal Audit, whose was a substantial rise, Strategic Policy Unit, and also Chief Executives & County Clerks, who also experienced a substantial rise during the period). Again, it is worth noting that in both of these two services, due to smaller headcounts, the impact of long term sickness is felt more within the service, such in the case of Internal Audit and Chief Executives & County Clerks.

2.4 - Short Term and Long Term Analysis

The short term and along term analysis can be used to determine whether in each service short term or long term absence is a more defining factor of their actual sickness absence rate.

For this report, short term absences are seen as anything under 20 working days absence, and long term absences are seen as any absence of 20 working days or more. Each Directorate has been broken down to service level for this analysis, with 2008 data also included on the charts to give a comparison of the same information for last year. The date range reported on is the same as earlier, July – September (both 2008 & 2009).

D.C.C

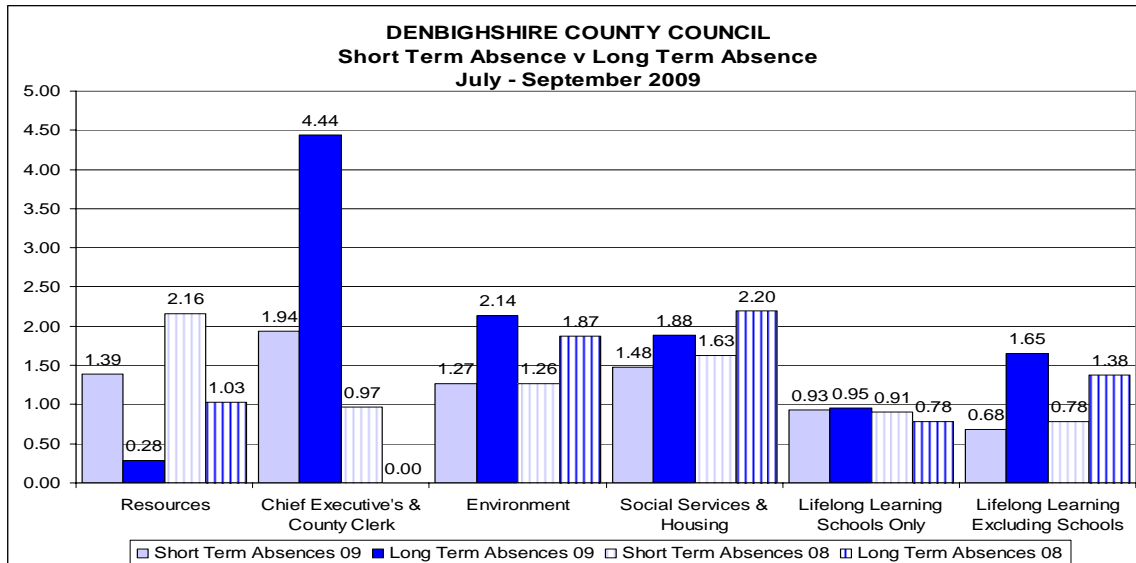


Chart 17

Chart 17 shows a short term and long term absence analysis of Denbighshire County Council for the period July – September 2009. In the Resources Directorate, it is clear that short term absence is the most significant area, with this also being the case during 2008. In the Chief Executives & County Clerks Directorate, as mentioned earlier, long term absence has been highlighted in 2009, with this accounting for the majority of absence within the directorate. As advised above this is due to the small numbers of employees within this service. The Environment Directorate has stayed fairly steady in terms of comparing to 2008, with long term absence rising slightly in 2009. In the Social Services & Housing directorate, long term absence has been slightly more prevalent in 2009. This was also the case in this directorate in 2008. Lifelong Learning has been split into Schools only and Non Schools. Schools only in Lifelong Learning has a fairly even split between both long term and short term absence, with both short term and long term absence being equally prevalent. Indeed this was the case in 2008, although not to such an extent, with short term absence being slightly more prevalent than long term absence. For Lifelong Learning (Non Schools) it's clear that long term absence is the more prevalent reason for sickness absence. Indeed, this was the same in 2008.

Resources & Chief Executives & County Clerks

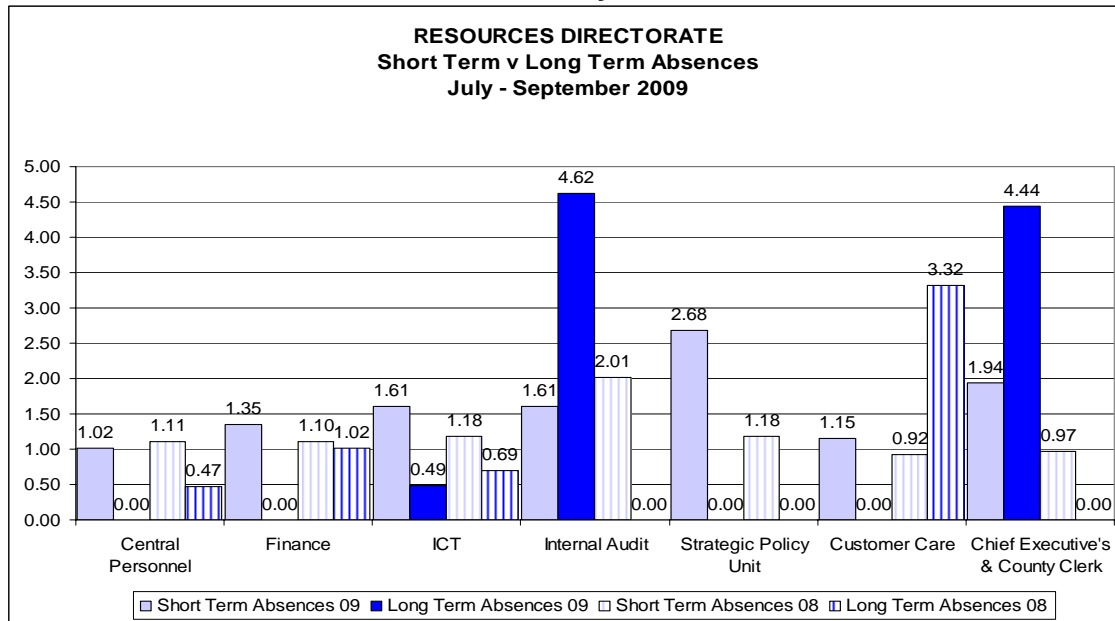


Chart 18

Chart 18 shows a short term and long term absence figures for the Resources & Chief Executives & County Clerks directorates. Overall Long Term absence isn't a particularly common issue within the directorate, with the majority of services experiencing little or no long term absence. The one exception is the Internal Audit service, for whom long term absence is most widespread. As mentioned earlier, Chief Executives & County Clerks is similar in this instance also. Again, it is worth noting that in both of these two services, due to smaller headcounts, the impact of long term sickness is felt more within the service, such in the case of Internal Audit and Chief Executives & County Clerks.

Environment

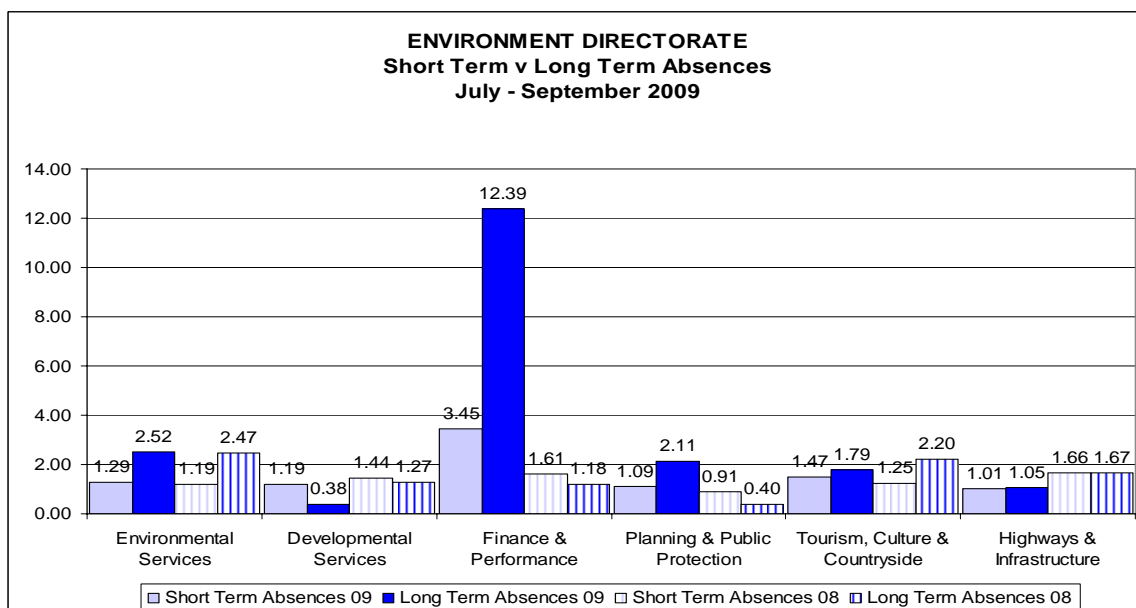


Chart 19

Chart 19 shows a short term and long term absence information for the Environment directorate for the period July – September 2009. In the Environmental Services service, it appears long term absence is more prevalent than short term absence. Indeed, this was the case in 2008 also. The same can also be said of the Tourism, Culture & Countryside service. It can also be said for the Planning & Public Protection service, in 2009 at least, where long term absence is a more common problem. Development Services has a very low count for long term absence, with short term absence a more widespread factor within this service. In Highways & Infrastructure, neither short term or long term absence is more prevalent, with both being generally the same level (this being the case in 2008 also). Finally, is the Finance & Performance service, where long term absence is more widespread, differing from it's 2008 figures (please see note from earlier re: high figure for Finance & Performance).

Social Services & Housing

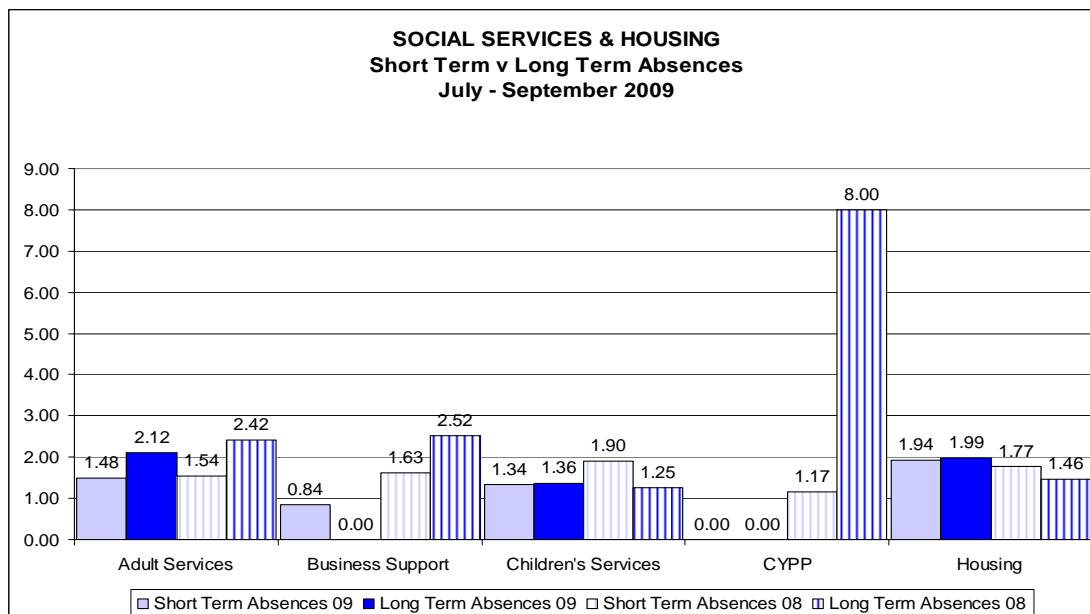


Chart 20

Chart 20 shows a short term and long analysis of the Social Services & Housing directorate. All services here have remained at a similar level to 2008. Adult Services continues to have more prevalent long term sickness. Business Support & Development has seen a large drop in long term sickness in 2009, and also a drop in short term as part of its overall drop in sickness absence. Children's Services has very little to separate short term and long term absence, although it should be noted that short term absence has dropped significantly from last year. CYPP has experienced significant decreases in both long term and short term sickness to the point of there actually being no sickness record in this period in 2009. Finally, Housing Services has had a very slight rise in short term sickness and a slightly more noticeable rise in long term sickness in 2009 compared to 2008.

Lifelong Learning

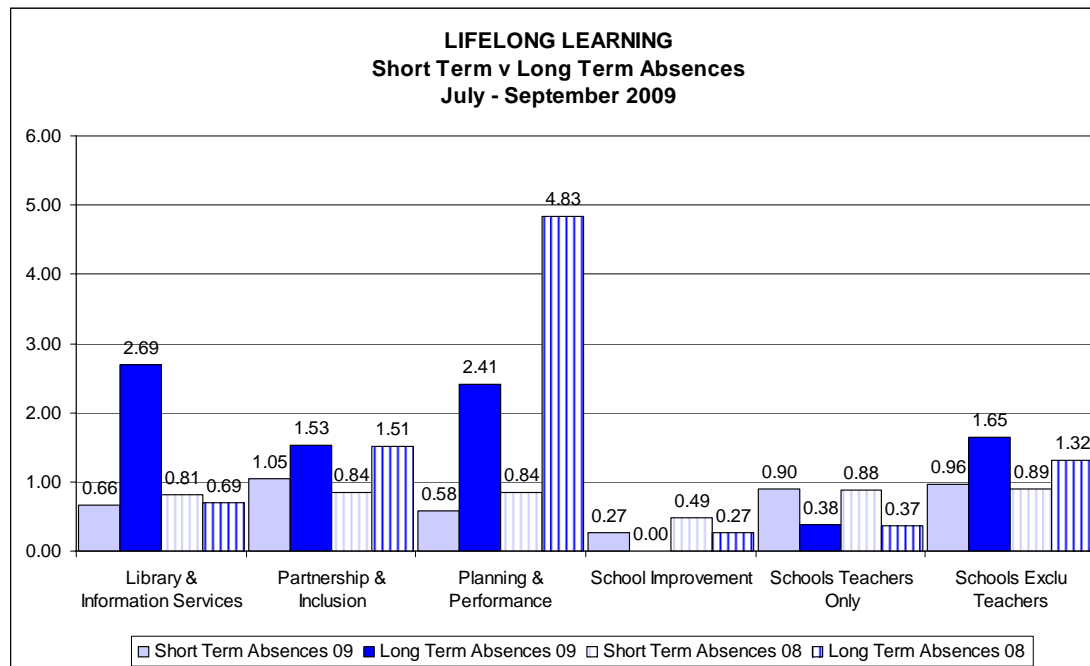


Chart 21

Chart 21 shows a short term and long analysis of the Lifelong Learning Directorate for the period July – September 2009. The Library and Information Services service has experienced problems with long term sickness this year. Short term sickness in this service has stayed at relatively the same level. Partnership & Inclusion has stayed at almost exactly the same level as 2008, with only a small increase in short term absence in 2009. Although Planning & Performance has experienced a decrease in both short term and long term absence, long term absence remained the bigger problem in the service in 2009, just as it had been in 2008. School Improvement experienced reductions in both short term and long term absence, to the point where there was actually no long term absence in the service in 2009. Schools (Teachers only) stayed at almost exactly the same level, with short term absence being more prevalent in 2009 just as it had been in 2008. Schools (Excluding teachers) was similar, however long term absence was more prevalent in 2009, just as it had been in 2008.

2.5 - Absence Reason Analysis

Absence reason analysis has been used to illustrate the most common reasons for sickness within each of the directorates within Denbighshire County Council. Each directorate has been broken down, with each having a bar chart and an absence reason table produced for them. Analysis has also been produced on 2008 figures also, so a comparison can be made for each service.

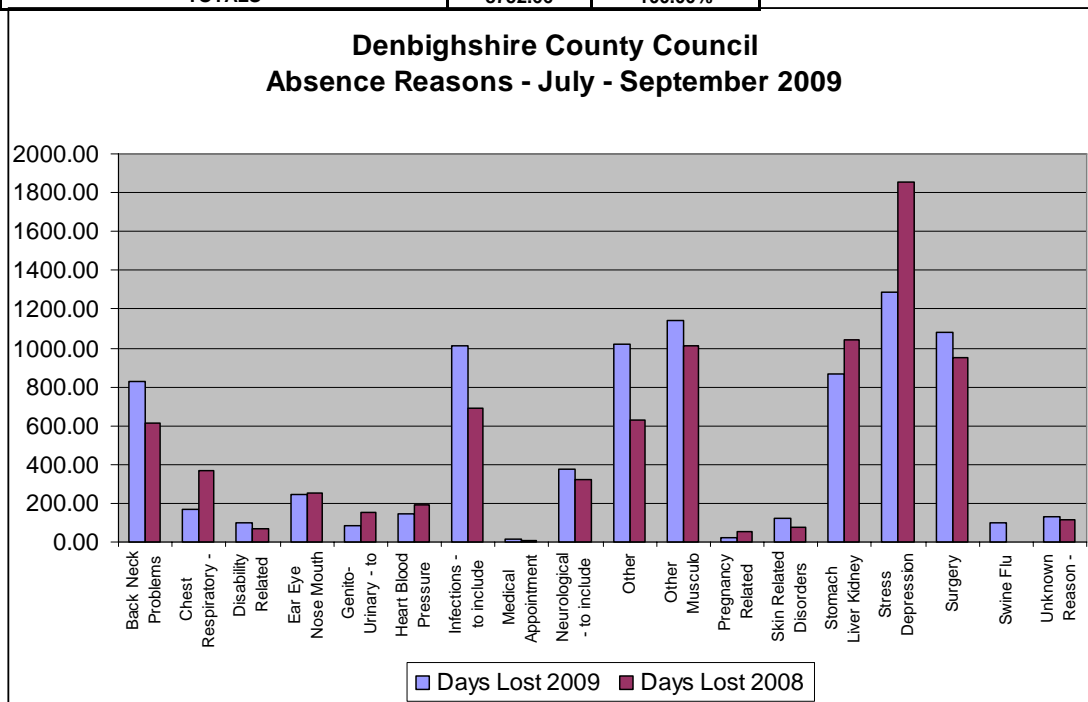
Note – the bar charts relate to 2009 information.

D.C.C

July – September 2008		
D.C.C	Days Lost	Days Lost %
Stress Depression Anxiety Mental Health Fatigue	1856.69	22.12%
Stomach Liver Kidney Digestion	1043.17	12.43%
Other Musculo Skeletal	1010.26	12.04%
Surgery	951.09	11.33%
Infections - to include Colds Flu	686.45	8.18%
Other	627.73	7.48%
Back Neck Problems	614.53	7.32%
Chest Respiratory - to Include Chest Infections	369.95	4.41%
Neurological - to include Headaches Migraine	324.96	3.87%
Ear Eye Nose Mouth Dental - to include Sinusitis	251.02	2.99%
Heart Blood Pressure Circulation	188.93	2.25%
Genito-Urinary - to include Menstrual Problems	153.11	1.82%
Unknown Reason - Awaiting Certificate	112.19	1.34%
Skin Related Disorders	73.49	0.88%
Disability Related	72.00	0.86%
Pregnancy Related	53.21	0.63%
Medical Appointment	5.31	0.06%
TOTALS	8394.09	100.00%
July – September 2009		
D.C.C	Days Lost	Days Lost %
Stress Depression Anxiety Mental Health Fatigue	1284.01	14.67%
Other Musculo Skeletal	1144.63	13.08%
Surgery	1078.17	12.32%
Other	1021.29	11.67%
Infections - to include Colds Flu	1011.93	11.56%
Stomach Liver Kidney Digestion	868.22	9.92%
Back Neck Problems	824.19	9.42%
Neurological - to include Headaches Migraine	373.60	4.27%
Ear Eye Nose Mouth Dental - to include Sinusitis	243.80	2.79%
Chest Respiratory - to Include Chest Infections	171.30	1.96%
Heart Blood Pressure Circulation	149.28	1.71%
Unknown Reason - Awaiting Certificate	131.65	1.50%
Skin Related Disorders	124.58	1.42%
Swine Flu	98.43	1.12%
Disability Related	97.18	1.11%
Genito-Urinary - to include Menstrual Problems	87.66	1.00%
Pregnancy Related	25.92	0.30%
Medical Appointment	16.82	0.19%
TOTALS	8752.66	100.00%

As with 2008, the main absence reason in the authority in 2009 was stress, although in 2008 it was accountable for a higher percentage of days lost (22.12%) than 2009 (14.67%). It can also be noted that stomach related sickness and infections to include colds & flu are both still in the top 6 reasons in 2009, as they were in 2008, however they appear to have reversed position, with infections being more common in 2009 and stomach related sickness being less common. It can also be said that in 2008, the top 6 absence reasons in the authority were responsible for 73.57% of all days lost, and likewise, in 2009 the top 6 absence reasons were responsible for 73.21% of all days lost. Indeed, all six reasons are constant, however they have switched places in 2009 compared to their places, and therefore number of days lost, in 2008.

Chart 22 (below)



Chief Executives & County Clerks

July – September 2008		
CHIEF EXECUTIVES & COUNTY CLERKS	Days Lost	Days Lost %
Stress Depression Anxiety Mental Health Fatigue	11.00	23.21%
Surgery	10.00	21.10%
Neurological - to include Headaches Migraine	6.40	13.50%
Stomach Liver Kidney Digestion	6.00	12.66%
Ear Eye Nose Mouth Dental - to include Sinusitis	4.00	8.44%
Infections - to include Colds Flu	4.00	8.44%
Genito-Urinary - to include Menstrual Problems	3.00	6.33%
Other Musculo Skeletal	2.00	4.22%
Heart Blood Pressure Circulation	1.00	2.11%
TOTALS	47.40	100.00%

July – September 2009		
CHIEF EXECUTIVES & COUNTY CLERKS	Days Lost	Days Lost %
Surgery	146.00	47.25%
Stress Depression Anxiety Mental Health Fatigue	66.00	21.36%
Infections - to include Colds Flu	27.00	8.74%
Skin Related Disorders	20.00	6.47%
Stomach Liver Kidney Digestion	14.00	4.53%
Back Neck Problems	13.00	4.21%
Other	11.00	3.56%
Swine Flu	10.00	3.24%
Pregnancy Related	2.00	0.65%
TOTALS	309.00	100.00%

In 2008 the most prevalent reasons in the directorate was stress. In 2009, stress was only the second most common reason, although due to increased sickness absence figures, more days were actually lost due to stress in 2009 when compared to 2008. The most common reason for absence in 2009 was surgery. This helps to explain the increase in long term absence within the Chief Executives and County Clerks directorate in 2009.

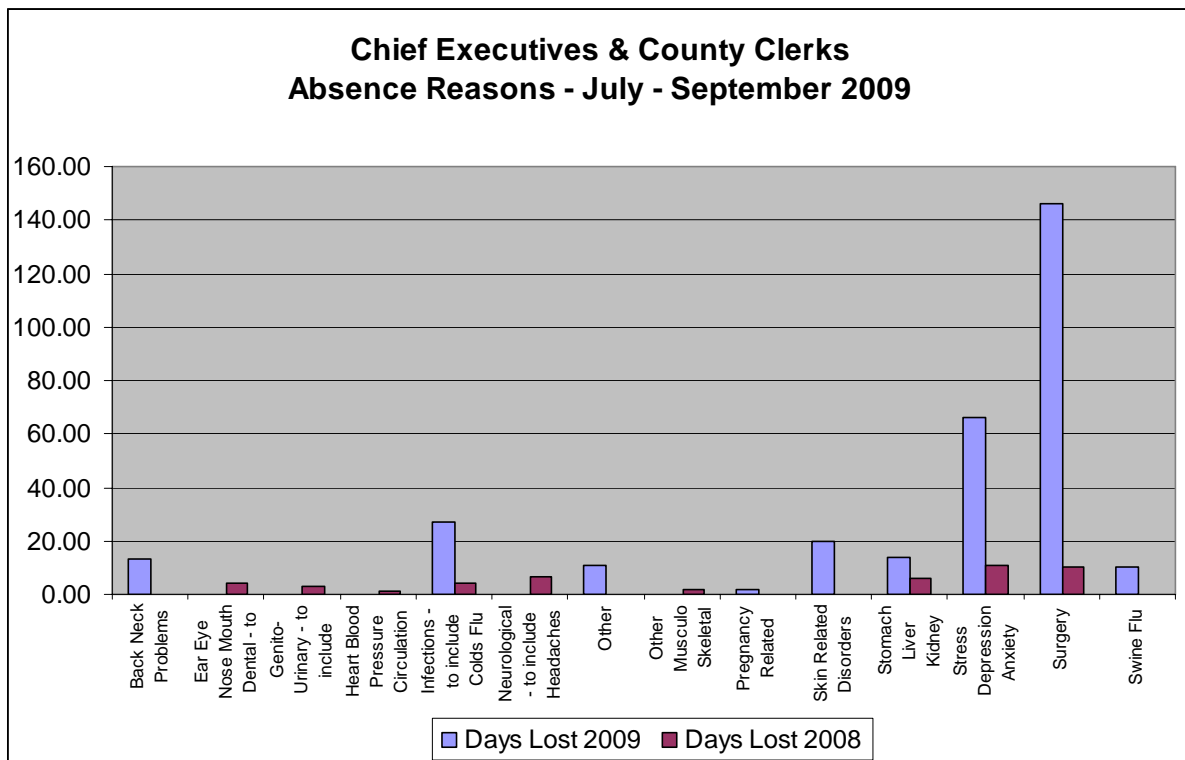


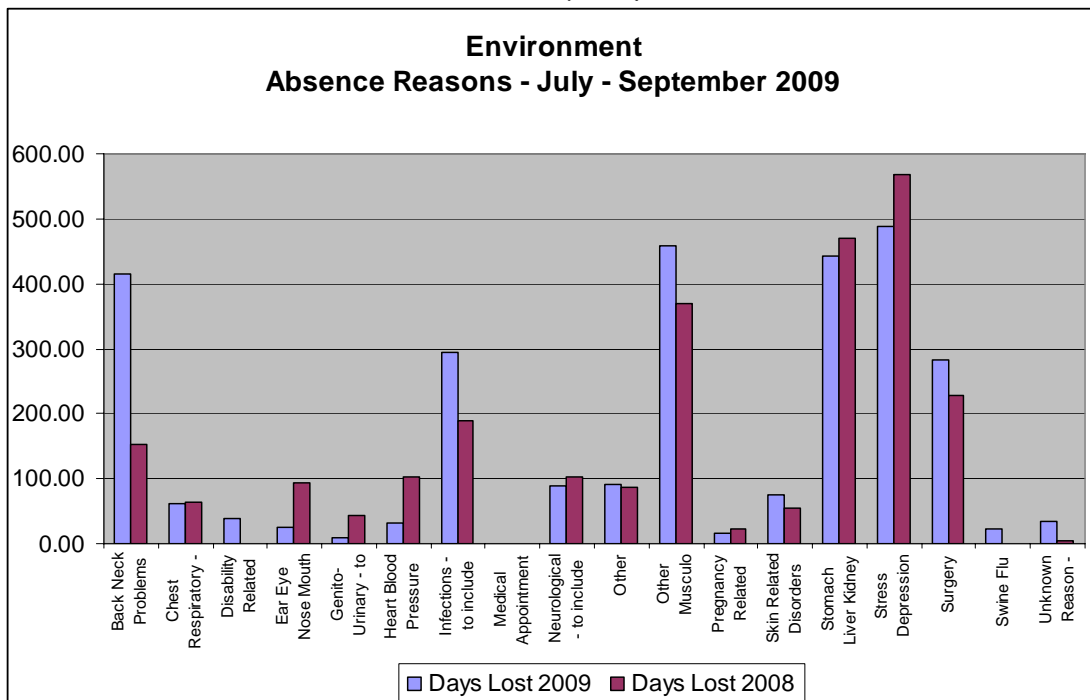
Chart 23

Environment

July – September 2008		
ENVIRONMENT	Days Lost	Days Lost %
Stress Depression Anxiety Mental Health Fatigue	567.20	22.21%
Stomach Liver Kidney Digestion	469.01	18.37%
Other Musculo Skeletal	370.11	14.49%
Surgery	228.94	8.97%
Infections - to include Colds Flu	190.47	7.46%
Back Neck Problems	152.45	5.97%
Heart Blood Pressure Circulation	102.77	4.02%
Neurological - to include Headaches Migraine	102.28	4.01%
Ear Eye Nose Mouth Dental - to include Sinusitis	94.07	3.68%
Other	85.92	3.36%
Chest Respiratory - to Include Chest Infections	64.80	2.54%
Skin Related Disorders	54.08	2.12%
Genito-Urinary - to include Menstrual Problems	43.95	1.72%
Pregnancy Related	22.00	0.86%
Unknown Reason - Awaiting Certificate	5.08	0.20%
Medical Appointment	0.50	0.02%
TOTALS	2553.63	100.00%
July – September 2009		
ENVIRONMENT	Days Lost	Days Lost %
Stress Depression Anxiety Mental Health Fatigue	487.35	16.95%
Other Musculo Skeletal	459.32	15.97%
Stomach Liver Kidney Digestion	442.21	15.38%
Back Neck Problems	416.29	14.47%
Infections - to include Colds Flu	295.31	10.27%
Surgery	282.64	9.83%
Other	91.54	3.18%
Neurological - to include Headaches Migraine	89.86	3.12%
Skin Related Disorders	76.00	2.64%
Chest Respiratory - to Include Chest Infections	60.80	2.11%
Disability Related	38.26	1.33%
Unknown Reason - Awaiting Certificate	33.96	1.18%
Heart Blood Pressure Circulation	30.83	1.07%
Ear Eye Nose Mouth Dental - to include Sinusitis	25.05	0.87%
Swine Flu	23.12	0.80%
Pregnancy Related	15.00	0.52%
Genito-Urinary - to include Menstrual Problems	8.45	0.29%
TOTALS	2875.99	100.00%

In both 2008 & 2009 the most common reason for absence in the Environment Directorate has been stress. This has been responsible for 22.21% and 16.95% of all absences in 2008 & 2009 respectively. In 2009 the next most widespread reason is 'Other Musculo Skeletal' which accounted for around 16% of all absence in the directorate. It was marginally lower in 2008, at around 14%, although this 2% difference is around 80 days it total. Surgery also increased in Environment in 2009, along with Back and Neck Problems, with an increase of over 250 days for this reason. Infections to include Colds Flu also increased by around 100 days in 2009.

Chart 24 (below)

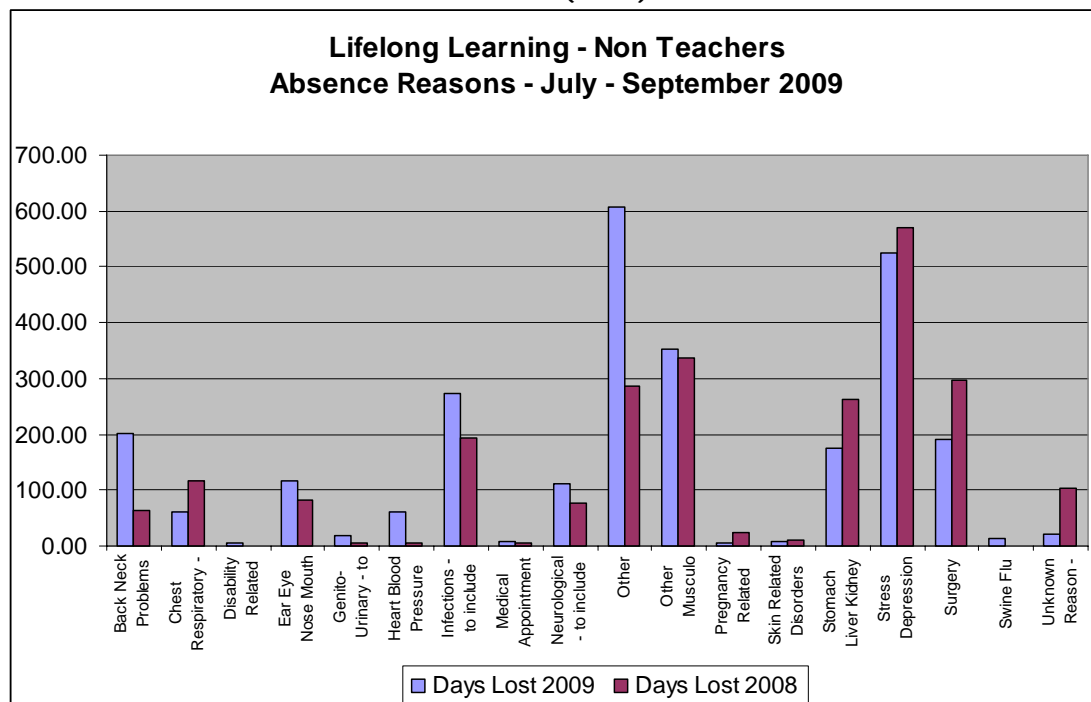


Lifelong Learning – Non Teachers

July – September 2008		
LIFELONG LEARNING NON TEACHING	Days Lost	Days Lost %
Stress Depression Anxiety Mental Health Fatigue	569.07	23.31%
Other Musculo Skeletal	337.63	13.83%
Surgery	297.81	12.20%
Other	286.55	11.74%
Stomach Liver Kidney Digestion	263.70	10.80%
Infections - to include Colds Flu	193.35	7.92%
Chest Respiratory - to include Chest Infections	115.65	4.74%
Unknown Reason - Awaiting Certificate	103.29	4.23%
Ear Eye Nose Mouth Dental - to include Sinusitis	82.50	3.38%
Neurological - to include Headaches Migraine	76.85	3.15%
Back Neck Problems	64.70	2.65%
Pregnancy Related	24.40	1.00%
Skin Related Disorders	11.11	0.46%
Genito-Urinary - to include Menstrual Problems	5.05	0.21%
Heart Blood Pressure Circulation	5.00	0.20%
Medical Appointment	4.81	0.20%
TOTALS	2441.47	100.00%
July – September 2009		
LIFELONG LEARNING NON TEACHING	Days Lost	Days Lost %
Other	607.39	22.01%
Stress Depression Anxiety Mental Health Fatigue	525.93	19.06%
Other Musculo Skeletal	353.65	12.82%
Infections - to include Colds Flu	274.34	9.94%
Back Neck Problems	201.44	7.30%
Surgery	191.93	6.96%
Stomach Liver Kidney Digestion	176.28	6.39%
Ear Eye Nose Mouth Dental - to include Sinusitis	116.05	4.21%
Neurological - to include Headaches Migraine	110.32	4.00%
Chest Respiratory - to include Chest Infections	61.01	2.21%
Heart Blood Pressure Circulation	60.45	2.19%
Unknown Reason - Awaiting Certificate	21.86	0.79%
Genito-Urinary - to include Menstrual Problems	19.20	0.70%
Swine Flu	12.66	0.46%
Skin Related Disorders	7.36	0.27%
Medical Appointment	6.82	0.25%
Pregnancy Related	6.42	0.23%
Disability Related	5.91	0.21%
TOTALS	2759.02	100.00%

In Lifelong Learning (Non Teachers) the most prevalent reason in 2008 was stress, with 23.31% of all days lost relating to this. In 2009, this figure has dropped slightly to 19.06% of all days lost, replaced by 'Other' as the number one reason for absence in the directorate. Besides these two reasons, there is only 'Other Musculo Skeletal' which appears towards to top end of both years, with 13.31% and 12.82% of all days lost in 2008 & 2009 respectively. It is interesting to note that stomach related sickness appears to have dropped significantly, somewhere in the region of 100 days in 2009 when compared with 2008.

Chart 25 (below)

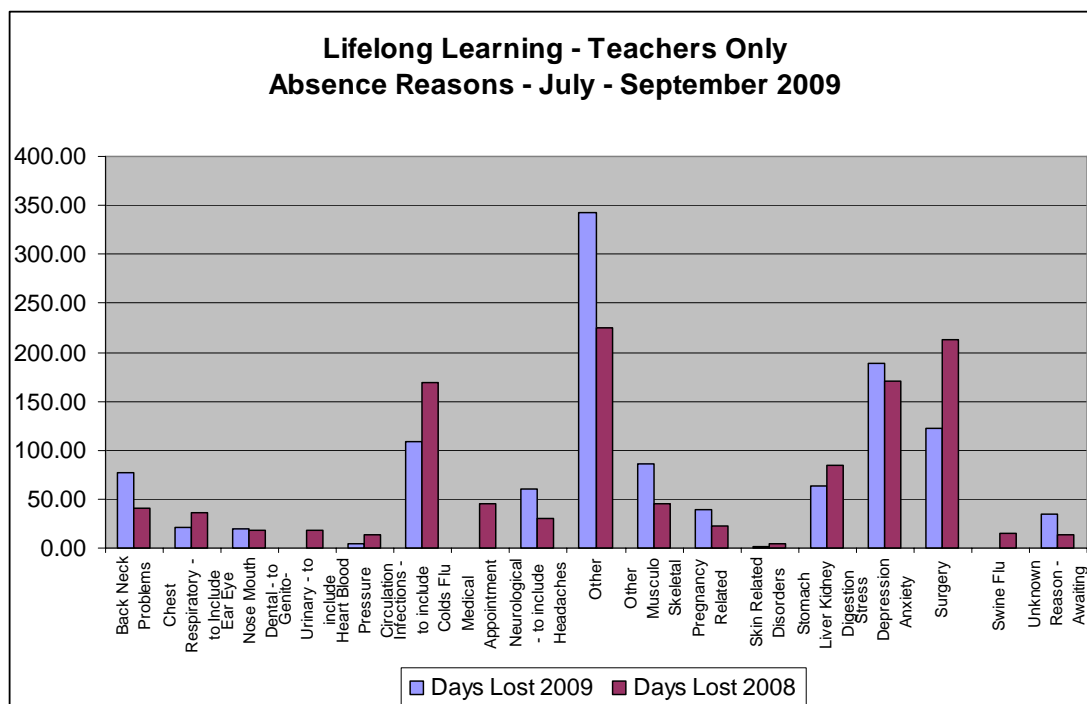


Lifelong Learning – Teachers Only

July – September 2008		
LIFELONG LEARNING TEACHERS ONLY	Days Lost	Days Lost %
Other	342.33	29.26%
Stress Depression Anxiety Mental Health Fatigue	188.50	16.11%
Surgery	122.40	10.46%
Infections - to include Colds Flu	109.40	9.35%
Other Musculo Skeletal	85.60	7.32%
Back Neck Problems	76.60	6.55%
Stomach Liver Kidney Digestion	63.82	5.45%
Neurological - to include Headaches Migraine	60.66	5.18%
Pregnancy Related	39.00	3.33%
Unknown Reason - Awaiting Certificate	35.20	3.01%
Chest Respiratory - to Include Chest Infections	20.61	1.76%
Ear Eye Nose Mouth Dental - to include Sinusitis	19.00	1.62%
Heart Blood Pressure Circulation	5.00	0.43%
Skin Related Disorders	2.00	0.17%
TOTALS	1170.12	100.00%
July – September 2009		
LIFELONG LEARNING TEACHERS ONLY	Days Lost	Days Lost %
Other	225.13	19.35%
Surgery	213.00	18.31%
Stress Depression Anxiety Mental Health Fatigue	171.00	14.70%
Infections - to include Colds Flu	169.30	14.55%
Stomach Liver Kidney Digestion	84.20	7.24%
Other Musculo Skeletal	45.00	3.87%
Medical Appointment	44.90	3.86%
Back Neck Problems	40.29	3.46%
Chest Respiratory - to Include Chest Infections	36.00	3.09%
Neurological - to include Headaches Migraine	30.59	2.63%
Pregnancy Related	23.00	1.98%
Ear Eye Nose Mouth Dental - to include Sinusitis	18.11	1.56%
Genito-Urinary - to include Menstrual Problems	18.00	1.55%
Swine Flu	15.00	1.29%
Heart Blood Pressure Circulation	13.00	1.12%
Unknown Reason - Awaiting Certificate	13.00	1.12%
Skin Related Disorders	4.00	0.34%
TOTALS	1163.52	100.00%

In the Lifelong Learning – Teachers only directorate, 'Other' is again the most prevalent reason in 2009. The days lost figure has lower by over 100 days in 2009, reflecting in the overall percentage in 2008 (29.26%) when compared with the same figure in 2009 (19.35%). Stress also figures highly in both years, responsible for 16.11% in 2008, reducing slightly to 14.55% in 2009. Surgery has increased as a reason in 2009, with 213 days lost at 18.31%, compared to 122.40 days at 10.46% in 2008. Infections to include Colds and Flu seems to have increased as a reason in 2009, with 14.55% of all days lost compared to 9.35% of all days lost in 2008.

Chart 26 (below)

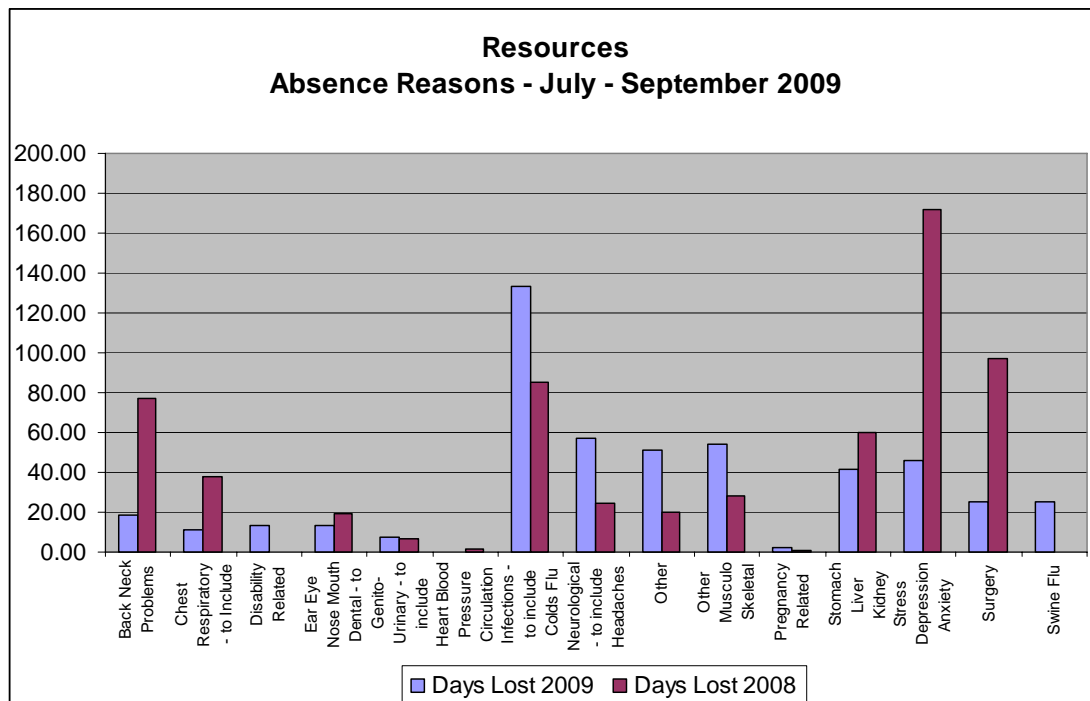


Resources

July – September 2008		
RESOURCES	Days Lost	Days Lost %
Stress Depression Anxiety Mental Health Fatigue	172.20	27.07%
Surgery	97.31	15.30%
Infections - to include Colds Flu	85.27	13.40%
Back Neck Problems	76.76	12.07%
Stomach Liver Kidney Digestion	59.98	9.43%
Chest Respiratory - to include Chest Infections	37.55	5.90%
Other Musculo Skeletal	27.80	4.37%
Neurological - to include Headaches Migraine	24.53	3.86%
Other	19.76	3.11%
Ear Eye Nose Mouth Dental - to include Sinusitis	19.30	3.03%
Skin Related Disorders	7.00	1.10%
Genito-Urinary - to include Menstrual Problems	6.65	1.05%
Heart Blood Pressure Circulation	1.22	0.19%
Pregnancy Related	0.80	0.13%
TOTALS	636.13	100.00%
July – September 2009		
RESOURCES	Days Lost	Days Lost %
Infections - to include Colds Flu	133.20	26.64%
Neurological - to include Headaches Migraine	57.00	11.40%
Other Musculo Skeletal	54.00	10.80%
Other	51.46	10.29%
Stress Depression Anxiety Mental Health Fatigue	46.00	9.20%
Stomach Liver Kidney Digestion	41.74	8.35%
Swine Flu	25.00	5.00%
Surgery	24.97	4.99%
Back Neck Problems	18.60	3.72%
Ear Eye Nose Mouth Dental - to include Sinusitis	13.59	2.72%
Disability Related	13.01	2.60%
Chest Respiratory - to include Chest Infections	11.40	2.28%
Genito-Urinary - to include Menstrual Problems	7.50	1.50%
Pregnancy Related	2.50	0.50%
TOTALS	499.97	100.00%

In the Resources directorate in 2008, the biggest single reason for sickness absence was stress, losing 172 days, equating to 27.07% of all days lost in the directorate. In 2009, stress as a reason has dropped down to the fifth most common reason for sickness in the directorate, with only 46 days lost, at 9.20% of all days lost. The most common sickness reason in 2009 is 'Infections – to include Colds Flu', with 133 days lost at 26.64% of all days lost, followed by Neurological sickness, equating to 11.40% of all absence. It is interesting to note that both surgery and back and neck reasons have dropped significantly in 2009 compared to 2008.

Chart 27 (below)

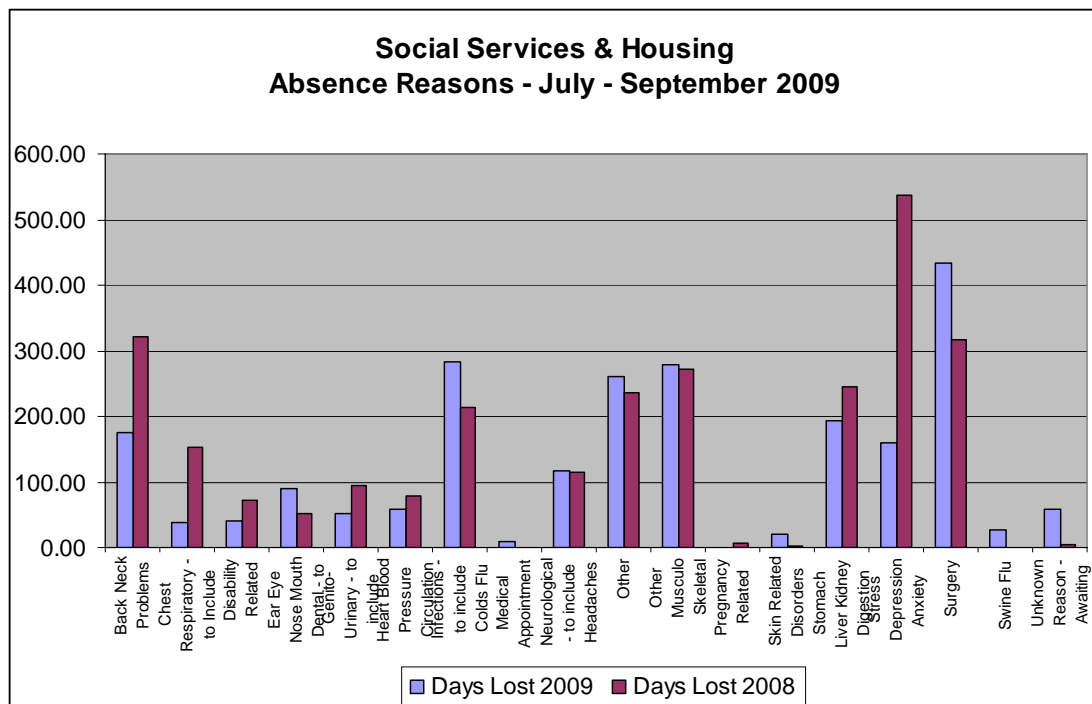


Social Services & Housing

July – September 2008		
SOCIAL SERVICES & HOUSING	Days Lost	Days Lost %
Stress Depression Anxiety Mental Health Fatigue	537.23	19.78%
Back Neck Problems	320.62	11.81%
Surgery	317.03	11.68%
Other Musculo Skeletal	272.72	10.04%
Stomach Liver Kidney Digestion	244.47	9.00%
Other	235.50	8.67%
Infections - to include Colds Flu	213.36	7.86%
Chest Respiratory - to Include Chest Infections	151.95	5.60%
Neurological - to include Headaches Migraine	114.91	4.23%
Genito-Urinary - to include Menstrual Problems	94.46	3.48%
Heart Blood Pressure Circulation	78.95	2.91%
Disability Related	72.00	2.65%
Ear Eye Nose Mouth Dental - to include Sinusitis	51.14	1.88%
Pregnancy Related	6.00	0.22%
Unknown Reason - Awaiting Certificate	3.81	0.14%
Skin Related Disorders	1.30	0.05%
TOTALS	2715.45	100.00%
July – September 2009		
SOCIAL SERVICES & HOUSING	Days Lost	Days Lost %
Surgery	432.62	18.88%
Infections - to include Colds Flu	282.08	12.31%
Other Musculo Skeletal	277.65	12.12%
Other	259.90	11.34%
Stomach Liver Kidney Digestion	193.99	8.47%
Back Neck Problems	174.85	7.63%
Stress Depression Anxiety Mental Health Fatigue	158.73	6.93%
Neurological - to include Headaches Migraine	116.42	5.08%
Ear Eye Nose Mouth Dental - to include Sinusitis	89.10	3.89%
Unknown Reason - Awaiting Certificate	58.82	2.57%
Heart Blood Pressure Circulation	58.00	2.53%
Genito-Urinary - to include Menstrual Problems	52.50	2.29%
Disability Related	40.00	1.75%
Chest Respiratory - to Include Chest Infections	38.09	1.66%
Swine Flu	27.65	1.21%
Skin Related Disorders	21.22	0.93%
Medical Appointment	10.00	0.44%
TOTALS	2291.62	100.00%

In the Social Services & Housing directorate in 2008, stress was by far the most prominent reason for sickness absence, with 537 days lost, equating to 19.78% of all days lost. In 2009, stress dropped down to just 158 days lost in the directorate, equating to 6.93% of all days lost. In 2009 the most widespread sickness absence reason was surgery, with over 400 days lost at 18.88% of all days lost. Back and Neck problems have dropped during 2009, however 'Other Musculo Skeletal' & stomach sickness has stayed relatively similar in 2009 when compared to 2008.

Chart 28 (below)



2.6– Absence on Mondays & Fridays

Sickness absence has been analysed for each individual directorate based upon the occurrence of episodes on a Monday and Friday. The data has been analysed in terms of the number of episodes on either a Monday or a Friday absence in each directorate within the period July – September (for both 2009 and 2008). Below, table 2 present the analysed information –

(**Note** – This data only includes 1 day absences, as opposed to including longer term absentees who will be off from Monday to Friday. This data is strictly dealing with employees who have had single day absences on either a Monday or a Friday, who *may* be taking the time off to increase their time off from the weekend, or an extension of annual leave etc.)

Directorate	Monday / Friday Episodes 2008	Monday / Friday Episodes 2009	Increase / Decrease	Average Percentage of workforce absent on Monday / Friday 2008	Average Percentage of workforce absent on Monday / Friday 2009	Increase / Decrease
Chief Execs	5	0	-5	0.40%	0.00%	-0.40%
Environment	74	53	-21	0.35%	0.24%	-0.11%
LLL - Ex Teachers	165	138	-27	0.57%	0.49%	-0.09%
LLL - Teachers Only	50	53	3	0.21%	0.22%	0.02%
Resources	37	16	-21	0.48%	0.20%	-0.28%
SS & H	70	106	36	0.38%	0.60%	0.22%

Table 4

The first immediate point is that the main directorates where Monday & Friday absences appear to be most common are Lifelong Learning (Excluding Teachers) – with 0.49% of the workforce absent on either a Monday or Friday - and also Social Services & Housing. It is however worth pointing out that almost all the directorates have had reduced episodes of Monday & Friday absence in 2009 when compared to 2008.

Social Services & Housing experienced the largest increase in 2009, where episodes of Monday & Friday absence increased by over 50%. In terms of this affecting the overall workforce in Social Services & Housing, this means approximately 0.60% of all employees within the Social Services & Housing directorate were absent from work (a sickness related absence) in the period July – September 2009 on a Monday or a Friday.

The Chief Executives & County Clerks directorate experienced no single day absences on a Monday or a Friday in the period during 2009.

The Resources directorate has experienced a drop of over 50% in Monday or Friday absences in 2009 compared to 2008. Monday & Friday absences in Lifelong Learning (Excluding Teachers) have by and large stayed at the same level in 2008 &

2009. Finally, the Environment directorate experienced a fairly significant drop in Monday & Friday absences, with a reduction of around 25% in Monday & Friday absences in 2009.

2.7– Absence during School Holidays

In addition to Monday & Friday absence, further analysis has been undertaken on sickness absence occurring during the school summer holiday periods. This data has been analysed in terms of the percentage of working days which have been lost. This data has been taken from the period July – September (both 2008 & 2009), and also a separate set of data from July 22nd – September 3rd. This has been compared to see if a higher percentage of days have been lost in the period July – September, or in the period which schools are on holiday. Table 3 presents the results of the analysis –

Directorate	Percentage of available days lost in School Holidays 2008	Percentage of available days lost in July - September 2008	Increase / Decrease during School Holidays 2008	Percentage of available days lost in School Holidays 2009	Percentage of available days lost in July - September 2009	Increase / Decrease of available days lost during School Holidays 2009	Increase / Decrease Percentage of available days lost in School Holidays 2008 - 2009 Comparison
Chief Execs	1.81%	1.50%	0.31%	10.73%	9.66%	1.07%	8.92%
Environment	5.01%	4.82%	0.19%	5.47%	5.18%	0.29%	0.46%
LLL - Ex Teachers	2.60%	3.40%	-0.80%	3.06%	3.84%	-0.78%	0.46%
LLL - Teachers Only	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Resources	3.81%	3.36%	0.45%	2.91%	2.52%	0.39%	-0.90%
SS & H	6.19%	5.89%	0.30%	5.25%	5.10%	0.15%	-0.94%

Table 5

It is immediately clear that almost all of the directorates have experienced an increase in sickness absence in during the school summer holidays in 2009. The only directorate not to experience an increase in sickness absence during the school holidays was, perhaps surprisingly, Lifelong Learning (Excluding Teachers). Indeed, this was also the only directorate in 2008 not to experience an increase in sickness absence during the school holidays.

It is clear to see that the Chief Executives & County Clerks directorate has the biggest increase in absence during the school summer holiday period.

It should be noted that both Resources and Social Services & Housing directorates experienced drops in school summer holiday absence during 2009, compared to the period in 2008.

However, after CE & CC the Resources and Environment directorates, experienced the next largest increases in sickness during the school holidays, losing an additional 0.29% & 0.39% respectively.

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 & absence 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.

8.3 Assessment of Impact on Climate Change - Mitigation and Adaptation:

There are no Climate Change implications associated with the preparation of this information.

9 ACTION PLAN

ACTION	RESPONSIBLE OFFICER / DATE BY WHEN ACTION TO BE COMPLETED	ACTION TO BE REVIEWED & MONITORED BY / DATE TO BE MONITORED
No actions at present		

10 RECOMMENDATIONS

- 10.1. Members consider the new format and data and the relevance of the information supplied
- 10.2 Members note the information considered in this report and identify issues which future reports should focus upon.

REPORT TO: CABINET

REPORT BY: COUNCILLOR R W HUGHES LEAD MEMBER FOR PERSONNEL AND BUSINESS MANAGEMENT

DATE: 24 NOVEMBER 2009

SUBJECT: MONITORING THE ACTIONS AGREED BY CABINET

1 DECISION SOUGHT

1.1 To consider the progress the Authority is making against the actions which have been agreed by Cabinet since the 12 September 2006 (Appendix I refers).

2 REASON FOR SEEKING DECISION

2.1 It had been agreed by the Corporate Executive Team that each Cabinet report should include an Action Plan to ensure that decisions made by the Executive were effectively progressed.

2.2 In order that progress against the agreed actions could be monitored by Cabinet it was further agreed that a 6 monthly report would be produced by the Strategic Policy Unit. The actions are detailed in Appendix 1:-

- ❖ the date of the Cabinet meeting
- ❖ the responsible Directorate / officer
- ❖ the report title
- ❖ the actions from Section 9, the "Action Plan"
- ❖ whether or not the action has been completed
- ❖ reasons why the action has not been completed

2.3 The Revenue, Housing Revenue Account and Capital Budget monthly reports are not included in the Appendix as these actions are monitored on a monthly basis, whilst the Routine Reporting on Personnel is monitored quarterly.

2.4 The following reports have been or will be removed from the Action Plan list as they contain ongoing actions and are being monitored by relevant officers or are routinely being reported to Cabinet:

Monitoring the Authority's Key Performance Indicators
Monitoring the Actions Agreed by Cabinet
Modernising Education Action Plan Monitoring
European Union Convergence Programme Action Plan for Denbighshire Improvement Plan
Review of 16-19 Education Provision in Rhyl
Corporate Executive Team Performance Report
Focused Agenda Board Updates
Update on Action Plan in Response to Hyfrydle Inspection

- 2.5 The following reports have been removed from the list as the actions have been completed:

Dee Valley Recycling Facilities
Modernising Education Policy Framework
Community Learning Centres
North Wales Prison
Supporting People Operational Plan
Planning Policy Priorities
Approval of Project Initiation Document for North Wales Waste Treatment
DCC / CCBC Planning Collaboration
Affordable Housing
Overview Statement for the Estyn Inspection
Biodiversity Duty
E-Coli Update
Consultation Document on Destination Marketing and Management Wales
Parking Charges
Changes to Social Care Charges
Establishment of Task & Finish Group to prepare the Deposit Local Development Plan for Public Consultation by spring 2009

- 2.6 Members will note that out of 110 actions, 59% have been completed whilst 41% are incomplete / ongoing. A number of larger projects, for example the Convergence Programme or Biodiversity Duty, will be ongoing for a number of years and will continue to be monitored.

3 POWER TO MAKE THE DECISION

- 3.1 Section III of the Local Government Act 1972.

4 RESOURCE IMPLICATIONS

- 4.1 **COST:** The cost implications associated with progressing the actions will have been identified in each individual Cabinet report.

- 4.2 **STAFFING / ACCOMMODATION IMPLICATIONS:** The staffing/accommodation implications of progressing each action should have been considered before the recommendation was made

- 4.3 **IT IMPLICATIONS:** The IT implications of progressing each action should have been considered before the recommendation was made

5 RISK ASSESSMENT

5.1 Risks associated with not agreeing the recommendation/s

The actions referred to in this report have been agreed by Cabinet and there may be risks associated with not completing agreed actions which could be significant and are included in the relevant reports.

5.2 Risks associated with agreeing the recommendation/s

There are no risks associated with agreeing the recommendation.

6 FINANCIAL CONTROLLER STATEMENT

- 6.1 There are no financial implications specifically resulting from this report. The implications of the individual action plans will have been included in the relevant reports.

7 CONSULTATION CARRIED OUT

- 7.1 The Cabinet Officer has contacted the responsible officer for each report for an update on each Action Plan. The report is regularly updated.

8 IMPLICATIONS ON OTHER POLICY AREAS INCLUDING CORPORATE

8.1 Assessment of Impact on Corporate Priorities:

The impact of the actions on corporate priorities should have been identified in each individual Cabinet report.

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

Actions agreed at Cabinet will have implications on all policy areas including the Vision and other corporate policies.

8.3 Assessment of Impact on Climate Change: Mitigation and Adaptation:

Identified in the individual reports.

9 ACTION PLAN

Action	Lead Member/Officer	Deadline
Regular report to Cabinet on progress against agreed Action Plan	Lead Member Personnel and Business Management J Williams	Every 6 months : next report in March 2010

10 RECOMMENDATIONS

- 10.1 Cabinet notes the progress the Authority is making against the actions which have been agreed by Cabinet since the 12 September 2006 and requests further information and/or action where required (Appendix I refers).

CABINET ACTION PLANS ~ 24.11.2009

CABINET DATE	DIRECTORATE / OFFICER	REPORT TITLE	ACTION	COMPLETE	INCOMPLETE	DATE COMMENCED / REASON OUTSTANDING
15.07.2008	Environment: Sustainable Development S Parker	Denbighshire's Northern Recycling Park	Finalise plans for new facility (north of county) – S Parker / A Roberts - 08 / 2008 Obtain necessary planning permission and EA consents – S Parker / A Roberts - 09 / 2008 Construction of new facility (north of county) – S Parker / A Roberts - up to 05/09 Start using the new facility (north of county) – S Parker / A Roberts – 05/2009 Closure of old facilities (north of county) – S Parker / A Roberts – 06/2009	✓ ✓	✓ ✓ ✓	Construction by end 2009 By January 2010 By January 2010
24.03.2009	Lifelong Learning J Gambles	Transformation of Post 16 Education & Training in Denbighshire	The 14-19 Coordinator will be responsible for adherence to the following programme of key dates and actions by the Learning Partnership and Partnership Development Group; the Corporate Director for Education will be responsible for monitoring progress.	✓		
24.03.2009	Resources I Butler	Risk and Opportunity Management Strategy	Work Plans supporting the Corporate Governance Action Plan (Recommendation 6) January – October 2009	✓		
24.03.2009	Lifelong Learning J Groves	Local Authority Partnership Agreement	Actions within the Appendices to the report		✓	Programme on target and implementation commenced. Starting 2010 bid before end December.
28.04.2009	Environment Gareth Roberts	Empty Homes Strategy	Implement Empty Homes Strategy with immediate effect - Wendy Barnsley Arrange inspections of 20 most prioritised homes identified by the strategy and engage with the owners - Wendy Barnsley by September 2009	✓ ✓		
28.04.2009	Resources Catherine J Williams	Your Voice – The Authority's Unified Complaints, Compliments and Suggestions Policy	Provide quarterly update, including statistics to Corporate Governance – C J Williams Implement training programme, initially targeting front line staff and complaint representatives for each service – C J Williams June 2009	✓ ✓		

CABINET DATE	DIRECTORATE / OFFICER	REPORT TITLE	ACTION	COMPLETE	INCOMPLETE	DATE COMMENCED / REASON OUTSTANDING
			Launch 'Your Voice' scheme – C J Williams June 2009 Actively promote the scheme – C J Williams September 2009	✓ ✓		Launched 13.11.2009, delayed owing to staffing issues.
28.04.2009	Resources S Cordiner	Applications to Register Land Known as The Park, Off Ffordd Elan, Rhyl as a Village Green	Appointment of a Barrister to hold a non statutory inquiry - County Clerk in conjunction with client department Planning and Public Protection - 6 months time	✓		
28.04.2009	Resources Rhian Evans	Issues Referred to Cabinet by Scrutiny Committee: Animal Welfare Enforcement Under the Animal Welfare Act 2006	Recommendation to Cabinet - Scrutiny Support Officer - 28 April 2009 Representation to be made to the WAG's Minister for Rural Affairs - Lead Member for Communities - 26 May 2009	✓ ✓		
26.05.2009	Lifelong Learning J Curran	Modernising Education Action Plan Monitoring	Ensure that remaining Estyn Actions are reflected within quarterly performance reports for Lifelong Learning – R Ramm, Policy & Performance Manager	✓		
23.06.2009	Lifelong Learning G Watson	Corporate Communications Strategy – Action Plan	Ongoing monitoring of the Corporate Communication Strategy Action Plan – G Watson – Quarterly Implementation of a Social Media Strategy – Corporate Communications Officer / Web master – end September 2009	✓ ✓		
23.06.2009	Social Services & Housing Vicky Allen	Corporate Parenting Strategy	Implementation of the Strategy, Corporate Parenting Working Group, Bi-monthly from June 2009 onwards Quarterly progress reports presented to Corporate Parenting Elected Members Forum, Children and Family Services Business Manager, June/July 2009, September 2009, December 2009, March 2010 Report to Full Council on progress in implementing strategy - Children and Family Services Business Manager, May / June 2010	✓ ✓	✓	Reports have been and will be presented On target
23.06.2009	Social Services and Housing Julie Moss	Safeguarding and Protecting Vulnerable Children: Corporate Accountability Framework	Framework to be issued to all staff via Corporate Directorates - Safeguarding and Reviewing Manager: July 2009 Framework to be delivered all elected members -	✓ ✓		

CABINET DATE	DIRECTORATE / OFFICER	REPORT TITLE	ACTION	COMPLETE	INCOMPLETE	DATE COMMENCED / REASON OUTSTANDING
			Safeguarding and Reviewing Manager: July 2009 Framework will be delivered to all School Governors - Lifelong Learning Directorate Safeguarding Officer Submission of annual report to Council on Safeguarding Children in Denbighshire - Safeguarding and Reviewing Manager:	✓ ✓		
23.06.2009	Social Services and Housing Julie Moss	Corporate Safeguarding Action Plan	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:	✓		
23.06.2009	Environment M Dixon	Criteria for Supporting Community Capital Projects 2009-2010	Advertise the availability of funding for community capital projects, Regeneration Strategy, Funding & Compliance Manager / 31 July 2009 Seek Cabinet approval for projects to be supported - Lead Cabinet Member for Regeneration / 29 September 2009	✓ ✓		Report delayed to 24.11.2009 as consultation with new Area Members' Groups required
23.06.2009	Environment D G Evans	Future Jobs Fund	Support formation of partnership for Denbighshire and Conwy to make bid for Future Job Funds resources - Head of Development – early July 2009 Develop workstream opportunities within the Council for Future Job Fund applicants - Head of Development – early July 2009	✓ ✓		
23.06.2009	Social Services & Housing N Ayling / C McCloud	Regional Telecare Report	Denbighshire to be robustly assessed in development of Regional Telecare Service, N Ayling, December 2009	✓		
23.06.2009	Environment M Dixon	Value Added Tax Refund	Recruit officers to support the work of the area members' groups - Regeneration Strategy, Funding & Compliance Manager / 30 September 2009 Advertise the availability of funding for community capital projects - Regeneration Strategy, Funding & Compliance Manager / 31 July 2009 Recruit a welfare advisor - Welfare Rights 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	✓ ✓ ✓	✓	Ongoing work

CABINET DATE	DIRECTORATE / OFFICER	REPORT TITLE	ACTION	COMPLETE	INCOMPLETE	DATE COMMENCED / REASON OUTSTANDING
14.07.2009	Chief Executive	A High Performing Council Close to its Community	Discuss proposals with Leader and Cabinet – 26.05.2009 Discuss proposals with CET – 27.05.2009 Discuss proposals with Group Leaders – 03.06.2009 Discuss proposals with DMTs - By 2.06.2009 Informal Consultation stage (including with TUs) - 12–30.06.2009 Cabinet – 14.07.2009 Formal Consultation Stage including job descriptions, person specifications and issue of redundancy notices – 15.07-30.08.2009 Recruitment Process 07.09-21.12.2009 Implementation – from January 2010	✓ ✓ ✓ ✓ ✓		
14.07.2009	Resources J Williams	DCC Corporate Plan and Medium Term Financial Plan	Draft Corporate Plan sent for translation – further amendments tracked – Head of SPU 08.07.2009 The draft Corporate Plan presented to full Council for adoption subject to any further amendments – Head of SPU 28.07.2009 Stage 1 Corporate Plan published on Denbighshire's internet – Head of SPU 31.07.2009 Hard copies of the Corporate Plan produced and distributed to Members, senior managers, town and community councils and key partners – Head of SPU 27.08.2009 Stage 2 Corporate Plan agreed by Cabinet for recommendation to full Council. Analysis of comparative data following publication of all Wales figures in August - Head of SPU 29.09.2009 Stage 2 Corporate Plan agreed by full Council and published on Denbighshire's internet with Corporate Plan Summary – Head of SPU 30.10.2009	✓ ✓ ✓ ✓ ✓ ✓	✓ ✓	Plan had to be amended to meet new corporate branding requirements – now at printers
14.07.2009	Lifelong Learning J Curran	Modernising Education: Dee Valley East Review	Commence formal consultation, Programme Manager, 07.09.2009 Collate responses to formal consultation, Programme	✓ ✓		

CABINET DATE	DIRECTORATE / OFFICER	REPORT TITLE	ACTION	COMPLETE	INCOMPLETE	DATE COMMENCED / REASON OUTSTANDING
			Manager, 12.10.2009			
14.07.2009	Environment S Parker	Approval of Outline Business Case for Waste Treatment Capacity	Submission of OBC to WAG (achieved), Project Board 06.2009. WAG approval of OBC, WAG 08.2009. Invitation to tender, WAG 11.2009 Submission of Final Business Case (FBC), Contractors 06.2010 WAG approval of FBC, WAG 07.2010 Submit planning application (if required) DCC 06.2010 Determination of planning application DCC 10.2010 Contract award – all 3 Councils 10.2010 Construction commencement, contractor 01.2011 Operational commencement, contractor 06.2012	✓ ✓	✓ ✓ ✓ ✓ ✓ ✓ ✓	Conditional approval received. All submissions / contract awards etc on target
14.07.2009	Environment G Boase	DCC and CCBC Planning and Public Protection Collaboration	Signing of the SLA, Joint Management Board Implement collaboration across both services, Head of Service Regulatory Services (CCBC) and Planning & Public Protection (DCC) Report on progress and efficiencies, Head of Service Regulatory Services (CCBC) and Planning & Public Protection (DCC)		✓ ✓	Delays at CCBC has led to delays but it has now been ratified
14.07.2009	Resources K Jones	Write Off Sundry Debtor Account	Financial transaction to be completed to write off debt - K Jones 14.07.2009	✓		
08.09.2009	Environment G Evans	North Wales Coast 2016 Action Plan	Provide Cabinet response to North Wales Coast 2016 Action Plan to Welsh Assembly Government - David Gareth Evans, Head of Development – 30 th September 2009 Advise WAG and Conwy of agreement to new collaborative networking arrangements - David Gareth Evans, Head of Development – 30 th September 2009	✓ ✓		
08.09.2009	Environment Glesni Owen	Additional HMO Licensing	Publish a Public Notice in respect of the Additional Licensing Scheme with implementation date and publish Press Release following Cabinet meeting - G Owen as soon as possible after Cabinet. Implementation date (no earlier than 3 months from Cabinet designation) - Glesni Owen - no later than 31 st March 2010	✓	✓	On target for implementation date of 01.01.2010

CABINET DATE	DIRECTORATE / OFFICER	REPORT TITLE	ACTION	COMPLETE	INCOMPLETE	DATE COMMENCED / REASON OUTSTANDING
			Send out full application on a rolling programme - Glesni Owen / Support Officer			
08.09.2009	Environment G Sumner	All Wales Scam Busters	Agreements signed - Head of Planning & Public Protection 01.10.2009 Allocate and monitor work when necessary - Assistant Head of Planning & Public Protection - Throughout year Assess and report on the work of the Team in Wales and Denbighshire - Head of Planning & Public Protection - November 2010 Review the operation of the Team - Environment Scrutiny - December 2010	✓ ✓		On target
08.09.2009	Environment G Sumner	Illegal Money Lending Unit	Agreements signed - Head of Planning & Public Protection - 1 October 2009 Allocate and monitor work when necessary - Assistant Head of Planning & Public Protection - Throughout year Assess and report on the Unit's work in Wales and Denbighshire - Head of Planning & Public Protection - November 2010 Review the operation of the Team – Environment Scrutiny – December 2010	✓ ✓		On target
08.09.2009	Social Services & Housing Gary Major	Child Protection Family Support Project	Contract Start – Gary Major and Sarah Turney – November 2009 Review Contract - Sarah Turney - 2010		✓ ✓	On target
08.09.2009	Social Services & Housing Gary Major	Vulnerable Families Generic Support Project	Contract Management Plan - Gary Major, Sarah Turney, Catherine Owen Gant, Jenny Elliot – September 2009 Service Handover period - Gary Major, Sarah Turney, Catherine Owen Gant - September 2009 to November 2009 Contract Start – Gary Major and Sarah Turney - November 2009	✓	✓ ✓	Completed 08.10.2009 All on target

CABINET DATE	DIRECTORATE / OFFICER	REPORT TITLE	ACTION	COMPLETE	INCOMPLETE	DATE COMMENCED / REASON OUTSTANDING
			Review Contract - Sarah Turney - 2010 - 2011		✓	
08.09.2009	Social Services & Housing Gary Major	Young People Generic Support Project	Contract Management Plan - Gary Major, Sarah Turney, Catherine Owen Gant, Jenny Elliot – September 2009. Service Handover period - Gary Major, Sarah Turney, Catherine Owen Gant - September 2009 to November 2009. Contract Start – Gary Major and Sarah Turney - November 2009. Review Contract - Sarah Turney - 2010 – 2011	✓	✓	Completed 08.10.2009 All on target
08.09.2009	Environment H Burkhalter	DCC Project Gaia – DCC Corporate Carbon Management Programme	Strategy presented to Council for adoption - Cllr Paul J Marfleet - 22/09/09. 3 Year Block Funding Capital Bid for Asset Management Programme Arm Action Plan developed and submitted - Robert Jones and H Burkhalter - October 2009. Project Gaia launched with a Climate Change-Carbon Reduction Staff Awareness Campaign - H Burkhalter. Ongoing but first phase complete 31/12/09 Head of Service Carbon Management Training – H Burkhalter January 2010. Asset Management Programme commences – Energy Manager with HoS as Senior Responsible Officer 01.04.2010. DCC register as a full participant of Carbon Reduction Commitment (CRC) - H Burkhalter April-September 2010.	✓	✓	On target On target On target
29.09.2009	Social Services & Housing N Ayling	Regional Collaboration in Services for Adults with Learning Disability Project	Learning Disability Network in place – S Ellis / N Ayling September 2009 Learning Disability Service Manager appointed – N Ayling November 2009	✓	✓	

CABINET DATE	DIRECTORATE / OFFICER	REPORT TITLE	ACTION	COMPLETE	INCOMPLETE	DATE COMMENCED / REASON OUTSTANDING
29.09.2009	Resources Rhys I Jones	Annual Treasury Management Report	The Treasury Management team will provide reports and training in accordance with the timetable below – Corporate Governance – January 2010 – Policy, Strategy, Prudential Indicators. Council – February – as above. Corporate Governance – July - External environment, Risks, Activity, Controls, Future Activity. Corporate Governance – Early/mid September - Review of TM activities during the preceding year, Performance of TM function. Cabinet – End September – As above. Corporate Governance – December – As TM Update above, Training on the basics of TM and Refresher sessions on TM developments		✓	All on target for 2010
29.09.2009	Resources K Beattie	Draft Single Equalities Plan 2009-2012	Establish Equality Employee Forum – D W Davies/ G Humphreys September 2009. Corporate Equalities Group, Equalities Officer Group and Employee Forum to monitor Action Plan – Cllr R W Hughes / D W Davies ongoing. Equalities Plan to be agreed by Full Council – Cllr R W Hughes / D W Davies 27.10.2009. Risk assess policies and functions in age, disability, gender, race, religion, belief and sexual orientation – Cllr R W Hughes / K Beattie 12.2009. The actions in the Equality Plan will be monitored and reported on twice yearly and an annual report will be submitted to Members and Resource Scrutiny – Cllr R W Hughes / K Beattie May 2010.	✓ ✓	✓ ✓ ✓	Report will be presented to Full Council 01.12.2009 On target On target
20.10.2009	Resources David W Davies	Denbighshire's Revised Welsh Language Scheme	Draft Scheme to Members Bilingual Forum - October 2009 (Completed) - David Davies	✓		

CABINET DATE	DIRECTORATE / OFFICER	REPORT TITLE	ACTION	COMPLETE	INCOMPLETE	DATE COMMENCED / REASON OUTSTANDING
			Draft Scheme to the Welsh Language Board – September 2009 (Completed) - David Davies Draft Scheme to Full Council - 1 December 2009 Approved Welsh Language Scheme publicised on the Council Website, intranet and easy read version produced – December 2009 Regular progress reports on the Action Plan submitted to the Members Bilingual Forum	✓	✓ ✓	On target On target
20.10.2009	Lifelong Learning Arwyn Jones	Library Service Review	Action Plan will be drawn up following Cabinet deliberations and decision – Nov / Dec 2009 – Arwyn Jones		✓	On target
20.10.2009	Lifelong Learning J Walley	Modernising Education - Dee Valley East Review	Publish Statutory Notices for the closure of Ysgol Llantysilio - Programme Manager, 11.11.2009 Collate responses to formal consultation - Programme Manager, 12 th January 2010 Submit responses to the formal consultation to the Welsh Assembly Government - Programme Manager, 11 th February 2010	✓	✓ ✓	On target On target
20.10.2009	Social Services & Housing Jenny Elliot	Supporting People Operational Plan	Work will commence in November to develop the specifications required for remodelling the services identified within the planned financial year 2010/11.		✓	On target

AGENDA ITEM NO: 9**CABINET: FORWARD WORK PROGRAMME**

15 DECEMBER 2009	
Revenue Budget Monitoring Report 2009-2010	Councillor J Thompson Hill R Parry
Update on Budget Setting 2010-2011	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
Human Resources: Business Partners	Councillor R W Hughes L Atkin
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Review of Housing Maintenance Management Structures. Subject is to receive a report based on consultant's recommendations for the Responsive Housing Repairs service for Council housing; the split between client and contractor roles and the reporting systems and processes.	Councillors P A Dobb / S Frobisher / E W Williams P Quirk
Schools ICT Service Review – Details outcome of review for schools carried out	Councillor H H Evans Leanne Edwards
GIFT Support Project – request for extension of contract	Councillor P A Dobb Gary Major
Obtaining a resolution for the Council to take CPO powers to acquire properties in Rhyl under the SRA	Councillor P J Marfleet David Mathews
Agricultural Estate – condition of properties	Councillor P J Marfleet David Mathews
Village Green Application, Ffordd Elan, Rhyl	Councillor P J Marfleet I K Hearle / Alan S Jones
Recommendations from Scrutiny Committees - Uniform charging policy for public use of DCC meeting rooms - to consider whether there would be benefits (revenue, clearer guidance to services and the public, etc) in standardising the various fees currently charged for room hire	Scrutiny Officers - S Price and R A Jones / G Evans
To consider settling civil proceedings – Part II	Alison Wright
Review of Library Service – fundamental review of library provision	Councillor M M Jones Arwyn Jones
Direct Payments Contract - application to extend the current contract for a year to 31 March 2011 with the existing provider to enable us to work collaboratively with Conwy toward a joint tender for contract award the following year	Councillor P A Dobb Alison Heaton
12 JANUARY 2010	
Revenue Budget Monitoring Report 2009-2010	Councillor J Thompson Hill R Parry
Update on Budget Setting 2010-2011	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
North Wales Residual Waste Treatment Project - Approval of Outline Business Case and Inter-Authority Agreement	Councillor E W Williams S Parker

Recommendations from Scrutiny Committees	Scrutiny Officers
26 JANUARY 2010	
Revenue Budget Monitoring Report 2009-2010	Councillor J Thompson Hill R Parry
Update on Budget Setting 2010-2011	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Care Options for Prestatyn Extra Care Housing – whether to provide care team internally or externally following Working Group considerations	Councillor P A Dobb Eileen Woods
Recommendations from Scrutiny Committees	Scrutiny Officers
16 FEBRUARY 2010	
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
Recommendations from Scrutiny Committees	Scrutiny Officers
30 MARCH 2010	
Revenue Budget Monitoring Report 2009-2010	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Supported Lodgings Contract – Support Project for Young People	Councillor P A Dobb Gary Major
Welsh Medium Education Scheme - to consider the draft scheme and recommend to Council prior to public consultation - Denbighshire is required to produce a new 3 year Welsh Education Scheme which sets out the vision for improving Welsh education provision and includes specific targets. Once drafted and agreed with the Welsh Language Board, there is a requirement for public consultation. The report will ask Cabinet to recommend to Council that the authority begin public consultation on the new scheme	Councillor H H Evans Hedd Vaughan Evans
Coastal Shoreline Management Plan – The Shoreline Management Plan is a policy document for coastal defence management, and its objective is to identify	Councillor E W Williams David Hall

sustainable long-term management policies	
Young Carers' Strategy – to approve the strategy	Councillor M M Jones Vicky Allen / Emma Banfield
Recommendations from Scrutiny Committees	Scrutiny Officers
27 APRIL 2010	
Revenue Budget Monitoring Report 2009-2010	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Recommendations from Scrutiny Committees	Scrutiny Officers
25 MAY 2010	
Revenue Budget Monitoring Report 2009-2010	Councillor J Thompson Hill R Parry
Capital Plan	Councillor J Thompson Hill R Parry
Housing Revenue Account Budget	Councillor P A Dobb P Quirk
Recommendations from Scrutiny Committees	Scrutiny Officers